

CAREZone



Quarterly Newsletter of CARE India
October 2016



Our Vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security.



Our Mission

CARE India helps alleviate poverty and social exclusion by facilitating the empowerment of women and girls from poor and marginalized communities.

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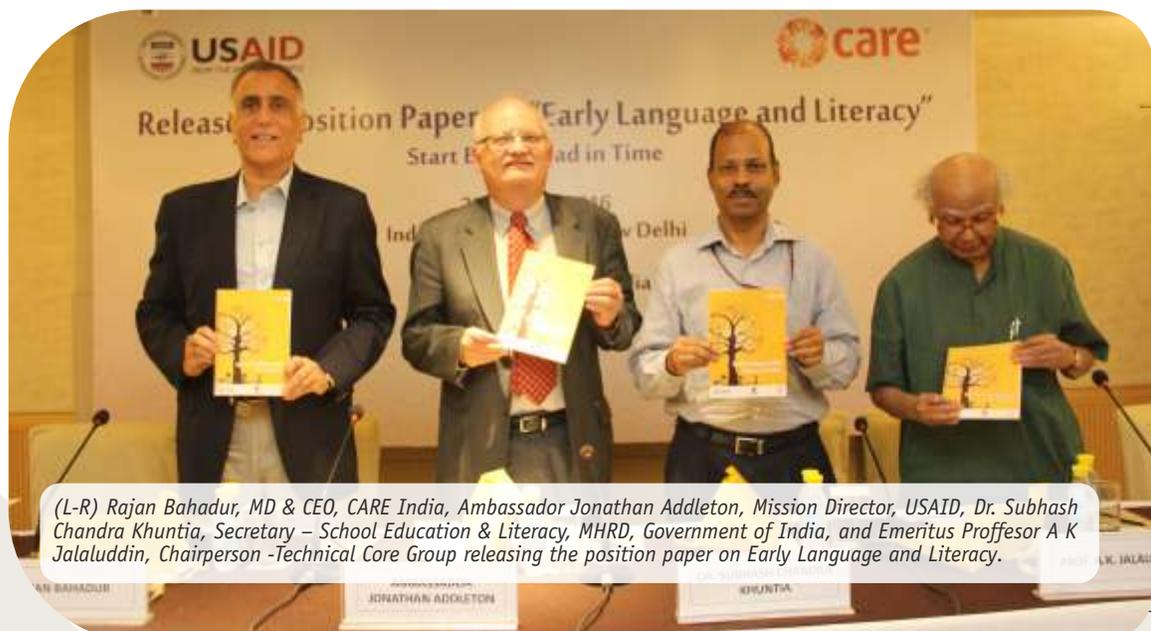
Creating Social Impact through Knowledge Management

India's social development ecosystem is a complex one, rapidly changing, competitive and increasingly demanding. Innovative programmatic solutions, robust partnerships, and comprehensive awareness and capacity building tools are constantly raising the bar for successful interventions in the sector.

Interestingly, 'Knowledge' has emerged as a key asset, and a common catalyst, towards accelerating change, and is playing a critical role in identifying and fighting the underlying causes of poverty and social exclusion, along with mobilizing resources and advocating for better policies and their effective implementation.

During this past year, CARE India continued to make significant impact in the lives of marginalised women and girls by strengthening programmes around maternal and child health, girls' education, sustainable livelihoods opportunities, relief and rehabilitation during natural disasters and enabling communities to be better prepared to face future disasters. It has been an interesting journey of learning and unlearning, as we moved closer towards our goal of transforming into a knowledge organization. Across our 50 projects in 15 states of our country, we prioritized gathering of knowledge, and shared it on multiple regional and national platforms, to influence developmental practices, public debates and policy decisions.

This would not have been possible without the depth and breadth of our work on the ground, where we continuously strive to bring about significant and lasting change in the lives of marginalised women and girls.



(L-R) Rajan Bahadur, MD & CEO, CARE India, Ambassador Jonathan Addleton, Mission Director, USAID, Dr. Subhash Chandra Khuntia, Secretary – School Education & Literacy, MHRD, Government of India, and Emeritus Professor A K Jalaluddin, Chairperson -Technical Core Group releasing the position paper on Early Language and Literacy.



Rajan Bahadur, MD & CEO, CARE India giving the keynote address at the conference titled 'Within Reach: How banks can grow profitably by being more inclusive', organized jointly by CARE India in association with Accenture India

Health

CARE India's health projects have built capacities of healthcare workers and implemented programmes in line with the government's vision to achieve the Social Development Goals 2030.

This year, we focused on building capacities of frontline workers, strengthening processes, improving infrastructure and innovating newer awareness initiatives across our interventions on reproductive, maternal, newborn, child, and adolescent health (RMNCH+A). Programmes designed around this continuum include, reduction in maternal and infant mortality, reducing malnutrition, engaging with both men and women in family planning, and reproductive health management.

Clinical reviews of all maternal and newborn complications and sample collection of all non-complicated deliveries were initiated in Bihar, to understand the key gaps in complication management in maternal and new born deaths. We now have better estimates of expected rates of intra-natal and immediate postnatal maternal and neonatal complications.

CARE's community awareness and counselling programmes, skill building and sensitization of frontline workers has improved access, as well as quality of healthcare services for the poor and marginalised, especially newborns, children, adolescent girls and mothers. Long-term behavioral changes including inculcating positive health practices are increasingly evident within the communities. In Bihar, initiatives such as mini skill labs, mobile nurse training teams, health sub-center platforms and family friendly hospital initiatives have substantially improved systems to deliver quality healthcare.

Education

Over the years, we have worked closely with state and national governments to collaborate on technical aspects related to quality and equity issues in education, especially for girls from marginalised communities. CARE's role has been that of a facilitator-strengthening the overall education system by supporting the government, civil society organizations, forums and communities- following a rights- based



Anganwadi work book study on the early language and literacy projects

approach, and designing interventions with strong community participation.

We invested in building our monitoring and learning system, that has helped us with real-time field data collection from the grassroots (schools, villages) to the district and state levels. A special training curriculum created under UDAAN project, focusing not only on educational but also psycho-social needs of out-of-school marginalised girls, was collaboratively reviewed and adopted by the State government for 746 Kasturba Gandhi Balika Vidyalayas (KGBVs) across all districts in Uttar Pradesh.

Based on CARE's national vision document on safe and secure education, a state specific document on safety and security of girl students was collaboratively developed with the Sarva Shiksha Abhiyan in Uttar Pradesh. We also released a position paper on Early Language and Literacy that addressed issues and challenges affecting learning levels of early graders in primary schools of India. The paper will be useful for 1.4 million government schools and thousands of private schools in the country.

Livelihood

CARE India's livelihood programme encompasses a range of innovative initiatives that help women build secure and resilient livelihoods and sustainably climb out of poverty.

We placed substantial thrust on streamlining the monitoring, evaluation and learning systems in both existing and new projects. We created manuals and toolkits for developing capabilities of women small-holders and entrepreneurs through enterprise-focused manuals on business and skill training, entrepreneurship and women leadership development, arithmetic and accounting skills, book keeping, legal, mandatory and basic procedural requirements of small and medium enterprises.

Manuals and training materials on Common Interest Group Formation, Governance, Management, and Financial Literacy have been prepared for wider adoption and use. For guiding engagement with men



'Within Reach' report focused on how banks in emerging economies can grow profitably by being more inclusive

and other influential members of the society, a comprehensive Gender Toolkit and a guidance note on REFLECT Circles, well tested in Pathways programme in Odisha, are now available for adaptation and adoption in other project initiatives.

Disaster Preparedness and Response

One of the major actors in humanitarian response in the country, CARE has been responding to disasters in India for more than 65 years. Over the last decade, we have responded to 25 emergencies and provided relief to lakhs of survivors, and rehabilitated many by building safe shelters. We also provided psycho-social support.

As a guiding policy, CARE India reaches out to survivors from the farthest and most remote areas of the country during disasters. CARE devotes considerable effort towards preparing local communities in disaster-prone areas. We believe that the first responder to any disaster is the community, and to prepare them better, is the first and the easiest way to minimize loss of life and property.

Learning from past interventions, CARE India conducted studies and evaluated past work to design future interventions. We published a report on long-term outcomes of post disaster shelter projects this year, and also convened a national forum around the same, inviting other stakeholders and partners to share learnings and experiences.



'Post-disaster shelter in India'- a study on the long-term outcomes of post-disaster shelter projects

CARE India is committed to strengthening its programme interventions on the ground, collecting, safeguarding and disseminating knowledge, and continue as a partner of choice within the Indian humanitarian and development landscape and beyond. We will continue to explore newer opportunities, newer geographies and newer alliances to be able to positively impact more lives and livelihoods.

Our corporate, government and institutional partners along with our individual donors and supporters, are integral to this journey. Thank you for your support.



Participants from the first batch of the Talent Management Programme

Harnessing CARE India's most critical resource: Talent

CARE India initiated an intensive Talent Management Programme for its employees, rooted in the understanding that along with the need to hire, develop, and retain talented employees, it is extremely important to manage talent as an organization's most critical resource to achieve the best possible results.

Speaking on the importance of the programme, Rajan Bahadur, MD and CEO, CARE India said, "There are several drivers fueling our commitment towards talent management. There is a demonstrated relationship between better talent and better business performance, and there is no denying that talent is a rapidly increasing source of value creation across industries. At CARE India, we are harnessing a second line of leadership in the organization, motivating participants to achieve higher levels of professional and personal satisfaction. This is one of the top priorities we have identified to strategically plan a second line of succession within the organization, by inculcating a

culture of encouragement and work fulfilment amongst our teams. This would also provide an added impetus to our overall goal of bringing about significant impact in the lives and livelihoods of millions of women and girls from marginalised communities."

More than 100 high-potential individuals who can create value for the organization by honing their overall skillset, have been enrolled in the programme. Talent pools or batches have been created with members from all departments including Programme development, Finance, Operations and Field programme teams. The programme focuses on building leadership skills and extensive communications training through various workshops, assignments, job enrichment programmes and skill development modules. Individual coaching is a key component of the programme that helps participants deal with daily work issues more effectively on a personal and team level.

"If talent management is a core part of any organization—it can be hard-wired into the fabric and

operations of the organization's most essential functions. The HR department at CARE India is working in close coordination with the senior leadership to drive this programme. The programme delves deeper than enhancing professional competencies," said Nalini NVN, Executive Director – HR & OD, CARE India.

"This programme stands out from other training models since it calls for commitment on the part of

participating members. It pushes them to get involved and commit themselves to the process, which helps catalyze positive changes, both in their personal and professional lives. As a result, the programme has also encouraged frank dialogue about gaps and shortcomings in leadership and leadership capacity. It has opened up a space for creativity and innovation for addressing those gaps and shortcomings," she added.

Testimonials

Dilip Sarvate, State Programme Manager, Rajasthan

The biggest takeaway for me from this nine month extensive programme has been how to push for holistic leadership attributes. I learnt about the several developmental stages of an individual and the appropriate tools of 'support leadership' that help an individual with a particular task. It has been a good learning to be able to grasp and practice situational leadership within the team, so as to optimize overall productivity. Apart from managing your direct reportees, key approaches to interact fruitfully with seniors and other peers in the organization were very useful.



Lata Krishnan, Manager Advocacy, CARE India HQ

The programme really helped me increase my self-awareness and I am already seeing positive changes at both personal and professional levels. I am delighted that I have made an impressive headway in identifying, as well as working on one of the greatest enablers in my life – 'the ability to look within'. Our sessions with facilitators and coaches were extremely engaging, and one of my favorite aspects of the programme. These trainings helped us develop a fresh perspective to effectively reflect on our thinking patterns which govern our actions and reactions in different situations, especially high stress circumstances.



Mousumi Barua, Head Programme Development, CARE India HQ

This wasn't a regular leadership module, but a more invested programme that addressed several developmental factors for each of the participants, on an individual level. The focus on self-awareness was an important aspect since it helped us reflect on how we personally respond to situations and how our words are being perceived by other people. This avoids a lot of conflict, both in the personal and professional front. I especially liked the way the entire programme was structured; it was very systematic, dealing with important issues, one step at a time. We mostly assume what the person talking to us means, but to correctly decode it and adjust our responses to make the entire conversation fruitful, is a delicate process. Another takeaway for me has been to also be able to correctly perceive someone else's communication pattern.





Women members participating in a discussion at a Self-Help Group meeting

CARE India and Gender Transformative change

CARE India is heading swiftly towards gender transformative changes in its program areas, particularly in the lives of women and girls from the most marginalized communities. Our continuous endeavour to bring about gender transformative changes in the lives of women and girls, men and boys and the communities, helps us understand and reflect on practices which are working and which are not. Our programs are designed to challenge the social and cultural norms, which adversely impact gender roles and opportunities.

Gender Transformative Change (GTC) is one of the critical cross-cutting themes in CARE India's Strategic Programming Framework. It guides us to mainstream and integrate gender in all the work we do. In order to achieve this mainstreaming of gender across all our work, we at CARE India, decided to take on from the success of Social Analysis and Action (SAA) approach to integrate gender in our work. "SAA seeks to address the social, economic and cultural factors that influence health. SAA is an approach for working with communities through regularly recurring dialogue to address how their social conditions perpetuate their health challenges. In this way, SAA seeks to enable communities to identify linkages between social factors and health and then determine how to address them. As a first step in this process, SAA encourages CARE staff to deeply question their own biases and behaviours that might contribute to, or reduce social stigma, discrimination and social conditions. In this way, SAA suggests that for developmental change to take place, change must sometimes begin with the development worker."

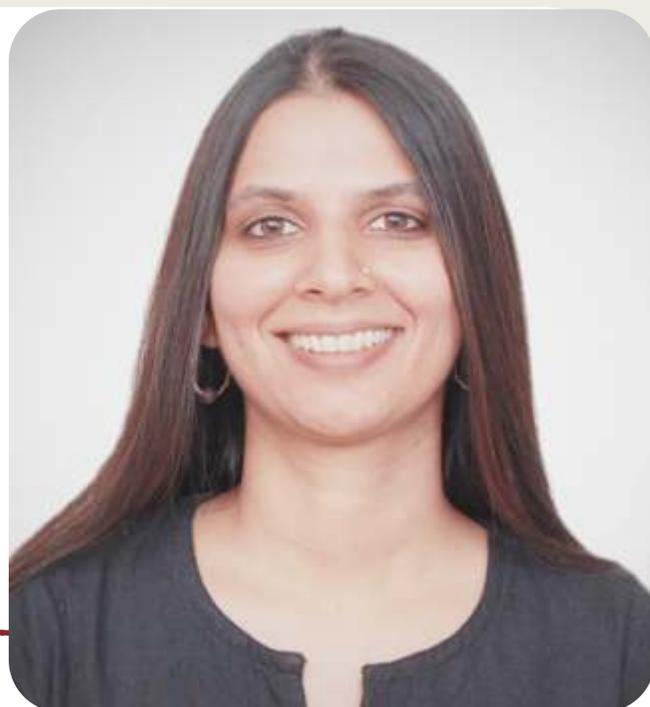
Source: SAA manual by CARE International

Thus we at India, started intensive gender work around SAA approach, beginning with our own staff!

'Transforming Staff Capacity' is the first step to do SAA based work and we looked at this aspect as the most critical one to initiate the sustainability of this effort. Piloting with few projects in the beginning of 2015 and learning from the roll out, we quickly tweaked the approach to apply it to not only health related projects, but also to livelihoods and education related projects as well. A cadre of nearly 165 CARE team members across 20 projects were facilitated to transform their own capacity and challenge their gender related biases and prejudices. In turn they have been leading the GTC interventions in their own projects with a firm belief that "gender stereotypes do change..." One of the most significant focus has been on engaging with men and boys. In all the communities where we have done this engagement, we have witnessed the creation of an enabling environment and challenging unjust social and gender norms. There has been a continuous thrust on reflections within the communities and among the teams. Community members and teams are continuously encouraged and facilitated to reflect upon the GTC related progress, challenges faced and improvisations to be done. The progress is tracked through specific GTC indicators and milestones as well as a number of success stories from across our projects.

CARE India's work to bring about gender transformative changes in health, livelihoods and education projects, using SAA approach, has started to show new beginnings towards this transformation, and we are going to scale it up even further in the coming months to cover many more projects.

Proud of My Association with CARE India



Yamini Aiyar - Board Member, CARE India

Yamini Aiyar is the Director of the Accountability Initiative (AI) at the Centre for Policy Research, New Delhi. AI is a research group that focuses on tracking government planning, budgeting and decision-making systems in key social sector programmes, with a view to strengthen public debate on the issues of governance, institutions and accountability for public services. Prior to joining the Centre for Policy Research, Yamini had worked at the World Bank and the Ford Foundation. She has extensive research and implementation experience on issues related to strengthening citizen participation in public services.

CAREZONE spoke to Ms Aiyar, on her association with CARE India as a Board Member. Excerpts below:

1. Tell us about your professional journey so far and what motivated you to be associated with the development sector?

As a student, I pursued a degree in social and political sciences at Cambridge University and became fascinated with understanding trajectories and pathways of social change. When it came to making a career choice, the development sector afforded me a unique opportunity not just to study social change but also be a participant in it. This is how I came to be associated with the development sector.

My first job was with an NGO that worked on women's economic empowerment. During this time, I traveled far and wide across the country and became increasingly convinced that development and change can only be brought about in India with a significant overhaul of the government and its institutions. My work and travels also brought

home to me the central role that citizens' can play when they participate in government to initiate this change. And it is this experience that has since shaped the trajectory of my 15-year long career in the development sector.

2. Tell us about your journey with CARE India so far. Any highlights you would want to share with us?

I have been associated with CARE since 2013. Over these three years, I have been awestruck by the scale and reach of the organization's work. But perhaps, more importantly, the depth and rigour of its programmes. Often when organizations work at scale, they lose depth and rigour in their approach. CARE India doesn't. And I am proud to be associated with CARE India for this reason.

3. How do you think that CARE India's vision to transform into a Knowledge organization in the coming years, be a differentiator in the sector?

CARE India's depth of grassroots experience across a range of issues makes it a unique organization in the development sector. It has the potential to harness this experience through systematic evidence building on what works in this sector. This combination of real grassroots experience with the rigour of evidence has the potential of making CARE a game changer in the development sector.

4. Is there anything that you would like to convey to the staff of CARE India?

It is a privilege to be associated with CARE. I suspect I learn more from our associations than you do from me! Keep up the good work.

Key Highlights



(Clockwise)

- Tamil Nadu Flood Recovery Project inception workshop
- Dr Senthil Kumar, Executive Director, Programmes, CARE India at a roundtable conference in Mumbai - 'How banks in emerging economies can grow profitably by being more inclusive'
- TARINA Project launch
- Launch of Position Paper on Early Language and Literacy



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