



APNALAYA

Empowering the Urban Poor



ANNUAL
REPORT
2020-21

"Epic is proud to have continued its long-term partnership with Apnalaya. They proved to be not just a pillar of support to their community at a critical time, but also an organisation at the forefront of community-centered programme design, working in true collaboration with those they seek to empower."

*Kate Visconti, MPA , Programs Manager,
Epic Foundation*

"The long-standing partnership between Apnalaya and Swissair Aid for Children has been working for more than two decades. Apnalaya offers us the guarantee that the financial means are used in the sense of our goals. During several visits in recent years, we were able to see for ourselves the difficult conditions in the slums and the professional work of the organisation and its staff. We are impressed by the success and sustainability of this work, and we are proud to be able to contribute to it."

*Bernhard Looser, Foundation Councillor,
Swissair Aid for Children*

Godrej Consumer Product's partnership with Apnalaya enabled us to jointly reach out to the urban poor in Mumbai during the COVID-19 pandemic. Apnalaya's deep understanding of the communities ensured that we were able to start work and show results in the communities despite on-ground challenges. We are happy to have found a partner like Apnalaya, whose team not only helped enhance value for communities, but has also been responsive to our requirements as a donor.

*Sagarika Bose, Senior Manager - CSR,
Godrej*

"In Apnalaya, we found an organisation that was committed, worked in partnership with other agencies, and adopted a holistic approach to addressing the needs of a community that was most impacted during the pandemic. We thank and commend the Apnalaya team for their outstanding contribution to those in need during very challenging times."

*Melissa Arulappan, Head- Corporate Communications,
IQVIA*

"Apnalaya is a ray of hope for the marginalised community. It creates an opportunity to change the generation and have capacities for valuable change in people's lives through various interventions. The committed people in the organisation also play a vital role."

Manasi Nerurkar, Bajaj Finserv

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PRESIDENT'S MESSAGE

Resilience is the capacity to recover quickly from difficulties, the ability of an object to return to its original shape, the ability of a community to spring back from setbacks and misfortune. Resilience is the word of the year for us at Apnalaya. The pandemic taught us all some new words such as quarantine and social distancing. However, for most of those served by Apnalaya, who live in 10 x 15 sq. ft. homes, these words were nothing short of fantasies.

When the first COVID-19 lockdown was declared, resilience is what enabled our team and community workers to draw upon their reserves of courage to carry out relief work needed to support over 26,817 households in the M East Ward. This was done despite the atmosphere of fear and stigma around the coronavirus. Little did we know that in less than a year, we would once again be called upon to carry out relief work, owing to the debilitating second wave of COVID-19.

Resilience is something we discovered within us time and again during the pandemic and this resilience is going to enable us to not just bounce back, but also move forward and grow.

The benefit measures announced by the government remained inaccessible to many, owing to lack of data and documentation.

This became an inspiration for us to pilot a new programme that has enabled almost 1,429 individuals in M East Ward to apply for identity documents, thus bringing them closer to accessing their entitlements. This programme also led to the creation of a cadre of volunteers, who will continue supporting the community for years to come.

Apnalaya has always believed in a data-driven approach for effective programming to create a lasting impact. This year, we published two reports: Disability in M East Ward – A Study of Prevalence, Access and Barriers and Revisiting the Margins, and we are using learnings from this research to drive our advocacy efforts.



Geetanjali Jha Chakraborty
President, Apnalaya

"Resilience is something we discovered within us time and again during the pandemic and this resilience is going to enable us to not just bounce back, but also move forward and grow."

We are currently working towards the creation of a programme that would give urban poor communities access to robust data and insights, via a dashboard, which will help them advocate for improved service provision and better access to social protection.

The dashboard is tentatively called People's Dashboard. It's an innovation that challenges the traditional top-down model of constructing dashboards and data ownership. The skills acquired through our citizenship programme have given the community the ability to demand access to government facilities, services, and welfare schemes. The data generated by the Peoples' Dashboard will be used by researchers, both at Apnalaya and outside, to highlight issues of the urban poor.

Collaboration continues to be the cornerstone of all our work, and I take this opportunity to invite all who are invested in making cities and human settlements inclusive, safe, resilient, and sustainable to join hands with us. Together, we can create robust interventions to address the daily challenges of the urban poor and offer a life of dignity to all.

CEO'S MESSAGE

2020-21: What a year it has been!

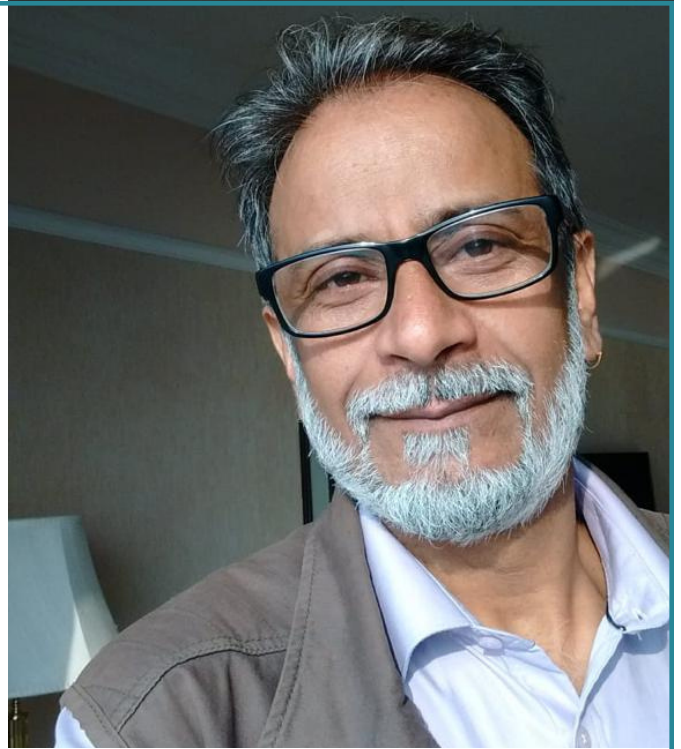
From the pandemic and lockdowns to shrinking resources, both domestically and internationally, from disappearing jobs and incomes to waning welfare, entitlements and dignity – we possibly haven't encountered a more hostile year in recent memory. Within days of the outbreak of the COVID-19 pandemic and the imposition of the lockdown, it became evident that India had plunged into its biggest humanitarian catastrophe since Partition. What is worse? We learned that while some lives were to be protected, others were dispensable. We also learned that, just as in life, there was no equity in death. And, the year of 2020 doesn't seem to show any sign of ending anytime soon.

Civil Society Organisations across the country faced unprecedented challenges staying afloat and being able to carry out their work. This was unprecedented for Apnalaya too. Looking back, it feels like a miracle that given the all-pervasive financial crunch, Apnalaya not only did not have to deflect the pressure on its staff in terms of a pay cut, unlike many unfortunate CSOs, we, grew, both, financially and programmatically. However, truth be told, we had little idea what a resilient organisation we had become.

We have never been a disaster relief organisation. We knew nothing about the supply chain or *anaaj mandis*. We, however, responded to the situation with a remarkable alacrity. We could do that because we knew the people and communities we work with very well. We were agile and courageous with a touch of madness.

As the first step, we reached out to our existing funders and explained to them the need to take up relief work. Within a month from the lockdown being announced, we had completed one round of relief distribution among 11,000 households in the Mumbai slums.

We knew that more than 46% of the slum dwellers in our intervention areas were daily wagers and with a monthly family income of



Arun Kumar
CEO, Apnalaya

"We talked about the urban poor in general, we highlighted the missing data on migrants, the overall disenfranchisement of the poor in the city and policy loopholes in relief measures."

Rs 13,000, they would have no savings to cope with the sustained lockdown. We knew from a study done in 2016 that about 11% people in urban informal settlements severely lacked food security.

We did a rapid assessment in June 2020 and a needs assessment in December 2020. We decided not to raise funds just for our beneficiaries; our relief was never targeted. We covered all the households of every slum we could reach out to. The entire relief work on the ground was carried out by people from the community. They were not only compensated, we even convinced a philanthropist to buy health insurance for them. We couldn't have compromised the safety of the workers in order to help others in the community. Once we did it and talked about it, five organisations followed suit in Mumbai itself.

Though we began with targeting institutional donors, we soon extended our focus to Corporate Social Responsibility and individual philanthropists, as we realised, in a sustained crisis like this, we needed more support.

Institutional support for us went down from 64% in 2020 to 41% this year and CSR support rose from 18% to 55% during the same time.

We did one more thing to enhance the traction towards Apnalaya. We talked about the urban poor in general and not just our beneficiaries. We highlighted the missing data on migrants, the overall disenfranchisement of the poor in the city and policy loopholes in relief measures.

We wrote nine articles since March 2020 and had 41 media mentions, including four TV interviews. We had a decent social media presence, I reckon, considering that we have always been a one person communications team. Every minute that became available due to the restricted programme activities, was utilised for speaking, writing, fundraising and reaching relief to the people. Near real time social media reporting on our relief work perhaps added to the transparency and trust.

Did it all help us in generating resources? Perhaps it did. When we see that for about 60% of Rs 13 crore we raised, the funders found us. We solicited funders only for the remaining 40%.

To sum it up, I think evidence, transparency, trust, agility and brevity in thinking and acting helped us in a big way.

Research and data, writing thought pieces and undertaking media advocacy, initiating and nurturing a consortium of 13 organisations, were critical to what we did. We have gone beyond providing relief, which we did in 187 slums of Mumbai. We have started enabling them to procure documents so that government welfare schemes become accessible to them. The work adds to our efforts at dismantling disenfranchisement of the poor in Indian cities.

Despite the obvious stress due to the sustained lockdown, I am pleased to report that Apnalaya continued its steady march towards becoming a voice for the urban poor.

The organisation was routinely sought out to share its thoughts not just on the immediate and the local, but also on issues that shape the meta narratives of the social space in India. This should hopefully help us strengthen the call for engaging with the urban poor beyond the normative thematic confines.

THE WAY WE WORK

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



SURVIVAL

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



SECURITY

We support people in finding pathways to education, skilling and livelihoods, building supportive social networks and minimalising discrimination and violence



EMPOWERED & PRODUCTIVE CITIZENS

We engage with and empower citizens with the ability to change their circumstances

ABOUT APNALAYA



A glimpse of Shivaji Nagar, M East Ward, where Apnalaya's work is currently concentrated.

Apnalaya (registered in 1973) works with the urban poor – Enabling access to basic services, healthcare, education and livelihoods; Empowering them to help themselves; and Ensuring provision of civic entitlements through advocacy with the government.

Our work is currently concentrated in Shivaji Nagar, M East Ward, which is ranked the lowest out of 24 wards in Mumbai with respect to the human development index. CSOs believe that more 12 lakh people live in M East Ward, as compared to the government figures of 8.07 lakh. 77% percent of this population lives in slums, with a large population living in Shivaji Nagar, the largest slum cluster in the ward. Shivaji Nagar is directly adjacent to Deonar, Asia's oldest and second largest open landfill.

The population consists of relocated pavement dwellers, migrants from the rural areas struggling with poverty and unemployment, and those displaced from ad-hoc demolitions elsewhere in the city.

As welfare facilities are linked to official statistics, the people living here are rendered invisible, living hand-to-mouth without basic amenities or social

entitlements, ignored and disenfranchised by the government supposed to represent them. Our programmes include: Health and Disability; Education and Livelihoods; and Citizenship and Advocacy.

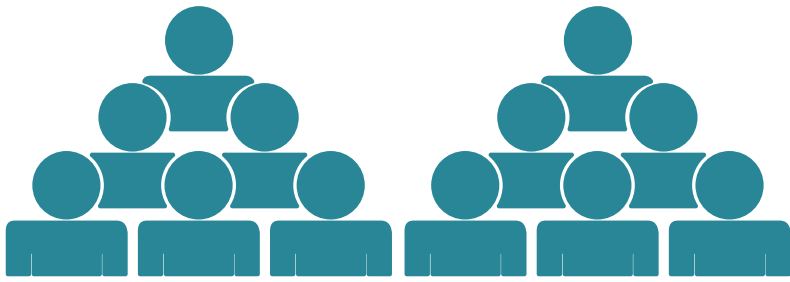
We work with individuals on issues critical to their survival (such as water, sanitation, nutrition and healthcare), and support their security and development via improved access to education, skills and livelihood opportunities.

We empower the community to help themselves, by imparting Civic Education, building a group of volunteers from the community, organising people into Civic Action Groups to engage with municipal authorities, and driving solutions to issues of common concern.

Apnalaya advocates key issues of the urban poor to government authorities both at the municipal and state level.

We provide consultation and enhance the capacity of government functionaries, and collaborate with like-minded organisations and the media to create awareness on issues affecting the urban poor.

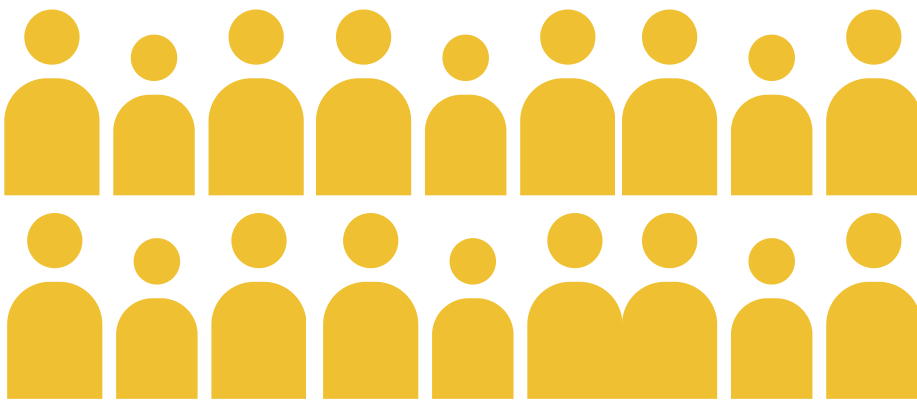
COMMUNITY INITIATIVES



26

Civic Action Groups (CAGs)

1,032 Community volunteers trained



337

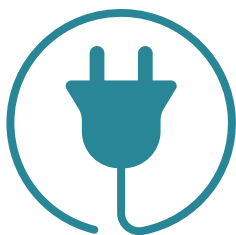
Civic actions worked on

175 Civic actions completed

Issues taken up include



Water



Electricity



Toilets



Street Lights



Street Cleaning



Lane reconstruction

Apnalaya reached

2,01,563

individuals in 2020-21
up from 74,384 in 2019-20



We expanded to

12

new areas in M East Ward,
Mumbai



Under the E3
programme,

52



school dropouts
were prevented

319



women are
part of 30
self-help
groups

In Shivaji
Nagar,

2



underage
marriages
prevented

COVID-19 AND THE COMMUNITY

*Prevalence of
wasting
increased by

1% ↑



from 13% in
2019-2020 to
14% in 2020-2021

*Prevalence of
stunting
increased by

7% ↑



from 40% in
2019-2020 to
47% in 2020-2021

*Prevalence of
underweight
children (0-6
years) increased

1% ↑



from 33.1% in
2019-2020 to
34% in 2020-2021

*The COVID-19 pandemic deteriorated key determinants of health including poor diet and nutrition. The lockdown had a wide-ranging impact on the health of the city's M East ward residents.

*Wasting refers to a child who is too thin for his or her height and is the result of recent rapid weight loss or the failure to gain weight.

*Stunting is defined as low height-for-age. It is the result of chronic or recurrent undernutrition.

*Underweight is defined as low weight-for-age. A child who is underweight may be stunted, wasted or both.

HEALTH & DISABILITY



Image used for representation only.

Lack of primary healthcare services turned the COVID-19 pandemic into a far more deadly pandemic than what should have been the case. The city's poor who are dependent on government support for their survival perished in much larger numbers. It magnified unequal access to healthcare services.

People with non-COVID-19 illnesses in need of curative health services were excluded with no recourse. Apnalaya found that 32 women in M East Ward were reported to undergo home delivery during the lockdown period. The impact of no medical recourse has been particularly devastating for the people in M East Ward. There are only 15 Health Posts, seven dispensaries and two Maternity Homes in the entire M East Ward with a population over one million, at least.

With a population this large, there is an urgent need to map out the area and existing health facilities in all slums and prepare a ward-level list of needs. There is an urgent need to improve the primary healthcare infrastructure, which will help in improving the access as well as reducing the burden on secondary and tertiary level hospitals. There is only one peripheral hospital for people living in M East Ward.

Amid the pandemic, Apnalaya's community workers stepped up to ensure that children with Severe Acute Malnutrition/wasting and other conditions receive proper care and treatment.

We also surveyed residents in M East Ward between July 2019 and January 2020 to study the prevalence of disability and released a report.

HIGHLIGHTS

Supporting government in service provision

During the first lockdown, one of the biggest challenges the community faced was complete disruption of service provision, particularly for the most vulnerable groups in the community which included women and children. At this time, the Integrated Child Development Services (ICDS) scheme department approached Apnalaya for support in distribution of Take-Home Ration (THR) due to the lack of access of their frontline team in the community. The project team along with community volunteers supported the ICDS in packaging and distributing THR, crowd control and ensuring that necessary safety precautions were taken during the process, across 52 Anganwadi centres.

Increasing Community participation

Since there was restriction on movement, we involved our 32 adolescent leaders from the community for growth monitoring, childcare and mother care. Over 32 Mother Support Groups were given the responsibility for door-to-door visits of pregnant women and 30 Aarogya Sakhis from the health posts were involved in early identification of pregnant women.

Virtual clinics for pregnant women

With the healthcare system being burdened amid the Covid-19 pandemic and all other health issues taking a backseat, Apnalaya started organising virtual clinics for pregnant women and provided audio-visual aid for caregivers of children with disability during the lockdown.

Community-based intervention for PWDs

In a study undertaken by Apnalaya in 2019-20 to identify the prevalence of disability in M East Ward, we found that prevalence of disability was significantly higher in slum areas, as compared with non-slum areas - 14.6% people in slums, compared to 5% in non-slum communities. This year, we expanded our community-based intervention with Persons with Disability in 12 new clusters of M East Ward.

COVID Appropriate Behaviour

Apnalaya was informed that the vaccination rates were extremely low from the slum communities of M East Ward and there was a need to amplify awareness activities among the vulnerable communities.

We initiated mass awareness activities on COVID Appropriate Behaviour (CAB) to prevent the spread of infection. We also initiated door-to-door visits for awareness. Help desks were up in the community to support people with registration. A meeting was conducted with officials from the Public Health Department to understand the coverage, processes, and collaborate for increase in uptake of COVID-19 vaccines.

Expansion into new areas

The M East Ward has a total of 15 health posts. So far, we were working in nine healthposts. This year, we expanded our maternal and newborn health intervention in the six remaining Health Posts.

Disability study report

The 2011 census reported levels of disability within the Indian population at around 2% or 27 million people. This figure is not reflective of incidences of disability globally with the World Health Organisation, estimating that about 15% of the world's population lives with some form of disability.

Since India has been following the impairment framework and not the functional difficulty framework to identify PwDs as published by WHO in the International Classification of the Functioning, Difficulty and Health, there is a strong likelihood of under reporting and undercounting.

A Right to Information query in 2016 to learn about the number of PwD living in M East Ward of Mumbai returned a number of 1,596 i.e., less than 0.2% of the population with Disability. More recently, a follow up RTI that was filed received the response that ward level data was currently unavailable and records indicated that there are 30,388 PwDs in Mumbai City and Mumbai Suburban. Using the 2011 Census population numbers as a reference, that amounts to 0.24% of the total population.

Apnalaya undertook a research study to identify the prevalence of disability in M East Ward. The research indicated that several government welfare schemes targeting PwDs exist. However, access to these schemes remain limited. The majority of PwDs reported that either they had unmet needs in this area, or alternatively, they were unaware of provisions for the same.

Community health workers step up during pandemic



Image used for representation only.

Four-year-old Misbah lives in a small room in Saibaba Nagar with her younger sister, mother and father. Her mother is a homemaker and her father works as a waste segregator in Ghatkopar. After a full day of physical labour, an average day's wage is Rs 100. If he gets work every day, the monthly household income is Rs 3,000. Her family lacks financial stability due to the nature of her father's job. There are many days where he isn't called.

Last year, Misbah was part of our CMAM (Community Management of Acute Malnutrition) activity, as she had Severe Acute Malnutrition/Wasting. Through the project, she received treatment and her family received support. She recovered after the long treatment and regular follow ups by the community health worker, Misbah continued to experience weakness for which she was referred for further medical diagnosis, where she was diagnosed with iron deficiency anemia.

During the Covid-19 pandemic, the community health workers gave special attention to the children who were undergoing treatment for acute malnutrition. Misbah and her mother responded positively to Malti, a community health worker.

She advised Misbah's mother over the phone and guided her on the kind of home-cooked nutritious food to prepare for her. Misbah continues to receive treatment from the hospital for her underlying medical condition and deficiencies.

Afsana, her mother, has made a conscious effort to start cooking nutritious food at home, and has slowly begun to see a change in her daughter's health. "Ever since the health centre at Shanti Nagar opened, I have gained more knowledge, understanding and have received a lot of support," Afsana said.

EDUCATION & LIVELIHOODS



Our community volunteers during a training session.

The Covid-19 pandemic exacerbated a learning crisis in Shivaji Nagar, M East Ward, as children of all age groups were affected, and many families were facing unimaginable hardships. School dropout rate and under-age marriage in Shivaji Nagar increased.

A recent Apnalaya study showed a sharp decline in participation during the years following elementary school. We found that 54.4% of adolescents dropped out by the age of 14 and 62.6% by the age of 16. Further, we observe that the decline is sharper for adolescent girls.

Additionally, due to the absence of government secondary schools in Shivaji Nagar, parents are left with only two choices: pay high fees to private schools nearby or pay for transportation to go to government schools elsewhere. With an average family income of a meagre Rs 13,555, the financial pressure is considerable for those already struggling to survive.

Apnalaya's Education and Livelihoods programme, focuses on the holistic development of adolescents, youth and women.

The E3 (Education, Employability and Empowerment) programme is a cluster scholarship programme, which aims to support adolescents between the age of 14 to 18 from vulnerable backgrounds to continue in education and not get married until they attain the legal age.

The project works on a strong collaborative approach with adolescent girls, parents, local volunteers, local leaders, schools and the community.

HIGHLIGHTS

Social Education curriculum with adolescents

Apnalaya's Social Education intervention is aimed at building agency and decision-making capacities of youth so they become aware of their aspirations and begin making informed choices about their life.

In 2020-21, we facilitated this journey for 260 adolescents through our 26 trained mentors from Shivaji Nagar.

Preventing 52 possible school dropouts

The COVID-19 pandemic was hard on children from urban poor communities. A total of 79 girls from the School Saheli cohort were promoted to Class 11, and the junior college admission process was conducted online, potentially increasing the likelihood of high school dropouts. Only 27 out of 79 students had applied for Class 11 admission.

In addition to this, six students who had cleared Class 10 had migrated to their native place and dropped out of the programme. During this crucial time, the team intervened on a case-by-case basis and were able to register the remaining students for Class 11.

Engaging parents

During the lockdown, there has been an increase in cases pertaining to child protection, drop-outs, child marriages, and child labour. To address the issue, monthly and quarterly cluster-wise parent meetings and home visits were organised, reaching out to 260 parents.

During the meetings, the importance of education, increasing number of child marriage/child labour cases, and the increase in dropout rates were discussed. Information relating to school admission was also disseminated through these meetings. With time, parents are becoming increasingly involved in the programme.

Five Rozgar Sakhis trained

We recruited five *Rozgar Sakhi's* who commenced working with us from February 2021. Rozgar Sakhis are women in the community who are trained to support the CCC partners and also refer mothers of children enrolled in Community Childcare Centres (CCCs) to local employment or entrepreneurship opportunities. One rozgar sakhi



Community volunteers participating in an activity during a session.

handles 10 CCCs. The five *rozgar sakhis* were trained in their roles and responsibilities, the basics of business, financial literacy among other things.

CCC mothers referred to skill development

In 2020-21, 30 CCCs were shut down due to the COVID-19 lockdown, and as the restrictions were relaxed, 30 CCCs were revived and six new were added.

In February and March 2020, 25 CCC mothers were referred to skill development courses as general duty assistant in patient care. They were also trained in embroidery, catering, among other things, which gave them scope to work locally and earn better.

How our mentors ensured Saba continues her education



Image used for representation only.

This year, through the efforts of our mentors, we were able to support 52 girls get admission to Class 11. These girls were at the risk of dropping out, as most of their parents were unemployed because of the pandemic and they could not afford the fees. A few other parents said that online classes were a waste of time and money.

Saba*, a resident of Shivaji Nagar, was one such girl. Saba lives with her parents and two younger siblings. Being the eldest sibling, she was responsible for household chores and caring for the younger ones.

Saba completed Class 10 with a good grade and was determined to get admission in a junior college, as she aspires to be a Chartered Accountant. Owing to the Covid-19 lockdown, admissions moved online this year. Saba got selected only at one college in Sanpada, which is 15-20 km away from her home. Coming from an orthodox family, they refused to let her take admissions, as according to them, women from the community are not allowed to go very far away from their home. Saba then informed her mentor about the situation. Under Apnalaya's programme, mentor engagement brings together

youth from the community to engage with adolescents by volunteering their time and providing them with role models. The mentors are trained on different aspects to build their mentoring and facilitation skills, as well as to build an understanding of child rights and child protection. They go on to facilitate lifeskills, career guidance and mentorship trainings with a cluster of 10 adolescents assigned to them.

The mentor was aware about the importance of Saba's admission, and challenging oppressive cultural norms were not easy.

For the next three months, the mentor accompanied Saba to colleges and spoke with different principals of colleges in and around Chembur.

The mentor also involved the Apnalaya staff, who then spoke to Saba's parents and counselled them to allow her admission. Today, Saba happily attends online lectures and our mentors continue to help other girls in similar situations.

**Name of the child has been changed to ensure anonymity & follow child protection guidelines.*

CITIZENSHIP & ADVOCACY



Our field officer (extreme right) during a *nukkad* meeting with community members.

The pandemic and the lockdown have vividly brought to fore a number of issues that have plagued the urban poor for many years. The inadequate access to food, water, primary health care and shelter have further accentuated the systemic failure in meeting the challenges posed by ever-increasing urbanisation.

Along with opportunities, rapid urbanisation also comes with a massive concentration of the poor. However, the actual scale and depth of poverty in these communities remain undercounted and underreported. The city, though dependant on the labour of the urban poor, stays aloof to their struggles. This drives them into the trap of inter-generational marginalisation.

To break this cycle of marginalisation, we at Apnalaya recognise that it is not sufficient simply to provide services, but work on enhancing the capacities of people to demand their rights and respond to civic and social issues through engagement with the government. This approach of enabling people and inviting the urban poor to participate in their own development, is what we call the Citizenship approach.

Enabling people to participate in their development is the best way to make a long-lasting difference in the lives of marginalised people.

Apnalaya's Citizenship programme helps bridge the gap between the community and their entitlements by making aspiring grassroots volunteers aware of their constitutional rights, social entitlements and responsibilities, and develops skills needed to engage with the local government.

Apnalaya supports these grassroots leaders in the formation of Civic Action Groups (CAGs) and offers technical support to take up issues that will benefit their communities. In the initial years, till the CAG functions independently, we guide CAGs to take the issues of the urban poor to a wider audience through local advocacy and campaigns.

The grassroots volunteers, after being trained, take action on civic issues both at the household level and on a community level. So far, 1032 community youth and adults have gone through our Citizenship programme.

HIGHLIGHTS

In 2020-21, CAGs worked on 309 household-level civic issues and 28 community-level civic issues, impacting the lives of 9,895 people in their clusters.

The CAGs have taken up issues like as demanding electricity, cleaning of open gutters, demanding public toilets, repair of street lights, etc.

During the course of these civic actions, community volunteers in Shivaji Nagar, M East ward, Mumbai, with Apnalaya's hand holding were able to have direct interface meetings with ward officers and the municipal corporators of their electoral wards.

Expanding our footprint

For close to five decades, we have worked and successfully moved out of multiple urban poor communities of Mumbai.

This year we looked at amplifying our efforts to build an informed public sphere with CAGs by networking and partnering with two NGOs outside of Shivaji Nagar. 87 grassroots leaders and staff of two NGO partners – Save The Children India (STCI) and Prerana were trained in our Citizenship curriculum.

We expect that these NGOs will bring together people from various parts of the city into a Samuhik Vikas Samiti (SVS), thematically organised and committed to focusing on issues that the urban poor encounter and wish to resolve.

Apna Adda - Hum kaha The?

Apna Adda was conducted this year, online. This volume was called *Hum Kahan The*. The Apna Adda series is an attempt to initiate discussions around the impact of the pandemic on the urban poor.

Various stakeholders including journalists, academicians, NGOs, corporates, artistes from slums and the middle-class gated residences, corporates and workers were involved in this collective discussion, using different art and cultural forms to take a step towards building an inclusive city.

During these meetings, volunteers raised the issues and problems faced in the community such as electricity, water connections, sanitation, education, housing and health.

The pandemic has meant greater unemployment, food insecurity, indebtedness and marginalisation. This assumes critical significance in the communities of the M East ward. Volunteers as community workers, have played a significant role in the pandemic. This entire journey strengthens an effective network of leaders, who realise their capacity, demand and participate in their own development.

MSHRC order on Toilets

Our advocacy on the Maharashtra State Human Rights Commission (MSHRC) order continues. In May 2019, MSHRC issued a suo-motu judgment that the number of toilets vis-a-vis the number of people living in Shivaji Nagar is wildly out of proportion.

Apnalaya's advocacy efforts by regular correspondence and meetings with MCGM and MSHRC authorities led us to receive two replies from concerned stakeholders.

Grassroots leaders trained in SMC

39 grassroots leaders were trained to join the School Management Committees (SMCs) in four Brihanmumbai Municipal Corporation (BMC) schools in Shivaji Nagar.

They were apprised about their roles and responsibilities in SMC, which is a crucial step in the implementation of the right to free and compulsory education for the child.

The goal was to ensure community participation in proper functioning of schools.

Youth civic action illuminates Rafi Nagar, streetlights installed



The streetlights installed at Rafi Nagar.

For many years, residents of Rafi Nagar in M East Ward's Shivaji Nagar have been living without streetlights. Poor-lit streets or those without lights pose a danger to residents.

In November 2019, the community volunteers decided that they wanted a streetlight installed, as residents, especially women, did not feel safe. This civic action was led by our 19-year-old volunteer Arshad Ansari. It all began with the submission of an application in the M East Ward office, but there was no response for three months. They then began following up this issue with the officials and wrote several letters. As part of their initiative, they conducted a signature campaign and managed to get over 80 signatures.

Arshad says the BMC officials visited the site and said the streetlights would be installed, but later stopped following up. It took them several visits to the ward office, where officials made them run from pillar to post, but our volunteers did not give up. The civic action came to a standstill in March 2020 after the government introduced the Covid-19 lockdown. The officials, too, did not follow up on this issue.



Officials in process of fixing the metered electricity connection.

Earlier this year, Arshad once again visited the ward office and after several follow-ups, four streetlights were installed in February 2021. Najma Khan, a 20-year-old resident, says she now feels safe in her own locality. "Earlier, it used to be difficult for women to visit the community toilets in the evening, but that's not the case anymore," she says.

In another case of civic action, Indira Nagar 2 in Shivaji Nagar got metered electricity connection in January 2021, which will benefit over 200 homes housing the urban poor. This civic action was initiated in 2017.

Over a series of *nukkad* meetings, our community volunteers discussed the issue and worked towards getting an authorised electricity metre. This included coordinating with various officials, writing letters to concerned authorities and involving the residents in civic action. We facilitate *nukkad* meetings, where people voice their needs and concerns, and collectively find solutions. Apnalaya carries out similar initiatives with its trained community leaders in other areas of M East Ward as well to enable people avail basic amenities.

Research, M&E, Technology

AIMS

Building on last year's work on Apnalaya's Information Management System (AIMS), in 2020-21, we successfully rolled-out the software across the organisation. Consisting of an Android app for our community staff, and a web application for managerial staff, AIMS digitises and streamlines operational data collection, and creates a repository where all of Apnalaya's programme data is stored. AIMS went live in January 2021.

AIMS marks the beginning of our digitisation and technology aspirations. With Kobo now our default way of collecting survey and monitoring data, we are close to fully digital and paper-free data collection. In 2021-22, a big goal is the development of the reporting module of the application.

Data Policy

In November 2020, Apnalaya became one of the first organisations in the sector to develop and adopt the Responsible Data Policy. Inspired and modelled on a similar policy developed by Oxfam GB in 2015, it ensures equitable representation of everyone, irrespective of social status, in Apnalaya's programming and research. It takes a privacy-first approach, and seeks to put in place systems and safeguarding mechanisms that protect Personally Identifiable Information of communities that Apnalaya works with, and prevent misuse. By March 2021, we were able to roll out the policy. We have also made it a mandatory requirement in all our partnerships.

Apnalaya has had opportunities to engage with the donor community on the policy. While some have welcomed its approach, others have been cautious. The Policy reaffirms Apnalaya's commitment to peoples' rights, including data rights and aims to strike a balance between funder transparency and protection of personal data. Further, Apnalaya will continue to engage with stakeholders from all groups to implement the Policy. It is also being translated into Hindi.

Research

Our research work had several highlights this year. The main among them were – Disability in M East – A Study on Prevalence, Access and Barriers, which focused on understanding the prevalence of disability in M East Ward, aligned with the definition of disability as per Rights of People with

Disabilities Act, 2016, their access to community services and livelihood opportunities and barriers they face in accessing these services. In 2020-21, we completed the study and released the report online, and followed that up with a round table discussion on Disability – Policy, Practice and Possibilities. Apnalaya aims to use these findings to form a basis for advocating better practices in identification of, and provision of basic rights and services to PwD.

Integrated Community Development Assessment

In 2017, Apnalaya initiated a longitudinal study to understand the impact of its integrated community development approach on households in Shivaji Nagar. The study tracks 203 households over 3 years and involves data collection every 6 months. We finished the final round of data collection in September 2020. By March 2021, a preliminary analysis was completed.

Rapid Needs Assessment

In the context of COVID-19, in June 2020, we conducted a rapid needs assessment to understand community and programme-level impact of the situation and to get a basic sense of the tech readiness of the community in the context of remote delivery of programmes. Total 630 programme participants reached out through online survey during the assessment. It formed a basis for the Community Needs Assessment.

Community Needs Assessment

Building on the findings of the rapid needs assessment, it aimed at assessing the situation and needs of the Shivaji Nagar community in the wake of COVID-19 within the context of livelihoods, health, nutrition and access to basic amenities. Total 864 community people reached out for the assessment. The report is being finalised.

Community Child Care Centres (CCC) Evaluation

In November 2020-21, we assessed the CCC model to identify specific needs of CCC owners with regards to re-opening CCCs in a 'COVID-safe' way, to understand existing, perceived opportunities for women in Shivaji Nagar to access livelihoods, barriers and support required to access these opportunities. The baseline has been completed and report is available. Endline is scheduled in October 2021.

COVID-19 RESPONSE



Apnalaya's community workers carrying out relief work.

For the urban poor, the pandemic has meant further unemployment, food insecurity, indebtedness and marginalisation. Poor nutrition, added with food insecurity, has been a serious concern in Mumbai's slums.

When the pandemic hit, nonprofits working on the ground, including us at Apnalaya, began to respond to the spread of the virus early. Communities were sensitised before the lockdown was announced, and once the lockdown seemed inevitable, the focus shifted to relief. It was imperative for us to rollout a massive direct-action plan of relief distribution to the people in and around Shivaji Nagar.

Our holistic approach – daily provisions and food materials, fruits and vegetables, added with Direct Benefit Transfer (DBT) – ensured no household was left to fend for itself in the slum clusters we work.

We distributed 39,285 ration kits to 26,817 households. Our relief efforts covered 53 slum clusters (32 in M East Ward and other slum clusters) and benefitted 1,70,753 individuals. We also distributed a total of 13,550 hygiene kits, which included materials such as soaps, sanitary pads

and hand sanitisers among other things.

We initiated a consortium of 13 CSOs to generate resources to help communities cope with the immediate crisis, work with the government to create partnerships for long-term relief and network with other NGOs to broad base efforts.

The consortium aimed at sharing information, reducing duplication, optimising resources, and increasing our reach in Mumbai, Navi Mumbai, and Thane.

In the slum clusters of Shivaji Nagar, 15 women, who are part of Apnalaya's project Svavalamban, stitched 900 masks for relief workers. We also started DBT as a more long-term relief solution, with transfers being done to 2,268 vulnerable households.

Apnalaya, with the MCGM, distributed a total of 36,400 fruit and vegetable packets in M East Ward, especially in the containment zones. This included distribution of 2,500 fruit packets in five quarantine centres of M East Ward.

We facilitated the donation of curative (infrastructural support and medical equipment)

COVID-19 RESPONSE

and preventive (PPE kits etc) material support worth Rs 47 lakh to three MCGM hospitals - Shatabdi hospital in Chembur, Rajawadi BMC Hospital in Ghatkopar, Municipal hospital in Grant Road and 15 Health Posts in M East Ward.

For over 40 community workers, who played a critical role in relief work, we compensated them by paying Rs 300 per day for their work, and also got medical insurance for them.

In partnership with UNICEF, we worked on a project called U-Report, which aimed at mobilising youth in the community and working on issues of stigma and discrimination associated with COVID-19. This project was executed in M East and G North Wards. Over 4,372 youth were mobilised through online engagement through a WhatsApp chatbot and 881 youth were engaged in offline activities including *nukkad* meetings, events, plays and on ground activities.

39,285



ration kits distributed

Apnalaya covered

52



areas. 32 in M East Ward and other slum clusters



1,70,753

individuals benefitted

26,817



Number of households to which ration kits distributed

2,268



Number of families to whom Direct Benefit Transfer (DBT) completed

₹6.75 crore

Total money spent



13,550

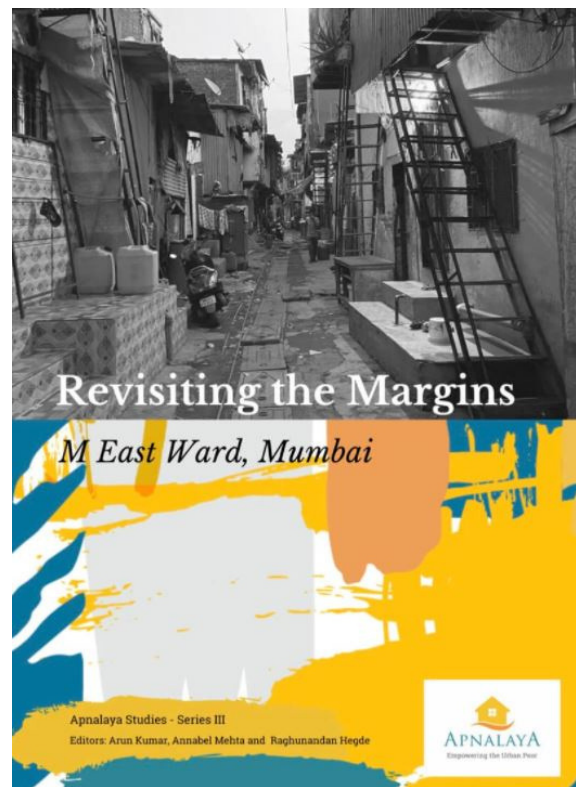
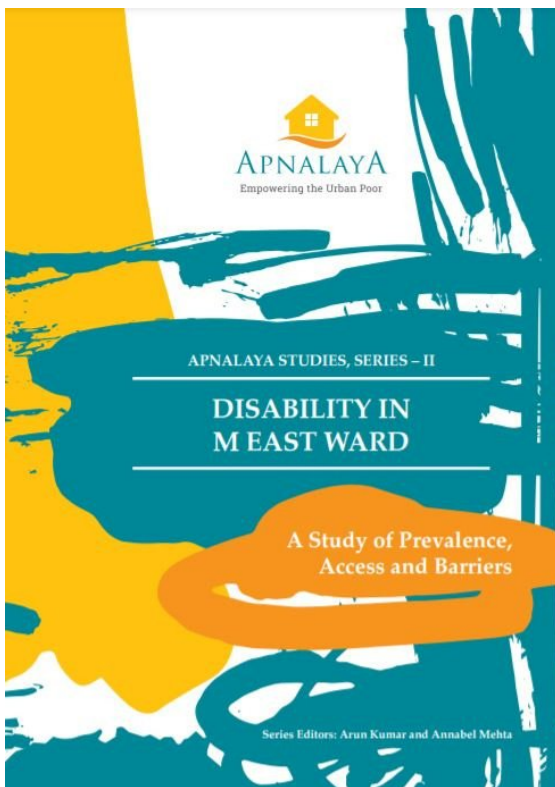
hygiene kits distributed

36,400



fruit and vegetable packets distributed (containment zones and quarantine centres of M East Ward, Mumbai)

OUR PUBLICATIONS



In Relief Operations, Data of the Poor Deserve Privacy & Dignity

"It is the lack of a political voice and agency that makes and keeps the workers vulnerable. This trend has worsened since liberalisation."

How the lack of reliable data hurts the most vulnerable Indians

"Koi iss baat pe insist nahi karte
Ki hum sarkaar ke liye exist nahi karte."

idr

“Migrant workers constitute the backbone of informal unorganised work in urban areas. There is a “new normal”, which the world is adapting to, and it is imperative for us as civil society to recognise the imminent needs of people and those in the long-term.”

Raising a stink

“As we know, data has the potential to alter power equations. It can “create, redistribute, amplify or disrupt it [power]. It can entrench or privilege certain actors or perspectives, but it can also empower new voices and approaches. It can reveal and unravel atrocities, but it can also expose the vulnerable and the marginalised.”

Vulnerable in Maximum City: Reimagining Mumbai

COMMUNICATIONS

In 2020-2021, we stepped up and reached out to a larger audience to bring forward key issues and challenges of the urban poor. This was done through print, digital and broadcast mediums, where our focus was to improve our overall media, communications and branding effort.

Apnalaya was mentioned in 41 media articles, which included 25 print and 16 web articles. We were also interviewed by three leading broadcast channels: ABC, BBC and NDTV.

Apnalaya staff authored seven articles during the year for leading news publications such as Scroll, The Quint, Indian Development Review (IDR) among others. The news articles covered multiple topics focusing on Apnalaya's impact, our rapid needs assessment findings and the work we did in and around M East Ward during the COVID-19 induced lockdown.

The highlight of the year was the broadcast coverage of the issues in the community amid the pandemic. Our CEO, Dr. Arun Kumar, spoke to ABC Australia about the spread of COVID-19 in Mumbai, and how the urban poor were affected by it. In conversation with BBC, he spoke about how a sweeping lockdown dealt a devastating blow to the country's migrant workers. In yet another interview with NDTV, he highlighted the need for door-to-door vaccination in a city like Mumbai and shared Apnalaya's findings.

Scroll extensively covered Apnalaya's efforts at helping six lakh Shivaji Nagar residents keep COVID-19 at bay. The article spoke about our strategy to enroll 40-50 community workers from the neighbourhood to distribute relief supplies, and how we arranged a year's health insurance for them. The Wire also wrote about how the children in M East Ward were the worst affected during the COVID-19 lockdown.

Our rapid needs assessment survey findings of how 56% people of the ward were living on borrowings during the lockdown found mentions in Mumbai Mirror and Hindustan Times. Apnalaya's disability report (Disability in M East – A Study on Prevalence, Access and Barriers) findings were written about in The Indian Express and Middy. In a follow-up to the Maharashtra State Human Rights Commission (MSHRC) 2019 order to construct over 6,000 toilets in Shivaji Nagar,



Behind the scenes: Apnalaya CEO being interviewed by BBC



Apnalaya CEO in an interview with ABC.

Hindustan Times wrote about how the situation had not changed and the order had not been implemented even after a year. Additionally, our events such as Apna Adda were covered by some of these publications. Middy went on to do an exclusive video on Sania Mistree, a 15-year-old from Shivaji Nagar, who wrote and rapped about how the urban poor were ignored during the lockdown.

Our commitment to the bimonthly publication of our newsletter 'Life on the Margins' continued, as we shared it across a vast database of supporters, partners and friends of Apnalaya. Apnalaya's presence on social media continues to be significant.

This year, a large number of people and donors reached out to us because of our media interventions. We continued to raise issues of the urban poor and used social media as a platform to amplify their voices.

Our Facebook page has a high organic reach with 6,593 likes. On Twitter, we crossed 1,000 followers, and our Instagram page stands at 1,565 followers.

मुंबई के स्लम में टीकाकरण क्यों नहीं आसान?

NDTV

Artistes, scholars, citizens discuss issues of urban poor during lockdown

Covid-19 lockdown: Confronted with hardships, 15-year-old Sania chose to rap

THE HINDU

Covid funding hits other causes hard, NGOs struggle for funds

Empowering the Urban Poor with Apnalaya

Mumbai: Study finds 1.3% disabled people in M East ward

In Mumbai's Shivaji Nagar slum, an NGO is helping six lakh residents keep Covid-19 at bay



THE TIMES OF INDIA

With no income during lockdown, people in slums forced to borrow money for water: Survey



BBC NEWS

Lack of community toilets in Shivaji Nagar slums pose greater Covid risk

Mumbai Mirror

Children of M East, Mumbai's Poorest Ward, Among the Worst Impacted by COVID Lockdown

Coronavirus: how Mumbai's sprawling slums threaten to become a Covid-19 breeding ground

the quint

Pregnant women from Mumbai's M-East slums face tough time in lockdown, 32 delivered at home

India migrant workers paid heaviest price for Covid crisis

After Dharavi, rising Covid cases in slums of Govandi, Deonar a worry

The Indian EXPRESS

Hindustan Times



EVENTS

Women's safety and livelihood post the pandemic

The Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai, established and supported by the Ministry of Housing and Urban Affairs, Government of India, provides capacity building and technical support to the Urban Local Bodies, in a few states. Apnalaya was invited as facilitators for their Regional Specialised Web-Based Training Programme on 'COVID-19 and Vulnerable Urban Communities'. Poornima Nair, Director, Health and Disability and Malathy Madathilezham, Director, Education and Livelihoods, represented the organisation, where they facilitated a series of trainings and covered topics around the impact of COVID-19 on Health and Nutrition needs of urban slum dwellers; Women's health and health practices; impact of COVID-19 on Livelihoods of Women and Children.



Youth from Shivaji Nagar perform rap and beatbox during Apna Adda.

Apna Adda – Hum Kahan The

Several artistes across genres and people came together in the virtual world to participate in 'Apna Adda' on November 27, 2020. 'Apna Adda' is an attempt to foster dialogue on various aspects of urban life through artistic expressions. The event focused on the issues people, especially the urban poor, migrant workers faced during the lockdown. The guests included Danish Husain, an actor, storyteller, and poet; and Hussain Haidry, a spoken word poet, writer and lyricist among others.

Disability report launch

On December 2, 2020, Apnalaya launched its research report, 'Disability in M East Ward: Prevalence, Access and Barriers'. A major finding of the study was that, only 10.4% of people with severe functional difficulty in at least one domain



(Clockwise): Dhananjay Munde, Minister, Social Justice & Special Assistance, Maharashtra; Annabel Mehta, Former President, Apnalaya; Prerana Deshbhrtar, IAS, Commissioner, PwDs, Maharashtra; and Arun Kumar, CEO, Apnalaya.

had applied for disability certificates and only 8.5% have a disability certificate. The report was released by Dhananjay Munde, Minister, Social Justice & Special Assistance, Maharashtra. Prerana Deshbhrtar, IAS, Commissioner, Person with Disabilities, also attended the launch.

Resilience Strategies for Nonprofits

Arun Kumar, CEO, Apnalaya, was part of the Resilience Strategies for Nonprofits on July 24, a three-day interactive workshop offered by Ashoka University's Centre for Social Impact and Philanthropy (CSIP). Arun spoke about how Apnalaya adapted to the COVID-19 pandemic in terms of programme delivery and activities on ground, and how we leaned more towards research and advocacy.

Bridging gap between citizens and government

Malathy Madathilezham, Director, Education and Livelihoods, participated in Janaagraha's second edition of City Politics on October 17, 2020, where she shared her insights on how to bridge the gap between citizens and local government. Malathy highlighted Apnalaya's Citizenship and Advocacy programme and spoke about the need to focus on the Civic Action Groups (CAGs) that share knowledge on government processes, constitutional rights and bring about community-level civic actions.

FINANCE

In 2020-21, Apnalaya's work directly benefitted 2,01,563 people in 187 slum clusters. None of this would have been possible without the support of individuals, foundations, corporates and grant organisations invested in the vision and mission of Apnalaya.

Apnalaya's total revenue for the year was Rs 12.06 crore, an increase of Rs 7.19 crore from the previous financial year (2019-2020). The expenditure incurred during the year was Rs 11.13 crore, an increase of Rs 5.96 crore. A significant part of the increase in revenue and expenditure could be attributed to the relief work that Apnalaya did when COVID-19 struck.

26.24% of our donations came from foreign sources under Foreign Contribution Regulation Act (FCRA) and the rest 73.76% from Indian donors. At the time of compiling this report, we have Rs 4.19 crore as Apnalaya's Corpus.

Human Resources Remuneration

The highest-paid employee for the year ending March 31, 2021 received a salary of Rs 2,26,326 per month, while the lowest-paid staff member earned Rs 12,000 per month, according to the Minimum Wages in the respective State Government Minimum Wages Notification.

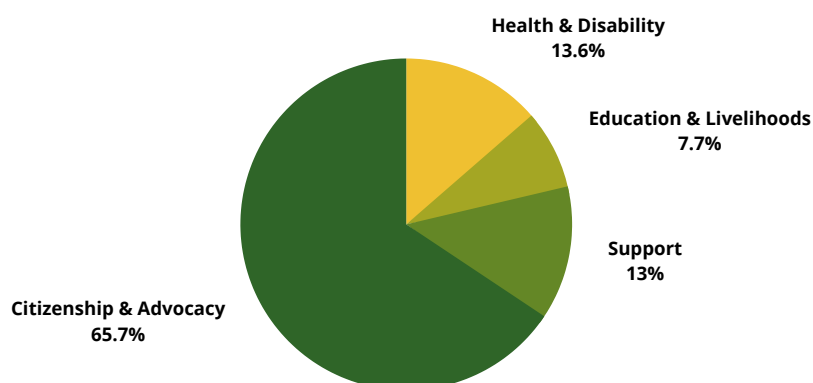
Declaration of Remuneration/Fees of Trustees/Board Members

The Executive Committee members for the year were: Geetanjali Jha Chakraborty, President; Suman Srivastava, Secretary; Vrinda Ashok Mahadevia, Treasurer. Other committee members included Annabel Mehta and Vijaya Balaji. The trustees of the organisation declare that they have not received any remuneration from the organisation for the year 2020-21. They have not received any sitting fees from the organisation for the Board meetings and Audit Committee meetings attended by them during the year.

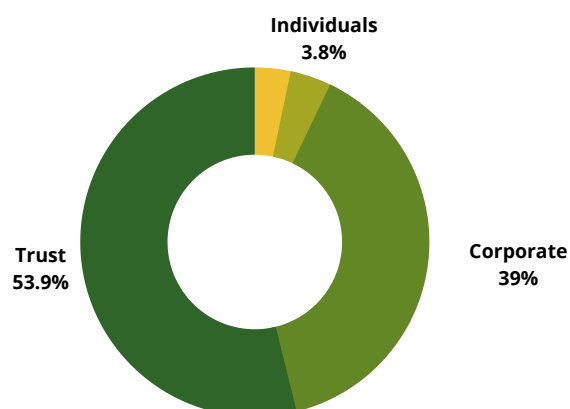
Auditor

Our auditor is Supriya Bhat of Borkar & Muzumdar. We thank her team and her for their untiring guidance and support throughout the years.

Programme Expenditure



Sources of Support



The Bombay Public Trusts Act, 1950
SCHEDULE - VIII
[Vide Rule 17 (1)]

Name of the Public Trust :- APNALAYA
Balance Sheet As At MARCH 31, 2021

Registration No. F-2830

FUNDS & LIABILITIES		Rs.	Rs.	PROPERTY AND ASSETS		Rs.	Rs.
Trusts Funds or Corpus				Immovable Properties :- (At Cost)			
From General Public				As per Annexure 'A'			
Balance as per last Balance Sheet		3,76,84,471		Balance as per last Balance Sheet		7,674	
Additions during the year		1,50,499		Additions/(Deletion) during the year		7,568	
				Deletion during the year		13,241	
				Less : Depreciation up to date		-	1
From TET - ACF				Investments :- As per Annexure 'B'			20,46,157
Balance as per last Balance Sheet		20,45,503		Note : The market value of the above investment is Rs.			
Additions during the year (Income from Invst reinvested)		-		Movable Properties :- As per Annexure 'C'			
From CRY				Balance as per last Balance Sheet		19,77,435	
Balance as per last Balance Sheet		10,00,000		Less : Deletion during the year		1,886	
				Additions during the year		4,70,964	
From Tom Hollend				Less : Depreciation up to date		4,56,636	19,89,877
Balance as per last Balance Sheet		10,00,000	4,18,80,472	Loans (Secured or Unsecured) :			
Other Earmarked Funds :-				Good/doubtful			
(Created under the provision of the trust deed or scheme or out of the Income)				Loans Scholarships		-	
Depreciation Fund		-		Other Loans		-	
Sinking Fund		-		Advances :-			
Reserve Fund		-		To Trustees		-	
Any other Fund :		-		To Employees		-	
As per Annexure 'F'			1,72,52,825	To Contractor		-	
				To Lawyers		-	
				To Others		-	
				To TDS Receivable F.Y. 2019-2020		3,71,992	
				To TDS Receivable F.Y. 2020-2021		2,98,707	
				To FD Interest receivable		2,16,869	
				To Loan & Advance		1,86,067	
				To LIC OF INDIA - Gratuity Fund		22,27,663	
				To Prepaid Rent		5,71,750	
				To Others (As per Annexure 'D')		5,07,015	43,80,063
Loans (Secured or Unsecured) :-				Income Outstanding :-			
From Trustees		-		Rent		-	
Form Others		-		Interest		-	
				Other Income		-	
Liabilities :-				Cash and Bank Balances (As per Annexure 'E')			
For Provision for Expenses		41,914.82		(a) In Hand		4,252	
For Rent & Other Deposits		-		(b) In Savings Account		1,82,08,367	
For Provision for Audit Fees		1,36,875		(c) In Fixed Deposit Account		6,18,60,511	
For TDS Payable		13,125		(d) With the Trustee		-	
For Sundry Creditors Balances		10,220.00	2,02,135	(e) With the managers		-	8,00,73,130
Income and Expenditure Account :-				Total			8,84,89,228
Add : Balance as per last Balance Sheet		2,03,20,150		Total			8,84,89,228
Add : Surplus as per Income and Expenditure Account		93,73,625					
Less : Deficit Expenditure Account		-					
Less : Appropriation If Any		5,39,979	2,91,53,796				
Total			8,84,89,228	Total			8,84,89,228

For and on behalf of
Borkar & Muzumdar
Chartered Accountants
FRN:- 101569W


Supriya Bhat
Partner
M.No. 048592

Dated : 13th November, 2021



TRUSTEE

President
APNALAYA

SECRETARY
APNALAYA

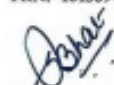
Name of the Public Trust :- APNALAYA

Registration No. F-2830

Income and Expenditure Account for the year ending March 31, 2021

EXPENDITURE		Rs.	Rs.	INCOME		Rs.	Rs.
To Expenditure in respect of properties :-				By Rent (accrued)			
Rates, Taxes, Cesses	-			(realised)		-	
Repairs and maintenance	-			By Interest (accrued)			
Salaries	-			(realised)			
Insurance	-			On Securities (Investments)		34,66,582	
Depreciation (by way of provision of adjustments)	-			On Loans			
Other Expenses	-			On Bank Account		3,68,670	38,35,252
To Establishment Expenses				By Dividend			
To Remuneration to Trustees				By Donations in Cash or Kind : Trust		10,95,64,278	
To Remuneration (in the case of a math)				Other		70,72,909	11,66,37,187
to the head of the math including his household expenditure, if any				By Grants From:			
To Legal Expenses				Mumbai District TB Control Society		-	
To Audit Fees	75,000	75,000		Central Social Welfare Board		-	
To Contribution and Fees				Integrated Child Development Society		-	
To Amount written off :				Balkamagar Punarvan Prakash Sanstha		-	
(a) Bad Debts	-			By Income from other sources			
(b) Loan Scholarship	-			(in detail as far as possible)			
(c) Irrecoverable Rents	-			Subscription from members		190	
(d) Other Items	4,166	4,166		Medical Collection		25,640	
To Miscellaneous Expenses :				Educational collection		-	
To Bank Charges	12,923	12,923		Other Income		2,280	
To Depreciation	4,49,069	4,49,069		Interest on TDS Refund		11,460	
To Amount transferred to Reserve or Specific Funds				Sundry Balance Write Off		-	
To Expenditure on Objects of the Trust				Long Term Capital Gain		-	
(a) Religious	-			Gratuity Income		1,39,645	
(b) Educational (As per Annexure "G")	9,56,28,107			Earmark Fund Income			1,79,215
(c) Medical Relief (As per Annexure "H")	1,51,08,764			By Transfer From Reserve		-	
(d) Community Development (As per Annexure I)	-						
(e) Relief of Poverty	-						
(f) Other Charitable Objects		11,07,36,871					
To General Corpus							
To Surplus carried over to Balance Sheet			93,73,625	By Deficit carried over to Balance Sheet		-	
Total Rs.....		12,06,51,654		Total Rs.....		12,06,51,654	

For and on behalf of
Borkar & Muzumdar
Chartered Accountants
FRN- 101569W


Supriya Bhat
Partner

M.No. 048592



 President
APNALAYA


SECRETARY

DONORS AND PARTNERS



Swissair Kinderhilfe
Swissair pour l'Aide à l'Enfance
Swissair Aid for Children



OUR PEOPLE

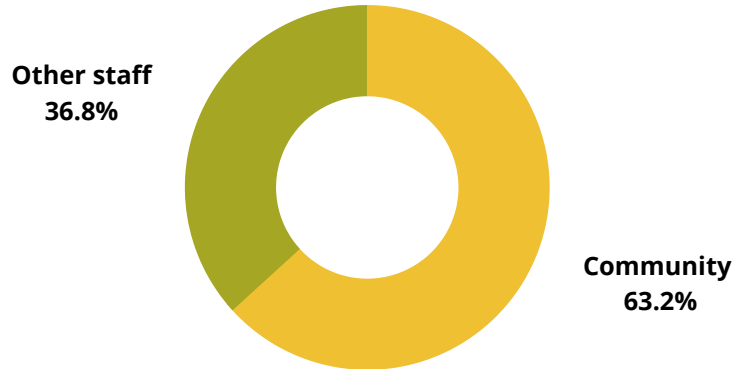
Apnalaya recognises the significance of its human capital. Through our services in the communities for more than two decades in M East Ward, we have developed strong relationships. Our investment in people and constant empowerment has made Apnalaya a unique, known and trusted name in this area.

More than 60% of our employees come from the communities with whom we work. For them, the success of the programme is synonymous to the transformation in their lives. The rest of us are specialised professionals in various verticals from different parts of the country.

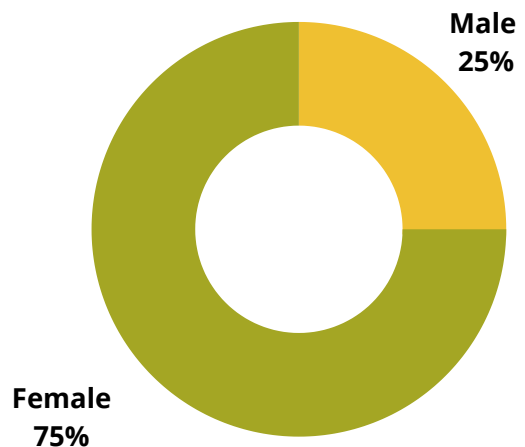
Apnalaya believes in diversity and inclusion and is committed to the principle of equal employment opportunity for all employees. As of March 31, 2021, Apnalaya employed 68 staff.

We believe in building capacity of the staff members and strive towards retaining their skills and talents. Our team comprises of professionals and experts ranging from wide backgrounds.

Percentage of Employees from the community



Percentage of Employees by Gender



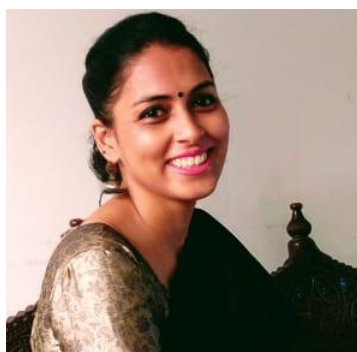
LEADERSHIP TEAM



*Arun Kumar,
Chief Executive Officer



*Ninad Salunkhe,
Chief Operating Officer



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



*Malathy M, Director,
Education & Livelihoods



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



Raghunandan Hegde,
Director, Impact
raghu@apnalaya.org



Pratima Aggarwal,
Director, Sustainability
pratima@apnalaya.org

*No longer with Apnalaya.



APNALAYA

Empowering the Urban Poor

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Email: admin@apnalaya.org