



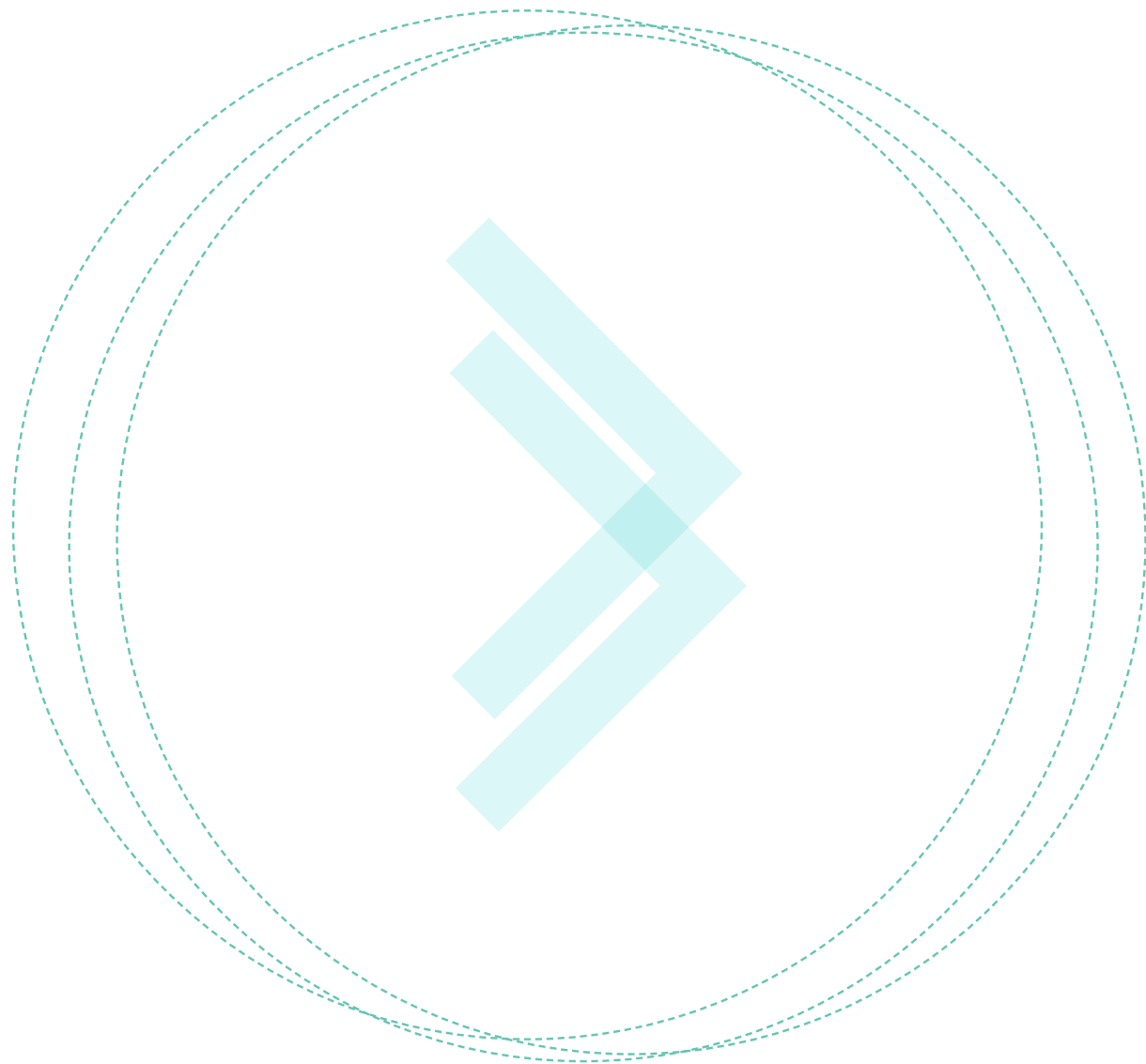
STRATEGIC PLAN

2021 2026



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Dear Friends,

We are glad to share our Strategic Plan of 2021-2026 with you all.

This strategic plan has been developed in a period of extreme turbulence and unrest – nationally and globally. Even as the external context becomes more volatile and unpredictable, there is an inherent irony at best, in developing strategic plans that predict exactly what an organisation will do in the next five years. Balancing the comfort of predictability in times that are uncertain, is an art. We decided to let our creative juices flow. We are fully cognizant of the fact that this strategic plan indicates a direction, an expression of organisational intent and a framework that explains us to the external world. For the team, it provides required clarity on why, what and when we want to achieve under each strategic focus.

The next five years of our strategy, we will focus on consolidation of our existing programme and scaling up in terms of engaging with more cis/trans women and men from marginalised communities, working with them within a gender just skill education approach. Keeping in mind the reality of Covid and its impact on the poor, we realized the need to dig deeper and build better.

We will;

- a) Reach out to 3,50,000 people with the information, awareness about access to non-traditional livelihoods for women, to challenge gender-based violence, to access citizenship documents and social security benefits and engage with men to ensure their equal share in unpaid care work.
- b) Enhance capacity of 7,500 community leaders to create a conducive ecosystem for women to join workforce.
- c) Enable 6000 women to challenge patriarchal social norms and access opportunities to learn technical as well as rights-based life skills that will help them to join in male-dominated market of transport and e-commerce.
- d) Enable 4000+ women to be employable with permanent license and 3000+ women to join non-traditional livelihood.
- e) Enable 70% of the survivors of violence in Women with Wheels training to access legal, psychosocial or any other kind of support to combat violence in their lives.
- f) Our research and policy engagement work will remain consistent to create spaces for women in non-traditional professions through policy analysis, engaging with society, industries and policy-makers and relevant communications.

We also plan to explore new areas by establishing partnerships that will help scale up the Gender Just Skill Education approach in the context of new non-traditional livelihoods. We will do this by exploring industries that are enthusiastic to include more women workers and provide them with a gender inclusive work environment.

Accordingly, we will be revising our curriculum and pedagogy that is blended and that lends itself to scaling up.

In partnership with Sakha – our strategic employment partner, we will increase the pace of transitioning to e-vehicles to promote a greener economy.

Institutionally, we foresee that in the next five years a culture of collective leadership is established at all levels in Azad. By deepening our leadership abilities, we will ensure that Azad builds itself further as a caring work space, that nurtures talent and potential while taking care of the well-being of its team. We understand that engaging with social change processes is a difficult and challenging work. We will continue to build partnerships with civil society organisations and movements to strengthen solidarity within and across.

We remain grateful for all the support from our various donor partners – individual, national and international. We will be calling on this support as we move ahead with our plans and we hope that we will be able to build new courageous and visionary partnerships as well. We are confident of deepening further our solidarity and partnership with the communities we work with.

With a strong and dedicated team and the leadership of a visionary Board, we are confident of navigating the future as it comes and deliver on the mission of enabling women disadvantaged by gender, caste, class, ethnicity, religion, race, colour and sexuality, to empower themselves with knowledge and skills to build a gender-just society and earn a livelihood with dignity in jobs and markets that have traditionally been closed to them.

Let us work together to move this world towards greater equality, peace and harmony.

With gratitude, love and respect to all,

Anita, Dolon and Shrinivas

A B O U T A Z A D F O U N D A T I O N



When Azad Foundation started in 2008, there were few women drivers in India. Today, we are proud to share that the women¹ chauffeurs who have attended our Women with Wheels (WWW) programme have enabled 1.5 million safe rides and earned a cumulative revenue of \$2.4 million in the previous decade. Over 3500 women have been trained by us as professional chauffeurs and more than 2000 of them are currently employed in non-traditional livelihoods² (NTL), in eight³ cities in India. These women are the chief wage earners in their families—decision-makers who build assets, repay debts, invest in the education of the next generation and challenge violence in their homes, communities and on the road.

We have demonstrated that for women to become empowered economically, we need to work on changing gender norms and stereotypes that define the roles of women and men. Skill development, soft loans etc., are important steps, but not enough. Women need support in families and communities and also in the macro environment to work confidently in salaried jobs with social security and dignity.

We train women, girls, men, boys and people of all gender identities from marginalised communities to become community change agents. These community change agents provide a support system for women who enter formal employment, especially in NTL. Our community change agents help marginalised women to access citizenship documents and government schemes, oppose gender-based violence, challenge restrictions on mobility and the traditional view that women are solely responsible for care work, advocate for creches and clean washrooms etc. We understand the intersectional nature of oppression that leads to communities and people becoming marginalised due to their gender, class, caste, race, religion, gender identity, sexual preferences, location, language and several other factors.

Typically, marginalised women have limited skills and literacy and can only go for low-paying and high-risk work, such as domestic work, work as a daily labourer, and factory labour which makes them vulnerable to abuse and exploitation. The WWW programme expands the choices for marginalised women by training them to become drivers and riders. It enables them to empower themselves by making available a transformative learning pedagogy that includes technical, self-development and self-empowerment modules.

¹Cis, trans and those who identify as women.

²Non-traditional livelihoods refer to livelihood practices that help women break stereotypes and challenge the gender division of labour emerging from the intersections of gender, caste, class, religion, sexual orientation, disability and other marginalisation and oppressive structures, within a dynamic context of space and time. NTL increases the set of viable livelihood choices available to women and give them access and control over skills, technology, market, mobility and resources. It creates economic stability along with psychological, social and political empowerment (Charter, Non-Traditional Livelihood Network).

³Azad Foundation works directly in Delhi, Jaipur, Kolkata and Chennai and with partner NGOs in Ahmedabad, Bhubaneswar, Indore and Lucknow.

Our strategic partner, Sakha, employs trained women chauffeurs to run its cabs; places them as chauffeurs with carefully screened employers to provide a safe working environment. These include hotels, schools, embassies, UN organisations, state bodies, individuals and families. Delhi's first and only female public bus driver is our alumna. Last year, as the pandemic changed our lives, the demand for two-wheeler riders in the e-commerce delivery industry grew; we trained 100 women to ride two-wheelers and placed 64 women with companies such as Big Basket, Flipkart, Mooving, E Comm and others as delivery executives.



OUR VISION, MISSION AND VALUES

We envision a world where all women—in particular women from underprivileged contexts—enjoy full citizenship, exercise control over their lives and bodies, earn a livelihood with dignity and generate wealth and value for all.

Our mission is to enable women disadvantaged by gender, caste, class, ethnicity, religion, race, colour and sexuality, to empower themselves with knowledge and skills to build a gender-just society and earn a livelihood with dignity in jobs and markets that have traditionally been closed to them.

Everything we do is driven by and based on our **values** and reflects the rights granted by our Constitution.

- We are **inclusive** across social, cultural, linguistic, sexual choices and other differences
- We are **secular** in our beliefs and actions
- We **respect** every person and ensure we treat all persons with dignity
- We take **responsibility** for our learning and our actions
- We are **professional** about our commitments
- We are **transparent** and accountable in all our processes

This is who we are and what we do

- » We are a professional feminist organisation working across social and religious divides to enable resource-poor women to empower themselves by engaging them in viable non-traditional livelihood options.
- » We are committed to breaking patriarchal boundaries and structures so that women can exercise control over their lives and live a life of dignity.
- » We do this through transformative capacity-building programmes around the self and the skills needed for NTL, based on adult learning principles.
- » We engage with women, men and people of all gender identities in their communities so that together they can construct a gender-just ecosystem that will ensure their safety and be supportive.

THE EXTERNAL CONTEXT



We work in a country where economic growth has been unequally distributed, leaving a large section of marginalised people, especially women, across caste, class, religion and other gender identities at the periphery.

India became the fifth largest world economy in 2019 but ranks among the five worst-performing countries on “economic participation and opportunity” as per the World Economic Forum’s Global Gender Gap Report 2020.⁴ A major driver of inequitable participation has been the consistent decline in the female labour force participation rate (LFPR), which was 37% in 2006, 18% in 2019 and 9% in 2020.⁵ The LFPR for men in 2020 was 67%.

The declining LFPR is also reflective of

- Women’s conditional access to resources and opportunities
- Deep-seated gender inequalities such as
 - » Restrictions on mobility
 - » Early marriage
- High incidence of violence at home, and
- The burden of unpaid care work on women

One in four girls in India gets married or is in a union before the age of 18; UNICEF reports that India accounts for one-third of global child marriages.⁶

National data suggests that more than 80% of women require permission to move out of their homes alone⁷, as public spaces are considered unsafe. This myth helps relegate women to private spaces, i.e., homes, which have proven to be equally unsafe.⁸ In India, every third woman faces some form of domestic violence, and 52% of women and 42% of men believe it is justified for a husband to hit his wife.

Unpaid care work forms the backbone of any economy. Without this work, no economy can function, yet it goes unrecognised as work. Women are automatically expected to stay in the private sphere, look after the home, bear children and care for the family. Ninety-two per cent of the women between the ages of 15 and 59 years participate in unpaid domestic activities daily versus only 29% of men.⁹ The average Indian woman spends 243 minutes or a little over four hours, on unpaid care work, which is almost 10 times the 25 minutes that the average man does.¹⁰ The violence of forced unpaid care work by women goes unnoticed, unheard, and is still not a concern to the policy makers.

⁴World Economic Forum, 2020. Global Gender Gap Report, 2020.

⁵<https://www.cmie.com/kommon/bin/sr.php?kall=war-ticle&dt=2020-12-14%2012:48:29&msec=703> accessed on 19th July, 2020.

⁶<https://www.unicef.org/india/media/1176/file/Ending-Child-Marriage.pdf>

⁷Indian Human Development Survey, 2012.

⁸NFHS, <http://rchiips.org/nfhs/nfhs-4/Reports/India.pdf>

⁹Time use survey, MOSPI 2019.

¹⁰NSS, 2019.

The reproduction of the structural divide envisioning women as caregivers and men as providers accounts in large part for women being unable to access resources, services, information, education, and training for employable skills and entry to the job market, impacting their fundamental right to equal opportunity. The lack of access to skills and education ensures that 90% of women who are in the economy are employed in the informal sector in unskilled and vulnerable jobs, without contracts (71% of women in urban areas and 58% in rural areas had no written job contract) or social security (50% of the salaried women workers across rural and urban geographies were not eligible for paid leave and social security benefits).¹²

As part of the National Education Policy of 2020, the state has mainstreamed vocational education to encourage entrepreneurial spirit. Entrepreneurship is encouraged as it will lead to new jobs being created. However, the risks of entrepreneurship do not make it a suitable livelihood option for the marginalised, especially women.¹³ Over the years, women from marginalised communities have been telling us that what they want is “decent work”—with regular salaries and social security benefits.

Skill development and livelihood generation programmes focus only on enhancing technical skills. However, for a woman to start a new livelihood or career, she also needs to understand the context she is working in and gain soft skills such as communications, work readiness, financial management etc. She needs to be prepared to face violence at home, on the way to work and at the workplace; manage her time to include both her paid work and unpaid care work at home; deal with the backlash from her family and community etc.

Interventions by Azad Foundation and other like-minded partners have led to the germination of the idea of women in non-traditional roles. These interventions challenge gendered-occupational segregations, enabling women to access “male domains” such as driving, carpentry, plumbing, construction work as masons, mechanics etc. Collectively we are also advocating structural changes in state and industry by recruiting more women in non-traditional roles and ensuring that they are provided gender-sensitive infrastructures such as clean and safe toilets, resting spaces, state-led child and elderly care facilities, safe transport and safe houses for survivors of violence to sustain their presence in employment. It is a long journey to ensure gender equality in work for women.

¹¹Oxfam Inequality Report, 2020.

¹²PLFS, 2018-2019.

¹³WNTA, 2020. Governance Review Report https://e38d8451-4f59-418e-9009-db4f524870a2.filesusr.com/ugd/7bfee1_2a9560bbd-f424aebbfcd6bc8727f795.pdf page 82

COVID-19 AND IMPACT ON ECONOMIC OPPORTUNITIES FOR WOMEN

The Covid-19 pandemic and ensuing lockdown period have tipped the scales further for women as they grapple with the three-fold burden of

- loss in income or job,
- increased care and domestic work and
- an escalation of domestic violence.

Globally, one in five women has reported a loss of livelihood.¹⁴ With the informal sector impacted and in the absence of relevant skills or resources, women are less likely to recover their employment as compared to men in India.¹⁵ The recent national data (PLFS 2020-21) suggests that a large section of marginalised men and women are engaging in formal employment with no increment in real wages and deteriorating work conditions such as no social security (56% women), and without paid leave (44% women).

Covid-19 has not just increased the existing forms of structural violence against women, but added new forms, like the digital gender gap, (In 2020, only 25 per cent of the total adult female population in India owned a smartphone, versus 41 per cent of adult men)¹⁶ further impacting their access to skills and decent jobs.

MARKET OPPORTUNITIES AND WOMEN

The changing world of work in which the digital economy plays a key role has led to the emergence of new forms of work, for instance, the gig or platform economy which is considered more suitable for women as it offers flexibility in the choice of time and space. The gig economy, which largely includes ‘on-demand’ work guided by app-based platforms such as Uber, Ola, Urban Company, Zomato, etc. has seen an influx of women workers in the past few years. It has also seen the potential for employment of women in non-traditional roles like cab driving and e-commerce delivery using two-wheelers.

A recent study has questioned the tenets of choice and flexibility in the gig economy. It highlights that all workers, including women, continue

¹⁴<https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2021/feminist-plan-for-sustainability-and-social-justice-en.pdf?la=en&vs=3235>

¹⁵IWWAGE, 2020. “Women and Work- How India fared in 2020.”

¹⁶GSMA, 2020. The Mobile Gender Gap Report states that there are only 21 women mobile internet users as compared to 42% male.

¹⁷https://www.isstindia.org/publications/1623413826_pub_Women_Workers_in_the_gig_economy_in_India_-_An_Exploratory_Study.pdf

to face challenges due to a lack of social and legal protection, and low pay in an incentive-driven model where workers are pushed to work 12 to 14 hours a day in difficult conditions, and are provided very few opportunities to upskill. Women continue to struggle with balancing care work and the unrealistic demands of employers, in addition to negotiating the digital divide.¹⁷ To earn an income in the gig economy, women end up paying significant penalties in terms of the hours they put in, being forced to meet unrealistic timelines with an adverse impact on their health.

The expanding opportunities in e-commerce also bring in the potential to boost the use of e-vehicles. This is an opportunity for the promotion of green economy. However, when it comes to the inclusion of marginalised women, the challenge is posed by the difficulty in access to e-bikes which are critical to employment in e-commerce. The state and industry are promoting e-bikes, e-cars and e-buses but the necessary infrastructure for charging is yet to be established for the same.

Azad conducted an external market analysis in 2020 to explore new opportunities within NTL in the changing economy. This study revealed that the intent to hire women in their workforce is present in manufacturing sectors. However, most of these are located in Special Economic Zones which are often far away from the city, making them inaccessible for women. Sectors like logistics, auto-ancillary manufacturing units, electronic parts manufacturing, furniture, fitting and healthcare are industries which have expressed an interest to employ women in their workforce. Most of them, however, require a specific certification, higher education degrees, and apprenticeship as a prerequisite which are often in conflict with the existing competencies of marginalised women. Additionally, these industries do not have a clear commitment to hiring women, as opportunities are few and sporadic. There are specific industries like Kirloskar in Coimbatore and Titan Industries in Chennai which are keen to promote women-only workforces. Kirloskar has a women-only plant in Coimbatore that employs 200 women. These and similar emerging opportunities, though few and far in between, can be useful for Azad to engage with.

¹⁸ <https://sustainabledevelopment.un.org/hlpf/2021>

GENDER-JUST RECOVERY AND 'LEAVING NO ONE BEHIND'

The recently concluded Generation Equality Forum in Paris has seen a commitment of \$40 billion towards economic justice and gender-just recovery. The decade of action of Sustainable Development Goals also emphasizes sustainable and resilient recovery. An inclusive and socially just economy needs to revisit skill building and interlink it with systemic violence redressal, expand economic opportunities for women, interlink essential labour protections, ensure a living wage and social protection along with the creation of gender-sensitive markets and infrastructure that recognise care work so that women can enter the workforce and sustain their work participation.

Azad believes that in a Gender Just society women, men and people of all genders, across intersectionalities, will have equal opportunities to tap their potential, acquire learning and skills and seek livelihoods with dignity. Women will be able to live lives free of violence of any form. They will become independent agents of change exercising control over decisions affecting their bodies, lives, as well as social and emotional well-being.



In this section, we report the outcomes of the last strategic plan for 2016 to 2020, and key learnings emerging from the same.

A Gender Just Skills Education (GJSE) framework enables a comprehensive understanding of interconnections between women's access to skills, gendered social norms and roles and their impact on livelihoods and well-being. We have been successful in articulating our praxis, within this transformational framework that has been co-developed by civil society organisations working on skills to work transition.

Our Work on Right to Access GJSE

Marginalised women often lack information and awareness of policies and programmes that can enable them to alter their life circumstances. They need to be able to negotiate with their families to be able to spend time away from home for skill enhancement or employment. Often, they do not have basic legal documents that can facilitate a formal employment. Over the last five years, we have actively mobilised and invested in networks of community change agents who facilitate an enabling environment to support women to access skills for earning livelihoods with dignity.

Key Shifts in the Last Five Years

- **Trained 130** community women as feminist leaders in Delhi, Jaipur and Kolkata. **1342 young men and boys** have been trained as **change agents**, of which **25** were trained as young men leaders across Delhi and Jaipur. **4000 girls** in schools and **58 adolescent girl leaders** trained in Jaipur.
- **230,000 women** in communities of Delhi, Jaipur, Kolkata and Chennai are aware and have the information to access training for earning livelihoods with dignity in NTL.
- **2410 marginalised** women have gained mobility, acquired an enhanced sense of agency, built a peer network and gained employability skills **through the WWW programme**.
- **7885 women** have been supported by community change agents and mobilisers in **obtaining their citizenship documents**. This is a first step towards acquiring any kind of employment, especially in the formal economy.

OUR WORK ON RIGHTS WITHIN GJSE

Skill training alone does not bring sustainable change. Marginalised women need transformative rights-based training that helps them interpret their context and tap the power that lies within. This can enable them to not just acquire new skills and knowledge but to use it for their benefit and for altering their life conditions. Therefore, to ensure **access to rights within GJSE**, our second strategic focus is **to engage women in transformative skill development programs combining self-development and self-empowerment in addition to technical skills** (four-wheeler driving or two-wheeler riding).

Key Shifts in the Last Five Years

- **1638 marginalised women became employable** and acquired professional qualifications as chauffeurs and riders.
- **70% of the women who had reported violence raised their voices against violence.**
- **WWW has been scaled across** India through our offices in Delhi, Jaipur, Kolkata and Chennai, and through like-minded partners such as Samman Society in Indore, JanVikas in Ahmedabad, Centre for Youth and Social Development (CYSO) in Bhubaneswar and Humsafar in Lucknow (where the model has been adapted to train women as e-rickshaw drivers). The model has also been shared globally through technical collaborations with NEWIG in Ghana, MAHON in Timor Leste and the Carpathian Foundation in Slovakia to set up their own WWW programmes.
- **100 women riders (on two-wheelers) became employable** as part of the pilot phase in 2020-21, in response to the changing market context due to the pandemic.

OUR WORK ON RIGHTS THROUGH GJSE

Access to skill education is not sufficient to enable first-generation working women from marginalised communities to seek **Employment**. Markets and work opportunities are deeply gendered. Apart from vertical and horizontal occupational segregation and unequal pay for the same work, opportunities do not exist for women in skilled domains such as driving, plumbing, masonry, electrician etc. Azad's strategic partner **Sakha** promotes opportunities and markets for women in transport. It negotiates on behalf of women for work conditions that are safe and remunerative. It also supports women as they learn to navigate the demands of professional life, and facilitates the balancing of the same while they negotiate care work responsibilities at home. This enables women to access their **Rights through GJSE** by access to employment after the WWW training.

Key Shifts in the Last Five Years

- **1.5 million+ safe rides provided and \$2.4million+** cumulative earnings generated (over the last decade) by women drivers working with Azad's strategic partner Sakha or placed by them.
- **100% of women drivers have become chief wage earners, increasing their family incomes by 100 to 200%** (and in some cases more). They have made transformative changes in their lives.
- Many of these women have **taken actions to secure lives free of violence**; they have been able **to renegotiate unpaid care work responsibilities at home**.
- Most women have **made investments in education, health and asset creation**, thus transforming their material reality. They **have become role models for their families and communities**.
- A study on the return on investment (ROI) on WWW¹⁹ indicated that this model has demonstrated a 25% ROI, which is above the average ROI of 15% for capital investments. This indicates the financial viability of the model besides its intensive social gains.
- Our efforts have compelled the transport industry, which was once sceptical, to open itself to women drivers. The Delhi Transport Corporation employed its first-ever female bus driver from Sakha in 2015. Uber, Ola, and other smaller cab operators have hired Azad graduates as their chauffeurs. UNICEF, the US Embassy and the Australian Embassy in Delhi have hired women chauffeurs for the first time.
- The airport authorities in Delhi and Indore have invited Sakha to set up a counter at the airports, making the idea of women in transport more visible and creating wider acceptance in a male-dominated market.

Covid-19 had a negative impact on the transport and tourism industry, with an estimated 70% dip in revenue in India.²⁰ Women chauffeurs lost their jobs and trainees were compelled to go back to their villages with their families. However, we were able to avail ourselves of the opportunity provided by the burgeoning logistics and e-commerce industry. We were able to secure 64 placements (2020-21) in the e-commerce industry. While the gig economy has its challenges, it did allow women riders to acquire employment and sustain their families even during the pandemic.

¹⁹Study on return on investment was undertaken in 2019 by an external consultant.

²⁰<https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the-coronavirus-covid-19-6466aa20/>

OUR WORK ON RIGHTS FROM GJSE

For effective and sustainable social change to occur, it is not enough to provide access to employment post skill training. It is equally important to ensure that markets, such as the transport industry and e-commerce companies, learn to become gender-sensitive and inclusive through knowledge building and advocacy. This will ensure that women can sustain their work participation and access decent and dignified livelihoods.

Key Shifts in the Last Five Years

Changes at this macro level are always nebulous and harder still to attribute. Yet, from the available evidence, we share below the changes that Azad has contributed towards. Azad introduced the term 'non-traditional livelihoods' when it began its work. The concept of non-traditional livelihoods has over the years, become familiar with its use within state policy documents,²¹ civil society and the private sector.

- **Azad seeded a Non-Traditional Livelihoods Network (NTLN) in 2016** and continues to hold the secretariat for the NTLN. Facilitated by the collective efforts of Azad and its partners, the NTLN has grown to become a vibrant network of 25 organisations and 9 individuals from 11 states in India, who together harness knowledge on NTL and build collective advocacy platforms for promoting,
 - gender-sensitive markets,
 - skill training in NTL and
 - gender-sensitive infrastructure.
- **In 2018, Azad collaborated in multi-country research on “Financing Options for Skills for Marginalised Women,” in collaboration with the ASPBAE.**²² Initially conducted in India and Indonesia, the research has now been undertaken in Bangladesh and Vietnam as well. The research outcomes have been shared nationally, regionally and at the High-Level Political Forum (HLPF), held in New York in July 2019 and also virtually in July 2021. The study showcased how despite an existing policy that promotes NTL, training in NTL professions and a skill ++ curriculum were being promoted only by civil society organisations. The national skill development programs still had a narrow and limited focus on technical skills. The absence of gender-disaggregated data on national skill training programs and that of post-training placement and retention rates made it difficult to assess its actual impact on livelihoods for marginalised women.

²¹http://www.aspbae.org/user-files/july19/Financing_options_for_skills_for_women_and_work_India_Aspbae_June2019.pdf

²²Asia South Pacific Association for Basic and Adult Education.

²³Published by Zubaan, a feminist publishing house; Launched at the Jaipur Literature Festival, 2018. The book is available on Amazon, and has been translated into Hindi, Tamil, Bengali and Marathi.

²⁴During our annual review 2017-2018, we found that enrolment of single women in WWW had dropped and trainees were leaving midway because they had to support their families financially. We initiated the Ram Mohan scholarship and supported 24 trainees in 2018-2019 and 20 trainees in 2019-2020. The scholarship was suspended during the pandemic.

²⁵Bipasha Baruah (2017) Women on Wheels: Empowering women through an innovative training and employment programme. *Development in Practice*, 27:2, 181-195, DOI:10.1080/09614524.2017.1275527. Available at <http://dx.doi.org/10.1080/09614524.2017.1275527>

²⁶<http://grow.research.mcgill.ca/policy-briefs/>

- **Azad’s knowledge building on women in transport has been boosted by the narratives of 14 women drivers in the book *Lady Driver*.**²³ The stories in this book recount the difficult journeys of change and transformation of these women who disrupted norms to enter a male-dominated industry and gained identity with dignity. The book is available in English, Hindi, Bengali and Tamil languages.
- **In January 2019, along with the NTL Network, Azad hosted an international conference on “Making NTL Work for the Marginalised,”** where more than 200 delegates (activists, academicians, policy makers, practitioners) from across 20 countries participated. The conference concluded with a charter of demands that was presented at the CSW 65 in New York in March 2019.
- **In July 2019, Azad became accredited by the Economic and Social Council (ECOSOC) of the United Nations.** This enabled us to contribute to reports and discussions at the UN and other regional and global conferences to influence the discourse specifically around women and work. We have leveraged this privilege and hosted parallel events in CSW 64, 65, and 66 and co-organized events at the HLPF. Our global advocacy efforts have given greater visibility to the idea of NTL and to the need to work across SDGs to ensure decent work for resource-poor women.
- **We have built strong monitoring and evaluation systems across all our programs** in order to pave way for a reflective, grounded practice that is informed by evidence. An example case is an institution of scholarships in 2018-19²⁴ specifically for single women and women who were primary wage earners to complete their WWW training.
- The disruptive and ground-breaking nature of **our work has also inspired academic interest, with two PhD theses having been based upon our work**—one at the University of Delhi (2019) and the other at Copenhagen Business School (2018). Apart from this, Azad’s work has been peer-reviewed in academic journals²⁵ and The International Development Research Centre of Canada’s (IDRC) GROW Programme (Growth with Economic Opportunities for Women) also published a working paper and policy brief based on WWW.²⁶

KEY LEARNING THAT HAS SHAPED OUR WORK



The key learning, we share here has emerged through critical reflection of our work undertaken over the last strategic plan period. These were further enriched by the various consultations that Azad undertook (with civil society, community leaders and its team members) towards the preparation of this strategic plan. Some of these are a validation of the beliefs we have held, others add deeper nuances to our existing understanding, and still, others come as possibilities for future action.

- Women, especially marginalised women, must negotiate gendered social and cultural norms to step out of their homes to be able to access skills training and livelihoods in non-traditional sectors. To do this, investments have to be made to build a supportive ecosystem at the community level, that enables them to negotiate with their families, gain confidence, and find ways and means of redressal. Community and team consultations recommended expanding Azad's community programmes to cover all the locations it is present in.
- Azad has facilitated thousands of women to gain entry into the transport sector, as cab drivers. The dominant suggestion through various consultations was to retain this as Azad's core area of expertise. At the same time, it will be important to consolidate these gains further by also diversifying into related transport options such as two-wheelers, three-wheelers, bus driving etc.
- Adolescent girls from marginalised communities, and living under extremely oppressive gendered norms, also have aspirations for their future. Many of these aspirations are about being able to travel freely, find meaningful employment, have a social status and so on. It is important to work with them on their leadership and agency so that they have the confidence to take steps to plan and build their future.
- We have learnt about the power of positive role models and the deep influence they can have, especially on adolescent girls and boys. The adolescent age is one when inspirations, seeing the world and examples of new ways of living have a lasting influence on feeling motivated towards creating a more equitable world for all. Adolescent girls learn about the possibility of making decisions such as pushing the age of marriage, choosing to continue their education and choice of careers. Adolescent boys can learn about alternatives to toxic masculinity. There is a need to invest in making such role models available to the youth.

- Classifying unpaid care work as women's work is a form of structural violence experienced by women daily. It is not even acknowledged, in fact, as an act of violence and has been normalised by and large in the society. However, unpaid care work is a major factor that does not allow women to join or sustain their participation in the formal, paid economy. For this to be addressed, boys and men need to be engaged with for a complete shift in their attitudes. This requires social transformation and demands change at a personal and intellectual level from everyone. Azad piloted this work in its Men for Gender Justice programme and this has received a lot of validation in all our reviews and consultations.
- The State continues to fail women in myriad ways. In context to their participation in the formal economy, there exist very limited infrastructure facilities such as community-based creches, working women hostels, safe and hygienic washrooms or shelter homes that support women in their efforts to reduce the barriers to seeking decent work.
- The transport industry, e-commerce companies and the state are as patriarchal as any other parts of the polity. The barriers to women's participation in the economy are many. The dualisms of private and public spaces discourage women further by penalising them with immense care work responsibilities, thereby forcing them to play in an unequal field. Going forward there is a need to build collectives of women in transport and non-traditional livelihoods to help them build their bargaining power.
- The social development sector has, in a way, shied away from engaging with the market. However, to ensure that markets become gender-sensitive, we need to engage proactively and ensure that the women we work with can do so as well. This requires a lot of unlearning and new learning on part of the civil society itself. Azad has gained considerable experience in this domain and the civil society consultations echoed this in their recommendation that Azad should further deepen its work as a policy advocate on women in non-traditional livelihoods.



- During these five years, Azad recruited women drivers trained by it, as faculty for training other women drivers. These women faculty were taken through a rigorous training programme to help them meet the requirements of this new role. We learnt that community change agents trained by Azad have the potential to also take on leadership roles within Azad. We expect to build on this in the upcoming strategic-plan period and additionally make many more men and women from the community working within Azad, full-time team members.
- We have learnt that as the world becomes more complex, we need to be flexible and agile to adapt and continue (especially in the context of the pandemic, Ukraine war, and ensuing global economic distress, amongst others). Uncertainty and unpredictability are the new norms. Organisations like Azad, need to not only be flexible in adapting their programmes to these rapidly changing external contexts, but also to invest in the mental health and well-being of their team to ensure that they are supported in engaging with the challenging external context.

MISSION

To enable women disadvantaged by gender- caste- class ethnicity, religion, colour sexuality so that they are able to empower themselves with knowledge and skills to build a gender-just society and earn a livelihood with dignity in jobs and markets that have traditionally been closed to them

APPROACH

Creating a Gender Just Ecosystem to engage women in NTL with dignity that addresses women's right to access such livelihoods, their rights within these livelihoods, rights through these livelihoods and rights from these livelihoods

ASSUMPTIONS

- Women marginalized across intersectionalities will be interested in NTL
- Support services such as childcare will be available for women to enter training and employment
- The employers will educate themselves on how to recruit and retain a female workforce
- State and institutions will be open to work on challenges faced by women
- Covid will cease to impact normal life in a manner that disrupts mobility and functioning
- The political and legal environment will remain conducive to the functioning of civil society and efforts
- Azad will be able to mobilize adequate financial & human resources to support its interventions

THEORY OF CHANGE

INTERVENTIONS

Undertake surveys, household level counselling and other community level mobilization activities

Engage communities in campaigns and collective events- OBR/ alumni network events/ 16 days of activism etc.

Organize Training Programs with women (Feminist Leadership Program) young men and boys (Men for Gender Justice Program) With adolescent girls (Azad Kishori Program)

Pilot community-based initiatives such as safe homes for women survivors, daycare facilities for children

Provide technical training for eligible and interested women in communities to become professional drivers- WWW

Make available learning opportunities for women to be aware of their rights, gain confidence, professional skills, learn to protect themselves from violence

Engage in research that influences policy impacting women and NTL

Communicate using diverse platforms to inform public opinion on women and NTL

Data collection and analysis to sharpen program intervention

Strengthen and participate in networks that encourage women in NTL

INTERMEDIARY OUTCOMES

Women will

- Inform themselves of opportunities to acquire NTL
- Acquire citizenship documents and family support to enroll in WWW training

Women will

- Acquire knowledge and skills
- Enable them to interact as empowered professionals
- Sustain livelihoods with dignity
- Exercise control over income earned

Women will

- Acquire driving licenses
Complete WWW training
- Become skilled drivers and access employment

Women will inform themselves of their

- Right to violence free life
- Inequalities in family & society
- Right to mobility in public spaces

Women, men and youth in communities will work together to

- Create a solidarity network
- Act on issues of violence
- Negotiate with family support and unpaid care work
- Access training opportunities in NTL

Community change facilitators (AK, MGJ & FLP) will

- Empower themselves with knowledge and skills
- Act to support women and young girls to make decisions for themselves
- Enable women to acquire citizenship documents for access to skill training

State government and institutions will provide incentives and opportunities to

- Facilitate entry of women in NTL
- Create conditions that encourage women to sustain in NTL
- Develop policies that will incentivize industry to promote women in NTL

Transport and logistics industry will

- Expand opportunities for employment of women
- Ensure equal pay for equal work, safety at work, gendered social infrastructure

LONG TERM OUTCOMES

Women acquire agency to

- Speak out against violence
- Negotiate unpaid care work & family support
- Claim right to mobility

Women acquire and sustain Non-Traditional livelihoods with dignity to

- Earn remunerative incomes
- Generate wealth for self and families

State and Industry make available opportunities for

- Recruitment and retention of women in NTL
- Ensure decent work conditions

THEORY OF CHANGE



STRATEGIC FOCUS 1

Ensuring Right to Access GJSE

Expected Impact and Outcomes

- **3,50,000 marginalised women** will have information, and be aware of their basic rights, the availability of learning and skilling opportunities in non-traditional sectors and how to access the same.
- **7500 community change agents** (women, men and adolescent boys and girls) will be able to build together an ecosystem of support for marginalised women.
 - » **2500 young men and boys** will challenge heterosexual norms of masculinity. They will help create an enabling environment for women in their families and neighbourhood by engaging men in unpaid care work and challenging violence against women and girls.
 - » **4500 adolescent girls** will pursue education and skill-building, and will have the capacity to exercise their choices on marriage, reproductive rights and other life decisions.
 - » **500 feminist leaders** will support women to access GJSE
- **6000 women will challenge social norms and culture**, negotiate with their families, and access opportunities for skills enhancement and learning.

Activities and Interventions

To achieve the above impact, our work begins by questioning prevalent structural inequalities and using an intersectional lens to bring changes in the lives of marginalised women, their families and communities. We challenge gendered social norms that govern the world of women and work. Through our activities and interventions, we question

- » Why should only women be responsible for household work and care work?
- » How can men and boys support women and girls so that they can access skilled opportunities?
- » Do we recognise the various forms of gender-based violence and the multiple ways in which it limits women's lives and their ability to work?
- » How can we break the normalisation of gender-based violence?
- » Why can't young women become skilled drivers or engage in other non-traditional livelihoods?
- » Why should young girls have to prioritize marriage as their destiny?



Azad will continue to

Build critical mindsets around these questions and others through our three key interventions - the Feminist Leadership Programme, Azad Kishori Programme and Men for Gender Justice Programme. Over the next five years, Azad will expand the scope of these programmes into all the States that it is present in i.e., - Delhi, Jaipur, Kolkata and Chennai.

Overall, we will

- Train 500 women as feminist leaders for their communities, through a blended year-long programme over four residential phases and guided inter-phase work.
- Engage with and train 450 Kishori leaders, supporting them in organising peer groups in their communities.
- Build capacities of 450 adolescent boys and men leaders to help them explore alternate notions of masculinity, and learn to become nurturers and carers assisting in household work and supporting women to challenge violence at home and in public spaces.

What will be new

The following new activities, that will further complement the efforts being made towards creating an ecosystem of support for marginalised women, are planned at the community level under this strategy:

Building alumni collectives by weaving conversations and actions amongst the various change agents such that they can together become a more cohesive force in their communities.

We will pilot community-based gender-sensitive social infrastructures such as full-time creches and safe homes for women survivors of violence. While we will continue to advocate for the same with the Government, we understand the criticality of making available some innovative solutions that could also serve as models for the Government to later adapt or upscale.

STRATEGIC FOCUS 2

Ensuring Rights Within GJSE - Delivering Transformative Learning and Skills Development Programme

Expected Impact and Outcomes

- **35,000 marginalised women** will have gained an enhanced sense of agency and their right to mobility through the WWW programme.
- **4000 women will become employable** and have acquired professional qualifications for driving.
- **Additional 1500 women will become employable** to be placed with industries in a sector other than Transport.
- More than 70% of the women who reported violence, would have chosen some form of redressal to the same.

Activities and Interventions

We will continue with and deepen the following activities

- » The **WWW programme** will continue its efforts to expand the choices for women in Delhi, Jaipur, Kolkata, Indore and Chennai by training marginalised women as chauffeurs and riders and ensuring employment, through a rights-based programme that includes technical self-development and self-empowerment modules.
- » Given the changing context due to the pandemic—we expanded the training from focussing only on four-wheeler driving to two-wheeler riding. In the first two years of this strategic plan, we will train 60% of the women we enrol to be two-wheeler riders, given that work-from-home is still largely prevalent and the demand for chauffeurs continues to be depressed. We will adapt the ratios depending on the changing market demand.
- » We will continue to build strategic partnerships across India and globally to ensure that the WWWW programme can benefit more numbers of marginalised women.



What will be new

Two new initiatives are envisaged in this strategic plan period to help expand and deepen the circle of influence of the transformative training pedagogy:

- » Transformative training pedagogy is the common denominator across all Azad programmes with the community. **Azad will review the curriculum for each and ensure a blended format is made available to the learners.** The pandemic pushed us to put together blended learning as a quick response. There are long-term benefits to such an approach in terms of reach and scalability.
- » **Azad will explore the placement of women workers within industries (outside of driving)** that are opening up and creating opportunities for the placement of women drivers. In this scenario, while the technical skills will be provided by the employer, Azad will make available its non-technical modules to ensure women can sustain their employment. We expect to be able to train 1500 women in this pilot approach.

Ensuring Rights Through GJSE- Access to Employment

Expected Impact and Outcomes

- **3000+ women will get employed** within the transport sector.
- **1000+ women will be placed** additionally as a result of piloting placements with industries outside of driving.
- **More than 80% of the women employed will become principal breadwinners** in their families.
- **More than 80% of the women will exercise control** over the incomes earned.
- **More than 50% of the women will be able to negotiate care work responsibilities** at home.

Activities and Interventions

We will continue to deepen the scope of the following activities:

- » Linking all trainees who have completed their WWW training to livelihood opportunities in transport (four-wheeler and buses) and e-commerce (two-wheeler) through Sakha.
- » Providing support to women who receive employment for a period of one year to ensure they are able to sustain their employment.

What will be new

Azad will pilot/explore and scale up the following activities to further amplify its impact:

- » Azad will work with other partners towards making available e-scooters (through easy loan schemes) especially to the women riders in e-commerce, such that they are able to secure employment. It will also include in its training curriculum the maintenance of e-bikes.
- » Azad will engage with large companies that would like to set up all-women factories or workplaces. For this, we will use the company's criteria to enrol women and the training will focus on rights-based self-development and self-empowerment modules, which are core to Azad's understanding of skills training.

STRATEGIC FOCUS 3

Ensuring Rights From GJSE- Knowledge building to influence policy for NTL and women's employment

Expected Impact and Outcomes

- State and industry will make available new and more opportunities for recruitment and retention of women in NTL and ensure decent work conditions.
- The State will recognise and acknowledge suggestions to make existing policies (such as Gatidhara in West Bengal, and Vocational Education in NEP) more gender-inclusive.
- Global forums such as the Commission on Status of Women, HLPF and the UNESCAP will take note of the interlinkages between SDG 8 with other SDGs, especially SDG4, SDG5 and SDG10.

Activities and Interventions

Azad will continue to

Undertake the following key activities towards this to ensure rights from GJSE benefit thousands of marginalised women across geographies:

- » Undertake action research, advocate and influence CSOs, the state, the private sector and other policy makers towards a more favourable ecosystem for women in NTL, with a focus on the transport industry.
- » Support the NTL Network to gain wider membership and undertake collaborative activities as decided by the membership.
- » Build knowledge based on its own practice and experience through critical reflection processes that can feed into the advocacy and policy influencing work.
- » Share the knowledge through active engagement with social and other forms of media, storytelling and other creative forms.



What will be new

While the overarching interventions remain the same, the specific agendas for advocacy and influencing are new as they are generated in the dynamic context of Azad's work and its engagement with external stakeholders. Keeping this in mind:

- » We will undertake evidence-based advocacy to engage with state policies and create employment avenues for women in public transport, specifically to facilitate the inclusion and sustenance of women as bus drivers.
- » Conduct a gender-inclusive analysis of the Gatidhara scheme of the Government of West Bengal that enables marginalised women and men to access subsidies to buy cars that can be plied as taxis. Based on the findings, Azad will make policy recommendations that facilitate an increase in the number of women availing of the schemes.
- » Engage in state-level reviews (at all Azad locations with the potential to expand to other states via our partner organizations) or social audits of existing infrastructure to influence policy-making and to push for gender-sensitive infrastructure, like clean and safe toilets, rest rooms, well-lit roads, community creches and safe homes as well as subsidised hostels for women.
- » In this plan period, Azad will advocate for the need to have a better-charging infrastructure for E-bikes in the cities, provision of loans for resource-poor women to access e-vehicles so that they can get jobs as delivery executives or drivers etc.
- » Azad will promote a network of practitioners of NTL for learning and sharing, within India. The potential for the same will also be explored across South Asia, through the Kamla Bhasin Award – 'Driving the World Towards Gender Equality', which will be launched in 2022. Working across the region is new to Azad and it will learn from other regional networks as it engages with NTL practitioners across countries.



²⁷Badlav ka Safarnama is the name of the tool that was referred to as 'girl path' in the previous strategic plan. This tool is used by the trainees to self-report on their training progress and reflect on the impact of the transformative rights-based training. Badlav ka Safarnama sessions are held once every two months where WWW trainees share their stories of empowerment and change after joining the programme.

In the next five years, we will further strengthen our monitoring and evaluation system so that high-quality data (quantitative and qualitative) continues to be systematically collected from our work on the ground. We will use this data to reflect on and improve our practice and build evidence towards the impact of Azad's contribution.

The last strategic plan witnessed several creative and innovative efforts in our work on monitoring and evaluation. For e.g., 'Badlav Ka Safarnama' was an innovative participatory tool that was inspired by similar work undertaken by EMpower, our donor-partner.

We will continue to

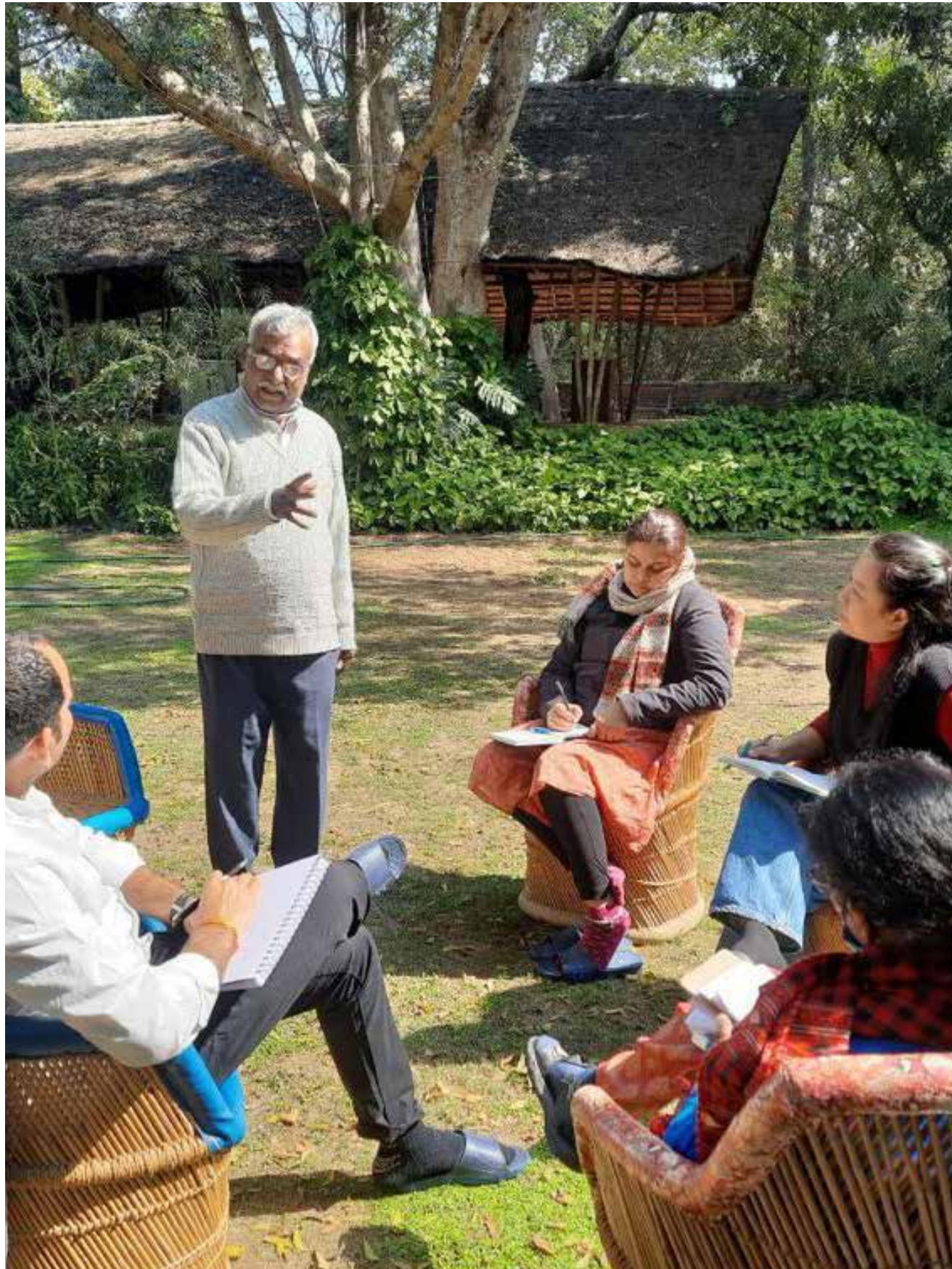
Undertake the following activities that have been now institutionalised over the last strategic period.

1. We have a robust MIS for each of our programmes—WWW, AK, MGJ and FLP. This data is analysed quarterly and is then shared with the respective program teams through a quarterly review. Annually a more in-depth analysis and review are conducted with all the teams.
2. Each team also conducts a monthly internal review and planning process.
3. Baseline and endline surveys are conducted with each batch of community change agents who join the leadership training programs so that we can assess how they change in their attitudes to gender, violence and unpaid care work because of the programme.
4. The process indicators of WWW are assessed during the training, i.e., expressions of empowerment of trainees through self-reported stories of change, captured using the tool Badlav ka Safarnama, i.e., 'Journey of Change.'²⁷
5. Fifty qualitative case studies are conducted each year, across all programme participants to capture their journey of training, learning and future aspirations.
6. The impact of our work on the social and economic empowerment of women is measured after the women have been employed for at least a year, through Sakha.

What will be new

Azad will engage with a reputed and credible academic institute to undertake an external impact assessment using gender-transformative evaluation methods.

Azad will explore technological solutions to build a live dashboard for key indicators of its work that will enable teams to make a faster and more effective response.



At Azad Foundation, we understand that our ability to translate into reality the commitments made in this strategic plan depends directly on the strength of our institution. We understand that a competent team committed to our vision and mission, with values aligned to those of the institution, will be able to implement our plans both in letter and spirit. We aspire to strengthen our team to be effective, efficient and result-oriented. We believe that transformative work with resource-poor women can best happen when the team is also working on itself—questioning, learning, growing, while breaking its barriers and limitations. At the same time, given the challenging nature of our work, supporting the team’s well-being and mental health will be an institutional priority.

INSTITUTIONAL CULTURE

We aspire to build an institutional culture in which every person in the organization identifies with institutional values, and is able to practice them in their daily work and social lives.

As a feminist organisation, we encourage a flexible work culture, respect for personal well-being, care work and a desire for professional excellence. We encourage collaborative action, promote innovation, are based on trust and ensure autonomy and openness in order for everyone to flourish.

Working within a rights-based framework with marginalised women is a long, difficult journey and can often take a toll on the defenders of women’s and human rights. We aspire to create safe spaces within the institution where they can reflect on themselves, share their challenges and difficulties, and assess how they are affected by the impact they seek to contribute towards. Women’s rights workers also have their own personal struggles as they do have to navigate the inequalities in their own lives. These interconnections need to be unpacked, understood and addressed in a safe environment for the institution to be able to effectively deliver on its commitments.

LEADERSHIP CULTURE

Azad will continue to build a leadership culture that supports and deepens the beliefs of the organization. This will help in laying the right kind of foundation enabling Azad to become an institution it aspires to be.

Over the next strategic plan period, Azad will:

- Transition from being a founder led organisation to being one led by a National Leadership Team of three experienced and recognised leaders in the civil society sector. The National Leadership Team will work collaboratively, co-creating an institution where a “thousand flowers bloom”; an institution where leadership is not about the position one holds and the authority that emanates from it, but is about supporting, nurturing, being a visionary, confronting oneself and others and leading in ways that facilitate trust and openness among everyone.
- Encourage operational leadership by instituting a core team that represents all themes and geographies. The core team will meet once in four months, to plan and review all programmes, encourage peer learning and ensure that the vision of the strategic plan is reflected in spirit in all the Azad programmes. They will use their creativity in addressing challenges faced in working with marginalised women, men and adolescents and co-create innovative solutions to continuously find effective ways to achieve impact.
- Deepen its leadership culture by instituting a “Next Generation Leadership Programme” specifically for middle management team members so that they can prepare themselves to be effective leaders not just in their domains, but also for the institution and the larger civil society space.
- Develop new leadership by building the capacities of community change agents in a way that they can also upskill themselves and take on leadership roles and responsibilities within Azad. It is intended that at least 30% of Azad’s team will be from the communities it works with, by the end of this strategic plan period.

Azad leadership will strive to develop its “power within” and “power with” - as it is perceived within a feminist understanding of power, to effect meaningful and sustained social change. The power of love - for self, for others, often forms the bedrock for any meaningful development of individuals, communities or societies. Towards this, a very detailed organisation development process, facilitated by an external consultant, has been put in place. Over the strategic plan period, this process will continue to provide space for self-reflection through structured training, mentoring and team events. This will enable greater awareness and development of self, build open and trusting interpersonal communications, develop critical perspectives about social change processes and acquire relevant skills to sustain effective and impactful social change.



GOVERNANCE

Azad has been supported since its inception by an active and supportive governance board that meets at least thrice a year. The Board brings together expertise and experience from diverse fields - legal, financial, HR, academics, civil society and governance. The board committees on Finance and HR meet quarterly to approve budgets, monitor utilization, and statutory compliance and oversee the implementation of strategic HR.

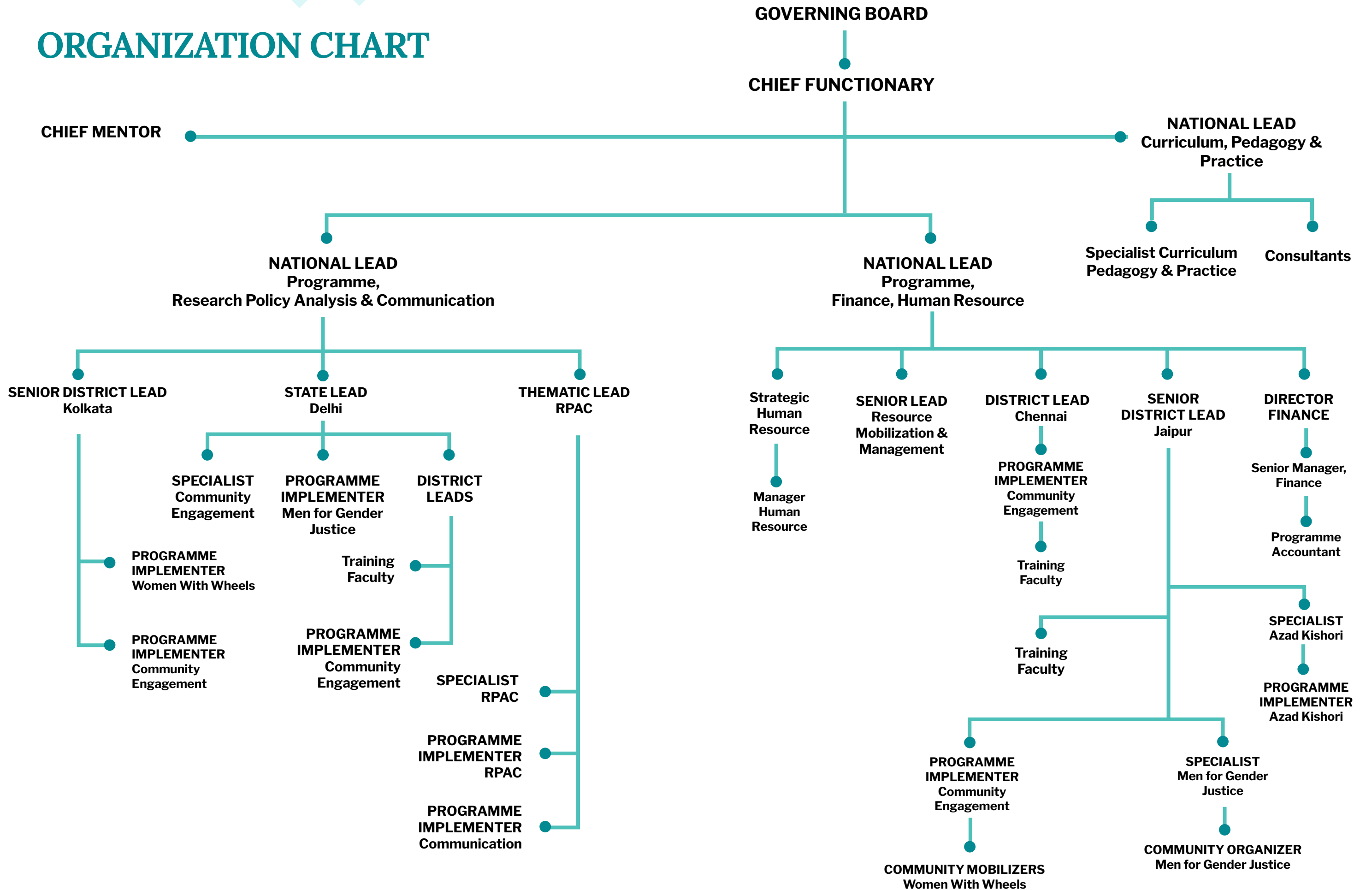
Azad has been able to institute as part of its Finance Manual, Procurement Policy and Travel Policy. The Finance Manual clearly defines the spending limits and authorisation limits at each level. Going forward, the Finance Manual will be reviewed to incorporate the changing policy context and the increased complexity of financial management in a growing organisation with a diverse funding portfolio.

The Human Resource policy has been reviewed and approved by the Board recently. The same has been translated into Hindi, Bengali and Tamil to ensure easy access and understanding by the team. We expect that this will continue to guide us in the upcoming strategic-planning period.

The board has a self-review mechanism that helps to review its role against a standard it has set for itself. It will continue to undertake that and ensure that it can provide strategic leadership and support to Azad to navigate all internal and external challenges, help expand the opportunities and mitigate risks.

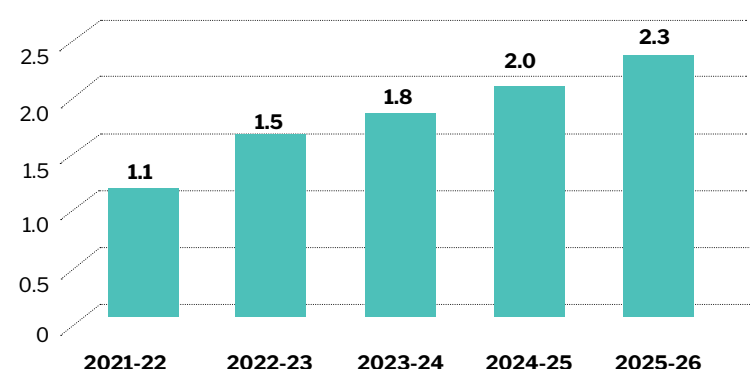
Azad Board has actively participated in the strategic planning process and is steering the leadership transition process. It will continue to provide its leadership to ensure that the National Leadership Team can successfully take over institutional leadership collectively.

ORGANIZATION CHART



The implementation of this strategic plan will require a total fund outlay of USD 8.7 million²⁸ or INR 63 crores, approximately. Over the next five years, the expenditure is expected to grow steadily, taking into account programme expansion as well as inflation.

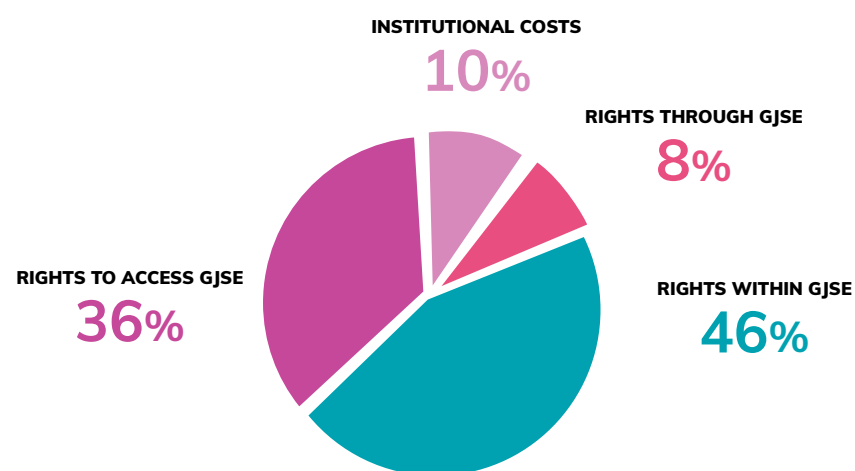
YEAR WISE SPEND IN USD MILLION



EXPENDITURE ACROSS STRATEGIC FOCUS AREAS

The pie chart below shows the percentage spend across each of our strategic focus areas.

STRATEGIC PLAN BUDGET 2021 - 26



²⁸Considering 1 USD = 72 INR at current rates.

About one-third of our funds (36%) have been earmarked for our first strategic focus, which is the right to access GJSE. We will do this by building a community ecosystem toward a gender-just society and by building cadres of adolescent girls (2500), young women (500) and men (2500), who will all be our community change agents.

Almost half of the funding outlay (46%) is earmarked for our flagship programme of transformative capacity building towards livelihoods with dignity, in Delhi, Jaipur, Kolkata and Chennai—the WWW programme—which ensures rights within GJSE. With this investment, we aim to enrol 5000 women and bring 3000+ women into the transport sector, and another 1000 to be placed in other industries over the next five years.

Overall, we will invest INR 29 crores (\$41 million) towards preparing women to become employable. Against it, we expect that this will enable women to earn a cumulative income of INR 62 crores (\$86 million) over the strategic plan period only. However, this earning will be sustained over their lifetime, thus ensuring a high return on investment.

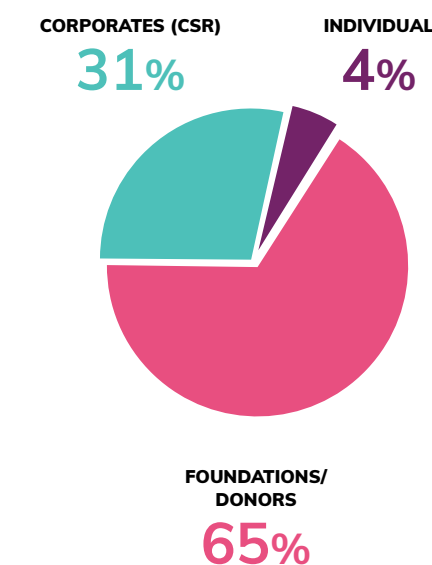
Rights within GJSE are allotted 8% of our funds comprising research, policy analysis, communication and knowledge management.

Approximately 10% of our resources will be invested in institutional salaries, overheads, organisation development and monitoring and evaluation.

RESOURCE MOBILISATION





The last strategic plan, 2016-2020, committed to ensuring up to 20% of its funding from local or Indian sources. We have been able to do better than we had planned. In 2015, 1% of our total funding was from Indian sources. However, in 2016, we raised 12% of our total funds from Indian sources, in 2017 we raised 40%; in 2018, 30%; in 2019, 42%; and in 2020, we raised 27%, which means an average of 31% over the last five years. The decline in local funding contribution in 2020 was due to the pandemic that saw a pooling of funds from corporate houses to the Prime Minister's Relief Fund as contributions towards the national effort for combating Covid-19.





INCOME SOURCE 2016-2022







Going forward, we aim to have 50% of our funding in the form of local (Indian) funds. We have full-time staff focussed on resource mobilisation. Resource mobilisation efforts are collaborative in nature and are led by the National Leadership Team and actively supported by the Finance and Research, Policy Analysis and Communication team.

RIGHT TO ACCESS GJSE





 <h2>ACTIVITY</h2> <p>Outreach, mass mobilisation and direct mobilisation in resource-poor communities in Delhi, Jaipur, Kolkata and Chennai to increase awareness among women and girls on non-traditional livelihoods and the Women with Wheels programme.</p>	 <h2>OUTPUT</h2> <p>Awareness and information about opportunities will make resource-poor communities expand their choices of profession, which will speed up the process of empowerment. Being free from violence or the possibility of it will encourage women to access the livelihood of their choice, ensure more mobility, freedom and enable them to live an empowered life.</p>
 <h2>OUTCOME</h2> <p>3,50,000 women and men will be made aware of driving training and livelihood opportunities in the transport industry for women as both 4-wheeler drivers and 2-wheeler riders; and information about gender-based violence and support to combat gender-based violence will be provided.</p>	 <h2>INDICATOR</h2> <ul style="list-style-type: none"> • Number of women and men who participate in each activity • Number of women who request more information / come for counselling.


 <h2>ACTIVITY</h2> <p>Alumni meetings of community change agents, leaders, and WWW alumni</p>	 <h2>OUTPUT</h2> <p>Meeting twice a year</p>
 <h2>OUTCOME</h2> <p>Creating ongoing synergies between the work of different community change agents and leaders through an alumni network</p>	 <h2>INDICATOR</h2> <ul style="list-style-type: none"> • Number of meetings held • Number of participants in each meeting • Minutes of meeting





 <h2>ACTIVITY</h2> <p>Train community change agents and leaders using a lifecycle approach, i.e., working with girls and boys, young women and men and older women to become advocates for gender justice, fighting gender-based violence, enabling access to documents, facilitating information on higher education and non-traditional skills for women and helping them negotiate with their families.</p>	 <h2>OUTPUT</h2> <ul style="list-style-type: none"> • 500 community women will have agency over their lives and will work as change-makers in communities. • 2500 young men and boys will be trained to challenge masculinity and create an enabling environment for women in their families and neighbourhood. • 4500 adolescent girls will be trained to pursue education and skill-building and will have the capability to exercise their choice in marriage, reproductive rights and other life decisions.
 <h2>OUTCOME</h2> <ul style="list-style-type: none"> • Resource-poor women will be empowered to assert their rights and entitlements as citizens; they will have remedies to fight violence and will be supported to join the WWW programme and jobs with dignity. • They will have access to and control over financial and social resources. • They will ensure inter-generational empowerment through education and skill-building of the girls and boys in their homes. • Overall, the well-being of families of chauffeurs and riders will be ensured and a ripple effect of well-being will influence the community. • Women leaders will be empowered to take charge of their lives. • Women will have lowered burden of unpaid care work, which will help them join paid work, and earn money, identity and dignity. • From a young age, girls will be aware of opportunities, choices and rights. Early marriage and dropping out from education or vocational skill building will reduce. 	 <h2>INDICATOR</h2> <ul style="list-style-type: none"> • Number of community change agents recruited and trained. • Number of trained leaders. • Changes are seen from baseline survey to endline survey for each group. • Number of women for whom citizenship documents are obtained. • Number of violence survivors supported. • Number of women who enrol in WWW through the community change agents and leaders. • Case studies from communities to demonstrate the outcomes. • Number of women who sustain jobs for more than one year. • Case studies on unpaid care work. • Number of women who walk out of WWW, with reasons. • Number of walkouts who join back, with reasons.





ANNEXURE 1 - RESULTS - BASED FRAMEWORK

RIGHTS WITHIN GJSE

 <h3>ACTIVITY</h3>	 <h3>INDICATOR</h3>
<p>Link successful trainees to Sakha for employment.</p>	<ul style="list-style-type: none"> • Number of women who sustain in jobs for more than a year. • Number of women who remain in employment after a year. • The average income per month for employed women. • Highest monthly income and least monthly income for the women (range). • Social security benefits. • Cases of sexual harassment or violence faced at work place, in public places or at home. • Process followed in each of the above. • Each woman with a job has a bank account solely in her name.
 <h3>OUTPUT</h3>	
<ul style="list-style-type: none"> • 3000+ women will get employed. • Additional 1000+ women will be placed in an industry other than transport. 	
 <h3>OUTCOME</h3>	
<p>Women who get employed after completing WWW can sustain in jobs for more than a year.</p>	





 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Enter strategic partnerships to expand WWW to other locations, nationally and internationally.</p>	<p>New partnerships.</p>
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<p>More opportunities for resource-poor women.</p>	<p>Number of partners who adopt and adapt WWW to their locale.</p>





 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Implement the WWW programme in Delhi, Jaipur, Kolkata and Chennai.</p>	<ul style="list-style-type: none"> • Women, with family members, attend counselling sessions. • 5000 women enrol in WWW. • 4000 women complete WWW successfully and get a permanent license. • The retention rate in WWW remains above 85%.
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<p>These women can</p> <ul style="list-style-type: none"> • take informed decisions, especially about education, marriage and work • speak for themselves • seek help if needed • have access to and control over their income 	<ul style="list-style-type: none"> • Number of women who attend counselling sessions. • Number and sex of family members who come for counselling sessions. • Number of women who enrol in WWW. • Number of women who walkout of WWW. • Case studies of women who walk out of WWW and those who join back.





 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Placement with companies who want to set up all-women factory floors or workplaces.</p>	<p>New partnerships.</p>
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<p>More opportunities for resource-poor women.</p>	<p>Number of women employed.</p>





ANNEXURE 1 - RESULTS - BASED FRAMEWORK

RIGHTS THROUGH & FROM GJSE

 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Pilot full-time community-based children’s care centres.</p>	<p>Two centres each set up in Delhi, Jaipur and Kolkata.</p>
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<p>Women can sustain in jobs as children are taken care of.</p>	<ul style="list-style-type: none"> • Number of centres set up. • Number of women who use the facility. • Number of girls and boys left at the facility. • Baseline and endline surveys of girls and boys left at the facility.

 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Study on including women in more jobs in the transport sector and advocating for the same with the Delhi government.</p>	<ul style="list-style-type: none"> • Research studies completed. • Working papers and articles are written. • Meetings were held to share the study with state-level officials and elected representatives.
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<ul style="list-style-type: none"> • Approval and recruitment of women by Delhi Transport Corporation. • Other states or cities opening recruitment for women to drive buses. 	<ul style="list-style-type: none"> • Feedback on the study. • Number of women recruited to drive buses. • Number of meetings held to share the study. • Meetings’ minutes. • Press coverage.

 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Pilot safe homes within communities for survivors of violence.</p>	<p>One safe home each set up in Delhi, Jaipur and Kolkata.</p>
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<p>Women can step out of violent homes.</p>	<ul style="list-style-type: none"> • Number of safe homes set up. • Number of women who are supported. • The average number of days a woman stays in the safe house.

 <h3>ACTIVITY</h3>	 <h3>OUTPUT</h3>
<p>Gender analysis of Gatidhara scheme and policy recommendations.</p>	<ul style="list-style-type: none"> • Research study completed • Working papers and articles are written. • Meetings were held to share the study with state-level officials and elected representatives. • More women accessing the Gatidhara scheme
 <h3>OUTCOME</h3>	 <h3>INDICATOR</h3>
<ul style="list-style-type: none"> • Policy changes brought about in the Gatidhara scheme. • Other states or cities adapting the scheme. 	<ul style="list-style-type: none"> • Feedback on the research study. • Number of women driving taxis under the scheme. • Number of meetings held to share the study. • Meetings’ minutes. • Press coverage.



ACTIVITY

State-level review of public infrastructure with a gender lens and policy recommendations.



OUTPUT

- Research studies are completed in Delhi, Rajasthan, West Bengal and Tamil Nadu.
- Working papers and articles are written.
- Meetings are held to share the study with state-level officials and elected representatives.



OUTCOME

Policy changes in infrastructure design and implementation to make it more gender-sensitive.



INDICATOR

- Feedback on the research study in each state.
- Number of meetings held to share the study.
- Meetings' minutes.
- Press coverage.
- Number of new toilets built for women.
- Number of new state-run creches, safe homes, women's hostels.



ACTIVITY

Anchor the secretariat of the NTL network.



OUTPUT

- Increase membership.
- Regular meetings of the network.
- Documenting evidence collected by the network.
- Gender analysis of skill curricula of state and NGOs.



OUTCOME

- Policy changes contributed to by the network.
- More CSOs are taking up NTL programmes for women within the GJSE framework.



INDICATOR

- Number of new members.
- Number of meetings held.
- Attendance at meetings.
- Press coverage.
- Number of CSOs.



ACTIVITY

Actively participate and influence national and international forums on economic opportunities for resource-poor women.



OUTPUT

- Invitation to prepare and present papers.
- Invitation to chair sessions.



OUTCOME



INDICATOR

- Number of meetings attended.
- Number of meetings chaired.
- Number of papers prepared and presented.
- Feedback from other participants.

ANNEXURE 2

RISK MANAGEMENT

POTENTIAL RISK

Climate change leading to increasing numbers and severity of natural disasters

IMPACT ON

Marginalised women with whom we work and trainees

LIKELIHOOD / PROBABILITY

High

IMPORTANCE

High

MITIGATION STRATEGIES

It is evident now that climate change is leading to more natural disasters occurring with greater severity, such as the unseasonal cyclone Amphan that we saw in 2021. These affect the poor the most as they cannot bounce back quickly. As the financial burden on the family increases, our trainees too feel the pressure to get jobs and incomes quickly. We are working on our curriculum to ensure that training is completed in the shortest duration possible without compromising content or quality. We have in the past raised funds to support the communities through such disasters. We are confident of being able to do the same going forward, provided that the impact is over limited geography and population. As part of our small contribution towards supporting the environment, we have initiated a transition to E-vehicles to reduce carbon emissions and save the planet.

POTENTIAL RISK

A recurrence of the pandemic or similar events

IMPACT ON

Marginalised women with whom we work

LIKELIHOOD / PROBABILITY

Medium

IMPORTANCE

High

MITIGATION STRATEGIES

In the last two years of the pandemic, we have learnt to be agile, resilient and quick to adapt to the rapidly changing context. We will continue to be prepared for such eventualities by exploring more options within the transport industry such as two-wheeler riding, bus driving, etc. We will also explore other non-traditional options for women in new geographies, as opportunities come up.

POTENTIAL RISK

Inflation arising from global contexts such as the Ukraine–Russia war

IMPACT ON

Marginalised women with whom we work, Azad staff

LIKELIHOOD / PROBABILITY

Medium

IMPORTANCE

High

MITIGATION STRATEGIES

As the Ukraine–Russia war continues, supply chains have been impacted all over the world. Especially supply of oil and natural gas has been reducing and this is resulting in inflation of costs. We have factored this into our planning by creating what-if scenarios for the worst outcomes, near-normal outcomes and best-case scenarios. We will continue to make course corrections as needed, in the months ahead. Institutionally as well, we are planning to undertake a salary survey to ensure that Azad is positioned competitively and does not lose out on talent due to rising salary expectations, given the rising cost of living.

POTENTIAL RISK

An external context that is not conducive to NGOs receiving foreign funds

IMPACT ON

Marginalised women with whom we work, Azad staff

LIKELIHOOD / PROBABILITY

Medium

IMPORTANCE

Medium

MITIGATION STRATEGIES

In the last five years, we have already started to get more Indian funds for our work. Thirty-one per cent of funds raised in the last five years were from Indian donors. We will continue to increase the proportion of Indian funding by reaching out to CSR donors, high-net-worth individuals and foundations in India. We hope to have at least half our funding from Indian sources in the next five years.

POTENTIAL RISK

Economic recovery in India may be slower than expected

IMPACT ON

Marginalised women with whom we work

LIKELIHOOD / PROBABILITY

Low

IMPORTANCE

Medium

MITIGATION STRATEGIES

As the impact of slow economic recovery will be highest on the poor families with whom we work, we will strengthen the work of the community change agents so that they can support women and men in accessing citizenship documents and the social security schemes that the state offers. We will actively support coalitions of CSOs that advocate for more social security nets from the state.

ANNEXURE 3

PROCESS NOTE

INTRODUCTION

The principles of collaboration and partnership form the bedrock of the Azad Foundation. Azad's strategies have been always developed through consultations with its stakeholders. The stakeholders' opinions are always valued in Azad. Therefore, when we decided to develop a strategic plan for 2021-2026, during the pandemic, our objective has been to base the plan on:

- the communities' context and the need to create a gender-just ecosystem.
- institutional values and processes that encourage reflections, opinions and evaluation of existing work, structure and institutional policies.

INITIATION OF PROCESS

The Azad Leadership Team discussed and evaluated the work of the last five years and its coherence with Azad's vision, mission and strategic plan, made in 2016, through a couple of brainstorming workshops. Also, we discussed what outcome and impact we would like to achieve through our programmes in the coming five years. Along with the activity/programme evaluation in terms of outcome and impact, we also discussed the probable changes required in organizational structures to synergise with the new strategic focus. Some of these brainstorming sessions have been facilitated by an external facilitator.

PLANNING OF PROCESS

We identified stakeholders and planned virtual consultations with each group of stakeholders, to maintain Covid protocols. The stakeholders include the Community, the Azad Team and Civil Society Organisations. Also, key informant interviews (KII) were planned with the leaders and visionaries in the development sector. The participatory methodology has been followed in each consultation.

Slide decks with discussion points (questions to facilitate discussion) were developed for each stakeholder consultation. The content was unique for each presentation and based on stakeholders' context. A schedule and a list of participants were prepared. The facilitation framework for each session was to present the work done in the last five years, evaluation of each programme and discussion of suggestions for the strategic focus for the next five years in the context of Azad's mission statement and internal and external context.

The salient points of the content of the presentation were:

1. Vision and Mission
2. External and Internal Context: Challenges and supportive aspects, the context of Covid 19
3. Proposed Theory of Change
4. Present work done under four strategic objectives, i.e., gender-just ecosystem building (SO1), transformational rights-based skill training (SO2), knowledge building and advocacy (SO3), empowering work culture and provision of adequate financial resources (SO4)
5. Proposed plan for next five years under each strategic objective

PROCESS AND ACTION POINTS

Community Consultation**Process**

The consultations with community members covered a total of 762 participants, which included 688 who took part through a survey conducted via Google forms and participatory group discussions attended by 74 participants including WWW trainees, Sakha drivers, Parvaz Feminist Leaders, and members of Azad Kishori and Men for Gender Justice. Along with the survey, five virtual consultations took place. The survey conducted using Google forms contained four key questions: (i) perception of the community regarding Azad's work, (ii) problems faced by women in the current context, (iii) discontinuation/continuation of the programme; (iv) suggestions for new initiatives. The form was created in three languages, viz., Hindi, Bengali and Tamil.

Suggestions Received

- All existing programmes need to be continued.
- Relationships with families of women need to be strengthened.
- Programmes on gender-just ecosystem-building need to develop specific strategies to combat the social norms that restrict women's mobility, choices and opportunities.
- Training programmes for women to become riders of two-wheelers, three-wheelers and e-rickshaws to be started.
- Capacity building programmes in digital literacy specifically designed for women should be started.

- More work towards gender-just infrastructure creation, such as safe and hygienic public toilets for women, needs to be done.
- NTL should be introduced in school curriculums.
- More work needs to be done to combat early marriage and violence against women.
- More discussions on gender and sexuality should be initiated. This should include explaining the difference between sexual orientation, identities and gender identities along with introducing concepts associated with LGBTQA+.
- Educating young women and men about constitutional rights, duties and safeguards.

TEAM CONSULTATION

Process

Three consultations were held with 65 team members, ensuring the participation of 90% of our employees. Each consultation was divided into four broad sections delivered through different tools, including PowerPoint presentations, group discussions in breakout rooms, ice-breaking exercises, Mentimeter and Padlet. The first section included a brief exchange of introductions between participants through ice-breaking exercises. The second section included discussions on the external context in connection with the challenges faced by women in India, especially in the context in which Azad works. The next two sections were delivered through group discussions with a focus on Azad's work during the last five years, what the staff liked most and what the strategic focus areas should be for the next five years.

Suggestions Received

- Azad should continue all existing programmes.
- Azad should facilitate day-care centres for children of trainees, FLPs, and other community women. Feminist leaders can manage these centres.
- Digital and financial literacy should be included in the training curriculum.
- New NTL options can be explored, such as plumbing, electrician, mechanic/car maintenance etc.
- In-depth work on gender-based violence / domestic violence needs to be initiated.
- The existing network of FLPs should be formalized through the formation of an alumni network.
- The FLP programme should be restarted/continued in all cities, the AK programme can be started in Delhi and Kolkata and the MGJ programme should be started in Kolkata.

- Greater emphasis should be placed on applying an intersectionality lens during the mobilisation of all programmes.
- New strategies should be adopted for deeper engagement with the families of trainees.
- A scholarship programme / financial assistance should be provided for non-technical vocational programmes.
- Azad should undertake advocacy with the RTO for a single-window system for learners' and professional licences.
- Two-wheeler training for resource-poor women should start and employment opportunities in the e-commerce sector need to be explored further.

CIVIL SOCIETY ORGANISATION CONSULTATION

Process

Two consultations with representatives from different civil society organizations (CSOs) were conducted covering 29 representatives of 24 CSOs across India. Many of the organisations are domain leaders of their respective work areas and their work focus includes livelihood for women, gender equality, sexuality, rights of LGBTQA+ communities, education, safe and inclusive public spaces, skill training for adolescents, life skills/employability skills training, technology skills training, gender-based violence, non-traditional livelihoods, social communication, youth and community development etc.

Both consultations began with brief introductions of participants and their organizations using Padlet. This was followed by taking the participants through the objective of the consultation, followed by a presentation of Azad's work in the context of the ongoing strategic plan (2016–2020) and proposed strategic focus for 2021-2026.

Based on the presentation by Azad and the participants' knowledge about Azad, group discussions were conducted in breakout rooms. The pointers for group discussions were:

- The key challenges faced by “urban resource-poor girls and women” in India.
- Based on the participants' understanding of Azad's work and mission, specific recommendations for Azad as it plans its strategic focus for the coming years, were sought.
- The contribution made by Azad towards the development workspace in India.

Suggestions received

- Entry into partnerships with like-minded organizations to widen the reach of Azad's work.
- Given Azad's strong community engagement, the focus should be on collectivization through social media and the national network on non-traditional livelihoods.
- Alignment with the government's agenda to utilize government-provided resources to bring more women into the workforce.
- Ensuring greater decision-making power lies with women, they also need to be trained in dealing with / raising demands with administrative authorities, elected representatives etc., especially for gender-responsive public services.
- Focus on education and skilling, to promote higher education and to bring down the cases of early marriage.
- Continuing work with young boys and deepen this initiative.
- Making NTL a mainstream element in mass media.
- Initiation of day care centres.
- Creation of a conducive ecosystem for women in order to bring them into the workforce.
- Expanding opportunities for women in the e-commerce and service industries.
- Initiation of training on digital and financial literacy to ensure women have access to, and are able to gain proficiency in using digital tools like smartphones.

KEY INFORMANT INTERVIEWS

We decided to interview six sector leaders to take their opinion and advice about Azad's work and our future strategic focus. These six leaders were chosen thoughtfully. The criteria for selection were their long association with, and knowledge about Azad; the multidimensional impact of their work in the empowerment of marginalised people, especially women, in India; and their deep association with women's and human rights movements. They were selected from different fields within the development sector, across the country.

Process

Tools / key pointers for the interview had been decided by Azad's leadership. Letters were sent to the chosen individuals explaining the process and requesting their participation. They were invited to an open one-on-one conversation with an Azad leadership team members. All the sector leaders felt that Azad has been able to create a significant impact in the area of 'women and non-traditional livelihoods' and that Azad has been able to work both intensively and extensively.

The following questions were posed to each of the leaders.

- What, in your understanding, are the key challenges faced by 'urban, resource-poor girls and women' in India?
- Given these challenges and your understanding of Azad's work and mission, what are the specific recommendations you can make to Azad as it decides on its strategic focus for the coming years?
- Having seen Azad's work for a few years now, what, according to you, has been Azad Foundation's substantial contribution to the development space?
- Any reflection/insight on our work you would like to share with us.

Suggestions received

- Azad should explore more avenues to work with the transport sector, to include women in non-traditional livelihoods (such as bus drivers).
- Azad should work on gender-budgeting to ensure more resources are invested in women's skill training, especially for non-traditional skills.
- Azad should train women to ride two-wheelers to place them in e-commerce organizations.
- Advocacy demands need to be sharper. For instance, at the national and state levels all girls' school buses can have women drivers and conductors for the safety of the girls.
- Advocacy efforts should focus on public transport and gender, legislation / new policies to include women in transport, such as bus drivers.
- Azad should start an academy to prepare social workers to work in the field of NTL and gender.
- Azad should establish offices in Nepal, Bangladesh, and Sri Lanka and influence policy.
- Azad should work with ITIs.
- Azad should focus on the inclusion of Muslims and Dalits to further diversity.

CONCLUSION

The process of consultations and interviews helped us to deliberate thoroughly, reflect deeply and evaluate our work from both internal as well as external perspectives. It helped us to build our strategic focus more realistically, provided us with a deeper understanding of external context and helped make the pillars of our work more grounded in communities while confidently aiming for new heights.

ANNEXURE 4

SUSTAINABILITY: 2021-2026

To Azad sustainability is multidimensional as we engage with marginalised individuals, families and communities to enable them to transform their lives and create a gender-just society. Sustainability is achieved through building women and men feminist leaders in communities who will continue to create gender-just communities around themselves, imparting non-traditional skill training to resource-poor women, facilitating the process of their joining and continuing in non-traditional professions. Sustainability is also measured through women having control over their incomes, leading violence-free lives, exercising citizenship rights; and men challenging toxic masculinity, sharing unpaid care work equally and supporting women to participate in the workforce. The impacts of all these interventions are interconnected and have ripple effects as they ensure changes in multiple facets and make the transformation sustainable on the ground.

Azad also cares about the interconnection between the sustainability of women in green economy, in particular green transportation, and the sustainability of our planet. Therefore, we have introduced E-bikes and cars in training so that carbon emission is controlled and women are empowered with advanced technology.

Intergenerational well-being and empowerment are important indicators of sustainability in Azad's work. When women drivers start earning a decent income, they invest in the education or skill development of their daughters and siblings. The opportunities become accessible across generations and empowers the families and communities and their well-being continues and increases in future generations.

The synergy between all programmes makes the impact of Azad's work sustainable. For example, when a woman driver sends her son to be enrolled in MGJ with the hope that her son will learn gender-sensitive behaviour or a feminist leader sends her daughter to the AK programme to make sure that her daughter continues with higher studies and learns to negotiate the gender biases in her surroundings, it makes the outcome of our work holistic, spread horizontally, and ensures multidimensional sustainability.

Azad's work is sustained through research, communication and policy analysis. Azad will continue research and policy analysis with local and national governments and industries to create gender-inclusive workplaces and transport policies. Azad's global advocacy efforts to make non-traditional skill-building through the GJSE framework will make our work sustainable, extensive and engender larger changes. Azad's work with the NTL network and our partners will help to increase the wide outreach of the NTL concept and make it sustainable through other CSOs in different geographical locations.

At the institutional level, creating a national leadership team (NLT) and next-generation leadership (NGL) building process has been initiated to ensure the successful transition of leadership. We foresee that leadership at all levels will uphold Azad's values and ensure continuous responsible functioning. Capacity-building opportunities will be provided to staff in order to support them as they develop into leaders with feminist values and principles in their respective domains. The organisational culture will be based on the ethos of love-based leadership and this will take the organisation to the next level in terms of deepening and expanding the work. Decentralized and dynamic leadership will make Azad's leadership and institutional structure more inclusive and viable.

Financially, with the support of donors, Azad will be able to continue its work and achieve its strategic objectives. However, Azad needs to extend its donor base, and reach out to a variety of donors to ensure more institutional and flexible funding. At the same time, a supportive socio-political climate is necessary to generate adequate funding and make the work sustainable.

ANNEXURE 5

ABBREVIATIONS

AK	<i>Azad Kishori</i>
ASPBAE	<i>Asia South Pacific Association for Basic and Adult Education</i>
CSO	<i>civil society organization</i>
CSW	<i>Commission on the Status of Women</i>
CYSD	<i>Centre for Youth and Social Development</i>
FLP	<i>Feminist Leadership Programme</i>
GJSE	<i>Gender-Just Skill Education</i>
GROW	<i>Growth with Economic Opportunities for Women</i>
HDF	<i>Human Dignity Foundation</i>
HLPF	<i>High-Level Political Forum on Sustainable Development</i>
IDRC	<i>International Development Research Centre</i>
ISST	<i>Institute of Social Studies Trust</i>
IWWAGE	<i>Initiative for What Works to Advance Women and Girls in the Economy</i>
KII	<i>key informant interview</i>
LFPR	<i>labour force participation rate</i>
MAHON	<i>Many Hands One Nation</i>
MGJ	<i>Men for Gender Justice</i>
NEWIG	<i>Network of Women in Growth</i>
NFHS	<i>National Family Health Survey</i>
NGL	<i>Next Generation leadership</i>
NLT	<i>national leadership team</i>
NSS	<i>National Service Scheme</i>
NTL	<i>non-traditional livelihoods</i>
NTLN	<i>Non-Traditional Livelihood Network</i>
OBR	<i>One Billion Rising</i>
PLFS	<i>Periodic Labour Force Survey</i>
ROI	<i>return on investment</i>
SDG	<i>sustainable development goals</i>
UN ECOSOC	<i>United Nations Economic and Social Council</i>
VYK	<i>Vishwa Yuva Kendra</i>
WNTA	<i>Wadha na todo abhiyan</i>
WWW	<i>Women with Wheels</i>

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