



Grassroots Research And Advocacy Movement
www.graam.org.in



The Journey

A reflection of GRAAM's progress since inception
& Annual Report 2016-17

Abbreviations

ANM	Auxiliary Nurse Midwife Ante Natal Care	NACO	National AIDS Control Organization
APU	APU-Azim Premji University	NABFINS	NABARD financial services limited
ASHA	Accredited Social Health Activist	NGO	Non-Government Organization
AWW	Anganwadi Worker	NRHM	National Rural Health Mission
BPL	Below Poverty Line	PAC	Public Affairs Centre
CBGA	Centre for Budget and Governance Accountability	PHC	PHC-Primary Health Centre
CCT	Community Consultation Team	PNC	Post Natal Care
CHC	Community Health Centers	PRI	Panchayat Raj Institutions
CSR	Corporate Social Responsibility	PWD	People with Disabilities
DC	Deputy Commissioner	RDPR	Rural Development and Panchayat Raj
DHDR	District Human Development Report	RGRHCL	Rajiv Gandhi Rural Housing Corporation Limited
DPAP	Drought Prone Area Program	SAGY	Sansad Adarsh Gram Yojana
EDI	Employment and Disability Institute	SBCC	Social & Behavior Change Communication
FGD	Focus Group Discussions	SC	Scheduled Caste
FSW	Female Sex Workers	SHG	Self Help Group
GOK	Government of Karnataka	ST	Scheduled Tribe
GP	Gram Panchayat	S&LW	Solid and Liquid Waste
GRAAM	Grassroots Research And Advocacy Movement	SVYM	Swami Vivekananda Youth Movement
GPSA	Global Partnership for Social Accountability	TI	Targeted Intervention
HH	Households	TKM	Toyota Kirloskar Motors
HDI	Human Development Index	UNICEF	United Nations Children's Fund
ICT	Information and Communication Technology	YTI	Yang Tan Institute
IMR	Infant Mortality Rate	ZP	Zilla Panchayat
IPC	Inter Personal Communication	ABB	ASEA Brown Boveri
IVRS	Interactive Voice Response System	GoI	Government of India
JSY	Janani Suraksha Yojana		
KSHSRC	Karnataka State Health System Research Centre		
KSAPS	Karnataka State AIDS Prevention Society		
MARI	Modern Architects for Rural India		
MMR	Maternal Mortality rate		
MNREGA	Mahatma Gandhi National Rural Employment Guarantee Act		



The Journey

A reflection of GRAAM's progress since 2011, the unique offerings and value proposition from GRAAM, as well as the highlights of 2016-17



“GRAAM is committed to build collaborative learning communities in the pursuit of human development.”

– Dr. R. Balasubramaniam

Content

05	MESSAGE FROM THE FOUNDER	ANNUAL REPORT 2016-17
06	GRAAM: AN IDEA IN ACTION	34 HIGHLIGHTS & NEW PARTNERSHIPS
07	ORGANISATIONAL IMPACT	36 SKILL DEVELOPMENT & LIVELIHOODS INITIATIVES
08	THE GRAAM TEAM	42 CHILD RIGHTS AND EDUCATION INITIATIVES
10	AWARDS, RECOGNITIONS AND COLLABORATIONS	44 PUBLIC HEALTH INITIATIVES
12	INTERNS & VOLUNTEERS AT GRAAM	46 ADVOCACY INITIATIVES
14	THE SPIRIT OF GRAAM	48 COMMUNITY CONSULTATION INITIATIVES
17	THEMATIC AREAS OF FOCUS	50 STRATEGIC CONSULTATION & CSR INITIATIVES
18	THE GRAAM WAY	52 EVENTS ORGANIZED BY GRAAM
	RESEARCH AND EVALUATION	55 GRAAM RETREAT
	ADVOCACY	56 PAPERS AND SEMINAR PRESENTATIONS BY GRAAM TEAM
	COMMUNITY ENGAGEMENT	58 EVENTS & CONFERENCES PARTICIPATED
	STRATEGIC CONSULTATION	60 FIRST-HAND ACCOUNTS - VIGNETTES FROM THE FIELD
26	I, THE CITIZEN	62 GRAAM IN NEWS
27	PUBLICATIONS	
30	LOOKING AHEAD	
32	GRAAM: THE JOURNEY SINCE 2011	

THE JOURNEY & GRAAM ANNUAL REPORT 2016-17

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Message from the Founder

Dear friends and well-wishers of GRAAM,

Six years in the life of an organization is not a long time. But it is long enough for one to test out the relevance and the rationale of its existence. What started out as an idea of trying to combine academic knowledge with practitioner experience, gradually matured into capturing the voices from the grass roots and articulating them into coherent advocacy strategies. Over time we have been engaged in research spanning several different areas, have advocated with the State and Central governments and tried to build the capacity of people in this sector and engaged with players from different domains of social development. While one is happy at the maturation of the idea into concrete programs, we also feel that there are many more miles for us to cover. We understand that we need to engage with and build on the increasing interest of a new generation of young Indians in the space of public policy. There is so much more to do to tackle the challenge of 'voice poverty' in India. With the state moving more and more towards the use of technology in areas beyond governance and economy, the digital divides become a real and urgent issue for us to grapple with. All this can be possible only by strengthening our teams and learning to use this same technology efficiently and effectively.



We also need to hone our skills of mining and managing big data. All this requires not just a committed and talented pool of people but the financial resources to support and sustain them. We are at a phase of our existence where we now need to build a sustainable financial model to not only continue with what we are doing but to also grow and thrive. While we are confident of the support and encouragement of people like you, we would also like to explore other Institutional mechanisms. We are hopeful that the forthcoming year will open up more channels of support for us and our ideas in the world of public policy, social development, community engagement and social innovations will bear fruition and help us build newer partnerships.

We also invite you to stay in continuous touch with us through our various social media platforms and newsletter and we look forward to your inputs and suggestions on how to shape GRAAM into one of India's leading public policy think tanks.

Yours truly,

Dr R Balasubramaniam

Founder & Chairman, GRAAM
rbalu@graam.org.in

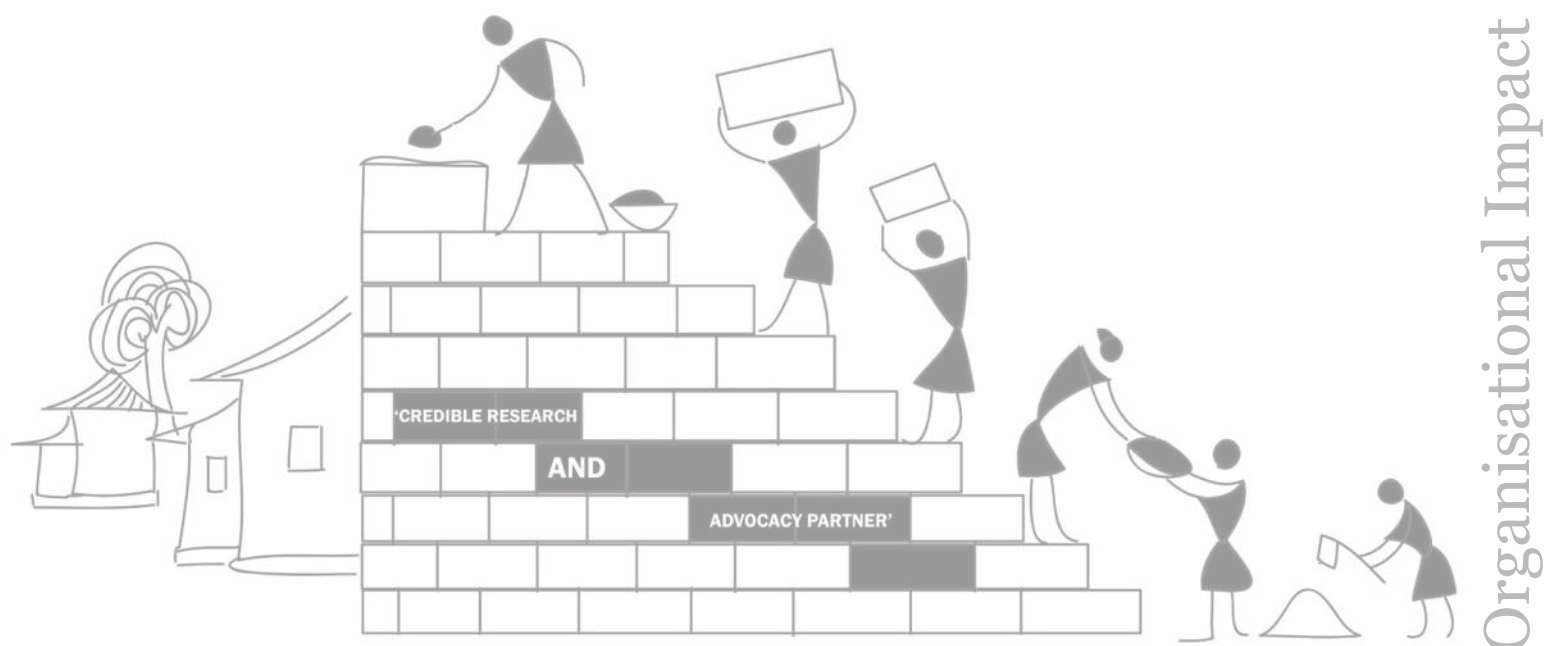


GRAAM

An Idea in action...!

- A citizen centric public policy research and advocacy initiative;
- Research on development issues and public policies;
- Advocacy driven by empirical evidence and with a collaborative approach;
- Constant grassroots engagement to capture community 'voice';
- Sectors of work are determined by Community needs and opportunities rather than academic boundaries; and
- Geared towards building human and social capital of communities.

Organisational Impact



Thematic areas covered **08**

Advocacy events organized **05**

Cumulative staff **124**

Interns facilitated **64**

Indian academic institutions engaged **13**

International academic institutions engaged **11**

Assignments/projects handled **52**

Partners worked with **58**

Government 11

Corporate 10

Civil Society 10

Grassroots NGOs 23

Civil Society Advocacy Networks 04

International level award **01**

National level award **01**

Public policies authored **02**

Significant policy suggestions **08**

No. of people impacted due to the policy recommendations **61.1 million**

GRAAM Advisory Board

GRAAM has a distinguished advisory board which guides the organization in its strategy and direction



**Padma Vibhushan Justice
M N Venkatachalaiah**
Former Chief Justice of India



Joe Grasso
Associate Dean for Administration,
Finance and Corporate Relations at
Cornell University



S K Das - IAS (Retd.)
A distinguished civil servant. Served in
various capacities in the Govt. of
Karnataka and India. He was a member
(Finance) of the Space Commission and
Atomic Energy Commission



D R Patil
Former Member of Karnataka Legislative
Assembly and a popular name in the
cooperative movement from village level
to national level



Ricardo Hausmann
Professor at Harvard University

Technical Advisory Panel

Eminent researchers and experts in the field of Public Health, Nutrition Sciences, Social Anthropology, Development Issues, Disability Studies, Human Resources, Labour Economics, etc., form GRAAM's Technical Advisory Panel, which provides insights and dimensions to GRAAM's initiatives



Gary Fields
Professor at Cornell
University



Rebecca Stolfus
Professor - Nutritional
Sciences and Director -
Program in International
Nutrition, Cornell
University, USA



Dr. Arun Karpur
Research Director for
the NY State PROMISE
at Cornell University



Paul R Greenough
Distinguished Faculty at the
Department of History,
College of Liberal Arts and
Sciences, University of Iowa,
USA



Prof. S Madheshwaran
Professor, Centre for
Economic Studies and
Policy, ISEC, Bengaluru



Dr. Shailendra Prasad
Executive Director, Center
for Global Health and Social
Responsibility, University of
Minnesota



Sarosh Kuruvilla
Professor of Industrial
Relations, Asian Studies and
Public Affairs at Cornell
University

Board of Trustees



Dr. R Balasubramaniam

A development activist, social innovator, writer and a leadership trainer. He is a medical doctor by training, with specialization in Public Administration from Harvard University. Inspired by the life and teachings of Swami Vivekananda,

he founded the Swami Vivekananda Youth Movement at the age of 19 and went on to work with the displaced and dispossessed forest-based tribes in H.D.Kote Taluk of Mysore District, Karnataka and this has grown to be one of India's finest NGOs.



Dr. Vivek Ujire Padvetnaya

Vivek is a physician by training, development professional and health economist with post graduate qualifications in Business Management and Health Policy, Planning, and Financing. He has secured gold medals

and distinctions throughout his academic career. He is an Associate Professor at Public Health Foundation of India (PHFI).



J Purushotham

A practicing advocate and an advisor for issues related to labor industrial relations and personnel management. He has an M.A. and LL.B from the University of Mysore and a Diploma in Personnel Management from Annamalai University.

He has also been a Visiting Faculty for Labour Legislations at Bahadur Institute of Management Sciences, Mysore and presently working as a Guest Faculty in Vidya Vikas Institute of Engineering and Technology, Mysuru.



Raghavan

A pharmacist by profession. He has pursued MBA from University of Mysore and D.Pharm from JSS College of Pharmacy, Mysuru.

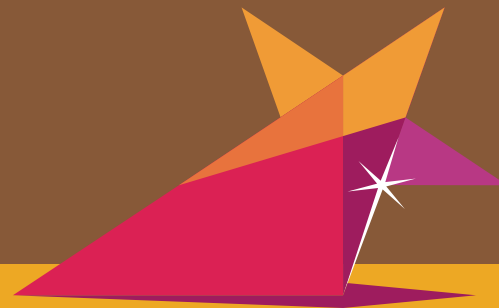
GRAAM Team

GRAAM team is enriched with an eclectic mix of dynamic people from diverse disciplines, all united for a common purpose. They all represent jigsaw blocks that GRAAM needs to bring together to further the movement of grassroots development. The GRAAM Team comprises of dedicated people, again carefully selected with focus on diversity they bring to the table; a characteristic we consider essential to deal with development issues, which is consistent with our belief that development is multi-faceted



know more about GRAAM team at <http://www.graam.org/in/graam-team/>

Awards, Recognitions and Collaborations



“

Disability NGOs Alliance-DNA wishes to acknowledge the support of GRAAM and its inputs and perspectives which are highly valuable for DNA. This helped many of us in DNA to understand the ground realities at grassroots and at macro level and issues that are affecting the highly marginalized group like disability. We used lot of the research data and expertise of GRAAM to send out our recommendation for policy changes and guidelines to different departments in the State Govt.

DNA and its member organizations will be happy to jointly work with GRAAM in future to develop more need based research to achieve greater results in our work. My wishes to Mr. Basavaraju and GRAAM team for their excellent and appropriate work which is enabling the growth of disability development sector.

V S Basavaraju
CEO - Disability NGOs Alliance (DNA)
Website: www.disabilityngosalliance.org

”



International Initiative for Impact Evaluation

GRAAM is empanelled as an associate member of 3ie. With this, GRAAM would have access to impact evaluation experts and access to 3ie knowledge services. GRAAM would also have an opportunity to get priority funding nomination for expert panel and share its impact studies on the 3ie platform.



GPSA
GLOBAL PARTNERSHIP FOR
SOCIAL ACCOUNTABILITY



THE WORLD BANK

GRAAM has an opportunity to collaborate with 260 organizations around the world from civil society, the donor community, private sector and academia that have expressed their endorsement of the objectives and strategy of the GPSA. This collaboration will further strengthen knowledge-exchange, research, and technical assistance capabilities.



GRAAM is empaneled by Karnataka Evaluation Authority to conduct evaluation of Government programs. GRAAM supported the planning department of Govt. of Karnataka to establish KEA and developed Empanelment Manual and Output Grading Manual for KEA.



Indian Institute of Corporate Affairs
Partners in Knowledge. Governance. Transformation.

An autonomous institute, IICA works under the aegis of the Ministry of Corporate Affairs, Government of India to deliver opportunities for research, education, and advocacy. GRAAM has been empaneled as Domain Expert in Corporate Social Responsibility for NFCSR by IICA. GRAAM and IICA-NFCSR would have opportunities to work together over the next three years in the fields of CSR.

“

I am pleased to place on record that GRAAM, Mysuru in an efficient, committed and professional organization. I had the opportunity to work with them on a number of key assignments related to many development departments of the State Government and also with the basic issues related to day-to-day management of the Karnataka Evaluation Authority which was headed by me from June 20, 2012 to February 23, 2014. GRAAM undertook a number of consultancy assignments.

They never missed deadline and always produced an accurate and high quality output. Each time we were pleasantly surprised to know the depth of their understanding of diverse issues whether of development or regulation. At any given time, I would be very pleased to work with GRAAM. I wish them all the best.

K. N. Murthy, Additional Principal Chief Conservator of Forests Evaluation, Working Plan, Research & Training, Bengaluru

”

“

GRAAM has been a trusted partner of Planning Department, Government of Karnataka. They have also been working closely with Karnataka Evaluation Authority for developing systems and processes required. I acknowledge the participation of Dr. Balasubramaniam and Mr. Basavaraju in State Human Development Report activity initiated by State Human Development Unit. Also, I appreciate the quality they have ensured in the preparation of various manuals needed for KEA. GRAAM is the name that comes to my mind whenever something needs to be quickly and efficiently done; be it studies or strategic consultation. I am witnessing the growth of GRAAM from year to year since 2011. It could set an example for organizational development in a short period, but with an utmost professionalism. Their concern to community, mission to reach grassroots voices to the policy making authorities is laudable. I wish success for GRAAM in their journey of making public policy reflecting true needs of community.

- S. Madeshwaran

Adviser Planning, Programme Monitoring and Statistics Department, Government of Karnataka

”



A.P.Chowdappa Memorial Award for policy research and advocacy (Jan 2016) by Global Communication Association



Our action research project 'Arogyashreni' was featured as Cover Page article Civil Society Magazine (April 2014)



eNGO Challenge South Asia Award in 2013 from Public Interest Registry (PIR), USA & Digital Empowerment Foundation (DEF) India

Some Partners



Empaneled and Recognized By



International Initiative for Impact Evaluation

Empaneled Domain Experts in CSR with



Indian Institute of Corporate Affairs
Partners in Knowledge, Governance, Transformation.

Academic/Research Institutions



NGOs and Civil Society Movement



Corporate Partners



Government Departments



Interns and Volunteers at GRAAM

List of Interns/Volunteers

Interns

Kriteegujral	Linu Elizabeth John	Damian O' Sullivan
Jenny Maisonneuve	Priyam Turkhia	Jack Nobel
Amanbiswas	Raziya	Erica Salizzoni
Holly Lafontaine	Lisa Leibfried	Rachel Duchateau
H.m. Khushinilani	Garenbostanian	Rajesh Hanbal
H. R. Apoorva	Amanda L. Lindner	Alexandra Guglinzza
Divyasree	Alexandra Wagner	Priya H A
Vibhavasuki	Erica L Freeman	Siddarth Urs
Mallory Stellato	Victoria Sulenski	Archana
Kenyatta Smith	Mara Rose	Annamarella Lagrotta
Joseph Jeffry	Erica Danielle	Praveen Ravi
Anastasia Kolasa-lenarz	Kalyssa Lee	Harshithkv
Poojagaala	Abishaipersaud	Manoj Kumar B
Shane David Seppinni	Kalyssa King	Chetan Kumar D
Simon Boehme	Cora Walsh	Kayla Dantona
Anusha Prasad	Saanchita Chandrakumar	Bennett Cook
Ajay	Vidya	Subhash Pareya
Emily Grodinsky	Rajesh Garg	Avinash A
Nitika Sethi	Parul Gupta	Alexander Chakrin
Indira Patil	Kathryn Quillici	Seth Lustic
Revathi K L	Abigail Cutler	

Volunteers

Ramesh Kikkeri
Sasigolli Ravindra
Kiran Anandampillai
Ramaswamy Krishnan
Shruthi Nadig
Adithya
Shruthi R
Jumi Hazarika
Manasa Rao
Avis Thomas

What our interns say...



Emily Grodinsky, Weill Cornell Medical College, MD Candidate 2016, Cornell University

"During the two months I spent as an intern with GRAAM, I worked mainly on the Arogyashreni Project. I helped investigate trends in the Arogyashreni ranking cards and created graphs to illustrate the trends for each question to see if there was an increasing trend for specific questions. I also looked for trends in data that had been collected through surveys to assess how doctors and community members felt about the success of community-based monitoring.

I had a wonderful experience as an intern with GRAAM. The GRAAM team was very concerned about providing me with an enriching learning experience and everyone was very friendly. My experience at GRAAM gave me a good introduction to public health and health systems in India, and the operations of a research-oriented NGO."



What our interns say...

Mentoring to Mr. Subhashis Pariya, Student of MDM, VILD, Mysuru

I had a wonderful experience as an intern with GRAAM. The GRAAM team was very concerned about providing me with an enriching learning experience and everyone was very friendly. My experience at GRAAM gave me a good introduction to public health and health systems in India, and the operations of a research-oriented NGO."

**Shreya Shenolikar ,
Symbiosis Law School, Pune**

"My internship experience at GRAAM was a unique and a rich learning experience from the beginning to the end. During the course of my internship, I was able to get a bird's eye view of how policies are made and interact with people at each stage of policymaking— from the drafter to the enforcer. But most importantly I was able to discuss the effects of those policies with the subjects of the policies themselves. It was gratifying and humbling to be given the opportunity to venture out of my comfort zone and research and learn about the various policies under the aegis of Rural Livelihood. Most of the work given to me involved research on the various policies and analysing publicly available data. It contributed to my understanding of the existing policy framework in India and the contribution of Civil Society Organisations and think tanks to the process of policymaking. I am very thankful for having been given the opportunity to undertake this internship would highly recommend the same to all."

**Nitika Sethi, Student,
Maxwell School of Citizenship and Public Affairs, Syracuse,
NY, United States**

"During the summer of 2013, I worked on two projects as an intern with the Grassroots Research and Advocacy Movement (GRAAM). First, I was responsible for cleaning and writing analysis of education data from Kolar and Kodagu districts for the District Human Development Reports (DHDR). I also designed a questionnaire to measure impact of the Education Leadership and Management (ELM) training program within eleven primary and secondary schools in the greater Mysuru area. I worked with the ELM Advocacy team to conduct intensive interviews and compile findings for Dr. Balasubramaniam. Both projects involved travel as well as field interaction with local government officials and school administrators. For three months, I felt I was a fully participatory member of the GRAAM team and I am grateful for the exposure to the local development sector I received. The experience enhanced my perspective of the industry and inspired me to continue working towards human development and poverty reduction in the South Asian region."

The Spirit of GRAAM



Our Focus



- Research on development issues and public policies;
- Constant grassroots engagement to capture community 'voice';
- Advocacy driven by empirical evidence through a collaborative approach; and
- Consultation for strategy development with our grassroots experience and systematic approach to address the developmental issues.

Vision



Facilitating development that expands the capabilities and potential of growth within communities at the grassroots level while respecting individual rights and values.

Mission



- To promote a higher standard of living, equal opportunities, civic empowerment, social responsibility, political participation, democratic dialogue and social justice;
- To impact development and expand human capabilities by expanding the reach of the four major players; the state, the community, the private sector and the NGO sector; and
- To ensure sound public policy through relevant and active research and through strategic and informed advocacy.



“If you want to go fast, go alone;
if you want to go far, go together”

- African Proverb



Areas of engagement



Quality

GRAAM is committed to provide efficient services ensuring integrity and community focus with multi-disciplinary perspective and systematic approach in the processes adopted for taking initiatives to their logical conclusions.



Innovation

GRAAM continuously innovates its systems and processes to ensure efficiency in services. Innovation is for optimal utilisation of resources and providing scope for productive engagement with all stakeholders.



Engagement

GRAAM engages with communities and other stakeholders to complement strengths, for mutual learning, to share values and contribute towards overall development of the society.



Thematic Areas of Focus

Child Rights and Education



“There is no trust more sacred than the one the world holds with children. There is no duty more important than ensuring that their rights are respected, that their welfare is protected, that their lives are free from fear and want and that they can grow up in peace” – Kofi Annan, former Secretary General of UN.

The child rights and education portfolio at GRAAM prioritizes equitable quality education, respect for the rights of children, and an environment that ensures protection to them. It also encourages participation of the community with the state to uphold child welfare.

GRAAM works with policy makers to ensure an environment that enables equal citizenry rights for children as 'citizens of today, and not tomorrow'. The empirical evidences that reflect the needs and aspirations of the children are gathered systematically to achieve this. Participatory methodologies are followed in understanding and appreciating community efforts for protecting rights of the children.

Rural Governance



Since the last few decades, terms like community governance, community participation and democratic decentralization have become buzz words of development and more specifically, in the context of rural development in India.

Within the gamut of issues that can be explored in this thematic area, GRAAM's current interests lie in exploring the relationships between rural governance structures, community participation and development outcomes. Although GRAAM believes that decentralization and community involvement in rural governance should be fostered, deeper understanding is essential for practical realization of these ideals. Assessment of the institutional frameworks, levels of community participation and ownership and the study of outcomes as well as impacts in such initiatives serve as starting points in our endeavor.

Public Health



Public health is recognized as a crucial indicator of human development and as such, is one of the key thematic areas of focus for GRAAM.

GRAAM's vision of public health includes an accessible, equitable, effective and inclusive health care delivery system that assures quality and is responsive to the needs of the communities.

Our work in public health may be classified as research and advocacy in health services with the focus being on rural and primary health care. The specific areas in which we plan to carry focus of GRAAM is on rural and primary health care and include:

- Health systems financing and budget analysis
- Evidence building and advocacy towards addressing regional disparities in health services through systemic changes including decentralized planning
- Strengthening community participation in planning, monitoring and governance of health services
- Health issues and better healthcare delivery to marginalized communities such as forest based tribal populations

Skill Development & Livelihoods



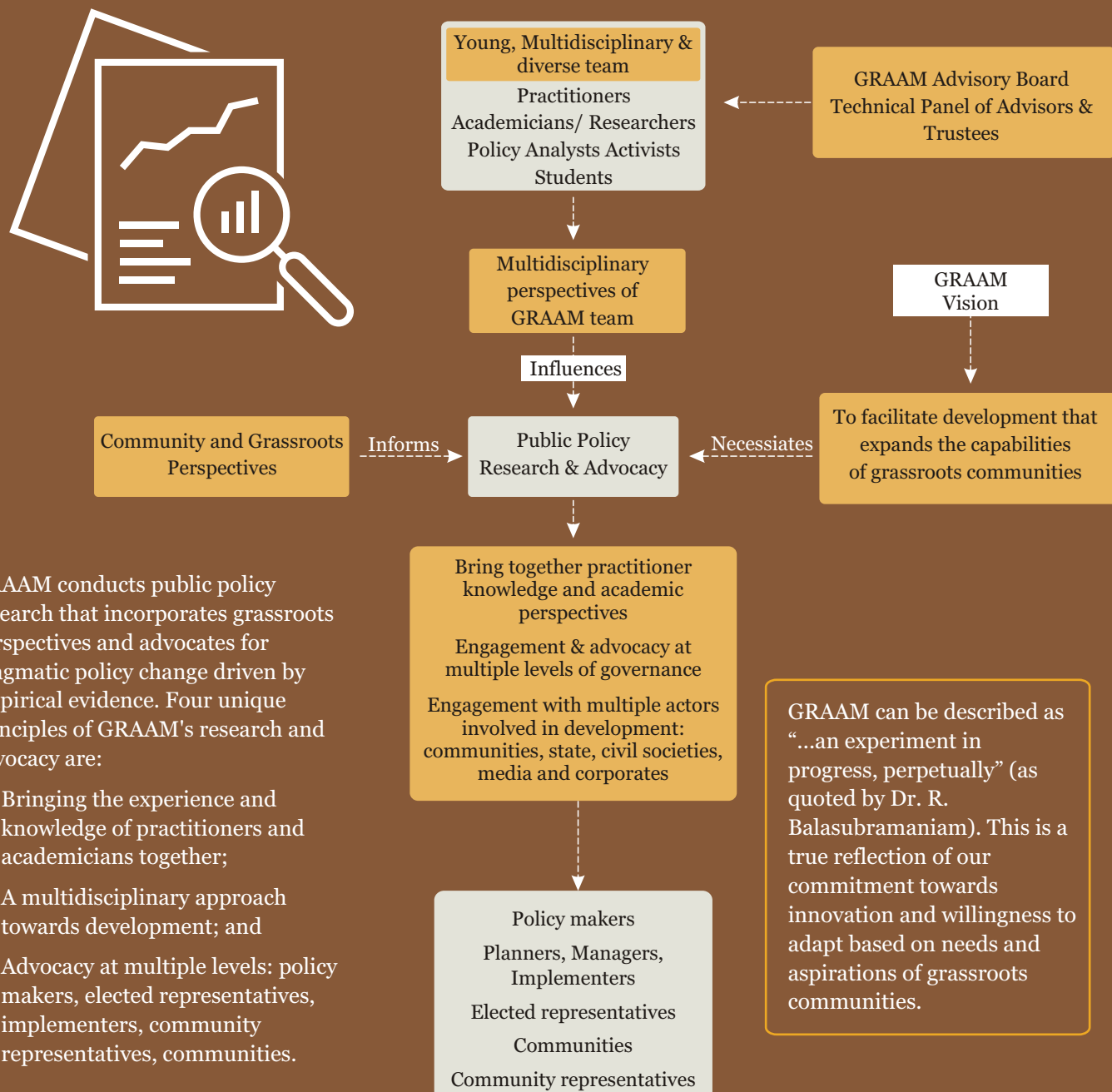
India is passing through an unprecedented phase of demographic changes which are likely to contribute to an ever increasing labor force in the country. Livelihood is another key human development indicator and there should be emphasis on creating sustainable livelihood opportunity for the citizens.

GRAAM's Skill Development and Livelihoods thematic area specifically endeavors to understand the dynamics of skill development and livelihood situations, policies and schemes. The focus is to understand the outcome of various initiatives in improving standards of living of the key stakeholders.

Our focus areas include:

- Rural Livelihood: Review policy gaps and need for exclusive rural livelihood policy
- Develop non-farm skills development programs for rural youth
- Livelihood Program: Convergent and inclusive approach
- Understand labor market scenario in Karnataka

How GRAAM's vision and people influence its research and advocacy



“Research is to see what everybody else has seen and to think what nobody else has thought.”

- Albert Szent-Gyorgyi



GRAAM evolved its research processes based on

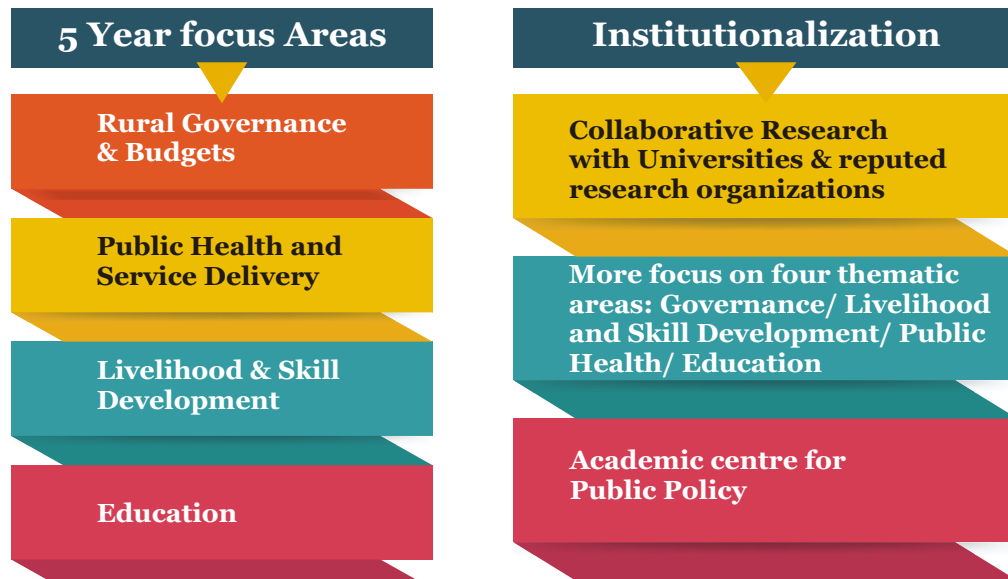
- experiences of its team;
- policies and procedures existing at other organizations; and
- emerging challenges and opportunities in the development sector during its 5 years of existence.

These processes are divided into 3 inter-related topics:

1. Evolution in conceptualization of research problems
2. Evolution in the use and selection of research methods
3. Evolution in Research Administration



Research Focus - Future





Evidence Based, Collaborative and Community Focused

GRAAM believes in the advocacy which is evidence-based, which appreciates collaborative approach, which is multipronged (at different levels of decision making) and which embodies grassroots perspectives.

A confrontational approach results in work at the centre getting diffused, and creates resistance among stakeholders from accepting change.

Advocacy at GRAAM is based both on research conducted at GRAAM, as well as research/evidence generated by other reputed organizations.

Advocacy Endeavors and Achievements

Public Health

- Community monitoring of PHCs
- Recommendations for health policy
- Task force on health
- Distribution of PHCs to address regional disparities
- Unit based to need based provision of medicines
- Social norms and behavioral change communication at community level
- Working environment for grassroots workers, incorporation of technology for transparency

Governance

- Draft for Sansad Adarsh Gram Yojana
- Suggestions for Karnataka Panchayath Raj (amendment) Act 2015
- Revised guidelines for Nirmala Bharata Puraskar Award
- Policy for Land Procurement for Housing Schemes
- Draft for establishing Niti Ayog

Advocacy Endeavors and Achievements

Public distribution system

Universalization of PDS
Technology adoption for prevention of pilferage
Inclusion of local millets in PDS
Family based to unit based allocation

People with disabilities

Inclusion of PWD in MGNREGA – guidelines issued by the RDPR department
Skill Development – Exclusive focus and institutional structure in Karnataka Skill Development Policy

Child Rights and Education

Integrated Child Development and Learning Model – creating a demonstrable model for Government schools
Child Labor Action Plan
Community Participation in School Development Activities

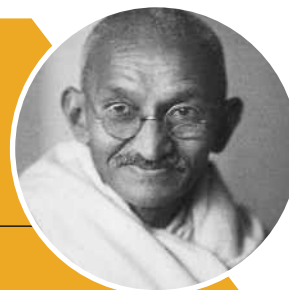
Skill Development and Livelihoods

Strategic Focus Document to Karnataka Rural Livelihood Mission - thrust for marginalized, exclusive programs for disadvantaged communities and collaborative approach.
Authored Karnataka Skill Development Policy



“A nation's greatness is measured by how it treats its weakest members.”

- Mahatma Gandhi



Community Consultation - Capturing the voice of the people

Development is the professed objective of many organizations including government departments, research and advocacy institutes, corporate houses, NGOs and academic units. The interest and willingness to work towards improving the quality of lives of communities that are deprived and vulnerable are shared by many. Towards this objective, many initiatives, development interventions and programs are also designed and implemented by different stakeholders.

In this context, the key questions GRAAM always asks are:

- *Do we have an understanding of the communities' real development needs and aspirations?*
- *Does our research capture the voice of the communities?*
- *Will our development intervention benefit the most deserving appropriately?*

Community Consultation - Achievements

Last Five Years

- GRAAM 07 Steps for Community Needs Assessment
- Sansad Adarsh Graam Yojana: both at conceptualization at parliament level and plan development at panchayath level
- Engagement with Grassroots Organizations (CBOs/NGOs) for strengthening barefoot research movement

Improving Community Consultation Methods

- Fine-tuning methodology and process for rapid rural appraisal

Sustaining Community Consultation Efforts

- GRAAM Rapid Rural Appraisal Model for participatory CNA and planning in a dynamic rural context
- Standardized toolkit and Manual for Community Consultation
- Annual Barefoot Research Conclave to strengthen evidence at the grassroots
- Community planing and monitoring toolkit for five major rural developmental programs

“

“Conducting community consultation to understand needs and priorities of people is indeed a herculean task in the urban periphery. The system has diminished the thinking of people to only see infrastructure and material benefits as a development. So, in our community consultation process, our role is extended to facilitate people to think about their real (human and social) developmental issues through introspection.” – Basavaraju R

”

Community consultation at GRAAM

GRAAM's community consultation activities are dedicated to find answers to these and many similar questions and understand grassroots perspectives. In addition to tools and techniques deployed to capture qualitative information from the communities, the deep sense to connect with people's issues and contexts helps GRAAM unravel what really works on the ground – be it Govt. programs, CSR and other philanthropic initiatives or any development interventions by NGOs. Backed by a multi-disciplinary research team, GRAAM's community consultation activities are characterized by an academic rigor along with concern for development and strong ethical considerations.

GRAAM's expertise in community engagement

Community engagement is at the core of GRAAM's working philosophy. Since its inception, GRAAM has built a vast and diversified expertise in community processes through its projects. These include:

- Community monitoring of health services using technology which was awarded as the best in the advocacy category at South Asia level;
- Ensured community participation in policy making – a policy for land procurement for housing schemes in Karnataka;
- Participatory mapping for developing community led school intervention plan at the village panchayath level which was successfully integrated with village panchayath plan;
- Community led village health action plan preparation;
- Contextualized Participatory Rural Appraisal process and tool for the rapid need assessment;
- Ground level assessment of effectiveness of CSR initiatives and community needs analysis for CSR initiatives;
- Qualitative and quantitative data collection for preparation of policy for the State, related to housing for poor;
- Specific community consultation activities for data capture in GRAAM's research and evaluation projects on health, sanitation, employment for persons with disabilities and education; and
- Community level advocacy efforts towards enhancing their participation in monitoring and governance.

Tools and tool-kits developed by GRAAM

Needs assessment tool kits: Developed by GRAAM

These kits comprise a range and combination of participatory methods including Participatory Rural Appraisal (PRA), Social Mapping, Seasonality Mapping, Focused Group Discussions, Village Stay, Survey, Community Mobilization Techniques, etc. These help in acquiring comprehensive data and information about the village, its people, culture, resources, opportunities, threats and historical and contextual information about development initiatives. The tool-kits also help in assessing socio-cultural and political dynamics of the village that influence development processes. Different versions of the tool-kits are available for different purposes.

1. **Comprehensive village needs assessment tool-kit:** For in-depth data capture, comprehensive analysis and documentation of multiple dimensions of development needs
2. **Model village operational tool-kit:** For deployment as part of comprehensive village development initiatives such as SAGY comprising feasibility and development analysis tools and techniques as well as program monitoring components
3. **CSR Need Assessment tool-kit:** Specifically designed for enhancing effectiveness and efficiency of CSR initiatives comprising area selection, situation analysis, needs and resource mapping, techniques to capture socio-political dynamics, risk assessment and partnership mapping among others
4. **Rapid Needs Assessment tool-kit:** A selection of effective tools and techniques to assess community needs in quick time

GRAAM subscribes to a definition of development that results in constant expansion of human capabilities and also believes that development should be a community-led movement. GRAAM also believes in engaging with all stakeholders of development in the interest of sustained community development.

Comprehensive

Cohesive

Collaborative

- GRAAM's Strategic Consultation provides services to the clients from Government, Corporates and Civil Society sectors. GRAAM provides policy development, strategy documents, action plans, process manuals, monitoring and evaluation frameworks, organizational structure and organizational development services.
- GRAAM's strategic consultation is based on 3C's i.e., a development policy/ program should be **Comprehensive** to ensure inclusion of most marginalized and ensure overall development based on the principles of human and social capital. It should be **Cohesive** to ensure convergence between similar efforts being made by other agencies of development. It should be **Collaborative** so that development process can be expedited by optimally utilizing the resources and complementing the strengths of the stakeholders.

Strategic Consultation

Till Now

Legislative Bill

- Karnataka Sanitation Facilities Guarantee Act

Strategy and Program Development

- For Karnataka State Rural Livelihood Mission
- CSR Strategy / Policy for reputed corporates in India

Manuals and Guidelines

- Manual for Empanelments & Output Grading for Karnataka Evaluation Authority

Policy Development

- Skill Development Policy

Focus for Next 5 Years

- Community Focused CSR planing to reputed corporates
- Policy development support to Governments
- Working with corporates to develop long term, people-focused social responsibility initiatives
- Organizing executive workshops, webinars and conclaves
- Strengthen academic institutions' CSR offerings, as well as skills development of CSR professionals

Strategic Consultation Achievements

- CSR Strategy and Plan for PAGE (Jockey) Industries Limited
- Organizational Development support for a CSO partner
- Strategic Focus Document for Karnataka Rural Livelihood Mission
- Corporate Social Responsibility (CSR) strategy for Toyota Kirloskar Motors
- Monitoring and Evaluation Framework for TITAN CSR programs

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before the defeat.

- Sun Tzu



GRAAM's CSR Offerings



Our CSR offerings are designed to be closely aligned with the organisation's vision, achieve a sustainable impact for the stakeholders involved, and result in a multiplier effect due to the most efficient use of resources.



Developing CSR Policy & Strategy:

We amalgamate Macro-level development goals with Micro-level field realities



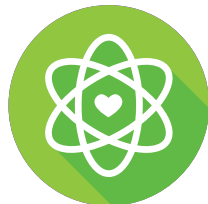
Community/Stakeholder Need Assessment:

We use our time-tested and exclusive tools



Duel-diligence of Implementation Partners:

We have a pan-India network of competent NGOs



Supporting CSR Implementation Programs:

We come with a solid program implementation expertise



Monitoring & Evaluation

We always involve our experts for a quality output

i, the citizen

This book is a compilation of narratives and reflections of a development activist, a medical doctor, a leadership consultant and a public policy advocate who has been at the helm of a movement that found expression in the needs and aspirations of communities at the grassroots. The book strings together experiences and perspectives with a view to understand the deeper meaning of development through real life experiences on the one hand and through knowledge acquired from globally recognized schools of policy and development on the other.

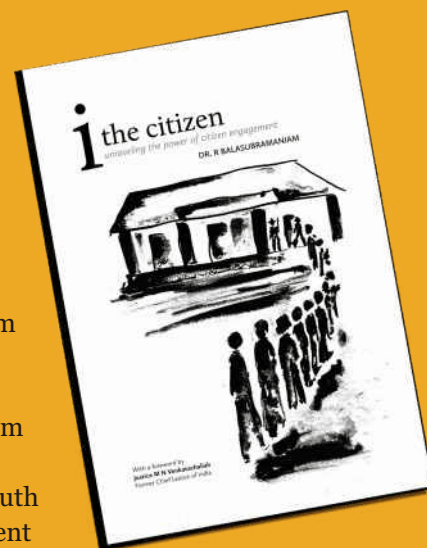
The book would be useful to the general reader as well as an audience that is connected to the world of policy making directly and indirectly. This includes students of development studies, public policy and other disciplines under Humanities, activists and policy advocates, bureaucrats and aspiring civil servants, people's (elected) representatives, researchers and development practitioners at the grassroots. Whether the reader seeks a grounded perspective on development issues or avenues for citizen engagement at a systemic level, there are a range of articles in the book that provide clues.

The book may be categorized under Indian non-fiction writing as well as a reference book under humanities and development studies.

The Sections

Divided into sections, the volume covers a range of topics from development perspectives and lessons learned from the indigenous communities in South India to development policy at a macro level, from personal and emotional reflections on ground realities to reason and evidence based perspectives on policy.

1. Understanding development
2. Voices from the grassroots
3. Governance, democracy and citizen engagement
4. Information indeed is power – People and their right to information
5. Citizen engagement and the fight against corruption
6. Citizen engagement towards making democracy work
7. Perspectives on policy
8. An unending movement



In this book the author showcases the power of the so called passive, non-descriptive, observer, uninvolved citizen – a faceless nameless, inconsequential citizen. This power emerges when each and every citizen from every class and state of society decides to engage in a proactive involvement in the formation and functioning of society and the nation.

- Mrs. Sheela Bhojwani, MA(English),
Review Editor of "East and West Series" magazine.

I, the citizen is a rare book linking multiple topics and domains such as leadership, development, corruption, governance, democracy, and citizen engagement. The abundant learning that the author has acquired through his journey is aptly reflected in the small 'i' used in the title of the book.

Savitha G Lakkol
Associate Professor, JSS Centre for Management
Studies, Manasa Gangotri, Mysuru

Undoubtedly, this is one of the finest books I have ever read and feel compelled to share my thoughts on the same. Dr. Balu has demonstrated in a very simple manner as to how ordinary people can become 'change agents' if they are provided proper guidance and help by right-thinking people. The book also goes on to prove that tribals are in no way inferior to the people who reside in towns & cities, but are far ahead in their thoughts which are clean and devoid of any politics or greed for wealth or material comforts.

Best Wishes,
S. Balakrishnan, Jamshedpur.

Any person who has some inkling towards social work or seva, needs to study this book, not just read to open up her/his eyes to real functioning of our society outside the light circles of light that we enjoy in cities, how one needs to work patiently with people as one's own family, work patiently with governing apparatus that is so foreign to real world of Indian citizens and take along people to bring in positive change in the society. After all, political governance cannot bring in change, society has to be part of it.

– Ratan Sharda

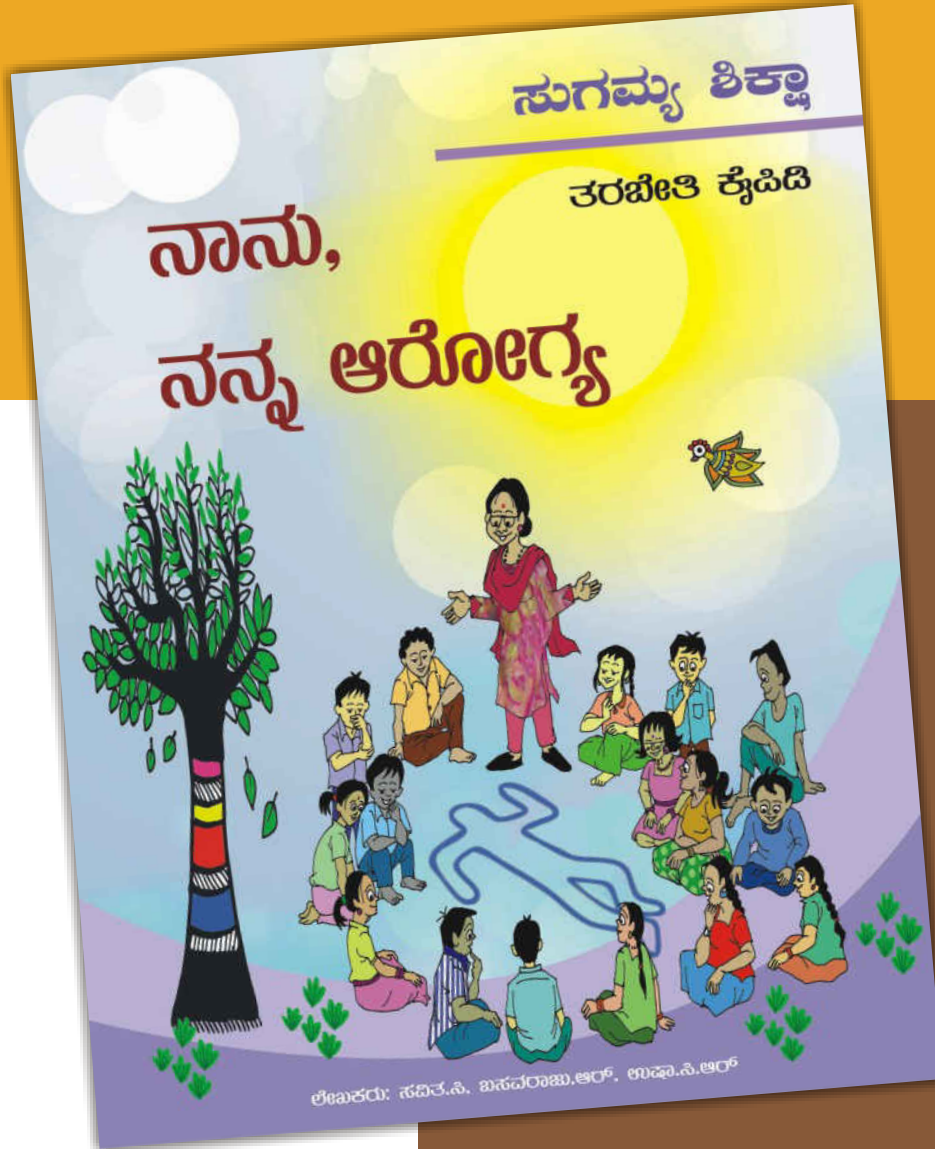
Me and My Health

'Me and My Health' is a facilitators manual and a resource book for the facilitators of SugamyaShiksha program. One of the projects under 'SugamyaShiksha' is 'WASH-E(Water Sanitation Hygiene and Energy)' designed to develop and strengthen the health & hygiene knowledge, attitude and practices among children in the Government schools.

The module talks about understanding once own physiology, managing and taking care of personal health and hygiene. The manual also encompasses issues like understanding

varhealth systems, various faculties of health, food and nutrition, first aid, psychological health, first aid, problems of early marriage to name few. Considering the nature of the subject, care has been take to provide the orientation in a positive and sensitive manner. The module is divided in to two sections, the first part is about self-awareness and the second part is about the healthy society around them. There are around 17 different chapters in the module.

The module is authored by Ms.Savitha C, Mr. Basavaraju R and Ms. Usha C R



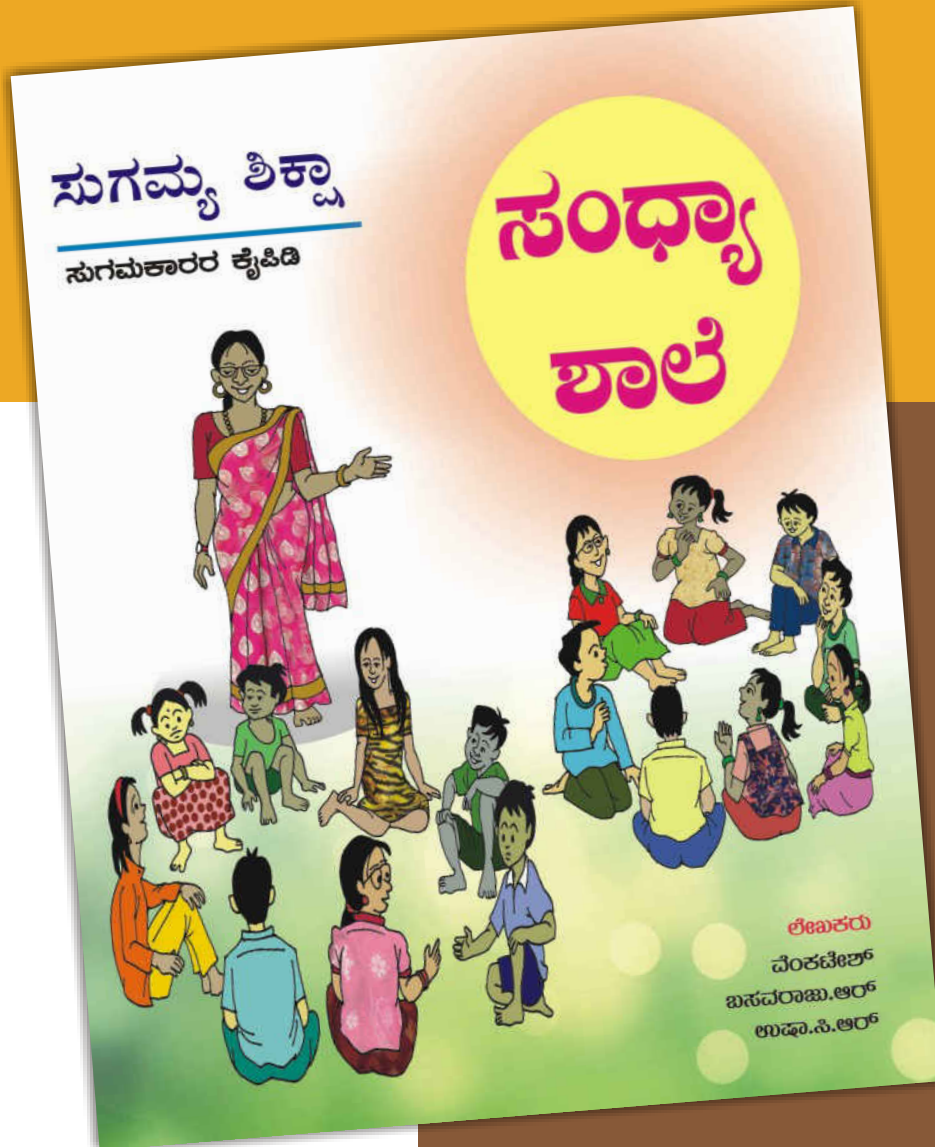
Sandhya Shale

Sandhya Shale, a the name itself denotes it is the learning platform for the children in the evening hours. It is designed to create an extended learning and activity platform to address gaps in the learning of the children in an activity full atmosphere.

The module 'Sandhya Shale' is anhand book for the facilitators to conduct the sessions. This module developed in alignment with the content that are in the school curriculum. The complex concepts would be made to understand though simple activities.

The content presented in the module is activity based. Around 35 activities related to social science, science, mathematics and languages are provided according to the age classifications of the children. The activities in the module focuses on experiential learning and connecting to the real life situations. The process of facilitation is developed using the constructive and integrated learning methodologies.

The module is authored by Mr.Venkatesh, Mr. Basavaraju R and Ms. Usha C R



Computer Education

As part of SugamyaShiksha, Skill Lab project is being implemented in the schools. Computer is one of the major skills being imparted. Understanding the lack of an updated computer teaching handbook in Kannada, GRAAM came up with this manual.

The module covers the content on basic architecture of computers. It also covers office

management applications such as word, excel and power point. Orientation of internet applications is also provided.

The module is written by Mr. Sudhakar, Mr. Basavaraju R and Ms. Usha C R



School Cabinet

The module is prepared for conducting a qualitative School cabinet at schools. The module explains on the process of making a school cabinet, roles and responsibility of each cabinet members and how qualitatively these roles are played at the schools. The module mentions about the role of school staffs in

conducting the school cabinet. The module speaks about the importance of the cabinet at schools and the connection of the democratic system of our country.

The module is written by Dr. Rajendra Prasad, Mr. Basavaraju R and Ms. Usha C R



Basavaraju R
Executive Director

Looking Ahead

It has been six years – indeed a milestone, be it in a human's life or that of an organization. To draw an analogy, 0-6-years is an often used term by development practitioners in the context of a child's life. When a child crosses this milestone, there is a collective sigh of relief, as the growth thereafter is expected to be much easier.

GRAAM too has crossed this important milestone. In eventful phases, such as initiation, emergence as a legally independent entity and getting recognition as an organization that can carry ground-level evidence into policy, GRAAM has evolved from being a toddler taking baby steps to becoming a confident entity that's walking on its own.

I think, it's actually time for the important questions; the difficult conversations. It is vital to ask at this stage - is this organization truly relevant? Have we stayed true to our core principles? Have we made a difference? Are our activities in line with our objectives? These questions are relevant for us for more than one reason.

GRAAM was conceptualized and founded with no seed capital, no projects and no assured long-term support. It was more an idea and a concept than a fixed structure. Over time, we have been able to give form and structure to this idea in the form of verticals that give voice to the ideas and rationale to a concept. Above all, it is a matter of pride for us that we have done all this without compromising on our core objectives.

Walking the talk

Our Annual Report mirrors our work and while compiling it, we learnt, with a sense of satisfaction, that we have not only stayed within the scope of our objectives, but we have built on it rationally as well. Some examples prove this. When approached by a corporate to facilitate their CSR obligations, we first asked communities what they needed. We attempted to make a distinction between 'wants' and 'needs'; we married corporate to grassroots communities by sharing what we had learnt from the field. And most importantly, we established non-negotiable processes that would gradually progress from the voices of grassroots to policy with each stakeholder having equal and strong participation. We served as facilitators and objective carriers of the voices.

When approached by governments to analyze their policies and plans, we did it with complete objectivity and commitment. Our rich grassroots research experience and first-hand exposure to communities meant that we held valuable information about what they needed; what they expected and the difficulties they faced even with the most well-meaning development interventions that sometimes made assumptions on their behalf. This added strength to our analyses.

Adding strength; building capacities for the future

The year 2016-17 also gave us an opportunity to enhance our capacities. We strengthened our community needs assessment tools as this emerged as a priority area, given that we were being more frequently approached by corporate companies to shape their CSR mandate. With the realization that it was not enough to serve the needs of communities and that CSR gave us the opportunities to drive social and behavioral change, we developed communication geared towards this and developed monitoring frameworks which could demonstrate impact to our corporate partners. As a final but vital step, we shared our knowledge and experiences in academic conferences and got an opportunity to write a policy on skill development for the state.

In our bid to promote development, which would be driven ground-up and needs-based, we engaged with four categories of stakeholders, i.e., government, corporate, civil society and community. We had mixed results with these engagements. While government, corporate and community engagements were vibrant and strong, our engagement with civil society remained at the networking level. GRAAM's vision of building a collaborative learning community was not fulfilled. This gap is being closed now and we have made a beginning by building a learning community of around 20 grassroots organization working across Karnataka State.

The crystal ball sees

GRAAM, over the next five years will further strengthen its abilities to concretize concepts into action and consolidate thoughts into activities even while staying within the broad framework it has drawn for itself. GRAAM's initiatives will, by design, be inclusive, in that they will incorporate principles of citizen engagement and reforms in governance that are essential to policy-making and implementation. GRAAM is aware of the possibilities of overlaps and that the issues it takes up for intervention might cross-cut each other. This too is by design as GRAAM sees a vision for multi-dimensional development and will deliberately adopt multi-disciplinary approaches.

Consolidating the knowledge on policy issues and ground realities from different sectors into dedicated portfolios is an idea under consideration.

We solicit the support of all our partners and well-wishers to make GRAAM more intensely committed towards adopting a collaborative approach in the pursuit of development that manifests as a constant expansion of human capabilities.

Looking ahead

There is a famous saying in Kannada which means 'If you have a guru behind you and a vision in front of you, success shall always be yours'. GRAAM is fortunate to have both. Dr R Balasubramaniam, our Founder and Chairman is our guru. He gives us the strength and the conviction that we will always stay true to our reasons for existence and will walk on the path he sets out for us. With his guidance and our own commitment, GRAAM looks forward to achieving many significant milestones in the future too.

GRAAM: The journey since 2011

- Initiation of GRAAM (12th Jan) as a unit of Swami Vivekananda Youth Movement
- Initiated Arogya Shreni, a technology based action research project for community monitoring
- Initiated first state level evaluation study - National Rural Livelihood Mission
- Madhyama Manthana – a state level conference on development journalism

2011-12

- Created research portfolios on specific development themes
- Featured on the cover page of Civil Society Magazine
- Strategic consultations for the Govt – Strategy Focus Document for Karnataka State Rural Livelihood Mission
- Key role in establishing Karnataka Evaluation Authority
- Empanelled for GPSA (Global Platform for Social Accountability, a World Bank initiative)
- Two state-wide evaluations - National Rural Health Mission and Nirmal Gram Purasakar awarded GPs, resulted changes in implementation strategies of these programs
- Partnership with Cornell University

2013-14

- Empanelled by gie as an associate member
- Empanelled by Unicef
- Empaneled by Karnataka Evaluation Authority
- Initiated research studies in Telangana state
- Advocated successfully to ensure circular by Govt. Of Karnataka to Accommodate PWD in MGNREGA

2015-16

- Constitution of advisory board
- Ventured out of Karnataka, a study on school sanitation in Andhra Pradesh
- Conferred 'South Asia eNGO Challenge Award' by Digital Empowerment Foundation a .Org. GRAAM won this competing with 340 NGOs across south Asia
- Initiative Strategic Consultation Portfolio
- Partnered with NCAER in a large scale India Human Development Survey
- Advocacy with leading political parties on development oriented election manifesto

2012-13

2014-15

- Registration of GRAAM under trusts act as a separate legal entity
- Constitution of board of trustees
- Revision of panel of technical advisors
- Preparation of District Human Development Reports
- Policy for Procurement of land for residential scheme in Karnataka
- Initiated annual advocacy event 'Ground Realities'
- Invitation to GRAAM Executive Director as a Fellow at EDI – Cornell University

2016-17

- Empaneled as Domain Expert in Corporate Social Responsibility for NFCSR by IICA
- Global Communication Association's A.P. Chowdappa Memorial Award conferred recognizing GRAAM's advocacy efforts
- Finalist for Vodafone Mobile for Good Award
- Launched Program Evaluation Workshop in collaboration with Cornell University
- Initiated GRAAM Scholar Program
- Initiated capacity building for the NGOs



Highlights & New Partnerships



GRAAM empanelled as 3ie Associate Member

GRAAM has received 3ie Associate Membership. Associate members are institutions that form a community of development experts committed to improving lives through impact evaluation. This membership enables GRAAM to receive priority funding, nomination to expert panels to share its impact studies, and access to impact evaluation experts and knowledge services.



Dr. Balasubramaniam, Founder and Chairman, GRAAM is, elected as one of the directors of the HKS Alumni Board. HKS degree-program and executive education alumni are represented by an elected board of directors that comprises 24 volunteer members. These volunteers work to strengthen connections among HKS alumni across the globe by supporting alumni, current students, and the School. Members, who meet twice a year in Cambridge, serve four-year terms. Board committees typically focus on alumni networks, reunions, alumni awards, elections, communications, and career advancement.



Indian Institute of Corporate Affairs
Partners in Knowledge. Governance. Transformation.

GRAAM has been empanelled by the Indian Institute of Corporate Affairs (IICA) as a Domain Expert in Corporate Social Responsibility (CSR) for National Foundation for Corporate Social Responsibility (CSR). The empanelment followed a rigorous process where IICA evaluated GRAAM on its ability to and experience to provide comprehensive CSR solutions, particularly assessing community needs, strategy development, implementation and monitoring and evaluation.

GRAAM's work on several thematic areas such as health, water, sanitation, education, etc, and its collaborations with governments, both at Central and State levels, gave it the required credibility and capability to earn the

empanelment. As an empanelled domain expert in CSR, GRAAM will be able to collaborate with IICA for delivering CSR services in India, provide consulting and support services, conduct workshops, action research and document and share good practices.

Indian Institute of Corporate Affairs (IICA) is a think-tank and Centre of Excellence (CoE) established by the Ministry of Corporate Affairs (MCA), Government of India, to support the growth of the corporate sector in India through an integrated and multi-disciplinary approach.

To learn more about IICA – NFCSR, visit:
http://iica.in/leftcontrolpages/national_foundation_csr_detailed.aspx



An Interactive Voice Response System (IVRS) and SMS alert system for health communication was inaugurated by Smt. Umashree, Honourable Minister of Women and Child Development and Empowerment of Differently Abled and Senior Citizens Department, Government of Karnataka, and Shri N. A Haris, Chairman of Parliamentary Committee on Women and Child Development and MLA of Shantinagar constituency on November 13, 2016 in Cubbon Park, Bengaluru during Children's Day festivities.

The IVRS provides pre-recorded information on emergency health

services, government health facilities and on nutritious food through a toll-free number with 24/7 services to the users. This was an initiative of Samvarthana, a project supported by UNICEF and the Government of Karnataka. The IVRS provides pre-recorded information on emergency health services and on nutritious food through a toll-free number and 24/7 services to the users from 20 selected villages of Koppal and Mysuru. The SMS alert system reminds pregnant women and mothers about due services like ANC check up, child immunization, etc. along with other general information on health and nutrition.

Read more about Samvarthana later in the report.



Confederation of Indian Industry

CII Invited GRAAM to join the Task Force on Water.

Confederation of Indian Industry (CII), Southern Region, has invited Mr. Basavaraju R, Executive Director, GRAAM, to be part of the newly constituted Taskforce on Water for the year 2016 – 17. The theme for CII Southern Region for the year 2016-17 is 'Vibrant South: Competitiveness, Inclusiveness and Governance' and the focus areas for the year include Ease of doing Business, Education and Skill Development, MSME and Entrepreneurship, Innovation, Inclusive growth and Connecting Members to Markets. In alignment with the above theme and focus areas, various sub-committees have been constituted for different sectors. The CII Southern Region

Task Force on Water is constituted with the following objectives:

- Create awareness about optimum usage of water and conservation of the resources at the source
- Promote measures for better utilization and retrieval of water resources
- Share best practices in use and reuse of water at three levels – industry, society and agriculture
- Ensure source protection and remediation of fresh water sources in various states of the southern region
- Restore polluted water bodies in southern states
- Serve as a reference point for the CII Southern Region Council on issues related to water
- Provide a platform for industry to interact with Government on water-related issues



Taking affordable route to the grassroots

CSIR-CFTRI (Central Food Technological Research Institute) Mysuru and GRAAM signed a memorandum of understanding (MoU) on 20th September 2016. The MoU supports tribal women entrepreneurs to become self-dependent. In the signing ceremony organized at CFTRI, Prof. Ram Rajasekharan, Director, CSIR-CFTRI exchanged documents with Mr. Basavaraju R, Executive Director, GRAAM.

Vodafone Award Program



GRAAM presented an innovative community based project that utilizes a low cost technology called "Interactive Voice Response System (IVRS)". After an intense round of presentations, GRAAM was chosen as a finalist to the Vodafone's "Mobile for Good Awards".

Following are the details:

Overall objective and challenge addressed

Meeting community needs and

providing information for better health facilities.

Innovation

This technology facilitates capturing community perspectives on the delivery of health services at the grassroots level. The committee members are trained to respond to a questionnaire about the services and facilities of their PHC on a quarterly basis using IVRS on their mobile phones. An Automated process is generated to analyze the monitoring information and preparation of ranks, based on weighted performance in multiple

indicators of public health. As the community perspectives are recorded in the digitalized form, it is much easier to generate the ranking card and disseminate it through SMS as well as hard copies.

Generation and dissemination of ranking cards have helped people to compare the performance of other neighboring PHCs. Increased competitive nature has resulted in increasing community participation to bring changes.

Impact: The project's field facilitators worked intensively with PMC members in 34 out of 112 PHCs in rural Mysuru facilitating regular meetings among the members, dialogue with doctors, identification of problems and strategizing on addressing them locally, or escalation of the matter appropriately.

Skill Development and Livelihoods

PROJECT: KARNATAKA SKILL DEVELOPMENT POLICY

Objective: To author the Skill Development Policy for Karnataka

Nature of activity: Policy Drafting

Partners: Department of Skill Development, Entrepreneurship and Livelihood, Government of Karnataka

Team: Basavaraju R, Dr. R. Balasubramaniam

The government of Karnataka has set up the Department of Skill Development, Entrepreneurship and Livelihood to enable youth to acquire necessary skills for employment and livelihood promotion. Towards this, a number of initiatives have been put in place to provide skills and vocational education to youth and those seeking livelihoods without any appreciable skills.

A drafting committee prepared the Skill Development Policy for Karnataka and GRAAM was approached in order to give it further shape and focus. This was owing to the experience that GRAAM has, of the issues of marginalized communities, their institutional structures and the strategic direction needed thereof.

This initiative gave GRAAM an opportunity to showcase the issues of grassroots communities, which GRAAM already has considerable experience of, through its community consultation process. It provided a platform to present these needs and

demands as they emerged. GRAAM also had previous experience of how other states were performing as it had developed the strategy focus document and institutional structure for the Karnataka State Rural Livelihood Mission (KSRLM). This experience fed well into the preparation of the Skill Development document.



“ We make a living by what we get.
We make a life by what we give.

- Winston Churchill





PROJECT: PROCESS MONITORING – KSRLM SANJEEVANI PROGRAMME

Objective: Process Monitoring of
Karnataka State Rural Livelihood Mission
(KSRLM) Sanjeevani programme

Nature of activity: Monitoring

Partners: Karnataka State Rural Livelihood
Mission (KSRLM), Sutra Consulting

Team: Basavaraju R, Sham N Kashyap,
Mr. Shreekanth T Bannigol, Ms. Pramila R,
Mr. Shridhar Hosamani, Ms. Latha R,
Mr. Shrikant Melinamani

GRAAM is implementing the Process
Monitoring of Karnataka State Rural
Livelihood Mission (KSRLM) Sanjeevani
programme, which is implemented under
the Dept. of Rural Development and
Panchayat Raj.

Sanjeevani aims at improving rural
livelihoods and empowering poor rural
women. This is done by mobilizing them into



SHGs, federations of SHGs at the ward and
gram panchayat levels and women's
producer groups. The development of these
institutions is aimed at increasing their
access to better services, credit and support
from the government, NGOs and financial
institutions.

In the long term, the mission aims to achieve
social, financial and economic inclusion of
women through SHGs and other CBO. Since
these overarching goals have crucial
dependence on the strengths of processes
adopted during implementation, it is
important for strong emphasis to be given to
process monitoring that concurrently
supports the project management team and
other stakeholders to ensure the project
stays on the intended path.

As a key partner working towards the
attainment of these larger goals, GRAAM
brings in important field level observations
with respect to processes and their
effectiveness in implementing the planned
activities of the mission. Through this
project, GRAAM hopes to provide regular,
evidence-based suggestions for improving
implementation strategies.

Process Monitoring strategies

The process monitoring activity is conducted
in 20 taluks (also known as Resource Blocks)
of the five districts of Gadag, Koppal,
Mysuru, Tumkur and Uttara Kannada.

Process monitoring is designed as a monthly
activity; each field team member visits ten
villages in the selected taluks. The ten
villages are split into five panel and five non-
panel villages. The five panel villages remain
the same throughout the monitoring period
whereas the five non-panel villages are
randomly selected from all the villages in the
20 taluks. Thus, through the period of the
project, the field team visits the same 25

panel villages and 250 non-panel villages every month. Seven rounds of visits to panel villages have been completed and monthly changes in the functioning of SHGs and their federations observed. 175 non-panel villages have been visited to observe and get snapshots of processes and the functionality of SHGs and federations.

Process Monitoring Outputs:

Case studies: GRAAM developed case studies of successful individual income generating activities, successful group income generating activity and successful regulation of microfinance

Thematic study: Conducted a thematic study in the most excluded villages in five districts of Karnataka as per Socio Economic and Caste Census data. In the study 'Status and effectiveness of social inclusion through KSRLM' was examined.

2 Short videos were developed on the Achievements of a Ward Level Federation in Muddayyanapalya village and successful income generating activity in Hosabijjanabella village in Tumkur districts

List of Community monitors who can be employed for conducting field level monitoring was provided

GRAAM's quarterly presentation to the state level personnel of the Rural Livelihood Mission enabled to initiate operational and strategic actions to improve the program efficiency



“The Indira Gandhi Mahila Swasahaya Sangha in Sanganhal Village of Yelburga Taluk, Koppal, in Karnataka has been able to find a middle path. The SHG activities include a unique mix of thrift and lending, social mobilization and collective (part-time) income generation activities, designed by the SHG itself, to suit its local opportunities and limitations.”

“...SHGs are caught between the hard targets of saving and repayment on one side and the expectations from promoting agencies of social mobilization and collective action on the other. This prevents independent functioning and does not give SHGs the freedom to choose activities of their choice.”



PROJECT: HEALTH ENRICH

Objective: To solve nutritional deficiency that the children are facing by producing ragi-based food products and nutritional supplements

Nature of activity: Action Research

Partners: NABFINS, SVYM

Team: Janardhan, Basavaraju R, Shravan G, Dr. R. Balasubramaniam

Output:

To develop a system and processes for producing ragi-based food products in a cost effective, professional and hygienic manner

To create local markets for ragi products which would be a supplementary solution for nutritional problems being faced by the local community, especially the tribal children

Introducing millets in government programs such as ICDS to tackle malnutrition in children



To facilitate the groups to have effective marketing linkages beyond HD Kote area and provide them sustainable livelihood opportunities

Acquire the necessary managerial skills required to run a small-scale industry

To develop the concept of entrepreneurship and equip groups with the required skills and knowledge needed for starting and running an enterprise

GRAAM, with the support of NABFINS, took up a project for supporting a tribal group called Prakruti Food Products in HD Kote Taluk for producing a nutritional supplement that can address nutritional issues amongst the tribals in the Taluk.

Given that ragi had disappeared from the farming and consumption options of the local populations, the first job was to revive demand for the millet. The food practices of the people are highly influenced by the PDS system. Appreciating the need of the people and continued advocacy by organizations like GRAAM, the Government of Karnataka has introduced ragi (1 kg per unit member in the family) in the PDS system.

Families have stopped eating millets because cultivation has reduced, and rice has become the staple food due to easy availability. The result of these changing food habits is malnutrition among the population, particularly children. The Health Enrich project aims to reverse this trend and stem malnutrition by bringing ragi-based food products back into the diets of the people of H D Kote. The project would also endeavour to provide sustainable livelihood opportunities for women involved in producing the ragi-based products.

Salient Achievements:

- Community mobilization as a capacity building process through which community individuals, groups, carry out and evaluate activities on a participatory and sustained basis to start women entrepreneurship activity on their own initiative
- The social business is registered as a firm no. MSY-F267-2016-17. A Partnership arrangement in which individuals share the profit and liabilities of a business venture. The firm was registered in the name of “PRAKRUTHI FOOD PRODUCTS” included 20 members as a partner of the firm. We have also obtained the PAN of individual and in the firm’s name, a bank account has also been opened.
- Creating a brand is so much more than a logo or catchy tag line. It is business organization’s reputation and its visibility in the marketplace. Used in this sense, “brand” is similar to the current meaning of the word trademark. It is everything the public thinks it knows about your name brand offering—both factual and emotional. So we branded the products as “Health enRich”.
- **Obtaining CFTRI support:** We have an MOU with CFTRI and it is significant due to the fact that it actively supports tribal women entrepreneurs to become self-sustained. CFTRI also agreed to provide technical support, share knowledge and help us in group capacity building. They have taken the initiative to support with some of the equipment to help us develop a couple of products (i.e. Papad making and dough mixing).
- FSSAI Registration under Food Safety and Standards Act, 2006 has been created for laying down science based standards for articles of food and to regulate their manufacture, storage, distribution, sale, and import to ensure availability of safe and wholesome food for human consumption. So for further manufacturing and marketing we obtained the Licence.
- Registration under MSME (Udyog Aadhar): to obtain government’s benefits the firm had to

register under the MSME. So Prakruthi food product was registered under the Udyog adhar and received the registration copy.

- An existing work-shed constructed in 1985 was renovated to meet the standard of a food processing plant. Safety measures, potable water connections, compound, roofing, etc. were the major tasks.
- Entrepreneurial and food processing training was conducted in two different programs. These programs were conducted to help in product development, entrepreneurship, and women capacity building. A retired scientist of CFTRI facilitated training programs.
- The business will enter the market with nine products namely; Ragi Malt, Ragi Health mix (Sugar Less), Ragi Health mix (Added Sugar), Ragi Sari (Stage 1), Ragi Shishu Poshan (Stage 2), Ragi Spicy mixture, Ragi Papad, Ragi Sandige.
- For the production unit we procured machinery such as Pulveriser, mixer, LPG connection, weighing machine, sealer, utensils, etc.
- A session with the Assistant director of agriculture was conducted to inform the ragi growers about the innovations in farming techniques to reap better and sustainable yield. Ragi was also procured after this session.
- Initial discussion with store owners to stock our products and the market demands have been discussed. The network has been built to approach with commission structures once the products are ready.
- The package designs have been worked on and sample prints are ready for use. The branding keywords of ‘health’, ‘community’, and ‘social-business’ are considered.
- The production unit is ready to start the production from May 2017



VINYAS INNOVATIVE TECHNOLOGIES: A CORNELL-GRAAM CASE STUDY

Objective: Develop a case study on the best inclusion practices for persons with disability at Vinyas Innovative Technologies

Nature of activity: Research (case study development)

Partner: Cornell University's Yang-Tan Institute on Employment and Disability, Vinyas Innovative Technologies

Team: Susanne Bruyère, Alexander Chakrin, Rajkumar Choulapalli, Thomas Golden, Arun Karpur, Seth Lutsic and Basavaraju R.

Background

Over the past 2 years, Cornell University and GRAAM have strived to identify and understand the organizations with best disability and inclusion practices in India. The earlier case studies published were of large multi-national organizations who have matured over a period of time in terms of processes. This time, the team wanted to focus on a smaller organization that has rapidly progressed in inclusive practices. The team specifically wanted to understand, highlight and showcase the practices that can be taken up by similar smaller sized organizations.

Vinyas IT (Vinyas) is based in Mysuru, Karnataka. Since 2001, it has been manufacturing electronics for a plethora of customers. This private sector firm provides services targeted towards product development and mechanical engineering. Further, Vinyas has active recruitment, hiring, training and retention programs aimed at hearing-impaired and intellectually-challenged populations. Overall, this private-sector firm employs 575 full-time employees. Of these 575 full-time employees, 85 (about 15 percent) have some form of disability. In particular, 73 full-time employees have hearing impairment and 12 full-time employees have intellectual challenges. The observations are being published as a case study for the benefit of other companies.



The team spent three days interviewing persons with disability, their peers, supervisors, HR team and the management. During the exercise, the team came across some very good practices that can be taken up for implementation by similar organizations. The findings will soon be published by the team as a case study.



Child Rights and Education



UNDERSTANDING THE ECOSYSTEM AT GOVERNMENT SCHOOLS IN BENGALURU DISTRICT

Objective: A preparatory research study before the implementation Sugamya Shiksha program

Nature of activity: Research Study

Partner: Page Industries Limited

Team: Dr. Rajendra Prasad, Ravi C S

A baseline study was undertaken by GRAAM as a preparatory exercise for roll-out of the Sugamya Shiksha program. The study was in line with GRAAM's commitment to community participation as a mandatory requirement for any development intervention. It sought to assess the situation of the selected schools on indicators such as Water Sanitation & Hygiene + Energy (WASH-E), physical education and sports in higher primary and high school sections, disability and fitness and educational and related needs.

The baseline study report findings were fed into a CSR strategy document for Page Industries Limited, as well as indicators for design of the Sugaya Shiksha program itself. The findings will be used as a tool for comparison a template for learning and a measurement of progress and will give insights into the changes have occurred as a result of the program.

The schools and locations are as follows

Kudlu

HPS

HS

Begur

HPS

HS

Kodichikkanahalli

HPS

HPS: Higher Primary School | HS: High School



PROJECT: SUGAMYA SHIKSHA

Objective: Strengthen the quality of education imparted in government schools in a holistic manner

Nature of activity: Action Research

Partner: Page Industries Limited, Selected Government schools of Bengaluru

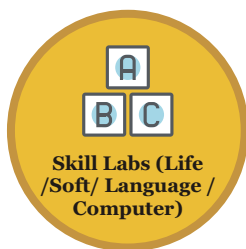
Team: Usha C R, Basavaraju R, Ravi Kumar P G, Ravishankar, Naveen Kumar



Sugamya Shiksha is a unique CSR model developed by GRAAM to bring to fruition the commitment of Page Industries Limited towards the overall well-being of communities.

Recognizing education as a vital requisite for progress, Sugamya Shiksha seeks to strengthen the quality of education imparted in government schools. Page Industries and GRAAM have recognized the need for complementing government systems rather than working in isolation. The program elements of Sugamya Shiksha have evolved out of an intensive community needs assessment (CNA) conducted by GRAAM with the support of Page Industries. A cross-section of stakeholders are involved in the program including government departments, school teachers and administrators, parents, School Development and Monitoring Committee (SDMC) members and the larger community in the immediate neighborhood of the school.

There are eight sub-projects under the larger umbrella program of Sugamya Shiksha, designed to address the diverse needs of children. However, the projects are interconnected and feed into one



First phase achievement

Second phase goal

1,705
children

3
Schools

5,000
children

19
Schools

another, e.g., Wash-E feeds into Sandhya Shale, where it promotes hygiene and health when children gather for evening school. Jockey Fit ensures that children play sports and gain stamina and improved health – both mental and physical.

In the first phase, Sugamya Shiksha reached out to around 1,000 children in three selected government schools. The program will be scaled up to reach 19 schools and 5,000 children in the second phase.

The selected schools are:

1. Higher Primary and High School, Kudlu, Anekal Taluk, Bengaluru District
2. Higher Primary and High School, Begur, Bengaluru
3. Higher Primary School, Kodi Chikkana Halli

“My daughter (Rakshita's mother) works as domestic help in several houses. My son-in-law drives an auto rickshaw. We are all dreaming big for Rakshitha and are ready to support her for as long as it takes. The evening school which is being conducted from couple of months is helpful in getting required additional coaching

- Grand Mother of Rakshitha, Begur School”

“We are blessed to have you in our school. Together we can improve the quality of learning in the school. We can develop our school.

- Mr. Krishnappa, SDMC president, KCH school”

PROJECT: SAMVARTHANA



Objective: Develop and demonstrate a comprehensive and a convergent implementation model for ensuring services to adolescents, mothers and children

Nature of activity: Action Research

Partner: UNICEF

Team: Chandrika Shetty, Sham Kashyap, Basavaraju R, Dr. Archana B, Laxman Bhajantri, Sumati D G

GRAAM is currently implementing SAMVARTHANA, a project supported by UNICEF and the Government of Karnataka, to develop and demonstrate a comprehensive and a convergent implementation model for ensuring services to adolescents, mothers and children.

The project is being implemented in 10 selected villages of Nanjangud Taluk of Mysuru District and Gangavathy Taluk of Koppal District in Karnataka.

'Nurturing the First 1000+ Days - A Convergent Approach to Child Survival & Development' focuses on the 'first 1000 days' – the nine months of pregnancy and the first two years of the birth known to be critical to a child's survival and development. The project also focuses on adolescent girls who suffer from various nutritional deficiencies.



To reach these goals, Samvarthana uses strategies that cover three core elements:

- Communication using channels and themes to suit the needs and preferences of the target audience
- Behavior change through initiatives that make specific health actions easier, feasible and sustainable to improve health outcomes
- Social Change to achieve positive shifts in the definition of an issue, people's participation and engagement, policies, and gender norms and relations

Project Components

1. Study prevalent social norms and bring changes in the norms and practices to ensure proper adolescent, mother and child care
2. Adapt and contextualize social and behavioral change communication (SBCC) tools by using interpersonal communication, video sessions, group meetings, mid-media campaigns, rallies, school-based events and by strengthening community based institutions
3. Bringing innovation to community-based SBCC interventions by using new technologies such as SMS alerts and integrated voice response systems (IVRS), to provide information to care-givers and mothers of newborn and pregnant women to bring changes in social behaviors
4. Capacity building of the frontline workers and service providers for creating an enabling environment at the village level

Progress and achievements during the year

The project activities were in line with the objectives and the components of the project Samvarthana. Several communication initiatives related to behavior

and social change were planned and implemented. Important among them were the following:

- IVRS inaugurated by the Honourable Minister of Women and Child Development and Empowerment of Differently-abled and Senior Citizens Department, Smt. Umashree and Shri N. A Haris, Chairman of Parliamentary Committee on Women and Children Development and MLA of Shantinagar constituency
- IVRS implemented and functioning both for monitoring as well knowledge generation
- Special activity book printed and distributed to self-help group (SHG) and village health, sanitation and nutrition committee (VHSNC) members to document the health events conducted at the village level
- Wall paintings done on “Panchasutra for neonatal health care” and various practices for better family health both Gangavathi and Nanjangudu Taluks PHOTO
- Scripts developed for enactment of street plays for social messaging
- Street plays conducted in each of the project villages to good response
- Selected school children trained to perform street plays in their respective villages
- Formative assessment completed in the selected project villages

Hucchamma (22) lives in Hemmaragala, in the Nanjangud area, which had a recorded population of 2,827 as per 2011 census, but according to anecdotal reports, has grown to approximately 4,000. She has completed 10th grade, is married and has two young children. Hucchamma is aware of many modern health practices and understands her children's nutrition needs. She has also rejected several traditional healing methods when she or her children were sick. She represents a good case of positive deviance from the baseline population in the areas of child and maternal health.

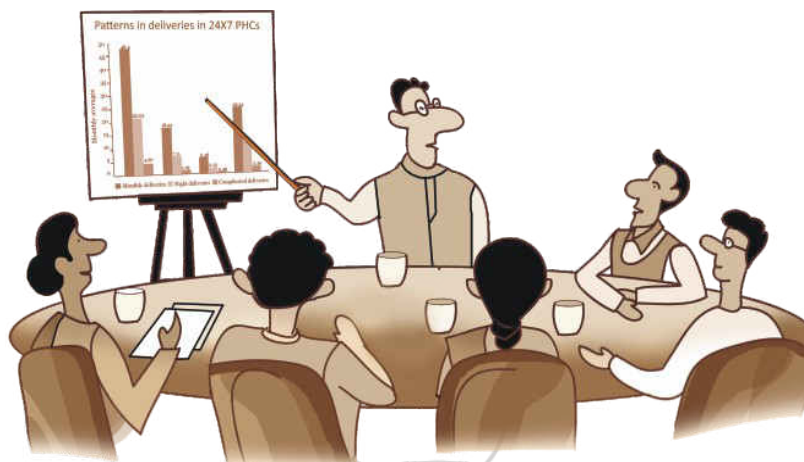
- 59352 Bulk SMS messages sent to 1153 beneficiaries
- Taluk level orientation programs completed
- Village-based activities such as SHG meetings, IPC video sessions, VHND meetings and school events and rallies conducted at regular intervals
- An end line study is currently being conducted by research partners IIHMR, Bengaluru, which will reflect changes effected by the project.

Social and Behavioural Practices - Excerpts from the field

Soumya(21) lives in Hagginavalu a small agricultural village with a population of around 3,671. She has studied till 9th grade, and is married. She has two children, a 4-year-old daughter and a one-year-old son. Soumya says her village has a lot of health problems and she wants to know more about sanitation and hygiene, as well as about diseases. She wants to learn more about keeping her child healthy and educate others on how to be healthy as well. She practices several modern health practices and represents a good case of positive deviance from the baseline cases in her village.

Sushasini(24) belongs to an upper-caste and has studied up to Class X and lives in the small agricultural village of Hagginavalu with a population of around 3,671. She has two daughters aged five-years and eight-months old. She prefers to heed the advice of elders over the advice of the local healthcare workers and doctors, and this often creates health issues for her. She believes that she must try to have a male child in order to keep the family lineage alive.

Advocacy Initiatives



ADVOCACY - CHILD LABOUR ACTION PLAN RECOMMENDATIONS

The Child Labour Act 1986 has been amended by the Union Government recently. In response, GRAAM mooted a proposal to the Government of Karnataka to revise the action plan to eradicate child labour in Karnataka state. A meeting was held under the Chairmanship of Additional Chief Secretary to the Government of Karnataka to take necessary action. The chief functionaries of the labour department, education department and some invited NGOs participated in the meeting.

Mr. Basavaraju R, Executive Director, GRAAM made a presentation on the need for revision and important factors to be considered while revising the plan with the action plans of other states. The Additional Chief Secretary informed the labour department personnel to constitute a drafting committee and prepare the action plan. Mr Basavaraju was included in the committee and GRAAM provided a detailed observation to the plan drafted by the department officials. Some of the suggestions provided by GRAAM include:

- There must be an appraisal of the existing action plan to understand the lacunae that hinders the government in achieving eradication of child labour

- The action plan needs to provide clear information about how the government is planning to address the issue
- Roles, responsibilities and activities of each entity - state, district and taluk level institutions/authorities must be clearly spelt out
- The success of the plan lies in the hands of implementers at the grassroots level. There is a need for a strong/structured institutional mechanism even beyond the district level. The district societies must be empowered and made accountable for implementing the plan successfully
- Clarity is needed on the resources available for the activities and how the budgets would be allocated
- Convergence between Child Welfare Committees (CWCs) at the district level, Karnataka Commission for Protection of Child Rights (KCPCR) at the state level, Juvenile Justice (JJ) boards must be enabled
- A specialised department/institution must be established for implementing education and skill development institutions. The labour department should play the role of a facilitator in these functions
- CSOs should be involved actively as they have outreach into people at the grassroots.
- The Department of Labour is working on the action plan which is yet to be finalised.

“Lead people with what they want. - Lead with what they’ve already said. Lead people from where they’re at. Lead them with the things that concern them.”

- Sandi Krakowski



GRAAM contributes to the Karnataka Public Health Policy as a Member of the Task Force

GRAAM has contributed as a part of the Task Force Karnataka Public Health Policy (TF-KPHP) to the development of a health policy for the state. As a member of the Task Force, GRAAM made observations as well as recommendations to amend the existing policy.



Department of
Health & Family Welfare

Major inputs by GRAAM into the Public Health Policy

The draft policy needs guidelines to address regional disparities and possible solutions. The immediate needs were to address issues related to infrastructure, fund flows and fund utilization

De-medicalization of the health system in Karnataka is important. Healthcare is an area which has ample scope for the participation of non-medical professionals. Therefore the ambit of public health must welcome people from all disciplines and the participation of people from backgrounds other than medicine must be increased

People's participation - the existing community monitoring mechanisms can be strengthened at all levels of health services delivery

A PPP model of healthcare services and health insurance has been proposed in the policy. Care should be taken to discourage negative impacts such as privatization, lack of sustainability, disease-based care (verticals) and corrupt practices such as unnecessary medication, false reporting of data, etc.

While the use of technology is appreciable, there is a need to back it up by robust training of human resources to use the technology to its maximum potential.

From 'unit based to need-based'—GRAAM's Advocacy impacts

Government of Karnataka, Department of Health has issued a Government Order dated October 1, 2016 to procure drugs based on the 'need' and not as per PHC basis. A fixed quota of the drug supply was allocated to PHCs earlier irrespective of the population it caters.

As we know, the distribution of PHCs are not strictly according to the standards. It is surplus in some region and highly deficit in the other. The allocation of drugs based on the unit (per PHC) would perpetually disadvantage the people of that region. The present order of the Government provides some solace to the 'regional disparity' issues.

GRAAM had advocated for this in the Study of National Rural Health Mission evaluation. We were demanding for need based medicines to all health centers to the tune of rupees 1,25,000. Our advocacy efforts paid off, and the policy has come into effect from September 1, 2016.

External link to Government of Karnataka website:

<http://www.karnataka.gov.in/hfw/kannada/Documents/Online-Indent-Medicines.pdf>

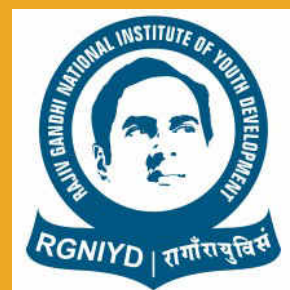
Ombudsman – a concept note presented to Govt. of Karnataka

GRAAM presented the concept of need of the Ombudsman (Public Health) in Public Health System in India to the Government of Karnataka. The Ombudsman (Public Health) is viewed as a part of the larger system of having Ombudsmen for Public Services with the overarching goal of providing channels of communication to people/citizens from all walks of life. This concept note has been seen and acknowledged by Under Secretary to the Chief Minister. It has also been seen by Health Minister Sri U. T. Khader, who in turn has forwarded it to the concerned authorities to review and take appropriate action.

Reforms in NYKS, NSS and RGNIYD

Dr. R Balasubramaniam, Chairman, GRAAM and Dr. Archana B, Senior Research Associate, GRAAM co-

authored an advocacy note on 'Reforms in NYKS, NSS and RGNIYD'. The advocacy note addresses priority areas for the National Youth Policy (NYP) - 2014 and issues addressed by Nehru Yuva Kendra Sangathan (NYKS), Rajiv Gandhi National Institute of Youth Development (RGNIYD) and National Service Scheme (NSS) programs and suggests reforms for the NYP Programs. The advocacy note was presented to the Ministry of Youth Affairs and Sports, Government of India.



Community Consultation Initiatives

Community Voices

The real value for the expenditure of CSR fund is realized only when the programs are implemented based on realizing the real needs of community rather than implementing the projects based on company's wish. CSRs projects should also function beyond the restriction of geographical region.

- **Junior Health Assistant, General Hospital, Nelamangala, Bengaluru rural**

"Krushibhagye, the State Government's scheme for farmers is benefitting farmers having political connections more than those farmers who are eligible and those who need it."

- **Mahadevegowda, farmer, Nanjanagud, Mysuru**

Govt. introduces various programs, services for the betterment of the community, but it doesn't create a required platform for the community as well people's representatives to know more about those programs."

- **Ambujakshi, Graam Panchayat member, Lohith Nagar, Basavanahalli Graam Panchayat, Bengaluru rural**

Head teachers of primary schools have forgotten how to teach. We have reached a stage where we function like clerks. We are busy with managing office work, midday meals, ksheerabhagya (milk distribution), its paper work, calling SDMC meetings (School Development & Management Committee) and managing them, preparing for national festivals, coordinating programs of NGOs & corporate institutions and participating in administrative tasks throughout the year. Hence, to provide more quality education in government schools, we need separate clinical posts for these administrative tasks.

- **Smt. Hamshaveni (Changed name), Teacher, Govt. Primary school**

"In the recent times, the younger generation is increasingly cultivating the habit of alcoholism. These habits in the elders are making the women take up the household responsibilities which lead to numerous problems. We are not sure if our men are turning lazy and choosing to ditch work and drink instead or if they are not going to work because of the habit of drinking. However, these developments are leading to the instability and economic downfall of families. We request you to ban the sale of alcohol and bring relief to poor families like ours."

- **Jayalakshimi, SHG Representative, ChikkaiahnaChatra, Nanjanagud, Mysuru**

The challenge of social justice is to evoke a sense of community that we need to make our nation a better place, just as we make it a safer place.

- **Marian Wright Edelman**



Development of slums to enhance quality of lives of inhabitants

Swami Vivekananda Youth Movement (SVYM) began a project to enhance quality of life of inhabitants of seven slums of Mysuru City in 2016-17 with the support of N R Foundation. The project aims to improve the human and social capital of communities living in the selected slums by mobilizing community based organizations (CBO) in the sectors of education, skill development, livelihoods and health.



The strategies used as part of the interventions are:

- Community-based activities
- Enhancing the human and social capital is aimed at sustaining the results of the interventions and globally recognized as essential components of poverty alleviation and sustainable development measures

GRAAM has entered into a partnership with SVYM as its evaluation partner through the five year implementation. GRAAM supports the project by conducting the baseline, midline and end-line surveys and providing timely situation analyses.

GRAAM proposes to use a quasi-experimental research design for the evaluation, wherein the output and outcome parameters will be quantified across the target and control slums at three different time periods, allowing for a comparative analysis of changes observed in target groups in contrast to those in control groups.



The outcome parameters used in the study are widely used indicators of human and social capital development, which are quantified to aid a comparative analysis. Information such as field insights are captured using tools like focus group discussions (FGD) and in-depth interviews that explain and indicate ways in which the intervention can enhance human and social capital in the target slums. Quantitative data collection is paper-less and tablets were used for data collection and validation, using the Kobo Toolbox app.

The baseline survey in seven intervention slums and two control slums was carried out between April and June 2016 and empirical evidence was provided for framing strategies that could enhance the effectiveness of the project.

Strategic Consultation / CSR Initiatives



Community Need Assessment and Plan

Jan Kalyan Trust is the community development wing of Madura Fashion & Lifestyle (MFL), which is owned by the Aditya Birla group. The CSR activities of MFL are geared towards education, health, infrastructure, environment, sustainable livelihood and social causes.

GRAAM was approached to help MFL identify the needs of the communities from nine villages from Anekal, Ramanagara, Thally, Bengaluru North and Bengaluru South Taluks of Karnataka. The brief was also to formulate a first-level intervention plan for community development.

The findings yielded a majority of issues and needs related to poor performance of school students, unemployment, lifestyle and health and hygiene matters. GRAAM further helped MFL to come up with a high-level plan to take this need assessment further.



Developing Monitoring Framework

GRAAM was approached by TITAN Industries Limited to develop monitoring frameworks for four CSR projects that they are supporting, i.e., Happy Eyes, Titan Kanya, Skills (ANTS) and Nanhi Kali.

As the goals, purpose, outputs and activities for each project are different, the monitoring frameworks too have different formats depending on the approaches and the needs of the partners. While the formats for each project might be different, each partner agency follows the same format across the board.

The development of the monitoring framework begins with discussions with the project heads, as well as a study of the existing documents and reports already shared by the partner organizations. Then a project profile is created, which contains comprehensive details of the project.

Thereafter a logical framework (log-frame) matrix is developed, which helps to strengthen the project design and closely track implementation and impact. It also gives clear ways to verify claims. The logical framework matrix will be used throughout the project implementation phase.

Tools and techniques have been listed out in the manner of an SOP in order to bring standardization into the monitoring process. The formats will be tested periodically and then formalized, in order to address any inadequacies or glitches. Further, the formats are dynamic allowing room for changes in program activities or participants.

A list has also been developed on the activities to be initiated before beginning a project. This has to be standard across all programs. A checklist has been prepared for the use of the monitoring team that visits the field. This makes monitoring easier and more precise.





Community Need Assessment and Integrated Village Development Plan

This is a model program conceptualized and planned by GRAAM, for conducting a community needs assessment (CNA) study and developing an integrated village plan for selected villages in Bengaluru and Mysuru districts. The program is supported by ABB India Foundation, Bengaluru.

Two gram panchayats were chosen for the study based on certain parameters, and a detailed CNA was conducted. Interviews were conducted with stakeholders and service providers along with institutional data. The table gives a break-up of interviews conducted and the various methodologies adopted:

Area	GP-1	GP-2
Indepth Interviews with Stakeholders	75	63
Indepth Interviews with Service Providers	23	15
Focus Group Discussions	12	9
Institutional Data Collection	19	8

During the course of interaction with communities and other stakeholders, GRAAM discovered distinct needs depending on their locations and the eco-system around them.

Education

There exist institutes that provide free education up to a certain level. After this, only a few students continue with their education; the rest dropout of education. Emotional and societal pressures are also coming in the way of education among students. Learning spaces within society and from friends and elders have shrunk owing to advent of technology. All these factors lead to a greater numbers of dropouts. Aanganwadis are becoming predominantly supplementary nutritional centres and less importance is being given to learning. On an average, an aanganwadi worker has received about 3-4 trainings in her work life of 10-12 years.

Health

Most adolescent girls and women complained of irregular or excessive menstruation and/or white discharge. They reported getting some lab investigations and other tests done outside the government facilities through out-of-pocket expenses.

Livelihood

Most locals reported that job opportunities in local factories were limited and they got only contractual employment at low rates of payment. They faced finance constraints for starting their own businesses. There was no effort from anywhere to give them information about employment opportunities in local factories or about facilities available for job training.

Social

Alcohol and tobacco consumption were major issues in most areas. Expenditure on alcohol and tobacco resulted in less money being available for household spending. The women complained about frequent quarrels and that their husbands frequently borrowed money to satisfy their urge for alcohol. Women were frequently the main breadwinners.

Sanitation and hygiene

Despite having installed toilets in their houses, some youth and middle-aged men continued to practice open defecation. Some houses did not have toilets as one gram panchayat had stopped giving financial incentives for toilet construction. There was no awareness about waste disposal; people threw garbage in public places. The solid waste management systems were not well built and the drainage system was deficient.

After a thorough review of the needs, and the long-term goals of ABB, GRAAM proposed an integrated village development plan. The plan comprised multiple flagship initiatives with high-impact potential and ample scope for replication.

Events organized by GRAAM



23rd May to 10th June, 2016

Mysore

designed and certified by



associate partner



Policy Analysis and Evaluation Workshop



GRAAM conducted a unique 3-week residential workshop in collaboration with Cornell University, New York, between May 23 and June 10, 2016, titled The Policy Analysis and Evaluation Workshop. The faculty included Prof. Sarosh Kuruvilla, Dr. Arun Karpur and Rehana Huq from Cornell University and Dr. R Balasubramaniam from GRAAM.

Certified jointly by Cornell University and GRAAM, the workshop targeted committed researchers and senior students working on policy and evaluation related issues, broadly in the disciplines of social sciences and management. Twenty two full-time participants with diverse professional experiences (including students, professors, government servants and social scientists) attended the workshop. It was inaugurated by Shri Sanjeev Kumar, IAS, Additional Chief Secretary, Dept. of Labor, Government of Karnataka and the valedictory function was graced by Smt. Uma Mahadevan, IAS, Principal Secretary, Dept. of Planning, Programme Monitoring and Statistics.

The workshop introduced cutting-edge theories of program evaluation and used hands-on approach to train the participants on qualitative and quantitative research methods geared towards program evaluation. The course also involved team-based

capstone projects and immersion field visits for the participants to test the skills they had gained.

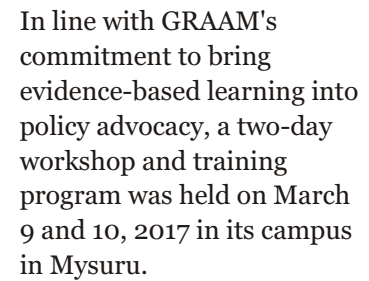
The following topics related to program evaluation were covered in the curriculum:

- The role of theory in evaluations, paradigms of research in evaluation
- Logic models, theory based evaluations, mixed method approaches
- Qualitative and quantitative methods for evaluation
- Qualitative data collection methods for evaluation
- Statistical inference, experimental designs and survey methods
- Advanced data analysis approaches
- Software applications for data analysis
- Interpreting results from journals and publications
- Capstone evaluation project including evaluation design, data collection and interpretation.

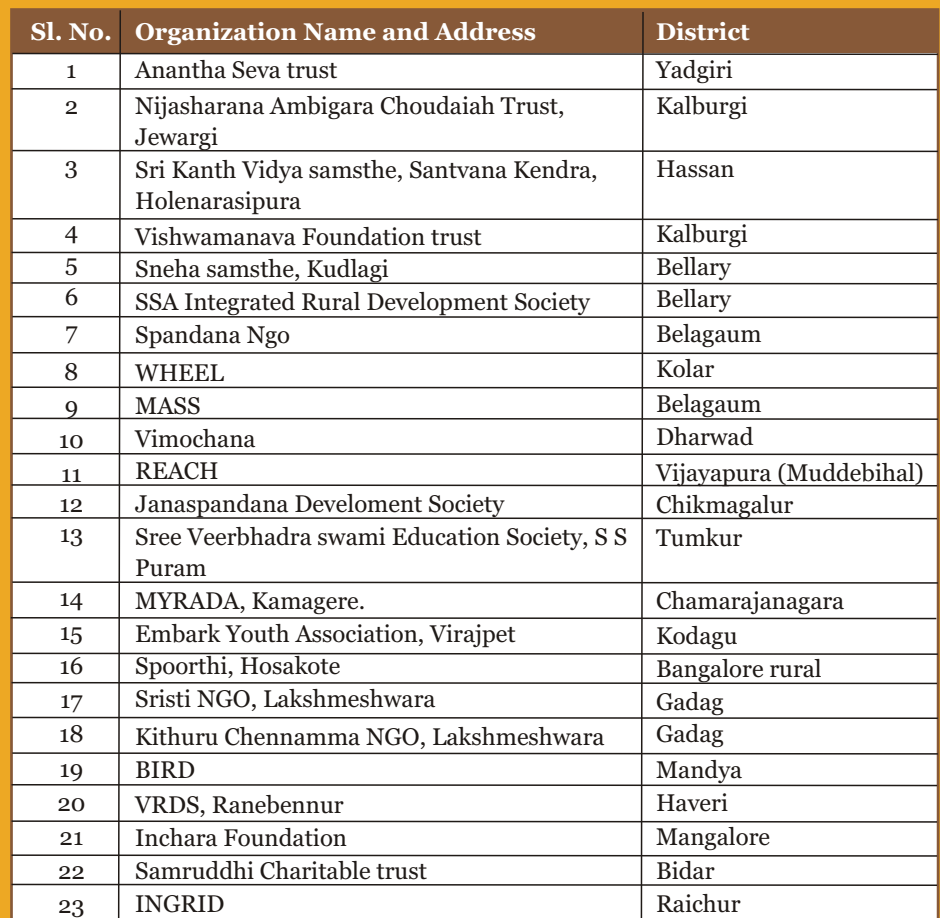
“The workshop was a good exposure to the developments in the field of social sector development. Personally, it highlighted the areas of skill development which I needed to build. - **Aditi Desai, Development Sector professional**”

“The course on public policy has been wonderful, especially for me with an education background of economics. It really empowered me in public policy evaluation. - **Dr. Renji George, Associate, Professor, Govt. College, Quepem, Goa**”

Annual Report 2016-17: Events organized by GRAAM



Participants Details



GRAAM Scholar Programme

The GRAAM Scholar Programme is a unique month-long program where students conduct research/policy studies ground-up with field partners under the mentorship of GRAAM researchers.

The need for this program emerged out of an understanding that post-graduation students have minimal exposure to research methodologies. While they have a need to do research-based dissertation, lack of guidance and facilitation prevents this from getting accomplished.

Through its scholar program, GRAAM aims to create a community of young social scientists who will take up policy research as a chosen career. The program is designed to give them exposure of research, working at the grassroots, realities of working with field based NGOs and more importantly a first-hand insight of how programs of the Government reach the community at large. The scholars also get opportunities to publish their work in the annual journal of GRAAM.



“

“The GRAAM Scholar Programme is characterised by its emphasis on exposure for the students to communities, grassroots organizations and research.”

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GRAAM Retreat



GRAAM held its 5th year retreat recently.

The retreat was a combination of discussions for the future of GRAAM and team building. The team members debated several vital topics related to the core values and activities of GRAAM which would help the organization to move to the next level of its growth. With guidance from the Founder, Dr. R Balasubramaniam, there was an effort to look inwards, identify successes and areas for improvement and chart a clear path for the future with relevant strategies. Dr. Balasubramaniam reminded the team that GRAAM had travelled a long and hard path to impress on the world, the need for converting practitioner knowledge to academic content and policy formation, as against the current top-down approach. He also emphasized that GRAAM must strengthen its core functions which are research and advocacy. The team collectively identified national/state issues for focus.

“

GRAAM is a perpetual experiment in progress. It has the unique advantage/opportunity of being able to bring communities to the center of attention and translate common man's language into policy

– Dr. R Balasubramaniam, Founder, GRAAM

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Papers and Seminar Presentations



GRAAM presents papers at Indian Social Science Congress

The GRAAM team presented three papers at the Indian Social Science Congress held in Mysuru. The Social Science Congress was organized in association with the University of Mysore. Four researchers from GRAAM spoke about the key aspects of human development.

The topics presented were:

- The status of human development of tribals in Kodagu and institutional linkages
- Developing a public policy for people's well-being – from the grassroots perspective



National level conference – All India Medical and Dental Conference, 'MeDe Vision 2016'

Dr. Archana B, Senior Research Associate, GRAAM, was invited as a resource person to conduct a workshop on research methodology at the All India Medical and Dental Conference – 'MeDe Vision 2016' on April 2 and 3, 2016 at JSS Medical College, JSS University, Mysuru.

Medical and dental undergraduate students from 20 different states across India participated in the event. She conducted a session on the basics of research methodology, sampling techniques and epidemiological designs.



Adwitya International Conference - 'Engendering Health'

Dr. Archana B, Senior Research Associate, GRAAM, presented a paper at 'Engendering Health' the Adwitya International Conference on November 19, 2016 at Hotel Aloft, Whitefield, Bengaluru. The conference was organized by the Institute of Health Management Research (IHMR), Bengaluru in association with the Indian Institute of Management (IIM), Allahabad. Her paper was titled 'Social Impediments for Ensuring Effective Reproductive and Child Health Care in Karnataka'. The paper is authored by Basavaraju R and Dr. Archana B.

E-poster presentation at Jodhpur, Rajasthan

Ms. Chadrika Shetty and Mr. Sham N Kashyap presented an E-poster 'Health Needs Assessment in the Urban Peripheries of Bangalore' held on February 27, 2017 in Jodhpur, and organized by the All India Institute of Medical Sciences (AIIMS).

The Influence of Formative Assessment on Identifying Local Health Needs of Reproductive and Child Health

Team: Dr. Archana Basavaraju, Sham N Kashyap, Basavaraju Rajashekharumrthy

GRAAM team presented a paper 'Influence of Formative Assessment on Identifying Local Health Needs of Reproductive and Child Health' authored by Dr. Archana Basavaraju, Sham N Kashyap, Basavaraju Rajashekharumrthy in the Indian Social Science Congress held in Mysore. The paper emphasised the unique methodology adopted by GRAAM for conducting the formative assessment. The paper also shared on the issues related to community needs and practices related to reproductive and child health.

Developing a public policy for people's well-being – from the grassroots perspective

The Economics panel of the Indian Social Science Congress had invited Mr. Basavaraju to deliver a special lecture in the conference. Mr. Basavaraju presented a paper which covered various issues of public policy development, the policy paradox, the importance of community consultation, process for community consultation and key parameters that should be considered while developing a policy. A framework for policy making developed by Basavaraju was discussed during the presentation.

Events & Conferences Participated



Workability Asia Conference 2016

Workability Asia Conference was held at Bengaluru from August 25 to 27, 2016. The conference was organized by Workability Asia and Disability NGOs Alliance in Karnataka. In the conference, Basavaraju shared GRAAM's learning on challenges for the persons with disability in the rural area for getting employment and social security benefits.



BRICS Conference on Participatory Local Budgeting

Dr. R Balasubramaniam, Chairman, GRAAM, participated in the three-day conference held in Kochi, Kerala, by the Ministry of Panchayati Raj. Dr. Balasubramaniam chaired the session on Participatory Local Budgeting and Human Development.



Gender Analysis workshop

Ms. Chandrika Shetty, GRAAM, attended a Gender Analysis workshop conducted on March 3 and 4, 2017, by the Rajiv Gandhi National Institute of Youth Development (RGNIYD), Sriperambadur, Tamil Nadu. The workshop examined and debated the basics of gender studies, gender analysis tools and techniques, and the present context of gender in the development sector.



Social Norms Governing Child Labor and Trafficking - Consultation organized by NIRDPR and UNICEF

UNICEF Field Office for Andhra Pradesh, Telangana and Karnataka, in collaboration with the National Institute of Rural Development (NIRD), organized a consultation on May 12 and 13, 2016, in Hyderabad. The consultation was part of a series on social norms enabled transformation, themed around Social Norms governing Child Labor and Trafficking.

The objective of the consultation was to understand the landscape of social norms and their impact on development programs, specifically on outcomes related to women and children in the three states of

Andhra, Telangana and Karnataka. The effort was also to identify platforms and approaches for promotion of the positive norms and changing the negative norms.

The consultation was designed around four panels that examined norm that governed pregnancy, child birth and child survival and norms that contributed to child labor and trafficking. Mr. Basavaraju R, Executive Director, GRAAM, was invited as a speaker for Panel 2, which was devoted to social norms governing child labor and trafficking.



Disability NGOs Alliance (DNA) Workshop

GRAAM is a member of the core team of DNA and participated in a vision-workshop to set the vision and priority areas of DNA. It was a three-day residential workshop where the participating NGOs held focused deliberations and identified themes to be pursued in the coming years.



**Azim Premji
University**

Agrarian Change and Urbanization workshop, organized by the Azim Premji University

GRAAM participated in a 3-day workshop titled Agrarian Change and Urbanization, organized by Azim Premji University, June from 28 to 30, 2016. Sham N. Kashyap, Head of Research, represented GRAAM at the workshop, which focused on linkages between agriculture, urbanization and natural resource extraction and issues related to sustainability of agriculture in peri-urban areas.

The participants deliberated on the impact of urbanization on small farmers in the peripheries of different urban spaces. The workshop explored if (and how) the extent and kind of this impact is influenced by the nature and process of urbanization. On-going research on the above hypothesis with respect to the state of Karnataka was presented for discussion.

Contribution to the Rights-Based Child Development Course of National Law School, Bengaluru

National Law School has launched a certificate course for grassroots personnel from key government departments. The objective of the program is to provide a holistic understanding of different aspects of child development covering rights of the children, care and protection, trafficking, child labor and more importantly about need



**NATIONAL LAW SCHOOL
OF INDIA UNIVERSITY**
BENGALURU

of convergent approach. The executive director of GRAAM Mr. Basavaraju R was one of the key resource persons to design and develop the course content. He has also authored the section on Eradication of Child Labour for the course module and handled the sessions in the course.



CME Program on Basics of Research in Medicine and Health Sciences at Vivekananda Memorial Hospital

Dr. Archana B, Senior Research Associate, GRAAM, was invited to conduct a workshop in a CME program on the 'Basics of Research in Medicine and Health Sciences' at the Vivekananda Memorial Hospital on September 24, 2016 at Sargur hospital, H D Kote Taluk, Mysuru District.

Post graduate students of Mysore Medical College, JSS Medical College and interns at Vivekananda Memorial Hospital, Sargur, participated in the event. She conducted a session titled 'Introduction to Research methodology and Literature search'.

First hand accounts – Vignettes from the field

Documentation and story-telling are traditions at GRAAM and people associated with it. Be it the Founder or staff members, interns or visitors, they very frequently write about their experiences on the field. This provides a valuable body of work that gives insights into ground-level realities and takes community voices into policy recommendations.

At GRAAM, the information is not just collected; it is

also disseminated through various platforms. The website is one such platform. It is an active hub that showcases vital ground-level information virtually, almost on a real-time basis.

The reporting period has been particularly productive with several members of the GRAAM team putting pen to paper. Excerpts are listed below, with links to the papers/anecdotes/stories. Read on:

Housewife to resource for the community - an inspiring transformation

by Madhusudhan B V,
Senior Research Fellow

Recently in a village of Hattikeri Gram Panchayat, a woman who would have been otherwise devastated and pushed to brink of acute poverty, has been able to make a decent living for herself and her children. Thanks to the Karnataka State Rural Livelihood Mission – Sanjeevini. Pratima S Naik is a Master Book Keeper with the Mission lives in Hattikeri Village, Hattikeri Gram Panchayat of Ankola Taluk, Uttara Kannada District. When she heard that a person was required to perform the role of MBK under the Sanjeevini Project, she willingly took it up and has been enjoying her role since 2015. It not only helped her to cope with the demise of her husband but also to utilize her skills in an entrepreneurial activity.

<http://www.graam.org.in/housewife-resource-community-inspiring-transformation-madhusudhan/>

A Case Study by Bennett Cook, Allegheny University, USA on Samvarthana Project

Education combined with independence and support of an educated husband had tremendous impact on understanding of socio-cultural health issues in villages - A case study of Mrs. Sheela, mother of Yuvin, eight months old baby in Golur, Nanjangud Taluk, Mysuru District (names have been changed).

Sheela (28 years old) is an educated (graduate with diploma in education) and an independent woman in her society, and makes many decisions on her own. She was wed to Basavanna at the age of 25. She had her first child at the age of 27-years. After the delivery, Sheela explains "I fed the baby the colostrum, delayed bathing the child for several days and breastfed him exclusively up to six months after introducing complementary foods. I did not care for the local traditions surrounding childcare and I think most of the practices are harmful. Some are relatively harmless and somewhat beneficial such as not allowing the mother and child out of the house for five weeks after the child is born and if they do go out they absolutely must be covered."

<http://www.graam.org.in/samvarthana-project>

Women Empowerment through value added finger-millet based products

With a goal to build the social capital of women in Jaganakote, H.D. Kote Taluk, a training and method demonstration program regarding the preparation of value added finger millet based products (ragi malt, hurihittu, chakli, papad, sandige and composite flour mix) was imparted to the tribal women of Prakruthi Food Products. All women members came forward to start value added finger-millet based products as a social enterprise. The training was given on aspects such as nutritional benefits of ragi, processing of ragi with methods like soaking, germination, roasting milling as well as refining of ragi.

<http://www.graam.org.in/women-empowerment-value-added-finger-millet-based-products-21st-26th-feb-2017/>

Transforming Livelihood in Peri-Urban Interface: a Case of Hinnakki village from Anekal Taluk, Bengaluru, Karnataka

Rapid rural-urban continuum is stressing the rural areas near to urban centers for natural as well as human resources. On the other hand, socio-cultural and economic aspects of these rural areas are continuously getting redefined because of the constant interaction with its urban counterpart. Once dominated by agricultural or natural resource based socio-economic systems, these rural areas have shifted towards market-centric livelihoods, catering especially to the urban market needs. The primary victims of rural-urban continuum are the landless households' dependent on agriculture and other natural based economy.

<http://www.graam.org.in/transforming-livelihood-peri-urban-interface-case-hinnakki-village-anekal-taluk-bengaluru-karnataka/>

Let's Build a Toilet

- By Dr. Surashree Shome

During one of my evaluation studies, I visited a small village in Thiruvavur District of Tamil Nadu. As my colleagues were busy making preparations for a meeting with the project participants, I noticed a small group of girls playing nearby. I started a conversation with them. I inquired about the various materials, which they were using in their toy-kitchen. I then asked them about the toilet that their parents had constructed within the premises of their house. Eleven year old Vishakha (name changed) responded to my questions spontaneously.

<http://www.graam.org.in/lets-build-a-toilet/>

Reclaiming Mahatma Gandhi: Adhering the public voice against alcoholism

- By Shravan G

The sufferings are real and I am convinced of the fact that alcohol has ruined the health and homes of many. I consider it a health issue and not a moral one. I gathered my courage and asked a senior activist, "Sir, I understand the sufferings and ill effects on the lives of the poor, the daily wage worker. But, I don't see it affecting the rich. I don't think it as an evil for the urban dweller." His response was elevated and it took me a while to contemplate. But, that was a gem. "My friend, the poor live in houses so small and close that when they stretch, sometimes their hands unintentionally go into the neighbor's house. However, the rich have thicker walls and higher compounds. Everything stays inside those walls."

<http://www.graam.org.in/reclaiming-mahatma-gandhi-adhering-public-voice-alcoholism-shravan-g/>



THE TIMES OF INDIA, MYSURU
TUESDAY, MAY 24, 2016

We must get smarter on welfare schemes: Expert

3-Week Long Workshop On Policy Analysis Gets Under Way

Times News Network

Mysuru: Surjit Kumar, additional chief secretary, labour, said that a smart welfare programme to alleviate poverty was needed.

He inaugurated a three-week long residential workshop on Policy Analysis and Evaluation, at V-LEAD, Mysuru, Monday, organised by the Grassroots Research and Advocacy Movement (GRAAM), said that despite the country having nearly 1000 welfare schemes for poverty alleviation, the government was not smart enough to use them.

POVERTY ALLEVIATION

Karnataka has nearly 1.2 crore families of which around 40 lakh households live below the poverty line. If the monetary benefits received by these households, poverty would have been reduced by more, and the government would not need to spend as much as it does on various welfare schemes, Kumar said. "Government should be smart in using the welfare schemes," he said.



VISION FOR FUTURE Additional chief secretary Surjit Kumar with social activist R Balasubramanian at the launch of the workshop on policy analysis and evaluation.

Deccan Herald - 19.07.2016



Graam executive director Basavaraju and Deputy Director for Women and Child Development Department K R Radha interact with anganwadi workers at a training programme at V-LEAD in Mysuru on Monday.

Superstition, malnutrition inter-related, says official

'Boys are fed nutritious food, girls neglected'

search and Advocacy Movement (Graam), in association with Unicef, here, on Monday, said that women get back to blind beliefs once they reach some level of literacy.

"I fear dark and superstition. More than that, I am a woman and I am not educated," said a woman in the audience.

Speaking at a communication and skill development training programme on 'Pregnant Women and Newborns', organised by Grassroots Research and Advocacy Movement (Graam), in association with Unicef, here, on Monday, said that women get back to blind beliefs once they reach some level of literacy.

fits reach women. There are complaints that nutritious food distributed to pregnant and lactating women in anganwadi centres are consumed by other family members.

Speaking at a communication and skill development training programme on 'Pregnant Women and Newborns', organised by Grassroots Research and Advocacy Movement (Graam), in association with Unicef, here, on Monday, said that women get back to blind beliefs once they reach some level of literacy.

She said, the infant mortality rate that indicates the number of infant deaths per 1,000 births, has come down to 28 in 2015-16 from 31 in 2013-14. She also said students and the parents have given thumbs up to the Kaheera Bhagya scheme under which school children get free milk every day. The government is now planning to improve it further, she added.

She said, Karnataka is really progressing in all departments and doing well especially in education and health sectors.

Dr Balasubramanian, founder of V-LEAD, mentor Arun were also present. As many as 22 persons from across the country had participated in the workshop. Stay updated on the go with Times of India News App. Click [here](#) to download it for your device.

ಆರೋಗ್ಯ ಕಾಯುವ ಕೈಗಳಿಗೆ ಶಕ್ತಿ ತುಂಬಬೇಕು



ಕಾರ್ತಿಕೇಯ: ಭಾರತೀಯ ಸರ್ಕಾರದ ಅಧಿಕಾರಿ



ಮೈಸೂರಿನಲ್ಲಿರುವ ಒಂದು ಆರೋಗ್ಯ ಕೇಂದ್ರದಲ್ಲಿರುವ ಮಕ್ಕಳು.

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IN PERSPECTIVE

NGOs and future of civil society

The govt tends to neglect discussions around vulnerability and powerlessness which NGOs focus on.

By R Balasubramanian

manding change. It does seem ironical that the government is streamlining laws and making it easy for FDI and global business leaders to set up operations in India, but goes overboard in creating barriers for the NGOs from receiving foreign funds or working with global partners. The government should understand that the ease of doing business should also apply to the development sector and it must not be an exception.

'State's problems can be solved if measured properly'

Three-week workshop on 'Policy Analysis and Evaluation' concludes

Principal Secretary for Planning, Programme Monitoring and Statistics Uma Mahadevan speaks during the valedictory of a workshop on 'Policy Analysis and Evaluation' organised by Grassroots Research and Advocacy Movement (GRAAM) in Mysuru, on Friday. GRAAM Executive Director R Basavaraju, faculty at Cornell University Arun Karpur and V-LEAD founder R Balasubramanian are seen.

She said, the government was allocating Rs 145 crore in its annual budget for various development activities but, the State has vast problems on spending the money earmarked. Such problems need to be identified, measured and they must be defined clearly. "Unless we measure problems, it is difficult to attend to them," she said.

Sandya Bex, a participant, said, the three-week workshop made her to think beyond her work and inspired to take up additional tasks. She said, field visits and interaction with people enriched her skills. Another participant Amit Rana said, he learnt to think out of the box and he has a long way to go with many challenges in the competitive world.

Speaking on the occasion, founder of V-LEAD R Balasubramanian said, Karnataka is the largest driver of the country's social and economic development. "The challenge for the country is quality research and quality thinkers," he added.

"Qualitative and Quantitative Research Methods for Policy Evaluation" and "Capstone Project and Field Immersion". Over all 22 participants from various industries and educational institutions took part.

DH News Service

THE HINDU

GRAAM's distinction in CSR

KARNATAKA

SPECIAL CORRESPONDENT

MYSURU, OCTOBER 03, 2016 06:00 IST

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The Indian Institute of Corporate Affairs, IICA has chosen Grassroots Research and Advocacy Movement (GRAAM) as the 'empanelled domain expert' in corporate social responsibility for the National Foundation for Corporate Social Responsibility (NFCRS).

IICA is a think-tank and a centre of excellence established by the Ministry of Corporate Affairs (MCA), Government of India, to support the growth of the corporate sector through an integrated and multi-disciplinary approach.

After rigorous evaluation, IICA has chosen GRAAM, a release from the latter said.

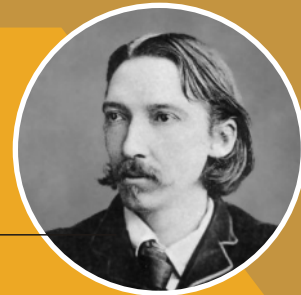
This gives GRAAM and IICA-NFCRS opportunities to work together over the next three years in the following fields of CSR: health, including hunger, poverty and malnutrition; water and sanitation; education, including special education and employment-enhancing vocational skills; skill development leading to livelihood enhancement projects; women's empowerment and gender equality; certification in various aspects of CSR; and sustainability and social accountability, the release said.

GRAAM

GRAAM is a public policy research and advocacy initiative founded with the aim of nurturing a space for evolution of public policy that embodies community 'voice' and is based on empiricism, democratic principles and a progressive interaction of the key stakeholders in development that includes the State, Citizenry, Private Sector, Civil Society and Academia. (More at <http://www.graam.org.in/about-us>)

“ "Don't judge each day by the
harvest you reap,
but by the seeds you plant"

- Robert Louis Stevenson



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