systems change designed collectively:

measuring our impact towards the UN sustainable development goals

BRIDGE INSTITUTE

IMPACT REPORT 2017-2019

for **the Bridge Institute**

by **ourGroundworks**

impact assessment & design: Tara Rao

systems change designed collectively - impact 2017-2019

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this report

systems change designed collectively - impact 2017-2019

measuring impact

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foreword

Humanity is being confronted with some of the most profound challenges of all times. Questions we thought were dealt with long time ago all of a sudden threaten our basic needs. Can we produce enough nutritious food, do we have enough clean water, fresh air and sustainable energy? Can our complex global economy ever be just and fair for all?

To leave a better world for generations to come, we need to embrace wholeheartedly an urgency to doing things differently. We need to act with a united force on a global scale and unleash resources not seen yet. This is a gigantic ask because no single person, company, stakeholder or government can achieve the breakthroughs alone. It takes new partnerships, new working relationships and new measures to win the race against time.

The Bridge Institute has developed a pioneering methodology that genuinely takes on these challenges, called SDG17. SDG17 is named after the 17th Sustainable Development Goal, Partnerships. SDG17 unlocks the transformative power of government, business and non-profits working together.

The SDG17 programmes have been pioneered in challenges such as education reform, sustainable food, combatting of trafficking of women and children and combatting gender-based violence, and peacebuilding – and been proven to work.
For businesses, SDG17 provides their organisations the opportunity to benefit from the US $12 trillion of new business opportunities that are emerging from the Global Goals, whilst enabling governments and civil society to come together to solve the big societal challenges of our time.

The mission of the Bridge Institute is to bring together extraordinary people to solve the world's seemingly impossible challenges. We are facing many seemingly impossible challenges ahead – we hope you can join us as we come together.

This impact assessment sets out some of the impact we have made through our SDG17 approach.

Yours sincerely,

Simon McKenzie

Simon McKenzie (Mac)

this report: setting the frame

The *courage* and the *imagination* to step into a process of change-making is one that experiences simultaneously moving parts rather than progress on linear trajectories. Chronic complex problems, especially, require each person to maximise their impact of their own intentions and actions by seeing themselves as part of a collective purpose and broader effectiveness.

The *imagination* is in a position to generate multiple options, while visualizing change. Here *design thinking* creates fertile ground by 'rebuilding' our understanding through informing our sense of empathy, engaging with the complex reality by immersing ourselves in it and thereby setting us on a path towards collective problem-solving. The *courage,* to reimagine, in all its complexity, the challenge at hand and for each individual to realise how they are as much part of the problem as the solution – choosing the option to moving away from working simultaneously on a large number of disparate interventions. Each prototype suggested through the Fellowship's design thinking process looks towards its adaptation by the organisation or sector concerned. Chronic complex problems require a commitment to long term change. It also requires short and medium term successes – *mutually reinforcing actions* - that purposefully enable long term positive outcomes, with the aim of seeing one's actions as part of a larger system. In the broader frame the aim would be to create a more constant pattern of mutually reinforcing each others actions with a common sense of purpose and consistent on-going learning i.e. a *systems thinking* approach.

The three programmes being assessed here have the long term commitment of a collection of diverse organisations and institutions. Their commitment is to facilitate change collectively. Their approach and processes have combined systems thinking and design thinking - both together create coordinated reinforcing action for a common purpose *and* the possibility to visualize and design the options for making change happen. Moreover, chronic complex problems lend themselves very well to the approach that combines the two – systems change and design thinking.

This report lays out how the three programmes define and envisage impact, while assessing the ground covered so far. The impact assessment process, developed by ourGroundworks, is a framework capturing impact at the individual, collective and systemic level, as key ingredients for change. The report draws from a diverse set of impact assessments and reports undertaken within each of the programmes. It provides an overview of the nature of the interventions, with the intent to capture, looking ahead, their 'ripple effect'. It combines assessing impact across diverse initiatives to see how they are and could be reinforcing each other to optimise performance and purpose of the greater whole. Storytelling as an approach to construct a sense of purpose, progression and evolution, is what this report primarily relies on. For a chronic complex issue, facilitating multiple nodes of change, requires capturing anecdotal evidence and piecing it together to assess the extent of progression and evolution, while projecting the potential that lies in the future.

Covid-19, which brings both challenge and possibility, brings systems thinking into sharp focus. Looking ahead, we are beginning to acknowledge the lesson of further heightened inter-connectedness and inter-dependence. Well-being can more clearly be seen as a shared and collectively held phenomenon. Health, safety, security are only possible if all of us experience it. You are only healthy and safe when all of us have the same access to it.

Tara Rao
ourGroundworks

assessor's summary: an overall reflection

To summarise from assessing the impact and reflecting on the entire extent of the intent and action across the three programmes, here are some key highlights that identify some *key mutually reinforcing actions*:

Drawing from the assessment exercise, these are reflections looking at the end of the first cycle of the programmes and to explore the scope of work ahead:

Scale & Partnership: The scale of the challenges across the programmes, combined with the deep sense of commitment within the partnerships of each of the programmes is unique and commendable. It provides a firm base for each for the initiatives to evolve and create long term impact.
Within these partnership, the time has come to review the roles within the partnerships to see how they can contribute towards the next level of momentum building.

Broad-based sectoral leadership: The energy and commitment from the Fellows nurtured so far has built a firm foundations for the work ahead. There is no dearth of change-makers out there. The process of change-making is where support and a coming together is required, and where Bridge Institute and its partners can play a significant role.
The fellowships need to ensure the future draws in more institutional/organisational leaders with a broad base of scope for change-making and influence, as is the case with Dr Praveen Kumar, Dr Achyuta Samanta, Dr Sunita Krishnan, P Vijayan. All sectors will need multiple societal systems leaders to create systems change. Identifying and 'recruiting' such leaders for the Fellowship is key as building coalitions across sectoral leadership would create that momentum.

Building coalitions: The level of collective commitment among the partners is also reflected in the Fellows and their drive to collaborate and create new coalitions through the proposals they design. Each proposal coming out of the Fellowship, among other things, bases it change process on new alliances and holds great promise and opportunity.
Forging and fostering these new coalitions, supporting them and watching them grow, would be needed to create the momentum required for systems change.

Nurturing systems change: Stepping back to take in a view across the sectors assessed, the key mutually reinforcing actions to be planned for in the next cycle of the three programmes:

    Expanding scope with resources: The mobilisation of resources (human and financial) so far provides for the next cycle to build on with a broader base of support. The scope and effectiveness of the 'Fellowship model' for systems change can be illustrated through the work done so far. *To instill a broader buy-in from entities to invest long term in the initiative of Fellowship as a whole or to individual programmes can provide the impetus for a new framing or narrative in the post-Covid era.*

    Building internal capacity: The capacities available so far has most effectively laid out the Fellowship process – its design, facilitation and further roll out. Having had such success now creates a whole new set of initiatives that need to be taken. The scope of work beyond the facilitated stage of the Fellowship requires deeper engagement to further the systems change process. *This will include Bridge Institute and its partners to step up the role they play in follow up and building from the proposals coming out of the Fellowships, and in tracking progress and impact.*

    Tracking and learning from progress made: Define what success looks like and then tracking and assessing the three levels: societal systems leadership, coalition building and systems change both to *learn and refine the interventions*, and; to *project to build a broader base of support and engagement* (from governments, institutions, foundations, corporates, social sector organisations, communities).

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introduction

In the context of the SDGs being focused on, this impact assessment report reflects on the nature of impact accomplished so far in the three programmes.

All three programmes are built on the basis of *SDG 17* - forging "partnerships between governments, the private sector and civil society, as inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre".*

This section provides an *overview of the programmes – the Tanglin Trust Fellowship, Jammu & Kashmir Fellowship (J&K) and the Kalinga Fellowship* - and the other *SDGs* these programmes seek to address.

*SDG 17

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some background: tanglin trust and j&k

This report looks at three distinct initiatives undertaken by the Fellowship partnerships and Bridge Teams, addressing key SDGs:

- **Kalinga Fellowship** (SDG 5 & 17)
- **J&K Fellowship** (SDG 16 & 17)
- **Tanglin Trust Fellowship** (SDG 1, 4 & 8)

The common ground across these initiatives is based on a design thinking and systems change approach.

the challenge

Kalinga Fellowship: To come together in a spirit of collaboration to eradicate the incidents of sex assault and trafficking of women & girls.

J&K Fellowship: A more joyous, safer and prosperous Jammu & Kashmir.

Tanglin Trust Fellowship: For an inspirational and gifted group of final-year students to support a global and influential business identify its Purposeful Advantage, where it can become an even stronger force for good in the world and enhance its commercial success in parallel.

GOAL: J&K Fellowship

- To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.
- To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.

GOAL: Tanglin Trust Fellowship

To determine the Purposeful Advantage and set out the business case, including expected benefits in engagement, customer loyalty, employee well-being and innovation, and the implementation plan to make it possible.

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some background: kalinga

The Kalinga Fellowship Initiative is a pioneering and unique tri-sector initiative that provides a forum for senior business leaders, government, civil leaders and passionate individuals to come together in a spirit of collaboration to eradicate the incidents of sexual assault and trafficking of girls.

about the initiative

This initiative is a concrete step toward designing a common and shared vision and a living example of converting the SDG blueprint "to go from the world we have, to the world we want to have".

the three high level objectives

1. To build a set of recommended strategies that will end globally sexual violence against women and children.

2. To provide each participant with the most contemporary and progressive leadership techniques, skills & methods to enable them to lead for the agenda, both at the Fellowship event and afterwards.

3. To create a cohesive governance team who will work together to drive these strategies through after the event.

impact spectrum

Bridge Institute's impact on significantly improving Gender Equality in India during the assessment period 2017 – 2019 is affirmed by variety of stakeholders. One significant sign of impact is that every stakeholder has reiterated the trust and respect that each of them developed with the Bridge Institute. This has created two clear expectations or demands on the Bridge Institute:

1. To help deliver the strategies developed during the Kalinga Fellowship more effectively by securing joint-ness and coordination between/amongst various agencies and actors.

2. To commit resources or help generate resources for implementation of key strategic recommendations.

the vision

The Kalinga Fellowship is a ten-year commitment to combat gender-based violence and the trafficking of women and children. It started in 2017, in the State of Orissa and in 2018 moved to the State of Telangana.

the commitment

This 10-year commitment is a core group partnership between Kalinga Institute of Social Sciences, Prajwala , FXB, BRIDGE and Bridge Institute. There have been, and will be other entities that join for durations of time.

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the journey with SDGs

Below sets out an example SDG17 programme, from creation through to implementation.

PHASE 1:
Creation.
One Month

Determining the expected SDG outcomes and financial return on investment.

Understanding and diagnosing the system and determining the key partners required for breakthrough.

Finalising the scoping of the strategic question.

Agreeing the funding and budget.

PHASE 2:
Architecting
Six Months

Identifying and recruiting the global leaders from government, transnational agencies, media, PR, investors, manufacturers, retailers, academia, R&D, etc.

Researching the breakthrough technologies and concepts that can transform the challenge – and writing a positional white paper.

PHASE 3:
The Break-through Event
Five Days

Facilitating the 3 to 5 day breakthrough event, following the key steps: Empathise, Define, Ideate, Prototype, Test.

Shaping of three to six transformational solutions, with vision and plans.

Capturing the public commitments of each stakeholder and organisation.

Modelling the forecasted impact of the transformational solutions.

PHASE 4:
Implementation & Impact Assessment
Twelve Months

Overseeing the delivery of the strategic imperatives through the implementation teams.

Assessing and reporting the financial, social, natural and human impact.

The challenge we seek to address
To come together in a spirit of collaboration to eradicate the incidents of sex assault & trafficking of women & girls

The goal we seek to achieve
A more joyous, safer and prosperous Jammu & Kashmir

Target 5.2 of SDG5 on Gender Equality specifically addresses the issue of trafficking and calls for countries to, "Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation." This goal conceives trafficking and exploitation as a form of gender discrimination and violence against women.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels development progress..

A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.

The goal we seek to address
To determine the Purposeful Advantage for a meaningful purpose to be unleashed and the business case set out with engaged corporate actors

End poverty in all its forms everywhere

Ensure inclusive & equitable quality education & promote lifelong learning opportunities for all

Promote sustain, & sustainable economic growth, full & productive employment & decent work for all

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the team

The partners lie at the core of creating and facilitating change – State Governments (Jammu & Kashmir, Kerala, Orissa, Telangana), Civil Society Organisations (FXB, KISS, Prajwala), multi-lateral engagement (UN Women), and individuals with rich and long experience in creating impact.

Collectively, the strategy, the events, the sustainability plan, intended outcomes to ensure the maximising of positive impact are put together.

This section provides an overview of the partnership and teams involved in making each of the programmes happen.

Mamta Borgoyary

Shashikumar Velath

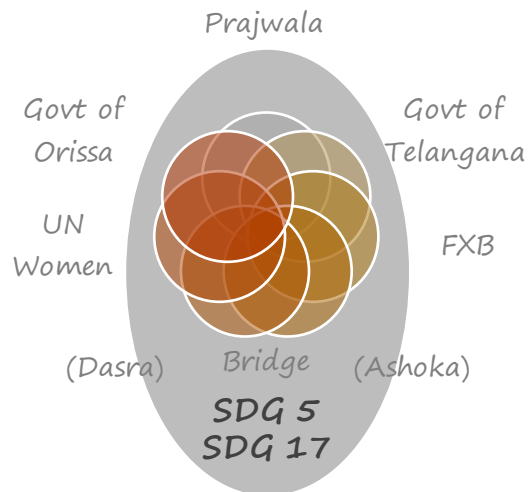Dr Sunita Krishnan

P Vijayan

Dr Achyuta Samanta

Jane Sassienie

Dr Praveen Kumar

Mac McKenzie

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change-making partnerships

Prajwala

Govt of Orissa

Govt of Telangana

UN Women

FXB

(Dasra)   Bridge   (Ashoka)

SDG 5
SDG 17

Bridge

JKSSDM

SDG 16
SDG 17

Tanglin Trust

First State Investments

TSWREIS

Bridge

SDG 1
SDG 4
SDG 8

Initially created by three partner organisations, the Bridge Institute, Ashoka and the Kalinga Institute of Social Sciences (**KISS**), the first fellowship was convened in April 2017 in the State of Odisha. Subsequently, with a couple of partners discontinuing their participation (**Ashoka & Dasra**), a 10-year MOU was signed (**KISS, Prajwala, FXB & Bridge Institute**) to operationalise the strategic action plans - creating programmes to establish zero tolerance towards sexual assault on women and girls with the support of **state governments & other organisations**.

The initiative is a series of concrete steps towards designing a shared vision and a living example of converting the SDG blueprint "to go from the world we have, to the world we want to have".
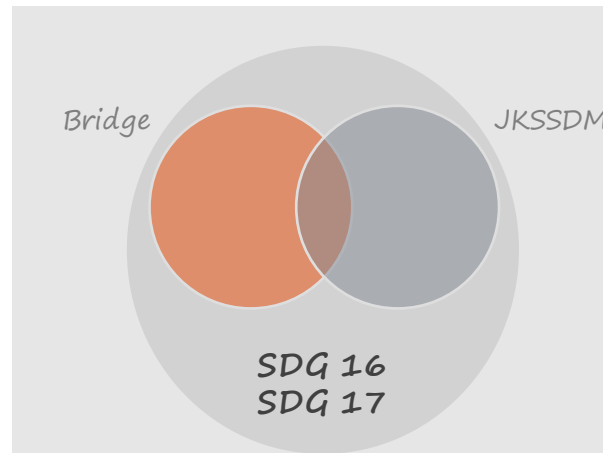
The key partners in the programme are: the Bridge Institute and the Jammu & Kashmir Skills Development Mission.

The Jammu & Kashmir Skill Development Mission Society (JKSDM) has been constituted by the Government of Jammu & Kashmir with the aims to integrate various skill development efforts in the state and train unskilled and semi- skilled youth of the state and connect them with the job market.

The Bridge Institute, as the facilitator of the programme, has been working for 30 years with global organisations, and brings this expertise to the fore in the programme.
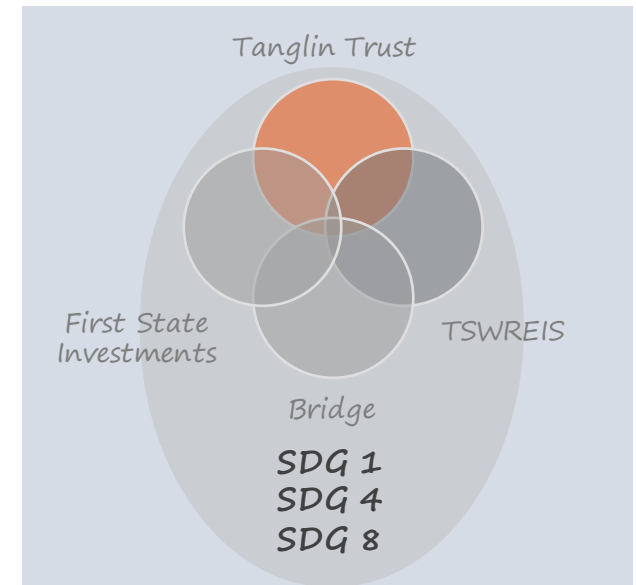
The programme was led by the students of **Tanglin Trust School** with participation from **TSWREIS - Telangana Social Welfare Residential Educational Institutions Society, Government of Telangana** and supported by **First State Investments**. They worked with corporate CEOs, Executive Committees and stakeholders, in collaboration, to determine their Purposeful Advantage. The students were supported and guided by the leaders of the **Bridge Institute** through a tested and proven strategy process to identify the Purposeful Advantage.

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the partnership: contributions & roles
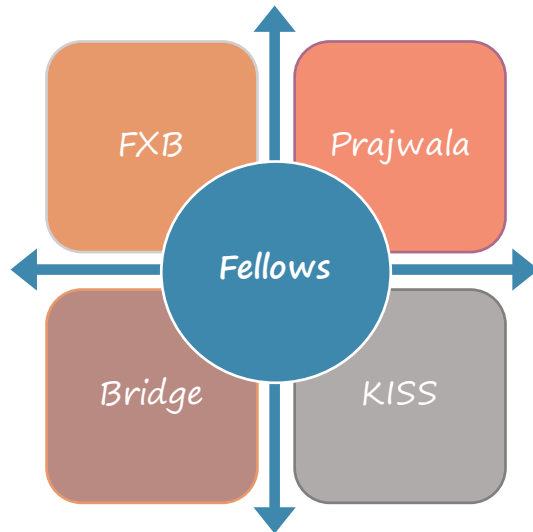
Kalinga

	SDG 5	SDG 7
Fellows	Impact facilitators	Process participants
Prajwala	Sector experience	Process enablers
KISS	Scaled up impact	Process enablers
FXB	Sector experience	Process enablers
Bridge	Conveners	Process facilitators
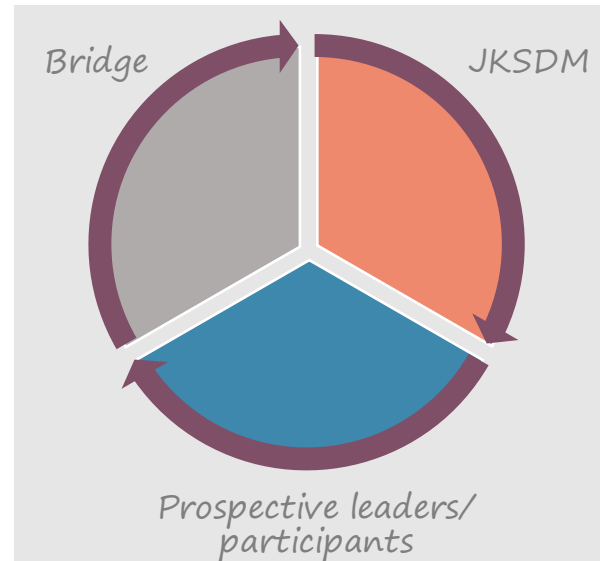
Jammu & Kashmir

The **Bridge Institute** are the facilitators of the process and co-ordinate with JKSDM in the selection of the participants.

The Jammu and Kashmir Skill Development Mission Society (JKSDM) provide their networks, space and logistic support; and post the process provide further support to the participants.
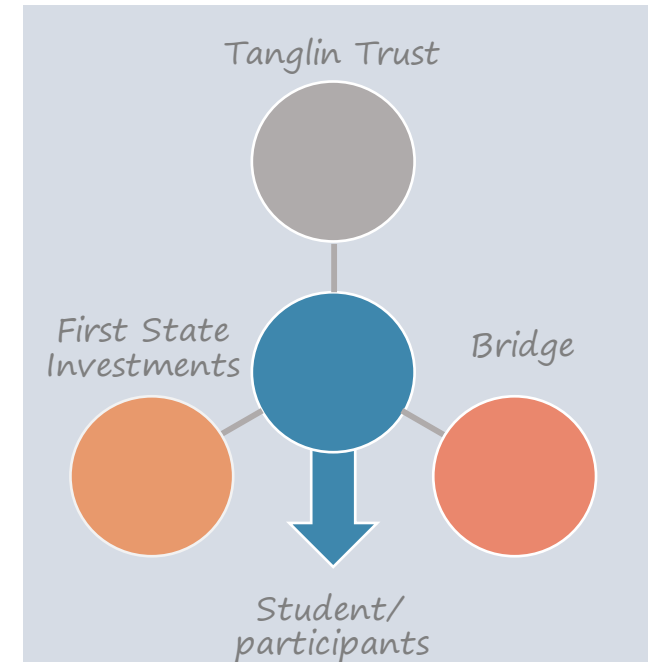
Tanglin Trust

Tanglin Trust along with the Bridge Institute selects the students for the initiative. **The Bridge Institute** are the designers and facilitators of the process. **First State Investments** provides support to the programme.

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progression: the timeline so far

2014   **2015**   **2016**   **2017**   **2018**

Kalinga

Tanglin

Jammu & Kashmir

2016

Nov
Partnership with Kalinga Institute & Government of Orissa agreed

Dec
Planning of event

2017

March
Kalinga Fellowship event in Bhubaneswar

June
110,000 projects on zero tolerance to child marriage, child trafficking & gender-based violence initiated across Telangana

Sept
United Nations 30,000 Project on Combatting Sexual Assaults in Orissa programme initiated

Nov
partnership with Government of Telangana agreed

2018

Sept
Kalinga Fellowship in Hyderabad

Oct
150,000 projects on zero tolerance to child marriage, child trafficking and gender-based violence initiated

Sept-Dec
First State Purpose programme

Sept-Dec
One-for-One programme

Sept-Dec
Senior Leader Commitment to the SDGs

Jan
Partnership with the Centre for Dialogue & Reconciliation agreed

Mar
Young Leaders programme

Sept
Jammu - Kashmir Senior Govt & Civil Society Leadership programme

Jan
Jammu – Kashmir Leadership programme

May
Civil Leader Leadership programme

Nov
Government & Entrepreneur Leadership programme

Oct
International Collaboration Summit

July
1,000 Leader programme Initiation

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the three programmes

The goals and challenges of the three programmes are strongly intertwined with how they are designed and the kind of participation and engagement they seek.

This section provides an overview of the *nature and structure* of the three programmes.

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the overall layout: kalinga fellowship

The first fellowship was convened in April 2017 at Bhubaneshwar, supported by the Government of Odisha and Kalinga Institute of Social Sciences. In 2018 the Fellowship was held in Hyderabad, supported by the Government of Telangana, Telangana Social Welfare Residential Educational Institutions Society (TSWREIS), a Government agency and Prajwala, a well-known non-profit organisation.

The Kalinga Fellows participate in an immersive, facilitated, five-day strategy event where they learn the most contemporary leadership methods, collaborate with each other and collectively push their solutions and strategies forward. In addition, every business, government and civil society leader is matched with a professional leadership coach, for one year afterwards.

Participants: The Fellowship is attended by over 80 participants of diverse backgrounds, from senior Police and Government officials to civil society and corporate leaders from across India and the world. Nearly 20 students from different states of India and several survivors of trafficking are also part of every Fellowship.

The Fellowship seeks thoughtful, committed individuals, including being inspirational leader/position within their professional fields and within their larger community; they display a growth (learning) mindset, should be open and curious, ready to learn from mistakes, rather than always believing that they are right; additionally, they could be positioned at a senior management level in the organisation and play a role in overall decision making within the organisation and have the legitimacy and agency to influence/change policy decisions within the organisation; should be innovative, creative and reflect entrepreneurial spirit in their approach to social problems. During the screening process, candidates are assessed on their ability to set goals and arrive at solutions to problem through transformational innovation. They should have no criminal cases, corruption case, vigilance or sexual harassment case against them.

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the overall layout: tanglin trust fellowship

There are two sets of participants for this programme:

The Tanglin Trust Fellowship engages inspirational and gifted group of final-year students. The four-month programme is led by the students of Tanglin Trust School, and supported by First State Investments and Bridge.

Participants of the programme were 14 gifted final-year students from Tanglin Trust School.

They work with the CEO, Executive Committee and stakeholders of the organisation in collaboration to determine the Purposeful Advantage. The programme concludes with a presentation to the CEO and Executive Committee by the students.

TSWREIS (Telangana Social Welfare Residential Education Institutions Society, Degree Colleges) plans to send exceptional students on an International Cultural Exchange (ICE) programme to Singapore, Sweden and the UK.

As a pilot, 15 students were sent to Singapore to work collaboratively with the Students of Tanglin Trust on this programme.

Participants of this programme are selected through a 3-layer process starting with an initial filtering of students who have secured 80% or above grade level in academics followed by a baseline test in English (on par with TOEFL/IELTS), Quantitative Ability and Logical Reasoning. Post which the selected students go through a personal interview round. For the future the programme plans to select up to 60 students.

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the overall layout: jammu & kashmir fellowship

The programme consists of two components:

1,000 Leader programme works with the most influential 1,000 people in Jammu & Kashmir to build a more prosperous, safer and joyous future. The 1,000 leaders include influential religious leaders, vulnerable youth, media leaders, academicians, entrepreneurs, members of the security forces, teachers and artists. The programme kicks off with a two-day leadership and capacity building programme, followed by mentoring for each of the Fellows.

This is an opportunity to strategise with the people who have the courage and ability to change the region. It is an opportunity to spend four days of time focused on shaping a better future. This is not a conference or a trade-show; it is about coming together, changing collective views on the world and taking action.

Participant Selection Process begins with being advertised locally and regionally. Applicants submit their applications on the website of the Jammu & Kashmir Skills Development Mission (JKSDM). Each application is evaluated on criteria such as capacity to impact, personal purpose for joining and desire to make a difference. The programme being assessed here had 44 Fellows.

The International Collaboration Summit was a 3-day event with key Secretaries and Advisors to the government to make a breakthrough in thinking ideas on how to catalyse and strengthen economic growth and job development in Jammu & Kashmir.

Participants included senior leaders in industry, young entrepreneurs – as a next generation of job creators, government officers and secretaries, representing the key sectors, including rural development, horticulture and finance, external experts – this included one of the most well-regarded professors of economic development, from the London School of Economics, Professor Sarah Logan. The cohort leading the work comprised the trustees of the Bridge Institute 7 senior government and business leaders from around the world – USA, Hong Kong, Singapore and India and 5 senior government and business leaders from Jammu & Kashmir.

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measuring impact

A framework that measures impact effectively and meaningfully needs to connect with the various levels and dimensions of 'shifts' that are being sought – at the *individual, collective and a broader systems level*.

This section presents the *impact framework developed* and applied - to the three programmes, the *actors* involved and *sectors* as spheres of influence - to assess the impact across the SDGs targeted.
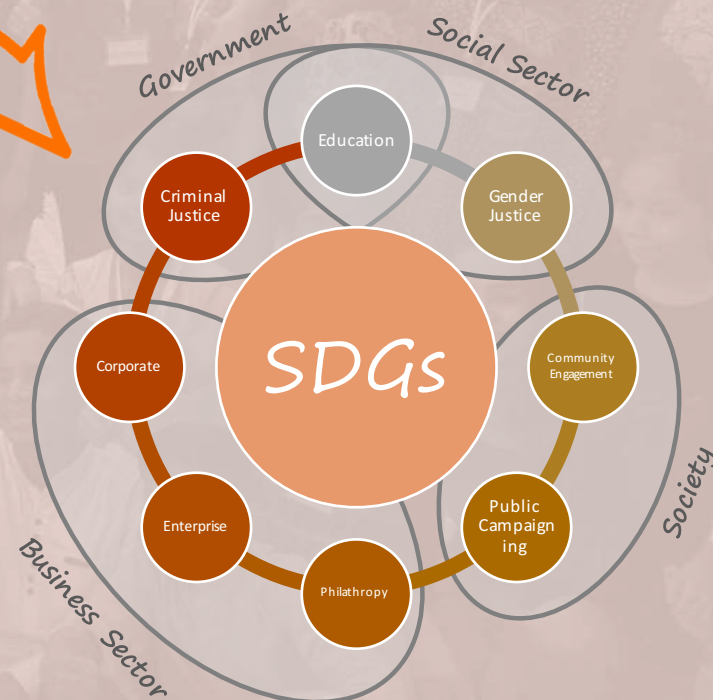
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actors & sectors

key actors & sectors...together create the operational spheres of action and influence. *Sectors* i.e. *Education, Gender Justice, etc.* can be identified within each 'actor segment' i.e. these sectors create platforms for change that belong within the wider system, with the actors being the key drivers of that potential change.

key actors...form the base for identifying the engagement of institutions, organisations and entities that are critical players in buying into and creating change – *Government, the Social Sector, the Business Sector and Society at large*. They all form part of the system that needs change and can also drive it.

Govt

Business sector

Social sector

Society

SDGs

Government

Social Sector

Education

Criminal Justice

Gender Justice

Community Engagement

Corporate

SDGs

Enterprise

Public Campaigning

Philanthropy

Society

Business Sector

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impact dashboard: the change we want to see

Meeting the challenge requires changes and shifts in sector clusters i.e. **mutually reinforcing action for a systemic theory of change**

Criminal Justice: (Kalinga)
- **Police** practices / internal mechanisms renewed for greater effectiveness.
- **Police-public** – healthy effective engagement.
- **Judiciary**: case expediency justice.
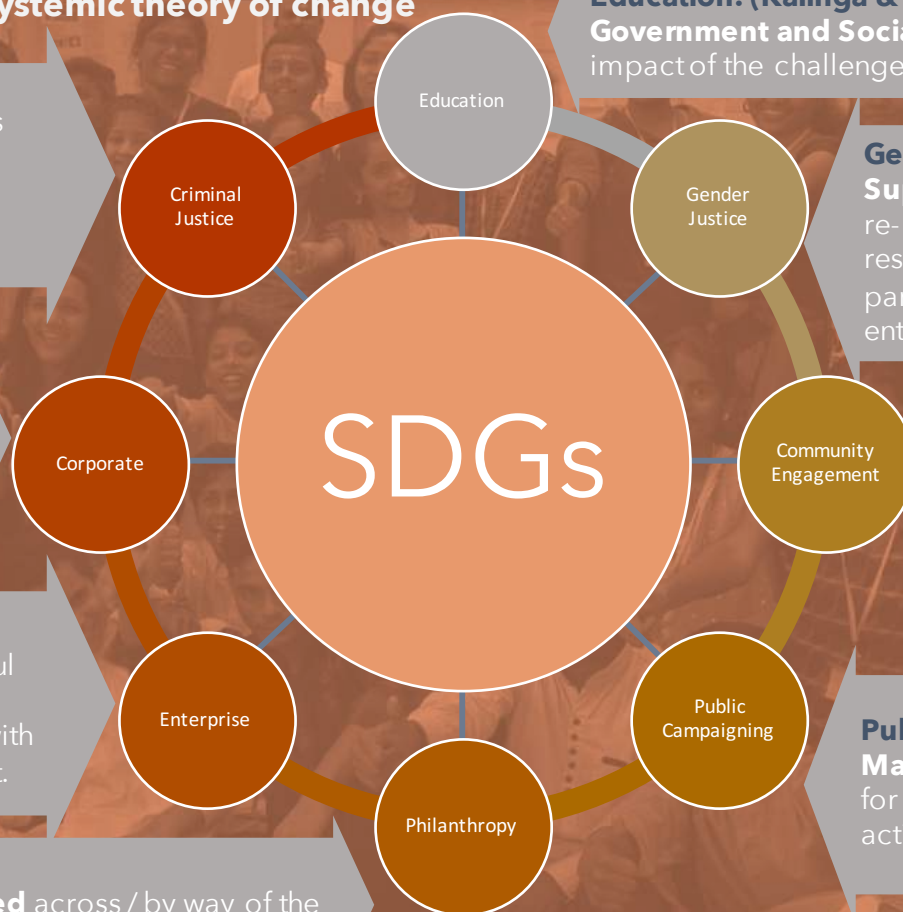
Corporate: (Kalinga)
- **Corporate culture** / internal practice to create gender equality.
- **External support** towards other sectors (e.g. the social sector, education).

Enterprise: (J&K)
- **Enterprise for a more** joyous, peaceful and prosperous future.
- **Corporate & government partners** with active involvement / guidance support.

Philanthropy: (All 3 programmes)
Concerned chronic issues are supported across / by way of the various sector initiatives through funds and other resources.

Education: (Kalinga & Tanglin)
Government and Social Sector - scale up the roll-out & impact of the challenge/goal with schools & colleges.

Gender justice: (Kalinga)
Support for survivors and towards re-imagining the overall system's response, while ensuring active participation of all key actors and entities.

Community Engagement: (Kalinga)
Creating equal opportunity in rural and urban communities to change mindsets and behaviour.

Public Campaigning: (Kalinga)
Mass opinion/appeal and action for a shift in mindset, behaviour and action to enable systems change.

SDGs

Education

Criminal Justice

Gender Justice

Corporate

Community Engagement

Enterprise

Public Campaigning

Philanthropy

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why change through systems thinking?

Plotting & tracking change: a comparison

The challenge	Benefits of a systems thinking approach	Characteristics of a Conventional Approach
Motivation: Why should we change?	Show **responsibility** for current reality	Appeal to **desire or fear**
Collaboration: Why should we work together?	**Demonstrate** how people's current ways of interacting undermines both their individual and their collective performance	**Tell people** they should
Focus: What should we do?	**Use leverage to change** the few things that change everything else	**Tackle many issues** independently and simultaneously: attack symptoms
Learning: Why bother?	**Recognise** that our actions matter, and that we need to learn from the **consequences** of our actions	Assume that **others are at fault and must learn**

Source: Systems Thinking for Social Change

The Process

The fellowship being an enabler - for a systems thinking approach to change through a design thinking methodology with six components:
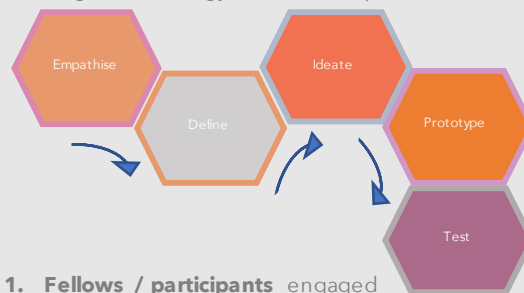
1. **Fellows / participants** engaged
2. **Context** – understanding it through the *immersive interaction* with the organisation / sector (to *empathise* and *define*)
3. **Systems change options / proposals** are developed through *ideation* and *prototyping*…and ultimately *tested* by the concerned organisation/sector.
4. **Data justice** begins by asking - Who decides what data is collected and for which purpose? Who interprets what it means for a community? Who controls the narrative?

   The process, a human centric design approach, enables the data collection and interpretation (empathise and define) through the *immersion* into the context to create *insights* that contribute to ideating and prototyping. The prototypes are presented back to the 'users' for feedback, adaptation and adoption to ensure data justice.

Basic building blocks of the challenge

- Chronic complex problem
- Diverse partners with long term commitment

Four stage change process ...for a boundless challenge

- Building the foundation for change
- Seeing current reality more clearly
- Making an explicit choice about what is most important
- Bridging the gap between people's aspirations and current state

Creating a Collective Impact framework

Identifying levels of change i.e.

1. *Fellows* (building a Design Thinking Process for developing innovativeness - to create skills and capacities & a 'designed product' for testing).
2. *Systems entities/users* (as a platform for prototyping/testing a 'designed product'; negotiating its adoption & application.
3. *Partner organisations* (the process and the 'designed product contribute to their organisational development & evolution)

Setting up systems change across entities/actors/stakeholders

Mapping the wider systemic change actors and their roles and their process and impact milestones.

impact framework

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22

TOGETHER TO END SEXUAL VIOLENCE AGAINST WOMEN AND CHILDREN GLOBALLY?

impact framework

The fellowship being an enabler – for systems thinking approach to change through a design thinking approach. The immersion into the context creates *insights* that contribute to ideating and prototyping.
Systems change options / proposals were developed through *ideation* and *prototyping*. …and ultimately to be *tested* by the concerned systems entity - 'user' / organisation / sector…from there forward the refinement of the product primarily lies in the hands of the systems entity, which could also involve a collection of organisations. This process also brought about cross-sectoral linkages that emerged – for instance, between the business sector and the social sector. (*the graphic was done on site during the Kalinga Fellowship 2018*)

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systems thinking for collective impact

Collective Success Conditions	Benefits of Systems Thinking
Mutually Reinforcing Activities	• Develops trust & vulnerability through insights into unintended consequences • Builds understanding of collective *and* individual impact
Common Agenda	• Shared language for communicating inter-dependencies, delays & unintended consequences • Shared understanding of root causes of problem and people's contribution to it • Shared aspiration that accounts for benefits of status quo • Shared systemic theory of change
Shared Measurement	• Values qualitative & quantitative data • Assesses progress differently over multiple time horizons • Looks for both intended & unintended impacts • Tracks performance with respect to explicit and systemic theories of change • Aligns goals & metrics with consciously chosen purpose
Continuous Communication	• Quality & consistency of communication improve with increased personal responsibility, deeper alignment around common agenda & strong ability to distinguish short-versus long-term impacts • Establishes need for continuous learning as basis for continuous communication

Source: Systems Thinking for Social Change
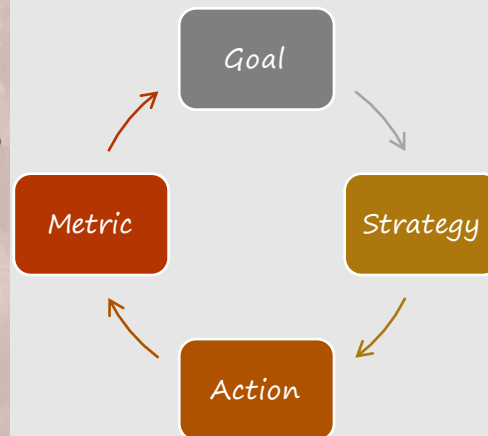
Project components

Levels of process and progression are identified through the project components:

Goal/Ambition - to meet the challenge

Project Strategy - the approach /pathway applied to deliver on the goal

Action - activities planned

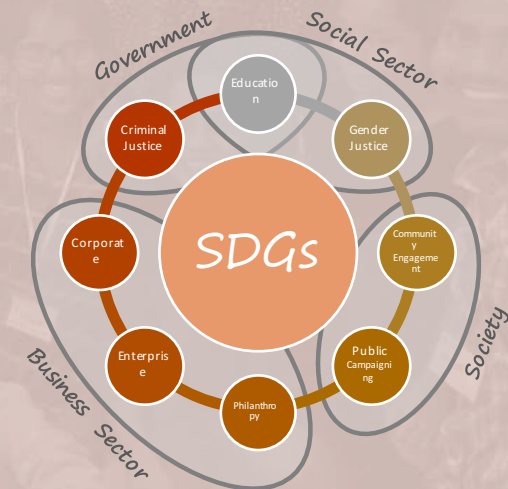**Metric** – the measurement to gauge progress against the goal & the project strategy

Actors & sectors - spheres of influence

Government: Police & Judiciary, Education

Business Sector: Corporates, Enterprise, Philanthropy

Social Sector: Gender Justice, Education

Society: Community, Public Campaign

impact framework

This is a collective impact assessment framework*...

...measuring impact at multiple levels – *individual, collective, systemic*

"ME" – My Societal Systems Leadership:
This covers: Personal beliefs; interpersonal beliefs; systems beliefs
Applies to: Fellows, Leaders, Individual Organisations/Entities – with long-term commitment

"US" – Our Coalition Building
This covers: Creating, deepening and strengthening alliances and collaboration through the various project elements i.e. goal, strategy, action & measurement
Applies to: Both Community and Leaders and their Collective Vision; Coordinated commitments; Levels of connectedness, developed on the basis of alignment and mobilised action among stakeholders in the system.

"IT" – Systems Change
This covers: The levels, actor & components of the situation in which the challenge and the change reside
Applies to: The entire System of Sectors, Institutions and Organisations functioning within them – their shared goal, their collective strategy and coordinated mutually reinforcing action and tracking of progress.
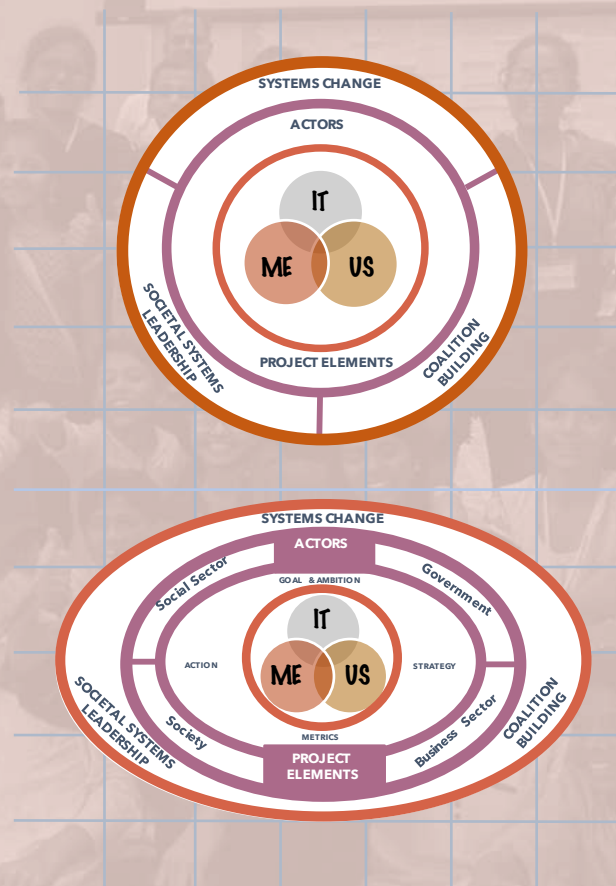
Through this framework...
Levels of process and progression are identified through the **project components:**

1. **Goal**
2. **Strategy**
3. **Action**
4. **Metric of Success**

The **actors** are the domains to which the Impact framework will be applied:

1. **Government**
2. **Business Sector**
3. **Social Sector**
4. **Society**

The various **segments of the framework** will be applied to each of the **sectors** that have been identified by the respective programme change-making process.

Each level of change (the individual, collective and systemic) is further disaggregated into sub-elements that can define and measure the nature of impact.

This is presented as **Framework 2**.

* This framework has integrated the basic framework – "me-us-it" - introduced by the Bridge Institute that they use facilitating their fellowship change process.

impact framework

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Emotional intelligence – Emotional Intelligence (EI) is about recognizing and managing your emotions. It is made up of four components:

- **Self Awareness** - how well do you understand your own emotions?
- **Self Management** - is about your ability to control your emotions. Do you react or respond?
- **Social Awareness** - your organisational awareness, focus on service and level of empathy, taking feedback and taking personal responsibility.
- **Relationship Management** - developing others, serving as an inspiring leader and catalyst for change, collaborating with a high-performing team and managing conflict are part of relationship management.

The relationship management piece of EI is closest to Collaborative Intelligence (CI), but CI encompasses a bit more.

✳✳ **Creative confidence** is a way of experiencing the world that generates new approaches and solutions; and the ability to come up with new ideas and the *courage* to try them out.

		ME – My Societal Systems Leadership	**US –** Our Coalition Building	**IT –** Systems Change
Goal		**System overview** of the issue developed	**Collective /Coordinated readiness** for broad system transformation	**Overview of the underlying structure of the system** that shapes the challenge defined
Strategy		Personal beliefs, capacities & ambition nurtured	Goals pooled/aligned	**System change goal** with a new development trajectory - approach, strategy, metrics – defined as a collective
		Emotional Intelligence enhanced & applied	Collaborative intelligence applied ✳	Evolvability created & maintained
		Creative confidence ✳✳	Strategy alignment	Resources pooled – human, data, others
Action		**Facilitation tools & capacities** applied	**Coordinated Planning/Plans** developed	**Collaborative project management** established & maintained
		Measurement & assessment capacity developed & applied	**Shared reporting** in place	**Unified tracking & assessment** established & collectively monitored
Metric		**Whole-self engagement in systems change & capacity building established**	**Elements of shared purpose in a collective of initiatives / collection of organisations built**	**Collectively owned interconnected enterprise for change established**

✳ **Collaborative intelligence -** is a measure of our ability to think with others on behalf of what matters to us all. What makes someone a good collaborator is mostly their mindset, coupled with some specific knowledge and a few tools. However, tools are enablers, they can't make people collaborate, they can just enable the interactions.

Evolvability is the ability of a population of organisms to not merely generate genetic diversity, but to generate adaptive genetic diversity, and thereby evolve. In a social change context this would involve the capacity to respond to an emerging and dynamic challenge by adapting and diversifying as the evolving process of change demands.

impact framework

methodology & data

For this assessment it has been crucial to capture and gauge impact through a framework that encompasses all the **parameters – current situation, levels, actors and components** – necessary and/or involved in facilitating the required impact…towards responding on the various challenges and addressing the respective SDGs.

impact framework

parameters

The challenge & the <u>current situation</u>

IT
ME **US**

The <u>levels</u> of engagement

SDGs
Govt · Social sector · Society · Business sector

The key <u>actors</u> involved

SDGs
Education · Gender Justice · Community Engagement · Public Campaigning · Philanthropy · Enterprise · Corporate · Criminal Justice

The <u>sectors</u> as spheres of influence

*sources of data

Current socio-economic data – India & Globally - to set the broader reality

Data from interviews, anecdotes, emails, the Fellowship processes, events & interventions + Relevant reports

Impact assessment reports of the Fellowships, events & interventions + Other relevant reports

The Fellowship processes, events & interventions, impact assessments + Relevant reports

systems change designed collectively 2017-2019

*Refer to the 'References' section at the end of this report for full list

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the sectors

spheres of change

This section of the report, within the domain of each *actor – government, business sector, social sector, society –* presents an overview and an assessment of the impact, applying the impact assessment framework.

Each *sector* is laid out looking at the three levels – *Me, Us, It* – to assess what role each level has played and how they have reinforced each other, while contributing to impact.

Each sector frames the assessment within the *situation* on the ground – *nationally* and *globally* - and the *SDGs* it particularly focuses on.

ourGroundworks 2020

the sectors

actor

government

sectors
criminal justice
education

systems change designed collectively - impact 2017-2019

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police & judiciary: the situation

Today...

IN INDIA... Crimes against women

India's average rate of reported rape cases is about 6.3 per 100,000 of the population.
yourstory.com/socialstory/2019/09/gender-violence-india

Only 14% of women who have experienced physical or sexual violence by anyone have sought help to stop the violence, down from 24% in NFHS-3.
National Family Health Survey 4 (NFHS, 2015-2016)
rchiips.org/NFHS/NFHS-4Reports/India.pdf

2015 - 3,29,243 cases of crimes against women were registered.
2016 - 3,38,954 cases were registered.
2017 - 3,59,849 cases of crime against women were registered across the country in 2017, **...continuing the upward trend for the third consecutive year**.

The cases categorised as crimes against women include murder, rape, dowry death, suicide abetment, acid attack, cruelty against women and kidnapping, etc.
NCRB 2019

GLOBALLY... Gender-based violence (GBV) or violence against women and girls (VAWG), is a global pandemic that affects 1 in 3 women in their lifetime

- **35% of women** worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence.
- **7% of women** have been sexually assaulted by someone other than a partner.
- **38% of murders of women** are committed by an intimate partner.
- **200 million women** have experienced female genital mutilation/cutting.

worldbank.org/en/topic/socialdevelopment/brief/violence-against-women-and-girls

City Shamed: Girl gangraped in bus in South Delhi at 9.30pm

3 Arrested:
23-Yr-Old
Battles For Life

NIGHTMARE RIDE

akshargoswami96.blogspot.com/2012/12/delhi-gang-rape-case_19.html

The fellowship intervention

An immersive process with:

- SHE Teams, Police & Bharosa Operational / counselling sections of the police force.
- Bharosa – a pioneering centre

Judiciary

Violence against women & girls & Criminal Justice system

Police

Social sector orgs

Key Actors
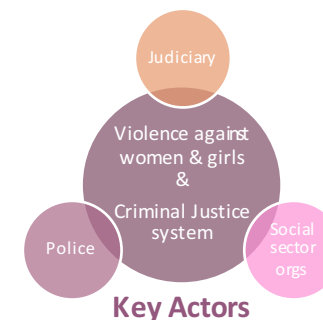
Systemic challenges

- <u>Challenge 1</u>: How to better Integrate the work of SHE Team (the Police) and Bharosa (a social sector organisation).

- <u>Challenge 2</u>: How to get more convictions (Judiciary – the Police).

- <u>Challenge 3</u>: How to reach the men and boys more effectively.

Source: Kalinga Fellowship immersion process, 2018

criminal justice

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levels of impact

THIS SECTOR: Focus – the Police (Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me" – systemic societal leadership**

The leadership of Inspector General, Women's Safety, Swati Lakra.

- **"us": coalition building**

The collaboration between Bharosa and SHE Teams and its further evolution with Kalinga Fellowship's involvement.

- **"it": systemic change**

Joining the dots across the key actors to address the challenge of sexual violence against women and girls to create a broader framework of systemic change within the Criminal Justice segment, with a focus on the Police Department.

- **the ripple: impact looking ahead**

A notional representation of momentum & direction, looking ahead.

bbc.com/news/world-asia-india-51398295

criminal justice

The Metric:
Whole-self engagement in systems change & capacity building established

Inspector General, Women's Safety, Swati Lakra Under the aegis of IG Lakra, the Hyderabad police launched 'Bharosa', a one-stop support centre for women and children victims of sexual violence in 2016. Since inception, the centre, which provides financial, legal, medical, and counselling assistance, has received over 2,500 cases of various offences related to women and children. IG Lakra was closely involved in supporting the 2018 Kalinga Fellowship as SHE Teams ('Safety for Her Ensured') were one of the fellowship 'immersion sites'. Based on the prototyping and testing process of the Fellowship, IG Lakra has actively enhanced the response of the police department on women's safety issues – both within the Police department and reaching out to and collaborating with Bharosa.

Impact framework applied

	Inspector General, Women's Safety, Swati Lakra	
	System overview of the issue developed	IG Lakra looks beyond the organisation for collaborative support to create increased effectiveness.
	Personal beliefs, capacities & ambition nurtured	She is open to building capacity based on key personal beliefs; ambitious about increasing effectiveness.
	Emotional Intelligence deepened & applied	Relationship management & social awareness dimensions could be seen as her greatest strength of EI – with a deep commitment and a strong drive to work with Bharosa on the challenge faced.
	Creative confidence nurtured & applied	She has generated new approaches and solutions with an ability to come up with new ideas and the courage to try them out with Bharosa.
	Facilitation tools & capacities gained & applied	Learning facilitation tools were not part of the process so far for IG Lakra, but will certainly enhance her work in the future.
	Measurement & assessment capacity built & applied	New ways of measuring impact of the new approaches & solutions might be required in the future

"Considering women comprise almost 50% of the population, if there are only 5% women police personnel, that's a very skewed percentage...In the coming recruitments, we'll be getting more women on board at every level – right from a constable to the DSP level – very much required".

IGP, Swati Lakra, Telangana Today

criminal justice

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"us": coalition building

The collaboration that was established in 2014 between Bharosa and SHE Teams has further evolved with Kalinga Fellowship's involvement.

"us": coalition building

The procedures at Bharosa Centres have been improved so that they seamlessly function as a one-stop facilitation centre for women and children who are victims of abuse. The skills of the staff at these centres have been enhanced to ensure that all the procedures are followed with care – from medical examination to recording of statement by the magistrate – without the victim having to spend time in courts and hospitals.

The Metric: Elements of shared purpose in a collective of initiatives / collection of organisations built

The **Hyderabad police through 'Bharosa' and 'SHE Teams' programmes**, with the recommendations from the Kalinga Fellowship, have strengthened their effectiveness in the following areas:

1. **They have sensitised stakeholders** among the community, government and amongst citizens on sexual harassment and gender-based violence and have stepped up their law enforcement vigil. *According to Inspector General Lakra, gender sensitisation of the SHE Teams has reduced the percentage of young offenders involved in gender-based violence from 80% to 20%.*

2. **Training given in soft skills** has ensured that these teams are able to put victims at ease and provide them the trust and confidence to talk about their ordeal and trauma. *The SHE Teams improved reporting has made victim testimonials more robust, increasing the possibility to identify the offenders and bring them to justice. SHE Teams are not only well known to citizens and but have been seen taking a proactive stance in their outreach.*

3. **Robust use of technology** as a result of which the police have now started *suo moto* (acts on its own cognisance) registration of cases. Victims can now file complaints through Facebook, Twitter, WhatsApp and/or call the emergency number 100. *Since there is cultural stigma and fear attached to filing complaints in a police station, SHE Teams have also set up their centres in office buildings to make it easier for victims to approach them.*

4. **Recruitment of more women** in the police force the 2018 Kalinga Fellows recommended.

Impact Framework applied

SHE Teams & Bharosa

	Collective /Coordinated readiness for broad system transformation articulated	The readiness is shown in the initial drive from both sides – the SHE Teams & Bharosa – to collaborate. It now requires scale-up and spread. The coalition needs to broaden to add the judiciary.
	Goals pooled/aligned	The goals are aligned to define and play their respective roles for greater effectiveness in the system.
	Collaborative intelligence applied	In these early stages both sides show the ability to think with their collaborator on behalf of the greater purpose (social awareness) and their collaboration's role (relationship management) in it.
	Strategy alignment formulated	This initial stage the intent to collaborate has facilitated both organisations to create strategies that align towards a collectively defined outcome, which going forward needs the judiciary.
	Coordinated planning facilitated/plans developed	The common intent and the aligned strategy has been realised on the ground through coordinated planning.
	Shared reporting/sharing data in place	Shared reporting is not in place but is required to ensure collective coordinated learning, as key players, to create learning and organisations that adapt and evolve.

criminal justice

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"it": systemic change

> "Women's safety is No.1 priority for police. It is clear that IG Lakra has pro- actively enhanced the response of the police department on women's safety issues."
>
> *M. Mahender Reddy, Director General of Police, Telangana, August 18, 2019*

The Metric: Collectively owned interconnected enterprise for change established

Impact Framework applied

Inter-connected enterprise for change established

🎯	**Overview of the underlying structure of the system** that shapes the challenge defined	Broader linkages across the system between all the actors/stakeholders is yet to happen i.e. between police & the judiciary. However, the linkages to improve the effectiveness and responsiveness of the police has been initiated by the link with Bharosa, enabling a better public outreach.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	The new development strategy currently is focused on sensitising and improving and the SHE Team performance towards the larger objective of increasing conviction rates of perpetrators, while addressing the goal of decreasing sexual violence. This is the start of a new development trajectory.
♞	**Evolvability** created & maintained	This is at a very early stage in the process of change, where it is premature to assess this capability within the system in place and its capacity to generate adaptive diversity in responding, while affecting change.
	Resources pooled – human, data, others	There is a pooling of resources to a certain extent in increasing sensitisation that potentially improves reporting and outreach to the public, while creating awareness and visibility of the issue. A broader pooling of the required resources - human and data particularly is still to happen across more actors, even if the focus remains the criminal justice system per se.
🚀	**Collaborative project management** established	To a certain extent between collaborative management is in place between SHE Teams and Bharosa, within a particular state. For broader systemic change would require its spread to other cities, towns and states.
	Unified tracking & assessment established	Not established across the broader system i.e. between judiciary & police nor among other actors or sector towards collective purpose & achievement.

SHE teams today...

100 SHE TEAMS are working under direct supervision of Shikha Goel IPS, Addl. Commissioner of Police, Crimes & SIT.

Places and timings where eve-teasing is prominent are identified and plotted. These places are under surveillance of these teams. Stalkers are identified and brought to the CCS Police Station.

Counselling is done along with stalker family members in the Police station. His activity sheet is prepared and kept in central data base and his activities are monitored on a daily basis. Legal action will be initiated as per provisions of Law. Stringent action will be initiated (Nirbhaya Act), if he comes to adverse notice again and again, repeatedly.

Victims name and identity will be kept confidential. Dial 100 will be the help line to lodge all complaints by the victims in this regard.

SHE TEAMS which are already in the field will swing into action immediately after receiving the call in addition to acting on their own.

Awareness programmes will be conducted through out the Hyderabad City to women to come out openly and to inform also to men to know about consequences of teasing or sexual harassment and stringent laws existing to protect women at open places, on transit, at work places.

Appeal to public transport drivers and conductors, MMTS Trains, to either inform to dial 100 or take vehicle to nearest police station on information from women of teasing.

Source: SHE Team website.

criminal justice

the ripple: impact looking ahead

Increased number of collaboration established across district, state & central level between SHE Teams and CSOs

COLLABORATION FOR EFFECTIVE REPORTING, INVESTIGATION & PUBLIC OUTREACH

Data & definitions (e.g. trafficking, kidnapping, etc.) shared across all actors & stakeholders involved

Large number & visibility of effective women police officers

Women's sense of mobility, freedom & choices expand

More states establishing SHE Teams across district, state level

Multiple systemic societal leaders in the police force

ON THE GROUND LEADERSHIP & AMBITION

Increased collaborations in more localities between SHE Teams and CSOs for public outreach & engagement

COLLECTIVE SENSE OF PROGRESS & ACHIEVEMENT

Senior leadership in the relevant government departments & the police show commitment through prioritizing capacity building & effectiveness of the police force / SHE Teams through adequate budget allocation & other required resources

SHE Teams & Bharosa

Increased number of CSOs ambitious & active to collaborate with SHE Teams

Increasing number of men & boys reached out to & counselled

Media active in projecting stories of success & challenges

Collective tracking of progress across all key actors & stakeholders against key milestones

Significantly declining trends in perpetrators of sexual violence

WOMEN FEEL AS EQUAL CITIZENS – HEARD & EMPOWERED

criminal justice

systems change designed collectively - impact 2017-2019

Education - school & college: the situation

Today...

IN INDIA ...education & literacy

In rural India, the literacy rate among **females is 56.8%** and among **males is 72.3%**.

In urban India, **74.8% females** and **83.7% males** are literate.
Educational Statistics report, Min of Human Resource Development, 2018

India managed to achieve a literacy rate of **74.04%** as opposed to **64.80%** in **2001**. This notable shift also highlights **an increase in female literacy**. While the female literacy rate in India as per **Census 2001 was 53.7%**, **Census 2011 recorded it at 65.5%**.
Census 2011

Over 30% of girl students **drop out of school** by the time they get to class IX and the number rises to 57% in class XI.
Ministry of Statistics & programme Implementation, 2018

GLOBALLY...

Women make up more than **two-thirds of the world's 796 million illiterate people**.

120 million girls worldwide (slightly more than 1 in 10) have experienced forced intercourse or other forced sexual acts at some points in their lives.

Every additional year of primary school **increases girls' eventual wages by 10%-20%**. It also encourages them to marry later and have fewer children, and leaves them **less vulnerable to violence**.

unwomen.org/en/news/in-focus/commission-on-the-status-of-women-2012/facts-and-figures

The fellowship intervention
An immersion with:

Group 1, which included one of the management team members from TSWREIS, Mrs Prashanti, and three Swaeros students, conducted group interviews with the various members of the TSWREIS staff including school principals, custodians & Dr Praveen, on location at the TSWREIS administration building.

Group 2 visited the Telangana Social Welfare School for Boys, Chilkur.

Group 3 visited Telangana Social Welfare School for Girls, Narsingi.
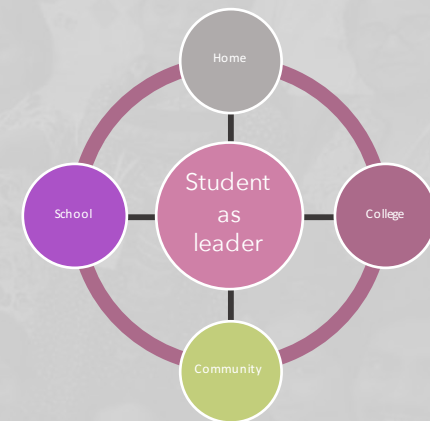
Key Actors

Home

School — **Student as leader** — **College**

Community

Underlying systemic challenges

- **Challenge 1**: Illiteracy and lack of awareness around sexual violence results in a lack of dialogue around sexual / mental health / education and hence there is no holistic learning in the curriculum.

- **Challenge 2**: Lack of spaces & platforms to learn / discuss / resolve issues around sexual violence.

Source - Kalinga Fellowship immersion process, 2018.

education

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levels of impact

THIS SECTOR:
(Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me": systemic societal leadership**
The individual leadership of Dr Praveen Kumar.

- **"us": coalition building**
The collaboration that was established – School Community & Government collaboration.

- **"it": systemic change**
To create a broader framework of systemic change within the education sector by joining the dots across the key actors and activities to address the challenge of sexual violence against women and girls.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

Telangana Social Welfare School for Boys, Chilkur

education

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"No empowerment of women is complete without educating men about gender and empathy... Large scale changemaking happens at two sites — at home and in the classroom, and this must start early."
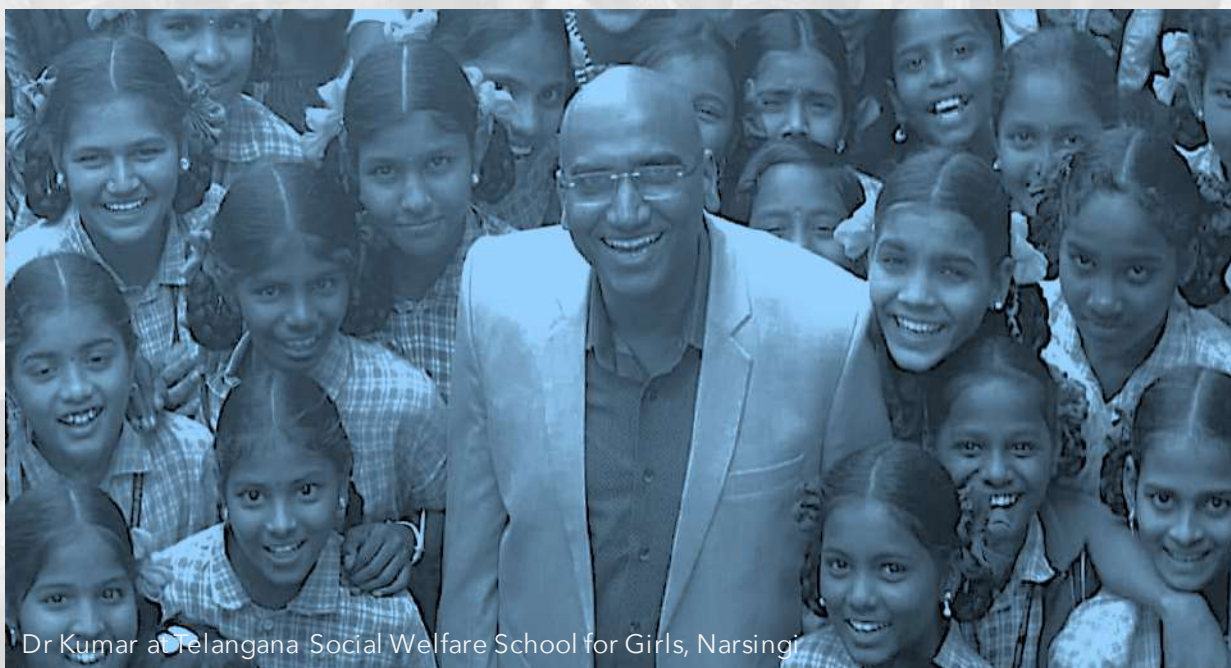
Dr Praveen Kumar

The Metric: Whole-self engagement in systems change & capacity building established

Dr Praveen Kumar, Secretary, TSWREIS - Telangana Social Welfare Residential Educational Institutions Society, Government of Telangana, was a 2017 Kalinga Fellow and in 2018 he was one of main organisers of Kalinga Fellowship in Hyderabad, Telangana. The government organisation he heads, TSWREIS, was one of the key partners of Bridge Institute for Kalinga Fellowship 2018. Dr Kumar is a senior Indian Police Service officer who chose to "give back" to the underprivileged community to which he belongs. He manages and governs 268 residential educational institutions (from 5th standard to Undergraduate level) imparting English medium education to more than 150,000 students.

Change traditional mindsets about women and sex and the place to begin that change is with the family - This insight developed by Kalinga Fellows helped create a massive awareness campaign under his leadership by improving the design of #Voice4Girls and #Vocie4Boys programmes to impart critical knowledge to poor and disadvantaged adolescent girls and boys on issues of reproductive health, hygiene, safety, women rights, puberty, body awareness, spoken English, leadership and negotiation skills.

In 2018 alone these programmes reached 3,820 students across 239 schools. Two initiatives - #Voice4Girls & Young Leaders programme - that he started 4 years ago have now transformed the lives of 36,000 students.

Dr Kumar at Telangana Social Welfare School for Girls, Narsingi

education

ourGroundworks 2020

"me" – my societal systems leadership

School for Boys, Chilkur classroom

Impact Framework applied

Dr Praveen Kumar, Secretary, TSWREIS

	System overview of the issue developed	Dr Kumar has access and intent and as a Fellow further chalked out his ambition for change-making in people's lives – schools, colleges, communities and the students and their families through all 268 institutions in his charge.
	Personal beliefs, capacities & ambition nurtured	To build on his personal beliefs of "giving back" to the underprivileged community to which he himself belongs, Dr Kumar gained capabilities at the Fellowship that laid the groundwork for prototyping and testing new ideas/approaches.
	Emotional Intelligence deepened & applied	All four aspects of EI come out strongly in Dr Kumar - *self awareness* (responds to the needs), *self management*, *social awareness* (focus on service and level of empathy, taking feedback and taking personal responsibility) and relationship management (building strong sense of 'agency' within the institutions').
	Creative confidence nurtured & applied	There has been a generation of new approaches and solutions to the challenge, along with an ability to come up, through the fellowship process, with new ideas and the courage and initiative to try them out especially through the #Voice4Girls and #Vocie4Boys programmes.
	Facilitation tools & capacities gained & applied	The fellowship tools and approaches have been applied in creating new approaches, solutions, responses towards change in mindsets among the members of the institutions in his charge.
	Measurement & assessment capacity built & applied	This needs building for medium to longer term shifts and transformation, and also to create ongoing learning from the measurement and assessment process.

education

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"us": our coalition building

OBSERVATIONS AND INSIGHTS
(*from the Fellowship Group Work*)

Generational differences and influencing approach...

- **Key generational differences exist** in attitudes, behaviours and ideas on how to tackle the challenge between the government (the older generation) and the younger girl representation in the group.
- **Given the opportunity**, Dr Praveen's girls would like to and feel more able to influence those in their generation. They are fortunate enough to benefit from his schooling and can see the cultural differences between themselves and others in their respective villages. They would like the opportunity to influence their peers.
- **Proposed solutions** need to be implemented and driven within the villages and communities; this is where intervention can be the most impactful.

Source: Group work - Kalinga Fellowship Report 2018.

Vision for reaching men & boys

AIMS/OUTCOMES....
- One critical aim is that girls need to feel a sense of responsibility for each other, feeling empowered and involved in their destiny.
- Girls should be able to openly share issues, their fears and experiences and get support from their surrounding community.
- Girls will feel confident to take up challenges in their lives and build careers.

The week allowed my group to get better connected to the issue and to each other. Given the varied backgrounds and experiences within the group, deciding what was the right action to take, based on the insights, was initially very difficult. Strong opinions and deep-rooted beliefs naturally held some of the group back from thinking about new possibilities and the Design Thinking approach of "How Might We.."

Even with the above complexity, we were able to gain new insights and brainstorm ideas. Then finally we had 13 different ideas. The group then voted on the actions that they wanted to prototype with the school as being... **(Fellowship facilitator's note)**

THE AGREED PLAN

1. Collaboration between boys and girls
The first step is to create woman and child welfare representatives in the group. Alongside the Principal, they are to arrange activities and regular gathering between boys and girls from the segregated schools, to encourage collaboration. Initial funding will need to be discussed. However, the boys and girls will also have the opportunity to take part in and benefit from an open dialogue about current reality (challenging current attitudes) to exploring a better future state, where girls are seen as equals and more valued by society.

2. Skills development for dropout boys and girls
As a vulnerable group of young individuals in society, the group felt strongly that these young people should be better cared for. A strong skills development course will allow them to get back on track with their lives. This will be driven within the village and will be organised by the Woman & Child Welfare Department.

3. Phycological safety training for both boys and girls
A selected group of children from Dr Praveen's' school are to be trained by professionals on techniques to protect children and build mental confidence and strength. These selected girls will then be able to train other children in the system to create the safety for all.
Note: the plan was accepted in full by TSWREIS.

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"us": our coalition building…school

TSWREIS, School & Community Collaboration

TSWREI Society's vision is to build an outstanding government educational institution which provides high quality holistic and value based education to the marginalized children at par with privileged children. The mission of the Society is to prepare the students to face the challenges of the 21st century with a sense of self-confidence and collaborative behaviour. The major task of the Society is to promote a range of learning opportunities in the classroom and beyond to help students to realise their full potential to take advantage of opportunities in a globalized world

This paradigm was put into practice by fine-tuning a mass awareness programme initiated by Dr Kumar in 2017 after his stint as a Kalinga Fellow in the summer of 2017.

During the 2018 summer break, a mass awareness programme was organised as a summer project, inspiring 150,000 TSWREIS to engage their parents and communities on discussions related to themes, such as – 'girls and boys are equal'; 'speak up against gender based violence'; 'say no to domestic violence'.

Educating families through community outreach is considered one of the key contributions of Kalinga Fellowship by the TSWREIS community. Capacities have been built in the area of facilitation (for Swaeros) and platforms (G-Clubs) to relate and speak out on the issue, model the change they want to see and to address the 'conspiracy of silence'.

Why G-Clubs?

- Our data revealed that there are very few opportunities to discuss news relating to sexual violence.
- These dialogues can be created by holding talks by professionals such as the SHE Team, Bharosa and psychologists on the topic of sexual violence and the realities currently facing women of Hyderabad and India as a whole.
- There was also a great interest in creating opportunities for the boys to talk with girls in rural villages, along with producing amateur films and dramas, and storytelling around the topic.
- By creating the G-Club we can turn the students into advocates of sexual equality among parents and teachers.

Source: Fellowship: Insights & Prototype building, Kalinga Fellowship 2018

The Metric: Elements of shared purpose in a diverse collective / collection of organisations built

The Fellowship group - included a member of the management team from TSWREIS & three Swaeros students - conducted group interviews with the various members of the TSWREIS staff - school principals, custodians and Dr Kumar at the TSWREIS administration building.

"It was observed that adolescent girls particularly from poor socio-economic and rural background do not possess critical knowledge on issues like reproductive health, hygiene, safety, women rights, puberty, body awareness, spoken English, leadership and negotiation skills. The Society in collaboration with 'Voice 4 Girls' organisation has been conducting Voice 4 Girls camp to equip the adolescent girls with life skills and knowledge needed to overcome the challenges they face in their lives. The #Voice4Girls programme has been reaching out to thousands girls of TSWREI Institutions and inspiring the next generation of girls to give shape to their dreams."

Source - Education Policy (TSWREIS) Group, Kalinga Fellowship, 2018

education

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Telangana Social Welfare School for Boys, Chilkur & Telangana Social Welfare School for Girls, Narsingi

The participation of students and teachers from Telangana Social Welfare Institutions in the 2018 Kalinga Fellowships has had clear positive outcomes. Students from these schools are able to express their views and concerns very clearly on gender based violence. The school management including the principal and teachers have committed to work with the students to create an environment where they could enhance their leadership skills to speak out.

An independent assessment of the impact they have made on their peers, show that they have certainly transferred their confidence, awareness and empowerment to many of their fellow students. All students reported increased confidence, awareness and a sense of empowerment. They affirmed that the Fellowship changed their lives for good and for the better. The principals and teachers of both schools showed significant awareness of their roles as educators in tackling the problem, they clearly felt the impact of the Fellowship at a personal level. They said that as a result of the Fellowship they had started telling stories at the start of many classes using topical media articles. Their collective vision of making a difference remains strong.

Kalinga Fellowship Impact Report 2018

Impact Framework applied

TSWREIS – School Community & Government Collaboration

	Collective /Coordinated readiness for broad system transformation articulated	There exists the beginnings of a broader level of receptivity to engage with the issue – among student community, their families and the broader community.
	Goals pooled/aligned	There is together of a common goal among the educational institution and the students who have facilitated their engagement with the broader community starting with their parents.
	Collaborative intelligence applied	The seeds have been sown to develop an ability to think with others on behalf of what matters to us all, especially among the students. It is remarkable and will have longer term impact if the TSWREI institutions nurture this capacity among the students passing through their doors.
	Strategy alignment formulated	The TSWREI institution's strategy based on its vision combined with the Fellowship experience seems to potentially facilitate an alignment between the institution and its students for the medium to longer term.
	Coordinated planning facilitated /plans developed	Formal coordinated planning is required to extend to the parents/community level among enablers among the community to sustain and build momentum.
	Shared reporting/sharing data in place	Shared reporting nor data sharing does not exist yet. Mechanisms for this sharing beyond the institution will be required – both to track impact and to inform learning.

Telangana Social Welfare Department has ensured that post-Fellowship training has been developed and is being delivered in schools - dealing with sex education and education around Gender Equality. Post-fellowship, schools introduced Healthy Tuesdays, where every Tuesday there is a focus on physical and mental health for all students. Government of Telangana, based on the Fellowship's recommendations appointed 20 new psychologist counsellors, 7 men and 13 women, meaning that each counsellor has approximately 13/14 schools in their care. Training of these counsellors have been completed and they have been deployed, these counsellors will provide life skills to teachers and students. It is anticipated that this will also help increase gender sensitivity and equity amongst the students.

education

ourGroundworks 2020

"us": our coalition building...college

2017 Fellowship: Kanya Kiran - KISS, KIIT, Parent Community Collaboration

'Kanya Kiran' was launched by Kalinga Institute of Social Sciences (KISS) in association with UN Women and Kalinga Fellowship in all the 30 districts of Odisha June 3, 2018, post KF 2017. The programme covered all the Panchayats of the State, spreading awareness on social issues of violence against women and girls among millions of households. The students, alumni and 3,000 staffs of KIIT and KISS reach out to various rural pockets, engaged with the parents and guardians of students and their communities, involved their leaders to spread awareness on zero tolerance to sexual violence and eliminating it.

Kalinga Fellow 2018 - HARIKA

Harika, a final year BSC Microbiology student, Telangana Social Welfare Residential Collage (Girls), Medak, Telangana, talks about the impact of Kalinga Fellowship on her.

On her return from the Fellowship, she influenced students by organising seminars for her co-students and setting up discussion fora. She mobilised all the 650 students in her college and teachers to take action against the college principal to hold him accountable for complaints of abuse. She also discussed the key themes of Kalinga Fellowship with her family, friends and in her neighbourhood.

Harika talks about the impact of Kalinga Fellowship on her, her transformation as an activist on a range of women's rights issues and leading change within her community. She believe she better understood her responsibilities as her college captain after experiencing Kalinga Fellowship.

G. Shankarnath, Principal, Telangana Social Welfare Residential Degree College for Women, Warangal West found the returning Kalinga Fellows very articulate and with a gained sense of confidence.

"There has been a remarkable shift in their ability to articulate and speak-up on gender equality themes. The Kalinga Fellows from our college hold meetings every month to engage all the 714 students and discuss issues related to gender equality. We also notice the enhancement of their leadership skills and confidence levels. They are able to frame their views and articulate effectively. They have also volunteered to mentor and teach the juniors in the college and this has inspired other senior students in the college to emulate them."

E. Sheela, Vice Principal, on her students who participated as Kalinga Fellows

education

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"it": systems change

In 2018, Kanya Kiran's awareness programme was continued throughout the year in different places. It was successful in touching the public conscience and it had a positive impact on curbing the problem of violence against women and girl child.

'Kanya Kiran', the massive awareness programme to stop violence against women and girl child, will be carried out at global level from next year, announced Dr. Achyuta Samanta, Founder, KIIT & KISS. He was speaking at the flag-off ceremony for the programme's coordinators, volunteers and participants here on June 9, 2019. Violence against women and girl child has no place in civilized society.

news.kiit.ac.in/kiitnews/kanya-kiran-to-become-global-programmememe-from-next-year-dr-achyuta-samanta/

The Metric:
Collectively owned interconnected enterprise for change established

TSWREIS, School & Community Collaboration

12 Regional Coordinators (RCOs) and 33 District Coordinators (DCOs) of TSWREIS, all of whom also hold the post of Principal at a social welfare school or college, monitor and sustain continuously the communication and implementation of strategic initiatives designed at the 2018 Kalinga Fellowship. Some of these RCOs and DCOs participated in the following year of Fellowship (2018).

Impact Framework applied

TSWREIS, School & Community – Inter-connected enterprise for change established

	Overview of the underlying structure of the system that shapes the challenge defined	The underlying elements contributing to systems change have been identified and activated – the community, the students, the teachers, the principal and the TSWREIS leadership.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	To a certain extent the collective sense of the goal is shared across the actors involved in terms of their commitment to the addressing the challenge. An active sense of a collective strategy and approach needs widespread strengthening to gain further momentum.
	Evolvability created & maintained	All actors have so far shown the capacity to respond to the challenge by adapting and diversifying as the evolving process of change demands.
	Resources pooled – human, data, others	Human resources have been pooled. A deeper collective purpose can be built by finding ways of sharing data and achievements across the actors.
	Collaborative project management established	The response to the challenge currently lies with the educational institution. Elements of the project management could be delegated to other actors.
	Unified tracking & assessment established	Not established yet.

"When the Kalinga Fellows returned to college, we spoke to them. They said they got an opportunity to learn how to represent effectively and articulate the voice within them and speak out. We can say with certainty that their leadership quality and abilities have increased significantly. They are now role models in our college."

G. Shankarnath, Principal, Telangana Social Welfare Residential Degree College for Women, Warangal West

KADPAL VILLAGE, Telangana

Kadpal is a sprawling village of 3,000 houses in Sanga Reddy district of Telangana. This village send more than 100 students to the Social Welfare Residential Schools.

Bhagyalakshmi Maths Teacher, Telangana Social Welfare Tribal Girls School, Sirjapur

"I am a Swaero like many others in this village. We haven't had cases of domestic violence in our village. There is no alcoholism related issues here. We help each other. Ours is a village of graduates. All girls get married after graduation. But, of late, several girls are choosing to pursue higher studies and are enrolling themselves in post-graduate courses. We are very grateful to TSWREIS and Dr Praveen because we benefited when a Social Welfare Colleges were established in this region. There is hardly anyone who isn't employed in this village."

education

ourGroundworks 2020

the ripple: impact looking ahead

Education: Schools & Colleges

Leadership among the student community expands and deepens amongst girls and boys

Student leaders are able to build a widening circle of leadership of both boys & girls

The whole teaching faculty consistently support the student community to spread the message in letter & action

The leadership of all schools & colleges see responding to the challenge as an integral part of school/college life & curriculum

The school/college leadership communicates the challenge, message & approach among the parents & wider community

Students are able to reach out & influence their parents

INSTITUTIONAL LEADERSHIP & AMBITION

A core parent group works closely with the students, faculty & leadership on broader community outreach

The faculty across schools & colleges are involved in community outreach work, including parents

Law enforcement plays a constructive & collaborative role in the spread of the response in letter & action

The parent community see themselves as part of the solution to the challenge

ALIGNMENT & COLLABORATION ON PURPOSE, APPROACH & PROGRESS METRICS

Media plays an active role in projecting stories of success & challenges

A core set of male members of the community — boys, brother, fathers, etc. are active in the community outreach work

The parent community are able to influence/convince their wider community

BROAD-BASED COMMITMENT TOWARDS PROGRESS & ACHIEVEMENT

The concerned ministries & departments acknowledge the impact on the ground & are supportive – financially & with human & other resources – to mainstreaming it across all educational institutions

A broadening circle of male members of the community see themselves as part of the solution

SAFE, ENLIGHTENED & EMPOWERED EDUCATION ENVIRONMENTS

education

government: sectors in summary

criminal justice

societal systemic leadership has certainly shown how initiative and ambition can drive and forge coalitions - many more of such leaders need to emerge/made visible/developed across the various state and local level for the police to play its significant part in systems change.

building coalitions has begun at the police segment and the social sector end. It needs percolation and extend into the judiciary.

systems change has its seeds in the work done so far identifying and strengthening leadership and coalitions. Going forward systems change needs stronger and more direct linkages that create a *broader* common ground of goal and strategy alignment with a common drive to create and measure progress – esp. with the social sector, society and the support of other government arms and the media.

education

societal systemic leadership created in certain states (Telangana and Odisha) within an institutional framework with a significant reach shows the potential inherent in creating broad-based change – esp. in the government education sector where the scale of influence and reach of a leader will make the kind of change possible more visible and impactful.

building coalitions, where the education sector is a significant player is crucial given the scale and reach it has the means and opportunity to create impact.

systems change is driven by both individuals and coalitions – schools and colleges are fertile ground to create both and to be creative about both.

government

business
sector

actor

sectors
corporates
entrepreneurs
philanthropy

Migrant workers and their family members line up outside the Anand Vihar bus terminal to leave for their villages during a government-imposed nationwide lockdown as a preventive measure against the COVID-19 coronavirus in New Delhi. Image: AFP

systems change designed collectively - impact 2017-2019

business sector: the situation
Today...

IN INDIA ...women in the workforce

India ranked 120 out of 131 countries when it came to **female participation in the workforce**.
World Bank, 2017

The economic impact of **achieving gender equality** in India is estimated to be US $700 billion of added GDP by 2025.
McKinsey Global Institute Study

GLOBALLY...

A typical economy only gives women three-quarters the rights of men in the measured areas.
Women, Business & the Law Report, 2020 (World Bank's recent measured gender discrimination in 187 countries)
https://wbl.worldbank.org/#

45% to 55% of women have experienced sexual harassment since the age of 15 in the European Union.
Violence against women: An EU-wide survey, European Union Agency for Fundamental Rights, 2014

Underlying systemic challenges

- **Challenge 1**: Senior leaders of the business sector come together to make the sector an active partner in ending sexual violence against women and children.
- **Challenge 2**: The business sector becomes a safe working environment with zero tolerance towards gender discrimination and violence.

Source: Kalinga Fellowship immersion process, 2018.

The fellowship intervention

Calls with:
- Dr Sriharsha Achar, Apollo Hospitals Group, Chief Human Resources Officer
- Dr Oriyadarshini Pal Singh, Head of Emergency & Trauma at Apollo Delhi

Meeting with Business Leaders of Hyderabad - Attendees:
- Srikanth Srinivasan, Regional Director, NASSCOM
- Srikanth S, HR Head, Tata Consultancy Services
- Sunil A Bijlani, Sr. Vice President-HR (Asia), Synchrony Financials
- Rajita Singh, Head Human Resources, Broadridge Financial Solutions
- Namita Singh, Clinical Neuropsychologist, Apollo Hospitals Hyderabad
- Ishita Shively, VP Research & Innovations, Apollo Research Institute, Hyderabad
- Raji (Rajalakshmi) Chandru, VP Patient Services, Apollo Hospitals

Key Actors

Corporates

Violence against women & girls & Criminal Justice system

Government

Social Sector Orgs

"The Kalinga Fellowship has been one of the most remarkable, meaningful and inspiring experiences of my life. Rarely have I returned from a programme which has continued to stay with me for a long period and challenged my thoughts to such a deep extent. I feel immense pride and satisfaction to know that the young girls are poised to take charge of their world with courage and determination."

Ruchira Bhardwaja, Chief Human Resources Officer, Future Generali India Life Insurance

corporates

ourGroundworks 2020

levels of impact

THIS SECTOR:
(Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me": systemic societal leadership**
The leadership of **John Rajah, Director of India Operations, Sudara**.

- **"us": coalition building**
Building collective action through various initiatives and collaborations.

- **"it": systemic change**
Identifying both how shifts happen internally within corporates, *and* their support to the issue of violence against women and girls contribute to an overall shift in building momentum for the issue.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.
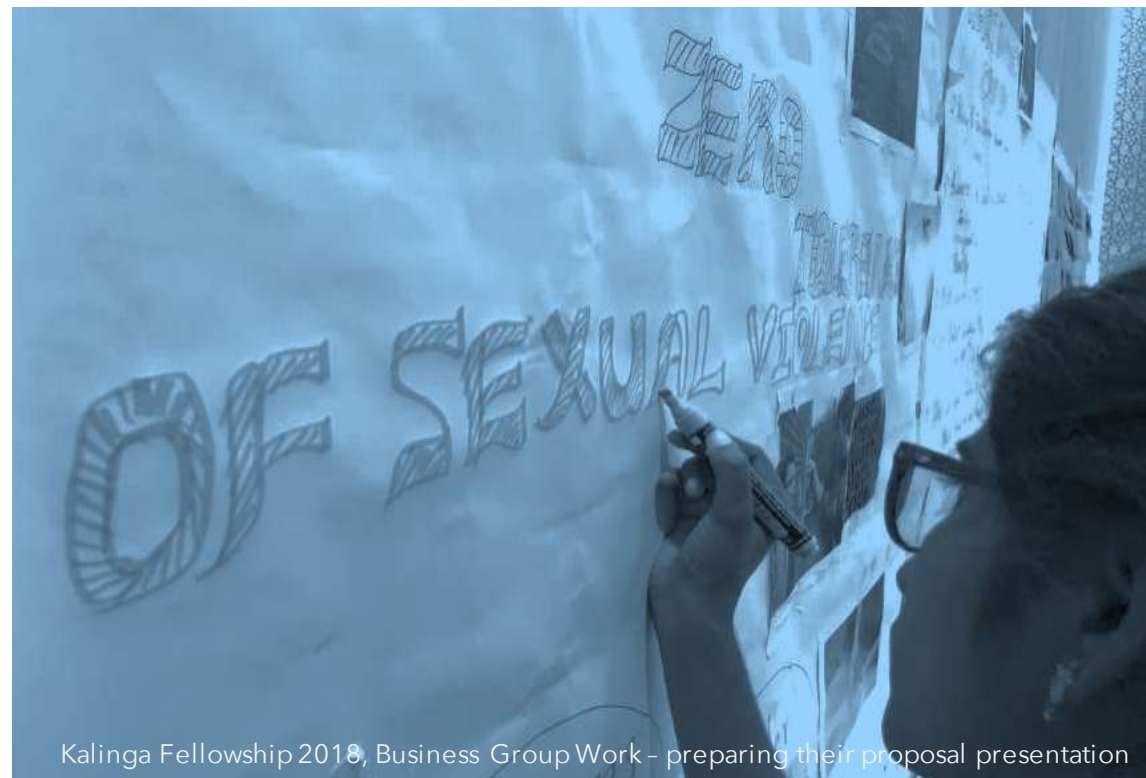
Kalinga Fellowship 2018, Business Group Work – preparing their proposal presentation

corporates

"me" – my societal systems leadership

Primary focus: <u>Challenge 2</u>: The business sector becomes a safe working environment with zero tolerance towards gender discrimination and violence.

The Metric: Whole-self engagement in systems change & capacity building established

"With the rising tide of social enterprises like Sudara and many other notable brands doing amazing things, I am hopeful that our future is bright and that consumers will begin to demand transparency and fair wages for everyone involved in bringing goods and service to the market. No one group of human beings should be enslaved for the comfort and pleasure of another group. This is modern day slavery at the core and needs to be abolished once and for all."

Shannon Keith, Founder, Sudara

John Rajah, Director of India Operations, Sudara

Sudara is a certified B-Corp company and participated in Kalinga Fellowship 2018. G-Corp - an idea incubated at the Fellowship in 2018, where Rajah was a Fellow – aims to certify corporates as part of a larger strategy to develop business entities that are sensitive to issues related to Gender Equality.

At Sudara, Rajah was able to sensitise the organisation at all levels on various aspects of gender equality. The company pays equal wages to women and men, higher than the minimum wage, along with meal allowance, conveyance and on-site counselling facilities. Every purchase on sudara.org supports living-wage and skill training for 2,000 women who are at a high risk or survivors of sex trafficking. He has addressed two seminars on the issue organised by the Confederation of Indian Industry in Chennai to build momentum around the challenge and to build support for G-Corp.

He carries forward with intense commitment his company's mission to create jobs and provide skills training for women. John strengthened his resolve to deepen his company's existing policy on zero tolerance towards sexual violence and creating greater opportunity to a greater number of survivors. He looks forward to taking the idea of forging a platform for action, envisaged at the Fellowship, to ensure collaboration among - retail corporates (clothing, costume jewellery, salons), NGOs working with garment /daily wage workers, Bridge Institute and philanthropic foundations.

John Rajah, Sudara Inc.

Impact Framework applied

John Rajah, Director of India Operations, Sudara

	System overview of the issue developed	Rajah has an overview of the actors involved and required for broader shifts in the system.
	Personal beliefs, capacities & ambition nurtured	Rajah's priorities and actions within Sudara reveal a set of beliefs. The Fellowship has provided an opportunity for capacities to be developed and broader ambitions to be created i.e. 'forging a platform for action' among stakeholders.
	Emotional Intelligence deepened & applied	Rajah has an inherent capacity to connect with the needs of the people he works with. His work so far and his future ambitions are built on two key aspects of EI – social awareness and relationship management.
	Creative confidence nurtured & applied	He possesses the ability to that generates new approaches and solutions; and the ability to come up with new ideas and the courage to try them out.
	Facilitation tools & capacities gained & applied	The Fellowship process and the societal leadership tools provided, along with the on-going work within Sudara shows the tools gained have been applied.
	Measurement & assessment capacity built & applied	This is ongoing with Sudara's current approach to measurement/data. With the broadening of purpose (i.e. the platform) this capacity will need to be strengthened.

ourGroundworks 2020

"us": our coalition building

G-Corp: Building Coalitions

Sudara is a B-Corp certified company. B-Corps certified companies are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose - towards accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy.

As part of a larger strategy to develop an original idea incubated in Kalinga Fellowship 2018, Sudara has expressed its interest in collaborating with **Bridge Institute** to make G-Corp a reality as a more proactive push towards establishing the G-Corp certification criteria and to make the G-Corp certification global.

Sudara has also seeded the idea of G-Corp in the **Confederation of Indian Industry**. However, though the idea has been welcomed it hasn't gained momentum - there being no dedicated follow-up action.

Sudara and **International Justice Mission** (rescues from bonded labour and sex work), are engaged in a discussion on how best to sensitise the business sector.

Due to lack of resources the process has been stalled for the moment.

Source: Kalinga Fellowship Impact Report 2018

The Metric: Elements of shared purpose in a diverse collective / collection of organisations built

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SDGs & Corporate Engagement

The active participation of business is a principle driver in achieving these goals, but best practice for corporate reporting on the SDGs has yet to be established. The **UN Global Compact**, the world's largest corporate sustainability initiative, and **GRI (Global Reporting Initiative)**, the world's leading organisation for sustainability reporting, have formed a ground-breaking action platform to tackle this challenge. *Business Reporting on the SDGs* will complement the GRI Standards and the UN Global Compact Communication on Progress, and enable measuring and reporting on the SDGs. There is growing recognition of the value of corporate non-financial reporting. The Action Platform will leverage the GRI Standards – the world's most widely used sustainability reporting standards – and the Ten Principles of the UN Global Compact to help businesses incorporate SDG reporting into their existing processes. This will empower corporate action that can make the achievements of the SDGs a reality.

Source: SDG.org

Impact Framework applied

G-Corp: A proposal from Kalinga Fellowship

	Collective /Coordinated readiness for broad system transformation articulated	The need for G-Corp as a multi-stakeholder platform has been articulated at the Fellowship.
	Goals pooled/aligned	The goals of Sudara and Bridge have been aligned. There is a need to get other key stakeholders on board – government, key retailers, social sector organisations (e.g. rescue and training), etc.
	Collaborative intelligence applied	There exist among the entities on board for creating G-Corp the ability to think on what matters to all, and see the need to collaborate (with the mindset, knowledge and tools).
	Strategy alignment formulated	Strategy alignment has been formulated at the Fellowship among those participating. However, the platform for change needs to grow and diversify.
	Coordinated planning facilitated/plans developed	The basic plans were discussed at an initial level at the Fellowship and an initial follow up was done. Coordinated planning going forward is required.
	Shared reporting/sharing data in place	Not as yet.

"us": our coalition building

Post immersion process: From problems to possibilities

A framework for systemic intervention

The design thinking process enables the process, post-emersion to throw up multiple possibilities. This then becomes the base for creating deeper understanding and zeroing and sharpening solutions that are shared with the 'user'.

- **Sensitisation of Gender issues**
- **Attitudes towards women**

Informal, Tacit, Hidden

- **Men stand up for women**
- **Speaking up**
- **Gender Equality & Equity**

Individual

Experience
Women's behavior & Men's consciousness

Behaviour
Resources for Women

Culture
Culture norms & exclusion

Systems
Formal policies & arrangements

Collective

- **Self-defense**
- **Access to help**

Formal, Explicit, Visible

- **Sexual harassment policy**
- **Zero Tolerance on Sexual Violence**
- **Safe work place**

corporates

Source: Business Sector Fellowship Group, Kalinga Fellowship 2018

systems change designed collectively - impact 2017-2019

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"it": systems change

Underlying systemic challenges

- <u>Challenge 1</u>: Senior leaders of the business sector come together to make the sector an active partner in ending sexual violence against women and children.
- <u>Challenge 2</u>: The business sector becomes a safe working environment with zero tolerance towards gender discrimination and violence.

Source: Kalinga Fellowship emersion process

Fellowship key insight: Businesses are willing to play a part in addressing social issues, but may not have the awareness and access to get involved.

<u>Objective</u>: To put together the business partners' Purposeful Advantage

Who needs to be involved…
- Purposeful business partners
- Shelters and their people
- Bridge Partnership

How it can be measured…
- Multiplied positive impact on the cause
- Sustainable source of work and revenue for NGO
- Business' benefit from share price increase, positive culture and clients engagement impact

Key next steps…
- Explore further with Bridge
- Identify possible partners aligned with or interested in supporting the cause
- Facilitated leadership team connection to explore and pilot

Source: Kalinga Fellowship Design Thinking Process – Group work

Kalinga Fellowship 2018, Business Group work

G-Corp Platform

The Kalinga Fellowship emerged with the ideas of setting up a multi-stakeholder platform that would address: 1) to ensure the increased training and employment of vulnerable women; 2) to inform and ensure CSR support finds its way to such training and employment opportunities; 3) to secure government involvement to esp. ensure basic standards are maintained and relevant government policies are employed.

Impact Framework applied

Inter-connected enterprise for change established

	Overview of the underlying structure of the system that shapes the challenge defined	The articulation of the need for a multi-stakeholder platform shows an understanding for underlying structure of the current system that creates the challenge, and sees it as primarily driving the idea.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	The new development trajectory has definitely been defined. However, the details of the approach, strategy and metrics of progress are needed as part of the next steps for the establishment of G-Corp and the broader impact it needs to create.
	Evolvability created & maintained	Not yet. But the work of Sudara so far reveals there is a capacity to respond to an emerging and dynamic challenge by adapting and diversifying as the evolving process of change demands.
	Resources pooled – human, data, others	Not yet. Though there is a commitment to pool resources between Sudara/Rajah and the Bridge Institute. Others will also be required.
	Collaborative project management established	Not as yet, but would be an integral part of setting up the platform.
	Unified tracking & assessment established	Not as yet, but needs establishing collectively for the platform to function in a unified and collective manner.

corporates

ourGroundworks 2020

the ripple: impact looking ahead

A widening set of social sector organisations are on board to recruit & train survivors

A multi-stakeholder platform established with corporates, centre/state governments, social sector organisations to expand action on the ground

Increased number of corporates find the need to build a 'Purposeful Advantage' business case

Key retail brands have established MoUs / are on board to ensure 'demand'

Government endorses and commits to the implementation & monitoring of G-Corp certification

CII endorses, commits & facilitates broader uptake of G-Corp & tracks progress collectively

A core set of corporates & social sector organisations establish collaborations to recruit, train & provide jobs for survivors

ALIGNED PURPOSE & COLLABORATIVE MOMENTUM TOWARDS PROGRESS

COLLECTIVE LEADERSHIP & AMBITION

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

Collaboration between key partners to kick off the initiative established – Sudara, Bridge, etc.

The G-Corp Platform established with all key stakeholders adequately represented

Government schemes are made accessible to small & medium enterprises to ensure their viability

Fair, secure & decent employment conditions for survivors ensured

CSR initiatives commit to G-Corp and direct funds to effective social sector organisations on the ground on recruitment, training & job creation for survivors

Corporates

CII provides an active platform to build support for the G-Corp Platform

G-Corp certification in place

A widening set of small & medium enterprises are identified to provide jobs to survivors

SURVIVORS OF SEXUAL VIOLENCE ENJOY JOB SECURITY & DIGNITY

corporates

systems change designed collectively - impact 2017-2019

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ourGroundworks 2020

enterprise: the situation

Today...

IN JAMMU & KASHMIR...

Literacy rate is 67.16% with 76.75% male literates and 56.43% female literates.
In the state, **unemployment** rate is 24.6%.
In the age group 18-29 years unemployment rate is **highest among women** i.e. 45.1% and 17.8%.
Agricultural sector sustains livelihood of 70% of the population, while agriculture contributes only 8.79% to state's **GDP**.
Literacy rate is 67.16% with 76.75% male and 56.43% female literates.
ecostatjk.nic.in/JKINDIANECO/2017.pdf

Average **life expectancy** of 73.5 between 2012-16.
70% of the population is below the age of 35 years.
The **urban unemployment** rate is 70%, which is more than double the national average of 34%. **Youth unemployment** is one of the major challenges faced by the state.
J&K was placed 21st for **rural unemployment** rate in 2011-12. Out of every 1,000 people, 25 were unemployed in the rural areas of J&K.
financialexpress.com/economy/jammu-and-kashmir-all-you-need-to-know-about-the-new-union-territory/1667700/

IN INDIA...

National average **life expectancy** is 68.7.
National **rate of unemployment** is 13.2%.
National **rural unemployment rate** - Out of every 1,000 people 17 are unemployed.
The national average of **poverty rate** was 21.92%.

The Hindu 7 August 2019

The fellowship intervention

- **1000 Leaders programme** – works with the 1000 most influential people in J&K – government officers, religious leader, vulnerable youth, media leaders, academicians, entrepreneurs, security forces, teachers and artists.
- **International Collaboration Summit** – focused on skill development, entrepreneurship, employment generation & economic growth.

Underlying systemic goals

...to address creating a more joyful, safe & prosperous J&K

Challenge 1: To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.

Challenge 2: To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.

Business

A more joyous, safer & prosperous J&K

Govt

Edu & Training

Key Actors

enterprise

ourGroundworks 2020

levels of impact

THIS SECTOR: (J&K Fellowship)

SDGs addressed: 16 & 17

- **"me": systemic societal leadership**
The individual leadership of JKSDM.

- **"us": coalition building**
The collaboration that was established
JKSDM & Bridge Institute.

- **"it": systemic change**
Connecting skill development,
entrepreneurship, employment generation
& economic growth with the key actors
involved.

- **the ripple: impact looking ahead**
A notional representation of momentum &
direction, looking ahead.

J&K Fellowship, Group work – creating insights

enterprise

ourGroundworks 2020

"me" – my societal systems leadership

Primary focus: <u>Challenge 1</u>: To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.

Jammu and Kashmir Skill Development Mission (JKSDM) has been constituted by J&K Government to coordinate & implement skill development programmes in the state. J&K's challenging unemployment scenario has been aggravated by long, complex turmoil and protracted instability. The fragile local economy has left many people with few or no options for economic engagement. While unemployment impacts all sections of society in J&K, it particularly impacts the youth.

Eradicating unemployment is one of the toughest challenges which our government is facing plus what exacerbates the situation are hurdles like corruption, delay in permissions and project clearances, poor financing, lack of infrastructure, etc., which the youth face while treading on the path of becoming an entrepreneur. At the same time, the government is the primary resource for providing various facilities & schemes for existing & prospective entrepreneurs.

We need a vision to build the leadership and capacity of both the government officials as well as the entrepreneurs of our state. Instead of top-down, a bottom-up approach is required to achieve synergy between government officials and entrepreneurs so that the entrepreneurial and skill building policies are drafted taking everyone into confidence. Therefore, the need for bridging the gap between entrepreneurs and the government is much felt than ever before.

JKSDM

The Metric: Whole–self/ organisational engagement in systems change & capacity building established

"Due to unemployment, marriages are not held at a proper time. It also causes depression and pushes youths towards drug addiction. It affects families and society as well. One of the causes behind the rising trend of drug addiction in Kashmir is unemployment. When there are no jobs, it impacts society negatively."

Khalid Mehraj, a sociologist and writer from North Kashmir's Baramulla district, *Firstpost - Jan 17, 2020*

Impact Framework applied

Jammu & Kashmir Skill Development Mission (JKSDM)

🎯	**System overview** of the issue developed	The existence of JKSDM and its aim shows an understanding of the key issue – unemployment.
	Personal beliefs, capacities & ambition nurtured	The Mission shows an ambition; a set of beliefs, and a commitment to build the required capacities.
♞	**Emotional Intelligence** deepened & applied	JKSDM comes out on top in the two aspects of EI - social awareness and relationship management.
	Creative confidence nurtured & applied	The very mode in which the Mission is working – driving new & existing entrepreneurship - is a strong start.
🚀	**Facilitation tools & capacities** gained & applied	Government officers/departments are gaining new tools & capacities through the Fellowship.
	Measurement & assessment capacity built & applied	The tracking of progress by the Mission needs to, on a continuous basis, assess not only the numbers but also as to *what* needs to be measured/tracked.

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"us": our coalition building

Jammu & Kashmir: The 1,000 Leader Programme

The aim of the 1,000 Leader programme is to work with the most influential 1,000 people in Jammu & Kashmir to build a more prosperous, safer and joyous future. The 1,000 leaders include influential religious leaders, vulnerable youth, media leaders, academicians, entrepreneurs, security forces, teachers and artists.

Goals

To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision. To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future. *This is an opportunity to strategise with the people who have the courage and ability to change the region. It is an opportunity to spend four days of time focused on shaping a better future. This is not a conference or a trade-show; it is about coming together, changing collective views on the world and taking action.*

Outcome:
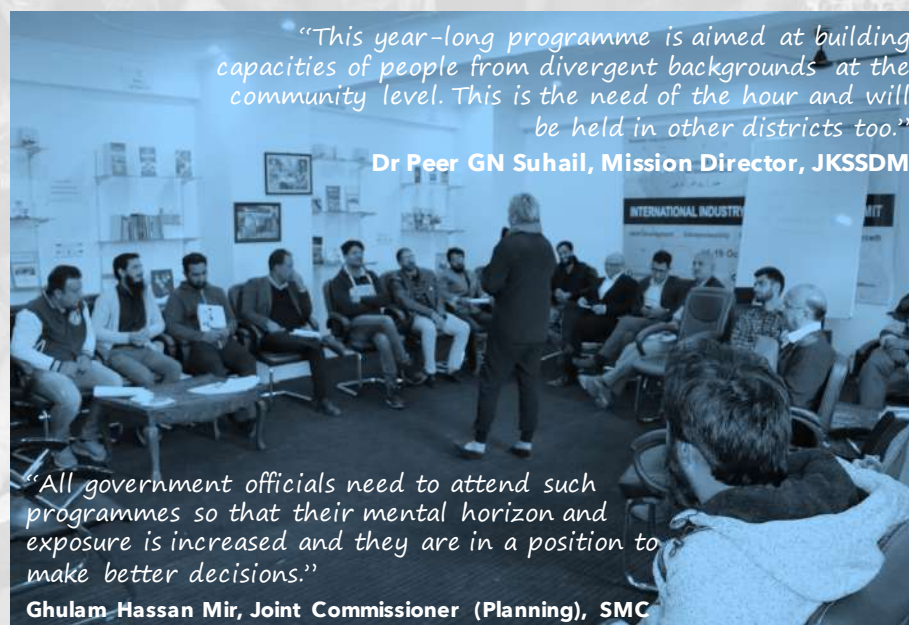
A more joyous, safer and prosperous Jammu & Kashmir

Source: Kalinga Fellowship Impact Report 2018

Primary focus: *Challenge 2: To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.*

Government of J&K and the Bridge Institute

In a first of its kind in J&K, JKSDM and the Bridge Institute conducted a two-day leadership and capacity building programme focused on senior level government officials and young entrepreneurs of the valley. The programme was unique with government officers and young entrepreneurs were trained together to build trust and cooperation between young businessmen and the bureaucracy and bridge the gap between young businessmen with the state machinery.

Source: Executive Government Leaders Fellowship & Young Business Leaders Fellowship - JKSDM Report 2017

"This year-long programme is aimed at building capacities of people from divergent backgrounds at the community level. This is the need of the hour and will be held in other districts too."
Dr Peer GN Suhail, Mission Director, JKSSDM

"All government officials need to attend such programmes so that their mental horizon and exposure is increased and they are in a position to make better decisions."
Ghulam Hassan Mir, Joint Commissioner (Planning), SMC

The programme supported young leaders of J&K to create a vision for themselves and their state and provide them with the tools to make it happen. Besides imparting leadership training to delegates, the participants were encouraged to develop skill building and entrepreneurial programmes that would address unemployment in the state.

Source: Executive Government Leaders Fellowship & Young Business Leaders Fellowship - JKSDM Report 2017

enterprise

Jammu & Kashmir: The 1,000 Leader programme

Inspirational Leadership

The key principles taught here included:

- *Personal Resourcefulness*: great world and societal leaders have the capacity to be their best and handle pressure when it matters the most. This is not just about stepping up in the face of a crisis but being able avoid the stress triggers that undermine or derail so many leaders such that they exude calm in the face of adversity and certainty in the face of doubt.
- *Inquisitive Leadership*: moving from believing to knowing the answer to becoming a truly inquisitive leader, being able to deal with the complexity of Kashmir with curiosity, humility and judgement.

Breakthrough Thinking

The purpose of taking an insights-led approach is to establish a truly game changing view point that will lead the group of participants naturally to creative and impactful solutions, rather than simply an interesting commentary on the issues that Kashmir faces. The Define stage is focused on reading the system and understanding the whole system and what are the key challenges and questions that really need answered.

Source: 1000 Leaders Programme, Jammu & Kashmir 2019

The Metric: Elements of shared purpose in a diverse collective/ collection of organisations built

Government of J&K and the Bridge Institute

In a first of its kind in J&K, JKSDM and the Bridge Institute conducted a two-day leadership and capacity building programme focused on senior level government officials and young entrepreneurs of the valley. The programme was unique with government officers and young entrepreneurs were trained together to build trust and cooperation between young businessmen and the bureaucracy and bridge the gap between young businessmen with the state machinery.

Source: Executive Government Leaders Fellowship & Young Business Leaders Fellowship – JKSDM Report 2017; Report – 2 Years of JKSDM, J&K Government Publication, 2019

Impact Framework applied

JKSDM & The Bridge Institute

	Collective /Coordinated readiness for broad system transformation articulated	The collaboration between JKSDM & Bridge articulates a broad system transformation through both their vision and their approach towards "shaping a better future", with a certain level of corporate involvement.
	Goals pooled/aligned	Goals are aligned and pooled. The further pooling of purpose with other key stakeholders - governmental, non-governmental and business sector – will required for stepping up broader ownership and momentum.
	Collaborative intelligence applied	Both intention and the approach reveals an ability to think collaboratively across entities – JKSDM, Bridge, Corporates – on behalf of what matters to all of J&K.
	Strategy alignment formulated	An alignment of strategy between the initial core of entities has been established, but requires broader strategic alignment with others.
	Coordinated planning facilitated/plans developed	Coordinated planning had been developed, but has been interrupted by larger issues concerning the former State of J&K.
	Shared reporting/sharing data in place	Not defined formally yet, though the Fellows are tracked and supported for a year as per the design of the programme. However, ongoing monitoring and broader impact assessment is required.

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BUILDING CONSENSUS ON DRUG DE-ADDICTION

BRINGING TOGETHER VARIOUS STAKEHOLDERS AND CITIZENS TO END THE MENACE OF DRUG ADDICTION

PANELISTS:
- SHAHID CHOUDHARY, IAS
  PANEL CHAIR
  District Magistrate/Development Commissioner, Srinagar| CEO SSCL
- DR. WIQAR BASHIR
  Dr. Wiqar is a passionate health promoter, having over 10 years of experience in the mental health sector. He initiated the first drug de-addiction programme in Kashmir in 2008 and drafted the de-addiction project proposal for Punjab. He has worked in varied areas such as clinical management, rehabilitation, awareness and research.
- WASIQ ABBAS
  Wasiq has a doctorate in international business law from Central European University. He has been a visiting scholar at Cornell Law School, in New-York and at Kings College, London.
- MOHAMMAD SHUAIB SHAH
  Shuaib is an entrepreneur and Phd. scholar at National Institute of Technology, Srinagar.

WEDNESDAY, 17th JULY 2019 at 4:30 p.m.

VENUE:

Panelists' talk will be followed by roundtable discussions and Q&A. Refreshment will be served.

Project: Building consensus for drug de-addiction
Project Leader: Mohammad Shuaib Shah (Kashmir Fellow, 2019)

This event was chaired by Mr. Shahid Choudhary, the district commissioner & district magistrate, Srinagar. The event brought together citizens and various stakeholders from Government to discuss strategies to address the menace of drug addiction. The discussion panel also had eminent speakers representing legal and medical perspectives.

Shuaib, presented the vision, approach and framework finalised during the Kashmir Fellowship at Gulmarg. The event was attended by 50+ individuals from diverse backgrounds and everyone's reactions and feedback were recorded to enhance the project plan.

Project: Cycling as a sustainable city transport for social-transformation
Project Leader: Syed Mujtaba Rizvi (Kashmir Fellow, 2019)

This team led by Mujtaba were granted a string of meetings with various government departments and Srinagar City Administration in July 2019.

In collaboration with the J&K Government, they identified multiple locations and stakeholders, including those from the government, for setting up/building the cycling tracks in Srinagar. The team even conducted few site visits along with the relevant stakeholders, including the Public Works Department.

From the Bridge Institute, Mac McKenzie contributed his expertise on building cycling tracks by sharing project ideas and models that he has worked on previously.
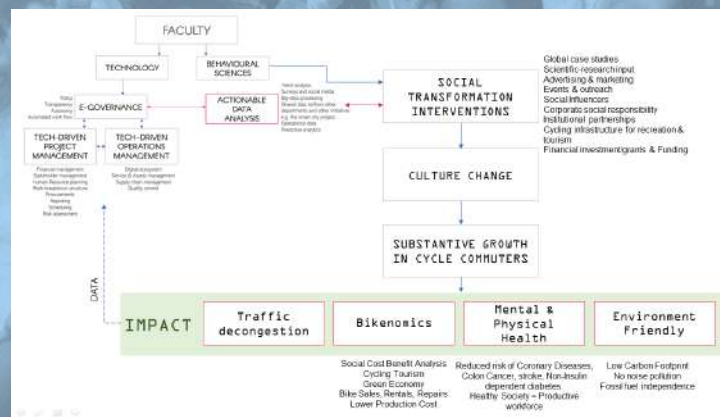
Not Secure — epaper.greaterkashmir.com

Technical Edu Deptt launches '1000 Leader Programme'

Training to be held in all districts of state: JKSDM

GK NEWS NETWORK

Srinagar, July 6: With an ambition to train potential trailblazers and changemakers to solve social-economic problems in Jammu and Kashmir, '1000 Leaders Programme' was launched in the state with the upskilling and grooming of 30 persons in a five-day workshop held in Gulmarg.

Aimed to determine ideas and goals that will progress J&K towards a prosperous future, the '1000 Leaders Programme' is organised by state's Technical Education Department. The programme is implemented by the internationally acclaimed leadership training provider BRIDGE Institute Singapore in collaboration with J&K Skill Development Mission.

"The vision for the 1,000 Leader Programme is for a safer, more prosperous and joyous future, and this requires unlocking the remarkable capabilities and leadership in every part of society. The Bridge Institute is deeply honoured to have been invited in to design and support this programme," said director Bridge Institute, Simon (Mac) McKenzie, who conducted the workshop.

Around 30 people, drawn from different walks of life, were imparted training on self-realisation, potential identification and scientific tools to approach problem-solving processes.

McKenzie along with tutors of the 'Bridge Leadership Foundation', imparted hands on training on approaches and methods to participants, who were invited from diverse streams like academia, entrepreneurs, students, social activists, artists, doctors, sportspersons, journalists, lawyers etc.

All the participants underwent a residential training and demonstrations to inculcate among the participants a knack and skill to form bonds with others, think together and execute solutions to problems collectively.

"This year-long program is aimed at building capacities of people from divergent backgrounds at the community level. It's need of the hour and will be held in other districts too," said Mission Director JKSDM Dr Peer GN Suhail.

People who participated in the programme said the training was helpful in determining their purpose and vision for the future.

"I found the training programme thought provoking and stimulating. It has added some positive momentum to what I am trying to accomplish as a psychologist," said a young participant Fatimah Ali.

Special Secretary, Technical Education Department Gazanfar Ali attended the valedictory session and distributed certificates among the participants.

"we had made good progress but then because of the lockdown [abrogation of Article 370] everything came to a halt"

Mujtaba, Fellow 2017
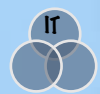
"it": systems change

"International Industry Collaboration programme has contributed in developing skill and entrepreneurship development programmes and foster linkages of local stakeholders with outside industry."
Mr. Faiz Bakshi, industrialist & trade union leader

Jammu & Kashmir:
The 1,000 Leaders programme

"The work done by The Bridge Institute in these last 18 months here has made a greater impact than all of the combined work of the NGOs. I wish you came here 20 years ago. You have started a revolution of empowerment."
Parvez Imroz
Human Rights Lawyer and President of the Jammu and Kashmir Coalition of Civil Society

Jammu & Kashmir: The International Collaboration Summit

"More than just models, I understood the power of changing mindsets in individuals to create transformations. This was my greatest take-away from the compendium. I think this is a major problem in Kashmir. If we are able to change individual mindsets, it won't take long for society to change as a whole."

Binish Hamdani
E-Learning and Digital Transformation Expert

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"it": systems change

Primary focus:

Challenge 1: To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.

Challenge 2: To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.

Source: JKSDM Fellowship Report, 2017

Making the government & business work together
Presentation made by the Creative & Cultural Economy Group (Government & Entrepreneurs)
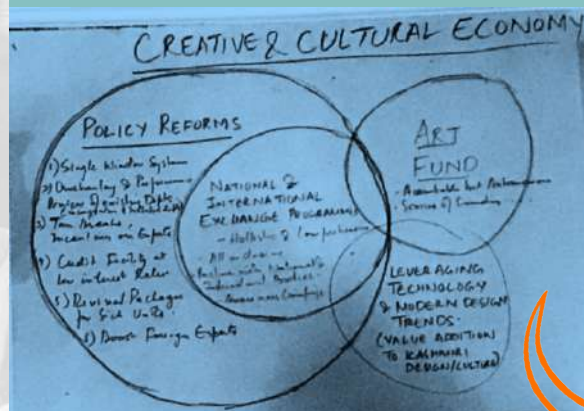

Advantages: To support budding artists & entrepreneurs for employment generation to build & sustain the J&K economy

Disadvantage: Government approval, policy definitions, MoU.

The Metric: Collectively owned inter-connected enterprise for change established

The International Collaboration Summit

The Summit was a 3-day event with key Secretaries and Advisors to the government to make a breakthrough in thinking ideas on how to catalyse and strengthen economic growth and job development in J&K. The cohort leading the work comprised the trustees of the Bridge Institute, 7 senior government and business leaders from around the world and 5 senior government and business leaders from J&K. The event was attended by 12 local and international industry experts from – USA, Hong Kong, Singapore and India, 12 government officers, 12 local industrialists, 35 young entrepreneurs, 30 skill training providers, 4 Administrative Secretaries and other skill and entrepreneurship development stakeholders.

Impact Framework applied

Inter-connected enterprise for change established

	Overview of the underlying structure of the system that shapes the challenge defined	The basis of the design of the initiative as a whole is built on the understanding of the underlying structure of the system that shapes the challenge.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	The development trajectory - Approach & Strategy - is defined through both the 1000 Leaders Programme and the Collaboration Summit. The Metrics – milestones of progress needs attention.
	Evolvability created & maintained	Too early to assess, especially due to the interruption caused by the lockdown (abrogation of Article 370).
	Resources pooled – human, data, others	Resources have been pooled for programme conceptualisation, roll-out and facilitation. Broader impact related data needs to be defined and collectively monitored and assessed/evaluated.
	Collaborative project management established	The initial elements of collaborative project management have been formulated within each of the projects designed by the programme Fellows, along with the overall programme tie-up.
	Unified tracking & assessment established	Project-wide unified tracking was in place before the Article 370 lockdown. Normalisation will need broader programme tracking.

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the ripple: impact looking ahead

Jammu & Kashmir

First set of projects launched by the Fellows

ON THE GROUND ENTREPRENEURIAL LEADERSHIP & AMBITION

First set of entrepreneurs established with the required government & corporate collaboration & support

Corporates engage as active partners through collaboration, support & guidance

JKSDM provides the required support to the existing & new entrepreneurs with their projects

Commitment from the government to support an expanded pilot of entrepreneurs in key sectors with the required support & collaboration

Media projects the success stories of JKSDM & other initiatives

Other government ministries & departments engagement, collaboration & support in place

ALIGNED PURPOSE & COLLABORATIVE MOMENTUM TOWARDS PROGRESS

Broader infrastructural, financial support by government working smoothly

Increase in investment appetite from within & beyond the state

A critical mass of entrepreneurs in a diverse set of fields set up

Access to basic support & infrastructure available for new & existing entrepreneurs to expand, restart or begin their enterprise.

Thriving key sectors – e.g. horticulture, rural development, transport, etc. – contribute to employment, well-being & state-wide progress

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

JKSDM along with key stakeholders collectively tracking progress and evaluating impact

ENGAGED & EMPLOYED YOUTH, ENTREPRENEURS & BUSINESSES CONTRIBUTE TO A JOYOUS, PEACEFUL AND PROSPEROUS FUTURE

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philanthropy: the situation

Today...

IN INDIA...

Time to up the game

Private funding grew at a higher rate than public funding between FY2014 and FY2018 with 15% growth rate in **private funding** vs. 10% growth rate in **public funding**.

Overall growth 0.4 lakh crore (2014) to 0.7 lakh crore (2018).

Greater growth is needed to meet the 2030 Sustainable Development Goals (SDGs)

India needs an additional INR 4.2L crore ($60B) annually to achieve even 5 of the 17 SDGs.

Ultra-high-net-worth individuals (UHNIs) have the potential to give 2.5X - 3.5X of what they do now.

15% of the average **corporate social responsibility budget** was unspent in 2018.

Use a **field approach to multiply the impact** of every rupee i.e. field outcomes, data driven advocacy, collaborative action, government allies, designed for scale.

India Philanthropy Report 2019

GLOBALLY...

More than 260,000 foundations in 38 countries.

Philanthropy is young & growing

While many countries and cultures have long traditions of philanthropic giving, the current global foundation sector is growing. Nearly three quarters (72%) of identified foundations were established in the last 25 years.

The challenge of collaboration

Global philanthropy remains very fragmented. Informal collaboration is widespread but there are only few examples of strong collaborations over an extended time horizon. Philanthropists are best placed to encourage more strategic approaches, facilitate collaboration, serve as role models for others, and, in sum, have a greater impact on the economic and social challenges being addressed. 58% of foundations do not collaborate with other foundations.

Size matters

Over 50% of foundations have no paid staff. This can cause challenges with respect to their ability to source new projects, evaluate impact, share and communicate learnings, and build partnerships with other actors.

Education is on top of the agenda

35% of nearly 30,000 foundations direct resources towards quality education initiatives. Education is often viewed as the key to both individual opportunity and achievement, and as an engine of national economic prosperity.

The Global Philanthropy Report

The fellowship intervention

- *Corporate support for fellowship-wise funding.*
- *Self-financing contribution across fellowship programmes.*
- *Self-contribution in human resource & time for facilitation of processes.*
- *Government contributions – financial & in kind.*

"The Global Philanthropy Report shows us that we are on the right track, but there is still much work to be done...to draw the global philanthropic community together to find innovative solutions to the world's great challenges."

**Josef Stadler,
Head Ultra High Net Worth, UBS Wealth Management**

Corporates

Govt

SDGs

Civil Society Orgs

Public/ community

Education

Key Actors

Underlying systemic challenges

- <u>Challenge 1</u>: Establish broader-based funding support through foundations, corporates, CSR, individuals for longer term sustainability of the Fellowship programme as a whole.
- <u>Challenge 2</u>: Sufficient funding for key components of the programme to build momentum and progress towards longer-term impact.

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levels of impact

THIS SECTOR:
(All 3 programmes)

SDGs addressed: 1, 4, 5, 8, 16 & 17

- **"me": societal systems leadership**
The role of the Bridge Institute.

- **"us": coalition building**
The level & kinds of collaborations forged.

- **"it": systemic change**
The kind of philanthropic action to address the needs of the programmes.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

hands image: livemint.com

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"me" – my societal systems leadership

Primary focus: *Challenge 1*: Lack of broader-based funding support through foundations, corporates, CSR, individuals for longer term sustainability of the Fellowship programmes as a whole.

Declan Doogan

Declan is a Trustee of the Bridge Institute. He is extremely active, in supporting all of the programmes. Declan's support to the Institute has largely been focused on supporting the 1,000 Leader programme in Kashmir. He strongly believes the world can benefit from more inspired leadership. He supported the International Collaboration Summit in Srinagar in 2018.

Declan has spent all his life working in the health sector. He joined Pfizer in 1982 and became Senior Vice President and Head of Worldwide Development at Pfizer Global Research & Development. He has helped build a number of organisation in his career. He holds a Visiting Professorship of Drug Development Science with Kitasato University in Japan. Declan received his medical degree from Glasgow University in 1975 and is a Fellow of the Royal College of Physicians of Glasgow and the Faculty of Pharmaceutical Medicine in the UK.

The Metric: Whole-self engagement in systems change & capacity building established

The Bridge Institute

Bridge is the founder of the Bridge Institute. Every year, Bridge donates 5% of its profits to the Bridge Institute, and every employee can dedicate five days of the year to supporting the work. Its senior leaders have been core to the development of the vision and mission of the organisation. Bridge donates all its intellectual property, tools and methods to the Institute. It has been doing this since 2013, when the first programme in Kashmir started. Bridge believes that its capabilities should be used to solving the biggest challenges of our time – and continues to be profoundly dedicated to its impact and future.

Impact Framework applied

The Bridge Institute – a convener, facilitator & a donor

	System overview of the issue developed	The Bridge Institute leadership's philanthropic-related action might require a broader view on both the funding options but also how to change the funder's mindset to tune into the 'fellowship approach' of building broad-based capacity and its relevance taking a long term horizon for change.
	Personal beliefs, capacities & ambition nurtured	The foundation and story of the Bridge Institute is based on clear values. The capacities have been nurtured over the years of convening and facilitating, while being informed by strong ambition.
	Emotional Intelligence deepened & applied	The practice of Bridge as an entity reveals strength in all the areas of EI – self awareness, self-management, social awareness & relationship management.
	Creative confidence nurtured & applied	Bridge's work over the years shows a high level of creative confidence engaging with the world to generate and evolve new approaches & solutions; and the ability to come up with new ideas and the courage to try them out.
	Facilitation tools & capacities gained & applied	Bridge has evolved its approaches to facilitating and designing fellowships over the years – and has now arrived at this combination of design thinking and systems thinking as the applied combination to create change.
	Measurement & assessment capacity built & applied	The capacity to measure & assess needs deepening both for internal learning but most importantly to project impact for greater & more sustainable growth.

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"us": our coalition building

Alistair Thompson

Alistair is a senior leader of First State Stewart, based out of Singapore. Alistair is a major funder of one of the big foundations in Asia, Manan Trust. Manan Trust aims to drive long-term, systemic change by supporting high-quality and high-impact organisations across Asia, within the core focus areas of healthcare and education.

He is also a key funder of the Island Foundation. The Foundation transforms education for the communities in Riau in Indonesia, creating a self-sustaining learning model for children, focused on critical thinking, confidence building and collaboration, in partnership with local communities.

He is inspired by the systemic approach of the Institute and the power of bringing people together, developing their leadership and their capacity to make the world a better place. He continues to show his commitment, passion and care for the organisation.

Primary focus: _Challenge 2_: Insufficient funding for key components of the programme to build momentum and progress towards longer-term impact.

The Metric: Elements of shared purpose in a diverse collective /collection of organisations built

Tanglin Trust School
Tanglin Trust School and the Bridge Institute partner every year around a societal challenge. Tanglin Trust School provides 18 gifted final year students to deliver a societal project. They open up their networks and school facilities to support the programmes. The first programme in 2017 was focused on promoting the Sustainable Development Goals; the second programme in 2018 was focused on helping business become a stronger force for good; the third programme in 2019 was focused on poverty reduction in India and plastic reduction in Asia.

Impact Framework applied

Bridge Institutes coalition building

	Collective /Coordinated readiness for broad system transformation articulated	Bridge Institute's readiness to convene and create collaborated readiness is strong in terms of the process it facilitates. Resources (human & financial) are required for the post fellowship period of planning, roll-out and impact monitoring.
	Goals pooled/aligned	The processes designed by Bridge Institute enable a pooling of goals and brings clarity to the nature of that alignment with its partners and participants/fellows.
	Collaborative intelligence applied	The design, facilitation and the format of processes reveals the ability to think with others on behalf of what matters to us all, inviting and creating a certain mindset, coupled with some specific knowledge gained and a workbook of tools to take back and apply.
	Strategy alignment formulated	With their long term partners the strategy alignment is established. The newer engagement with governments has shown traction with Bridge Institute's approach and process, allowing for strategy alignment. Momentum-building will need this to step up.
	Coordinated planning facilitated/plans developed	Setting up long term relationships has enabled, to a certain extent, coordinated planning. More of it might be required going forward to build a broader base.
	Shared reporting/ sharing data in place	Needs more work in terms of tracking impact and the ability to project it in order to broaden the operational base and build investment in the programmes.

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"us": our coalition building

Government of Jammu & Kashmir
The Government of Jammu & Kashmir have invited the Bridge Institute to deliver key leadership and policy programmes across government, business, youth and civil leaders since 2014. They have provided access to key government, business and civil leaders across the state, and provided financial support in the hosting of these programmes. In addition, they have galvanised the media around the work.

2014

state government engagement

2017

The Government of Odisha
The Government of Orissa invited the Bridge Institute to host the very first Kalinga Fellowship in the State of Odisha in 2017. They arranged all the permissions, provided access to key government leaders and hosted an event themselves.

The Government of Telangana
The Government of Telangana invited the Bridge Institute to host the second Kalinga Fellowship in the State of Telangana in 2018. They arranged all the permissions, provided access to key government leaders and institutions, provided financial support and also enabled a number of key government leaders to become Kalinga Fellows.

2018

2018

The Government of Kerala
The Government of Kerala have partnered since 2018 with the Bridge Institute now focusing on two programmes:
Break the Chain, which is focused on aligning government policy and support on combatting the two challenges of COVID-19: hunger and stopping the spread.
Mission for a Better Tomorrow, which is focused on supporting young leaders across India develop into societal leaders.

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"it": systems change

Underlying systemic challenges

- Challenge 1: Lack of broader-based funding support through foundations, Corporates, CSR, Individuals for longer term sustainability of the Fellowship programme as a whole.
- Challenge 2: Insufficient funding for key components of the programme to build momentum and progress towards longer-term impact.

Foundations & Corporates

SDG Impact programmes

Individuals

Governments

Foundations & Corporates...

...contributions so far this area have been more in terms of participation in the programmes and providing expertise. *This area would require a major step up in terms of fundraising strategy & growth in contributions for both fellowship-wise support & programme-wide contributions.*

Individuals...

...so far have been the most active in giving & facilitating giving. Board members & personal networks have played a major role. *For a step up in contributions for sustainability, a network growth strategy is needed to expand individual giving.*

Governments...

...especially state governments & departments (J&K, Kerala, Orissa, Telangana) have provided human resources, venues, networks & some financial contributions. *Programme expansion would need more of this commitment.*

philanthropy

⦿ "it": systems change

"I want to be remembered as someone who put India on the scientific map of the world in terms of large innovation. I want to be remembered for making a difference to global healthcare. And I want to be remembered as someone who did make a difference to social economic development in India."

Kiran Majumdar Shaw

"If you're in the luckiest 1% of humanity, you owe it to the rest of humanity to think about the other 99%."

Warren Buffet

systems change designed collectively - impact 2017-2019

"Business needs to go beyond the interest of their companies to the communities they serve."

Ratan Tata

Impact Framework applied

Inter-connected enterprise for change established

Overview of the underlying structure of the system that shapes the challenge defined	In the context of the SDGs a deeper sense of *relevance building* is required. The question to be asked and projected powerfully to a widening base of potential funders is how does Bridge's work/approach provide a meaningful and impactful way ahead to 2030.
System change goal with a new development trajectory - approach, strategy, metrics - defined	A new development trajectory has been chalked out through the design and facilitation approach of the programmes. The strategy needs more resources/input especially in the post-facilitated fellowship process phase. The metrics to measure progress/success needs clearer definition to build its relevance in the eyes of the potential funder.
Evolvability created & maintained	Philanthropic action so far has depended primarily on existing personnel or Bridge's organisational networks, including its own contributions (5% of profits). They have also been very successful in connecting and collaborating with state governments. The emerging dynamics demands building a sustainable presence in the context of the SDGs, the approach to philanthropic action will need to evolve and diversify – in order to succeed in building both deeper impact and broader spread.
Resources pooled – human, data, others	In terms of tracking and measuring impact a further pooling of resources needs to be looked at. Further, a common understanding, across all partners, of the metrics used needs to be established.
Collaborative project management established	The possibility of philanthropic engagement through a collaborative approach across longer term partners needs to be explored/assessed.
Unified tracking & assessment established	This is not in place yet – in terms of 'milestones' for philanthropic engagement, action and progress.

Philanthropy

Increased engagement from a widening circle of state governments

Government engagement ensured at state & central level for the required prototype testing & projects

Consistent communicating & showcasing progress & impact across all initiatives

Corporate & foundation engagement strategy post Covid-19 formulated

Fellowships building broader ownership to forge longer term alliances with funding entities

Social sector & community-based organisations supported with medium to long term funding for 'fellowship projects'

ALIGNED PURPOSE & COLLABORATIVE MOMENTUM TOWARDS PROGRESS

MEDIUM TO LONG TERM BUY-IN & FUNDING SECURED

Advocating/exploring mechanisms collectively for a broader meaningful scope for CSR funding

Fellowship driven corporate engagement secured for the duration of the organisational partnerships

Core long term funding from key foundations engagement towards a prototyping and testing fund

Collective medium to long term tracking of progress with common parameters & indicators of success

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

Core long term funding secured for key fellowship initiatives, including from governments

Long term partners engagement in advocacy & pitching for funding

EXPANDING & SUSTAINED PHILANTHROPIC SUPPORT & COLLABORATION TOWARDS A THRIVING MULTI-LAYERED FELLOWSHIP PROGRAMME

philanthropy

ourGroundworks 2020

business sector: sectors in summary

corporates

societal systems leadership among the corporates is both to create a equitable working environment AND to contribute towards Gender Equality work within the social sector. To build a critical mass of such leaders, based on the achievements so far, to will make visible the possible shifts – to encourage more corporates to engage in good practice and resource support.
coalition building across sectors towards formation of the proposed multi-sector platform requires priority in bringing diverse groups together, align them and ensure collective leadership.
systems change consolidated through the aligned purpose across diverse sector/partners/entities along with coordinated plan and unified measured progress.

enterprise

societal systems leadership, based on the solution/project based approach of the J&K Fellowship, creates concrete proposals for roll-out. The Fellow feel supported. This framework of solution design and support needs scale-up to create the visibility and impact required.
coalition building has firmly been established for the initial phase of the programme, with the government on board (JKSDM). Based on this core partnership broader linkages need to be established with each of the Fellowship proposals/projects as the launchpad. Corporate engagement's relevance within the SDGs needs to be established.
systems change, based on the 'J&K model' model, and towards realising the goal, is only possible with a scale-up.

philanthropy

societal systems leadership to raise funds and stimulate the funding community, could be stepped up with a framing that builds the relevance of the Fellowship approach applied across the programmes and by projecting, with clarity, initial impact.
coalition building is both required among the programmes' long term partners: for them to be spokespersons and advocates of the approach, AND; to build common ground with potential funders by building a collective sense of purpose and impact.
systems change, for philanthropy, would be a long term commitment of a core group of committed and aligned funders, who are excited by the programme(s) and their approach, and; they are able to attract further support from others. This support can have a targeted frame towards a specific programme/cluster of initiatives OR can take on an overall 'systems change frame'.

business sector

actor

social
sector

sectors
gender justice
education

systems change designed collectively - impact 2017-2019

Migrants wait to board a bus to their native villages during a nationwide lockdown, imposed in the wake of coronavirus pandemic at Kaushambi, in Ghaziabad, March 2020

social sector: the situation

Today...

IN INDIA...

The World Economic Forum's **Global Gender Gap Index Score** - relative gap between men and women in four fundamental categories: economic participation, educational attainment, health and survival, and political empowerment – ranks India **101 out of 136** countries.

Global Gender Gap Report, 2013

GLOBALLY...

Globally, 12 million girls each year get married before the age of 18 - roughly 33,000 every day, or one every two seconds. There are some 650 million women alive today who were child brides.
girlsnotbrides.org/where-does-it-happen/

Men are more likely to perpetrate violence if they have low education, a history of child maltreatment, exposure to domestic violence against their mothers, harmful use of alcohol, unequal gender norms, including attitudes accepting of violence, and a sense of entitlement over women.
WHO
who.int/news-room/fact-sheets/detail/violence-against-women

In some countries, violence against women is estimated to cost countries up to 3.7% of their GDP - more than double what most governments spend on education.
World Bank, 2018
yourstory.com/socialstory/2019/09/gender-violence-india

Civil Society Orgs

Govt

Violence against women & girls & Criminal Justice system

Corporates

Public/ community

Education

Key Actors

Underlying systemic challenges

- **Challenge 1**: Illiteracy and lack of awareness around sexual violence results in a lack of dialogue around sexual / mental health education and hence there is no holistic learning in the curriculum.

- **Challenge 2**: Lack of spaces & platforms to learn / discuss / resolve issues around sexual violence.

Source: Kalinga Fellowship emersion process

The fellowship intervention – an immersion process at:

1. Prajwala
Gundumaal-Kosigi Mandal (150km from Hyderabad)
This is an area of the jogini practice; where the woman dedicates her life to worship without a husband; she becomes pregnant at the temple, though the father takes no role in the upbringing of the child.

2. Gowrikunta Thanda-Mallepally Mandal, Nalgonda district (100km from Hyderabad)
This is a tribal group who have a high rate of sexual assaults.

3. Network18 Media and Investments Ltd. is a media and entertainment company with interests in television, internet, filmed entertainment, digital business, magazines, mobile content and allied businesses. Network18 manages various digital businesses including portals such as moneycontrol.com, ibnlive.com, burrp.com, in.com and firstpost.com.
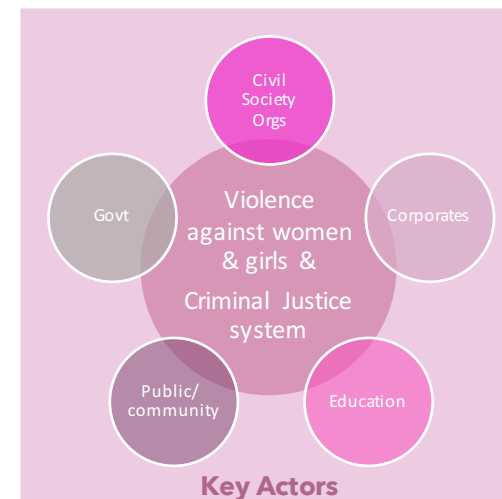
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levels of impact

THIS SECTOR:
(Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me": systemic societal leadership**
The individual leadership of Dr Sunita Krishnan.

- **"us": coalition building**
The collaboration that was enabled through the Fellowship process e.g. by Prajwala.

- **"it": systemic change**
The broad base of collaborations to address the challenge & the underlying structure of the system that shapes the challenge.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

Kalinga Fellowship at Prajwala

gender justice

ourGroundworks 2020

"me" – my societal systems leadership

The Metric: Whole-self engagement in systems change & capacity building established

"The Kalinga Fellowship in my opinion is a game-changer in the social transformation space. It is a unique opportunity for each one of us global citizens who believe in a safe world, but do not know not how to bring that change. Here is our chance to become a change agent!"

Dr Sunita Krishnan, Padma Shri, Founder, Prajwala

Impact Framework applied

Sunita Krishnan, Founder, Prajwala

	System overview of the issue developed	Dr Krishnan brings deep and long experience in this area of work – fighting against sexual violence. An overview of both the system that perpetrates it and the shift required is deeply understood.
	Personal beliefs, capacities & ambition nurtured	Beliefs and ambition exist within her to a very high order. However, capability to respond is restricted due to lack of availability of resources, especially financial.
	Emotional Intelligence deepened & applied	There is a deep self-awareness and self-management. As the founder of Prajwala and its goal illustrates the level of social awareness. Long term commitment to the issue, and Prajwala's/Dr Krishnan's involvement as a partner partners supporting the Fellowship shows a commitment to building long term relationships of impact.
	Creative confidence nurtured & applied	Dr Krishnan has worked within the partnership with a commitment to generate new approaches and solutions, while having the ability to come up with new ideas and the courage to try them out.
	Facilitation tools & capacities gained & applied	From her first Fellowship experience in 2017, Dr Krishnan has experienced the Fellowship as a "social transformational space".
	Measurement & assessment capacity built & applied	Projecting impact to build the sustainability of Prajwala is essential and urgent, based on the proposals put forward by the Fellowship.

Dr Sunita Krishnan

Dr Krishnan is a social activist and co-founder of Prajwala, a non-governmental organisation that rescues, rehabilitates and reintegrates sex-trafficked victims into society. Dr Krishnan works in the areas of anti-human trafficking and social policy. Prajwala shelters rescued women and children and has set up one of the largest rehabilitation homes in the country.

She is making it possible for NGOs organisations to manage jointly a range of protective and rehabilitative services for women and children who have been trafficked for commercial sexual exploitation. She was awarded one of India's highest civilian award, the Padma Shri, in 2016.

The Kalinga Fellowship 2018, witnessed a team of Fellows immersing themselves and learning from her 22 years of activism.

"us": our coalition building

The Metric: Elements of shared purpose in a diverse collective /collection of organisations built

Draw in purposeful business partners to upskill and employ survivors

Prajwala partnered with SalesForce to train its employees, some of whom are survivors. According to Dr. Krishnan, based on the recommendations from the Kalinga Fellowship 2018, Prajwala looked into the lack of capacity among their staff to use social media to promote their activities and build support for the cause. This insight led to their partnership with SalesForce.

impact Framework applied

The Fellowship – Coalition Building

	Collective /Coordinated readiness for broad system transformation articulated	The process provided an opportunity to create innovative partnerships e.g. SalesForce and for Prajwala to build organisational capacity to use social media to disseminate information and build support.
	Goals pooled/aligned	The process generated the opportunity to align goals and create affinity between 'disconnected' organisations e.g. Prajwala and SalesForce in order to build greater visibility for Prajwala's greater visibility.
	Collaborative intelligence applied	The process creates the opportunity to generate diverse cross-sectoral options/solutions for the social sector, while building the ability to think with others on what matters to all – in terms of mindsets and tools.
	Strategy alignment formulated	Strategic alignment across organisations would need further follow up post the facilitated fellowship phase – to build clarity, combined purpose and planned action to generate momentum within the social sector.
	Coordinated planning facilitated/plans developed	Not as yet – recommended across engagements and collaborations as and when they materialise for broad-based strategy, action and impact.
	Shared reporting/sharing data in place	Not as yet – required across key partners. Further resources are required is to track and record coalitions built / suggested through the Fellowship and their role-out and impact.

"Women's rights are in a state of emergency and for the world to realise this we need something to stir up the collective conscience around us. Revolutions have been brought about by a single person, so imagine the force of power that 80-awakened change-makers hold, to give girls and women the equitable and safe world that is their right. This Fellowship has the potency to become that force and create long standing tremors in a complacent world."

Megha Sharma Bhagat, Co-founder of Project Defy and survivor of misogyny, sexual abuse and assault

gender justice

ourGroundworks 2020

Insight: Society: We have a traditional mindset about women and sex in a media driven, modern world. Community mindset change starts with the family.

Insight: Media: Sensationalism sells. Media loves to report the negative side, the issues, but they do not talk about solutions and how social organisations like Prajwala are leading the change.

Insight: Business: Shelters are a key part of the solution & need consistent funding but support is inconsistent. Until (self) sustainable, survivors remain vulnerable.

Education in schools: teachers & students to change society mindsets

Who needs to be involved...
• Ministry of education
• Principals and staff
• State boards and central boards
• Training - NCERT/SCERT

How it can be measured...
• Curriculum additions are executed and implemented across schools
• Workshops are conducted with officials and staff
• Noticeable behaviour change in students and teachers

Key next steps...
• Partner with a key institution to pilot (TSWREIS)
• Develop the outline of the additions curriculum with a comprehensive understanding of the areas that need to be covered. Engage a variety of knowledgeable key stakeholders to support.

Source_ Media Fellowship Group 2018

TSWREIS, School & Community Collaboration

Educating families through community outreach is considered one of the key contributions of Kalinga Fellowship by the TSWREIS community. Capacities have been built in the area of facilitation (for Swaeros) and platforms (G-Clubs) to relate and speak out on the issue, model the change they want to see and to address the 'conspiracy of silence'.

Source: Education Fellowship Group 2018

Who needs to be involved...
• Celebrity
• Media
• Radio DJ to help promote

How it can be measured...
• Celebrities engaged in the campaign through social media and mainstream media
• The movement is created. Lots of fan support on social media
• Support for shelters through funding, and volunteer support across the country

Key next steps...
• Get support from social leaders like Dr Sunitha Krishnan
• Identify the right star
• Get support and commitment
• Work with the star to develop a back game plan for the media and present to the Media

Source: Media Fellowship Group 2018

Who needs to be involved...
• Purposeful business partners
• Shelters and their people
• Bridge Partnership

How it can be measured...
• Multiplied positive impact on the cause
• Sustainable source of work and revenue for NGO
• Business' benefit from share price increase and positive culture and clients engagement impact

Key next steps...
• Explore further with Bridge
• Identify possible partners aligned with or interested in supporting the cause
• Facilitated leadership team connection to explore and pilot

Source: Social Sector Fellowship group 2018

The procedures at Bharosa Centres have been improved so that they seamlessly function as a one-stop facilitation centre for women and children who are victims of abuse. The skills of the staff at these centres have been enhanced to ensure that all the procedures are followed with care - from medical examination to recording of statement by the magistrate - without the victim having to spend time in courts and hospitals.

Source: Police & Judiciary Fellowship Group 2018

The Metric: Collectively owned inter-connected enterprise for change established

Kalinga Fellowship 2018, Gundumaal-Kosigi Mandal Group

gender justice

"it": systems change

We took our Prajwala ideations around the room to see how we could collaborate with the wider teams on moving ideas forward: (*part of the ideation process by the Prajwala Fellowship Group*)

Village teams...
- Create a programme to take to villages around raising awareness, raising solutions for prevention. This can be done by Prajwala teams sharing success stories with female and male survivors.
- Prajwala could take boys and girls into the different villages to help others understand as a collective.

Who can help...
- Village heads need to be spoken to, they identified that there were village men that sat under some trees.
- Re-visit the villages that said no to help the first time round.
- Get the villages involved with the CBPP programme, educate them.

Business...
- Business wants to support through donations, grants and funds.
- They want to link to income generation.
- Sustainability - businesses need to be showing to do more.
- Business need to build trust and transparency, and measure their impact through reports.
- Business needs to know more about the challenge and how it can help.

Who can help...
- G-Corp – NGO – Corp links
  Contacts – John Rajam - Sudara INC.
  9962566699; Johnrajah@sudara.org

Police...
- Connection and trust can be built between, police and Prajwala through regular meetings about what they are finding and sharing prevention stories.
- Prajwala can collaborate with Police teams around work they can do together for rescue missions.
- Police can value Prajwala's influence and Prajwala can help change policies.
- Both can collaborate and share resources e.g. celebrity sponsorship for any initiatives.

Who can help...
- Dr Mamtha (New Police contact in one of the departments)
- Dr Samathi
- Swathi (This is whom they would need permission from)

Education...
- Helpline with Prajwala in the schools. Display the helpline number to raise awareness that people have somewhere to call.
- Prajwala to go into the schools and speak about success stories and prevention moving forward. This could be done at regular intervals (2 hours per month).
- Prajwala could train the school children/teachers and they go into the community and present their information and learning.

Who can help...
- Secretary of the schools (Dr Sharada to assist)

gender justice

Source: Prajwala Group, Kalinga Fellowship 2018

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"it": systems change

Schools & Colleges
- Building mindsets, skills & tools
- Being community facilitators of change

Police
Deepening capacity to ensure better reporting & conviction of sexual violence cases

Business Sector
- Creating better & equal working conditions for women
- Creating opportunities for survivors
- Funding social sector programmes

Society
Engaged as parents, sisters, brothers, colleagues, government officers, police personnel, journalists, corporate employees, social sector workers

Media
- Tracking the progress in addressing sexual violence
- Projecting stories of achievement

Social Sector
- Rescuing & securing sustainable options for survivors
- Building social awareness & empathy

gender justice

G-Corp Platform

The Kalinga Fellowship emerged with the ideas of setting up a multi-stakeholder platform that would address: 1) to ensure the increased training and employment of vulnerable women; 2) to inform and ensure CSR support finds its way to such training and employment opportunities; 3) to secure government involvement to esp. ensure basic standards are maintained and relevant government policies are employed.

Source: Business Fellowship Group 2018

"*several interesting suggestions were given but it has not taken off largely because it is a new activity and requires serious strategic planning including fund mobilization.*"

Sunita Krishnan

Impact Framework applied

Inter-connected enterprise for change established

	Overview of the underlying structure of the system that shapes the challenge defined	The facilitated Fellowship process, in stages, through the immersion process, (developing insights, ideas; creates options to presenting back to the organisation concerned, etc.) an overview of the underlying structure of the system that shapes the challenge.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	A new development trajectory did emerge with new initiatives e.g. G-Corp, with new partnerships and collaborations suggested e.g. through establishing G-Corp - a new approach and strategy, which involved organisations like Prajwala. Once the planning begins, the metrics of impact will need to be formulated.
	Evolvability created & maintained	The first steps towards evolvability were taken in conceptualizing G-Corp by participants creating the capacity to respond to a challenge by adapting and diversifying as the evolving process of change demanded and as the facilitated process enabled.
	Resources pooled – human, data, others	Not as yet. A coming together is required to build coordination across the key entities identified.
	Collaborative project management established	Not as yet. Needs to be part of the detailed strategy and planning process.
	Unified tracking & assessment established	Not as yet. Needs to be part of the collaborative project management process – to clarify what needs to be tracked and assessed.

gender justice

the ripple: impact looking ahead

Gender Justice

Increase in the visibility & effectiveness of SHE Teams across a critical mass of states

Spread of SHE Teams across the states

Increased collaborations between SHE Teams, CSOs & educational institutions for public outreach to build community empathy & awareness

Police collaboration builds trust & confidence within the vulnerable survivor community

Effective & efficient processing of cases with a rise in convictions

A responsive government & law enforcement machinery with committed leadership & support

Higher number reporting sexual violence

Increased, broad-based school & college level awareness, sensitisation & active engagement

Increased & sharpened projection of monitoring & evaluation of social sector organisations' effectiveness & role/relevance to increase longer term funding

Long term funding secured for key projects, programmes & organisation collectives & platforms

COLLECTIVE LEADERSHIP & AMBITION

Corporate collaboration towards building effective programme & implementation systems

Establishment of collaboration /collaborative platform among key stakeholders – police, social sector organisations, corporates, etc.

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

Increased & focused CSR support committed to survivors/ relevant projects

Corporate engagement for training & job opportunities

Dignified, financially secure working conditions for survivors

Unified tracking & reporting on sexual violence cases

Increased number of training & job opportunities among a growing number of corporates

ALIGNED PURPOSE & COLLABORATIVE MOMENTUM TOWARDS PROGRESS

Media projects the success stories of JKSDM & other initiatives

A shift in public consciousness, opinion on the perception of women

systems change designed collectively - impact 2017-2019

SECURE, SUSTAINABLE & EMPOWERING LIFE CHOICES FOR SURVIVORS

gender justice

education: school & college

Today...

IN INDIA ...education & literacy

Slower growth, widening inequalities, and not enough jobs to keep up with a **growing labour**.
in.undp.org

In rural India, the poverty rate of households with children is 25% and those without children is 10%; **In Urban India**, the difference is comparatively low–13% and 4% respectively.
Timesofindia.indiatimes.com

Less than half of India's children between the **age 6 and 14** go to school. A little over one-third of all children who enroll in grade 1 reach grade 8.

On an average, there are less than 3 **teachers per primary school**. 31% of them not having a degree.

Dropout rates increase alarmingly in class III to V, its 50% for boys, 58% for girls.

1 in 40, primary school in India is conducted in open spaces or tents. 40% of schools are **without electricity**.
Tarang.org & Oxford Human Rights Club

GLOBALLY...

SDG 1 calls for an **end to poverty** in all its manifestations by 2030. It also aims to ensure **social protection** for the poor and vulnerable, increase **access to basic services** and support people harmed by climate-related extreme events and other **economic, social and environmental shocks and disasters**.

SDG 4 is to ensure inclusive and equitable quality education and promote '**lifelong learning opportunities for all** and has seven targets and three means of implementation. Achieving inclusive and **quality education for all** reaffirms the belief that education is one of the most powerful and proven **vehicles for sustainable development**.

SDG 8 promotes **sustained economic growth**, higher levels of **productivity and technological innovation**. Encouraging **entrepreneurship and job creation** are key to this, as are effective measures to eradicate forced labour, slavery and human trafficking.

The fellowship intervention

- 14 students from Year 13 collaborated with the Bridge Institute during term 1 and hosted an event called 'the Butterfly Effect', inspired by The Chaos Theory.

- As a pilot project, TSWREIS sent 15 students to Singapore to as part of an International Cultural Exchange (ICE) programme.

Key actors

(diagram: Home, School, Corporates, Community surrounding **Student as leader**)
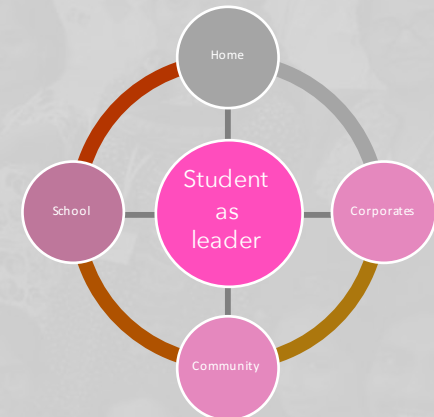
Underlying systemic challenge

To determine the Purposeful Advantage for a meaningful purpose to be unleashed and the business case set out with engaged corporate actors.

Source: Tanglin Trust Programme - Programme Document

education

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levels of impact

THIS SECTOR:
(Tanglin Trust Fellowship)

SDGs addressed: 1, 4, 8

- **"me": systemic societal leadership**
The individual leadership of students on the Fellowship.

- **"us": coalition building**
The collaboration that was established among the students of Tanglin & TSWREIS and their work in drawing the corporate participants/audience in.

- **"it": systemic change**
Joining the dots across the key actors – where students are facilitators for corporates to assess their role/profile in the challenges posed by the SDGs.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

Getty Images

We are the 99% is a political slogan widely used and coined during the Occupy Movement from Gore Vidal's famous and original version "the one percent".

education

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"me" – my societal systems leadership

Year 13 students, Tanglin Trust School

As part of Creativity, Activity, Service (CAS) 14 students from Year 13 collaborated with the Bridge Institute during term 1 and hosted an event called 'the Butterfly Effect', inspired by The Chaos Theory.

The Tanglin Trust Fellowship's mission is to equip leaders with 'the skills ' to be their extraordinary best' so that 'we can move further, faster towards a more peaceful, fairer and more prosperous society. The students support a global and influential business identify its Purposeful Advantage, where it can become an even stronger force for good in the world and enhance its commercial success in parallel.

The programme encouraged students to think differently, live consciously and act decisively. Each student identified a major social injustice tied to the 17 Sustainable Development Goals and then developed ways in which to create a dialogue around the challenge along with mapping out an actionable follow-up plan. The programme culminated in a student-led event.

The benefits of realising the Purposeful Advantage includes the impact on the organisation and its culture, the engagement, attraction and retention of people, and the synergies and innovations that occur. The energy, passion and creativity is unleashed when a meaningful purpose is brought to life; it creates enhanced competitive advantage that is extremely difficult for competitors to replicate.

The Metric: Whole–self engagement in systems change & capacity building established

"This has made me want to do more partnerships in the future across generations."

Event attendee

Audience/Participants at the Event - The Butterfly Effect

Impact Framework applied

Student leadership

	System overview of the issue developed	The facilitated process builds the capacity within each student, relating to the SDGs to think differently, live consciously and act decisively and thereby gain an overview of the system.
	Personal beliefs, capacities & ambition nurtured	Identifying a major social injustice tied to the SDGs, built, strengthened and clarified personal beliefs and ambitions. And initiated a longer term process of nurturing.
	Emotional Intelligence deepened & applied	Within EI – the process created an opportunity to strengthen self awareness, social awareness & develop relationship management.
	Creative confidence nurtured & applied	The first steps taken towards experiencing the world that generates new approaches & solutions, while building the ability to come up with new ideas and the courage to try them out and present them.
	Facilitation tools & capacities gained & applied	Working through developing ways to create dialogue and mapping out an actionable plan around the challenge created opportunities to learn facilitation.
	Measurement & assessment capacity built & applied	Not yet in place – to measure and the broader impact of the facilitated process.

education

"us": our coalition building…school

The First State Purpose programme

The four-month programme worked with the **CEO, Executive Committee and stakeholders** of the organisation in collaboration to determine the Purposeful Advantage. The programme ended with a presentation to the CEO and Executive Committee in December 2018 by the students, who proposed the Purposeful Advantage and set out the business case, including expected benefits in engagement, customer loyalty, employee well-being and innovation, and the implementation plan to make it possible.

Guests included CEOs and senior leaders from multi-national companies, educationists and diplomatic representatives, including representatives from Disney, Facebook, Accenture, Thompson Reuters and Semb Corp.

During the session, participants were taken through a series of exercises designed to encourage them to develop both their corporate and personal purposes and to use this inspiration to strengthen or create a force for good within their sphere of influence.

Student used their newly acquired understanding of how to use business models to help participants turn their passions and aspirations into actionable plans.

The evening was inspirational, disruptive and was designed to change mind-sets and challenge convention.

The Metric: Elements of shared purpose in a diverse collective/ collection of organisations built

Impact Framework applied

Tanglin Trust Fellowship

🎯	**Collective /Coordinated readiness** for broad system transformation articulated	Students across Tanglin & TSWREIS were facilitated in being in a position to worked together to create presentation towards building Purposeful Advantage and its business case.
	Goals pooled/aligned	The response to the process from the 80 corporate representatives present did suggest an initial alignment of goals had been achieved. That initiation needs to be built on through follow up.
♞	**Collaborative intelligence** applied	The students built their understanding and presentations based on on a newly developed ability to think with others on behalf of what matters to us all.
	Strategy alignment formulated	Strategy alignment amongst the students was established by the process. Creating strategy alignment with the corporates was gradually built through the process and the final event.
🚀	**Coordinated planning** facilitated/plans developed	Students built their plans in a coordinated and facilitated format. Going further, past the event, coordinated plans with the corporates and them relating to the SDGs might require more follow-up.
	Shared reporting/sharing data in place	Not as yet – would require clarity on what aspects of the Fellowship need to be measured.

Collaboration - Tanglin Trust School, Telangana Social Welfare Residential Education Institution (TSWREIS) & The Bridge Institute

A school in Singapore, an Indian government educational institution and the Bridge Institute formed the core of this initiative, creating collaboration, outreach and engagement (with the corporate sector) to collectively create a new enhanced perspective, options and approached to address 'lived reality' issues that combine the SDGs 1, 4, 8 – poverty, quality education and decent work and economic growth and enable a renewed role for corporates.

"us": our coalition building…school

TSWREIS (Telangana Social Welfare Residential Education Institutions Society, Degree Colleges) plan to send exceptional students on an International Cultural Exchange (ICE) programme to Singapore, Sweden and the UK.

As a pilot project, they sent 15 students to Singapore to:

- Increase student awareness about different cultures, beliefs, traditions and languages and help them celebrate diversity making them a truly global citizen.

- Push the students out of their comfort zone and making them the first in their family/village to have travelled abroad.

- To make an impact in the exchange country by spreading awareness about the home country (India) and its traditions, culture, beliefs and languages.

- The students selected for this programme are screened rigorously through a 3-layer process starting with an initial filtering of students who have secured 80% or above grade level in academics; followed by a baseline test in English language (on par with TOEFL/IELTS); quantitative ability and Logical reasoning. Post which the selected students will go through a personal interview round and a total of 60 students would be selected.

Source: International Cultural Exchange Programme, TSWREIS, 2019

"Education is the most powerful weapon which you can use to change the world."

Nelson Mandela

The joint team of #Telangana #Swacro students & Tanglin Trust Students have designed and practiced their big event today on Singapore taking a stand on poverty and plastic waste. They did dry runs, they enjoyed their walks, immersed in research and discussions and have created something inspiring! Our young global citizens can teach us on how to problem-solve. 88 business leaders have turned up to listen to their presentations!

Reporting on the First State Purpose programme Event

education

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Preparing for the Event

Finding an organisational purpose that has the potential to lead to Purposeful Advantage is much more than a CSR exercise, or a quest for a competitive edge.
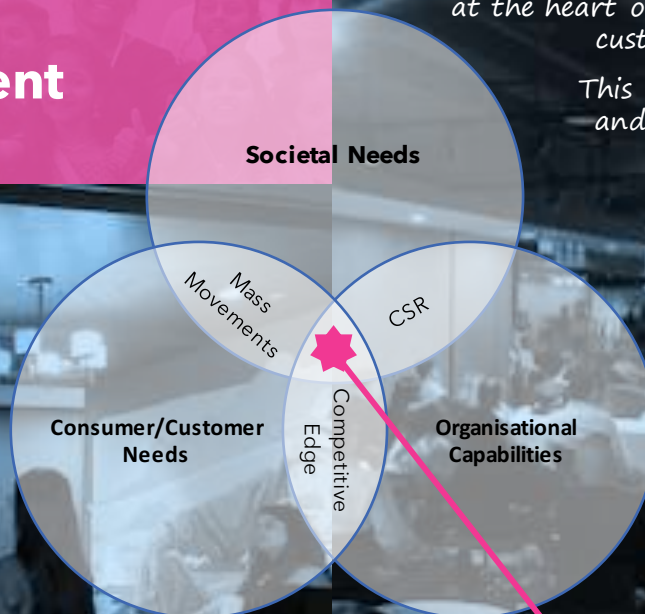
We support leaders to generate deep insight into the 'sweet spot' at the heart of their organisational capabilities, consumer or customer needs, and the needs of society at large.

This insight is then applied across strategy, culture, and operations – boosting performance, engaging talent, and unleashing innovation – as well as making a positive impact on the wider world.

Societal Needs

Mass Movements

CSR

Consumer/Customer Needs

Competitive Edge

Organisational Capabilities

Sweet spot – Purposeful Advantage

The Event

education

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"us": our coalition building…school

28 students – 13 from Tanglin Trust School, 15 from the TSWREIS Institutions, hosted an event called 'the Butterfly Effect', inspired by The Chaos Theory. This was the culmination of a four-month programme, where they worked with the CEO, Executive Committee and stakeholders of the organisations in collaboration to determine their Purposeful Advantage. The programme was a presentation by the students to the CEO and Executive Committee, who proposed the Purposeful Advantage and set out its business case.

education

"it": systems change

Empowering Corporate action to achieve the SDGs
The United Nations Global Compact is a non-binding UN pact to encourage businesses worldwide to adopt sustainable & socially responsible policies & to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labour, the environment & anti-corruption.

As the world's largest corporate social responsibility initiative with 13000 corporate participants & other stakeholders over 170 countries, it has two objectives: "Mainstream the ten principles in business activities around the world" and "Catalyse actions in support of broader UN goals. Moving forward, the UN Global Compact and its signatories are deeply invested and enthusiastic about supporting work towards the SDGs.

"The students were stunning in their confidence and commitment, They led the city leaders through a personal and organisational reflection and persuaded them to commit to something at both levels that would ultimately support the SDGs and may initiate a 'Butterfly Effect'."

**Peter Derby-Crook,
CEO, Tanglin Trust School**

How can youth contribute to SDGs?

As young leaders of tomorrow, it is pivotal that youth are informed and engaged with the global vision for the future. Over the next fifteen years, youth will not only directly experience the outcome of SDGs and plans, but will also be the key driver for their successful implementation. For this reason, it is vital to raise awareness about the recently adopted 17 SDGs and the 2030 Agenda for Sustainable Development among youth, build a platform for discussion, and create the conditions for active engagement.

Sdgzone.com, UN

Impact Framework applied

Student leadership in supporting the SDGs (for corporate engagement)

🎯	**Overview of the underlying structure of the system** that shapes the challenge defined	A broad understanding of the underlying structure of the system that shapes the diverse challenges put forth by the students, relating to the SDGs, was established amongst the presenters and the audience. There was a coming together.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	Each presentation, through its facilitated process, was able to develop a new development trajectory and how to develop an approach and strategise for it.
♞	**Evolvability** created & maintained	The facilitated process held the space for the students to begin to experience the capacity to respond to an emerging and dynamic challenge by adapting and diversifying as the process of change demands.
	Resources pooled – human, data, others	Resources were pooled for the facilitated process and the final event, with a common purpose of projecting powerfully and convincingly the Purposeful Advantage and its business case. The response was very positive from the corporate audience.
🚀	**Collaborative project management** established	Not as yet – more in the follow up work, post the event.
	Unified tracking & assessment established	Not as yet. – might need to be established through the follow up work, post the event across the various partners involved.

Education: Student as leader

Increased engagement with corporates for collaborative & innovative problem solving

A core set of corporates identified to work with a pilot set of schools & colleges in co-defining Purposeful Advantage.

CSR/Corporate Innovation fund for schools & colleges

Issue-based social sector organisations identified to facilitate 'purposeful advantage engagements' between schools/colleges and corporates in the scale up

Socio-economic & environmental design problems introduced in schools & colleges for schools as a first step to engage with Purposeful Advantage & the SDGs

COLLECTIVE LEADERSHIP & AMBITION

Urban & rural communities identified to broaden the scope & collaborate on the 'Purposeful Advantage Initiative'

ALIGNED PURPOSE & COLLABORATIVE MOMENTUM TOWARDS PROGRESS

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

Multi-sectoral / multi-stakeholder seminars / events

A core set of schools/countries with enthusiastic & engaged potential partners identified to co-run the international cultural exchange programme

Increased cultural exchange programmes in schools

Government school curriculum integrates Purposeful Advantage in their school curricular / co-curricular segment

Broad dissemination & media coverage of the 'Purposeful Advantage programme'

SCHOOLS & COLLEGES EXPAND ENGAGEMENT WITH CORPORATES TO DEVELOP & DEEPEN CORPORATE PURPOSEFUL ADVANTAGE IN ACTION

education

ourGroundworks 2020

systems change designed collectively - impact 2017-2019

gender justice

societal systems leadership would build on the Fellowship initiative to forge commitment to longer term cross-sectoral alliances and diverse linkages, ensuring greater effectiveness (e.g. SalesForce) AND to create broad-based support (esp. financial). The deepening of the capacity to frame the issue with empathy and drive, and powerfully project the magnitude of the problem, while presenting effective impactful solutions can further build initiative.

coalition building, as an outcome, and based on the launchpad the Fellowship provides, could enable innovative and impactful pilots that would further draw increased interest to engage and build a broadening base of alignment.

systems change holds potential within the framework of the fellowship programmes to build and deepen Gender Equality, given the diversity of participants, the approach to problem-solving *with* the engagement of survivors.

education

societal systems leadership for the programme puts the student as the facilitator, to draw in corporate engagement and innovative strategy and action. The uniqueness of this initiative has stimulated this meaningful and successful, but unlikely coming together of students and the business community. The programme holds great promise of scaling up its work, given the response / impact so far.

coalition building, for the longer term, based on the programme's initiative, provides the launchpad for deepening coalitions for corporate action. The idea and approach of Purposeful Advantage creates fertile ground for coalitions.

systems change, as a mechanism for change, is pieced together by the programme's approach and process and now needs follow up for continuity. This is a critical programme to step up and engage the business sector hands-on in the SDGs.

social sector

actor

society
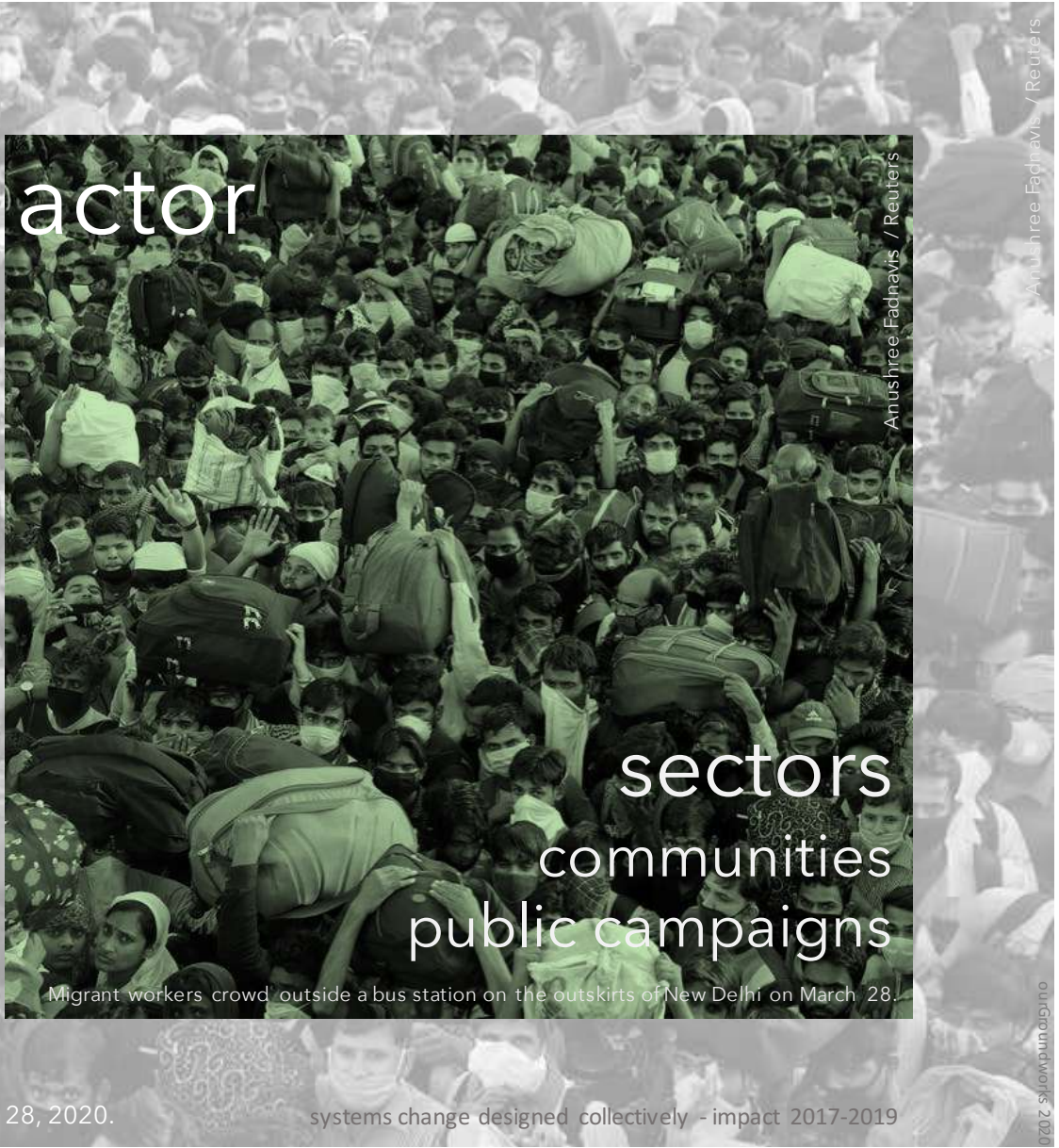
sectors
communities
public campaigns

Migrant workers crowd outside a bus station on the outskirts of New Delhi on March 28.

Anushree Fadnavis / Reuters

Migrant workers crowd outside a bus station on the outskirts of New Delhi on March 28, 2020.

systems change designed collectively - impact 2017-2019

ourGroundworks 2020

urban & rural community: the situation
Today...

IN INDIA ...urban & rural women

There is a **gender gap in illiteracy** with women more affected in rural areas with higher prevalence of **child marriages** and poor utilization of **maternal health** services. Also, **violence against women** is showing an upward trend with **declining sex-ratio** at birth.
ncbi.nlm.nih.gov/pmc/articles/PMC5847257/

Asymmetrical division of labour, rights and assets coupled with women's low participation in decision-making processes render them vulnerable to discrimination and violence.
economictimes.indiatimes.com/

India's goal of economic progress & development for all remains marred by a **consistent rise in the level of gender inequality**. This is evidenced by India's poor performance across various socio-economic indicators, reflecting a **low female-male labour force participation rate, high maternal-mortality rate, low women's literacy levels and a low representation of women in parliament** (at a comparative level to other countries in South Asia & the world). The government's low social and economic investment in promoting the freedom of women in both individual and social capacity, and ensuring equitable development, remain the key factors responsible for a rising gender imbalance.
thewire.in/economy/gender-inequality-labour-force

GLOBALLY...

- **Urban women, on the whole, have greater access** to services and infrastructure, more opportunities to engage in paid employment, and are subject to fewer sociocultural restrictions than women living in rural areas. However, they do not benefit equally with men in urban environments. They are disadvantaged in income poverty, asset poverty, time and power.
- **Homogeneity and limited exposure in rural areas** can limit awareness of alternative gender roles discouraging contestation of gender norms and confidence in the possibility of social change, e.g. in the division of labour. Urban heterogeneity fosters tolerance of differences, and can erode existing assumptions of gender differences and cultivate support for equality (Evans, 2014; 2015b).
gsdrc.org/publications/gender-roles-and-opportunities-for-women-in-urban-environments/

Searchindia.com

One rape every 30 minutes in India

Social sector

Violence against women & girls

Police

Education

Key Actors

Underlying systemic challenges
- <u>Challenge 1</u>: Illiteracy and lack of awareness around sexual violence results in a lack of dialogue around sexual / mental health / education and hence there is no holistic learning in the curriculum.
- <u>Challenge 2</u>: Lack of spaces & platforms to learn / discuss / resolve issues around sexual violence.

Source: Kalinga Fellowship immersion process, 2018.

The fellowship intervention
- A team of Kalinga Fellows worked with one of the urban communities in Hyderabad, Balapur, to jointly co-create a roadmap of solutions. They interacted with various community groups, including women's groups and the Swaero members active in the area.

The group presented to a panel from the Swaero Circle on the final day of the Fellowship, to discuss the proposals and seek feedback.

- The experience of TSWREIS building momentum village-to-village in creating awareness & engagement on sexual violence & gender equality.

Kalinga Fellows with the Balapur SHGs – the immersion process

communities

ourGroundworks 2020

levels of impact

THIS SECTOR:
(Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me": systemic societal leadership**
The individual leadership of the community of Balapur.

- **"us": coalition building**
The collaboration between Swaeros & the urban community of Balapur, just outside Hyderabad. The story of TSWREIS & the rural community of Kadpal.

- **"it": systemic change**
Broader-based linkages with the urban community of Balapur to create greater impact in addressing sexual violence.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

Kalinga Fellowship – community immersion

communities

"me" – my societal systems leadership

The Balapur Community

The mood was buoyant, charged, ambitious. Women seem to be blamed for their situation but are supported by the self help groups (SHGs) they have organised themselves – 32 SHGs. Few women are trying to earn an income by creating small businesses, craft-making, tailoring based on their own talent and limited training they have received. They seemed eager to explore opportunities, which they believe exist. There is a sustainable community based social infrastructure based on SHGs and Community Clubs. There is a sense of community drive to strengthen their own support and development systems.

Balapur Swaero Circle seems quite integrated into the community and its activities. There seems to be potential to grow and deepen the community based or community-led development/transformation.

The children seemed healthy, with most of them going to school. Gender inequality and caste hierarchy exists as a powerful undercurrent in the community. It is a community focused on its children. The community club is used everyday by the children to study and for co-curricular activities.

Source: Insights from the immersion process, Building with Balapur, Kalinga Fellowship Group's Report, 2018.

The Metric:
Whole-self engagement in systems change & capacity building established

Balapur & TSWREIS

Dr RS Praveen Kumar founded the 'Swaero Circle Society' in 2014. Under this Society several community-level initiatives across Telangana State are initiated and managed by the alumni of Telangana Social Welfare institutions (TSWREIS) in coordination with the local communities. In 2018, Kalinga Fellows visited one such initiative as part of their visit to Balapur – the Balapur Swaero Circle - to develop a strategy for this 'Circle' to be more effective.

Impact Framework applied

Women's SHG / Community of Balapur

	System overview of the issue developed	The members of the SHG have an overview of their situation and also solutions to their challenges. They were very much part of defining the solution with the Fellows.
	Personal beliefs, capacities & ambition nurtured	They have a set of beliefs that is making it possible for them to define the solutions to their challenges to address their ambitions. They seek support in developing greater capacities and skills.
	Emotional Intelligence deepened & applied	Their greatest strength within EI is relationship management where they see themselves as the catalyst for change, collaborating with the Swaeros and other organisation teams to create a collaborative solution.
	Creative confidence nurtured & applied	Their seek to create solutions; and show the drive to engage in developing new skills (tailoring jewellery-making, etc.) and the courage to try them out to create a steady income.
	Facilitation tools & capacities gained & applied	As SHGs they have developed the capacities for facilitation. These can be further built on.
	Measurement & assessment capacity built & applied	SHGs on a regular basis have basic tracking systems in place. This can be further built on.

communities

ourGroundworks 2020

communities

The 3 Fellowship proposals:

- Swaero Economic Empowerment Initiative
- Swaero Fine Arts School for Transformational Change
- Swaero Fellowship for Community Transformation

kalinga fellowship: proposal for the balapur community

(a summary overview)

Source: Building with Balapur, Kalinga Fellowship Group's Report, 2018

Swaero Economic Empowerment Initiative

Increased number of women generate income and access to finances from formal financial institutions

SHGs in collaboration with Swaeros organise themselves with the required skills and support to initiate their business, craft-making, tailoring.

...by creating - in clusters - sustainable links between:

```
        Training
          ↑ ↑
Banking ←→ Marketing
```
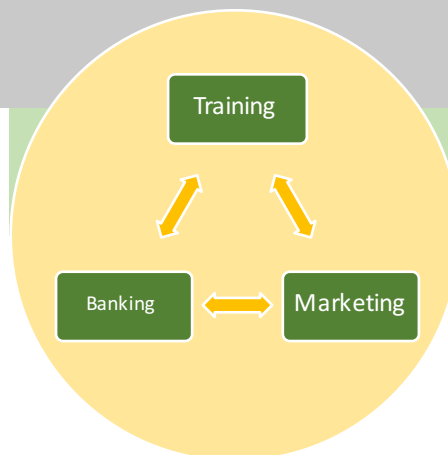
Swaero Fine Arts School for Transformational Change

School of Fine Arts: The existing Swaero Fine Arts School would play a role reaching out and decentralising their activities, engaging with the children of Balapur, as a pilot.
Community Clubs: These are employed to engage children for their academic and co-curricular well-being and growth with the Swaero Commandos and a broader circle of Swaero Fellows (to be covered in the next section).
Content Hosts: Using content from organisations like Eklavya, Pratham, to develop material for engaging with children.

```
     Community Clubs
          ↑ ↑
Swaero Fine ←→ Eklavya,
Arts School    Pratham
```

Swaero Fellowship for Transformational Change

Community Transformation would entail...
The Community Club: The community is well supported and equipped and is an active hub that facilitates activities with support from Swaero Circle.
Swaero Fellowship: The Fellowship programme is developed to create the 'gridwork of support' for Community Clubs and communities.
Swaero Circle: To establish a Fellowship programme that builds and strengthens the capacity and spirit to become the backbone for Swaero Circle to create transformational change.

```
     Swaero Fellowship
          ↑ ↑
Community ←→ Swaero
Clubs       Circle
```

Kadpal is a sprawling village of 3,000 houses in Sanga Reddy district of Telangana. This village sends more than 100 students to the Social Welfare Residential Schools. The joint Bridge Institute and TSWREIS impact assessment team spoke to several students who were at home for the summer break. TSWREIS is building a change momentum, village by village, in Telangana. TSWREIS has been conducting summer camps since 2014 to provide marginalised children access to learning and engaging in a number of activities like horse riding, stock market, classical music and film making, which otherwise used to be out of their reach.

The annual summer vacation project on Gender Equality issues was started by Dr Praveen Kumar, after was inspired as a fellow at the Kalinga Fellowship 2017. TSWREIS strategy on helping boys and girls internalise the ideas of Gender Equality is through repeated emphasis in classrooms and through #Voice4Girls and #Voice4Boys camps during the summer vacation. (*more in this in the Government – Education section of this report*)

Kalinga Fellowship Report, 2018.

<u>The Metric</u>: Elements of shared purpose in a diverse collective /collection of organisations built

Balapur, TSWREIS & the Kalinga Fellowship

Balapur Arts Club was proposed as a solution to empower children by bringing them together to be gender sensitive and consciously work towards helping them positively address the issue of caste discrimination they encounter. The Kalinga Fellows recommendation that the existing Swaero Community Clubs that are used by children as a space for everyday study and extra-curricular activities could also be leveraged to set up an Arts Clubs.

Impact Framework applied

Collaborations – Swaeros in Balapur & Students in the Community

	Collective /Coordinated readiness for broad system transformation articulated	*Swaero*: The acceptance and roll out of the proposals made by the Kalinga Fellows shows a level of inclination & readiness. *Students*: The students as a body and the summer camp engagement shows a sense of readiness, even eagerness to discuss the issue of gender equality.
	Goals pooled/aligned	*Swaero*: The positive response to the proposals showed a goal alignment. *Students* seem aligned through their action during their summer camp.
	Collaborative intelligence applied	*Swaero*: In the creation of the solution, with one of the members of the Fellowship group being a Swaero member enabled an initial level to think better on behalf of what matters to all. *Students* as a community working together one-on-one with the community shows CI capability.
	Strategy alignment formulated	*Swaero*: In the crafting of the solutions/proposals a certain level of strategic alignment was created on how to apply the goal alignment to action. *Students*: The summer vacation project and its successful roll-out shows strategic alignment between the Institution and its students.
	Coordinated planning facilitated/plans developed	*Swaero*: For one of the proposals – the Swaero Community Club – it exists. *Students* have coordinated well to have to have achieved an impressive spread. have coordinated well
	Shared reporting/ sharing data in place	Not as yet in a systematic way for either – in terms of what needs to be measured and its consistent measurement.

communities

ourGroundworks 2020

"us": our coalition building

Several other change-making strategies developed by Kalinga Fellows in collaboration with Balapur Swaero Circle haven't yet been implemented because of resource constraints. For instance, the Kalinga Fellows had proposed skill development and training programmes for the women in Balapur as well as access to bank loans. This would have transformed the 32 self-help groups (SHGs) that currently exist in Balapur by the entrepreneurial potential the women of Balapur have shown - who are already involved in activities such as tailoring and craft-making. The SHGs in Balapur also voiced the need to explore the markets for the products they make.
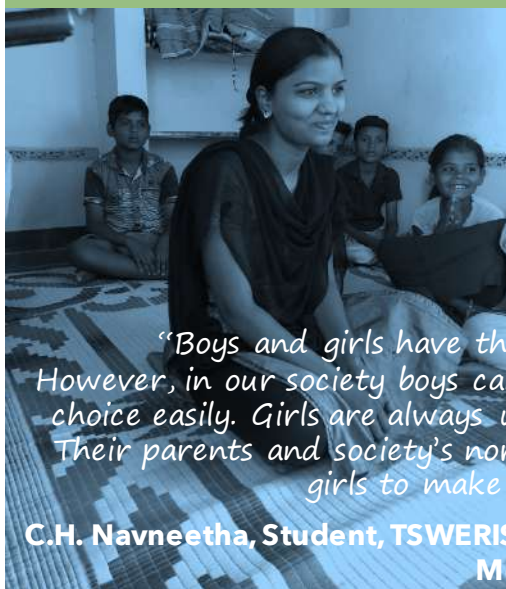
"Boys and girls have the same choices. However, in our society boys can exercise their choice easily. Girls are always under pressure. Their parents and society's norms don't allow girls to make choices freely."

C.H. Navneetha, Student, TSWERIS College (Girls), Medak, Telangana

The annual summer vacation project on Gender Equality issues helps discuss the topic amongst themselves & the community. It was initiated by Dr Praveen Kumar, after his participation in Kalinga Fellowship 2017.

communities

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Schools & Colleges...
...provide the mass & scale of participants, facilitators & carriers of the message of practice of gender equality. It also builds a longer term 'support infrastructure' of faculty & services that helps students & alumni to sustain their efforts.

community strengthening & collaboration

TSWREIS/Swaeros...
...student as facilitators that equip & broaden the horizon of the community. Swaeros as community facilitators imbedding the message of gender equality.

Community...
...creates the ultimate 'playground' to engage, experiment and sharpen approaches & practices that can build more equitable & robust societies.

Schools & Colleges

TSWREIS

Community

communities

ourGroundworks 2020

⦿ "it": systems change

The urban community Fellows group presented to a panel from the Swaero Circle on the final day of the Fellowship.

The responses to this presentation were positive.

Source: Building with Balapur, Kalinga Fellowship Group's Report, 2018.

"This idea was implemented by the Balapur Swaero Circle," said Ms V. Kalpana, Vice-President, Swaero Circle Society, Hyderabad. Kalinga Fellows recommended that the Balapur Swaero Community Club reach out to all children in Balapur by decentralising its activities. Ms Kalpana informed Bridge Institute that "it reached maximum extent."

Impact Framework applied

Inter-connected enterprise for change established

	Overview of the underlying structure of the system that shapes the challenge defined	There is a broad shared understanding among the key actors – TSWREIS, Swaeros, Students, Faculty - of the the underlying structure of the system that shapes the challenge.
	System change goal with a new development trajectory - approach, strategy, metrics - defined	TSWREIS & the Community of Balapur do visualize a new development trajectory with themselves as active participants/facilitators.
	Evolvability created & maintained	These are early days to judge this at the large scale, requiring it to be gauged at the community level as a whole.
	Resources pooled – human, data, others	Resources have been pooled for the first stage – organising the dissemination and discussion of the message by student and Swaero facilitators. The next stage would require an assessment on who else would additionally pool resources, including the communities. This would require additional government support and financial resources.
	Collaborative project management established	Needs formal setting up.
	Unified tracking & assessment established	Needs formal setting up.

communities

the ripple: impact looking ahead

Women/SHGs engaged in building the programme for economic empowerment — both in identifying areas of training & potential markets

Models for community engagement set through Swaero Economic Engagement proposal

COLLECTIVE LEADERSHIP & AMBITION

Urban & Rural Communities

As a pilot a core set of Swearos as facilitators are further equipped & engaged through the Swaero Fellowship programme & Swaero Fine Arts School for Transformational Change

Funds raised based on the recommendations made in the Fellowship proposal

Swaero Fellowship programme & Swaero Fine Arts School for Transformational Change' lessons learnt disseminated for scale up

Balapur Arts Club/Community Clubs' lessons learnt disseminated for scale up

ACTIVE ALIGNMENT OF PURPOSE & MOMENTUM BUILT TOWARDS PROGRESS

A core of both Government & private schools across states pilot the Balapur Arts Club/Community Clubs' in urban & rural areas

CSR & corporates engaged — support in funds & in kind

Further appropriate vocational training streams & programmes integrated, including financial management for SHGs members

Piloting of the 'three-pronged 'Swearo model' in a core set of states with the guidance & support of the TSWREIS/State of Telangana

Women's greater sense of economic & social security establish

Long term corporate/CSR funding in place

BROAD-BASED COMMITMENT TOWARDS PROGRESS & IMPACT

Critical mass of state governments engaged & committed to rolling out the programme(s)

Quality of children's education & learning enhanced ensuring against girls drop out

URBAN & RURAL COMMUNITIES MOBILISED IN KEY STATES AGAINST SEXUAL VIOLENCE AGAINST WOMEN & GIRLS

communities

systems change designed collectively - impact 2017-2019

public campaign: the situation

Today...

IN INDIA ...position of women

30% women in India in the **age group of 15-49** have experienced physical violence since the age of 15.

6% women in the same age group have experienced sexual violence at least once in their lifetime.

About 31% of **married women** have experienced physical, sexual or emotional violence by their spouses. The most common type of spousal violence is physical violence (30%), followed by emotional violence (14%). 7% of ever-married women have experienced spousal sexual violence.

National Family Health Survey 4 (2015-2016)
rchiips.org/NFHS/NFHS-4Reports/India.pdf

Despite managing to bridge the gender gap in enrolment in primary and tertiary education, **India ranked 112 out of 144** on the **education attainment metric**.

Women's **participation in the workforce** stands at under 28%.

India finished **139 out of 144** countries on **economic participation and opportunity**.

Overall, India ranked **108 out of 144** countries.
Global Gender Gap Report, WEF, 2017

GLOBALLY...

Promoting gender equality is a critical part of violence prevention. The relationship between gender and violence is complex. Evidence suggests, however, that gender inequalities increase the risk of violence by men against women and inhibit the ability of those affected to seek protection.

School-based programmes can address gender norms and attitudes before they become deeply ingrained in children and youth.

Community interventions can empower women and engage with men. Community interventions can address gender norms and attitudes.

Media interventions can alter gender norms and promote women's rights. Public awareness campaigns and other interventions delivered via television, radio, newspapers and other mass media can be effective for altering attitudes towards gender norms. The most successful are those that seek to understand their target audience and engage with its members to develop content.

WHO
who.int/violence_injury_prevention/violence/gender.pdf

Underlying systemic challenges
Challenge: To mobilise 8 million against trafficking of women & girls.

public campaign

Govt

Civil Society

Criminal justice

Corporates

Education

Public

Key Actors

The fellowship intervention

- **Engagement with the Mission Better Tomorrow – approach & strategy**

- **Leadership training for the Student Police Cadet Project**

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levels of impact

THIS SECTOR:
(Kalinga Fellowship)

SDGs addressed: 5 & 17

- **"me": systemic societal leadership**
The individual leadership of Inspector General P Vijayan.

- **"us": coalition building**
The building of the base of the 'campaign infrastructure' to create broader impact.

- **"it": systemic change**
The outcome of the campaign infrastructure put to use in a time of extreme challenge.

- **the ripple: impact looking ahead**
A notional representation of momentum & direction, looking ahead.

People protest against the rape and murder of a veterinarian in Telangana.
ndtv.com/india-news/national-human-rights-commission-notice-to-centre-states-over-crimes-against-women-2142263

public campaign

"me" – my societal systems leadership

P Vijayan is an Indian Police officer and a socially oriented Officer in uniform. He currently serves as Inspector General of Police, Kerala State Police Headquarters. He strongly believes and practices - a true leader is who succeeds in developing more leaders.

He is the founder and Chief Architect of the nationally acclaimed Student Police Cadet Project, a youth development initiative.

Early in his professional career, Vijayan realised that it was necessary for police to connect with youth in a healthy and positive manner. This would not only create a good image of the police in young minds, but also channel the adolescent fascination with authority in a positive and productive manner. Thus, Vijayan launched a Student Police Cadet Project in August 2010 in 127 schools across Kerala, with 11176 students - both boys and girls - enrolling as Cadets.

IG Vijayan has a successful record as a change leader and his innovative initiatives have national and global recognition. He has worked with police agencies across the world to share his experience of leveraging the police force to do good in societies.

The Metric: Whole–self engagement in systems change & capacity building established

"Hunger doesn't have any religion, caste or creed. And, no philosophy or slogan can satisfy an hungry fellow. We should not allow not even a single human being or animal suffer from hunger during this pandemic period. We can ensure it, if we decide so."

P Vijayan
#FeedaStomach Campaign - food to the needy, Covid-19 Response, Kerala.

Impact Framework applied

Inspector General of Police, P. Vijayan		
	System overview of the issue developed	Developed to an impactful degree.
	Personal beliefs, capacities & ambition nurtured	A strong starting point for the goal ahead with personal beliefs and the ambition to achieve. Capabilities are immense and are fertile ground to further build on.
	Emotional Intelligence deepened & applied	With respect to the elements of EI, self awareness and social awareness are put to good use with a broadened understanding of the potential through the Fellowship. Social awareness was well established, with relationship management deepening with the building of the 'campaign infrastructure' – Student Police Cadets.
	Creative confidence nurtured & applied	A deep engagement in developing solutions with others with a focus on what matters to all.
	Facilitation tools & capacities gained & applied	The current capabilities have been used gainfully and have the potential to be built on.
	Measurement & assessment capacity built & applied	Needs to be set up in a formalised for the medium to long term.

ourGroundworks 2020

"us": our coalition building

Kalinga Fellowship as a launch pad

Inspired by Kalinga Fellowship 2018 IG Vijayan is working with Bridge Institute and other stakeholders, such as UN agencies in India, to launch public awareness campaign to stand up against trafficking of women and children. The campaign intends to mobilise 8 million people.

IG Vijayan wants to launch a massive India-wide campaign against Trafficking of Women and Children. The plan is to mobilise 700,000 students, each student mobilising 10 adults – so to achieve a net mobilisation of 8 million adults, 800,000 students and 8,000 schools.

The Metric: Elements of shared purpose in a diverse collective/collection of organisations built

Mission Better Tomorrow & Bridge Institute

Since February 2019, Bridge Institute, has played a significant role in helping IG Vijayan structure and facilitate the foundation for a movement - 'Mission Better Tomorrow" (MBT), which was built on the basis of several youth development platforms, he created and successfully implemented in Kerala, with the aim of building a productive, peaceful and progressive society. Vijayan is an influential and transformative leader. He sought support and collaborated with Bridge Institute in helping learn the power of Tri-sector Collaboration in building 'Societal Leadership', which is one of the two pillars of Bridge Institute's vision. He is keen to apply Bridge's #SDG17 proposition to build 'Mission for Better Tomorrow' as a global mission.

Impact Framework applied

A coalition for a campaign – Kerala Police & The Bridge Institute

	Collective /Coordinated readiness for broad system transformation articulated	The campaign infrastructure has been built with broad collaboration with government ministries and departments, social sector organisations and individuals.
	Goals pooled/aligned	Goals are aligned.
	Collaborative intelligence applied	All four elements of EI are operational at a collective level – self awareness, self-management, social awareness & relationship management.
	Strategy alignment formulated	Strategy alignment is in place, and needs to integrate learning on an on-going basis, as the campaign(s) are developed and evolve.
	Coordinated planning facilitated/plans developed	The ability to undertake coordinated planning within the collaboration with the Bridge Institute to facilitate broad-based planning is evolving.
	Shared reporting/sharing data in place	Needs to be ensured it is set up for the longer term to ensure tracking, on-going learning & impact assessment.

public campaign

ourGroundworks 2020

Student Police Cadet Project

Vision: A human and just society where citizens respect and follow laws willingly, practice responsible behaviour towards others, demonstrate empathy for weaker sections of society, participate in tackling community issues and resist threats to the natural environment.

Mission: To unlock the potential of youth by systematic training and make them capable of becoming social leaders with global vision guided by humanitarian values.

SPC training consists of a two-year programme with a focus on developing health and physical fitness, instilling social values, exploring inner capability and inculcating community living skills within students. There are five components of the programme, i.e. Physical (Outdoor) Training, Indoor Training (Study Classes), Field Visits, Practical Training Projects, and Camps. Community Projects. Leadership capabilities of SPCs are strengthened through awareness classes and self-development workshops, and through community activities targeting issues such as road safety, drug and substance abuse, environmental protection and aspects of law and crime.

Currently, there are 702 schools running the SPC Project in Kerala with 60,000 students enrolled. There are 3000 schools waiting to be enlisted for the SPC Project with a combined strength of an expanding team of existing teachers and officers of Kerala Police supporting the initiative. In 2018, the SPC Project was declared as a national programme and currently there are 11 states implementing it.

IG Vijayan wanted to strengthen this project and use it as a platform to magnify the Kalinga Fellowship challenge and message. This collaboration today is active in the State's Covid-19 response.

Student Police Cadets Change Leaders Meet, April 2019. Bridge Institute provided leadership training to the cadets.

...inculcating values, skills and attributes necessary to function as successful citizens in a fast-changing, globalising, and competitive world of today is critical....

Home Minister, Rajnath Singh

english.manoramaonline.com/news/kerala/keralas-student-police-cadet-scheme-to-go-nationwide.html

public campaign

ourGroundworks 2020

"it": systems change

Mission Better Tomorrow is an organisational initiative, currently housed under Nanma Foundation, an independent non-profit. It will be eventually registered as a separate Trust or a Foundation.

Objective of MBT: To create a peaceful, productive and progressive future by investing in transforming India's demographic advantage into a demographic dividend.

Purpose was to enable MBT to be an action oriented 'think tank' for youth development, currently consisting of various initiatives, which are all now public policies and are being implemented as Government schemes.

Reasonable success has been achieved by MBT in bringing together several government departments - Women and Child Development Ministry, Kerala Police, Government Schools, students, civil society organisations like Nanma Foundation and influential celebrities across the State - to create a joint response to the crisis.

missionbettertomorrow.org/index.html
http://nanmafoundation.org/index.html

March 3, 2020
Bridge Institute's crafts the communication strategy for MBT's Covid19 Crisis Response and progressively gets involved in designing the entire response

January 2020
MBT invites Bridge Institute to train all the Child Protection Officers (14) in Kerala under Women and Child Development Ministry, Kerala Government

June 2019 - October 2019
Change-making models studied by a panel of experts and supervised by Bridge Institute

April 2019
MBT invites Bridge Institute for leadership training of young SPC Changemakers

October 2018 - Feb 2019
Bridge Institute works with Nanma Foundation and other influential stakeholders create the basic foundational document of MBT

January 2020 - February 2020
With the first 3 Coronavirus cases in Kerala (all students returning from Wuhan, China), Bridge Institute begins work with MBT to put in place the outline of a Covid19 response strategy and build the 'campaign infrastructure'

December 2019
MBT invites Bridge Institute to train all the ORC (Our Responsibility to Children) 40 officers under Women and Child Development Ministry, Kerala Government

May 2019
MBT under the guidance of P Vijayan begins planning the Anti-Trafficking Campaign - includes consultations with a range of stakeholders and culminated in a campaign meeting of several stakeholders late last year including International Justice Mission, UNICEF

March 2019
MBT incorporated under Nanma Foundation

September 2018
The idea of Mission Better Tomorrow emerges on the side lines of Kalinga Fellowship 2018 in Hyderabad

Break the chain: Kerala State's Covid-19 Response

"Break the Chain" was the slogan given by the government in Kerala. The idea is simple: a pandemic is spread when individuals who test positive for a virus come into contact with others, who then come into contact with even more people, and then the virus spreads further very fast. If those who are carrying the virus do not come into contact with others, then the chain of dispersal is broken.

The Kerala Police in collaboration with Our Responsibility Children (ORC) Programme of the Women and Child Development Department and Student Police Cadets programme has made several interventions to engage children in productive ways during the lockdown. These interventions have been planned with the support of various experts without compromising the caution guidelines of Covid-19.

Kutty Desk: A peer-to-peer interactive platform for kids by kids provides telephonic guidance to their peers on various aspects such as how to keep personal hygiene and stay safe during the Covid threat and on how to spend time effectively and creatively during the lockdown. This programme initially launched by the ORC team of Kollam has now been extended to all districts. As part of this initiative, 220 children were selected and trained to operate Kutty Desk activities. To date approximately 4820 children were telephoned and counselled by the Kutty Desk operators.

Hash Tag Campaigning: The Hash Tag Campaign named #BreakChainMakeChange encourages children to utilise their time during the lockdown with the support of their parents. Children have posted videos/photos of their activities in their social media accounts using the dedicated hashtag. As part of this campaign, the campaign has a repository of around 1000+ videos/photos and counting. Videos and photos of in-house games which were prominent in olden times, children helping their grandparents, creating crafts, dancing, drawing, singing are among them.

The Mission for a Better Tomorrow – providing a Spine for the Response

The ultimate test for the 'infrastructure' of the MBT campaign came with the Covid-19 Response in Kerala State. Bridge Institute crafted a communication strategy for Mission Better Tomorrow on March 3rd. This we believe helped set the base strategy that was crucial in helping quick and meaningful campaign communication responses – from raising awareness on staying safe to what to do purposefully while sheltered at home. As Bridge Institute we believe that by helping MBT, we helped other stakeholders linked to MBT - like Kerala Government (via Kerala Police), Student Police Cadets (which comes under Kerala Police), Our Responsibility to Children (which now comes under Women & Child Development Department, Kerala Government and was founded by IG Vijayan).

Feed a Stomach programme

Feed a stomach, initiated in line with the spirit of the concept of Community Kitchen, as part of the BCMB campaign, is aimed at feeding the poor, the homeless, migrant labour from different parts of the country, patients suffering from serious illnesses and their carers, tribal population suffering from the social adversities due to the threat of the pandemic and people stuck on the road as they had to break their journey midway. This initiative which emerged as an experiment in Thiruvananthapuram has now been scaled up to 11 regions of the state. The campaign till date (07/04/20) has distributed 50,921 cooked food packets including 5460 breakfast, 30620 lunch and 14841 dinner. Apart from this, 4442 food material kits were also distributed among tribal hamlets, camps housing guest labourers and other resource limited households. The average number of cooked food packets being distributed throughout Kerala everyday has gone up to 8000.

Jeevadhara: Jeevadhara is a campaign launched by the SPC programme to address the shortage of blood in the blood banks. Due to strict restrictions laid out as part of the lockdown, the blood banks are finding it difficult to contact volunteers willing to donate blood and make them available at the concerned centres during emergencies. Jeevadhara has, to date, collected approx. 3 lakh blood donation willingness forms from people across Kerala and the details are consolidated and handed over to concerned blood banks in the districts.

public campaign

Source: MBT Strategy & Roll-out notes

systems change designed collectively - impact 2017-2019

ourGroundworks 2020

"it": systems change

Health minister K. K. Shailaja inaugurates 'Break the Chain' campaign against COVID-19.

Achuthan, Grade 7, Actor, MBT Anchor.

Shivani Menon, Grade 6, Actor, MBT Anchor.

Getty Images

Roadside hand washing kiosks set up in the state.
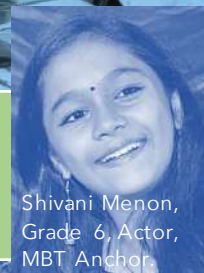
"We have won the quarter-final. The semi-final would be a staggered easing up without a second wave of infection. And the final would be a return to normal life. Only then we can say we won the game."

Sreejith N Kumar, a doctor in Kerala

Kerala policemen doing a coronavirus handwashing dance

Getty Images

India's first Covid-19 case was reported in Kerala in January.

A walk-in test centre for coronavirus in Ernakulam.
Facebook handle of K.K. Shailaja

ourGroundworks 2020

"it": systems change

Kerala's Health Minister, KK Shailaja, a former science teacher, quickly gained a reputation for her handling of the unfolding crisis: the media nicknamed her the "Coronavirus Slayer."
frontline.thehindu.com/cover-story/article31130309.ece

Impact Framework applied

Key actor interconnected change enterprise established	
Overview of the underlying structure of the system that shapes the challenge defined	For the current campaign and geography, a clear overview exists. A similar level of understanding will need to be built for the '8 million Campaign'.
System change goal with a new development trajectory - approach, strategy, metrics - defined	Defining a new development trajectory has be achieved – in terms of approach and strategy. Further work is required to develop the metric for measuring impact in order to apply to future campaigns & to be able to powerfully project the achieved impact.
Evolvability created & maintained	The capacity to respond to an emerging and dynamic challenge by adapting and diversifying as the evolving process of change demands has been developed and continues to develop.
Resources pooled – human, data, others	Resource both human and financial have been pooled across various organisations and government institutions and entities. In the stock-taking the pooling of data would be a useful exercise for learning and developing a unified tracking and assessment system.
Collaborative project management established	Has been established for the campaign. Would need to take this learning further to the next challenge.
Unified tracking & assessment established	Needs unification of definitions, indicators & milestones.

"We hoped for the best but planned for the worst...but we cannot predict what will happen next week."

K.K. Shailaja, health minister of Kerala, India

public campaign

ourGroundworks 2020

the ripple: impact looking ahead

Institutional mobilisation through the Student Police Cadet as a model

Change-making models contextually explored, identified & adopted for roll-out

Corporate buy-in & support for the roll-out of the models

Broad-based community engagement & ownership of the models shown through participation & investment of time & resources

Relevant government ministries & departments on board as enablers and/or collaborators

Government supports & facilitates conversion of models into policy instruments

Local leadership & ambition actively invested

POPULAR BROAD-BASED OWNERSHIP, ADOPTION & SPREAD

Adoption of the Student Police Cadet training by other states

ALIGNED PURPOSE & COLLECTIVE COORDINATED MOMENTUM BUILDING

ON THE GROUND COLLECTIVE LEADERSHIP & AMBITION

Second line of community mobilisation as active facilitators of the model(s) to further the 'ripple effect'

Other modes of institutional mobilisation — educational or non-educational explored

Broad-based community outreach achieved through the models

First line of community mobilisation as active facilitators of the model(s)

Public Campaign

Social media engagement strategy formulated

Models established in a critical mass of states with the required leadership and support

8 MILLION PEOPLE MOBILISED AGAINST TRAFFICKING OF WOMEN AND CHILDREN

public campaign

ourGroundworks 2020

systems change designed collectively - impact 2017-2019

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society: sectors in summary

community

societal systems leadership is clearly established through the various Fellowship proposal that have been adopted between the community (children, youth and adults) and members of institutions (e.g. Swaeros). They are both facilitators of shifts in the community and the proposals put forward provide the opportunity for them to play their respective roles. A deepening of the respective capacities could form part of the follow up work.

coalition building is essential for the Fellowship proposals put forward. Given the approach of the process (design thinking) key stakeholders have bought into the proposals. However, it requires further linkages (e.g. banks, children's publishers, etc.) to get it all going.

systems change could create the shifts over a period of time - in the role, status and identity of women, the nurturing of children (girls and boys) and community perceptions - with the engagement of the required actors.

public campaign

societal systems leadership in the context of public campaigns requires leadership at distributed locations and at all levels, esp. for MBT and its 8 million target across the country. The relationship between building the 'campaign infrastructure' and the required leadership needs close monitoring. The 'Kerala pilot' is a strong start.

coalition building to create momentum and draw people into the campaign is key and is well illustrated by the Kerala Covid Response. The learning from this experience – of how to do things better AND how to scale-up – needs careful documentation, towards broadening the coalition to across the country. Some initiatives (e.g. SPC) have already a head start (being adopted by 11 states).

systems change to be visible will require a critical mass of leadership, key linkages, clear milestones and common metrics to track progress and measure success by all actors/sectors involved.

society

across all sectors: the change we see

Each sector has explored options & combination of actions for systems change to **mutually reinforce strategy and action**.

Criminal Justice: (Kalinga)
- **Police** practices / internal mechanisms renewed for greater effectiveness *tested*.
- **Police-public** – potential for healthy effective engagement *tested*.
- **Judiciary** – *not as yet*.

Corporate: (Kalinga)
- **Corporate culture** / internal practice to create gender equality *tested*.
- **External support** towards other sectors (e.g. the social sector, education) at *very initial stages*.

Enterprise: (J&K)
- **Enterprise for a more** joyous, peaceful and prosperous future *initiated*.
- **Corporate & government partners** *engaged* for guidance & support.

Philanthropy: (All 3 programmes)
Concerned chronic issues urgently need supported across / by way of the various sector initiatives through funds and other resources – *need priority action*.

Education: (Kalinga & Tanglin)
Government and Social Sector roll-out *tested* – requires wider prototyping & testing & scale-up of current practices.

Gender justice: (Kalinga)
Support for survivors and towards re-imagining the overall system's response has seen *some testing* in terms of collaboration. Requires resources & new coalitions.

Community Engagement: (Kalinga)
Creating equal opportunity in rural and urban communities to change mindsets and behavior – *some approaches tested*.

Public Campaigning: (Kalinga)
Mass appeal / opinion and action for a shift in mindset, behaviour and action to enable systems change – building of a basic campaign infrastructure *tested* – requires wider testing & greater spread - of both the approaches & the campaign.

Education

Criminal Justice

Gender Justice

Corporate

SDGs

Community Engagement

Enterprise

Public Campaigning

Philanthropy

systems change designed collectively - impact 2017-2019

ourGroundworks 2020

the fellows

The Fellows are the key players in this process of systems change. The process puts them on a journey of '"me" – orienting myself to my *societal systems leadership*, in order to engage "us" – in *our coalition building*, which then create the possibility to understand, visualise & possibly begin to create "it' – systems change.

This section looks at a snap short of the journey at all three levels. It picks up key examples & anecdotes to view how impactful the journey for the Fellow has been.

Kalinga Fellowship 2018 Group work

their journey

programmes & fellows

Kalinga

The Challenge
To come together in a spirit of collaboration to eradicate the incidents of sexual assault and trafficking of women and girls.

Fellow profiles & support
Participants of diverse backgrounds - senior police and government officials to social sector and corporate leaders from across India and the world; nearly 20 students from different states of India and several survivors of trafficking/sexual assault also participate.

Every business, government and civil society leader is matched with a professional leadership coach, for one year post-Fellowship.

Fellows (2017 & 2018): 100 per Fellowship
Facilitators: 15 per Fellowship

Jammu & Kashmir

The Challenge
- To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.
- To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.

Fellow profiles & support
1,000 leaders include influential religious leaders, vulnerable youth, media leaders, academicians, entrepreneurs, security forces, teachers and artists.

Every fellow is provided with professional leadership and technical coaching support, for one year, post the Fellowship.

Fellows (2014-2018): 20-60 per Fellowship
Facilitators: 3 per Fellowship

Tanglin Trust

The Challenge
To determine the Purposeful Advantage and set out the business case, including expected benefits in engagement, customer loyalty, employee well-being and innovation, and the implementation plan to make it possible.

Fellow profiles & support
Inspirational and gifted group of final-year students. The four-month programme was led by the students of Tanglin Trust School.

Exceptional students from TSWREIS (Telangana Social Welfare Residential Education Institutions Society, Degree Colleges) sent on an International Cultural Exchange (ICE) programme to Singapore.

Fellows (2017 & 2018): 18 per Fellowship
Facilitators: 2 per Fellowship

the fellows

Engagement with a diverse set of sectors & organisations

| Students | Government | Survivors | CSO | Business |

| To re-orient **"me"** | To re-group **"us"** | To re-construct **"it"** |

ourGroundworks 2020

the collective process: key benchmarks

Based on the **SDGs a set of fellowship interventions** were put together within a design thinking process, **to visualise and affect systems change** within each programme. Towards this change each process formulates **sector-wise objectives and interventions** (or sub-sector-wise, as required) through a deep-dive-immersion into the various key sectors through identified organisations. Each group within the fellowship focuses on a specific sector/organisation as the basis for a facilitated design thinking process. The prototype(s) that emerges is then put to the relevant organisation/institution for it to be tested.

This has been facilitated through the framework of the respective programmes and the key partnerships.

Fellows and the organisations involved, based on the prototype and the testing involved, define **areas of commitment** for themselves. The **areas of impact** emerge through the testing process that organisations within the respective sectors take on.

This creates possibilities for the relevant organisations and sectors involved in the *immersion process* to take on and build further on the prototypes offered by the process/programme. This also informs each fellow's and the collection of partners' **road ahead**.

Education
Criminal Justice
Gender Justice
Corporate
SDGs
Community Engagement
Enterprise
Public Campaign
Philanthropy

SDG 5 & 17

Fellowship intervention

Sector-wise systems objectives & interventions

Areas of commitment

Areas of impact

Road ahead

collective impact

ourGroundworks 2020
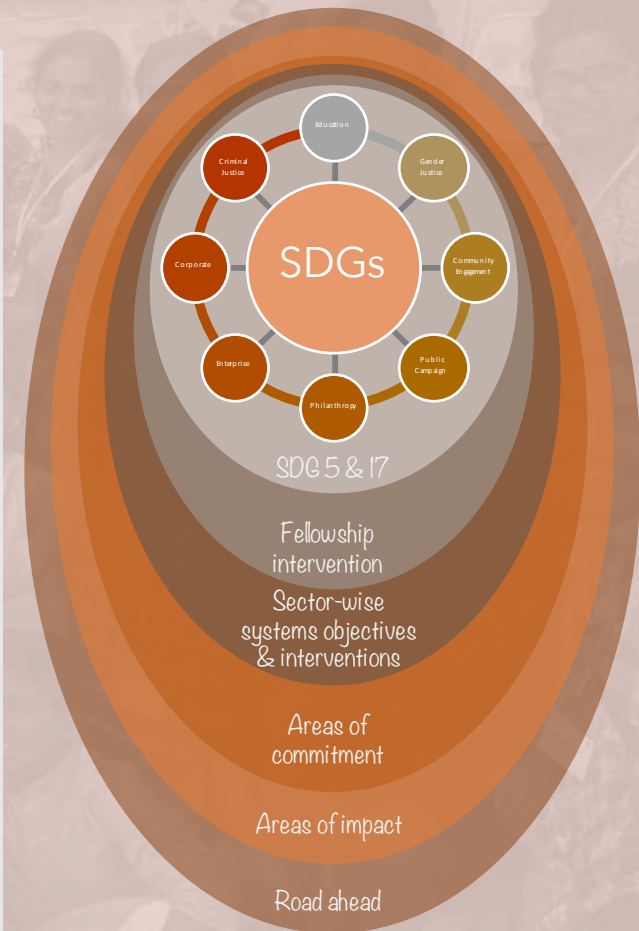
" Kalinga Fellowship transformed me into a courageous person. Earlier I couldn't speak about the challenges faced by women. Now I can talk to any gender, a person of any age. We decided to share the knowledge we gained from Kalinga Fellowship with other students in our college. We held a seminar in the evening to transfer the knowledge and empower them with what we learnt. Many students were impacted. They came to us for one-to-one conversations and we helped them find solutions. We believe they also got the courage to speak up. We explained to them how and to whom they should complain when faced with harassment. Before participating in the Kalinga Fellowship, we were unable to hold discussions on several gender equality issues which we read in the newspapers. We were scared. When we learnt during the Kalinga Fellowship that we should speak out for finding solutions, we learnt to express ourselves freely. After returning from Kalinga Fellowship I spoke to my father on gender discrimination. He was surprised to hear me speak. He gave me suggestions. This is helped in giving me courage as well."

Ruth Siddanki, 21years old, Kalinga Fellow 2018

"He is learning from me [her father who is semi-literate]. Kalinga Fellowship gave me the ability to talk about sexual abuse in our family, neighbourhood and community.

I am a naturally curious girl. After the Kalinga Fellowship, I have an added skill of thinking through different perspectives of any given situation. In the seminars we held in our college I persuaded everyone to speak up because this is the most important lesson we learnt during the Fellowship. I also learnt that we should express our appreciation and show our gratitude. I had discussions with my family members and also with my parish priest. But not everyone was happy with my opinion and that's expected because mindset change is a continuous process. I conducted a leadership session with 100 newly appointed lecturers on why it's important for lecturers to ensure they create a non-discriminatory environment in class."

Supralaya Pasham, 21years old, Kalinga Fellow 2018

Today…

HARIKA, RUTH SIDDANKI, SUPRALAYA PASHAM & MANASA POTHUGANTA after impacting a college ecosystem of 700+ students & teachers (as confirmed by their college Principal and Vice-Principal) they have secured admission in very highly rated institutions and universities in India and they mentioned Kalinga Fellowship in their application forms.

The Metric: Whole-self engagement in systems change & capacity building established

"I spoke to the principal just as Abi (a group facilitator) would. I was firm and composed. The principal would target some girls who could not speak up. He would abuse their families. He would make them fearful by claiming he had the power to manipulate their exam results. He would ask the girls to accompany them to his room. I led a movement against him and the entire college went on strike demanding action against the principal. We informed the TSWREIS authorities. We gave the college principal – the perpetrator – an opportunity to defend himself."

Harika on confronting the school principal

"I spend lot of time spreading awareness on the 'Jogini' practice that is prevalent in Telangana. Several students come to me to discuss this issue. My peers and juniors have several questions on this practice and I feel confident when responding to their queries. It is only when there is awareness and discussion in society about such practices that we might be able to collectively bring an end to it. Kalinga Fellowship turned me into a confident leader from my earlier avatar of a withdrawn, introvert person."

Manasa Pothuganta, 21 years old, Kalinga Fellow 2018

Source: Kalinga Fellowship Impact Assessment 2017-2019

the fellows

ourGroundworks 2020

re-orient 'me': my societal systems leadership

"Day 1 was very scary for me because I was holding the fear that I'm a victim of trafficking and rest of the participant were from very good background but with the help of Ms Naomi [group facilitator] I felt very relaxed by the end of the evening. I got the chance to open up about myself then I realised that many people are not aware about problem much and after they know the problem they really want to help the victim/survivors only they need proper channel. I did master of social work but I had the fear to talk in the public domain but Kalinga Fellowship has given the courage to give presentation. This was really great chance for me to prove myself. I know as it was my first presentation I was not super but I'm very happy and proud about myself that I did it. Many people came to me and appreciated about my presentation.

With the Inspiration of Kalinga fellowship I have given presentation in Delhi YPO and there I got standing ovation by 60 Delegates. it was an unforgettable moment for me. It has shown that people are accepting the survivors of trafficking. It was all because of Kalinga Fellowship. Finally the Kalinga Fellowship has given me more courage to stand in the public domain and I completely came out from stigma.''

Puja Gopal
Survivor, Fellow 2017

Source: Extract from an email from Pooja to Mac McKenzie, 2018.

Ruth and Supralaya addressing students and faculty on Kalinga Fellowship

"I conducted a leadership session with 100 newly appointed lecturers on why it's important for lecturers to ensure they create a non-discriminatory environment in class.'' **Supralaya**

"One of the main objectives from the fellowship was for me to conduct awareness workshops in our companies and factories regarding sexual harassment at workplace, and I had successfully conducted an awareness workshop on POSH Act (Prevention of Sexual Harassment at the Workplace) for our senior managers and staff last year. We have even set up an Internal Complaints Committee in our organisation. I'm in the process of organising another awareness workshop soon, on POSH Act and ICC (Internal Complaints Committee) for the factory floor workers and staff, majority of whom are women.''

Sheersha Dash, Kalinga Fellow 2017

Source: Extract from an email from Sheersha to Bridge, 2018

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re-group 'us': our coalition building

"The fellowship helped me understand the extent of gender biases (through discussions with other participants, notes written by students when questioned on gender, meetings with some staff of the school system) and how this was something that needed to be tackled at a grassroots level – I don't mean grassroots of society, I mean grassroots of our upbringing. I was already discussing and debating gender roles and effects of gender segregation in every aspect of our lives with my students. I was already in the process of creating a definite format for gender discussions, with my students. After attending the Kalinga Fellowship, I thought it imperative that I address this issue in a more systematic manner and also try to reach a larger group. I now regularly conduct gender sensitisation and transformation workshops for students."
Annapoorni T.S
Fellow 2018

Kalinga Fellow Hara Prasad Hepruka is the Sarpanch, Kuli Gram Panchayat, Rayagada District and an alumni of KISS. When Hepruka returned to his village after Kalinga Fellowship 2019, he organised a workshop on Human Trafficking in Kuli Gram Panchayat. All the villagers participated. He used the tools learnt during the Kalinga Fellowship to facilitate the discussion. He has been conducting workshops on a regular basis.

Hara Prasad Hepruka, Sarpanch Kuli Panchayat, Rayagada doing workshops in the community after becoming a Fellow of the Kalinga Fellowship 2019.

J&K: The Challenge

- To develop and transform each leader to find their best versions of themselves, to determine their purpose and their vision.

- To determine ideas and programmes that will progress Kashmir towards a more joyous, peaceful and prosperous future.

The Metric: Collectively owned inter-connected enterprise for change established

THE INPUT: 70 participants from the business sector, government departments such as Social Welfare, Revenue, Urban Development Departments and from diverse streams like academia, entrepreneurs, students, social activists, artists, doctors, sportspersons, journalists, lawyers etc. have been trained. Besides, several methods and techniques for equipping entrepreneurs with skills for building thriving businesses, including business development, management and marketing were imparted during the workshop, they also inculcated among the participants a knack and skill to form bonds with others, think together and execute solutions to problems collectively.

1. **Manufacturing Group** - manufacturing of non-woven jute bags.
2. **Horticulture group** - Providing corrugated boxes to horticulturalists (apple growers), bypassing the middle parties through JKHPMC (government marketing agency), in collaboration with KCMA (Kashmir Corrugators Manufacturers Association).
3. **Creative & Cultural Economy** - export of cultural commodities (handicrafts, food, music, theatre, etc.); reforming/reviewing policy, tax rates and incentives; creation of an 'Art Fund' through donations, CSR, government, international organisations.
4. **Tourism Groups** - induction of new entrepreneurs and improvement of the existing tourism sector.
5. **Hospitality Group** - Creation of a vision and basic theme of Kashmiriyat / hospitality.
6. **Online food delivery Group** - with subsidies and technical support (advertising, apps and websites).

"More than models, I understood the power of changing mindsets in individuals to create transformations. That was my greatest take-away from the compendium."
Mr. Binish Hamdani, E-Learning & Digital Transformation Expert

"The workshop helped in finding out of the box solutions to the challenges we are facing in establishing businesses.
Mr. Usaid Qureshi, Entrepreneur

THE LONGER-TERM: The year-long programme is aimed at building capacities of people from divergent backgrounds at the community level and train potential trailblazers and change-makers to solve social-economic problems in J&K.

During the workshop, around 30 people, drawn from different walks of life, were imparted training on self-realisation, potential identification and scientific tools to approach problem-solving processes. The participants, who attended the workshop, came from diverse streams like academia, entrepreneurs, students, social activists, artists, doctors, sportspersons, journalists, lawyers etc.

During the workshop, all the participants underwent residential training and demonstrations to inculcate among the participants a knack and skill to form bonds with others, think together and execute solutions to problems collectively.

THE OUTPUT: The participants were encouraged to develop a state-backed entrepreneurial mechanism for employment and skill development in J&K and stressed on enhancing the ability of government officials to inspire and build transformational vision and strategies for the government and paving the way for them to implement the best decisions for the people. The participants also developed various public-private partnership models for sectors such as tourism, catering services, manufacturing etc.

the fellows

ourGroundworks 2020

re-construct 'it'

The theme of Kalinga Fellowship is building societal leadership on SDG5. Each year the focus is on a specific issue within the broad theme of Gender Equality.

- 2017, ODISHA, INDIA, Combating sexual harassment at the Workplace & Breaking the Conspiracy of Silence in families, Communities and Societies on gender based violence.
- 2018, TELENGANA, INDIA, Empowering women and girls to speak up against gender based violence, hold perpetrators accountable and establish mechanisms to support survivors.

Source: Kalinga Fellowship Impact Assessment Report 2017-2019.

- **160 leaders** from Government, Business & Non-Profits enhanced their skills as Changemaking Kalinga Fellows across 2017 & 2018
- 268 Residential educational institutions in Telangana State, India transforming 150,000 students from disadvantaged communities into young Changemakers and advocates of Gender Equality
- **30,000 students** from KISS – the world's largest residential University exclusively for Tribal Children – annually engage with 100,000 tribal elders in community discussions on Gender Equality issues, including their parents, across tribal communities in Odisha State, India since 2017
- **In 2018 each of the 15 Student Kalinga Fellows** on an average provided peer to peer training and gender sensitisation learnt during Kalinga Fellowship to 700 students on SDG5, reaching a cumulative total of 10,500 young advocates of Gender Equality in the society, force-multiplying the impact of the Fellowship
- **500,000 people in Telangana State** annually sensitised and made aware of SDG5/Gender Equality issues since 2017
- **150,000 Swaeros** (mnemonic description for students from TSWREIS institutions) mobilised each year since 2017 to campaign for and be advocates of Gender Equality in their communities.

Source: Kalinga Fellowship Impact Assessment Report 2017-2019.

the fellows

ourGroundworks 2020

covid-19 bulletin: fellows on the ground

Fellows, Partner Organisations & Bridge Institute have been active in the Covid-19 Response across the country.

Some examples...

Hara Prasad Hepruka (HPH), Sarpanch, Kuli Gram Panchayat, Rayagada District Commended by the Chief Minister of Odhisa for his Covis response work

J&K Fellows: Syed Tabasum Geelani, co-founder of a non-profit, Ehsaas International in Srinagar - stepped in to manufacture PPE kits; **Muzafar Nabi**, Chief Advisor of Employees Joint Action Committee announced 450,000 employees will donate their one day salary, amounting to 200 Crore INR approx. (26 million US$) to the Government's Relief Fund for Covid-19; **Dr. Taizeena**, created an online workout platform for women across the Valley, and is growing daily.

Nirnay John, Fellow, leads a NGO, Marg in Darjeeling, West Bengal - delivering food relief to remote tea gardens in remote Himalayan regions

Nishant Aggarwal, Fellow, Sewa International has shared this Covid19 Crisis Response – deliver relief and lead humanitarian work across various parts of India

covid-19 response

KISS is working with the Government of Odisha to support with all its available resources - logistics, infrastructure, human resources etc., survival packets that comprise of essential food items, and; KISS campuses also functioning as Covid-19 hospitals

FXBIS, among other responses, reaching emergency kits to migrant workers, construction workers, rickshaw pullers and daily wage labourers, and; enabled social media platforms – Facebook, Twitter & Instagram to mobilise funds to distribute emergency kits to 30 most needy families in Hasanpura slums in Jaipur - houses several migrant workers.

Kalinga Fellow Suchitra Rath, who is with Ekjut, Jharkhand, supporting the government with food distribution to migrant workers; conducting support group meetings with people with severe psycho social disabilities and their care givers; hot meals for children.

Bridge Institute collaborating with Nanma Foundation in Kerala, & its initiative Mission Better Tomorrow for #BreakChainMakeChange - designing, planning, strategising interventions

systems change designed collectively - impact 2017-2019

ourGroundworks 2020

collective impact

towards systems change

Collective impact is key in creating systems change.

This section illustrates and *recommends one approach* (a clustered approach) to moving further towards broad-based, collectively owned and sustained systems change.

thetrustedinsight.com/investment-news/indias-working-population-is-growing-900m-people-by-2020-20161206077/

impact dashboard: the change we want to see

Meeting the challenge requires changes and shifts in sector clusters i.e. **mutually reinforcing strategy and action**

Criminal Justice: (Kalinga)
- **Police** practices / internal mechanisms renewed for greater effectiveness.
- **Police-public** – healthy effective engagement.
- **Judiciary**: case expediency justice.

Corporate: (Kalinga)
- **Corporate culture** / internal practice to create gender equality.
- **External support** towards other sectors (e.g. the social sector, education).

Enterprise: (J&K)
- **Enterprise for a more** joyous, peaceful and prosperous future.
- **Corporate & government partners** with active involvement / guidance support.

Philanthropy: (All 3 programmes)
Concerned chronic issues are supported across / by way of the various sector initiatives through funds and other resources.

Education: (Kalinga & Tanglin)
Government and Social Sector - scale up the roll-out & impact of the challenge/goal with schools & colleges.

Gender justice: (Kalinga)
Support for survivors and towards re-imagining the overall system's response, while ensuring active participation of all key actors and entities.

Community Engagement: (Kalinga)
Creating equal opportunity in rural and urban communities to change mindsets and behaviour.

Public Campaigning: (Kalinga)
Mass opinion/appeal and action for a shift in mindset, behaviour and action to enable systems change.

Education

Gender Justice

Criminal Justice

Community Engagement

Corporate

SDGs

Enterprise

Public Campaigning

Philanthropy

impact framework

ourGroundworks 2020

systems change designed collectively - impact 2017-2019

127

268 residential educational institutions in Telangana, India transforming students from disadvantaged communities into young changemakers

160 leaders from **Government, Business and Non-Profits** enhanced their skills as **Changemaking Kalinga Fellows**

250 engaged **change-makers involved in developing new solutions and projects** to build a more prosperous, safer and joyous future - they include influential religious leaders, vulnerable youth, media leaders, academicians, entrepreneurs, corporates, security forces, teachers and artists.

150,000 Swaeros (mnemonic description for students from TSWREIS institutions) **mobilised each year since 2017** to campaign for and be advocates of Gender Equality in their communities

64 students involved in **determining the Purposeful Advantage** for a meaningful purpose to be unleashed and the business case set out with engaged corporate actors

20+ news articles written about the Kalinga Fellowship

500,000 people in Telangana State **annually sensitised** and **made aware** of SDG5/Gender Equality issues since 2017

30,000 students from K.I.S.S. – the world's largest residential University exclusively for Tribal Children – **annually engage with 100,000 tribal elders in community discussions on Gender Equality issues**, including their parents, across tribal communities in Odisha State, India since 2017

10,500 In 2018 each of the **15 TSWREIS Student Kalinga Fellows** on an average provided peer to peer training and gender sensitisation learnt during Kalinga Fellowship to **700 students** on SDG5, reaching a cumulative total of **10,500 young advocates** of Gender Equality in the society, force-multiplying the impact of the Fellowship

...COLLECTIVE ACTION AT A GLANCE

collective impact

systems change designed collectively - impact 2017-2019

change cluster 1 ...for systems change

Meeting the challenge requires changes and shifts in sector clusters i.e. **mutually reinforcing strategy and action**

Criminal Justice:
- **Police** practices / internal mechanisms renewed for greater effectiveness.
- **Police-public** – healthy engagement.
- **Judiciary**: Justice & case expediency.

Corporate:
- **Corporate culture** / internal practice to create gender equality.
- External support towards other sectors (e.g. the social sector, education).

This cluster of sector is a complex combination and requires key benchmarks in each of the sectors for creating mutually reinforcing action. The reinforcement across the board supports awareness, empowerment of & opportunity for the survivor, a strengthened support infrastructure and, critically, sustained funding.

Philanthropy:
Concerned chronic issues are supported across / by way of the various sector initiatives through funds and other resources.

Education:
Government & Social Sector - scale up the roll out & impact of the challenge/goal with schools & colleges.

Gender justice:
Support for survivors and towards re-imagining the overall system's response, while ensuring active participation of all key actors and entities.

Community Engagement:
Creating equal opportunity in rural and urban communities to change mindsets and behaviour.

Public Campaigning:
Mass appeal /opinion and action for a shift in mindset, behaviour and action to enable systems change.

Education

Criminal Justice

Gender Justice

Corporate

SDGs

Community Engagement

Enterprise

Public Campaigning

Philanthropy

collective impact

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change cluster 2 ...for systems change

Meeting the challenge requires changes and shifts in sector clusters i.e. **mutually reinforcing strategy and action**

Criminal Justice:
- **Police** practices / internal mechanisms renewed for greater effectiveness.
- **Police-public** – healthy engagement.
- **Judiciary**: Justice & case expediency.

Corporate:
- **Corporate culture** / internal practice to create gender equality.
- External support towards other sectors (e.g. the social sector, education).

This combination focuses on building connections between action and support. The bench marks here focus on growing funding (Philanthropy) for action on the ground; strengthened infrastructure (Criminal Justice), and; Social Sector & Society momentum. These would broadly establish a mutually reinforcing action dynamic.

Philanthropy:
Concerned chronic issues are supported across / by way of the various sector initiatives through funds and other resources.

Gender justice:
Support for survivors and towards re-imagining the overall system's response, while ensuring active participation of all key actors and entities.

Community Engagement:
Creating equal opportunity in rural and urban communities to change mindsets and behaviour.

With required funding in place, the Fellowship proposals taken on by the organisations and sectors will be enabled. To create impact on the ground, the kind of resources put forward for developing ideas and proposals needs to be balanced out with resources for the roll-out phase. That will create continually evolving mutually reinforcing action.

Education

Criminal Justice

Gender Justice

Corporate

SDGs

Community Engagement

Enterprise

Public Campaigning

Philanthropy

collective impact

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change cluster 3...for systems change

Meeting the challenge requires changes and shifts in sector clusters i.e. **mutually reinforcing strategy and action**

Corporate:
- **Corporate culture** / internal practice to create gender equality.
- External support towards other sectors (e.g. the social sector, education).

Enterprise:
- **Enterprise for a more** joyous, peaceful and prosperous future.
- **Corporate & government partners** with active involvement / guidance support.

Philanthropy:
Concerned chronic issues are supported across / by way of the various sector initiatives through funds and other resources.

Education

Criminal Justice

Gender Justice

Corporate

SDGs

Community Engagement

Enterprise

Public Campaigning

Philanthropy

The kind of state level support and collaboration extended, along with this collaboration integrated into one of the key missions of the state government – JKSDM (Jammu & Kashmir Skill Development Mission) – it would be critical to build momentum – in monitoring the kind of state level support extended & its impact; the active involvement and guidance from the corporate sector, and; the required/provided resources – human and financial to allow the 'new' system / development track to take root, towards mutually reinforcing action.

systems change designed collectively - impact 2017-2019

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looking ahead

towards systems change

This section provides a few pointers - in the context of systems change and based on the Impact Framework - for *steps ahead* in broadening and deepening impact.

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key areas of work

"ME" – My individual leadership multiplied and enhanced in all sectors – *some sectors lag behind in leadership AND each sector needs multiple leaders.*

    e.g. *business would need more individuals and corporates taking the lead, while leadership skills deepen across the board.*

...systemic change requires multiple leaders and collective shared leadership beyond just the lead of the one 'right' leader.

"US" – Our coalitions built and collective action accelerated across sectors – *collaboration within and across sectors has been initiated across some; needs to step up in others.*

    e.g. *the collaboration between - the Social Sector and Criminal Justice needs to scale up, and; between the Business Sector and the Social Sector needs to gain momentum; strengthening & expansion of coalitions Criminal Justice (judiciary)*

...the movement towards systems change requires a collective space of collaborative leadership – across sector, organisations, institutions.

"IT" - Alternative modes for system functioning evolved through innovative and collaborative action – *systems change will require comprehensive goals, strategy and action across all key sectors, which are collectively owned.*

    e.g. *across the various actors – Government, Business Sector, Social Sector, Society - involved in the Fellowship will need collaborative ways of coming together to innovate collectively with deepening/rolling out the proposals post the Fellowship initiation process (5-day process). This would require much needed additional resources.*

...a new development trajectory enhances/ensures the growth of empowerment of others – esp. the more marginalized and affected segments, while creating broad shifts with new linkages and relationships.

The Metric - Collective tracking of progress built into the system – *with shared data and common metrics applied.*

    e.g. *all actors involved will need the same definitions of 'sexual assault' or 'human trafficking' with common/shared data, to track progress.*

...a new development trajectory collectively defined/formulated, rolled out and tracked collectively.

looking ahead

references

This report has drawn from a variety of sources to build the narrative and content of this impact assessment.

Apart from existing reports, people have been very generous in responding to requests to provide their insights, experiences and memories.

The documents referenced are provided in this section.

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General Overview
- Kalinga Fellowship – Strategy into Action.
- Kalinga Fellowship – Introduction & Plan 16.12.16.
- A prospective Fellow's application – aspiration for joining the Kalinga Fellowship.
- Various email exchange and telephonic conversations specifically on Fellows' experiences and updates.

Kalinga Fellowship - Impact Assessments & Other Related Reports
- Kalinga Fellowship Impact Report 2017.
- Kalinga Fellowship Report 2018.
- Kalinga Fellowship – Impact Assessment Report 2017-2019.
- Building with Balapur, Kalinga Fellowship, September, 2018.
- Series of field notes from a visit - May 13 - 16, 2019 - a joint Bridge Institute and TSWREIS Team travelled approximately 800 kilometres across the Telangana state to assess the impact on ground of Kalinga Fellowship 2018. The team travelled to the districts of Warangal Rural, Nizamabad, Medak and Mahabubnagar and visited villages to meet TSWREIS students and their families. The team interacted with the local communities in the region, and took video accounts from individuals – Fellows and others.

Jammu & Kashmir Fellowship
- The Executive Government Leadership Fellowship & the Young Leaders Fellowship, 15-16 November 2017, J&K Government Publication.
- Report – 2 Years of JKSDM, J&K Government Publication, 2019.
- The 1000 Leader Programme, Jammu & Kashmir, The Bridge Institute, December 2019.
- The International Collaboration Summit, 2018, Bridge Institute 20i8.
- SDGs – Solving the Global Goals, Bridge Institute, 2020.

Tanglin Trust Fellowship
- Final First State Presentation (*a group's presentation*).
- Heddwen's Article – Tanglin 2019. (*a student's take*).
- International Cultural Exchange Programme, TSWREIS, 2019.
- The Tanglin Trust Programme – Programme Document.

Covid-19 – Fellows & Partners Response
- Covid-19 update emails – various.
- Lockdown Note: Bridge's Engagement – 08.04.20.

Note: All additional external documents referred to have been mentioned with full reference in the report text. They are NOT INCLUDED in this list.

references

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systems change designed collectively:

Measuring our impact towards the UN sustainable development goals

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