

BUILDING A PEOPLES MOVEMENT FOR INDIA'S CHILDREN



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FROM FUNDRAISING TO MOVEMENT BUILDING

Vision, Issues and Challenges

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Outcomes of the Senior Fellows Real Time Consulting Session May 21, 2003

- It is essential that CRY have internal clarity: who are they as an organization? If they are about social justice all stakeholders within the organization, including the development staff and door to door fundraisers need to get behind that. It seemed obvious from the presentation that there was still identity confusion within the organization. That is the first order of business.
- It was mentioned that it is important for CRY to segment their donor base. They need to be more targeted with certain audiences and find donor leaders that can help them carry their social justice message. It was mentioned that the person delivering the message is often as important as the message itself. If they can find leaders among the business community and "middle class" who could carry a more progressive message that message will more likely be accepted by the public.
- Another point was that publicizing their social justice message can be an opportunity for the foundation. They might lose some donors but will gain others who are moved by the more powerful message. The risk to the organization may not be as great as they think considering their track record.
- Cry needs to see its mission as not only protecting children's rights but of mobilizing and educating society around children's rights. That is why spreading their social justice message through their fund raising could be an asset to the foundation. Cry should use the values, language and sensitivities of the middle class to carry the social justice message to them. Communications methods and tactics are key. Use of phrases like social investment instead of charity for example are powerful tools.
- It is important to break down the silos between program and fund raising, or else the internal confusion about the mission and strategy of the organization will not be solved.

INDIA 2003

- **111 million children are not in school**
- **1 out of 6 girls will not live to see her 12th birthday**
- **3 million girl deaths are due to female infanticide**
- **10,000 babies die every day from easily preventable diseases**



CRY MISSION

“ To enable people to take responsibility for the situation of the deprived Indian child and so motivate them to confront the situation through collective action, thereby giving the child and themselves an opportunity to realize their full potential ”



WHAT DOES CRY DO?



CHILDREN
IN NEED

DEVELOPMENT
PARTNERS

- IMPLEMENTING
- NODAL
- RESOURCE
- NETWORK

CRY

YOU

- RESOURCE
PARTNERS
- MEDIA
- YOUTH
- STATE
- PUBLIC

WHAT DOES CRY DO?

With development partners:

- “Angel Investor/Venture Capitalist”
 - Identifying promising grassroots individuals, organizations
 - Providing them:
 - Financial support
 - Program development
 - Organization building
 - Training
 - Perspective building
 - Child rights
 - Accountability
 - » Programmatic
 - » Financial
- Creating sustainable instruments of social change for child rights



WHAT IT TAKES TO DO THIS "SUSTAINABLY" THE CRY-CWS STORY

- CWS – Started in 1994 in Ghoraval, Sonebhadra District, UP
- A response to growing child-labor in the carpet industry
- None of the adivasi children across 5 villages were in school. Bonded laborers against family debts caused by crop failures. Lung, hand and eye disorders widely prevalent as was alcohol and drug addiction.
- Non-formal evening classes for 40 working children
- Community awareness building resulting in a children's agitation for minimum wages that spread to 28 neighboring villages
- Return of 250 acres of community land that had been expropriated by local landlord. Collective farming initiated together with inputs in agriculture and co-operative marketing



WHAT IT TAKES TO DO THIS "SUSTAINABLY" THE CRY-CWS STORY

- Ghoraval today
 - 12 operational primary schools
 - 3 middle schools
 - 1 high school
 - 98% adivasi children in schools
 - Functioning primary health centers, Mahila Bachat Samuhas, Krishi Grameen Bank
 - Subhag Lal, an erstwhile bonded laborer, now a graduate and village pradhan
 - Kusuma Devi (Kismat) completed class 8, teaches women in her village Math and Hindi and started the local Mahila Bachat Samuha
 - Both CWS and CRY near redundant



WHAT WAS CRY'S CONTRIBUTION?

- Provide financial support to balwadis, non-formal education centers, teacher training, educational material and development of locally relevant curriculum
- Support community mobilization processes to achieve demonstrable success, expansion
- Introduce child rights agenda linked to livelihood issues
- Build CWS leadership team, capacity / perspective in child rights, advocacy, program planning and monitoring
- Support planning of reactivation, enrolment, retention programs
- Link to regional NGO alliance - exposure, cross-fertilization, scale, synergy



DEPLOYMENT 2002-03

Region/State	Budget 2002-2003 (USD)	No. of Initiatives	% Deployment
EAST			14
West Bengal	108511	19	8
Jharkhand	48936	7	3
Orissa	40426	11	3
NORTH			33
Rajasthan	117021	15	8
Uttar Pradesh	206383	19	14
Uttaranchal	46809	2	3
Delhi	97872	12	7
Madhya Pradesh	4255	1	0
WEST			16
Maharashtra	208511	23	15
Gujarat	25532	2	2
SOUTH			26
Tamil Nadu	140426	19	10
Andhra Pradesh	125532	19	9
Karnataka	106383	16	7
National Projects	148936	6	10
TOTAL	1425532	171	100



SEGMENTS ADDRESSED

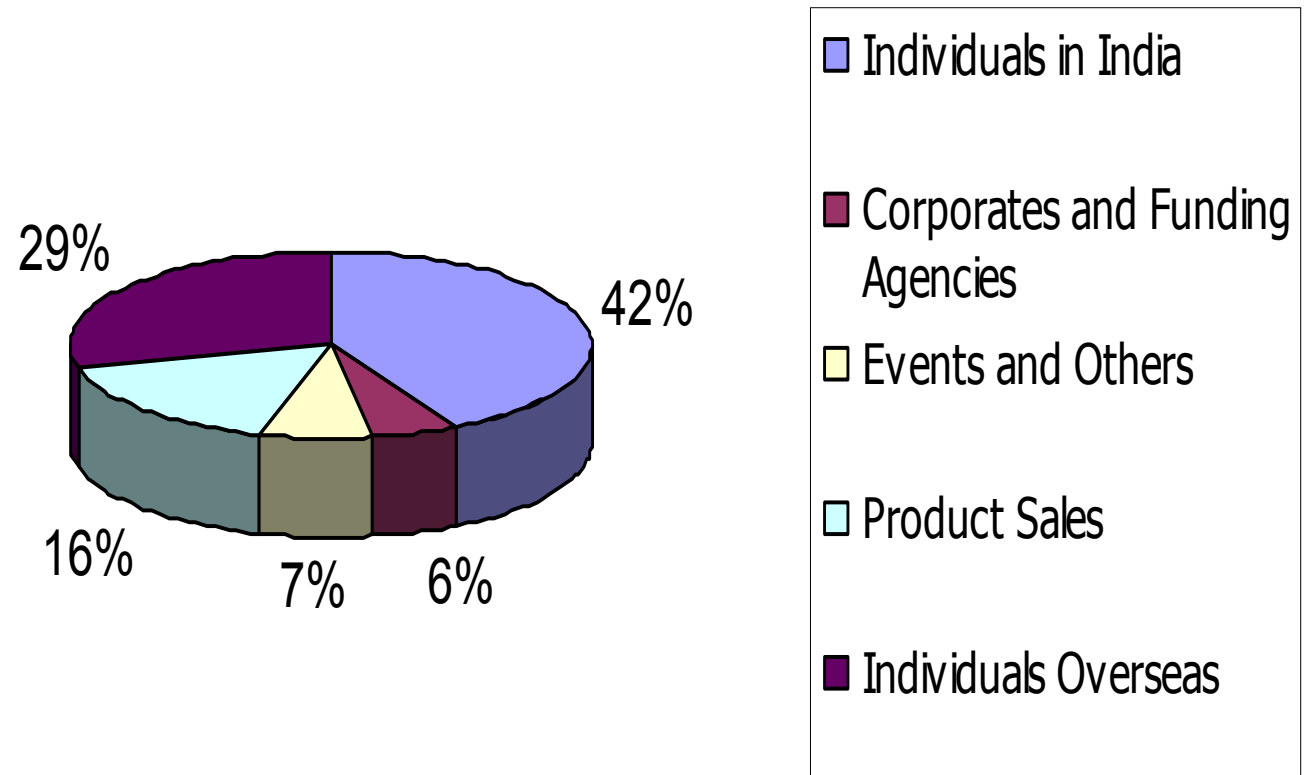
Rural children	Tribal children
Girl children	Street children
Slum children	Prostituted children
Children of commercial sex workers	Sexually abused children
Children in the Juvenile Justice system	Physically or mentally challenged children
Children of prisoners	Child laborers
Disaster-impacted children	Institutionalized children

CRY IMPACT 2001-02

Metric	2001-02
Children covered through balwadis, NFEs	88466
Balwadis, NFEs supported	2127
Balwadi, NFE teachers trained	1101
Children mainstreamed into govt. schools	23692
Disabled children supported	2339
Child labor free villages	272
Child laborers enrolled	10743
100% enrollment villages	601
Schools with 100% retention	430
Govt. schools activated	437
Govt. teachers trained	1447
Para-teachers placed in govt. schools	369
Schools with active Village Education Committees	998



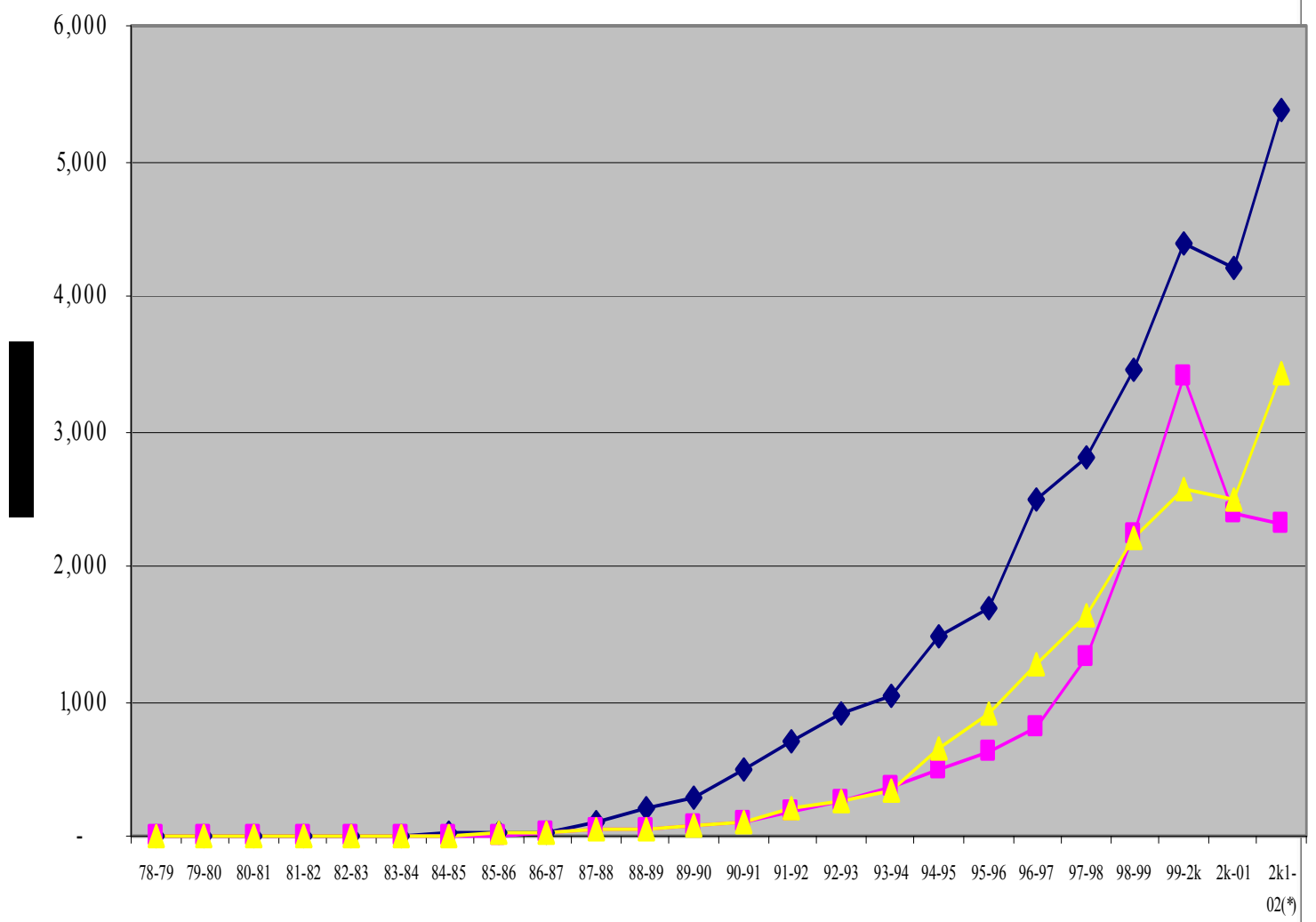
Income Composition : 2001- 02



Total Income : USD 5.4 million



CRY Income, Surplus and Deployment



◆ Total Income (USD.'000s)
 ■ Deployment (USD.'000s)
 ▲ Surplus (USD.'000s)



CRY – AN OVERVIEW

WHO	WHAT	HOW	THROUGH	CRY'S ROLE
CHILD	RIGHTS TO - SURVIVAL - DEVELOPMENT - PROTECTION - PARTICIPATION	- DIRECT ACTION WITH CHILDREN - COMMUNITY MOBILISATION - POLICY IMPLEMENTATION	- FELLOWS - PROJECTS - RESOURCE ORGANISATIONS - NODAL AGENCIES	- FINANCIAL SUPPORT - CAPACITY BUILDING - ORGANISATION BUILDING - PROGRAM DEVELOPMENT - TRAINING - PERSPECTIVE BUILDING - CHILD RIGHTS - ACCOUNTABILITY - MODEL BUILDING - DEVELOPMENT SECTOR STANDARDS
STATE	- POLICY FORMULATION / IMPLEMENTATION - LEGAL REFORM	- PARTNERSHIPS WITH GOVT. - ADVOCACY	- ALLIANCES - THINK TANKS - MEDIA	- FINANCIAL SUPPORT - DOCUMENTATION, RESEARCH - PUBLICATION - NETWORKING
PUBLIC - IN INDIA - OVERSEAS	- AWARENESS - SENSITISATION - ACTION	- FINANCIAL & MATERIAL SUPPORT - VOLUNTEERISM - ADVOCACY	- INDIVIDUALS - ORGANISATIONS - INSTITUTIONS - PRIVILEGED YOUTH - MEDIA	- INFORMATION - MOTIVATION - ACCESS - LINKAGES



CRY STRENGTHS

- Indian organization for India's children
- Broad, diverse outreach and support base
 - resource partners
 - development partners
 - geographies
 - issues, segments
- Sustainable, scalable, model with clear metrics
 - impact
 - resource mobilization
 - institution building



CRY VISION

A politically neutral, secular, non-violent peoples' movement for the rights of India's children encompassing diverse segments, each pledging their particular strengths, working in partnership for their common cause



THE CRY PLEDGE

“Before anything else I am an Indian. And so
is this little child.

The rights I enjoy as a citizen of this free
country are hers too.

She has a right to be free. She has a right to
be happy.

But I’m going to fight for her because she has
the right to be a child.

I’m going to fight for her every single day,
every single moment.

With my skills. With my resources. With my
heart.

I’m going to fight for her because I can.
And she can’t.”



CRY's ROLE

- Voice of children
- Voice of authority, domestically and internationally, on the subject of child rights and the situation of children in India
- Incubator of initiatives working towards building peoples' movements
- Integrator, synergizer, coalition builder across segments, geographies



GAP BETWEEN VISION AND CURRENT REALITY

- Movement building through
 - community empowerment
 - alliance building
 - children’s participationa reality at varying stages of evolution among target underprivileged/disenfranchised communities
- Negligible effort and/or results, however, in this direction among urban, educated, affluent / middle-class segments
- Negligible formal, strategic initiatives for financial resource mobilization, advocacy, network building with “empowered” segments of target communities



CONSEQUENCES

- Increasing disconnect between CRY's persona and approach in the two universes
 - Activist slant among target communities vs. generally passive recipient among resource provider communities
 - Lack of complete donor/volunteer awareness of the ends they support
 - Lack of adequate capacity to service donor/volunteer needs that go beyond the basics of financial support and/or events
 - Lack of interaction/community-building among donors
 - Low donor/volunteer involvement / loyalty
 - Lack of interface, synergy between CRY franchise in the two universes
 - Lack of mandatory value/attitude/behavior congruence across partner lives
 - Lack of differentiation in perceptions of CRY vis-à-vis implementing and/or relief/service oriented agencies



NEEDS / OPPORTUNITIES

- Mechanisms to channelize non-financial donor/volunteer support
- Means of activating attitude / behavior change beyond tokenism
- Linkages, communication, contact between resource provider and client universes
- Channels to harness citizen action on behalf of child rights
- Critical mass of all CRY's partners across segments
- Synthesis of CRY knowledge, experience across issues, segments to enhance effectiveness of own/sector impact and CRY positioning



LEVERAGING CRY LEARNING

- Enabler/catalyst not implementer except where
 - intervention is critical to CRY positioning objectives viz. voice-of-authority e.g. research, publication, media
 - involves synthesis of information, programs across segments e.g national initiatives, interface between donors and development partners
 - requires specific expertise; resource intensive e.g. policy research, high-level advocacy
- Activate, harness existing structures where available rather than creating parallel mechanisms
- Alliances to multiply reach/impact without commensurate financial investment
- Organization, perspective, capacity building in addition to financial support
- Design multi-layeredness (direct action/community/advocacy/networking) from inception



CHOICE CRITERIA

- Incubate initiatives that seek to:
 - build awareness of/promote the concept of child rights
 - activate, channelize citizen action on behalf of child rights
 - work with executive, legislative, judicial bodies to influence policy, law-making, implementation
 - build/reinforce CRY knowledge / expertise / authority
- and
 - have clearly defined, child-rights centric objectives and plans
 - deliver high levels of accountability to their stakeholders
 - subscribe to CRY values



FOR INSTANCE...

- Child Rights Research, Documentation and Training Institute
- Child Rights Fellowships/Awards
 - grassroots action
 - community mobilization
 - media
 - child participation
 - CSR
 - ...
- Campaigns to enlist citizen support/action for child rights advocacy
 - at home
 - in the workplace
 - as a consumer
 - social circle
 - as a voter/taxpayer
- Direct action / community mobilization projects addressing the rights of underprivileged children



BUT NOT...

- Pure service delivery
- Priorities that are driven exclusively by the “market” e.g.
 - gratifying donor/volunteer demands w.r.t. material, time, skill contributions
 - nodal agency role for agendas outside CRY’s defined strategic priorities



ISSUES AND CHALLENGES

- Managing the transition from “charity” to social transformation
 - Donor preference for charity
 - CRY personality/perception shift
 - Especially in a country where basic social services and infrastructure are scarce across socio-economic segments
 - Consequent impact on resource availability, growth
- Lack of knowledge, understanding, experience in mobilizing urban middle-class and affluent communities
 - Requisite structure, staffing, skills
- Sources of funding for urban middle-class movement building that is not necessarily “market-friendly”



