

Women on Wheels

an initiative of the Azad Foundation



Annual Report
2012-13

Photo cover page: Driver Chandni, Sakha Commercial Chauffeur, 2011

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OUR MISSION

Our vision is a world where all women (in particular women from underprivileged contexts) enjoy full citizenship, have the opportunity to earn a livelihood with dignity and generate wealth and value for all.

OUR VISION

Our mission is to provide resource-poor women with training and skills that will enable them to become self-sustaining professionals and allow them to earn a livelihood with dignity in jobs and markets that have traditionally been closed to them.

OUR VALUES

Our guiding values are:

- To be inclusive;
- To be secular;
- To offer dignity and respect to all;
- To encourage the taking of responsibility;
- To be professional at all times.

FOREWORD



“Begin at the beginning,” the King said, very gravely, “and go on till you come to the end: then stop.” - Lewis Carroll, *Alice in Wonderland*

Dear Friends,

Begin at the beginning is a very sound advice, except that sometimes it becomes very difficult to follow. I feel in the same boat now as I must talk about the end before I get to the beginning.

The end, the culmination of efforts in the year(s) gone by and its presentation in the form of writing this report. I believe, that if it was not for this wonderful group of women called “Giving Women”, this report would not have been written in this beautiful format.

Working with this gorgeous group, across continents, in writing about our work has been a great experience of collective energy and thought, of harmony and solidarity built across countries. In many cases we have not even met each other, but seemed to understand with little difficulty the millions of comments and feedback, all the innumerable times the drafts went up and down. The process of writing the report rhymed hugely with what we at Azad and Sakha hold very dear – the principle of collective!

So I am thrilled to share with you our *Annual Report* – and also a report of the last many years. Since this is the first time we decided to make a formal public document, we decided to do it such that the report spans the period of the last four years of Azad’s work, and in between zooms into “the year that was” to talk more specifically of the events and processes in the last year.

As many of you would already know, when we started with this initiative – “Women on Wheels” – and set up two institutions – Azad Foundation (the not-for-profit) and Sakha (the for-profit), it was amidst a lot of scepticism. We ourselves were not sure, as it was a road not trodden before. We made way as we got along, stumbled, made mistakes, burnt our fingers, landed in many police stations across the city and *learnt* from all of it. Our challenges have been many. Some of these you will read about, and there have been others as well – raising resources, cracking through the mind-sets on either end of the spectrum – to mobilise young women to become drivers and to find clients who would like to employ them. So we learnt to celebrate every small victory – getting a learner’s license; getting a permanent license; landing a job; acquiring a commercial license. The everyday stories we hear about women drivers and the things they have been able to do with their lives, have inspired us and continue to fill us up with energy. Just as I write this, I am getting emails about how wonderfully one of our chauffeurs made a presentation at the UNESCO conference in Jakarta, Indonesia about her experience of marginalisation, survival and transformation.

It was the first time she had travelled abroad and suddenly this has forever altered her status even in her extended family. A woman with three daughters and whose husband had walked out on her, she has so empowered herself that she has become an inspirational role model for her daughters. Their sense of pride in their mother shines in their eyes.

We did do one documentation – *Parvaz*, which was released March 2012 by our Chief Minister, Delhi, Mrs. Shiela Dixit. Some of you were perhaps with us on the day and surely experienced the energy and hope pulsating through all of us. A year down the line, we already feel, it is inadequate and does not capture even half the story. We need to find more creative ways of expressing the change that we see happening every day in front of us, its complex nature, its ups and downs and its multi-dimensional form. Change is never a linear process and we have many times had to cross the same bridge several times. It would be very useful to share this learning and we intend on doing that in this coming year. We hope this report will convey some measure of this excitement to you.

We were part of the One Billion Rising, and have contributed to the collective energy as much as received energy by plugging into a global campaign for women, by women. The movement calls for an end to violence and for justice and gender equality. A lot of what we did as part of the campaign has already become a part of our regular work. Participating in these campaigns, meeting and interacting with the celebrities and dignitaries, working round the clock 24/7, handling the daily challenges of being a woman driver on the road, have given a lot of opportunity for them to learn, grow and build confidence. Today the nearly 60 professional drivers that we have are a force to reckon with for anyone. Not only are they the chief bread winners in their family, I can say here with confidence, that the majority of them will not accept violence in their daily lives.

Many of the younger single women have postponed their initially planned early marriages, and are making their own decisions about whom to spend their lives with. On the other hand, there would be perhaps an equal number who have been trained over the years but who did not take up employment. We have, however, learnt to persevere. We have also learnt that our role is to continue planting the seed. There are those who blossom early and there are others who blossom late. And then there are always those seeds that remain seeds holding within them their potential. But eventually, we will have a green forest of tall trees, bringing in with it the fresh air of change!

With just a small note of thanks to all our funding partners. Your support and faith in us carried us thus far and will, hopefully, take us further.

The success of our work we owe to the learnings and experiences of the innumerable women and men who, over the last hundreds of years of women's movement, have paved the ground and nurtured our minds and souls with knowledge and wisdom about women's rights. We build on that ground and humbly take full ownership of the mistakes we make!

I go back to Alice in Wonderland and would like to believe that your three minutes would definitely tempt you to read further.

"I have proved by actual trial that a letter, that takes an hour to write, takes only about 3 minutes to read!"
- Lewis Carroll

A handwritten signature in dark ink, reading "Meenu Vadera". The signature is written in a cursive, flowing style. Below the signature is a single horizontal line.

Executive Director



Pushpa, a cab driver trained by Women on Wheels, changes a tyre, 2012

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**“Driving as
a vehicle
for change”**

Shrinivas Rao, Programme Director,
Azad Foundation, Delhi

“Empowering women and girls with more choices and freedoms is crucial to achieving a better future for all.

Women agency and freedom are among the crucial means for enhancing development.”

Amartya Sen, Nobel Laureate and
Professor in Economics and
Philosophy at Harvard University

Despite rapid economic growth, **gender disparities** in women's economic participation have remained deep and persistent in India. The World Economic Forum's *Global Gender Gap Report 2012*¹ ranks India 105 out of 132 countries on gender parity. India is the lowest-ranked of the BRIC economies on wage equality. India ranks low partly because of its skewed sex ratio with only 914 girls every 1000 boys. Female foeticide is tragically common in a deeply rooted patriarchal society.

Today just 25 % of Indian women above the age of 15 participate in the workforce compared to 80 % of men. More women work, but because livelihood options for resource poor women are skewed many end up working in the feminised informal sector with long working hours, low pay and no social security.

Women's issues in India regained a momentum and limelight since December 2012 gang rape and death of a young female student in Delhi.² The incident set off countrywide protests asking for stronger laws and protection for women. India is once again at a “turning point” to address the issue of violence against women. Civil society has and continues to contribute significantly to furthering women's rights, but patriarchal mindsets still need to change.

The tragic rape highlighted the dangers Indian women face in public spaces and public transport. Unfortunately sexual harassment and violence on public transportation are so routine that women have their own designated compartments in metro and trains. In order to demonstrate bold and non-traditional, remunerative livelihood options for women and to give women travelling in the city a safer option, Azad Foundation together with Sakha Consulting Wings Pvt. Ltd. launched a women chauffeur and cab-hire service in New Delhi run for women, by women. By training underprivileged women in the Women on Wheels initiative to become professional drivers, Azad Foundation aims to empower women socially and economically by providing Delhi's resource-poor women a remunerative job. Women on Wheels enables such women to get out of the vicious intergenerational cycles of poverty and disadvantage and change the lives of their families and wider networks.

1 *The Global Gender Gap Report 2012* (2012), R. Hausmann, L.D. Tyson and S. Zahidi, World Economic Forum, Geneva

2 On 16th December 2012, a female student physiotherapy was brutally gang raped in a bus. She later died because of her injuries.



In 2010 Grace and Suneeta acquired their permanent license, 2011

BECOMING VISIBLE

“When the women arrive at Azad, most of them have inadequate documents – either no ID card, no certificates of education, address proof etc.” Vadera says. “One of the women on our first course said to me, ‘If I’d died on the road in an accident they wouldn’t have known who I was’. In the process of acquiring a driving license they become visible citizens of this country.”³

³ “Delhi’s female drivers break ranks” (18 May 2010), *The Guardian*, D. Chaudhri

THE PROGRAMME

The **Azad Foundation** is a charitable foundation, founded on 2nd May 2008 in New Delhi, India. Its mission is to provide “livelihoods with dignity” for young women from resource poor communities. It aims to level the employment field for urban disadvantaged women by developing new and bold livelihoods options that enhance women’s economic status, dignity, and decision-making within their families. The Azad Foundation believes that, it ultimately helps these young women to become catalysts of positive social change in the lives of their families and communities.

Women on Wheels is the signature initiative of the Azad Foundation established in May 2008. The initiative encourages, selects and trains women from deprived backgrounds to become professional commercial drivers. The training programme covers a wide brief, helping the selected women to enhance their awareness in areas such as legal rights, self-defence, English language, personal presentation, hygiene, financial literacy as well as the essential driving skills. The training offers immeasurable benefits to these women, who in turn will inspire other women to also take the step to courageously fulfil new roles in their society, by taking on non-traditional professions, and becoming autonomous and economically independent. The initiative provides a complete and transformative experience for women to move from a disadvantaged situation into well-remunerated employment with dignity.

MOBILIZATION AND OUTREACH



Through the outreach and mobilization activities, Azad Foundation mobilisation team works in partnership with local NGOs, community based organisations (CBOs) and other organisations to identify and connect with resource poor women in the target areas where they reside.

This initial stage of the initiative is essential to effecting deep societal change and improving the position of women within the poorest communities:

- **200.000** women and families reached in slums
- **2.000** women supported to acquire identification papers
- **200** women acquire permanent drivers license

Activities include public and thematic events; door to door surveys; working with community leaders and mission convergence; individual and family counselling and registration and retention.

TRAINING



The recruits are taken through a rigorous high quality training process which consists of 14 modules. The training is undertaken both in-house and externally and gives deep and rich learning opportunities to the women. The training is provided by:

- Induction module by AF
- Learners module for learners license by AF
- Driving skill training by Maruti IDTR
- Driving training for permanent license by AF
- Driving practice on road by AF
- Map reading & key routes of NCR by AF
- Practice for employability (self-driving) by AF
- First-aid training by Delhi Red Cross
- Gender and domestic violence and legal aspects by Jagori
- Sexual and reproductive health by Jagori
- Self defense skills training by Delhi Police, Crime Against Women Cell
- Communication skills training / work readiness module by external expert
- English speaking training by external expert
- Counseling and personal growth by external expert

Sakha Consulting Wings Pvt. Ltd. employs the women drivers trained by the Azad Foundation and gives them the opportunity to work in a women-friendly environment. After a year of working experience as a personal chauffeur the women then have the opportunity to acquire a commercial driving license and become employed full time by Sakha, currently the only company providing employment for women drivers.

Sakha, the for-profit arm of this enterprise, has been set up for providing employment solutions to the qualified women drivers with a commercial license. Sakha also aims at providing safe and alternate transport options to women in National Capital Region (NCR), thereby contributing towards making Delhi a safer place for women. A first of its kind, Sakha offers women chauffeurs and car hire services in the NCR. It does this by offering three services. (See below)



PLACEMENTS AND SERVICES

- **Sakha Women Chauffeur Placement Services:** employment opportunities are made available to qualified women drivers through placements with individuals, NGOs, corporations and other institutions. A majority of our clients are women professionals, senior women and working couples with young children.

This service is a first of its kind in India. The employment is provided under a clear contract signed between the driver and the client.

- **Sakha Cabs for Women by Women:** In November 2010, Sakha launched a cab hire service for women and families in the NCR. Our clients are among the leading in their industries: software and social institutions.
- **Sakha Premium Women Chauffeur on Call:** Sakha provides chauffeurs on hire both for short-term hire (per-hour basis and daily packages) and contracted services.



Madhu during her work for Sakha Chauffeur Placement services, 2011

THE CHALLENGES

The greatest challenge facing Women on Wheels is the recruitment of trainees.

The reasons that prevent an Indian woman from pursuing careers that will make her economically independent and autonomous are complex and many:

1. **Driving as a career for women.** Young women are so undervalued that they are not deemed capable by their families to learn how to drive and thus not worthy of such an investment of time and money.
2. **The women themselves.** Though many get excited at the thought of being behind the steering wheel, many do not really believe that they can do it. Fearing the potential scepticism of their entourage, many young women do not tell their families of their decision to train as chauffeurs until well into the training, to avoid facing the sneers and looks of disbelief. The process of socialization in India inhibits women from taking decisions in their own lives and they tend to pass this decision to others in the family or community.
3. **Concerns around security.** Although most crimes against women happen in their immediate surroundings, many are rightly concerned about the security of the women cab drivers working in a male dominated profession. Male taxi drivers have a reputation of "hard living" and the women are at risk of harassment or worse. Through education and awareness, the Azad Foundation counters the myth that women are more vulnerable in public spaces. The Azad Foundation also works with the police to train the women in self-defence and teach them to protect themselves in challenging situations.
4. **The investment of time in training.** Convincing the immediate families that the eight to ten month time-investment is justified is a challenge for these women. They must travel far from home and the family has to face the comments of the community about their honour. As the training progresses, the women gain confidence and often the once shy, retiring daughter or wife becomes feisty and confident. This adds further stress to relationships at home but builds confidence as they meet new people and their perspective on their current relationship changes. All of this requires tough negotiation at family level and a lot of counselling support for the women and often for their families. It becomes a delicate balance to support them in meeting their very natural needs for acceptance, affinity, and affection, while also assuring the families that their *izzat* (honour) will not be stained.

Married women have additional challenges leaving their kids at home. And for some women already earning, even though small amounts, it seems like a sacrifice to stop those jobs. A social security fund provides interest free loans to such women to help them tide over the interim financial crisis.



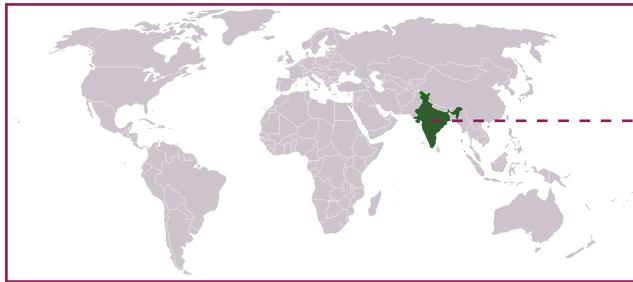
Mamta, a Sakha woman chauffeur under Private Placement, 2012

SUPPORTIVE MOTHER-IN-LAW

"Mamta is determined to get her taxi licence. She is lucky, she explains, because her parents look after her youngest child while she is out getting extra practice. Her mother-in-law suggested she go on the course. "I got a lot of support from her," she says. "Her outlook to life was quite different to that of other mother- in-laws who expect their *bahus* [daughter-in-laws] to stay at home."⁴

4 "Delhi's female drivers break ranks" (18 May 2010), *The Guardian*, D. Chaudhri

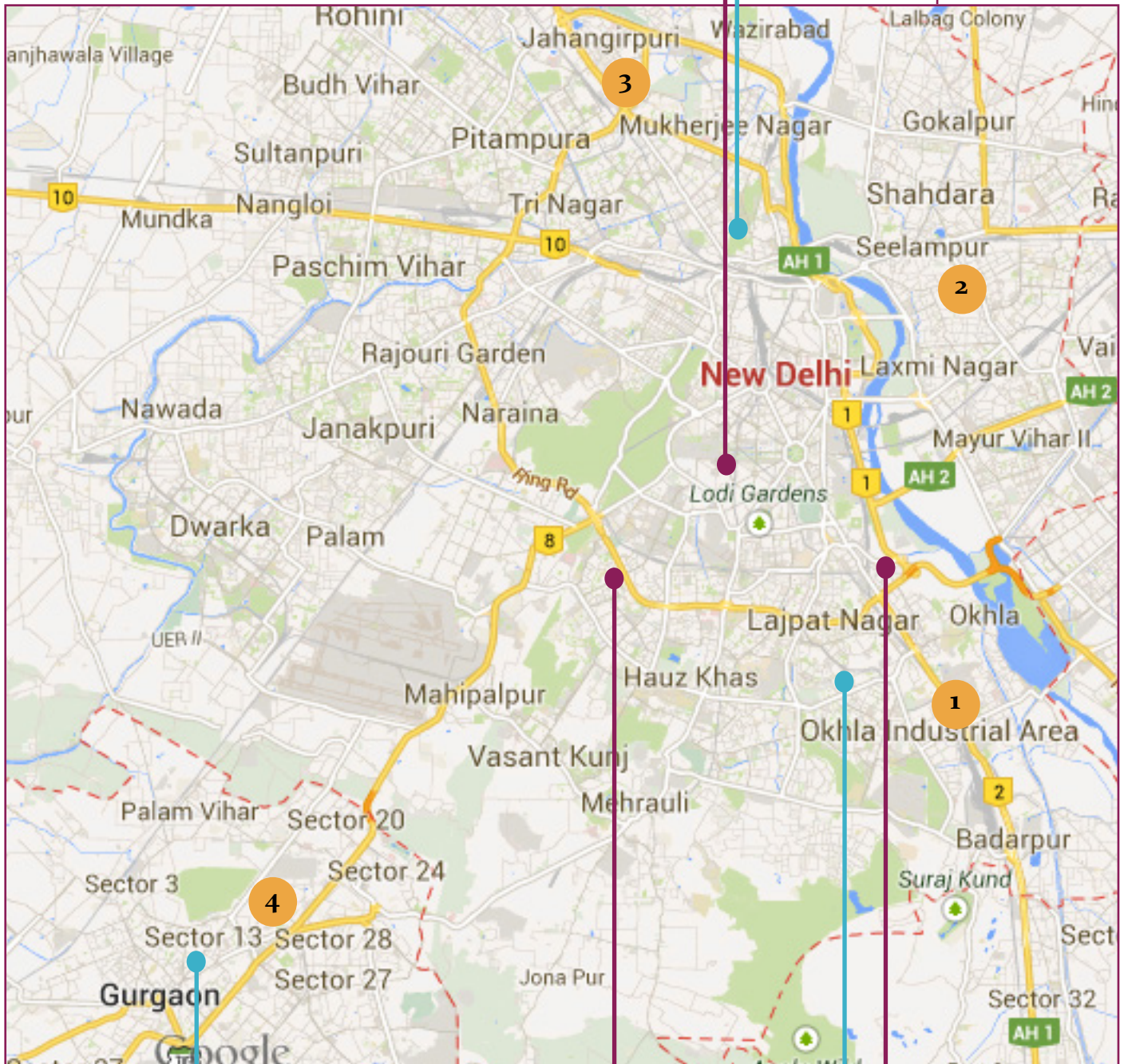
MAP OF ACTIVITY LOCATIONS



Indian Red Cross Society



Azad Foundation



Azad Foundation

Azad Foundation and Sakha Consulting Wings Head Office

Delhi Police,
Crime against women cell

Maruti IDTR

NB: Azad Foundation, Jaipur is not on the map



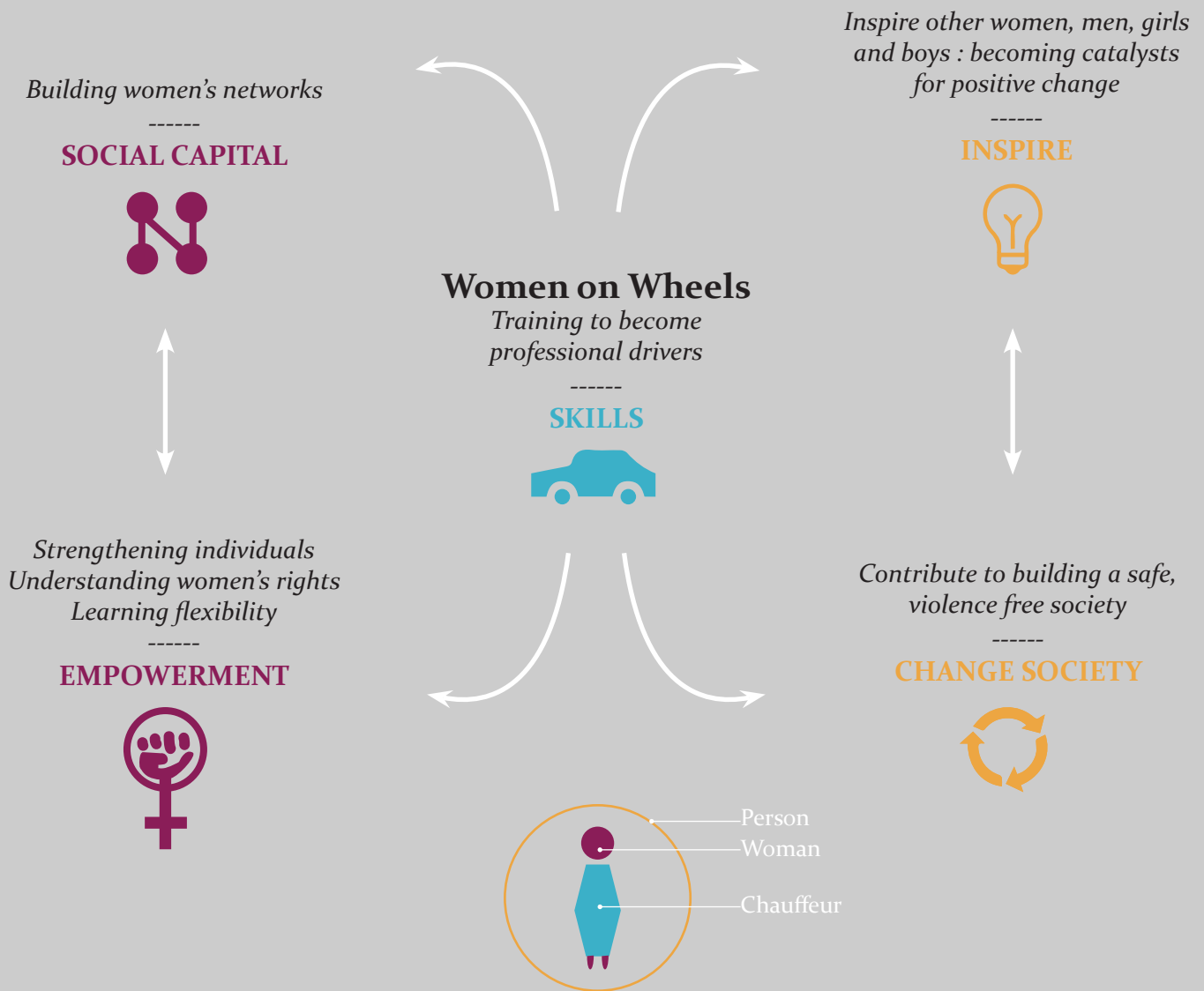
Shanti and Shrinivas at a OBR campaign camp. Photo taken by Renu and Chandni (trainees at Feminist Approach to Technology, 2013)

MOBILIZATION AND OUTREACH

Mobilisation and outreach activities are diverse and aim cover a geographically large area. The numbers and areas below correspond with the numbers on the map (left) where direct interventions in the community take place.

1. South Delhi
2. East Delhi
3. North Delhi
4. Gurgaon

THE TRANSFORMATIVE PROCESS



PHYSICAL TRANSFORMATION

One Women on Wheels' driver was registered with the government for receiving widow pension. Her husband had died a few years ago and she used to receive a paltry amount from the government every month. After completing the training, she had to go (as part of the regular process) to update her records and provide a fresh photograph of herself with the documents. The government officers refused to accept the given photograph as that of the woman who had been receiving the pension. She had to convince them that it was indeed her, the same person who has been receiving the pension for a few years. This experience demonstrates how much a person's physical appearance changes as the person gains internal confidence and transformation.



Prime Minister David Cameron (UK) meets the Sakha Cabs for Women team and Aamir Khan, February 2013

KEY EVENTS

“The women that I met were an inspiration. The unique taxi service that they offer to women in Delhi is a brilliant initiative and I enjoyed hearing about the sense of pride, empowerment and independence that it brings them. I will be sure to recommend your service to friends and colleagues visiting Delhi in the future.”

Prime Minister David Cameron,
28 February 2013

One Billion Rising campaign (see appendix)

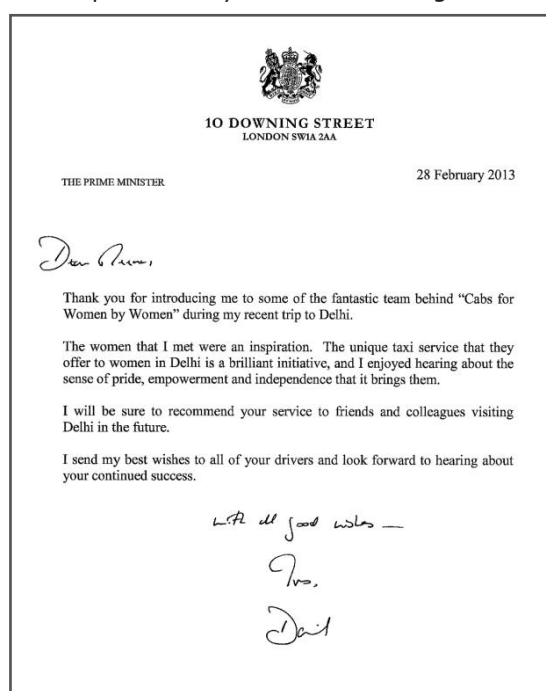
According to the United Nations, one in three women in the world experience assault and violence in their lifetime. That is to say, one billion women worldwide. On 14th February 2013, one billion people in 207 countries rose and danced to demand an end to violence against women and girls. In Delhi, Azad Foundation, Sakha Consulting Wings and Kriti team organised a series of events from 29th January to 14th February 2013, to mobilise communities to rise as part of the One Billion Rising Campaign. This mobilisation campaign on the issue of Violence against women reached out to 25 localities and 3000 persons through different media.

The women who have dared to dream / Parvaz celebration

On the occasion of International Women's Day '12, Azad and Sakha organised an event on the 10th of March to celebrate the spirit of the women who have dared to dream. Out of 40 women drivers, 15 were chosen and felicitated with "*Kushal Mahila Chalak Samman*" by Smt. Sheila Dixit, Chief Minister, Delhi. Her words have left participants energized and rearing to achieve further success "*Jo kaam hamari sarkar nahin kar payee hai woh Azad aur Sakha ne kar dikhaya hai!*" ("Azad and Sakha have been able to do what the government has not been able to do despite several attempts").

PM Cameron supports Sakha Cabs for Women

On 19th of February 2013, the team of drivers from Sakha Cabs for Women were invited to meet the Prime Minister David Cameron in Janki Devi Memorial College in New Delhi. The UK Prime Minister spent twenty minutes meeting all the team.



Letter from Prime Minister David Cameron

THE STORY OF SHANTI

Today, Shanti is a commercial chauffeur with Sakha. Quiet and confident, she inspires confidence in her clients and is a role model for her three daughters who she is bringing up single handedly. Shanti's husband walked out on her and her daughters a few years ago, and Shanti was relieved when this happened. It was better to be without a husband and without a father than to be with one who was violent – almost on a daily basis and suffered from unpredictable bouts of rage. Shanti, who has studied only till class X, tried desperately hard to look for jobs, any work, that would help her sustain herself and her family. The jobs were erratic, with no guarantee, no leave, not much salary and long hours of work, making it tough for her to manage. One day her friend told her about Azad Foundation. As Shanti says, she joined Azad to come and learn about driving. But she found a space, where she learnt about so much more. In her gender classes especially, she found an opportunity to reflect upon her own experiences and realised that she had choices in life. Through counselling sessions she was able to slowly build an understanding in how she needed to handle her personal challenges. Eventually, with her own hard work and support from Azad, she gained professional competence and then took up employment as a chauffeur. She was employed by a visually impaired woman and worked with her for more than a year before joining Sakha as a commercial chauffeur.

Sahachari Foundation donated a car to Sakha Cabs for Women

Sahachari Foundation lends a helping hand to the activities of deserving NGOs by funding their specific requirements. This year Sahachari Foundation donated a car to Sakha Cabs for Women. The keys of the car were handed over by Ms Yashodhara Raje Scindia, Minister of State. The Minister used that opportunity to offer her help should Sakha Cabs wish to open a branch in her state of Madhya Pradesh.

The car sponsored by Sahachari Foundation was used to transport Sridevi, a very famous Bollywood actor for the Design One event on the 27th of February 2013. It was the first time Sridevi had ever sat in a woman driven cab. "Like the first time how I worked with a woman director in English Vinglish, I travelled with a woman taxi driver. It was quite exciting and thrilling" she said. The ride was given by Savita, one of the drivers from Women on Wheels, received a fair share of media attention.



Ms Yashodhara Raje Scindia, Minister of State with the car donated by Sahachari Foundation, 27 February 2013

Satyamev Jayate a talk show viewed by 20 million people

Azad Foundation gained visibility and credibility when it was chosen as a partner in the famous telecast programme Satyamev Jayate anchored by Aamir Khan, a Bollywood celebrity who uses Sakha Cabs every time he is in Delhi. Azad Foundation was featured in the episode on Domestic Violence.

MEDIA COVERAGE IN 2012 - 2013

<i>Times of India</i> , March 2012	<i>BBC Online Magazine</i> , Feb. 2013
<i>Deccan Herald</i> , March 2012	<i>Huffington Post</i> , Feb. 2013
<i>The Gulf News</i> , March 2012	<i>Russian Radio</i> , March 2013
<i>One World Actions</i> , Sept. 2012	<i>IndiaCSR</i> , March 2013
<i>Live Mint</i> , Sept. 2012	<i>The Nation</i> , March 2013
<i>NDTV</i> , Feb. 2013	<i>Social Enterprise Buzz</i> , July 2013

KEY INITIATIVE HIGHLIGHTS

“The transformation during the course is so significant. You can see it in their body language, in their speech, their ability to negotiate. I think it’s partly stepping into a very different world. Learning to drive is like learning to swim or ride a bicycle: once you have got over the initial hesitation, it makes you feel powerful.”

Meenu Vadera, Executive Director
Women on Wheels

Women on Wheels inspires

Azad Foundation hosted a number of learning journeys for academics, management professionals, senior corporate executives and social entrepreneurs. These learning journeys have become rich sources of cross learning the business leaders and entrepreneurs learned about the process of social change.

- *Leaders’ Quest* is a social enterprise that connects CEOs to the grassroots organisations. After Leaders’ Quest identified Sakha Consulting Wings as a unique path - breaking social enterprise, it organised a learning journey for 12 business leaders in the resettlement colony of Madanpur Khadar. This event was an eye opener for many of the participants. It made them realise the need to deliver inclusive development to the bottom half of Indian population.
- *Journeys for change* is an institution aimed at developing exceptional leaders to create greater impact in the world. On 2nd of December 2012 the delegation of 10 leaders from six different countries learnt how social innovation like Azad Foundation’s and Sakha Consulting Wings’ is challenging the gender stereotypes and breaking the glass ceiling.
- Azad Foundation hosted two learning journeys in collaboration with IMT Ghaziabad: one with academics from the Global Business School of Network and another with faculty members from the University of San Diego. The primary objective was to understand how social enterprises like Azad Foundation and Sakha Consulting Wings operate as well as their constraints and key processes to make this venture successful. Both of the events were inspiring for the faculties, they learnt how a model of social capital with moderate investment can create an inclusive and sustainable business.



Sakha women chauffeurs felicitated by Chief Minister, Delhi (centre) and with Chairperson of Azad Foundation (right), 10th March 2012

WOMEN ON WHEELS IN NUMBERS IN 2012-2013

Details	No. of women
1. Registered	181
2. Acquired Learners License	159
3. Acquired Permanent License	88
4. First Aid	88
5. Self Defense	106
6. Women's Rights	88
7. Communication	82
8. English Speaking	86
9. Cleared Sakha Test	38
10. Employed by Sakha Placement Services	44
11. Employed by Sakha Premium Cab Hire Service	11

Year	No. of Sakha Cars
2010-2011	3
2011-2012	6
2012-2013	8

Year	No. of Trainees	No. of acquired license
2008-2009	9	8
2009-2010	30	22
2010-2011	55	27
2011-2012	71	41
2012-2013	181	88

Mobilisation and Outreach strengthening

The outreach and mobilization has become a critical and important component of the initiative. There now is a programme to spread awareness among poor and marginalized families about the choice of driving as a suitable career for women. Young women with the right attitude who may be interested are identified and registered. Interventions have expanded from 11 to 23 areas thanks to strategic partnerships with several institutions. A mobilization manual is now being prepared.

Initiative deepening

Azad works in ways where learnings from our practice are routinely incorporated in organisational systems and ways of working. This helps in creating a high impact programme. One major achievement is the documentation of the entire curriculum. All of the 14 modules are now written down, with detailed methodology, notes to facilitators, exercises and feedback processes.

Another development this year is the introduction of meeting of family members with training faculty at regular intervals of the learning process. This process will be strengthened and institutionalised further in the next year.

The development of a monitoring software that is web-based is currently being tested and will lend itself to expansion across cities. The software, which can be accessed from anywhere, will allow users to build a complete documentation for each learner right from the time of registration, through the learning processes until she is employed, with scanned copies of all relevant documents. It will also highlight where and when a learner is losing pace and provide an opportunity for the team to intervene in a timely manner.

New offices

Expansion into new geographical areas marked the year as Women on Wheels opened new offices in Model Town, Gurgaon (Haryana) and Jaipur. Following a study for Noida and sponsored by the World Bank, it has been decided to not yet start a separate operation in this city which can be serviced effectively from East Delhi. Apart from this a study for working in Kolkata has been undertaken.

Institution building

Several trainings and team building events were held through the year in order to maintain team cohesion. While Women on Wheels continues to grow it is important to maintain its inclusive culture and focus on institutional values. In that context, specific trainings for team members including content based training, perspective building training, and self-development training were organised throughout the year.

ACTUALS AND BUDGET

(Azad Foundation)

	Annual Expenditure 2012-2013 (USD)	Total Budget 2013-2014 (USD)
Programme strategy 1:		
<i>Youth outreach & mobilisation</i>		
Includes expenses on community level work - meetings, street theatre, campaign and rallies, material production, supporting community level mobilisers and trainings.	27,559	75,915
Programme strategy 2:		
<i>Preparing women drivers</i>		
Includes all costs related to driving training and procurement of all relevant licenses, cost of two uniforms and a mobile hand set for all graduating women as an 'employment kit'.	43,124	108,845
Programme strategy 3:		
<i>Preparing women as catalytic change agents</i>		
Includes cost of all other trainings - English speaking, communications, womens' rights etc. Also includes a social security fund used to provide interest free loans to women trainees from particularly vulnerable backgrounds.	14,689	22,639
Programme strategy 4:		
<i>Learning & documentation</i>		
Includes costs for documentation work - eg. documented stories of 50 young women who came as trainees. Also includes costs for activities such as documentation of the curriculum, designing monitoring software and organising learning retreats for trainees as well as team members.	14,495	4,437
Exploring new potential		
Includes costs for feasibility studies for new areas and the initial setting up costs.	33,159	75,704
Salaries	51,195	41,593
Overheads & administration	22,443	20,111
Capital expenses	17,175	34,517
Total Expenditure	223,837	383,761

Exchange rate approximately INR54: 1USD

SUPPORTERS



Sir Dorabji Tata Trust



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A banker at Citibank for 12 years, Madhu has extensive experience in Risk Management and was part of various global projects for implementation. She worked with Cash Management and Investment Banking functions, and headed the Quality function for Central Europe, Middle East and Asia. A Maths (Hons.) student from Delhi University, she completed her Management degree from IIM Ahmedabad. She is currently a self-employed investment consultant and holds an independent Director's position with a Birla Sugar company.

Meenu Vadera (Secretary):

A graduate from London School of Economics with an M.Sc. in Social Policy and Planning, Meenu has worked on women's issues for over 20 years. Besides India, she has been involved in development initiatives as the Country Director of Action Aid in Uganda (1998-2003). Having returned to India since, she has led an innovative initiative of Aagaz Academies - schools of leadership for elected women panchayat leaders. She has also written and published many articles on women's rights.

Nandini Narula (Treasurer):

With a Masters in Social Work from Nirmala Niketan, Mumbai, Nandini has had nearly three decades of experience in the development sector ranging from the grassroots to international donor agencies. She has initiated many programmes that focus on women's economic empowerment and leadership development besides working on participatory training methodologies, issues of conflict transformation, youth, organizational development and democratic governance. She is also on the board of a number of NGOs.

Alka Sharma (Member):

A graduate in History with an LLB from the University of Delhi, and an MBA in Public Service from the University of Birmingham, UK, Alka is currently Registrar at University of Delhi. She has worked closely with various defense, scientific and security-related Government organizations in various capacities with the core responsibility of finance.

Anuvinda Varkey (Member):

Is a lawyer practicing in Delhi. Apart from working on access to justice issues for marginalized sections of society, she has worked extensively on issues of backlog and delay, and reduction of cases in the district courts of Delhi. She works closely with NGOs and is also a member of the sexual harassment Committee, Ministry of Chemicals and Petrochemicals, Government of India.

Rajiv Khandelwal (Member):

Is the founder and CEO of Aajeevika Bureau, an agency in Rajasthan that provides services and support to rural migrant workers who enter urban areas for employment. For this he was elected as an Ashoka Fellow in 2005. An IRMA graduate, he has more than 20 years of experience as a development practitioner in West India and East Africa. Rajiv writes and speaks at a local and international level on issues of labour and employment and heads a growing inter-state operation based in Udaipur.



Women chauffeurs at the Parvaz event, 10th March 2012

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