



# ANNUAL REPORT

2022 - 2023



*Years of Apnalaya*





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Apnalaya (registered in 1973) works with the urban poor community. 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.

For more information, visit [www.apnalaya.org](http://www.apnalaya.org)

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# 50

YEARS JOURNEY  
OF  
GROWTH & RESILIENCE

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Tom Holland

1972

Tom Holland, the former Australian Consul General in Bombay, founded the Holland Welfare Center for migrant laborers' children, providing daycare, education, and medical care

1976

The name was changed to Apnalaya.

The first social worker employed and work on community health began to improve the level of health & hygiene.

1975



first health workers



training for balwadi teachers

The 'Workshop' training for balwadi teachers where we trained community women as teachers.

1977

Waradipada  
1977

Expansion of Apnalaya Centers through the decade.



Chikwadi  
1981



Shivaji Nagar  
1976

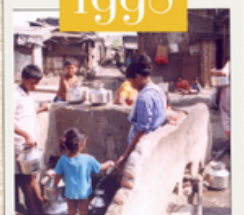
Datta Mandir  
1975



New Jaiphalwadi  
1975

FROM HOUSING

1998



Slum Sanitation

The Slum Sanitation Programme funded by the World Bank



Balwadi

1998-99

We launched balwadis in Rafi Nagar and Shanti Nagar

RIISING ABOVE ADVERSITY

2004

Slum demolition started in Mumbai, including Rafi Nagar and Sanjay Nagar. We joined the Samyukt Jhoparpatti Forum to resist these demolitions alongside other organizations.



Slum Demolishment

With the objective of making Children with Disability visible in mainstream society

the challenger project was started with the opening of the Day Care Centre.



Day Care Centre

2005



2008

2011



Our New Logo Launch, 2013

Restructuring of Apnalaya  
Exploring newer areas and new modes of working, and finding alignment to present times.



# COMMUNITY EMPOWERMENT



Health tests

1980s

Community Health and Pre-School Education through balwadis became cornerstones of our work in all the five areas.

1987



Within 15 years of Balwadi, 90% children were enrolled in schools and 40% had reached grade 10.

Educational Sponsorship Programme was launched in Chikuwadi.

1988



Educational Sponsorship Programme

We were the first to start a para-professional course in Maharashtra.



para-professional course

1989

## TO HEALTH

1993-95



Health Programme

HIV-AIDS Awareness Programme

A major Government funded

Maternal & Child Health Programme was initiated in Padma Nagar & Shanti Nagar.



1992

1993



Aids Awareness

2020



2020

To measure impact, detailed monitoring and evaluation tools were set in place and we began to set targets at three levels - Individual, Community and Government.

2013-17



Khula Aasmaan



Apnalaya Week

Annual Event for Community celebrations began with Khula Aasman and Apnalaya Week



Yeh bhi hai Mumbai



Apna Adda

This decade focused on looking outwards and involving multiple stakeholders to voice the issues of the urban poor.

2018-19

TOWARDS A BRIGHTER FUTURE



Disaster Response



## OUR 50 YEARS JOURNEY - ANNABEL MEHTA

Apnalaya was born 50 years ago largely out of compassion and thrived as a voluntary expression of humanism of a few individuals, although none of us thought of it in those terms at the time. As I step back it is humbling to realise that Apnalaya is now respected as an organisation that gradually evolved in its approaches—from welfare to community development to a rights-based approach—all through emphasising the values of care, community participation, and active policy engagement.



**Balwadi 1987**

Since Apnalaya's inception in 1975, our greatest strength has been those who have worked with us. It was Tom Holland, posted to Mumbai as Australian Consul General, and his wife, June, who, with a small group of volunteers, set up a welfare centre near Tom's office at Nariman Point to address some of the immediate needs of the deprived children in that area.

It took many years and expansion into five slum communities in different parts of Mumbai for us to realise that such welfare efforts, though important, would never be sufficient or replace the need for an appropriate public policy to address systemic factors behind poverty and neglect. Apnalaya's changes in approach going forward grew out of these experiences and, in fact, helped us stay useful in addressing the changing needs of our communities as the kaleidoscope of the city of Mumbai changed around us.



**1990**

We have been fortunate over the years to have some wonderful people guiding us, goading us, inspiring us, leading us, and working with us—far too many to name. But a few stand out for me personally, most notably, Pratima Panwalkar, from the Tata Institute of Social Sciences, who joined us in the very early days and guided

us right up to her untimely death in 2008. The ground work for much of our work was laid by our volunteers, particularly Patricia Gass in community health and Arni Antia in preschool education.

As Apnalaya grew, so did the number of staff, and in 1992 we appointed our first Director, Leena Joshi, who had joined us 13 years earlier as a social worker, and continued as Director for another 20 years. The debt that we owe both to our board members and to Leena and the CEOs who succeeded her and to our dedicated staff, the majority of whom still come from the communities where we work, cannot be underestimated.



**Community health workers**

Each of the people and organisations Apnalaya has worked with has brought their own background and approach to Apnalaya, and I have been fortunate to be deeply involved in this work along with them.

As we turn 50 we are reflecting on this journey in a way that not only celebrates the organisation but also the communities with whom we have worked, friends and well-wishers of Apnalaya, the wider world of civil society organisations, rights activists, academics, and all those who strive to make urban spaces more humane, habitable, and equitable. I am eternally grateful to have been with Apnalaya on this journey and to have met and worked with so many wonderful people for 50 years. In the years ahead, I hope that not only do we look back and find inspiration from our history, but we also cherish our ability to change, which has helped us to be where we are today.



**Where it all began**



**Visiting the community**



**Empowered People  
Sustainable Communities  
2022-23**





## LEADERSHIP SPEAKS

### Geetanjali Jha Chakraborty, President

Apnalaya, over the years, has worked continually to address the difficult issues of access, entitlements, and governance. We have continued to focus our efforts on improving the lives of the urban poor through partnerships with local administration, public health systems, community members, and our donors and NGO partners. We are proud of all that we have accomplished, but there is still a long way to go. Access to safe drinking water and sanitation services, which are basic human rights, is a luxury for the poor. Inadequate housing and a lack of green cover are exacerbating the impact of climate change on people living in urban slums. The traditional issues of health, education, and livelihood continue to be a challenge for most who inhabit informal settlements in urban areas.

Our commitment to building credible evidence has resulted in a survey of living conditions in the ten wards of Mumbai, creating a reliable data source for anyone who wants to use it to create impact. Citizen Action Groups (CAGs) in our communities are leading the efforts to improve health, sanitation, civic amenities, education, and safety in their areas.

Our robust social capital and deep understanding of grassroots needs give us the confidence to realise our dream of creating a level playing field for all. The strategic interventions to bring about this change include:

- Expanding our citizenship work through partnerships with organisations working with the urban poor
- Data-driven programme design and evidence building through research
- Use of technology to create impact at scale

As we embark on the next phase of our development journey, we extend our heartfelt appreciation to all our government, corporate, foundation, civil society, academia, and media partners for their unwavering support throughout the years and warmly invite them to continue accompanying us and working together to make a positive impact.



## LEADERSHIP SPEAKS

### Praveen Singh, CEO

It's an exciting year at Apnalaya as we celebrate our 50th anniversary, and while we celebrate the milestone, our work on the ground continues undeterred, and it is my privilege to talk to you all about it.

At the centre of Analaya's focus has been community development, and in the year 2022, we count numerous wins in our efforts. Apnalaya was recognised on various fronts by the Brihanmumbai Municipal Corporation (BMC), one of which is the organisation's effort in offering effective solutions for childcare at the community level. The low-cost entrepreneurship model was hailed for its effectiveness and leading impact on the lives of working women while at the same time safeguarding the rights of the community's children.

Our health support group, in collaboration with the Public Health Department and BMC, was successful in ensuring the effective functioning of Health Posts in the M-East and M-West wards of Mumbai. Apnalaya's work with persons with disabilities (PWDs) has also intensified this year, wherein outreach of services such as screening, daycare centres, and respective therapies has deepened at community and household levels.

Community action groups have been active throughout the year, taking up various area development projects and enrolling more community volunteers. This year, Apnalaya has internally embraced technological advancement and strengthened its internal systems and processes. At the same time, the organisation has also taken active steps to add 21st century skills such as spoken English, digital literacy, and financial literacy to community-level interventions.

The Apnalaya team appreciated the support of our board members in facilitating and guiding us, specifically in visioning exercises for the next phase of the organisation. I would also like to thank all of Apnalaya's funding partners and well-wishers for their generous and unwavering support. Apnalaya's backbone is our community volunteers and employees who work diligently with our community participants, and it's been my joy to work along with this team. We look forward to you all continuing with us on our journey.

# OUR IMPACT 22-23

90,536

People reached



60.3%

476 out of 789 women joined the workforce for the first time

33%

301 out of 913 beneficiaries with disability obtained Disability certificate



0.36%

Only 3 out of 823 of adolescents were school dropouts under our education cohort

99%

9,733 institutional deliveries out of 9,784 deliveries



606

Household and community civic actions completed

28,210

Individuals impacted through civic action





# HEALTH & DISABILITY

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The Health and Disability programme has been one of the oldest implementing interventions for us over the last 50 years. This has also been one of the critical needs felt for the vulnerable communities that we work with.

The programme seeks to break the cycle of inter-generational poor health among mothers, children, adolescents and people with disabilities.

It seeks to improve health-seeking behavior, build capacities of community members and strengthen health systems.



## MATERNAL, NEWBORN, CHILD HEALTH AND NUTRITION MNCHN

We have been working on the issues of maternal, child health, and nutrition through a multi-dimensional approach which includes action on components like nutrition-specific, nutrition-sensitive as well as building an enabling environment as per the Lancet framework\*. Through our intervention, we have effectively mobilized the community to take part in these matters and established community-level groups to avail access to improved health and nutrition services. We have also established linkages with key departments of the Integrated Child Development Scheme, Public Health and Social Welfare for improving service delivery in the area.



### Our interventions

- **Working with Individuals**

- Adolescent health
- Maternal health
  - Early identification of pregnancy and high-risk cases
  - Health and nutrition counselling and support
- Children health
  - Facilitating access to government-based health and nutrition schemes and services.
  - Complementary interventions aimed at reducing malnutrition and mortality through a programme focused on providing a continuum of care
- Child development and disability
  - Early identification of persons with disability

### Number of Programme Beneficiaries



# 19,844

Pregnant Women



# 11,943

Lactating Mothers



# 18,205

Children (0-18 years)



# 1,026

Community Volunteers



# 251

Clusters in  
M East and M West ward  
for MNCHN

\*From The Lancet Maternal and Child Nutrition Series, 2013

- Supporting children with disability for healthcare
- Sensitising community to be responsive and caring to the needs of PwD
- **Working with Communities**
  - Equipping adolescents to be leaders in their community
  - Creating community support groups consisting of mothers and other women
  - Building capacities through training
  - Sensitising the wider community
  - Working with aspiring grassroots leaders to build knowledge on rights and social entitlements
- **Working with the Government**
  - Liaison and networking with government stakeholders for advocacy
  - Capacity building of frontline health worker
  - Annual training for local government staff and health workers



## PERSON WITH DISABILITY (PWD)

Our current intervention for Persons with Disability (PWD) are implemented in 44 clusters in the M East Ward of Mumbai to identify children and adults with disabilities and support them to access the services and civic entitlements they need and develop the community eco-systems required to enable them to become active members of their community.



We do this through a community-based management model of:



Early identification of PwD and support to obtain Disability Certificate



Supporting PwD to access health services, education and livelihoods



Capacity building of local government staff and health workers



Sensitising the community to be responsive and caring to the needs of PwD



Liasoning and advocating with the government on issues related to PwD

### Number of Programme Beneficiaries



**2,101**

Persons with Disability (including children)



**781**

Caregivers



**44**

Clusters M East ward for PwD



**1,208**

Documents obtained



**1,105**

Government stakeholders



“

Afsana is a programme volunteer. Her son was diagnosed with 100% hearing loss. Through the intervention, her son received support for applying for UDID (Unique Disability ID) and getting enrolled into a school.

From being a skeptic, she is now an active volunteer who has undergone training and capacity building and is able to support other community members.

Her father-in-law suffers from a locomotor disability. Through our support, they were able to procure UDID and were linked for prosthetics. Today he is able to move around easily.

She shares, “मैंने कभी नहीं सोचा था कि कुछ किया जा सकता है, लेकिन अपनालय की मदद से वह अब चलने में सक्षम है।”

”





## PROGRAMME HIGHLIGHTS



**23**  
Health  
Posts



**4**  
Maternity  
Homes



**447**  
Aaganwadis

- **Growth Monitoring:** Under the growth monitoring activity this year, 6,391 children under the age of 6 yrs. were identified in 15 clusters situated close to the Deonar Dumping ground. Out of the total number, we identified children being, 31% underweight, 42% stunted and 15% suffering from acute malnutrition.
- **Equipping children (3 to 12 years) with disabilities (CwD) to join formal education from Daycare Centre:** Our Daycare Centre services situated in Sanjay Nagar, Cheeta camp and Mandala were accessed by 85 children from these communities. While the children were in our care, they were being equipped to join formal education with the support of parents and teachers from the centres. With combined efforts 14 children were successfully enrolled in special and mainstream schools.
- **Livelihood & Healthcare support for PwDs:**
  - Financial assistance was provided to run small-scale businesses was given to 11 PwDs which contribute to their self-employment initiatives.
  - Career mela was organised in which 110 youth and adults participated out of which 58 were PwDs and 7 NGOs participated.
  - An exposure visit to the National Career Service Center for 42 PwDs and 16 project team members was organised. 35 out of 42 were selected for 1 year training.



*BMC Health Department and Apnalaya Team coordination in the MNH interventions*



*Arogya Sakhi's training on Fundamental Breastfeeding skills and concepts*

• **Capacity building & partnership:**

- Training sessions were conducted in partnership with 447 ICDS frontline team and government stakeholders in 44 clusters. The objective of the sessions was to create awareness on disability among them as they work closely with vulnerable groups like pregnant women and to provide opportunities to increase coverage of Disability Certification & UDID among PwDs.
- 300 community volunteers were trained in the topics of disability, health schemes, their rights and the process of obtaining disability certificates.
- An NGO collaboration meeting was organised with an objective to build strong relationships and continue collaboration in building a supportive ecosystem for PwDs living in M East Ward. 18 representatives from 11 NGOs participated in 2 meetings separately.



*Session on 'Fundamental Breastfeeding Skills and Concepts' at Ramabai Maternity Home*



*Awareness events*



*Career Mela*



*Disability awareness events*

## STORY OF CHANGE

This is a story how information and access matters in ensuring positive health outcomes for both mother and child. In Apnalaya's post natal care programme our Arogya Sakhi becomes companion in a mother's journey and provides support needed in her pregnancy and post natal stage.



Zeenat is a 30-year-old mother, who holds her family close—two daughters, a newborn son, and her husband. But she felt distressed as her newborn kept crying due to what she felt was not enough milk supply.

Nisha, our Arogya Sakhi from Apnalaya, guided Zeenat through her breast feeding challenges under the post natal care (PNC) programme as a part of the maternal and newborn health intervention. She was informed about on-demand feedings, positions to help breastfeeding for both mother and child, latching and soothing techniques etc. Nisha's care and support helped to enhance Zeenat's breastfeeding experience bringing positive changes for both baby and Zeenat.

Zeenat's journey highlights the importance of education and support during pregnancy and breastfeeding, ensuring a thriving baby and a content mother. Nisha's role as Arogya Sakhi at Apnalaya positively impacted many women, enhancing their pregnancy and lactation experiences.



# EDUCATION & LIVELIHOOD



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The Education and Livelihood programme engages closely with adolescents, youth, and women with the focus of empowering people and building sustainable communities.

This vertical of Apnalaya focuses on making 21st century skills available for children and providing entrepreneurial skills for women of the programmes, allowing them to grow and confidently pursue opportunities for their chosen livelihood options.

Apnalaya's education and livelihood programmes have gone through various phases over our 50-year history. One of the first interventions under the aegis of Apnalaya was providing access to early childhood care and education as a Balwadi in 1973; whereas the livelihood programmes initially focused on the capacity building for women in the community to help run mobile creches.



In 2015-16, Apnalaya shifted its focus to providing educational sponsorships to children and adolescents in the community who had been deprived of education. Dropouts were at an all-time high due to the lack of nearby secondary schools. This fellowship/scholarship project was thus integrated to help them gain life skills.

At present, the education programme has progressed to a crucial phase in which it will focus on skills required for the twenty-first century. It will help children prepare for the newer ecosystems, and the livelihood programmes are intended to support and strengthen women's livelihoods





## EDUCATION

The education programme at Apnalaya aims to help marginalised youth (10–19 years old) develop their 21st century skills (life skills, 21st century skills, soft skills, or socio-emotional skills) so they can make wise decisions and safely navigate the transition from childhood to adulthood. The programme enables adolescents with the tools and confidence they need to become informed decision-makers for themselves and the people in their community.

Additionally, training sessions are also held to promote the parents' involvement and support in their adolescent's future by educating them about its significance.



## LIVELIHOOD

Livelihood programmes are designed to support and strengthen livelihoods of women. Through Self-Help groups (SHGs), we engage with women to develop their skills through social inclusion and institution building that leads to financial self-reliance. The group approach assists in bringing women together to support one another while instilling and enhancing skills and confidence in them to start income generating ventures and contribute to the growth of their families and communities.

## Number of Programme Beneficiaries



**727**  
Adolescents



**199**  
Youth  
(18-25 yrs.)



**720**  
Parents



**412**  
Children



**789**  
Women  
(Self Help Group, CCC,  
Employability)



**20%**  
Increase in  
household income



**391**  
Mothers of CCC  
children

## PROGRAMME HIGHLIGHTS

- **Decrease in dropouts and child marriage:** In the education intervention, our efforts which includes counselling of parents were all focused on ensuring that children stayed in schools. This has resulted in only 0.36% (3/823) school dropouts and 0% child marriage under our education cohort. The programme also ensured creation of safe spaces for young adults going through abuse.
- **Development of the livelihood intervention:**
  - Our programmes for Self Help Groups (SHGs), supported 60.3% (476) of women to join the workforce for the first time. Due to the various activities to raise awareness about the different social protection schemes, we were able to witness increased volunteering initiatives in the community from women.
  - Different opportunities were established under the livelihood intervention during the last year such as engagement with the National Urban Livelihood Mission – M East ward, the Maharashtra Building and other Construction Workers Welfare Board and the Post Office.

## STORY OF CHANGE

Sunita, a SHG leader in Jyotirling Nagar, M East ward is transforming how women look at their family wellbeing through awareness raising and promotion of various government schemes for urban poor.

Sunita runs a Community Child Care center in Jyotirling Nagar from her home. Sunita was always interested in participating in activities beyond her household, but was constrained by her lack of knowledge and self-confidence.

Sunita first associated with Apnalaya in mid-2021 during the Covid -19 Pandemic, when she began to attend

online training on leadership for Self Help Groups. Sunita also participated in relief distribution work during the Covid -19 Pandemic.

Sunita says that there has been visible change in her community due to efforts of SHGs members .More than 40 women started to entrepreneurship activities including running community child care centers at their home. Some of the women also goes out of the community to town for livelihood opportunities like patient care, baby care. Sunita now wants to reach out to more women to integrate livelihood to social entitlement approach to uplift family income in urban poor slums.



“ From Apnalaya I learned how to be and behave with little kids. I made pure and honest bonds with the kids. I really love being with them. To listen to their everyday stories, share our life experiences and learn. My teaching experience in Apnalaya allowed me to brush up on so many English terms my school taught. As a result of joining, I have been able to speak freely with others. In the past, I couldn't talk much, as I used to live very conservatively, but now I am able to speak openly with others and act as if I was always this way.

I have also learned to manage things in a proper manner.  
-Sandesh, B.Com Graduate, Community Educator

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# CITIZENSHIP & ADVOCACY

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The Citizenship & Advocacy programme seeks to create empowered communities by helping individuals understand and imbibe the role of an active citizen.

Through the process of creating awareness about individual entitlements, collectivization, and participation in local governance, communities become part of their own development process, while increasing the efficiency of the service providers.

This also ensures that there is ownership in the community for their own development and it also facilitates sustainability of the intervention in the community.



**“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” – Margaret Mead.**

This quote very well captures the essence of the citizenship and advocacy programme of Apnalaya.

Though Apnalaya had been implementing a structured citizenship programme since 2011 under which all the activities related to capacity building of community stakeholders to access basic amenities and entitlements and to create sustainable communities, were undertaken. The programme in its current form and a separate vertical of Citizenship and Advocacy came into being only in the year 2019.

In this intervention, model grassroots leaders are identified, and their capacities are built on constitutional rights, social entitlements, and duties. Additionally, skills required to engage with the local governance bodies are taught and opportunities to practice these skills are identified. Grassroots leaders then come together to address issues related to access to basic amenities by engaging with local governance bodies and service providers. Through increased community participation, these groups aid the local governance bodies to become efficacious.

Another initiative under the citizenship and advocacy programme is Nyay Kendra, this community center aims to provide community stakeholders with awareness about laws and processes involved in accessing justice. It also sensitises and builds the capacity of stakeholders like police and public prosecutors to ensure fair and timely services from these important stakeholders in the field of justice. Legal aid clinics and camps are regularly conducted through this initiative to provide legal guidance to victims belonging to marginalised communities.

The year 2022-23 witnessed increased participation of grassroots leaders in identifying civic issues of concern to the community and in finding solutions for these issues.



This year also saw an increase in engagement with local governance duty bearers consequently improving the rapport between community stakeholders and service providers.

Furthermore, many initiatives were undertaken to sensitise external stakeholders like corporate employees, students, media professionals, and academicians to the cause of the urban poor.

In the coming few years the idea is to expand the citizenship intervention in other wards of Mumbai as well as to deepen the work being done in the exiting geographies.

### Number of Programme Beneficiaries



**1,225**

Volunteers trained in the citizenship module



**1,646**

Adolscents covered in the citizenship module



**60**

Civic action groups



**841**

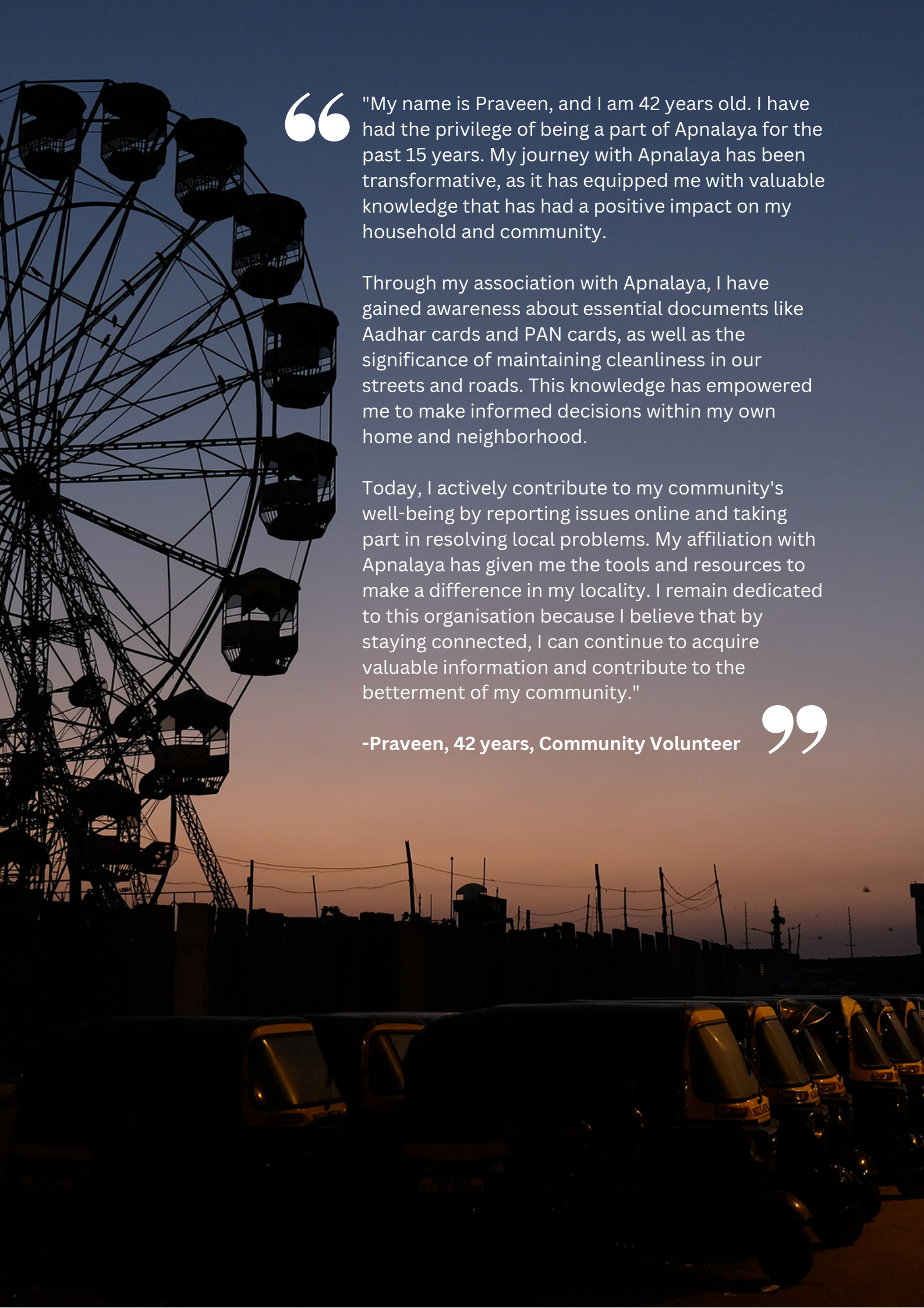
Household and community civic actions engaged



**1,351**

Documents obtained





“

"My name is Praveen, and I am 42 years old. I have had the privilege of being a part of Apnalaya for the past 15 years. My journey with Apnalaya has been transformative, as it has equipped me with valuable knowledge that has had a positive impact on my household and community.

Through my association with Apnalaya, I have gained awareness about essential documents like Aadhar cards and PAN cards, as well as the significance of maintaining cleanliness in our streets and roads. This knowledge has empowered me to make informed decisions within my own home and neighborhood.

Today, I actively contribute to my community's well-being by reporting issues online and taking part in resolving local problems. My affiliation with Apnalaya has given me the tools and resources to make a difference in my locality. I remain dedicated to this organisation because I believe that by staying connected, I can continue to acquire valuable information and contribute to the betterment of my community."

**-Praveen, 42 years, Community Volunteer**

”

## PROGRAMME HIGHLIGHTS

- **Empowering the grassroots leaders:** This year we witnessed many initiatives taken up by Civic Action Groups (CAGs) of more than 1,200 grassroots leaders, to solve civic issues in the community. In comparison to last year, there was a 3-fold increase in civic actions completed by these groups. To achieve this result grassroots leaders engaged with local governance bodies, service providers and other community stakeholders to find solutions to the issues affecting the community. Household civic actions like getting an electricity meter, access to Aadhar card, Pan card or Ration card etc., and community civic actions like initiating paver block work in the lane, cleaning of sewage lines, repairing and installing streetlights etc. were completed to impact approximately 5,642 families. Some complex issues like activating police beats, and demand for secondary schools and playgrounds were also initiated and these are still in progress.
- **Partnerships:** As part of expansion of citizenship programme, three partner NGOs, two in Mumbai and the other in Gujarat were trained on the citizenship curriculum and were supported in identifying and collectivizing grassroots leaders in their respective informal settlement intervention areas.
- **To strengthen School Management Committees (SMC)** so that quality education can be ensured in government-run schools, capacity-building sessions with SMC members of 2 municipal schools in the community were undertaken, where they were informed about the Right to Education Act 2009, the process of composition and formation, and the roles and responsibilities of the School Management Committee, etc.
- **Enumeration to entitlement:** Basic identification documents like Aadhar card, Pan card, Voter ID, Ration card etc. are a must for accessing any government schemes. More than 2,100 individuals from vulnerable communities were supported in acquiring these documents to improve access to social security schemes meant for them.
- **Sensitising corporate employees and college students:** To create sensitivity around challenges that the urban poor face in accessing basic rights and amenities and to encourage participation in creating an equitable and fair society, workshops on socially sensitive and responsible leadership were conducted. One corporate and three management/ engineering colleges were reached out with this intervention.



- **Creating an environment for accessing justice**

- This year through Nyay Kendra, 149 cases were provided with legal guidance, these cases comprised of domestic violence, child sexual abuse, violation of housing rights, juveniles in conflict with the law, and wrongful accusation.
- As a result of various engagements such as awareness workshops and capacity building training on law procedures and govt. schemes, community champions were created, there was a positive improvement observed in the way POCSO cases were received by the Police, community members got connected to government schemes, and a healthy referral system between Nyay Kendra and other local NGOs got developed.
- Through collaboration with District Legal Service Authority (DLSA) legal camps and clinics were organised in the community. A batch of 35 community volunteers were trained by DLSA to become NLSA-certified para legal volunteers. Furthermore, two community-level civic amenities-related issues were taken up for advocacy, one of which resulted in increased police patrolling in the community.

- **Film on Urban Poor:** ‘Hum Bhi Hai Shahar’, a film highlighting the concerns of urban poor and the need to be enumerated in urban planning, was produced and screened at various platforms.



Hum Bhi Hain Sheher





# MEAL & COMMUNICATIONS



The monitoring, evaluation, advocacy and learning (MEAL) team has evolved over time, from being focused on measuring impact to building data driven interventions and advocacy plans as well.

This along with communications efforts will contribute in the development of Apnalaya's expertise on issues affecting Mumbai's slum communities, as well as in the creation of evidence to substantiate organisation's voice for the urban poor.

Throughout most of Apnalaya's 50 years of history, reporting and evaluating programmatic interventions was considered an auxiliary function within the organization. In the early years, keeping track of impact was something that the programme teams themselves ensured, with their focus mostly being on numerical information regarding programme deliverables. In the year 2014, a separate monitoring and evaluation (M&E) team was created to provide support to the programme teams. During this time, the focus was mainly on monitoring existing programmes and providing evaluation support during funding reports at the end of the year. In 2017, the organisation turned its focus towards research, with the aim of building evidence-based interventions and advocacy efforts. The first research report in this effort was Life on the Margins: Charting Realities, which focused on understanding the socio-demographic-economic situation in Shivaji Nagar of M-East ward to aid in the planning and implementation of Apnalaya programmes. The MEAL team was renamed as such in 2022, when the building of advocacy and learning functions was also included in the responsibilities and it was created as a separate vertical.

## HIGHLIGHTS

- **Unpacking the Complexities of Sanitation in Shivaji Nagar**

This study, conducted in 2022 and published on the eve of World Toilet Day, November 18th, 2022, captured the status of communal toilets in Shivaji Nagar. Through this study, Apnalaya emphasised that the toilet and sanitation infrastructure work is complex and requires sustained and collaborative efforts between the government, communities, and non-government organisations. This study was conducted by Apnalaya's community volunteers from Shivaji Nagar. This study is used during our advocacy efforts with the aim of reversing the 'sanitation crisis' in Shivaji Nagar by taking concerted and collaborative action with local government bodies and creating long-lasting partnerships with communities.

- **Oral History Report**

Apnalaya is celebrating its 50th anniversary in 2023, and this year a need was felt to capture our history and our story for posterity. With this view in mind, Apnalaya commissioned the Apnalaya Oral History Report as an attempt to document the evolution of the organisation. Most of Apnalaya's history is contained in the memories of people who have worked with Apnalaya as employees, partners, or beneficiaries over the years. The oral history method was adopted, which is a methodology for gathering and preserving historically significant information from primary sources through semi-structured interviews. 66 interviews were conducted and recorded in order to preserve Apnalaya's voices, experiences, and opinions.

- Status Report on the Living Conditions of the Urban Poor Communities**

This year, Apnalaya launched path-breaking research to build an information base on the status of the urban poor living in slum communities in Mumbai. As an implementing organisation, Apnalaya recognised the dearth of data and reliable information on the urban poor and was interested in conducting a study to better understand the living conditions and experiences of the urban poor across Mumbai. This endeavour then focused on the 10 wards of Mumbai, out of which nine had the highest slum populations, and one was selected through purposive sampling. As this data would be used to build programmes and plan policy for the urban poor communities of Mumbai, a partner's consultation was devised with civil society organisations and academicians on April 26, 2022, for the ideation exercise. In May 2022, a research agency was onboarded; qualitative data collection was completed in October, and qualitative data was collected by February 2023. Topline findings based on quantitative data were shared on January 12, 2023.

- Conducting programme evaluations:**

- Four baseline evaluations were conducted this year for four projects. 3 baselines were conducted for education vertical, and one baseline was conducted for the maternal and child health intervention.
  - The house listing of 13,361 households was conducted in two phases. Phase 1 was completed in 16 clusters. Specific information on the number of PwDs, the number of pregnant women and lactating mothers, and the number of adolescents ages 13–19 was captured.





## COMMUNICATIONS

### Social Media

Apnalaya's presence on social media continues to grow. We continued to raise issues on urban poor and build ourselves as a thought leader. Over the year, our organic reach on Facebook has reached 8,200 likes and 9,300 followers. As on Instagram and twitter, our community has grown to 2201 followers and 1264 respectively. We are actively persuing engagement on Linkedin to reach out to new and existing partners, donors and corporates. The number of followers currently is 1,773.

### Media Mention

- **African Science News** - Seeing the invisible vulnerable in our cities
- **The Print** - P&G Health partners with Apnalaya to improve maternal, newborn health in Mumbai's urban slums
- **Medical Dialogues** - P&G Health partners with Apnalaya to improve maternal, newborn health in Mumbai's urban slums
- **Citizen Matters** - P&G Health partners with Apnalaya to improve maternal, newborn health in Mumbai's urban slums
- **Punya Nagiri** - "Why a dedicated urban agriculture policy is necessary for nutrition security"
- **The Fuller Project** - For the residents of M-East ward, urban heat is just another thing to endure
- **Scroll** - Maternity ward yet to start in Govandi Urban Health Centre
- **Midday** - As heatwaves sweep South Asia, they take a hidden toll on women
- **Midday** - Heatwaves: How women bear the brunt of extreme weather
- **Uni Mel Lab** - The art and soul of Mumbai - Midday Dossier
- **Times of India** - "Mumbai: Locals demand escalator and elevator at Govandi railway station, meet MP Manoj Kotak"
- **ANI** - How inflation is making the poor eat less, eat worse
- **Times of India** - Only 96 out of 152 toilets work at BMC M East ward: Study
- **Indian Express** - Only 96 of total 152 community toilets at slum clusters in M East ward functional, finds survey

## Stay **connected** with us



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[www.apnalaya.org](http://www.apnalaya.org)

## EVENTS

- **Yeh Bhi Hain Mumbai, Meri Jaan (YBHMMJ)**

YBHMMJ is an annual event that focuses on sensitising the urban society to the issues of the urban poor was conducted in the month of July 2022 at Yashwantrao Chavan Center with the theme 'Meri Kya Pehchan' ( मेरी क्या पेहचान).

Through the medium of Art, the participants from the urban poor communities of Mumbai expressed their day-to-day struggles for survival and how that has been determining their identity. This event saw attendance from filmmakers, academicians, corporate representatives, and other civil society organisations.



- **Apna Adda - Our Vision for Shivaji Nagar**

Apna Adda has been a platform that has facilitated different stakeholders from different work areas to come together and engage in discourse about the urban poor issues and has provided an opportunity to reflect as a society. The 4th edition of 'Apna Adda: A dialogue on improving living conditions of the urban poor' was conducted in the month of December 2022. The community stakeholders shared 'Development Vision for their community' with stakeholders from corporates, govt, departments, academics, and other civil societies.





- **Apnalaya Week**

The community youth leaders of Shivaji Nagar and Apnalaya came together during Apnalaya Week from 3rd December to 10th December. This year's theme was "All Human Beings are Born Free & Equal in Dignity & Rights." It culminated on Human Rights Day, with a pledge that was collectively composed by the community to work together to bring about a life of dignity in the community.





- **Apnalaya 50th Anniversary**

We were excited to celebrate our 50th anniversary with all the people who have been part of our journey. This occasion meant a lot to us. We reflected on our five decades old journey, celebrated our people, our partners and the communities that brought us together. We shared exciting plans and our roadmap for the future.



# SUSTAINABILITY



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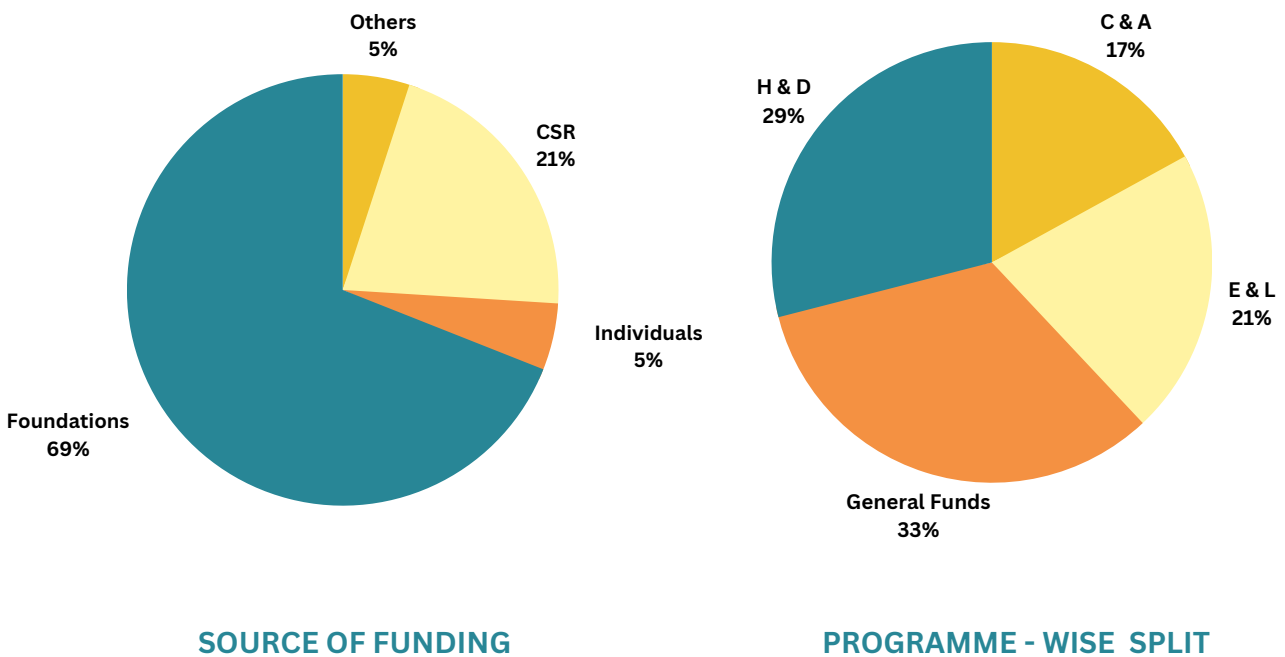
The continuous support for our partners and individual donors plays a critical role in increasing our impact year by year. Apnalaya would like to take this opportunity to thank all our partners and supporters.

When we reflect on the 50 years of the organisation, we are filled with immense gratitude towards our supporters over all these years. All the support we received, in kind or as funds, has helped us make the impact we have been able to in some of the most marginalised communities in Mumbai. In the last decade, Apnalaya has grown ten times in revenue and, with the support of trusted partners, has continued its journey of empowering the urban poor. The contributions have been more than only financial, from helping us breakdown our impact and its measurement to the effective structuring of our programmes to pushing us to think big and increase our reach every time. The help we received from our supporters encouraged us to take risks, develop new ideas, and think critically about our own approach. We have grown immensely in these years because of all our partners. This unwavering trust is not only in Apnalaya but also all our volunteers and community workers who ensure that the voices of the urban poor in Mumbai are heard.

### HIGHLIGHTS

- Seven new funding partners have been on-boarded
- A total of INR 8.34 crore was raised in the last financial year
- The percentage of FCRA (Foreign Contribution Regulation Act) and local funding was 42% and 58% respectively
- Donor attrition rate was at 14% (4 donors)

### Funds Raised





## DONORS & PARTNERS



## OTHER DONORS

Anjali Sachin Tendulkar  
Sachin R Tendulkar  
Shubha George  
Soumitra Ganesh Pandey

Alibhoy Charitable Trust  
Cathedral School  
Giving Foundation  
Hindustan Lever education Welfare Trust  
JP Morgan  
Nihchal Israni Foundation  
SkyDive Technologies & Consulting Pvt

## TESTIMONIALS

Apnalaya has been a very valued partner for the GSRD fund since 2022. We are proud to support them as they are impactful in changing the lives of young people. The project that we are funding has been successfully supporting young people in finishing their education and has given them a brighter outlook on their future.

GSRD representatives had the opportunity to visit the project themselves in September 2022 and were positive in it reaching its goals. We are looking forward to the rest of the project and the partnership.



**GSRD FOUNDATION**



Community engagement and partnership is critical to equitable and effective health research. Our Adolescent Health Club pilot programme would not have been possible without the hard work and experience of Apnalaya's team. I am excited to continue our academic/community partnership to support the health and well-being of youth in low-income communities in urban India!



**UNIVERSITY OF TEXAS HOUSTON**

Apnalaya has been conducting developmental work in the urban poor slum settlements of Mumbai since the last 50 years. I can tell you that I am quite impressed with their commitment to their Maternal and Newborn health programmes, but what is even more remarkable is their dedication to providing support to the entire community. They have undoubtedly been climbing the learning curve in order to implement these programmes.



**MASTEK FOUNDATION**

## TESTIMONIALS

It fills my heart with immense joy to share my experience and appreciation for the remarkable impact the on-ground team of Apnalaya have made in the Maternal & Child Health Project for the urban poor. This project is supported by 'SEHAT' – A CSR initiative of Procter and Gamble Health limited.

The project aims to improve the infant & maternal mortality by strengthening the antenatal care services using technology and various interventions with the help of government healthcare functionaries.

The team at Apnalaya approached this initiative with the utmost dedication and professionalism. This was evident from the very first year of the project where we were able to successfully manage 700+ high-risk pregnancies and 99.54% institutional deliveries. Moreover, the team ensured that the project's impact extended beyond just the beneficiaries. They provided resources and training to the 'Aarogya Sakhis' (on-ground woman who identifies & monitor pregnant women) enhancing their communication skills and acquainting them with the latest use of technology. As a result, the quality of managing a beneficiary and engagement has significantly improved.

On behalf of P&G Health, I am thankful to Apnalaya for making a difference in lives of these pregnant women. This CSR project stands as a shining example of how we can positively impact communities when driven by a genuine commitment.



**P&G HEALTH**

The persistent issues of rising school dropout rates, unemployment, and the lack of necessary skills among adolescents remain a significant challenge. Apnalaya's E3 programme aims to offer vital social support to young individuals, helping them complete their education and thereby enhancing their prospects for securing and maintaining meaningful employment. This initiative also fosters the growth of a dependable community support network. Our collaboration with Apnalaya has been a memorable experience, and we eagerly anticipate further progress and development.



**SONY PICTURES NETWORK**





# OUR PEOPLE

When we talk about our people in the organisation it means the employees, what skills and energy they bring and the daily contribution they make for the development of our vision. This includes any ideas, creativity, knowledge, and talents that they bring with them to help empower the urban poor community.



OUR TEAM



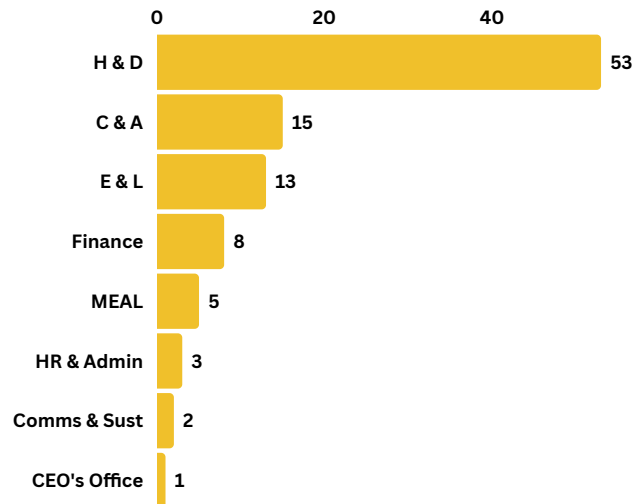
LEADERSHIP

**Gender diversity**

As at 31 March 2023, Apnalaya employed 100 employees – compared with 73 employed at 31 March 2022. As at 31 March 2023, the representation of women in our total workforce was 79.8% and men was 20.2%.

**Employees by departments**

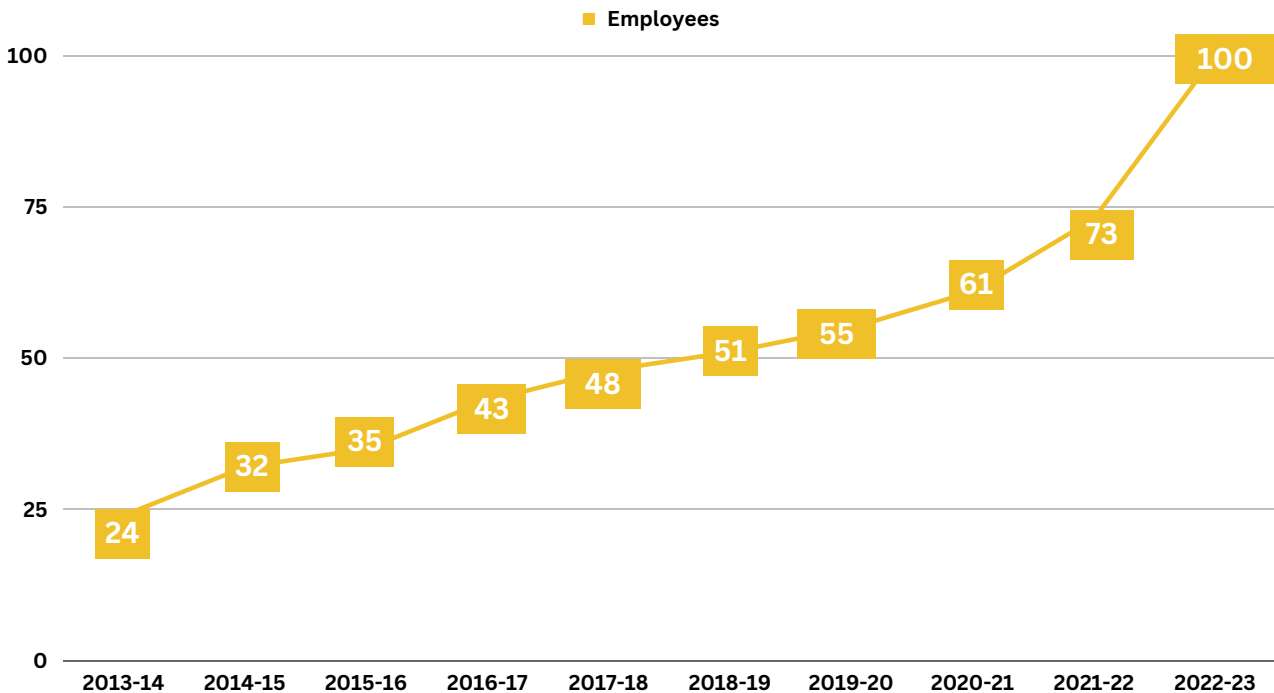
The allocation of resources in different departments are shown in this graph.



NUMBER OF EMPLOYEES

**Hiring**

Our entire hiring process is very dynamic, and we are in the process of engaging more helping hands in the career support of our organisational programmes. There has been consistent growth in the number of employees over the years.



EMPLOYEES (YEAR- WISE)



- **Transparency**

In 2022-23 we received the GuideStar India Gold Certification Award 2019. We were accredited along with 35 other organisations for adhering to legal and regulatory compliance and financial transparency. (see [guidestarindia.org](http://guidestarindia.org) for more information)

- **Remuneration of Trustees/Board Members**

The trustees of the organisation declare that they have not received any remuneration from the organisation for the year 2022-23. They have not received any sitting fees from the organisation for the Board meetings and Audit Committee meetings attended by them during the year.

- **Human resources remuneration**

Highest paid employees for year ended 31st March 2023

Designation: CEO

Gross earnings: Rs. 36,00,000

Remuneration of the Lowest paid staff members

INR 1,44,000 (as per the Minimum Wages in the respective State Government Minimum Wages Notification).

- **The Executive Committee members for the year were:**

- Geetanjali Jha Chakraborty- President
- Suman Srivastava- Secretary
- Vrunda Mahadevia- Treasurer
- Annabel Mehta- Member
- Malini Thadani- Member
- Vijaya Balaji- Member

Our auditor is Mr Dilip Muzumdar of Borkar & Muzumdar.







“

I started working at Apnalaya as a social worker in November 1988, right after finishing my postgraduate studies in social work. The people in the neighbourhood have been the driving force behind my decision to continue working with Apnalaya for the past 35 years. Whatever, I had been telling and implementing with them, the response was very positive. I had the opportunity to witness the changes taking place in the community. These people, along with Leena Joshi and Annabel Mehta, gave me additional spirit and motivation.

During my tenure, I had the privilege to learn through various courses, trainings, workshops, seminars, and consultations. I could complete an NGO management course at Tata Institute of Social Sciences (TISS), and even deliver a lecture on Community Health there.

Apnalaya is my life. I thank Apnalaya and its team from the bottom of my heart for my 35-year journey in Apnalaya's 50-year history!

**-Dnyaneshwar Tarwade,  
Senior Programme Manager , Citizenship & Advocacy**

”

# FINANCE

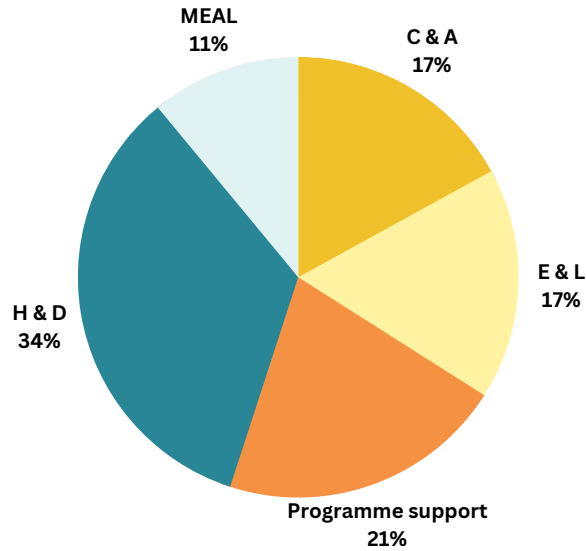
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## Expenditure

To carry on the activities of Apnalaya the following expenditure have been incurred from the funds raised through donations as well as from internal sources (viz investment income). The total expenditure incurred is Rs. 7.67 corers and the break-up as stated herein below:



### PROGRAMME - WISE SPLIT

There has been a substantial increase in our expenses as we have expanded our programme activities and area of work during the past 5 years as can be seen from table hereunder.

Year	2018-19	2019-20	2020-21	2021-22	2022-23
Expenditure (Amount in crores)	3.79	5.17	11.13	13.04	7.67

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

Name of the Public Trust :- **APNALAYA**  
 Balance Sheet As At **MARCH 31, 2023**

Registration No. **F-2830**

FUNDS & LIABILITIES		Rs.	Rs.	PROPERTY AND ASSETS		Rs.	Rs.
<b>Trusts Funds or Corpus From General Public</b>				<b>Immovable Properties :- (At Cost)</b>			
Balance as per last Balance Sheet		4,20,30,472		<b>As per Annexure 'A'</b>			
Additions during the year		1,50,000	<b>4,21,80,472</b>	Balance as per last Balance Sheet		1	
				Additions/(Deletion) during the year		-	
				Deletion during the year		-	
				Less : Depreciation up to date		-	<b>1</b>
<b>Other Earmarked Funds :-</b>				<b>Investments :- As per Annexure 'B'</b>			<b>7,52,06,104</b>
(Created under the provision of the trust deed or scheme or out of the Income)				<b>Movable Properties :- As per Annexure 'C'</b>			
Depreciation Fund		-		Balance as per last Balance Sheet		18,54,347	
Sinking Fund		-		Less : Deletion during the year		-	
Reserve Fund		-		Add: Additions during the year		52,800	
Any other Fund :				Less : Depreciation up to date		3,53,329	<b>15,53,818</b>
<b>As per Annexure "F"</b>			<b>1,27,39,886</b>				
<b>Loans (Secured or Unsecured) :-</b>				<b>Loans (Secured or Unsecured) :</b>			
From Trustees		-		<b>Good/doubtful</b>			
Form Others		-		Loans Scholarships		-	
				Other Loans		-	
<b>Liabilities :-</b>				<b>Advances :-</b>			
Other Long Term Liability - Gratuity		58,86,437		To Trustees		-	
<b>Long Term Provision</b>				To Employees		-	
Provision for Employees Benefits		-		To Contractor		-	
<b>Other Current Liabilities</b>				To Lawyers		-	
For Sundry Creditors		14,999		To Others		-	
For Payment to Others		-		To TDS Receivable F.Y. 2020-2021		2,98,707	
<b>Short Term Provision</b>				To TDS Receivable F.Y. 2021-2022		3,20,687	
Provision for Employees Benefits		-		To TDS Receivable F.Y. 2022-2023		3,93,526	
<b>Others</b>				To TDS		-	
For Provision for Expenses		1,29,316		To FD & Bank Interest receivable		6,08,107	
For Provision for Audit Fees		-		To LIC OF INDIA - Gratuity Fund		47,17,408	
:- Statutory Audit Fees		1,89,000		<b>To Loans &amp; Advances (As per Annexure 'D')</b>		<b>14,19,882</b>	<b>77,58,317</b>
:- Internal Audit Fees		1,29,600					
For PF Payable		62,050		<b>Income Outstanding :-</b>			
For TDS Payable		4,04,791	<b>68,16,193.00</b>	Rent		-	
				Interest		-	
<b>Income and Expenditure Account :-</b>				Other Income		-	
Add : Balance as per last Balance Sheet		4,65,19,215		<b>Cash and Bank Balances (As per Annexure'E')</b>			
Add : Surplus as per Income and Expenditure A/c		80,38,267		(a) In Hand		-	
Less : Deficit Expenditure Account		-		(b) In Savings Account		3,17,75,794	
Less : Appropriation If Any		-	<b>5,45,57,482</b>	(c) In Fixed Deposit Account		-	
				(d) With the Trustee		-	
				(e) With the manager		-	<b>3,17,75,794</b>
<b>Total</b>			<b>11,62,94,034</b>	<b>Total</b>			<b>11,62,94,034</b>

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

Supriya Bhat  
 Partner  
 M.No. 048592

Dated : 9<sup>th</sup> sept 2023



Geetanjali Jha Chakraborty  
 (President)

President  
 APNALAYA

Suman Srivastava  
 (Secretary)  
 Trustees

SECRETARY  
 APNALAYA





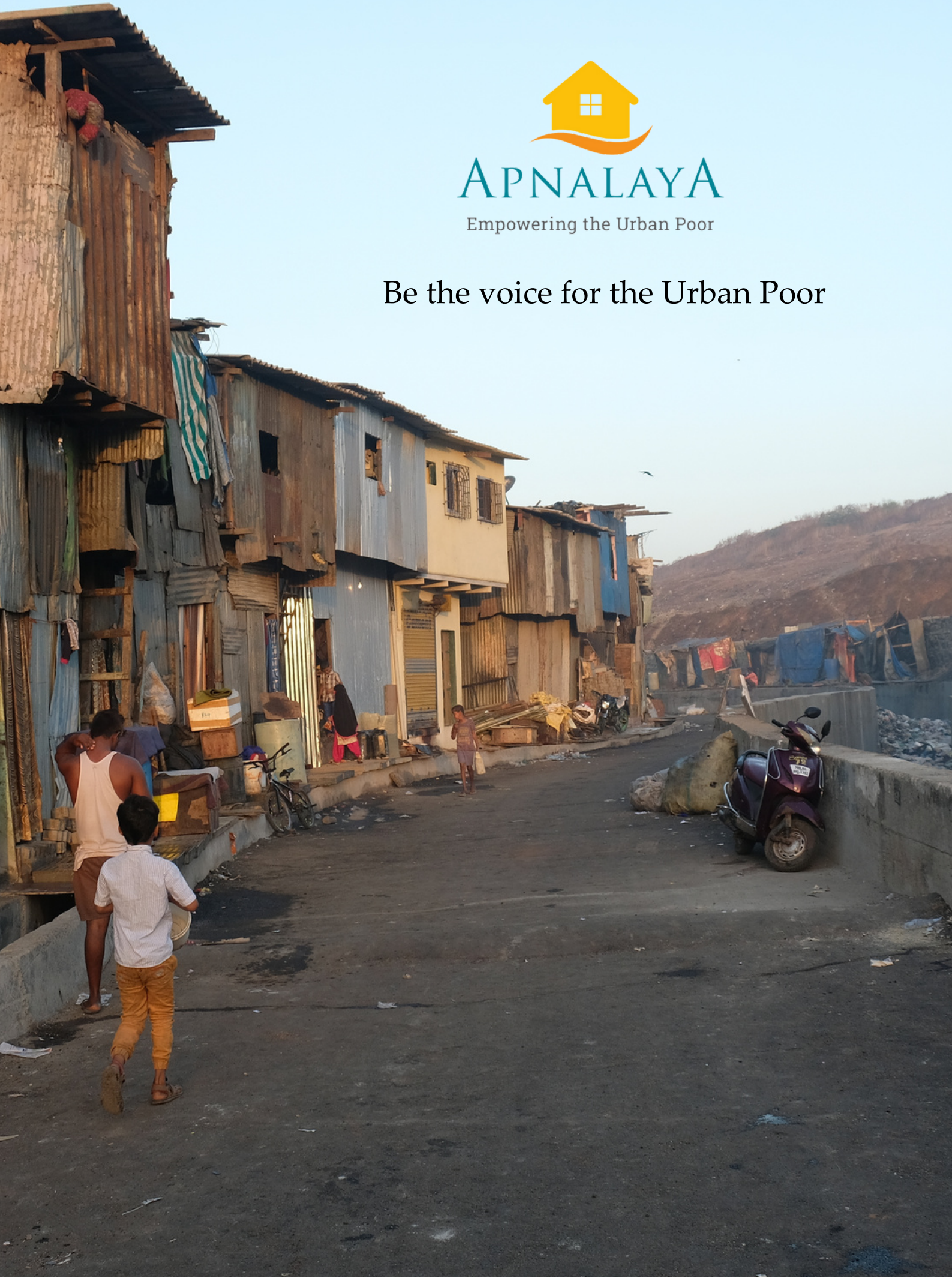




APNALAYA

Empowering the Urban Poor

Be the voice for the Urban Poor








# APNALAYA

Empowering the Urban Poor

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 [admin@apnalaya.org](mailto:admin@apnalaya.org)

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Behind Police Quarters, Tardeo Mumbai 400 036, India



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