



APNALAYA

Empowering the Urban Poor



ANNUAL
REPORT
2019-20

"Thank you for being such fantastic partners and for all that you do."

Louise Byrne, Programs Director - Europe & Asia,
Epic Foundation

"Apnalaya's interventions with both residents and civic bodies continue to uplift the urban poor in one of the most densely populated slums in Mumbai, especially during the pandemic. Empowering urban marginalised groups is key to creating sustainable communities. We are proud to support these initiatives, including the Khula Aasmaan project through our Direct Aid Program."

James Middleton, Vice Consul,
Australian Consulate-General in Mumbai.

"It's been a privilege working alongside the Apnalaya team to integrate a solution for child health in the community. Their hard work and unconditional dedication to social impact is inspiring, and their profound knowledge of the community ensures that they can deliver holistic programs that make a difference every day."

Elina Naydenova,
CEO & Founder, Feebris

"Thank you for everything you have done to serve one of the most difficult areas of urban India, even more so in these extremely difficult times. I pray that one day the need for organisations like yours disappears, how many ever lifetimes it takes. People should not have to live this way for the lack of human will to have done something about it."

Amit Chandra, ATE Chandra Foundation

"Apnalaya has been one of the earliest and phenomenal nonprofits to be associated with us and helping us with our vision. Doing commendable work since the 1970s, Apnalaya has been helping the urban poor by supporting them with basic services, education, healthcare and livelihoods. We know them as one of the most trusted, transparent and diligent partners to work with. During the lockdown, Apnalaya worked extensively to provide rations kits and monetary support to the slum dwellers. The sincerity and eagerness they showed in their work to continue helping were admirable."

Shruthi Iyer, Give India

INDEX

Messages from the Presidents	1-3
• Outgoing	
• Incoming	
Message from the CEO	4-5
Our Theory of Change	6
Our Impact	7-8
Our Programmes	
• Health and Disability	9-13
• Education and Livelihoods	14-18
• Citizenship and Advocacy	19-21
Impact	22
Our Publications	23
Communications and Events	24-27
Finance & Accounts	28-31
Our Donors	32
Our People	33

OUTGOING PRESIDENT'S MESSAGE

The year for Apnalaya, along with the rest of the country, comes to an end at the end of March, and the new one starts with high hopes on the first of April. But this year it has been vastly different. By the time we reached March 31st 2020 we were already in lockdown, though at that stage – thankfully I feel – we did not know the horrendous dimensions of the coronavirus pandemic that lay ahead.

With all our hopes pinned on successful and affordable vaccines coming sooner rather than later, we are having to rethink almost every aspect of our lives and our work. That it is not easy for Apnalaya is an understatement, faced inevitably with uncertainty over funding and the sustainability of many of our programmes.

But it has also highlighted what we have known all along: that it is the poor who are the most vulnerable. In Mumbai as elsewhere, the unacceptable conditions in which most have to live and work has magnified the problem many times over, and we can only hope that this will galvanise government and civil society to take steps to improve the living conditions of the nearly 50% of our population who live in slums and on the pavements here in Mumbai.

For me, the end of this past year also brought to an end my active involvement in the running of Apnalaya stretching back to 1973, as I handed over the Presidency into the capable hands of Geetanjali.



I cannot express how much this involvement has meant to me. I have been privileged to share in the lives and expectations of so many people, and I hope I have helped to facilitate change for the better for some of them. I have worked alongside many amazing people, from the first community women whom we trained as balwadi teachers and health workers in the 1970s, women such as Draupadhi, Sarita and Sunanda, to our current CEO Arun and his team, as well as people from many other NGOs, government departments and supporters who have partnered with us.

As I look back with gratitude and a measure of nostalgia, I am frankly relieved to no longer carry the weight of responsibility for guiding Apnalaya through the very challenging times ahead. Geetanjali and her team will need all your support to weather the storm, and to bring comfort and hope to those most in need, the urban poor.

ANNABEL MEHTA,
Outgoing President, Apnalaya

PRESIDENT'S MESSAGE

The urban poor remain vulnerable on account of their inadequate access to physical infrastructure and services, health and education facilities, livelihood sources and social security networks. We have always believed in the effectiveness of community-led interventions for creating sustainable social change, which is why civic engagement is the mainstay of all our programmes. If people are empowered to have a voice and are given tools to engage with the government, they are capable of accessing their entitlements. We are working very hard to realise our vision of 'empowered people – sustainable communities' and this annual report will give you an insight into our work.

Apnalaya has remained relevant for close to 40 years by constantly reinventing and adapting to the needs of the people. In the coming year, we will be working towards maximising our impact with the following ideas:

Collaboration: We are good at what we do but also recognize that collaborative action is the only way to accelerate social change. Partnership with sector specialists and organisations in different geographies is high on our agenda in the coming year.

Technology: Reimagining programme delivery has become a necessity in these times of physical distancing. We already use many tech-based solutions for our day-to-day operations and going forward, we intend to increase the adoption of technology in our programs, as well as in assessing impact.



Research and Advocacy: We believe that long term social change can only be brought if more people understand the link between structural inequity and the intergenerational cycle of deprivation. In the past, our research studies have highlighted many such systemic challenges in the public domain and we will continue using evidence-based advocacy to push for policy change and structural improvements.

I am honoured to take the responsibility of guiding Apnalaya's very capable team in our next phase of growth.

PRESIDENT'S MESSAGE

If people are empowered to have a voice and are given tools to engage with the government, they are capable of accessing their entitlements. We are working very hard to realise our vision of 'empowered people – sustainable communities' and this annual report will give you an insight on our work

As Annabel continues to be part of the Executive Committee, we will have her immense knowledge and passion to support us. We have always set ourselves difficult dreams, but we believe in seeing opportunities where others see obstacles. We are working towards creating a world based on justice and equity because we believe it is attainable and we are thankful to have you with us on this journey.

GEETANJALI JHA CHAKRABORTY
President, Apnalaya

Stop Press!

The Coronavirus pandemic has impacted society in an unprecedented manner. The difficulties faced by the people living on the fringes of society are unimaginable for most of us. Loss of jobs, minimal savings and an economy in recession has further exacerbated the challenges faced by the urban poor.

Apnalaya responded to the lockdown with immediate ration and fresh produce distribution in the community. With the help of our volunteers and our generous donors, we were able to help 2.3 lakh people living in and around M East Ward.

We also engaged and compensated community volunteers for their relief work, bought health insurance for them, and did direct cash transfer to vulnerable households. We provided medical and preventive materials to three MCGM hospitals and 15 health posts in M East Ward as well. You can read more about our relief work here: <https://apnalaya.org/apnalaya-covid-19-relief-response/>

MESSAGE FROM THE CEO

The most resource-starved and vulnerable people in any city are also the ones with the least visibility. Their invisibility from the daily discourse and gaze reproduces their powerlessness. Apnalaya has worked on a range of issues related to Health, Education, and Livelihoods in different “slum-clusters” of Mumbai since 1973. We have observed change arriving in different geographies at a different pace. The speed has invariably been faster wherever the government has responded pro-actively to the calls of the people who are collectivised and are aware of their entitlements.

This insight encouraged us to reconsider the way we articulate our work. While we continue to engage with the fundamental needs of resource-poor communities, in 2019-20, we took a call to locate our work in the larger ambit of Urban Poor in a much more pronounced way. As we know, urbanisation is growing at an unprecedented pace in India. In 2011 we saw a key shift in population growth; for the first time, the growth in absolute numbers was greater in urban areas than in rural (*Office of the Registrar General and Census Commissioner, India, 2011*). Given the unceasing decline of the agrarian economy, it is estimated that by 2050, more people will be living in the cities than in the rural areas.

Along with opportunities, rapid urbanisation also comes with a massive concentration of the poor. Citizens from rural India arrive with inadequate skill-sets to negotiate urban socio-economic spaces.



Nine out of 10 adults looking for jobs land up in an informal economy that offers meagre income with zero job security. Struggles for basic needs such as food, water, shelter and sanitation define their daily lives. Plagued by the constant tussle between the immediate need for survival and the need to plan for the future, the urban poor remain in an intergenerational cycle of poverty. What adds to this problem is, often, the urban poor are disenfranchised on account of being undercounted in the official surveys which prohibits them from making demands to the system.

The path we have chosen to encounter this challenge is to invite the urban poor to participate in their own development. Since 2016, we have trained over 850 community leaders. In 2019-20, 63 cases of civic nature were taken up with the local government bodies, of which 36 have been successfully resolved. The remaining are being pursued.

MESSAGE FROM THE CEO

Accumulatively, with our Health and Disability, Education and Livelihoods, and Citizenship and Advocacy programmes, we took our work to over 74,000 people in 123 “slums” of Mumbai. Exploratory work has begun in two new districts to expand with select interventions.

It’s always heartening to see Apnalaya’s efforts being appreciated. This year we had 23 media mentions, with Apnalaya staff publishing three articles of their own.

I would like to express my deep gratitude to all of you for your unwavering support to us. Your investment – financial, emotional, intellectual – in our mission is our greatest strength. We hope to have you by our side through all what it takes to improve things for the most vulnerable in our society.

ARUN KUMAR
CEO, Apnalaya

THE WAY WE WORK

Apnalaya empowers the urban poor - taking them on a journey from dependence to self reliance



We support people to overcome the daily struggle for survival by addressing gaps and enhancing basic services.



We help people find people by supporting their pathways to education, skilling and livelihoods, building supportive social networks and minimising discrimination & violence



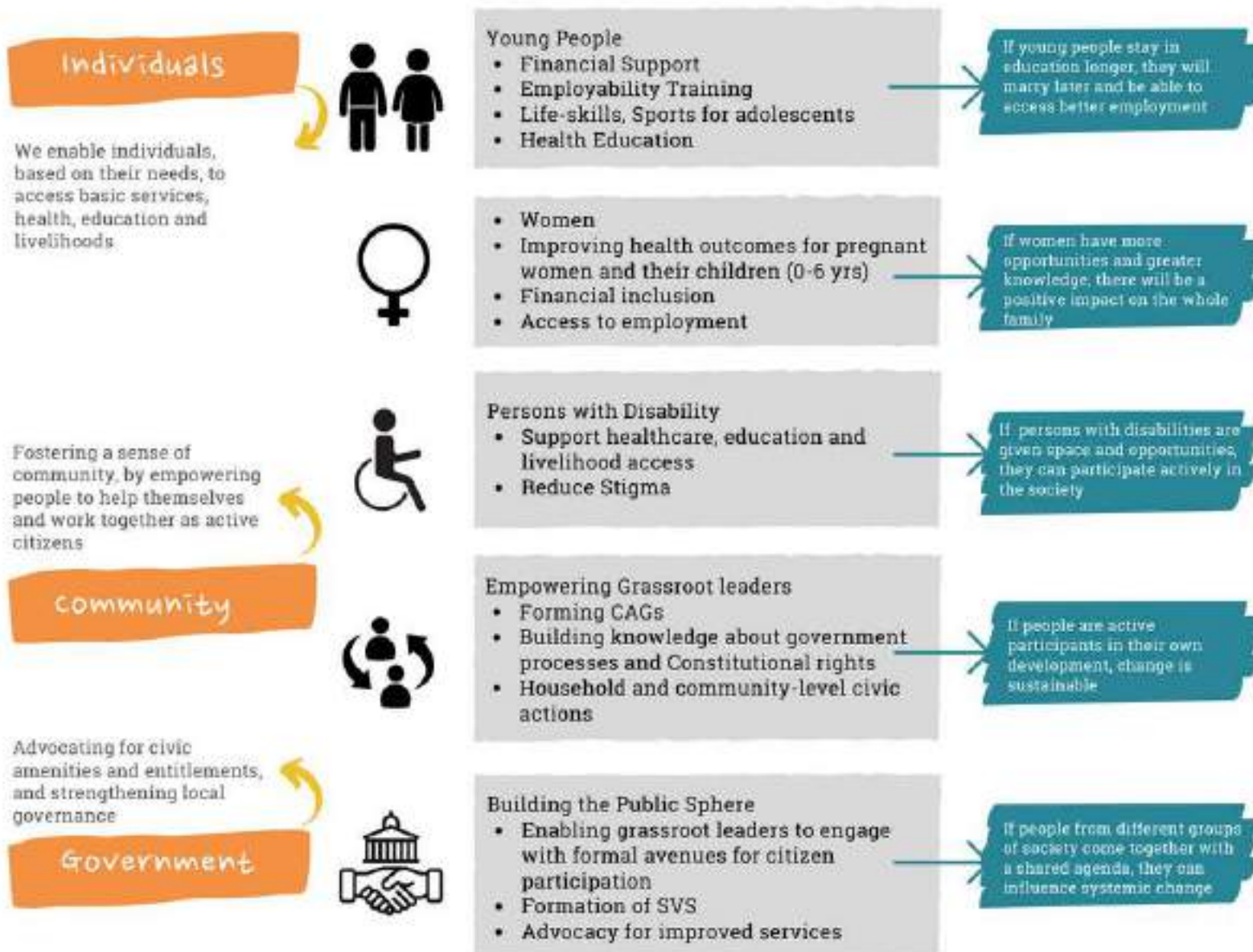
Engaged and Empowered Citizen with the ability to change their circumstances

OUR THEORY OF CHANGE

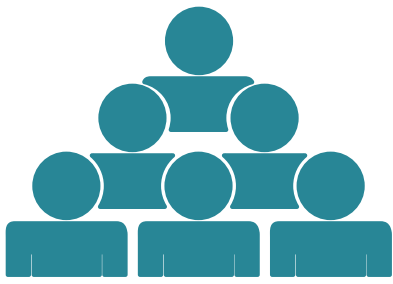
Apnalaya works with the urban poor- Enabling access to basic services, healthcare, education and livelihoods; Empowering them to help themselves; and Ensuring provision of civic entitlements through advocacy with the government.

Apnalaya's Theory of Change below illustrates a causal connection between our interventions and goals. It tells us why we do what we do. It also helps us develop a framework and indicators to measure and evaluate our work.

Tackling the problem of Urban Poverty is complex. To effect change on the ground, Apnalaya takes a multi-dimensional approach, one where we work with Individuals, Communities and Government at various levels.



OUR IMPACT

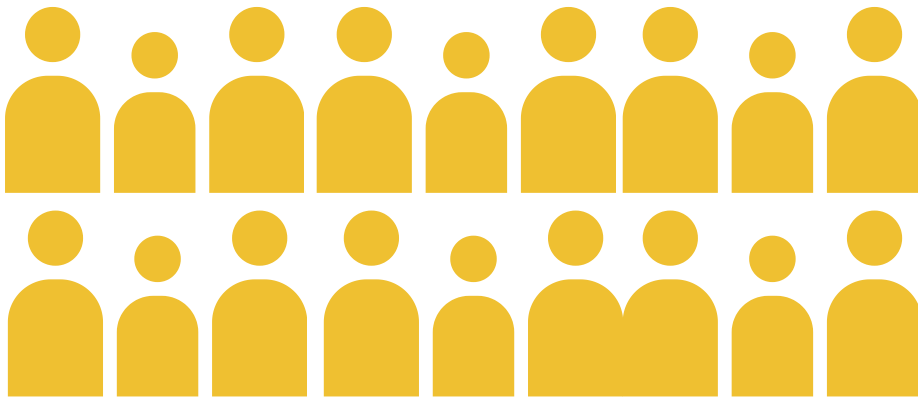


15 Adult Civic Action Groups

+ 8 Youth Civic Action Groups

+ 1 Prevention of Violence against Women and Children (PVWC) Group

448 Grassroots Leaders trained



63

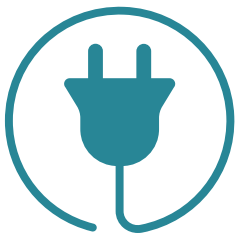
Actions on Civic issues initiated

36 have been completed successfully

Issues taken up include



Water



Electricity



Toilets



Street Lights



Street Cleaning



Pest Control

Apnalaya reached

74,384



individuals in 2019-20
up from 52,840 in 2018-19

Improved living conditions for

10,437



individuals due to increased civic
amenities

Prevalence of underweight
children reduced by

4% ↓



from 37% in 2018-19
to 33% in 2019-20

Under 5 mortality rate
reduced by

7 ↓



from 53 in 2018-19 to 46 in
2019-20

Anaemia in pregnant
women decreased by

8%



from 68% in 2018-19 to
60% in 2019-20

Dropout rate in our
intervention areas is

0%



compared to 29% in Shivaji
Nagar in the RTE age group

Underage marriage among
girls in our programmes is

0.16%



compared to 38% in Shivaji
Nagar

412



women are
part of 38 self-help groups

HEALTH & DISABILITY



More than 42% of Mumbai's 12 million population lives in slums. There is a close relationship between the health of the urban poor and the conditions they live in. Many health problems in urban slums are compounded by the lack of access to basic health services. Lack of safe drinking water, unclean environment and improper disposal of garbage create serious threats to the health of slum populations, especially women and children. Lack of adequate healthcare facilities such as maternity homes, health posts, dispensaries, and clinics further exacerbate health in slums.

Apnalaya seeks to break the cycle of poor health by improving people's health-seeking behaviour, building capacities of community members to advocate for better health services and strengthening local public health systems.

Our health programme focus on the following aspects:

- Identification and tracking of high-risk cases in maternal and child health ensuring timely medical intervention
- Improving health-seeking behaviour for adolescents and adults, especially pregnant and lactating women

HEALTH & DISABILITY

- Working with the local government to improve availability, access and quality of health services
- Creating a team of community volunteers, as well as training frontline health staff of government agencies to improve the implementation of government health schemes

Our Disability programme focuses on the following aspects:

- Working with families to minimise the risk of disability in their children and early identification of developmental delay
- Supporting Persons with Disabilities (PwD) to access health services, education and livelihoods
- Capacity building of local government staff and health workers
- Sensitising the wider community to be responsive and caring to the needs of PwD

In 2019-20, our Health & Disability programme reached a total of 64,159 individuals in Shivaji Nagar. 2019-20 was a year for re-structuring the Health and Disability programme, to fit into our framework of working with individuals, families, and the government. The focus of the programme was to widen and strengthen the community volunteer base. This includes adolescent girls and boys, PwD, family members of PwD, and Mother Support Group members. This is in line with our long-term strategy of linking trained community volunteers with the families and government stakeholders to help build a sustainable community partnership model.

HIGHLIGHTS

Expansion of the programme

In 2019-20, the Health & Disability programme expanded in multiple aspects:

- The project area for the child malnutrition project has been expanded from 22 Anganwadi centres in 2018-19 to 30 Anganwadi centres in 2019-20
- mMitra – Scaled from 65 to 123 slum clusters in M East Ward
- Disability – Total direct reach through identification and registration of PwD increased from 418 PwD in 2018-19 to 557 in 2019-20
- CareMother – The maternal health project implemented in partnership with the MCGM Health Posts went up from 5 health posts to 9 Health posts, reaching a population of 5,07,922.

Zero Maternal Mortality

In the year 2019-20, there was zero maternal mortality in the 12 clusters that Apnalaya's MNCHM project works in. A major reason for this number is the importance given to institutional delivery. In 2019-20 there was 98% Institutional delivery, despite Shivaji Nagar not having any Maternity hospital nor a government hospital. Apnalaya conducts frequent awareness sessions among pregnant women, ensures that they have their Ante Natal checkups and help women with high-risk pregnancies with the use of the CareMother app.

Anaemia among pregnant women decreases

For women, anaemia acts as a major factor contributing to high-risk pregnancies, especially in vulnerable communities. In Shivaji Nagar, the incidence of anaemia was as 68% (2018-19), much higher the national average of 50.4% (NFHS 4, 2015-16). In this current year, we saw a significant decline in the number where the prevalence dropped to 60%. The reduction of this number among Apnalaya's beneficiaries can be attributed to the monthly sessions conducted on maternal health issues and nutrition. We also make sure that pregnant women have a supply of Iron-Folic Acid supplements.

Multi-sectoral consultation on Maternal and Child Health

With support from Save the Children, Apnalaya held a Consultation on Government and Civil Society Partnership to Improve Maternal and Child Health on 20th December 2019. Government officials, NGOs, social enterprise partners, members from the community, frontline health workers and ICDS services attended this consultation. The consultation ended with a promise to revive the M East Ward forum as a platform to take ownership and getting together towards working on malnutrition.

HIGHLIGHTS

Reduction in Malnutrition of children

Apnalaya saw a decline in the number of under-five children affected by malnutrition:

- Underweight category reduced from 37% in 2018-19 to 33% in 2019-20
- Acute malnutrition category reduced from 14% in 2018-19 to 13% in 2019-20

These numbers can be attributed to Apnalaya's growth monitoring project, working closely with the Integrated Child Development Services (ICDS) and training the frontline staff in 30 Aanganwadis of M East Ward. Apnalaya has its own Supplementary feeding programme for children with severe acute malnutrition (SAM) and moderate acute malnutrition (MAM) as well.

Joining hands with NGOs on Disability in M East Ward

Traversing a giant leap towards bringing Disability in M East Ward to the forefront, on 31st July, Apnalaya convened a meeting with five NGOs working on Disability in M East Ward. NASEOH, Spandan Hospital, Dharam Bharati Mission, AWMH, Divyam Center for Autism participated in the meeting.

The issues discussed in the meeting were on inadequate advocacy surrounding Disability and the absence of basic rights for PwD.

26 PwD receive Disability Certificate with Apnalaya's help

When you live with a Disability in India, there are a number of Government schemes and initiatives available to support you – as long as you can present a Disability Certificate. In 2019-2020, 26 PwD received Disability Certificates with the help of Apnalaya. The staff informed them on the importance of the certificates, guided them on how to fill the forms, and referred them to the hospitals for a check-up to attain the certificates. Around 30% of PwD registered with Apnalaya have disability certificates as compared to 8% in M East Ward (Apnalaya disability research study).

PwD open businesses with our support

With financial support of Rs 5,000 from Apnalaya, 10 PwD started their small-scale businesses in Shivaji Nagar. The businesses ranged from bread and eggs stalls to beauty parlours. Through Apnalaya's referral, 3 PwD were also selected by the Livelihood Department of M East Ward to receive xerox machines for their businesses.

The spirit of Volunteerism

Kadar Rehmatullah Shaikh joined Apnalaya's Disability programme in 2018. Kadar has a Loco Motor Disability and before joining Apnalaya, he had no idea about the Disability Certificate that a Person with Disability requires to avail many facilities, benefits or concessions under the available schemes or the process to get one.

"I feel like I have a new identity now," said Kadar. He is now an Apnalaya volunteer and has helped 19 PwD get their Disability Certificates. "I received immense help since I came to know about Apnalaya, it feels like I have a second family here. It is only right that I take it forward and help more people."

Kadar is one of the 121 Disability adult volunteers who attend training/sessions and meetings, help identify and refer and support Disability cases from their areas, participate in running awareness campaigns/event in communities and supports PwD by taking them to the hospital for treatment, helping them with disability certification and linking them with other services.

Our Health & Disability programme is volunteer-driven. We currently have 2,603 volunteers. This includes adolescent girls and boys, Persons with Disability, family members of PwD, and Mother Support Group members.

Aarti (15) chose to become a volunteer because she finds the awareness of health issues important. She feels that it gives her guidance, helps her to empower her community and helps with her studies.

"I like to find solutions to my community's problems. Now that I am aware of these issues, I like to give guidance to pregnant and lactating mothers especially," said Aarti. She is an excellent volunteer who has helped convince multiple mothers to register their children for regular growth monitoring. She has also worked with pregnant women and helped them realise the importance of checkups and nutritional supplements, while conducting awareness sessions with her peers.

The adolescent volunteers mobilise people for trainings, convince parents to register their children for growth monitoring, and conduct sessions with the peer on health and nutrition, personal hygiene, sexual and reproductive health.



EDUCATION & LIVELIHOODS



Despite an increase in public awareness and aspiration to get children educated, post The Right to Education (RTE) Act 2009, India's learning crisis remains grave. As per our Situation Analysis Report 2017, in Shivaji Nagar, 29% of children in the RTE Act age group of 6-14 years are out of school, as compared to the 20% nationally.

Deprivation of education and subsequent skills results in the inability of the urban poor to obtain gainful employment in the job market. Nine out of 10 working people in India are in the informal sector. Employment in the informal sector means persistent insecurity due to irregularity of income, a threat of eviction and removal or confiscation of goods. It invariably lacks any social security cover.

Apnalaya's Education and Livelihoods (E&L) programme focuses on the holistic development of adolescents, youth and facilitating access to livelihoods for women. We support adolescents and youth to continue their formal education, train them in our Life Skills module, support aspirations and employability. Apnalaya ensures that people on the margins, especially youth and women, develop realistic aspirations, are trained and have access to sustainable livelihood opportunities.

EDUCATION & LIVELIHOODS

Given below are some data points for Shivaji Nagar from Apnalaya's Situational Analysis Report (2017):

- The average monthly family income of the households is INR 7802 with an average size of 5.1
- Women form just 17% of the total workforce and 76% (majority) of the married women do not earn.
- 38% of girls and 47% of boys get married before the legal age
- 29% of the students drop out of school in the RTE age

Apnalaya's results show that long-term intervention approaches have a positive effect on the community. In Apnalaya intervention groups, less than 1% of both boys and girls get married before the legal age. Similarly, school dropouts are less than 1% of our intervention groups. With regard to Livelihoods, since 2015, Apnalaya has successfully trained 126 women to run CCCs by working in pairs. Currently, 43 CCC's are running, with 17 new CCC's established in 2019-20. Currently, there are 412 women in 38 self-help groups, 14 of which were formed in 2019-20.

HIGHLIGHTS

Apnalaya launches E3!

The relationship between Education and Livelihoods and the need for holistic programming for adolescents became clearer while restructuring the E&L vertical this year. Thus, the Khula Aasmaan programme (girls' access to open spaces and sports), School Saheli (group scholarship programme for girls) and the life skills/social education programme were integrated to develop the Education, Employability and Empowerment, (E3), programme for adolescents from 14-18 years. The programme was formally launched on 29th August 2019. On the day of the launch, the parents took a pledge to not let their children get married until the legal age and let them complete their education till at least the 12th grade.

The E3 programme supports the formal education of adolescents by cluster-based scholarships and providing them with social education through mentors. If one chooses to drop out or get married before the legal age, the whole group loses the scholarship. The educational support is thus dependent in the success of the group in supporting each other to continue in education and preventing child marriage.

First batch of 80 boys enrolled in Education Programme

In Shivaji Nagar, the high drop-out rate is observed among both boys and girls. According to Apnalaya's situational analysis report (2017), 1 out of four males in the age group of 15-49 years has been educated for more than 10 years. The proportion of males getting married before the legal age is 48%.

It becomes important to engage with both boys and girls on the importance of education and preventing school drop-out at an early age. The E3 group scholarship programme enrolled the first batch of 80 boys in the Education programme in August 2019. The boys have been supported with monthly scholarship and provided life-skills training to focus on their holistic growth, including gendered socialisation.



HIGHLIGHTS

Development of the Employment Support Programme and Curriculum for Youth

In 2019-20, we developed our own Employability curriculum and structured the Employment support programme in the context of the requirements of the youth of Shivaji Nagar. We also were able to build new partnerships with skilling partners like TRRAIN, Sarthak Educational Trust and began placing skilled youth directly to identified prospects. This year, Apnalaya did referrals for 47 adolescents, out of which 18 got jobs.

Community Childcare Centres

Childcare Centre (CCC) is Apnalaya's social enterprise model which addresses two key issues: the lack of affordable child care in Shivaji Nagar, limiting women's opportunities with small children to go out to work,

and the limited livelihood opportunities in the neighbourhood for women who are not able to seek employment outside their homes. We have 43 CCCs of which 17 were established this year.

Svavlamban emerged as an independent entity

Svavlamban (self-reliance) is a project to promote entrepreneurship for semi-skilled women from Shivaji Nagar. In 2019-20, the Svavlamban group members played a proactive role in the production and sale of bags. Their total revenue was Rs 1,64,000 with a profit of Rs 65,000. The group sponsored the training of their members on the production of new accessories like folders, fabric jewellery.



Parents help prevent drop outs

“I was in my village when the Class 10 results came and I was told I failed. I have never been the best at studies and after these results, I was dejected and decided to drop out,” said Aafiya*, a resident of Umarkhadi area of Shivaji Nagar, who is a member of Apnalaya’s E3 programme.

“After I made my decision, my parents and Najibunnisa ji helped me understand the importance of education and convinced me to take the exam again,” she said. Having passed, Afiya is now in 11th standard and attending classes regularly. “I only did what felt right, all children deserve to be educated. Some children may have some difficulty while giving exams, but that doesn’t mean they should drop out,” said Najibunnisa Manssori, a neighbour who helped convince Afiya to not drop out. Her daughter is also part of the E3 programme.

Safiya's experience is another example of parents and the community members coming together to prevent dropouts. “When I got my results and saw that I failed, I was sure I would drop out. I was in bad company, and I didn't want to study,” said Safiya (16) who failed in her 10th grade exam in 2019. Her parents and her E3 mentor spoke to her patiently and convinced her to give her exam again. “Everyone was extremely supportive, my parents kept telling me that education is of utmost importance and that I have to go to college,” said Safiya.

For any project to be impactful in the community, it is important to work with all stakeholders who have an impact on the lives of the adolescents. To ensure continuous dialogue and engagement with parents, monthly home visits, gender awareness and financial literacy trainings are organised. We also organise events for community-level advocacy for the rights of adolescents.



CITIZENSHIP & ADVOCACY



Enabling people to participate in their development is the best way to make a long-lasting difference in the lives of marginalised people. A community that is aware of its rights and responsibilities and knows how to work with the government can then participate in its development.

Apnalaya's Citizenship and Advocacy programme helps bridge the gap between the community and their entitlements by:

- Working with aspiring grassroots leaders to make them aware of their constitutional rights, social entitlements and responsibilities, and to develop skills needed to engage with the local government

- Supporting them to form Civic Action Groups (CAGs) and offering technical support to take up issues that will benefit their communities.
- Guiding CAG leaders to take the issues of the urban poor to a wider audience through advocacy and awareness campaigns

The programme focuses on 12 clusters of Shivaji Nagar, made up of 219 lanes, with a population of 38,378 people as per our data. The grassroots leaders, after being trained, take action on civic issues both on an individual/household level and on a community level. This strengthens an effective network of leaders, who realise their capacity and their agency to work for their community.

HIGHLIGHTS

Community members meet with government representatives

With the support of Apnalaya, community volunteers were able to have four direct interface meetings with ward officers and the municipal corporators for their electoral wards, where volunteers were able to share and highlight the issues and problems faced in the community. The issues and questions that were discussed were electricity and water connections, sanitation and education, and housing and health. It is encouraging to see community leaders working closely with the local government bodies to address the issues of the community.

School for Children with Disability in M East Ward

After two years of engagement with the Education Department at the ward and city levels regarding the lack of an educational facility for children with disability in M East Ward, it finally became a reality on 3rd January 2020. On that day, a school for children with special needs called, 'Mumbadevi Shivaji Nagar Municipal Special School', at Govandi was inaugurated.

MSHRC order on Toilets

In May 2019, the Maharashtra State Human Rights Commission issued a suo-motu judgement that the number of toilets vis-a-vis the number of people living in Shivaji Nagar is wildly out of proportion, after a *Times of India* report that was based on Apnalaya's data.

This landmark judgement ordered the MCGM to increase the capacity of toilet seats by 3 times the existing number available, to 9,069 functional toilet seats. At the time of compiling this report, work on these had not yet begun.

Awareness of the POCSO Act

Every year we celebrate Apnalaya Week from 3rd to 10th of December – starting from International Disability Day and culminating on International Human Rights Day. This year, we held meetings with CSOs (Civil Society Organisations) on the POCSO Act (The Protection of Children from Sexual Offences). A direct impact of this was teaming up with the NGO, Prerana, to give training on Child Trafficking to the volunteers of Prevention of Violence against Women & Children (PVWC).

Youth Civic Action Group takes on Illegal Schools

In Shivaji Nagar, the government-run schools are only till 8th standard (just to comply with the RTE Act), after which, children have to join a private school or have to travel far to attend government senior secondary schools. As a result, unregistered schools have mushroomed across Shivaji Nagar jostling for space with *kirana* shops in the area. Poorly informed parents are enticed by the trappings of these schools. In 2017, a CAG of 14 young leaders who named themselves as Mission 21, took up the issue of illegal schools in Shivaji Nagar.

From December 2017 to February 2018, Mission 21 youth carried out a Rapid Assessment Survey of all private schools in the area and after verification with the government list, they found that 14 schools in Shivaji Nagar were illegal. Mission 21 then conducted two follow-up visits with the MCGM Education Officer (EO) after which MCGM released an announcement in leading newspapers that 211 schools in Mumbai are illegal in April 2019. Such schools were asked to acquire a No-Objection Certificate from the state government and were asked to pay a fine of Rs 1 lakh.

Mid-Day quoted Prakash Charate, deputy education officer, BMC. "Since June 2018, these schools were sent a total of three notices. The fourth one is the final one, wherein we've declared their names in ads. The objective is to make parents of children studying in these schools aware," he said.

In July 2019, the members of Mission 21 filed an RTI to obtain a copy of notices issued to the errant schools and to enquire whether schools in Shivaji Nagar have initiated any remedial measures. In August, they were informed through the Education Inspector that four unauthorised schools from Shivaji Nagar have started procedures to get themselves listed.



IMPACT

Apnalaya's Measurement & Evaluation department captures learning from the field and regularly gives feedback to the programmes. The year-end review feeds into developing the annual work plans for the next fiscal year. M&E also suggests periodic course corrections where required, thus improving outcomes.

This year our efforts focused on the following initiatives:

Customised App for Improved Data

Collection Carrying forward from last year's work on AIMS (Apnalaya Information Management System), in 2019-20, we worked on making the app a reality. It aims at streamlining our data management processes across the organisation by enabling us to have centralised data capturing and processing, along with accessibility to users at different levels. It is a big and important step towards promoting data culture within the organisation in terms of efficiency in data capturing, data visualisation/presentation – reports and dashboards, data access and use of data for evidence-based decision making.

Survey to Identify Cases of Disability

The government, in response to an RTI, shared the total population of persons with disability (PWD) to be approximately 1,500 from a population of 8.5 lakh in M East Ward. We currently work with 1,500 PWDs in our areas of intervention, which is a relatively smaller area of M East Ward.

After a pilot survey, Apnalaya decided to undertake a full-fledged survey to arrive at a reliable number of PwD among the slum communities of the M East Ward, with the hope that the final report would provide a foundation to advocate for better practices in the identification of, and provision of basic rights and services to PwD.

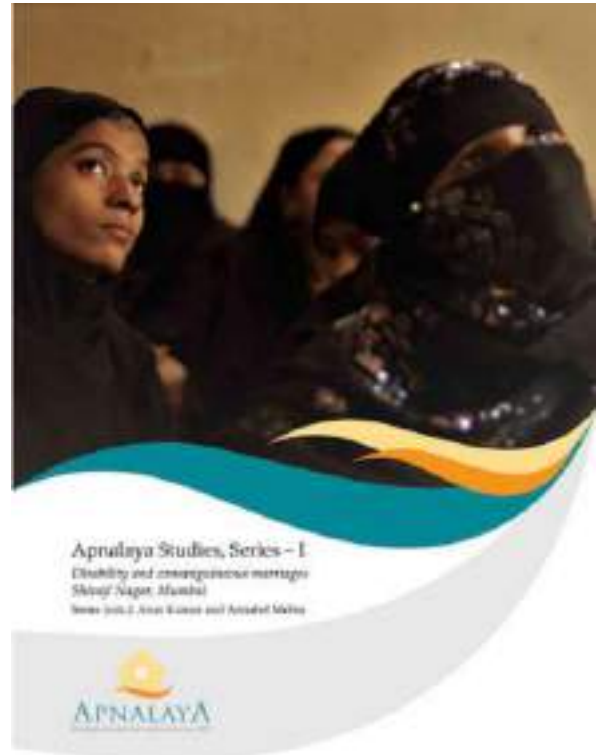
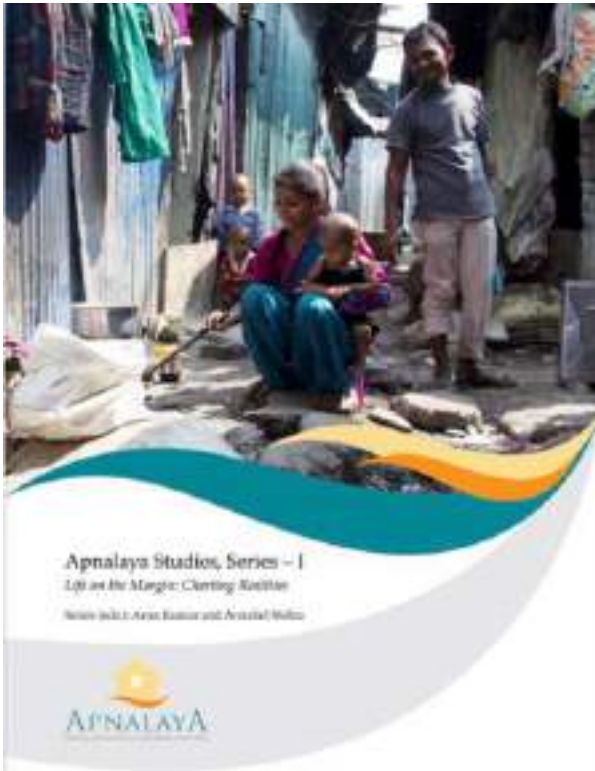
Programme Evaluation

To analyse the success of an intervention, it is imperative to do baseline and endline data analysis. The Impact team conducted the baseline and endline analysis for the updated Citizenship curriculum. For the E3 programme, a baseline tool was designed and developed. Apnalaya also initiated a longitudinal study in 2017 to understand the impact of its integrated community development approach on households in the communities in Shivaji Nagar. In 2019-20, we completed the 4th round of data collection and collected data on 156 households. The 6th round (final round) took place in April 2020.

Data Policy formulated

A data policy is a must while working with a large number of people, as well as stakeholders. In 2019-20, Apnalaya began the preliminary work on drafting the first-ever data policy for the organisation. This policy sets out to facilitate the invaluable contribution that data makes to the quality of Apnalaya's work, upholding accountability and allowing Apnalaya to raise the voices of those with whom we work.

OUR PUBLICATIONS



Corporate Giving and Sustainable Social Change



Is sustainable development possible without an accountable government?

The forced depoliticisation of civil society has compromised our ability to build a democratic society.

By ARUN KISHORE

“There is a growing predilection among donors to replace ‘donation for a social cause’ with ‘capital to a social enterprise’, and command a return they can touch and count.”



The forced depoliticisation of civil society has compromised our ability to build a democratic society.

“Power determines who can ask for data, and what types of data.”



Data and privacy in the times of COVID-19

As donors seek reports on nonprofit relief efforts, questions around data and dignity are more relevant now than ever.

By NEETU DUVVURI, BHISHUKANJAN HEDDE



There is a tremendous amount of sustained growth accompanied by ever rising inequality in the society. Given the information age that we live in, there is an increasing awareness about deprivations and denials, and access to platforms to express one's opinion, especially, anger and discontent



COMMUNICATIONS

In 2019-20, we intensified our efforts to take Apnalaya's voice and key messages to a larger audience through both print and digital mediums - focusing on improving our overall media, communication, and branding efforts.

Towards the beginning of the year, we committed to the bimonthly publication of our new and improved digital newsletter. Distributed across a vast database of supporters, partners and friends, the newsletter explores key themes and initiatives that affect our work. In connection with this, our new blog, 'Life on the Margins' which hosts all unique content created by Apnalaya is constantly updated.

In 2019-20, Apnalaya was mentioned in 23 media articles, which included 18 newspapers articles and 5 digital media publications. Apnalaya staff published three articles during the year on their own.

The news articles covered multiple topics with various articles mentioning Apnalaya's impact. The highlight would be *The Indian Express* covering the MSHRC order that directed the MCGM to multiply the number of toilet seats in Govandi.

The same study was written about by *The Indian Express* again when they questioned Mumbai's ODF status.

The opening of a Special School in Shivaji Nagar due to our Advocacy work was also written about by *Hindustan Times*.

A *Citizen Matters* article on how people from Shivaji Nagar barely make it to 40 was picked up by digital news publications like *The Wire*, *Scroll* and *News18*.

The prevalence of malnutrition among the children of Shivaji Nagar was covered by *Al Jazeera*, where Apnalaya's research and work were mentioned extensively.

Additionally, our events like 'Yeh Bhi Hai Mumbai' and 'Apnalaya Week' were covered by these publications. The local newspapers also covered our Khula Aasmaan Kabaddi mentors week-long training with UMumba.

We now have a rapport with online journalists who come to us for opinions on issues related to the urban poor and M East Ward.

Apnalaya's presence on social media is significant. This year we continued to bring up issues that are relevant to those living on the margins and highlighting the work we do through our volunteers in Shivaji Nagar. Our Facebook page, which started only in 2015, now has a high organic reach with over 6,185 likes and ongoing, organic engagement. Similarly, our Twitter engagement rate stands at a 1.2% high and our Instagram page is garnering more and more followers, with each post getting at least 45 likes. Additionally, we found our work mentioned in both new and existing partners' profiles such as Epic Foundation, Save the Children and GiveIndia.

MSHRC to BMC: Slums need threefold increase in public toilets, make plan within three months

Declared ODF in 2017, Mumbai still short of 1 lakh public toilets

THE ASIAN AGE Building safer havens
Delhi | Mumbai | Kolkata | London

The Indian EXPRESS

People in this Mumbai slum barely make it to 40; here's why

CITIZEN MATTERS

Shivaji Nagar gets school for kids with special needs

Deonar youth to showcase 'their Mumbai' in SoBo

Yeh Bhi Hai Mumbai Meri Jaan [This too is Mumbai, my dear] – to be held at YB Chavan Auditorium in Nariman Point on June 14 – is a collection of 10 drama, dance and music acts put together by youths from Govandi, Shivaji Nagar and Makhurd.

The real warriors: city's good Samaritans unable to take help to people yet

THE HINDU

Feeding India's future: Why malnutrition is bad for the economy



ALJAZEERA

CSR Mandate  Enabling Sustainability

Apnalaya's "Ye Bhi Hai Mumbai, Meri Jaan" Appeals for Inclusivity of Inhabitants of M East Ward

Hindustan Times

EVENTS



Apnalaya staff and volunteers were invited as speakers in 10 events during the course of the year. They include:

Mitigating Backlash and Empowering adolescent girls

Apnalaya's CEO, Arun Kumar spoke on "Mitigating Backlash and Empowering adolescent girls", a panel discussion conducted by Dasra at Ranchi, Jharkhand on 15th November 2019.

Panel Discussion on Community Engagement

Arun was also a part of a panel discussion on Community Engagement organised by SNEHA. It was on the 'Dissemination of Urban Health Models for Scaling' on 24th September 2019. The discussion focused broadly on the importance of community engagement with regards to CSO's daily work.

Apnalaya won Two Awards!

Our President, Annabel Mehta, received the We For Stree award by The Federation of Obstetric & Gynecological Societies of India (FOGSI) on 25th November 2019 as a recognition of stellar work done by Apnalaya in health for women.

We also won the 'NGO's Healthcare Leadership Award' at the 5th ABP News Healthcare Leadership Awards on 20th November 2019.



EVENTS

Below are the key Community-based events hosted by Apnalaya:

Apnalaya Week celebrates the spirit of Volunteerism



The community youth leaders of Shivaji Nagar and Apnalaya came together during Apnalaya Week from 3rd December to 10th December to celebrate the Power of Volunteerism. It culminated on Human Rights Day, with a pledge that was collectively composed by the community to work together to bring about a life of dignity in Shivaji Nagar through volunteerism.

Youth Experience Jazz via 'Music Mulakatein'

The youth from Shivaji Nagar were exposed to Jazz music for the very first time, when MélinaTobiana and her band, Melina Tobiana Quintet performed at Apnalaya's Community Resource and Advisory Centre (CRAC) on 12 April 2019. The event was orchestrated by Gatecrash India as part of their Music Mulakatein sessions. It was a thrilling experience for the band, as well as the youth of Shivaji Nagar.

Visits by Partners and Dignitaries

Apnalaya had visits from several partners and dignitaries through the course of the year. In 2019-20, multiple Partners and Dignitaries visited Shivaji Nagar with Apnalaya. They included the HRH Countess of Wessex; Debbie Dreyfuss – Development Manager, Epic Foundation; James Middleton – Vice-Consul, Australian Consulate-General, Mumbai, and Christopher Ellinger – Deputy Consul General, Australian Consulate-General, Mumbai.

'Ye Bhi Hai Mumbai, Meri Jaan'

14 June 2019 saw around 65 children and youth from Shivaji Nagar travel to the heart of the city, to perform at Apnalaya's Annual Cultural Show, 'Ye Bhi Hai Mumbai, Meri Jaan.' With almost no empty chair at the YB Chavan auditorium, this concert showcased the depth of talent in Shivaji Nagar. Joining the event as Guests of Honour were renowned personalities Ratna Pathak Shah, an eminent actor and director, and Geetanjali Kulkarni, a theatre actor.



FINANCE

In 2018-19, Apnalaya's work directly benefitted 74,384 people in 123 informal slum clusters. None of that would have been possible without the support of individuals, foundations, corporates and grant organisations invested in the vision and mission of Apnalaya.

Apnalaya's total revenue for the year was about Rs 4.39 crore. There was a carryover of earmarked funds at the start of the year of nearly Rs 82 lakh.

Our six biggest supporters in the Trust and Grantmaking category this year were Epic Foundation with just over Rs.1 crore, followed by Save the Children India with Rs.88.8 lakh, donations through Give India of over Rs.23 lakh, the Swiss Air Staff Foundation with Rs.13.78 lakh, and donations through both Child Action and United Way of over Rs.11 lakh each.

Included in the top three in the corporate category is Oxford University with nearly Rs.32 lakh, followed by Bajaj Finance with Rs.18 lakh and Mukand Steel with Rs 11 lakh.

The three biggest individual donations were from Anjali Tendulkar, Tulsi Vatsal and our good friend and long-time supporter Ashraf Chitalwala.

70% of our donations are from foreign sources under FCRA and 30% is Indian. The Apnalaya's Corpus is now Rs.4,06,70,404.

Organisational Growth

We are also proud that we were able to grow organisational expense over time by 86% from Rs 271 lakhs in 2015-16 to Rs 502 lakhs 2019-20.

Year	Expense
2015-16	271 lakhs
2016-17	310 lakhs
2017-18	335 lakhs
2018-19	365 lakhs
2019-20	502 lakhs

Transparency

In 2019-20, we received the GuideStar India Gold Certification Award. We were accredited along with 35 other organisations for adhering to legal and regulatory compliance and financial transparency (see Guidestarindia.org for more information)

Human Resources Remuneration

The highest-paid employee for the year ending 31st March 2020 received a salary of Rs 2,26,329 per month, whilst the lowest-paid staff member earned Rs 12,000 per month as per the Minimum Wages in the respective State Government Minimum Wages Notification.

FINANCE

Declaration of Remuneration/Fees of Trustees/Board Members

The Executive Committee members for the year were: Annabel Mehta, President; Suman Srivastava, Secretary; Vrinda Mahadevia, Treasurer; and members Dr. Indra Makhijani, Manoj Warriar, Geetanjali Jha Chakraborty and Vijaya Balaji.

The trustees of the organisation declare that they have not received any remuneration from the organisation for the year 2018-19. They have not received any sitting fees from the organisation for the Board meetings and Audit Committee meetings attended by them during the year.

Travel expenses

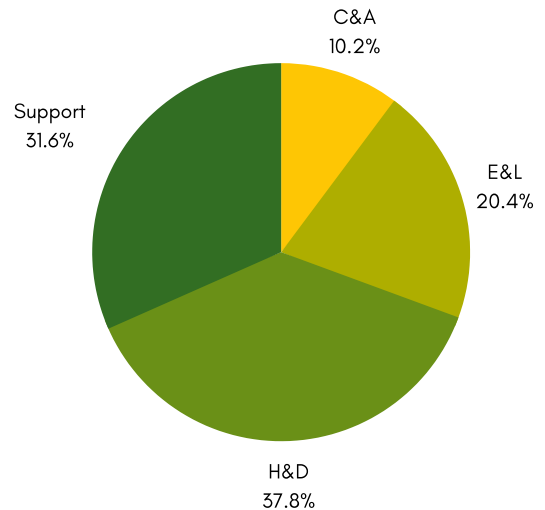
In 2019-20, Apnalaya spent Rs 30,594 on travel within India, and spent none towards international travel reimbursed to staff, volunteers or Executive Committee members.

Auditor

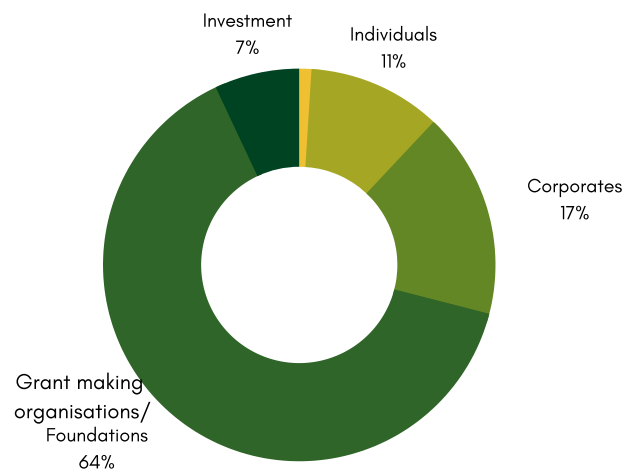
Our auditor is Mr Dilip Muzumdar of Borkar & Muzumdar. We thank him and his team for their untiring guidance and support throughout the years.

We take this opportunity to thank our entire team for their continuous efforts in sharing the organisational vision.

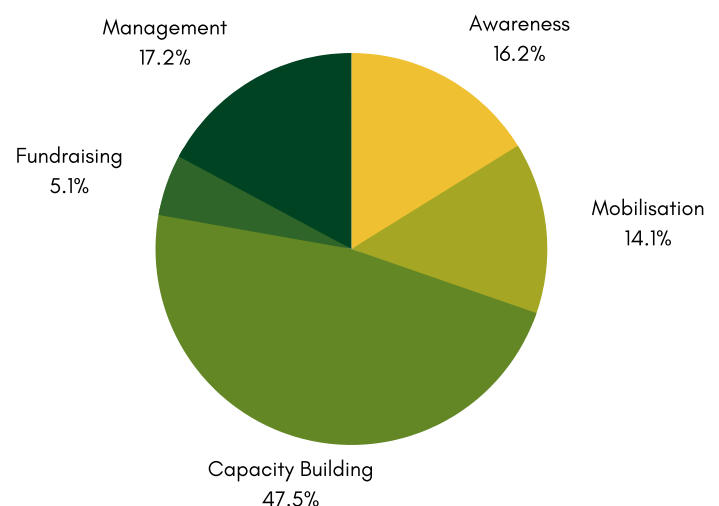
Programme Expenditure



Sources of Support



How we use our funds



Apnalaya
Statement of Fund Flow for the year ended March 31, 2020

Particulars	For the year ended on March 31, 2020	For the year ended on March 31, 2019
Sources of Fund		
Donations Received	5,39,01,663	2,81,21,641
Corpus Fund	14,86,270	77,75,501
Received for small Grant Programme	-	-
Received from sale of Fixed Assets	-	-
Other Income	87,856	86,053
Contribution to Earmarked Funds	32,10,110	81,89,151
Decreased in net assets	21,40,747	-
Redemption of Investments	5,22,90,459	98,00,000
Income on Investments	37,14,442	37,43,733
Total	7,88,57,547	5,77,14,079
Application of Fund		
Addition to Fixed Assets	1,31,366	8,89,245
Purchase of Investment/Fix Assets	2,91,22,839	1,73,04,342
Disbursements from Earmarked Funds	81,89,151	9,86,785
Employee Benefit Expenses	2,53,83,735	2,27,67,095
Other Expenses	1,60,28,456	1,32,29,663
Increase in net assets	-	24,36,749
Total	7,88,57,547	5,77,14,079

Uma

President
Apnalaya



[Signature]

Secretary
Apnalaya

The Income Tax Act, 1961

SCHEDULE - IX
1 Year Rule 17(1)

Name of the Trustee - APNALAYA

Income and Expenditure Account for the year ending March 31, 2020

Registration No. 1-020

CREDIT SIDE		DEBIT SIDE	
Rs.	Paise	Rs.	Paise
To: Surplus/Profit in respect of previous year		By: Balance b/fwd	
Profit, Income			
Equity and contingencies		By: Income	
Grants		Donations	
Dividend		Interest	
Depreciation (on assets previously revalued)		Income on Investments	2,54,799
Other Income		Dividend	
To: Contribution Expenses		Dividend Income	1,82,000
To: Administrative Expenses		By: Income	
To: Administrative Expenses		By: Proceeds from Sale of Fixed Assets	
To: Administrative Expenses for the sale of a fixed asset		Share	31,00,000
In the form of the cash received for			
fixed-asset (including 10%)		By: Grants from	
To: Legal Expenses		Charitable Trusts, TB Control Society	
To: Audit Fees	10,000	Capital Asset, Public Trust	
To: Contributions and Fees		Integrated Child Development Centre	
To: Interest on loans		Balmangal Trust (non-Profit) Society	
(i) Bank Loans		By: Income from other sources	
(ii) Loan Advancements		(i) As far as it is possible	
(iii) Investments in Bonds		Scholarship from members	750
(iv) Other loans		Medical Collection	20,790
To: Miscellaneous Expenses		Educational collection	
To: Bank Charges	1,312	Other Income	11,596
To: Depreciation	18,540	Income on TB Scheme	13,134
To: Income transferred to Reserve or Special Funds		Special Reserve/Trust Fund	85,107
To: Expenditure on Objects of the Trust		Long Term Capital Gain	1,20,476
(i) Salaries	1,17,000		
(ii) Management (Super Annuitant) (C)	6,11,797		
(iii) Medical Relief (Super Annuitant) (M)			
(iv) Charitable Development (Super Annuitant) (D)			
(v) Staff of Reserve			
(vi) Office Charitable Expenses			
To: General Corpus			
To: Surplus carried over to Balance Sheet		By: Surplus carried over to Balance Sheet	3,41,796
Total Rs.	32,76,400	Total Rs.	32,76,400

For and on behalf of
Bharat & Associates
Chartered Accountants
1000, 101/102
[Signature]
T-10/102
Pune
M.No. 04492
Date: 02/03/20



Uma
President
APNALAYA



[Signature]
SECRETARY
APNALAYA

FUNDS & LIABILITIES		Rs.	Rs.	PROPERTY AND ASSETS	Rs.	Rs.
Trusts Funds on Corpus				Immovable Properties - As per		
From General Public				As per Accounts 'A'	3,079	
Balance as per last Balance Sheet		36,148,201	30,888,671	Balance as per last Balance Sheet		7,674
Additions during the year		1,66,270		Additions (Deletions) during the year		
Less: Withdrawals during the year				Less: Depreciation up to date	424	
From TDS - ACT				Investments - As per Accounts 'B'		
Balance as per last Balance Sheet		3,161,365	2,048,203	Note - The market value of the above investments is Rs.86.		2,048,203
Additions during the year (Business Trans)				Movable Properties - As per Accounts 'C'		
Less: Withdrawals				Balance as per last Balance Sheet	2,336,229	
From CBY				Less: Debtors during the year	183,246	
Balance as per last Balance Sheet		1,000,000	1,000,000	Additions during the year	497,141	
From Trusts Held				Less: The provision up to date		1,075,420
Balance as per last Balance Sheet				Loans (Secured or Unsecured)		
Dikri Gaurukul Funds :-				Goodwill		
Change under the provision of the trust				Loans Secured		
Based on witness as per the Deed of				Other Loans		
Deposition (Trust)				Advances		
Sinking Fund				To Trustee	593,431	
Reserve Fund				To TDS up to F.Y. 2011-12	1,18,830	
Any other Fund				To TDS F.Y. 2012-2013		
As per Accounts 'A'				To TDS F.Y. 2013-2014		
				To TDS F.Y. 2014-2015	37,878	
				To TDS F.Y. 2015-2016		
				To TDS F.Y. 2016-2017		
				To TDS F.Y. 2017-2018	56,000	
				To TDS F.Y. 2018-2019	259,998	
				To TDS F.Y. 2019-2020	45,608	
				To TDS F.Y. 2020-2021	30,852	
				To TDS F.Y. 2021-2022	39,387	
				To TDS F.Y. 2022-2023	1,872,759	
				To Others (As per Accounts 'B')	492,208	
					957,088	4,124,356
Loans (Secured or Unsecured) :-				Income Outstanding :-		
From Trustee				Rent		
From Others				Interest		
Liabilities :-				Other Income		
For TDS Payable		1,29,670		Cash and Bank Balances (As per Accounts 'B')		
For Provision for Audit Fees		47,500		(a) In Hand	4,274	
For TDS Payable		4,807		(b) In Savings Account	4,47,238	
For Society Creditors Balances		12,13,000		(c) In Fixed Deposit Account	34,27,428	
Business and Expenditure Account :-				(d) In Other Schemes		
Balance as per last Balance Sheet		28,33,330		(e) With the trustee		
Less: Debt of as per Income and Expenditure Account		3,011,386				
Total			46,982,466	Total		46,982,466

For and on behalf of
Trustee & Accountant
Chartered Accountants
MCA No. 301189W
[Signature]
Secretary Trust
MCA No. 048792
Date: 31/03/2023



MCA No. 048792
[Signature]
Trustee
President
APNALAYA



[Signature]
Secretary
APNALAYA

DONORS & PARTNERS



OUR PEOPLE

Through our work in the community over two decades in M East Ward, we have forged deep relationships with people and stakeholders here. Our connectivity with people makes Apnalaya a known and trusted name in this area.

Five out of every ten Apnalaya staff come from the communities with whom we work. For them, the success of a programme is synonymous with the transformation in their lives.

The remaining five of the ten staff consist of specialised professionals from 10 states of the country.

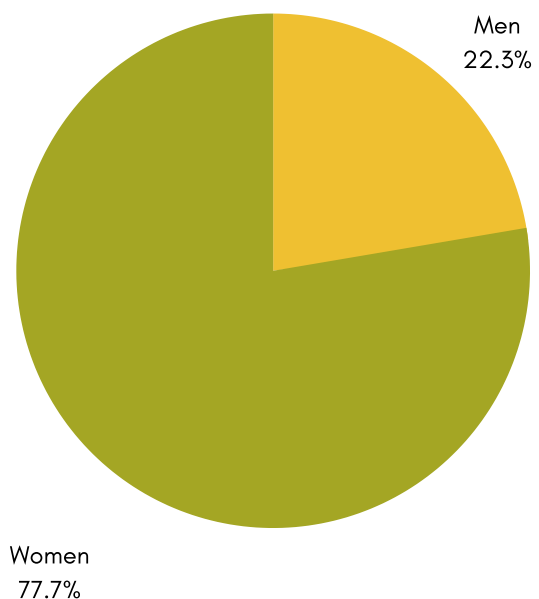
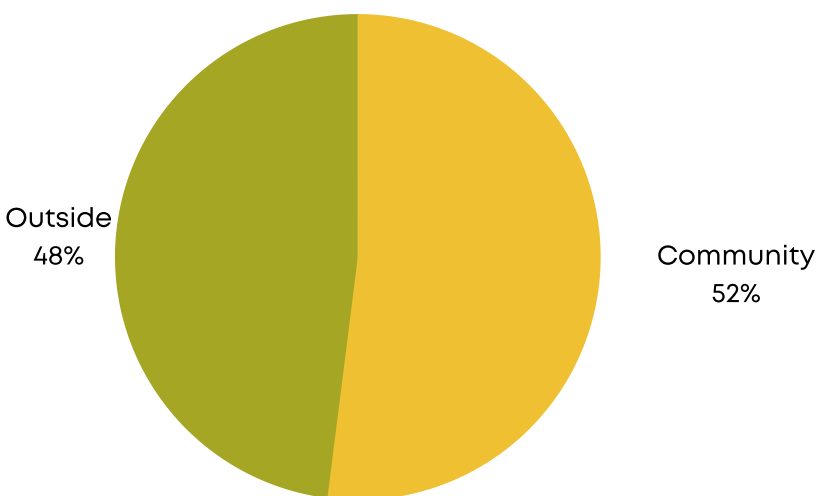
Our team comprises professionals from a wide range of backgrounds committed to empowering the Urban Poor. As of 31st March 2020, Apnalaya employed 103 staff – an increase of 19.7% as compared to last year (86 staff).

The increase in staff numbers during 2019-20 was primarily due to organisational changes and the introduction of the new study in health.

Although the majority of Apnalaya volunteers work in our field, volunteering is integral in our organisation. We have a clear focus to which students learn the field experience and support the organisation's programmes wherever help is needed. In 2019-20, we had volunteers coming from across the globe. We had one student coming from France's Central Supelac and three students from RMIT University, Australia. Within India, we had three interns from Mumbai University and three from NMIMS School of Law. All the interns were very hardworking and added value to the work that they did.

Percentage of Employees from the Community

Percentage of Employees by Gender



LEADERSHIP TEAM



Arun Kumar,
Chief Executive Officer
arun@apnalaya.org



Ninad Salunkhe,
Chief Operating Officer
ninad@apnalaya.org



Poornima Nair, Director
Health & Disability
poornima@apnalaya.org



Malathy M, Director
Education & Livelihoods
malathy@apnalaya.org



Ronald John, Director
Citizenship & Advocacy
ronald@apnalaya.org



Raghunandan Hegde, Director
Impact
raghu@apnalaya.org



Pratima Aggarwal, Director
Sustainability
pratima@apnalaya.org



APNALAYA

Empowering the Urban Poor

417-18, Mahinder Chambers,
Opposite Duke's Factory,
Chembur East, Mumbai, 400071, India

Tel: +91 22-41202617/+91983304174

Email: admin@apnalaya.org