

**BRIDGE  
INSTITUTE**



PRAJWALA

---

# KALINGA FELLOWSHIP 2018 REPORT



# 2018

THE PURPOSE OF THIS REPORT IS TO SET OUT THE INSIGHTS AND RECOMMENDATIONS IDENTIFIED IN THE KALINGA FELLOWSHIP 2018, HOSTED IN THE STATE OF TELANGANA.

# Contents

---

Business	4
Education Policy	12
Chilkur Boys School	16
Bharosa & SHE Teams	30
SWAROES Girls School	42
Balapur	47
Prajwala	61



---

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

**BRIDGE  
INSTITUTE**



PRAJWALA

# BUSINESS SECTOR





## PURPOSE

To make a breakthrough in thinking and strategy on the following question...

**How can the senior leaders of the business sector come together to end sexual violence against women and children globally?**

IS THAT WILL ENHANCE THE SAFETY OF WOMEN & CHILDREN & CAPACITY OF DELEGATES TO BE CHANGE AGENTS TOWARDS THIS GOAL.

SPACES TO LOVE and LEAD

12:30

What I THINK about the challenge of OPENING MY MIND

- Connecting my RESOURCEFULNESS
- Dropping into the FUNDAMENTALS
- Getting to the CORE of the

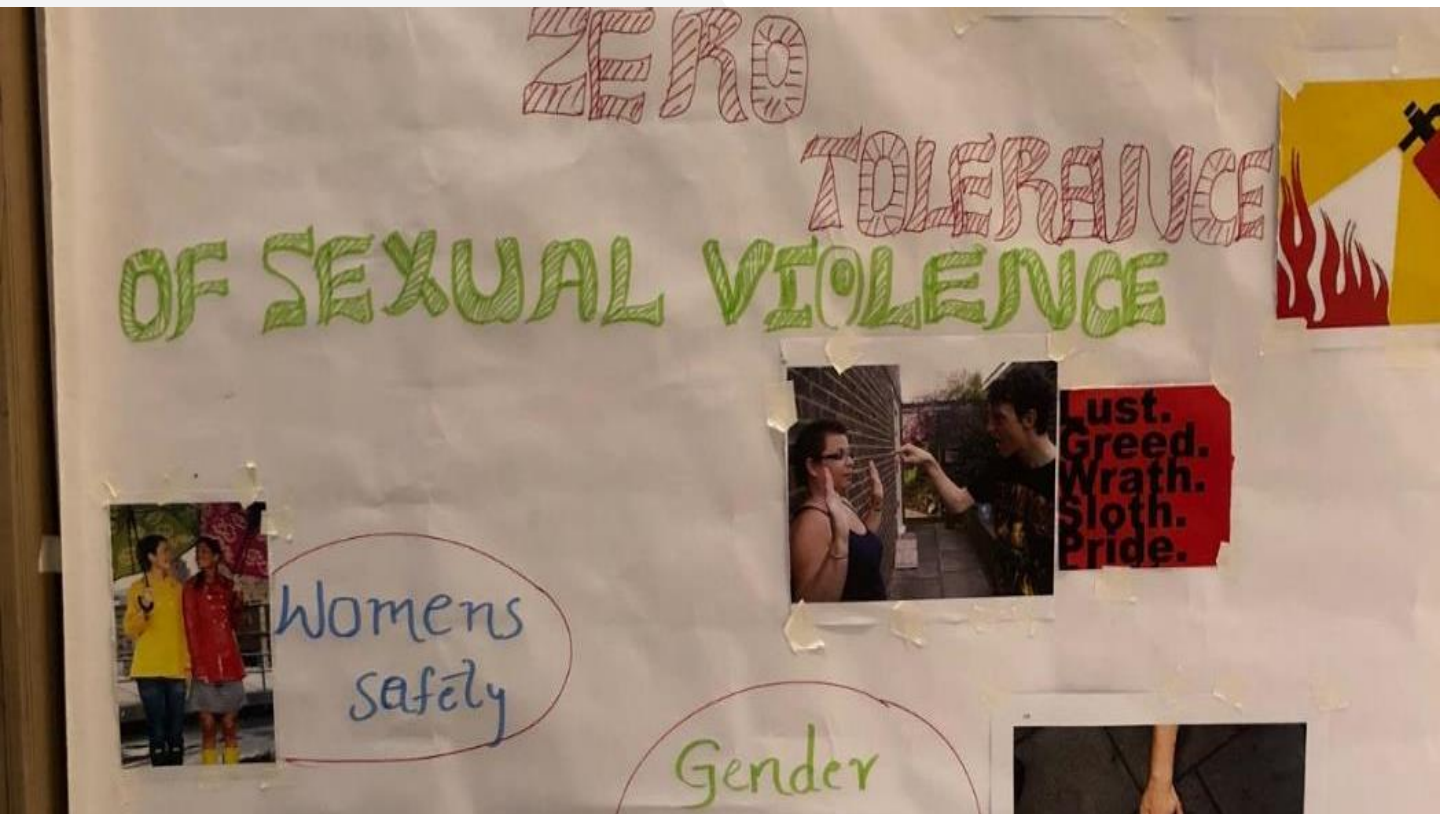
## AIM

To design approaches that will enhance the safety of women and children and build the capacity of delegates to be change agents towards this goal.

# CREATING THE SPACES TO LOVE AND LEAD

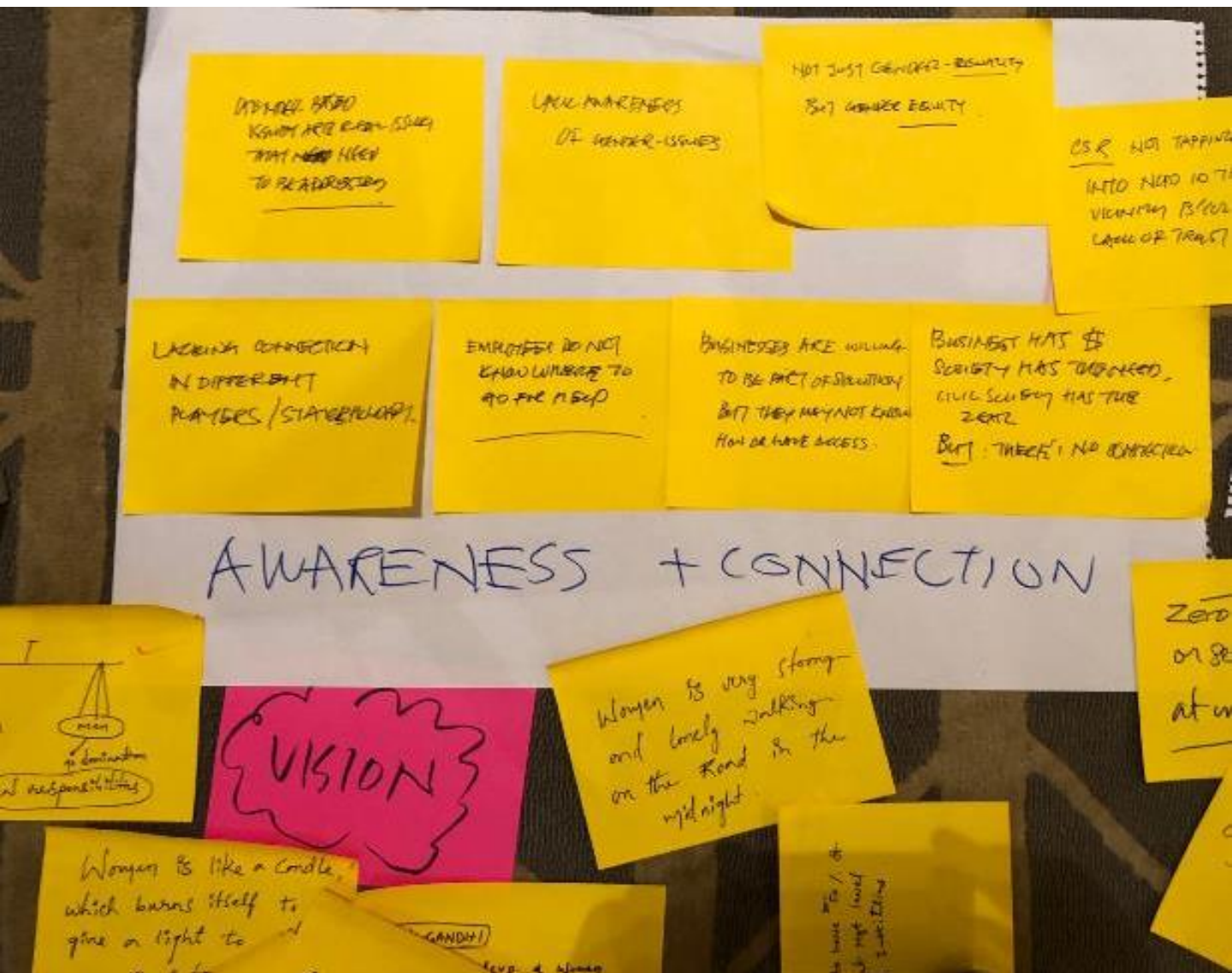


# A journey of empathy – seeing through the eyes of businesses...



# Insight 1

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



# Insight 2

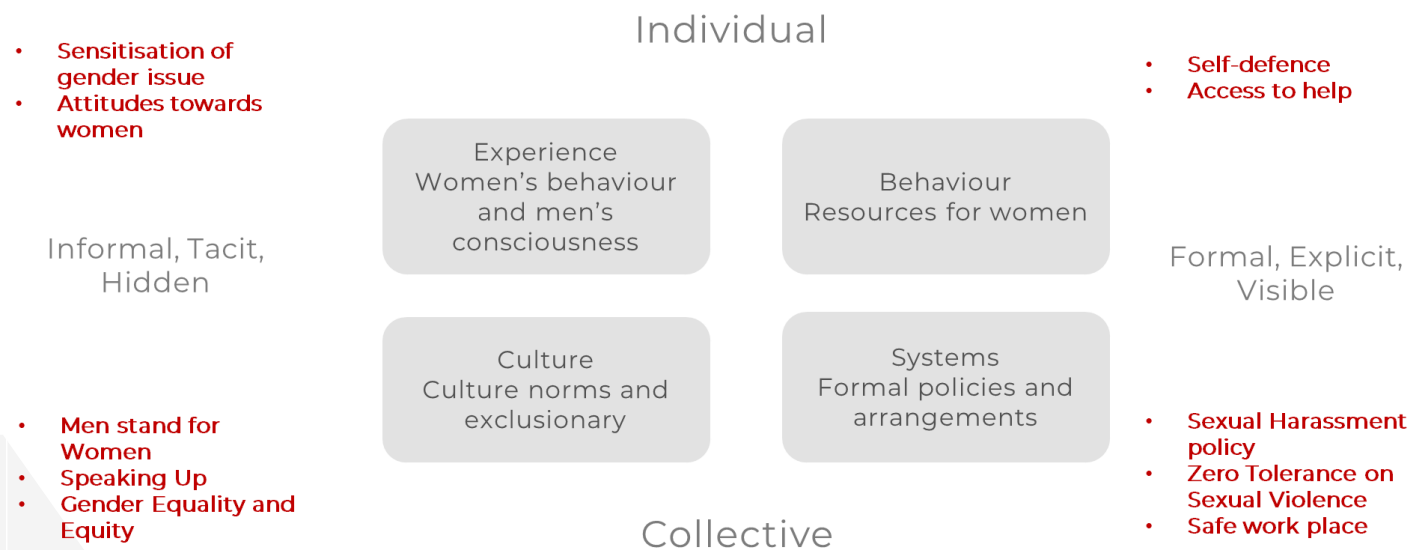
The powerful needs to care for the powerless.





# From problems to possibilities

## A framework for systemic intervention



# G-Corp

What can industry do?

We is a G-Corp company? Are you G-Corp company?

---

To be a G-Corp company, the following conditions must be attained:

- A zero tolerance towards gender discrimination and violence
- A safe working environment
- X% [or] more of women employees at various levels (mandatory)
- X% of women employees trained in self-defence
- # no. of Awareness Campaigns
- Documented impact/interventions/campaigns

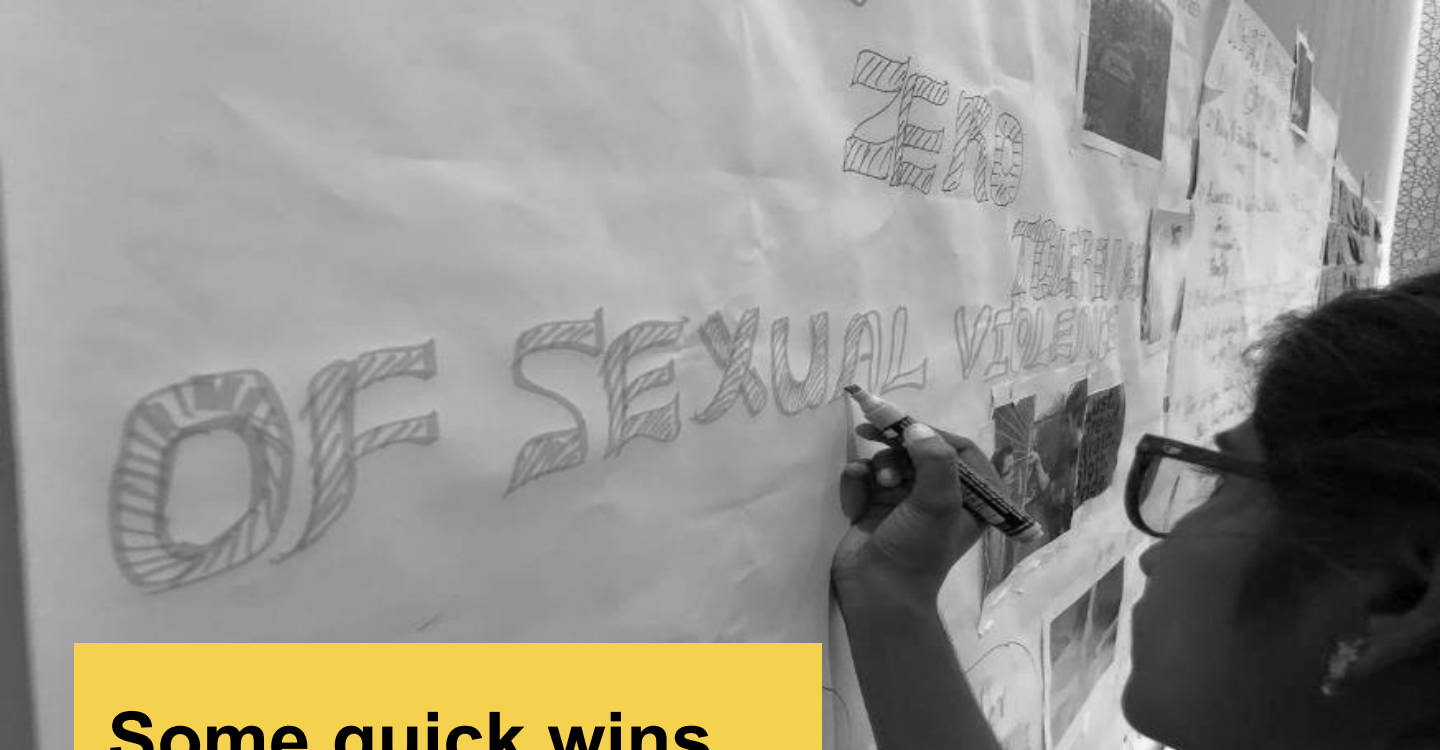
**Every voice matters. Men stand for women.**

## The Vision:

There are more than 10,000 G-CORP certified companies in the world sharing 1 common goal:

**To end sexual violence against women.**





## Some quick wins...

### What business can do?

- 1) Put in place a policy on zero tolerance towards sexual violence.
- 2) Ensure awareness and sensitization at all levels (employers, management, family).
- 3) Make gender policy visible (e.g. posters, taglines).
- 4) Use the latest technological safety tools / pepper spray as corporate gifts (ideally made by survivors).
- 5) Offer self-defence training to women employees (e.g. basic techniques, marshal art trainers). Impact - % trained in safety and safe defence.
- 6) Run / walk for the zero tolerance movement.
- 7) Create a criteria by the industry for G-Corp Companies

**BRIDGE  
INSTITUTE**



PRAJWALA

---

# EDUCATION POLICY (TSWREIS) GROUP







## Our process

Our group, which included one of the management team from **TSWREIS**, Mrs Prashanti, and three Swaeroes students, conducted group interviews with the various members of the TSWREIS staff, from school principals to custodians to Dr Praveen, on location at the TSWREIS administration building.

We then gathered data from our immersion and themed the data into the following categories:

- 1) Student empowerment
- 2) How to create a safe environment at Swaeroes
- 3) Leadership approach
- 4) Reward and recognition
- 5) The government (TSWREIS) as the “Super Guardian” of the students
- 6) The challenges of speaking about and dealing with sexual abuse
- 7) The difficulty in meeting the unmet need
- 8) The broader eco-system (parents, families, communities)

# Our Process – cont.

We then scanned the data from the other groups and synthesised these observations into three core tensions/insights:

- 1) While there is value in separating boys and girls into separate residential schools, this same separation reinforces stereotypes, fear and misunderstanding between the genders;
- 2) Being a “Super Guardian” to students allows for the ability to have a massive impact, but may also restrict students’ ability to integrate with family and society;
- 3) Greater openness about sexual abuse is valuable and important, but how do we ensure this information is shared in a manner that promotes a greater sense of safety and awareness rather than more fear?

The final tension/insight was generated primarily from observations and experiences from our three students who acknowledged that the manner in which the media was reporting cases of sexual abuse actually had them feeling more afraid of their own family and community members, rather than feeling more knowledgeable, aware and safe.

We then returned to TSWREIS and, after acknowledging the extraordinary work they are currently doing for the students. presented our tensions/insights to Dr. Praveen and his team, offering several potential remedies, inviting dialogue regarding the relevance and perceived level of priority of these same tensions/insights.

# Our Process – cont.

We then took the outputs from this dialogue, listened to the key observations and insights from the other groups representing the broader eco-system and generated the following series of recommendations, that we presented back on the final day our recommendations:

- 1) Build in an even stronger emphasis in the strategic plan on experimenting with co-ed or integrated schools including courses in the curriculum that address gender questions and understanding;
- 2) Sponsor more community events/carnivals, that bring together boys, girls and the broader community with special activities to bring together people in a meaningful and education way to promote awareness and understanding;
- 3) Make Voice4Girls and Voice4Boys an essential part of the curriculum for all students;
- 4) Consider using the TSWREIS communication system as an educational media outlet to provide information, interviews and programs that promote understanding about violence and abuse focused on providing awareness, knowledge and empowerment in preventing, avoiding and reducing these offenses;
- 5) Make use of technology for challenging stereotypes by videoing interviews with girls (for boys) or boys (for girls) or conversations between the genders that challenge common stereotypes and promote greater understanding;
- 6) Consider community outreach educational programs to the parents and communities that the students come from to impact the broader eco-system with some of the same powerful approaches currently being used with the students;
- 7) Leverage the students in owning some or all of the above initiatives given the organization's focus on leadership and culture of empowerment of its students.

**BRIDGE  
INSTITUTE**



PRAJWALA

# CHILKUR SCHOOL FOR BOYS







## **Goal / vision statement**

To use actionable awareness / education to create a zero tolerance environment towards sexual violence

**Taking oath –  
SAY NO TO  
SEXUAL  
VIOLENCE**

# Problem Statement A

---

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



# Problem Statement B

---

Stop sexual assault.





## Two-pronged approach

- Create a parallel intervention for parents / teachers when it comes to sex education / awareness.
- Create engaging and entertaining ways of providing sexual education for children.

### **Vision**

To use creative and engaging ways to kickstart a purposeful dialogue, galvanise support and build consensus for an organized social movement.





---

Our data reveals that there is a perceptible lack of dialogue around the topics of gender equality, sensitization and sexual violence and it is still considered a taboo subject for conversations.



Parents & teachers are also the early influencers for kids/children.



To make it actionable, followed and put into practice by students, it is critical to devise engaging and innovative ways to educate the children.



## Insights

- 1) To enable holistic education does not additional parts to be added to the curriculum;
- 2) Perception building is enhanced if this is framed as a life skill rather than an extra curricular activity.
- 3) There is a deep rooted view of what is and is not socially acceptable for a woman to do, and is perpetuated by the patriarchs of the family structure.
- 4) Teachers find it difficult to speak to students about sexual violence and feel there is no space in the curriculum to do so.

# Solution 1 – Using technology for good

---

- Help set up a text messaging based helpline with the domain experts to answer all queries about sexual awareness / education / gender sensitization for teachers.
- Create a pilot to be populated by 30 staff members of the institution.
- Make it mandatory for parents – about 1,300 to repeat the same process and making them self-aware.

## Why text messaging?

Our data set revealed a lot of hesitation in the older age group (age 20 - 50 years ) in coming forward to participate in the conversations.

The text messaging helpline will ensure the anonymity and maintain the comfort level for the target group to be educated and informed.



## Using technology for good – steps forward

- App designs
- Workshops
- Populating it with teachers
- Driving engagement
- Impact assessment after one month
- Mass screening / social experiment reveal
- Workshop for parents by teachers
- Populating the app with parents by teachers
- Driving engagement for parents
- Mass screening / social experiment reveal

# Solution 2 – DIY journalism

---

By turning the students into journalists - a special intervention invites all students to create DIY movies (using their mobile cameras etc.) to choose a real life case study and create movies around relevant topics around sexual violence / gender sensitization and loading them onto a collective platform.

## Why video?

- The initiative will get the students to engage, investigate and clear their conceptual understanding about the sensitive topic.
- This initiative leads to a first of a kind repository of video stories / literature around sexual violence which can then be rotated to different schools.
- This will also enable 420 young patrons who could then become the champions of gender equality, sensitisation and safeguarding of children and women.





## DIY journalism – steps forward

- Workshops for parents – Prajwala and Bharosa
- Video assignments
- Two months pilots for production of DIY films on real life case studies
- Screening festivals/ awards ceremony for movies
- Presentations for the top awards and presentation for the movies

# Solution 3 – G Club

- Building on the G Corp concept, the G Club is an extra-curricular club focused on creating a healthy dialogue around Gender Equality within the school system.
- The G Club would provide skills, guidance and support for regular student-run and teacher-mentored activities for gender equality.
- To help students learn moral values and acquire constructive attitudes towards sex, love and the constitutional rights of women.
- In the words of one of the students “to fight alongside girls for a safer and fairer society”.

## Why an extra curricular club?

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



## **G Club – steps forward**

- Professional talks from SHE Teams, Bharosa, Prajwala, psychologists, etc...
- Discussions with other girl students of the school around specific topics of sexual assault.
- Production of amateur films, dramas and stories to be created and used as content for future G Clubs to use moving forward.
- To use the G Club as a platform to work in collaboration with other Kalinga Fellows, students, teachers, business leaders and experts in their field around gender equality.
- To help the boys and girls acquire new skills and knowledge to set up their G Clubs.

# How to reach boys and men more effectively

- Youth Education - introduce gender sensitisation, equity and sex education into schools around age 7 - the curricula must count for credits if it is to be taken seriously.
- Adult Education - provide awareness programmes for parents, training on equality, and establish parental counselling centres.
- Government Policies - spread awareness of penalties for human trafficking and sexual violence; introduce HE teams as well as SHE teams.
- Wider Society - work on illiteracy, alcohol dependence, early marriage as root causes of sexual violence; change hearts and minds in civil society (through NGOs) on traditional perception of girls and women.
- Online - introduce greater online controls, teach parents and children about online grooming.
- Advocacy - shoot 15-20 second videos with famous male actors and sportsmen (Sunrisers) for role models to speak directly to men and boys.



**BRIDGE  
INSTITUTE**



PRAJWALA

# **BHAROSA – SHE TEAM / HYDERABAD POLICE**

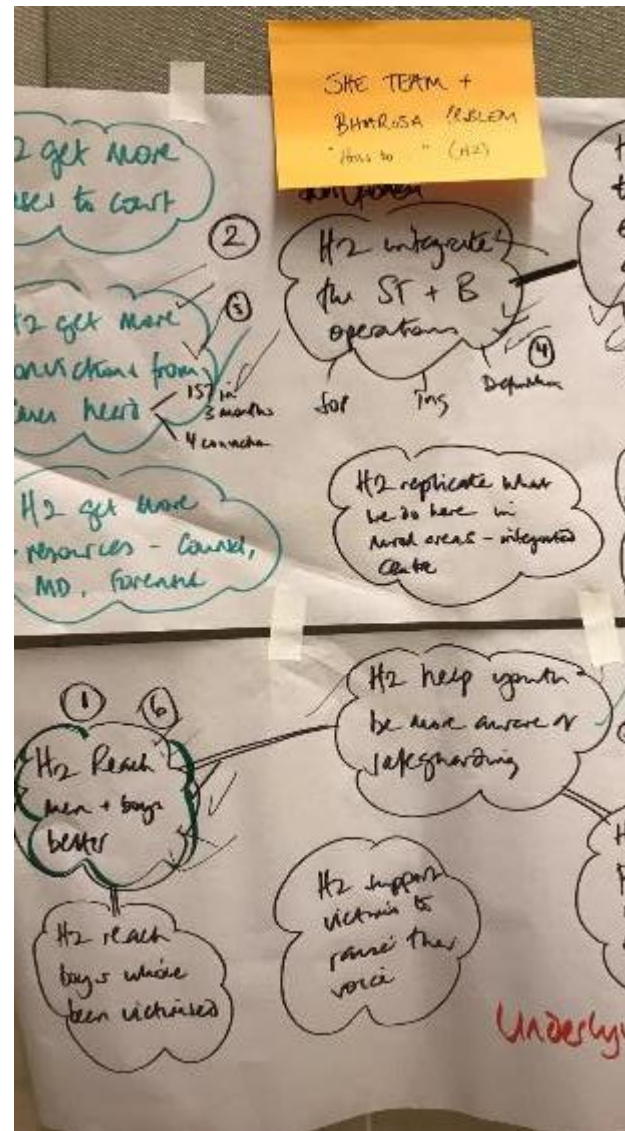




# Brainstorm of potential problems

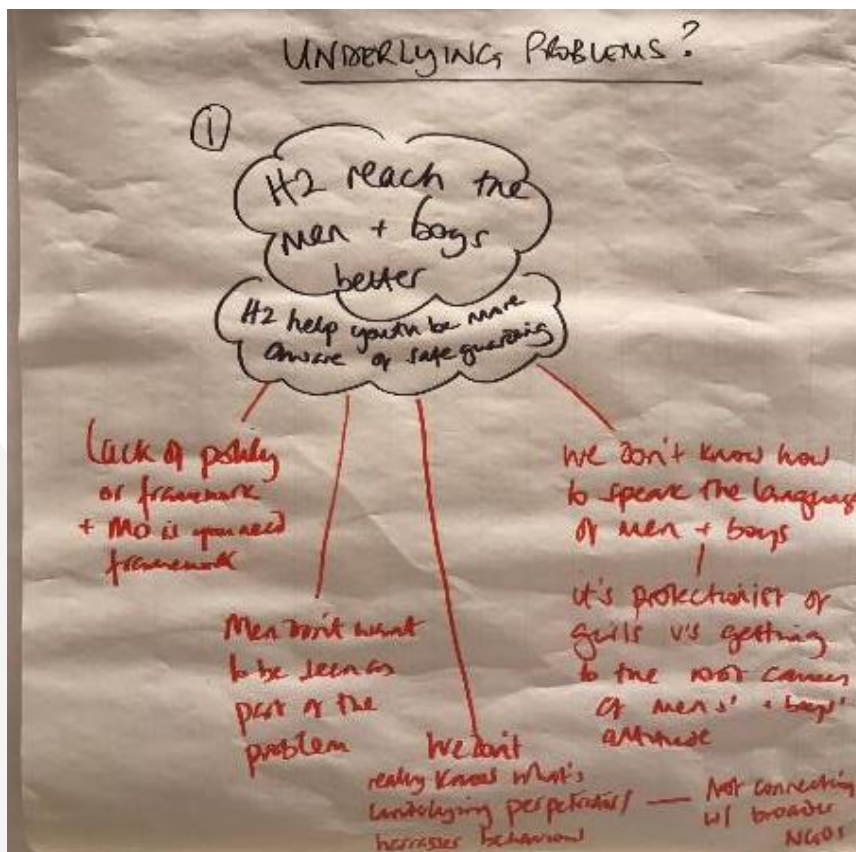
How to...

- Get more cases to court?
- Get more convictions from cases heard [157 cases heard in 3 months, 4 convictions only]?
- Integrate the SHE teams and the Bharosa centre?
- Enable the SHE teams to do their jobs better through codification of guidelines/city code?
- Replicate the integrated approach of the SHE teams/Bharosa centre in rural areas?
- Help mis-directed [male] youth develop greater awareness about what is the correct behaviour and the consequences of behaving incorrectly?
- Reach men and boys better?
- Help youth be more aware of safeguarding?
- Help perpetrators make different choices to abusing victims?
- Help victims to raise their voices and be heard?
- Reach boys who have themselves been victimised?



# Underlying problems for problem #1: How to reach the men and boys more effectively

- Lack of policy and frameworks, and to get things done you need both.
- Men do not want to be seen as part of the problem.
- We do not know what the motivation is for underlying perpetrators abusive/harassing behaviours – and we are not connecting to NGOs who might have access to the research that casts some light on this.
- We do not know how to speak the language of men and boys – the language seems to be more about the protecting of girls vs getting to the root causes of men's and boys' attitudes.





# Vision for reaching men and boys



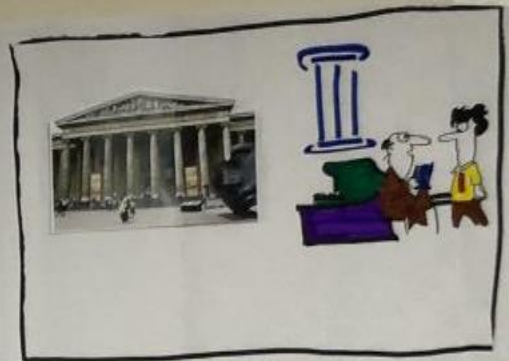
# Final presentation to SHE Team: How to Reach Men and Boys More Effectively



**YOUTH EDUCATION:**  
 → GENDER SENSITIVITY  
 → GENDER EQUITY  
 → SEX EDUCATION  
 → PUBERTY/ADOLESCENCE



**ADULT EDUCATION:**  
 → AWARENESS PROGRAMMES FOR PARENTS  
 → PARENTAL COUNSELLING CENTRES  
 → TRAINING ON GENDER EQUALITY



**GOVERNMENT POLICIES:**  
 → THE TEAMS  
 → BROADEN AWARENESS OF PUNISHMENT FOR TRAFFICKING  
 → PROGRAMMES TO SENSITIZE ON ABUSE



**WIDER SOCIETY:**  
 → ERADICATION OF ILLITERACY, ALCOHOLISM  
 → CHANGING HEARTS & MINDS ON TRADITIONAL PERCEPTION OF WOMEN IN SOCIETY



**ONLINE:**  
 → AWARENESS AT AGE 7  
 → LEARN ABOUT GROOMING  
 → GREATER CONTROLS



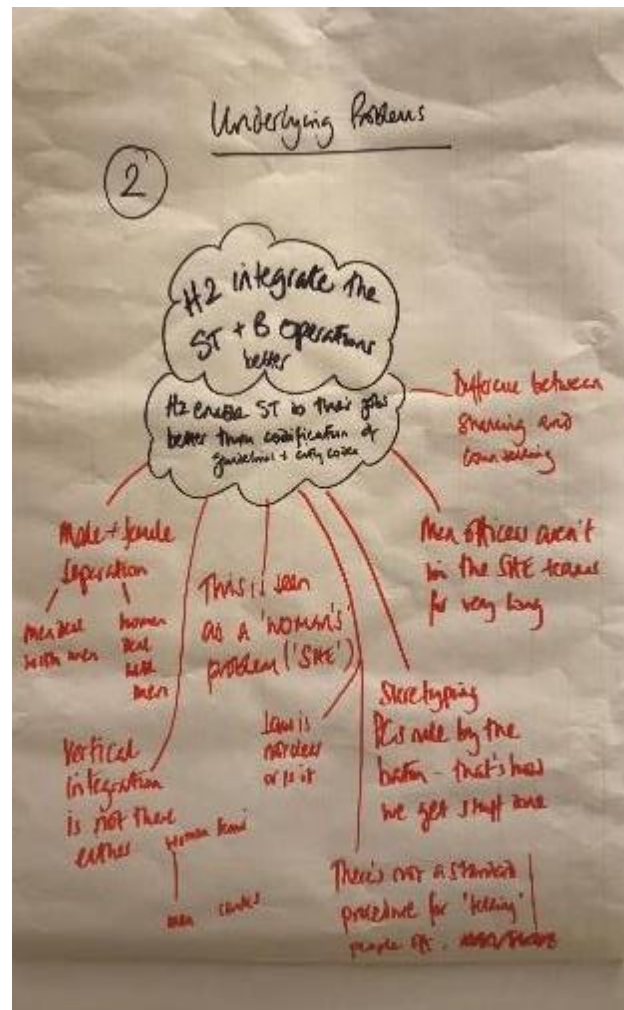
**ADVOCACY:**  
 → CELEBRITIES  
 → CRICKETERS, WWF  
 → MEN TO BOYS  
 → GET 15-20 SECOND VIDEOS TO GO VIRAL



# Underlying problems for problem #2

## How to Better Integrate SHE Team and Bharosa

- Male and female separation/segregation – men deal with men, women deal with women, there is little horizontal integration.
- Vertical integration is not there either – senior officers in the SHE teams are women, constables are mostly men.
- It is seen as a woman's problem [use of the mnemonic 'SHE']
- There's now a standard procedure for dealing with sexual harassment offenders, for telling them off, for punishing them, etc., the law seems to be unclear.
- Stereotyping of PCs – they rule by the baton/by force, that's how they get things done.
- Men constables are not in the SHE Teams for very long – 3 months.
- There is a difference between shaming offenders and counselling them.





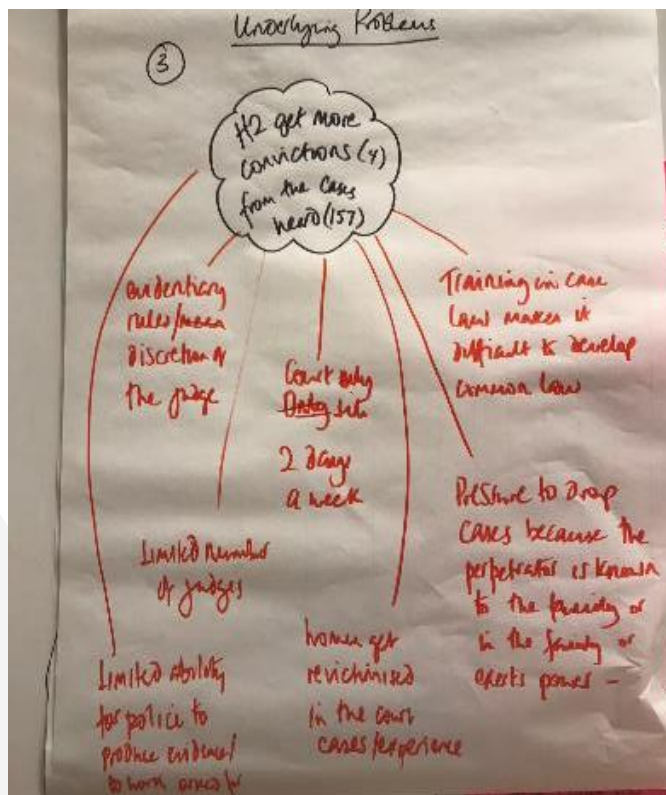
# Proposal: How to Better Integrate SHE Team and Bharosa

- Gender Balance - reassign toilets/signage at Bharosa; ensure more women work on the SHE team side and more men on Bharosa side; encourage more employees to wear plain clothes (mufti) on SHE team; introduce more masculine elements to design on Bharosa side and refurbish the SHE team side to look more feminine, thereby creating 'inclusive spaces'.
- Prevention - introduce male counsellors to provide therapy for men and boys who are contemplating committing sexual violence; produce posters to focus on prevention rather than retribution.
- Messaging - translate materials into local language, Urdu and English on SHE team and Bharosa sides; replace screen saver images of Europe with pertinent messaging.
- Data and Technology - reach out to corporate neighbours (like Tata) to provide consultancy support and utilise fully the 2% of profits; track effectiveness (impact) metrics as well as efficiency; leverage advanced technology across SHE team and Bharosa.

# Underlying problems for problem #3

## How to get more convictions

- Limited ability/time for police to produce evidence/do the work asked for by the judge.
- Evidentiary rules are at the discretion of the judge.
- There are a limited number of judges - the child friendly court sits only two days a week.
- Women get re-victimised in the experience of preparation for and hearing of the court case.
- There is often pressure to drop the case because the perpetrator is known to the family, or is a member of the family, and power is exerted.
- Training in case law makes it difficult to develop common law.



**BRIDGE  
INSTITUTE**



PRAJWALA

---

# SWAEROES GIRL SCHOOL - NARSINGI



# Insights and next steps planning

Observations and Insights

Action planning

Next steps



## Observations and Insights

### Generational differences and influencing approach...

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

### Aims/outcomes....

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

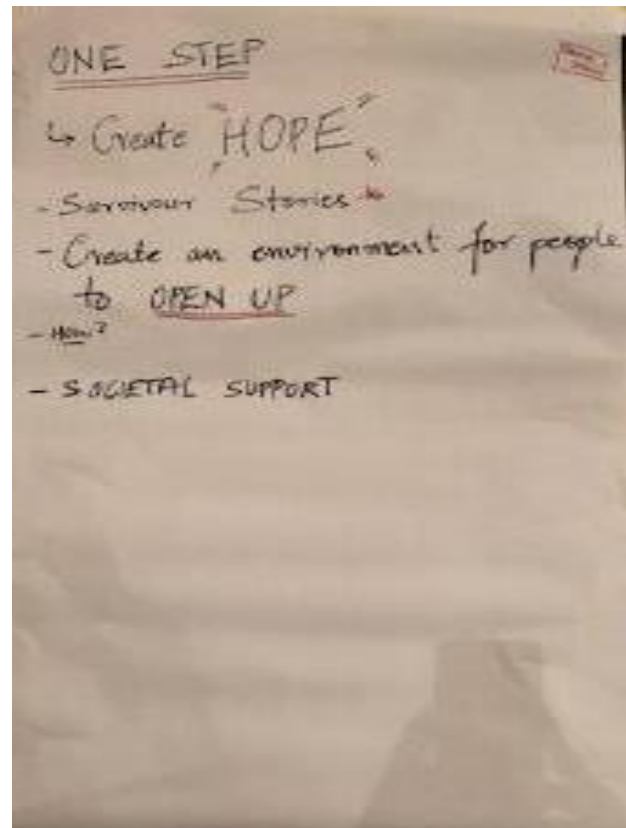
# How do we start our ONE STEP...

The biggest insight we had was from a year 9 girl at the girls school. She said 'everyone in India knows this is an issue, and everyone needs to take ONE STEP in order to make a difference. All the key people in government, villages and schools. Girls will not be treated as equal to boys unless everyone takes this ONE STEP.

So, in order to encourage all stakeholders to take the required One Step, we identified that we needed to create HOPE for girls in India. If everyone shared their stories of hope, the villages and society overall would not only protect girls, but would support them and protect them from further harm.

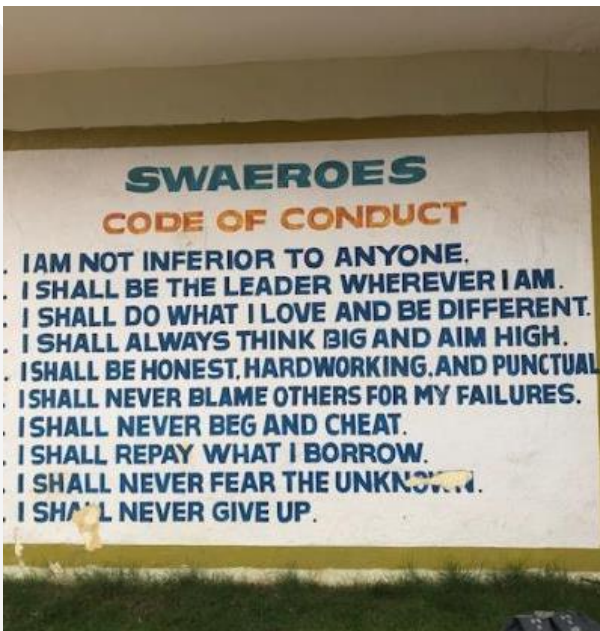
There are stories of HOPE already here in India. One girl shared that she was able to convince her village community, by getting the help of her grandparents and parents, to stop the marriage of one girl of only 13 years of age.

Additional stories like this of survival and HOPE can be shared by the media to encourage more people to take the ONE STEP towards the cultural revolution required to make a difference.





# Cross generational action plan agreed



# The agreed plan

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

Even with the above complexity, we were able to gain new insights and brainstorm ideas. Then finally we had 13 different ideas. The group then voted on the actions that they wanted to prototype with the school as being:

## **1. Collaboration between boys and girls**

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

## **2. Skills development for dropout boys and girls**

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

## **3. Psychological safety training for both boys and girls**

A selected group of children from Dr. Praveen's' school are to be trained by professionals on techniques to protect children and build mental confidence and strength. These selected girls will then be able to train other children in the system to create the safety for all.

---

# BUILDING WITH BALAPUR





This a presentation put together based on visits to Balapur, on the outskirts of Hyderabad, for the Kalinga Fellowship.

Based on the work done by the group consisting of Prajula, Soumya, Ira, Robin, Vinitha and Bharat, the group presented to a panel from the Swaero Circle on the final day of the Fellowship, 28th September 2018. The responses to this presentation were received very positively.

The following slides are based on that presentation.

**We have 3 proposed initiatives:**

1. Swaero Economic Empowerment Initiative
2. Swaero Fine Arts School for Transformational Change
3. Swaero Fellowship for Community Transformation



# SWAERO ECONOMIC EMPOWERMENT INITIATIVE



## Key insights from Balapur

- The mood was buoyant, charged, ambitious.
- Women seem to be blamed for their situation but are supported by the self-help groups (SHGs) they have organized themselves in – 32 SHGs.
- Few women are trying to settle on their own by doing small businesses, craft-making, tailoring based on their own talent and limited training they have received.

# SWAERO ECONOMIC EMPOWERMENT INITIATIVE



## Economic empowerment would entail...

- Banking: Every woman with a bank account and access to formal banking services.
- Marketing: Linkages to exhibitions and markets to sell their products.
- Training: classes in tailoring, embroidery, etc. for women to gain skills to set up their own income generation.

# SWAERO ECONOMIC EMPOWERMENT INITIATIVE

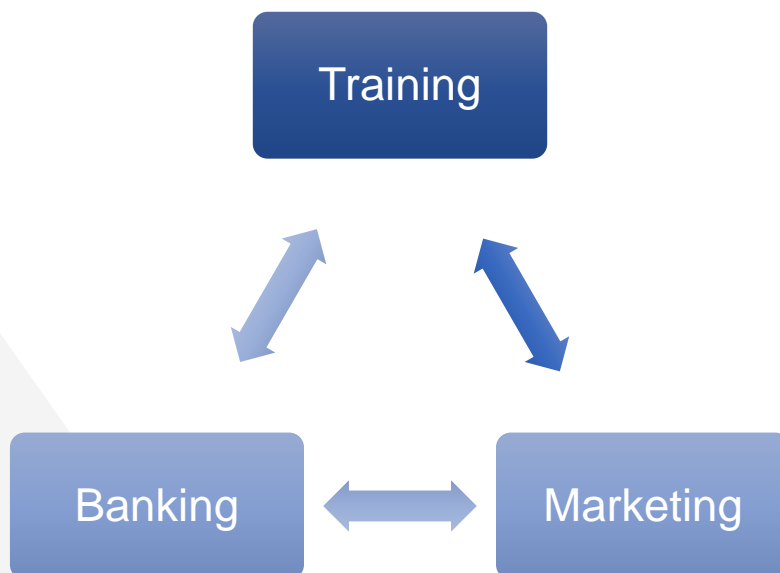
## What is the need...

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

## How can it work...

- Cluster(s) or individual women organize themselves with the required skills and support to initiate their business, craft-making, tailoring...

...by creating sustainable links between:



# SWAERO ECONOMIC EMPOWERMENT INITIATIVE

## What is proposed, proposed overall structure...

**Banking...** a 3-tier banking system (Swaero Circle & Bridge/Kalinga facilitate)

- **Tier 1 (SHG):** Micro loans for emergencies (existing)
- **Tier 2 (SHG):** Micro loans for start up businesses (existing at a very small scale due to lack of skills, training)
- **Tier 3 (Bank):** Micro and larger loans for upgrading businesses (to be piloted/set up)

**Marketing...** key interventions

- Balapur women connected to **DWCRA** and other agencies
- **Swaero conducts research** on other such agencies that can facilitate and forge strong market linkages
- Connections to **online options also explored** for domestic and markets abroad.

**Training...** key interventions (Balapur Swaero Circle & SHG Resource Person facilitates)

- Women organized to set up training in tailoring, embroidery, beautician course - **external trainer-led in**
- Women organized themselves for peer-to-peer training across the SHGs to form cluster for training in jewellery making – **SHG member-led**
- Swaero Circle establish contact with Growthgene (free training), Daaram (minimal charge) to organize training in Balapur – **SHGs/Swaero Circle establish a skill development fund**



# SWAERO ECONOMIC EMPOWERMENT INITIATIVE

---

## Outcomes and next steps...

### Banking...

Women have access to both SHG loans and Bank loans to support their families and their businesses

Women begin saving plans through their bank accounts

***Next step: Connect with HDFC Foundation & Yes Bank Foundation to kick off a pilot for Tier 3 (i.e. Bank: Micro and larger loans for upgrading businesses)***

### Marketing...

Women multiply their income by established access to markets beyond Balapur

***Next step: Linkages explored/established to DW CRA, Daaram; research into other marketing agencies kicked off***

### Training...

Women are skilled and equipped to set up small businesses – home-based, in clusters, for Balapur or markets beyond.

***Next step: Linkages explored/established to Growthgene, Daaram***

# SWAERO FINE ARTS SCHOOL FOR TRANSFORMATIONAL CHANGE



## Key insights from Balapur

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

# SWAERO FINE ARTS SCHOOL FOR TRANSFORMATIONAL CHANGE

---

## Transformation through fine arts would entail:

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

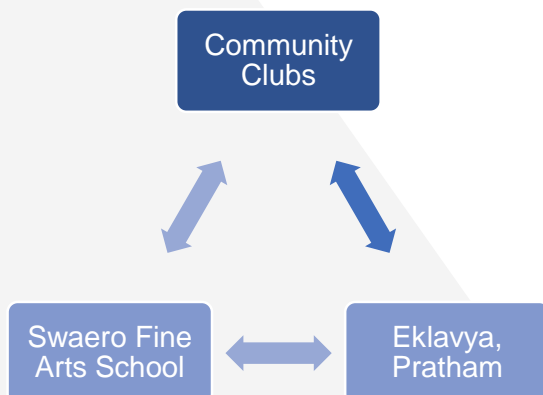
# SWAERO FINE ARTS SCHOOL FOR TRANSFORMATIONAL CHANGE



## What is the need...

- Empowered children who are brought up in a gender sensitive and caste-free organic environment.

## How can it work...





# SWAERO FINE ARTS SCHOOL FOR TRANSFORMATIONAL CHANGE

---

## What is proposed, proposed overall structure...

Given the current daily activities of the Swaero Circle with the children, we propose the Balapur Swaero Circle:

- Set up a strengthened **Performance with the Fine Arts School** with a focus on music, with student tutors from the fine arts school.
- Introduce/Develop a **Art for the Children** of Balapur with Swaero Commandos and Swaero Fellow support.
- **Create film viewing** in coordination with the Swaero Fellows.
- **Create storytelling with guest lectures** coordinated by Swaero Commandos and Swaero Fellows.
- **Set up a Children's Panchayat** and coordinate by Swaero Commandos and Swaero Fellows.

# SWAERO ECONOMIC EMPOWERMENT INITIATIVE

---

## Outcomes and next steps...

### Swaero fine arts school...

Children of Balapur have access to and enjoy engagement with the decentralized activities of the Swaero Fine Arts School.

The Fine Arts School have a set up smooth coordination with Swaero Commandos and Swaero Fellows.

***Next step: Reach out to Swaero Fine Arts School to establish planning and coordination between them and the Swaero Commandos and the Swaero Fellows.***

### Community Club...

The Community Club conducts activities (Performance, Arts, Film, Children's Panchayat) with the support and coordination of Swaero Commandos and Swaero Fellows – A Balapur Arts Club is set up.

***Next step: Hold consultations with the Balapur Community Club with the participation of Swaero Commandos and Swaero Fellows to initiate and identify the best way to proceed.***

### Swaero Fellows...

Swaero Fellows are equipped to coordinate and support the process at Club level.

***Next step: Swaero Fellowship Programme is in place and builds the capacity of the Swaero Fellows (see the next section for more detail).***

# SWAERO FELLOWSHIP FOR COMMUNITY TRANSFORMATION



## Key elements to set up the Fellowship Programme

- Content & Structure Development
- Recruiting for the Fellowship
- Roll out of the Programme
- Evaluating the Programme

## Community Transformation would entail...

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

# SWAERO FELLOWSHIP FOR COMMUNITY TRANSFORMATION

---

## Outcomes and next steps...

### **Swaero Circle...**

Swaero Fellowship Programme is established by the Swaero Circle.  
A five-year Roadmap is drawn up with key collaborations set up.

***Next step: Seek and explore the appropriate collaborations to form a Fellowship Core Group to kick off the drawing up of the Roadmap.***

### **Community Club...**

Community Clubs as the basis to develop, roll out and evaluate the Fellowship Programme.

***Next step: Fellowship Programme is designed on a 'community-based' learning/training approach.***

### **Swaero Fellows...**

First batch of Fellows recruited.

***Next step: Identify potential candidates for the fellowship from within the Swaero community.***



**BRIDGE  
INSTITUTE**



PRAJWALA

---

# PRAJWALA





## **Insight:**

**Society:** We have a traditional mindset about women and sex in a media driven, modern world.

Community mindset change starts with the family.

# Ideation 1:

Education in schools: teachers and students to change society mindsets

---

## Who needs to be involved...

- Ministry of education
- Principals and staff
- State boards and central boards
- Training boards – NCERT/SCERT

## How it can be measured...

- Curriculum additions are executed and implemented across schools
- Workshops are conducted with officials and staff
- Noticeable behaviour change in students and teachers

## Key next steps...

- Partner with a key institution to pilot (Dr Praveen?)
- Develop the outline of the additions curriculum with a comprehensive understanding of the areas that need to be covered. Engage a variety of knowledgeable key stakeholders to support this.

# Ideation 2:

Educate families through community outreach

---

## Who needs to be involved...

- Schools/NGOs who can partner on this
- Engage pioneer's support
- Government
- Businesses

## How it can be measured...

- More and more families' behaviour change
- Society increasingly accepts it
- Developed nations in Europe and Asia show sustainable change

## Key next steps...

- Find the right partner – including learning from Prajwala
- Test execution, get feedback
- Develop a series of family workshop programs
- Expand

# Ideation 3:

## Bindaas family show

---

### **Who needs to be involved...**

- Ambassador or a celebrity – like Aamir Khan?
- Media/producers
- And some Bindaas family -some volunteers who attended the Kalinga Fellowship!

### **How it can be measured...**

- Public acceptance and ratings of the shows
- Actual change of behaviour amongst families and society

### **Key next steps...**

- Test out this idea in focus groups
- Approach Celebrity and Producers for support



# Ideation 4:

Publicly challenge tradition!

---

## Who needs to be involved...

- Government (direction from CM or PM?)
- Schools/NGOs
- Campaigns with youth

## How it can be measured...

- Trend setters are created, and they have a huge following
- Society slowly begins to accept the changes

## Key next steps...

- Find a Business or NGO to partner with us for the campaign (Levi Strauss)
- Develop the proposal and submit to CM



## **Insight:**

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

# Ideation 1:

A passionate Bollywood star supporter

---

## Who needs to be involved...

- Celebrity
- Media
- Radio DJ to help promote

## How it can be measured...

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

## Key next steps...

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

# Ideation 2:

Create a drama based docu series around sexual trafficking

---

## Who needs to be involved...

- Media partner / producer
- Survivors / family

## How it can be measured...

- Viewership and high ratings
- Support from people involved and drumming up further excitement to do more
- Mindset change

## Key next steps...

- Getting support for the idea through focus groups/other means
- Approaching producers and stakeholders with a plan
- Working funding and support plans

# Ideation 3:

The power of training

---

## Who needs to be involved...

- Social organizations
- Media, government
- Training organizations and entrepreneurs

## How it can be measured...

- Women/Victims feel more confident to speak and come forward
- They are celebrated as heroes
- Media makes the solution the focus

## Key next steps...

- Talk to stakeholders and identify what needs to be true to make this happen
- Identify Media partners and training program providers
- Identify Shelters to partner with





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

# Ideation 1:

Business partners purposeful advantage

---

## Who needs to be involved...

- Purposeful business partners
- Shelters and their people
- Bridge Partnership

## How it can be measured...

- Multiplied positive impact on the cause
- Sustainable source of work and revenue for NGO
- Business' benefit from share price increase and positive culture and clients engagement impact

## Key next steps...

- Explore further with Bridge – Jane, Abi and Mac
- Identify possible partners aligned with or interested in supporting the cause
- Facilitated leadership team connection to explore and pilot

*“Purpose and profitability go hand in hand.*

*This is not a crusade to save the world, it’s fundamentally about growing an amazing business.”*

---



**Paul Polman**  
**CEO, Unilever**



# Purpose promises many benefits...

Purpose-driven firms perform better. According to Raj Sisodia, author of Conscious Capitalism, purpose-driven firms in the US produced an outstanding aggregate return of 1,681% over the past 15 years, compared to 118% for the S&P 500. And purpose has various benefits beyond this as well:

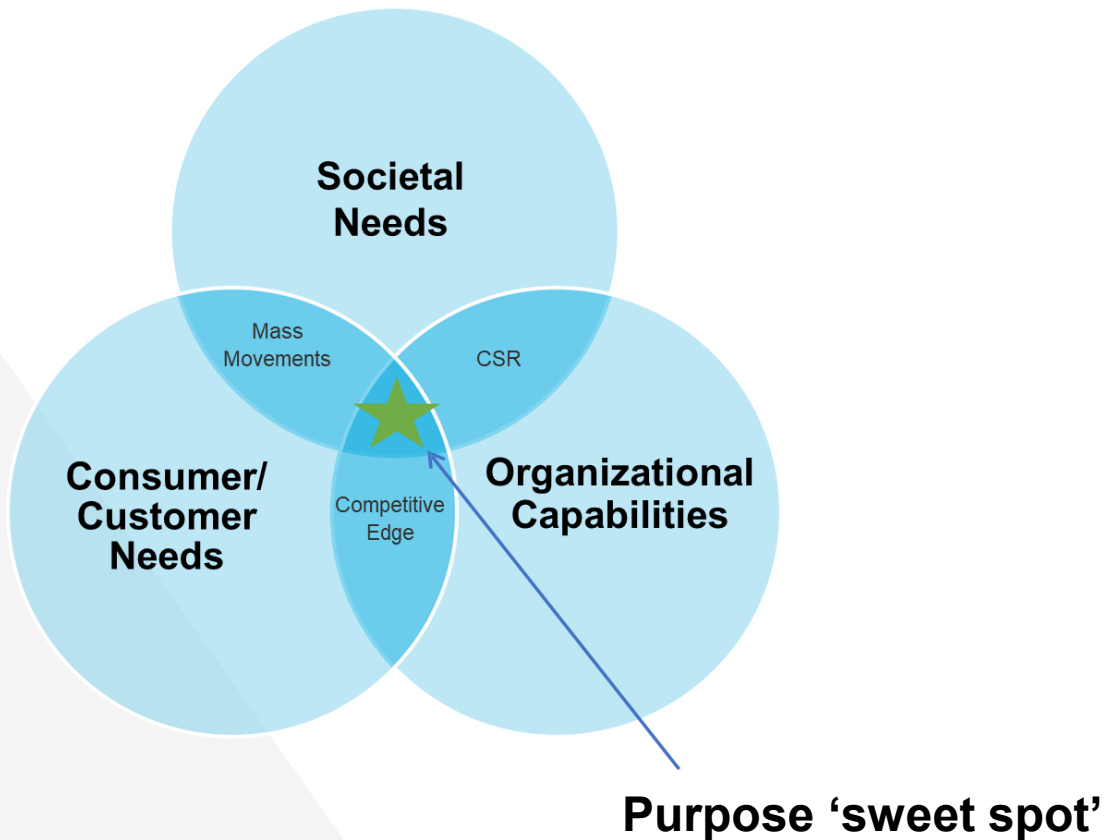
- **Purpose Sparks Innovation** – according to a [2016 report from EY](#), purpose is an antidote to "short-termism" and opens up creative horizons. It helps people connect to the big picture and move beyond incremental and conservative thinking.
- **Purpose is the Greatest Motivator** – McKinsey [reported](#) that in a study of 100 variables, purpose was found to have the greatest impact on motivation, accounting for 50% of all movement in motivation scoring. (Yes, more than compensation.)
- **Purpose is Key to Team Effectiveness** - Google found that two of the [five most critical attributes](#) in their high-performing teams are meaning and impact. Teams that work with purpose are more effective.
- **Purpose Retains Talent** – employees working in alignment with purpose expect to stay in their jobs longer. In an Imperative study of LinkedIn employees, we found that purpose-oriented members of their team are [54%](#) more likely to report that they plan to stay at the company for five or more years.
- **Purpose Builds Relationships** – employees who embrace purpose are 51% more likely to report strong relationships at work and also report better relationships with their managers, according to Imperative's 2015 Workforce Purpose Index.
- **Purpose Boosts Your Brand** – working with Imperative, LinkedIn found that their employees who are oriented to purpose are 69% more likely to be Net Promoters.
- **Purpose Increases Well-being** – the Imperative 2015 Workforce Purpose Index found that employees oriented to purpose are 54% more likely to report high levels of well-being than their peers.
- **Purpose Empowers Women** – women are 50% more likely to be purpose-oriented according to Imperative's 2015 Workforce Purpose Index. Not embracing purpose in your culture makes it harder for women to succeed.

# ... but not every purpose will unlock Purposeful Advantage

Finding an organizational purpose that has the potential to lead to Purposeful Advantage is much more than a CSR exercise, or a quest for a competitive edge.

We support leaders to generate deep insight into the 'sweet spot' at the heart of their organizational capabilities, consumer or customer needs, and the needs of society at large.

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





# Ideation 2:

Train a team to train leadership skills so they can benefit from skills and then sell this training

---

## Who needs to be involved...

- CBPP team?
- Bridge Partnership
- Local partner

## How it can be measured...

- Capability and impact of CBPP team
- Empower your team/ the survivors
- Number of workshops – delivered/ sold
- Revenue generated

## Key next steps...

- Bridge to train CBPP team
- Train the trainer program to multiply impact
- Develop supporting material to sell/ deliver
- Create a website to support
- Sell to potential clients

# Ideation 3:

## Mentoring program

---

### **Who needs to be involved...**

- Influential women in business and society
- Survivors
- Bridge Partnership

### **How it can be measured...**

- Number of new advocates and potential stakeholders
- Impact/ empowerment of CBPP team/ survivors

### **Key next steps...**

- Identity possible partners
- Set up program – outline intentions and support structure and capabilities/ contracting
- Launch program

# Ideation 4:

Corporate partners upskill and employ survivors

---

## Who needs to be involved...

- Relevant and willing partners
- Survivors

## How it can be measured...

- Number of jobs created
- Re-entrance into society of survivors
- Reduction in returning to sex industry

## Key next steps...

- Identify skills/ suitable partners
- Pilot program to test

# Collaboration with wider Kalinga teams

We took our Prajwala ideations around the room to see how we could collaborate with the wider teams on moving ideas forward:

## **Village teams...**

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

## **Who can help...**

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

## **Education...**

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

## **Who can help...**

- Secretary of the schools (Dr Sharada to assist)

# Collaboration with wider Kalinga teams

## **Police...**

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

## **Who can help...**

- Dr Mamtha (New Police contact in one of the departments)
- Dr Samathi
- Swathi (This is who they would need permission from)

## **Business...**

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

## **Who can help...**

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







## Kalinga 2018 in photos







## Kalinga 2018 in photos







## Contact

Simon (Mac) McKenzie  
Fredrik Andersson  
Suraj Roy

[mac.mckenzie@bridge-partnership.com](mailto:mac.mckenzie@bridge-partnership.com)  
[fredrik.andersson@bridge-partnership.com](mailto:fredrik.andersson@bridge-partnership.com)  
[suraj.roy@kiss.ac.in](mailto:suraj.roy@kiss.ac.in)