



Centre for
Knowledge &
Development



STRATEGIC PLAN

2021-2025



“Diverse Voices lead to a Stronger Dialogue”



TABLE OF CONTENTS

| | |
|--|----|
| List of Figures | 4 |
| List of Abbreviations | 5 |
| Foreword | 6 |
| I. Executive Summary | 7 |
| II. Introduction: Centre for Knowledge & Development | 8 |
| A. Our Genesis | 8 |
| B. The Context | 8 |
| C. Our Vision, Mission, and Goal | 11 |
| D. Our Values and Culture | 11 |
| III. What We Do | 13 |
| A. Our Key Distinguishers | 13 |
| B. Our Approach | 13 |
| IV. Our Theory of Change | 15 |
| V. Our Focus Areas | 17 |
| VI. Our Organisational Structure | 18 |
| A. Board of Directors | 21 |
| VII. Our Work | 22 |
| A. Delivering Promises of Change | 22 |
| B. Knowledge Generation and Dissemination | 25 |
| C. Our Partners | 27 |
| VIII. Financial Overview | 28 |
| IX. Looking Ahead | 30 |
| A. Key Milestones | 30 |



LIST OF FIGURES

| | |
|--|----|
| FIGURE 1: Our Genesis | 8 |
| FIGURE 2: Our Vision, Mission, and Goal | 11 |
| FIGURE 3: Our Values | 11 |
| FIGURE 4: Pledging to Diversity, Equity, and Inclusion | 12 |
| FIGURE 5: Our Distinguishing Elements | 13 |
| FIGURE 6: Our Approach | 14 |
| FIGURE 7: Theory of Change | 15 |
| FIGURE 8: Organisational structure | 18 |
| FIGURE 9: Team 2021 | 19 |
| FIGURE 10: Board of Directors | 21 |
| FIGURE 11: IPE Global's Work | 26 |
| FIGURE 12: Our Partners (2021) | 27 |
| FIGURE 13: Resource Mobilisation Pathways | 29 |
| FIGURE 14: Milestones 2021 - 2025 | 30 |

LIST OF ABBREVIATIONS

| | |
|----------------|--|
| ASHA | Accredited Social Health Activist |
| AWW | Anganwadi Worker |
| BCC | Behaviour Change Communication |
| CAG | Comptroller and Auditor General |
| CBO | Community-Based Organisation |
| CIFF | Children's Investment Fund Foundation |
| CKD | IPE Global Centre for Knowledge & Development |
| CSO | Civil Society Organisation |
| CSR | Corporate Social Responsibility |
| C-USE | Centre for Urban Science and Engineering |
| DEI | Diversity, Equity, and Inclusion |
| FCRA | Foreign Contribution Regulation Act |
| HR | Human Resources |
| IAS | Indian Administrative Services |
| ICDS | Integrated Child Development Scheme |
| IFA | Iron Folic Acid |
| IIT | Indian Institute of Technology |
| KHEL | Knowledge Hub for E-Learning |
| LA | Local Agenda |
| LBW | Low Birth Weight |
| MPI | Multidimensional Poverty Index |
| NB | National Breakthrough |
| PMMVY | Pradhan Mantri Matru Vandana Yojana |
| POSHAN | Prime Minister's Overarching Scheme for Holistic Nutrition |
| POSH | Prevention of Sexual Harassment |
| RMNCH+A | Reproductive, Maternal, New-born, Child, and Adolescent Health |
| SDGS | Sustainable Development Goals |
| SNP | Supplementary Nutrition Programme |
| SRH | Sexual and Reproductive Health |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| UNDP | United Nations Development Programme |
| USAID | United States Agency for International Development |
| USD | United States Dollar |
| WASH | Water, Sanitation, and Hygiene |



FORWARD

I am delighted to present the Strategic Plan 2021 – 2025 for IPE Global Centre for Knowledge & Development (CKD). Here, we outline the pathways we have identified to reach our goal of creating an alliance of engendered and mission-oriented partners to support 20 million girls and women to realise their full potential by 2040.

The process of formulating this Strategic Plan has given us the opportunity to evaluate past successes and failures, and define our vision and goals to address the challenges that lie ahead. In this Strategic Plan, we have translated our learnings from the COVID-19 pandemic experience into action that can guide our programs and efforts over the next five years. Transformation and excellence are two fundamentals of our strategy, which will shape the future of the Centre for Knowledge & Development.

This plan attests to our commitment of achieving excellence through our core functions of working on innovative development solutions, as well as creation, dissemination, and exchange of knowledge. Our ethos is to actively engage with political stakeholders and the communities we support. In our endeavour to fast-track the achievement of the Sustainable Development Goals (SDGs) in India, we aim to develop an enabling environment where our financial and physical resources are appropriately designed and deployed. The team at the Centre for Knowledge & Development is dedicated to its vision, mission and goals, and motivated to power through the journey ahead.

I would like to take this opportunity, on behalf of the team, to express sincere gratitude to all our stakeholders, who provided invaluable inputs, suggestions, and gave direction that shaped this Strategic Plan. In particular, I would like to thank the Board of Directors for approving the plan and taking the responsibility of overseeing and monitoring its implementation.

I am positive that, with the collaboration of our talented staff, communities, alumni, friends, and supporters, we will be able to achieve the goals we aspire and translate our milestones into action. I invite you to join hands with us as we stride ahead towards realising this plan, and along the way, fostering meaningful and effective partnerships and collaborations.

ASHWAJIT SINGH
Founder & Managing Director
IPE Global Limited

EXECUTIVE SUMMARY

At the Centre for Knowledge & Development (CKD), we view developmental challenges through a gendered lens and turn them into opportunities for transformation. We aim to improve the lives of women, adolescents, and children (WAC), wherein they become owners, planners, and decision-makers in the systems that govern their lives. With a commitment to leave no one behind, values of diversity, equity, and inclusion (DEI) are the overarching principles which ties our actions to our goal.

We aim to address harmful social hierarchies and norms, by reworking the 'one size fits all' way of implementing development programs. As India strives to achieve the Sustainable Development Goals (SDGs), and reap its 'demographic dividend', it is imperative that India focuses on empowering women, children, and adolescents. The inequities they face manifest in the fields of education, nutrition, livelihoods and employment, and access to 21st century skills. Our aim is to drive change in these domains by building consensus, improving access, and sustaining empathic behaviours. Our approach and ways of working are guided by insights from our collaborative research, dialogue with key stakeholders, and the team's combined wisdom and rich experience in this area.

Over the next five years, we propose to work on new-age skills, green jobs, sexual and reproductive health (SRH), nutrition, WASH, and education, with capacity building, techno-managerial support, and knowledge creation as strategic interventions cutting across these domains. Climate change is another cross cutting theme, which impacts all our focus areas. We aim to increase investments in climate adaptation and resilience to mitigate its effects. We will design and implement innovative solutions to address developmental challenges at the national and sub-national level. Together with research and strategic engagements, we will leverage the experience of eminent leaders for capacity building and knowledge products.

We converge on prioritising women, adolescents, and children's concerns among elected representatives and strive for greater public funding to address issues faced by them in the coming years. In line with the spirit of Jan Andolan, we will work closely with governments, stakeholders and communities to sustain and amplify impact.

As we embark on this new strategy, the world is coming out of an unprecedented health crisis that has intensified uncertainties. It has enhanced the vulnerabilities of historically disadvantaged groups. We believe that it is critical to leverage the collective experience of IPE Global Group and create purpose-driven partnerships with governments, multilateral agencies, civil society, and the private sector to support the national efforts to recover from the COVID-19 induced losses. We at CKD are committed to relentlessly serving communities and creating tangible changes for a sustainable future.

INTRODUCTION

Centre for Knowledge & Development

Centre for Knowledge & Development (CKD), with its headquarters in New Delhi, has been incubated by IPE Global Ltd. in 2013, with the purpose of sustaining efforts towards diversity, equity and inclusion (DEI) and having a singular focus on women and girl related issues in India.

IPE Global is an international development consulting firm known for implementing multisectoral, large-scale development projects aligned with the Sustainable Development Goals (SDGs) across continents. It is headquartered in India with international offices in Bangladesh, Ethiopia, Kenya, Myanmar, Nepal, Philippines, and United Kingdom. IPE Global has partnered with multi and bi-lateral agencies, governments, corporates, and not-for-profits, to anchor equitable development and optimal impact. For over two decades, IPE Global is demystifying sustainability with a passion for heralding change. Given the protracted presence of developmental concerns for women, adolescents, and children in India, IPE Global recognised several gaps in the ecosystem at the policy and grassroots level. This led IPE Global to establish the Centre for Knowledge & Development.

A. OUR GENESIS



Figure 1: Our Genesis

B. THE CONTEXT

India today stands at a critical juncture of alarm and opportunity. India ranks 62nd out of 107 countries in the Global Multidimensional Poverty Index (MPI) 2020, assessed on indicators of health, education and standard of living. The country hosts the largest

number of people living in multidimensional poverty in the world, estimated at 364 million.¹ Historically, disadvantaged communities face this burden disproportionately – in India five out of the six multidimensionally poor people are from lower tribes or castes.²

India also has the largest number of malnourished children and the highest rates of domestic inequalities in malnutrition (Global Nutrition Report 2020). Every second pregnant woman is anaemic, while a quarter of women in the reproductive age are undernourished³. This intergenerational cycle of malnutrition remains a silent crisis with an adverse impact on productivity and economic development.

In terms of access to education institutions, young adolescent girls fall far behind their male counterparts. Forty percent of adolescent girls in the age group of 15-18 years are not attending any education institution.⁴ The situation for girls has been worsened due to the pandemic. Across the country, as schools begin to reopen, nearly ten million⁵ socially and economically disadvantaged girls will find it difficult to continue their education; about one-tenth⁶ of these girls will never return to school. They would either start working to help their parents recover from the economic shocks posed by COVID-19 or be married early. The closure of Skill Development Centres will severely impact the ability and aspirations of out-of-school girls to attain economic independence, and their parents' motivation and confidence to invest in them for becoming future contributors of household income.

While the national and state governments instituted several programs to digitise education during the pandemic, the socio-economic realities on-ground led to differential access of these resources to boys and girls. In a recent survey⁷, time-use data revealed that an alarming majority of girls (71 percent) were employed in care work, compared to 38 percent for boys. This reflects the non-conducive atmosphere for females to access to education. The cultural bias is validated in the finding that amongst all the adolescents who do not attend education institutions, the percentage of non-workers⁸ amongst girls is almost double than amongst boys (around 65 percent girls and only 33.4 percent boys).⁹ Moreover, in low and middle-income countries, boys are 1.5 times more likely to own a phone than girls and are 1.8 times more likely to own a smartphone that can access the internet.¹⁰ Hence, even if online education is available, access to it is gendered.

1 Global MPI, 2020

2 Global MPI, 2021

3 National Family Health Survey 4

4 National Commission for Protection of Child Rights – 2018

<https://ncpcr.gov.in/showfile.php?lang=1&level=1&sublinkid=1357&lid=1558>

5 Right to Education Forum policy brief; Available at <http://rteforumindia.org/wp-content/uploads/2021/03/National-Policy-Brief.pdf>

6 India specific estimates are not available. Ebola outbreak is being used as the nearest comparator globally. The report released by Malala Fund suggests that Girls' enrolment, already lower than boys, did not return to pre-crisis level. In Guinea, as of 2018, girls were 25 percent less likely to enrol back in schools. Similarly, in Sierra this rate stood 16 percent by end of 2017. While both the countries can

not be compared with Himachal Pradesh, but 10 percent approximation in discontinuity of education of girls due to COVID even if school opens in HP looks like an appropriate estimate

7 Right to Education Forum policy brief; Available at <http://rteforumindia.org/wp-content/uploads/2021/03/National-Policy-Brief.pdf>

8 i.e. persons who did not 'work' at all, could be engaged in household duties or dependents, pensioners, beggars, etc

2018. National Commission for Protection of Child Rights - <https://ncpcr.gov.in/showfile.php?lang=1&level=1&sublinkid=1357&lid=1558>

10 Real girls, real lives, connected- available at https://prd-girleffect-corp.s3.amazonaws.com/documents/GE_VO_Full_Report_compressed.pdf

Climate change is a rapidly growing threat that holds the potential to devastate and reverse India's progress in areas of education, health, nutrition, livelihood et al. It can cause approximately 1.5 percent loss in agriculture's contribution to GDP which currently stands at 15 percent. By 2030, rice and wheat are likely to see about a 6 - 10 percent decrease in yields¹¹. This threatens to widen existing gender-based health and nutrition disparities. Further, the reduction in yield will also affect the livelihood of women, who make up more than 65 percent of the agricultural workforce. Due to incumbent losses in income and food security, families may not have enough money to pay for school fees, which would further exacerbate girls' dropout rates. Moreover, stunting among children is projected to increase by 35 percent by 2050 due to threats from climate change¹².

Integrating a gendered approach into existing climate, development, and disaster risk reduction policy frameworks can significantly decrease negative outcomes for health, nutrition, education. Multi sectoral coordination, robust data acquisition, close monitoring of gender-related targets, and equitable stakeholder engagement will pave the way for mitigating climate risks. Empowering women as agents of social change can improve the top down and bottom up accountability within the system.

Despite the grave ground realities, India stands at a juncture of opportunity. Nearly one in three Indians is a young person, (aged 15 to 24 years), and children comprise almost 37 percent of the country's population.¹³ The next phase of India's economic growth story and achievement of the SDGs will depend mainly on the energy, skill, and drive of India's youth and children to succeed, with a firm reliance on devising effective mechanisms to nurture youth leadership, participation, and volunteerism. With the right opportunities and skill development, India's youth can transform the socio-economic fortunes of the country. Close to 65 out of the 169 targets for the SDGs reference young people explicitly or implicitly, focusing on empowerment, participation, and well-being. There is a need for sustained investments and partnerships to comprehensively respond to young people's health, education, and employment concerns with astute collaboration of governments and civil society organisations.

At the Centre for Knowledge & Development, our strategy is aligned to achieving the Sustainable Development Goals (SDGs), such as gender equality, health and nutrition, education, livelihoods, skill development, governance, public finance, public sector and leadership initiatives and any other issue which directly or tangentially affects the lives of women, children, and adolescents. Our vision, mission, and goal, are designed to make them anchors of India's development trajectory.

¹¹ <https://www.downtoearth.org.in/news/agriculture/climate-change-causes-about-1-5-per-cent-loss-in-india-s-gdp-57883>

¹² <https://www.worldbank.org/en/news/feature/2013/06/19/india-climate-change-impacts>

¹³ <https://in.one.un.org/gender-equality-and-youth-development/>

C. OUR VISION, MISSION, AND GOAL

Our vision, mission, and goal reflect our commitment towards empowering women and girls so that they can contribute to India's policies, economy, communities, and decision-making processes.



Vision

Creating a world imbued with values of diversity, equity and inclusivity where women, adolescents and children realise their full potential.



Mission

Empower women, adolescents and children to receive equitable access to health and nutrition, 21st century skills and education, and equal employment opportunities



Goal

Create alliance of engendered and mission-aligned partners to support 20 million women and girls to realise their full potential by 2040

Figure 2: Our Vision, Mission, and Goal

D. OUR VALUES AND CULTURE

Our values are the principles that guide our actions towards achieving our mission and keep us inspired and motivated.



Figure 3: Our Values

Our organisation imbibes diversity, equity and inclusion (DEI) as fundamental ethos across all that we do. We recognise that only through greater representation — of voices, viewpoints, and solutions — will we achieve inclusion and equity for the communities we serve. As we move forward, this culture of actively listening to our people, and collaborating with partners and beneficiaries will ensure we evolve our systems of DEI.

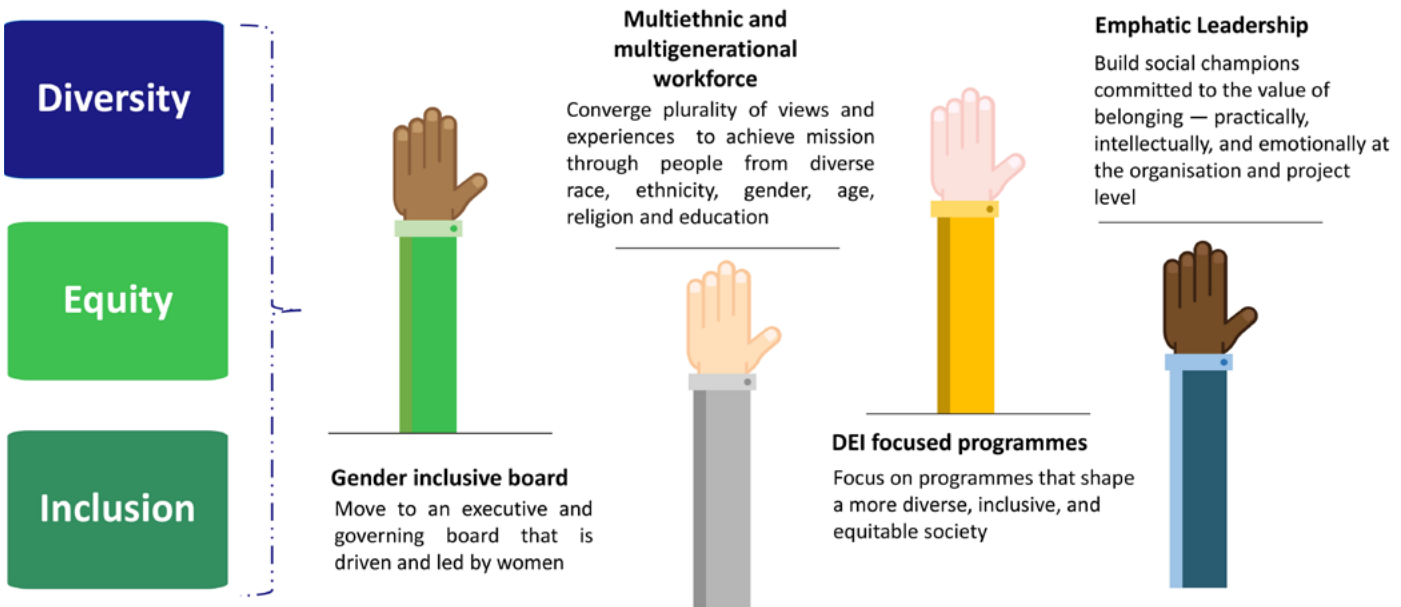


Figure 4: Pledging to Diversity, Equity, and Inclusion





WHAT WE DO

A. OUR KEY DISTINGUISHERS

We are working to inspire breakthroughs in how the country treats women, adolescents, and children to achieve urgent and lasting change in their lives.

We challenge regressive social norms that become barriers for women and girls’ to voice their concerns and exercise their agency. Digital changes, often referred to as the Digital Revolution, are becoming a key driving force in societal transformation. We, therefore, are designing solutions that leverage this Digital Revolution to deliver sustainable change at scale.



Figure 5: Our distinguishing elements

The expertise of mission-aligned organisations, when converged with a human-centred design approach, will propel tailored interventions that respond to the individual and social determinants of developments. Our efforts are aligned to create a favourable ecosystem by nurturing lasting collaborations amongst the usual as well as new, local and national stakeholders and translating collective knowledge into action. Driven by a growth mindset, our initiatives serve to unlock philanthropy and government capabilities and translate effective research into action.

B. OUR APPROACH

We have a five pronged approach in devising our strategic interventions, which ensures multistakeholder engagement for holistic change. It includes convergence, action, reflection, replication and influencing variables at different levels including stakeholder interests, expertise and relationships, related policies and legislations, together with associated socio-economic and environmental conditions.

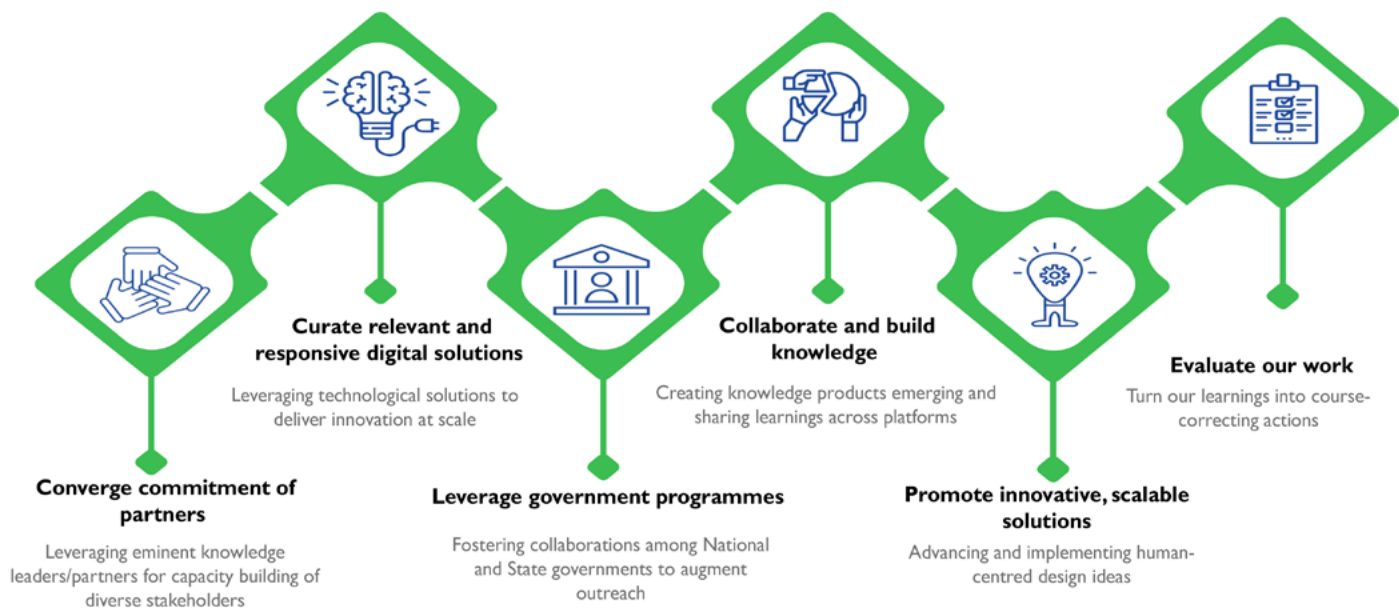


Figure 6: Our Approach



OUR THEORY OF CHANGE

Our Theory of Change informs our pathways for direct action, implementation, policy support sensitisation, and networking.

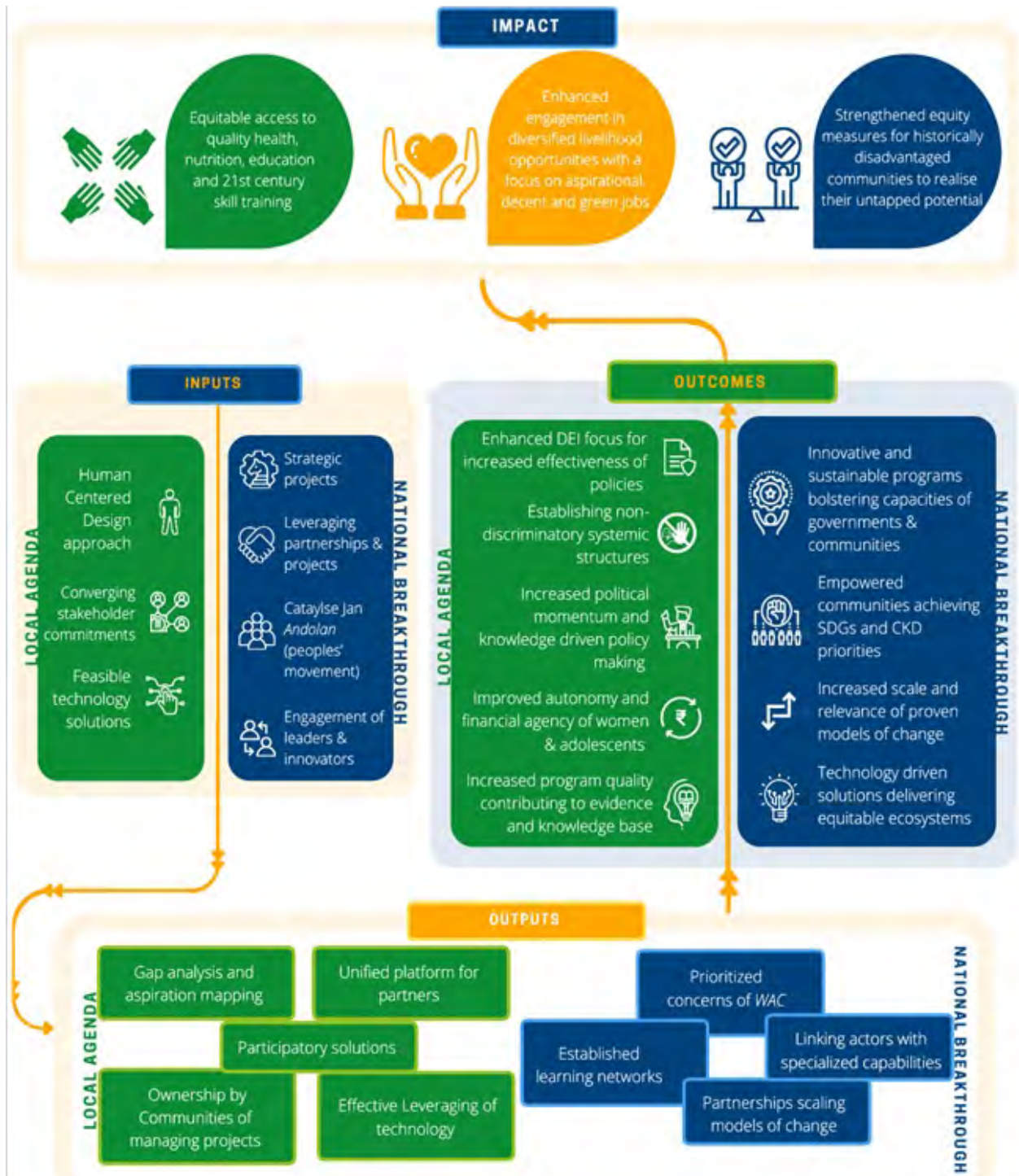


Figure 7: Theory of Change

Currently, existing efforts to address the issues faced by our target beneficiaries are implemented in silos and approaches are designed from each stakeholder's perspective. As a result, there is usually a disconnect between different actors and their efforts, although trying to solve a common problem. Therefore, we have ensured Local Agendas (LA) and National Breakthroughs (NB) actions across our Theory of Change, interpreted as measures of scale. Local Agendas are programs where geographies are restricted to a state or district and solutions would be tailored to fit the local context. In comparison, National Breakthroughs are measures that encapsulate the potential of high replicability and scale for nationwide delivery. We seek to provide channels of communication and coordination among actors across geographies and sectors through our work. This will unlock synergies, develop and identify evidence-based innovations and increase the effectiveness and scale of collective efforts. However, we also recognise the importance of assessing progress to increase impact in all aspects of our work.

Therefore, we will regularly review our indicators (inputs and outputs) in consultation with our beneficiaries, team, partners and donors.



OUR FOCUS AREAS

We are focused on advancing the SDGs, such as gender, health and nutrition, education, livelihoods, skill development, employability, governance, leadership initiatives, and any other issue which directly or tangentially affects the lives of women, children, and adolescents.



HEALTH

We are creating equitable pathways for our beneficiaries to access quality health services. Our work is responsive and tailored to reduce burden of diseases and mitigate the leading causes of maternal and child mortality.



NUTRITION

We are working towards re-energising public health and food systems to deliver complete nutrition to our beneficiaries. Our work will enhance community ownership to break the inter-generational cycle of malnutrition.



EDUCATION AND 21st CENTURY SKILLS

We engage with leaders, experts, and innovators to provide quality education and 21st century skills to adolescents and children. We adopt feasible technology to drive change at scale.



LIVELIHOOD AND EMPLOYABILITY

We leverage partnerships to secure the present and future of adolescents. We work towards empowering youth to explore income generation opportunities, aligning with their aspirations.

OUR ORGANISATIONAL STRUCTURE

We believe in building a lean and agile team. Our team comprises a passionate group of technically experienced professionals with 90 percent women. They come from diverse ethnicities and age groups, representing varied disciplinary backgrounds and perspectives from public, private, academic, and CSO sectors. Currently, we have 50+ members at the headquarter and state offices.

As we grow, we will add more technical and specialised capacity. Some of the envisaged teams are:



Figure 8: Organisational structure

- » **Strategic Planning and Advisory:** Responsible for planning, developing, and guiding the organisational direction. They will pursue evidence-based solutions and disruptive innovations to achieve our goal.
- » **Thematic Experts:** Consisting of subject matter experts on nutrition and health, education, 21st-century skills, and livelihoods, they would be responsible for developing and leading projects.

- » **Innovation and Technology:** Under the leadership of a senior technology lead, this team will have members specialised in data analysis and innovative use of technology, which will help in designing and guiding projects.
- » **Strategic Engagement and Communications:** Responsible for overseeing and implementing our communication strategy. They will also work with the government and other related stakeholder partners to achieve long-term systemic change.
- » **Partnerships Development:** Responsible for seeking out investments and support community-based fundraising initiatives. They will help in creating the alliance of engendered strategic partners to achieve our goal.
- » **Evidence and Measurement:** Responsible for measuring progress and impact, they will develop a range of qualitative and quantitative methodologies to track progress on context-specific indicators of empowerment and systemic change.
- » **Frontline Team:** As our community engagement increases, specialised field staff will be recruited to support existing field staff and improve the programs' quality. These include community mobilisers, field motivators, et. al.

Team 2021



Amita Sharma
Technical Advisor

Amita is a former Civil Servant with 33 years of experience in social development policies and programmes, particularly related to education, social protection, gender, inclusive growth and sustainable development. Some of the critical posts she held included Additional Secretary, GOI, Joint Secretary GOI. She has received several awards for her work, such as the Common Wealth Gold Award for best Global Innovation in Public Service (education) in 1998, the President of India's Award for female literacy, 2001, the Government of India's award for the best website for MGNREGA in 2010, the India Today award for "Woman in Public Affairs, 2010". She has also received the MP government's Raza award for her poetry.



Seema Gupta
Advisor

Seema is a public health professional with more than 25 years of experience. She has championed the causes of gender equity, bringing about transformation in the lives of women, adolescents and children across the country. Having led large-scale multi-donor programs in Disaster management, knowledge management, RCH, SRHR, Health promotion and tobacco control to name a few, Seema has driven partnerships with national and state governments. She has played a pivotal role in India's affirmative tobacco control policies. She has also presented her work in many international forums.



Kavita Fadnis

Head – Human Resource

Kavita is a senior Human Resource Leader with 20 years of experience in different sectors. Her decade of work in the development sector is instrumental in our decision-making process. Her compassion, optimism, and resilience are reflected in all organizational policies and programs, especially in our endeavour to imbibe diversity, equity, and inclusion in all that we do.



Surender Pal

Associate Director, Accounts & Finance

Surender Pal is an experienced finance professional and brings more than 24 years of experience in the corporate and development sector with extensive exposure to the areas of Financial Management, Accounting, Taxation, Budgeting, Fund Management, Audits, etc.



Lipika Patro

Principal Investigator, Suposhit Jharkhand

Lipika has over 15 years of experience in strategic engagement with governments. She is the principal investigator of the Suposhit Jharkhand project. With her expertise in bottom-up and top-down social accountability processes, she is recognized for improving public service deliveries in many states.



Sukriti Jain

Manager

Sukriti has shaped a decade-long career across various thematic areas and verticals of social development. She brings her experience of systems strengthening, evidence-based policy support and community engagement to her current role with CKD.



Arpita Kayal

Program Coordinator, Suposhit Jharkhand

Arpita has 12+ years of experience in the social sector, project management and implementation, stakeholder engagement, and human resource management. Her range of experiences spread across grassroots-level implementation, supporting technical support units at the national level and engaging with research experiments.



Sumita Sengupta

Senior Analyst

Sumita is a development professional with five years of experience working on RMNCH+A in the underdeveloped/ marginalized sections of Uttar Pradesh with UNICEF, UP. With her technical expertise in public health, she has been dedicated to bringing down the rates of undernutrition among mothers and children.

A. BOARD OF DIRECTORS

Our Board of Directors constitutes an inimitable mix of pioneers committed to bringing about systemic changes that help solve developmental concerns. Their cutting-edge knowledge and insights are critical in identifying priorities, establishing objectives and goals, finding appropriate resources, and allocating funds. With the onset of the 'new normal', the Board of Directors has been playing a quintessential role driving decision making throughout a crisis, for which no playbook created. Their reviews and direction provide us opportunities for constant evaluation of our work and progress.

BOARD OF DIRECTORS

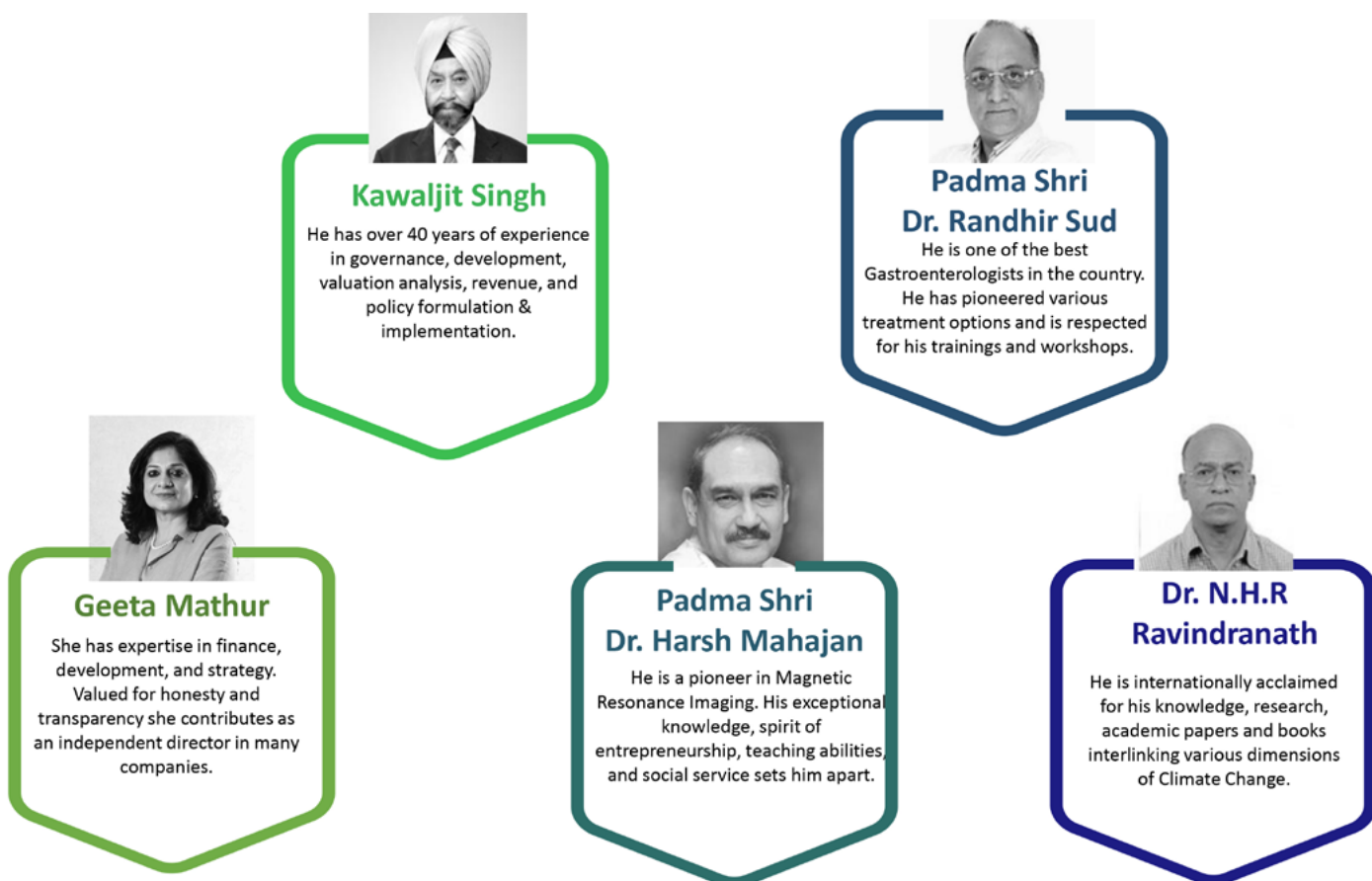


Figure 10: Board of Directors

OUR WORK

Over the years, we have worked across diverse areas, such as education, skill development, health and nutrition and livelihoods. We have undertaken research, consolidated and disseminated learnings, extended implementation, strategy, and policy support to Central and State governments. We have also mobilised corporates and other philanthropies to participate in sustainable social development. Some of our significant interventions include:

A. DELIVERING PROMISES OF CHANGE

We design innovative solutions that increase communities' access to development opportunities and strengthen their capacity to improve the quality of their lives.

1. Motivating pregnant and lactating mothers towards improved nutrition

Supported by Vodafone Foundation, we worked with the Indian Institute of Technology (IIT), Bombay to improve nutrition levels in pregnant and lactating mothers and newborn children (0-2 years) by promoting positive behavioural change. The project benefitted approximately 1,000 families and 2,000 malnourished children in two rural-tribal blocks of Khairagarh and Chhuriya in Chhattisgarh. A rural nutrition monitoring app, 'Mor Baat' was developed for periodic nutritional and health assessments. The use of the app mitigated geographic barriers to ensure the inclusion of women in remote areas. The project undertook the capacity building of women from local communities as outreach agents, leveraged existing institutional mechanisms like Anganwadis (AWWs), developed Behaviour Change Communication materials (BCC) in a participatory manner.



2. Knowledge Hub for E-Learning (KHEL) - Improving learning levels of primary school children in government schools of Madhya Pradesh

We collaborated with IDC, School of Design, Indian Institute of Technology, Bombay to improve the quality of learning among school children. Teachers across 800 government primary schools used digital educational modules with gamified, story-based content with about 72,000 students from Standards I - III.



Most of these students were from rural areas, many first-generation learners, handicapped by poverty and irregular attendance. The modules supplemented the teaching-learning process for Hindi and English in primary schools in Madhya Pradesh.

3. Jigyasa - Leveraging digital design technology for education

Jigyasa, an educational project in partnership with Vodafone Foundation, is building the capacities of teachers and teacher-educators to strengthen their digital competency and enrich the learning process.

The project has led to 16,510 teachers using digital teaching learning material for self-learning; ensured 13,456 teachers are using any digital teaching material and 1,248 teachers who have created any teaching learning material. It has trained about 17,560 teachers across 2,266 elementary schools in five Hindi-speaking states: Madhya Pradesh, Chhattisgarh, Rajasthan, Uttar Pradesh and Uttarakhand.



4. COVID-19 - Game for creating awareness and demystifying common myths

In collaboration with UNDP, we created a digital game for raising awareness and demystifying the common myths surrounding COVID-19. The behaviour change game recorded an outreach of 18,938 beneficiaries and is available in seven Indian languages (Hindi, Malayalam, Gujarati, Marathi, Tamil, Telugu, and Bangla) and five International languages (English, French, Portuguese, Arabic, and Tetum). It has

reached out to populations across all age groups. UNDP's International Office has adopted the Game in Cape Verde, Timor Leste, Morocco, and Lebanon.



5. Suposhit Jharkhand – Closing the gap in nutrition

This project, supported by the Children's Investment Fund Foundation (CIFF), aims to improve nutritional outcomes in Jharkhand using a top-down and bottom-up accountability approach. Its objective is to strengthen nutrition governance using social accountability mechanisms to deliver services for the most marginalised.



The three-year investment will benefit 0.5 million tribal women and children in five districts of the state. Our interventions will drive up the quality and quantity of public spending of two flagship government programs, Pradhan Mantri Matru Vandana Yojana (PMMVY) and Supplementary Nutrition Programme (SNP), addressing maternal and child nutrition.

B. KNOWLEDGE GENERATION AND DISSEMINATION

Over the years, we have built a knowledge repository through the following activities:

I. Gender audit on women at the workplace

We studied and captured the opportunities and challenges of women at work in the organised sector through a Gender Audit Report. The Comptroller and Auditor General of India (CAG) released the report in the workshop on “Women at Work: Instituting Gender Audits Workplace” on International Women’s Day on March 8, 2019. Ex-Secretary, Ministry of Skill Development and Entrepreneurship, Government of India; Ex-Secretary, Department of Commerce, Government of India; and Additional Secretary, Ministry of Home Affairs, Government of India participated in the workshop. The Gender Audit Report sought to:



- » Evaluate and benchmark the extent to which organisations ensure gender equality in policies and practices.
- » Examine workplace safeguards from sexual harassment and compliance with the Prevention of Sexual Harassment (POSH) policy requirements.
- » Facilitate Gender Audit results for analysis, review, and reform by organisations and initiate action where needed.

II. Research insights on climate change and sustainable development

We developed research insights on climate change and sustainable development emerging from our work and that of our knowledge partner Indian Institute of Technology, Bombay. These were shared in a national conference on ‘Global Risks, Sustainability, and Inclusive Growth: India’s Policy Responses’.



The conference was organised in collaboration with the Shri Ram College of Commerce and inaugurated by the Minister of State (Independent Charge), Housing and Urban Affairs, and Chief Economic Adviser, Government of India.

III. Colloquium on “Gender Issues in Urban Transformation: Focus on the Adolescent Girl and Urbanisation”

We initiated a Gender Colloquium in collaboration with the Centre for Urban Science and Engineering (C-USE), Indian Institute of Technology, Bombay during its Diamond Jubilee celebrations to share emerging research insights from the work of eminent gender researchers, both in the national and global contexts. We examined issues of adolescent girls in increasing urbanisation as that agitates settled concepts and practices and can create more development opportunities.



We also aim to leverage the vast body of work undertaken by IPE Global Limited in these fields to co-create sustainable solutions.

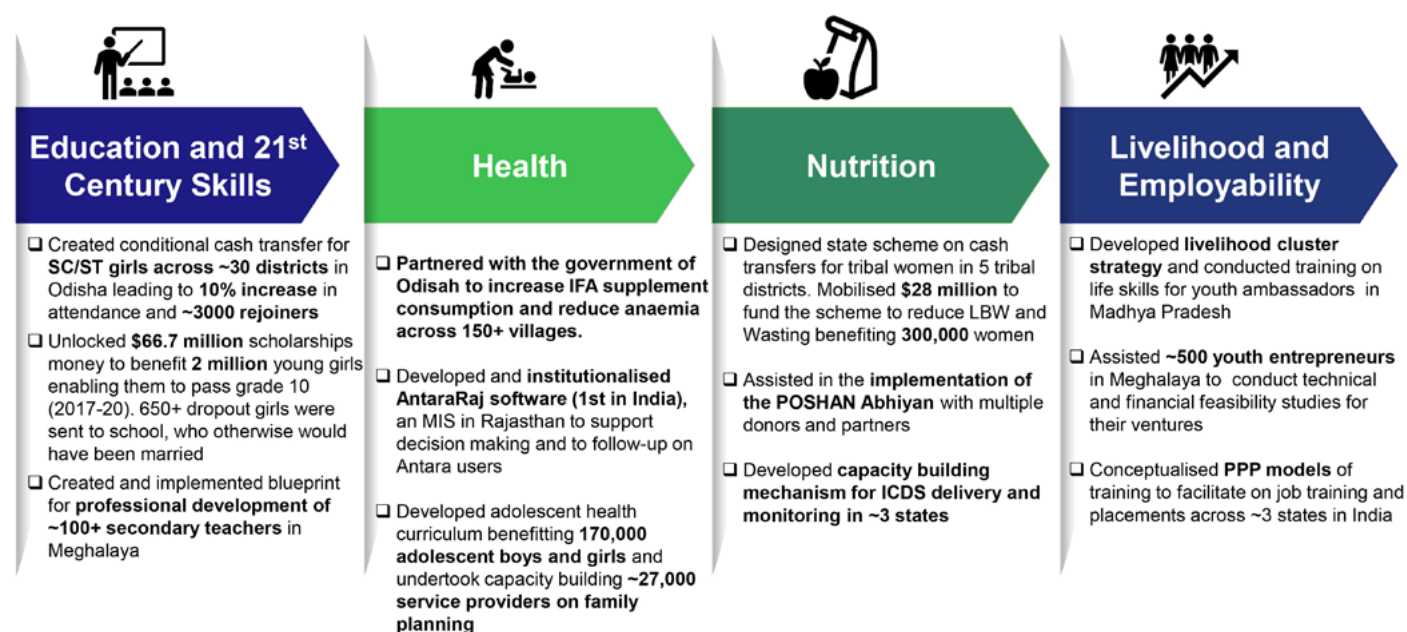


Figure 11: IPE Global's work

C. OUR CURRENT PARTNERS



Figure 12: Our Partners (2021)

FINANCIAL OVERVIEW

At the Centre for Knowledge & Development, we envision a world where women, children and adolescents realise their full potential. To reach our goal of 20 million women, adolescents, and children by 2040, we will mobilise financial commitments from mission-aligned partners. We will collaborate with governments and donors, both private and public, converging commitments and expertise of partners, demonstrating sustainable models based on evidence of the highest standard.

Our ambitious goal requires us to raise USD 50 million. The resource mobilisation strategy for the next five years will leverage the following platforms:

PHILANTHROPIC GRANTS

- » Strengthen and continue to foster a relationship with donors of existing projects.
- » Collect information and connect with philanthropic organisations in the Middle East, Europe, and the USA.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

- » Develop corporate liaisons and nurture partnerships with mission-aligned corporates.
- » Identify and share opportunities where corporates can collaborate for social change.
- » Create a platform and contact person with whom corporates can connect and engage for volunteer staff hours to get a deeper engagement with the cause they are supporting.

INDIVIDUAL DONATIONS AND CROWDSOURCING

- » Engage with individual/family donors from overseas and mobilise their support and resources for sustainable development initiatives.
- » Develop linkages with donation platforms such as Milaap, Donatekart to mobilise funds for projects, for example, Fund a girl's skilling course or school education for a limited period.

TECHNICAL CAPACITY BUILDING

- » Create capacity building modules for community-based organisations, which they can take up on a fee-based model
- » Train young professionals on digitisation and gamification of contents through a fee-based model based on learnings from the Jigyasa project

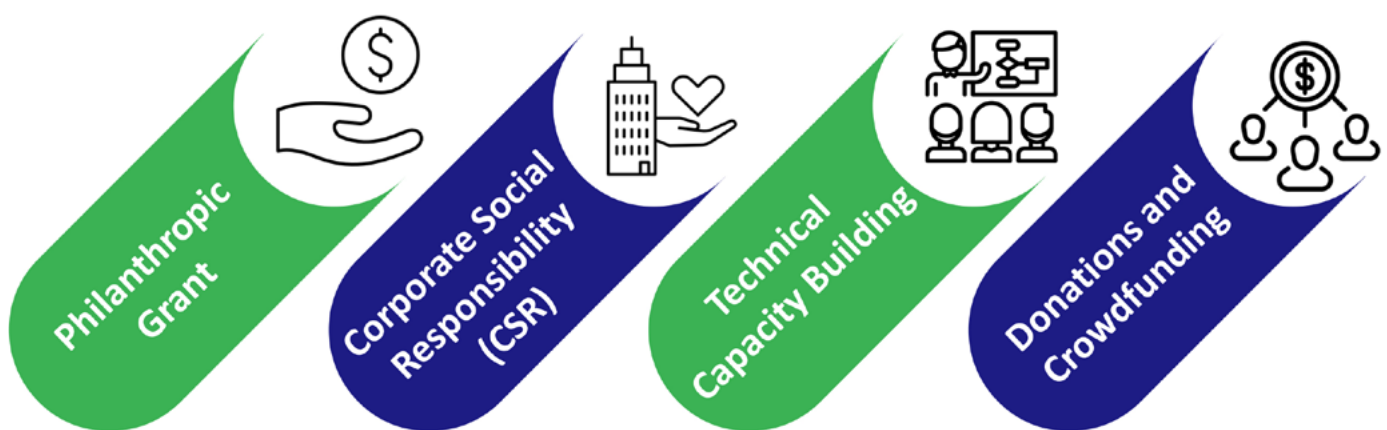


Figure 13: Resource mobilisation pathways



LOOKING AHEAD

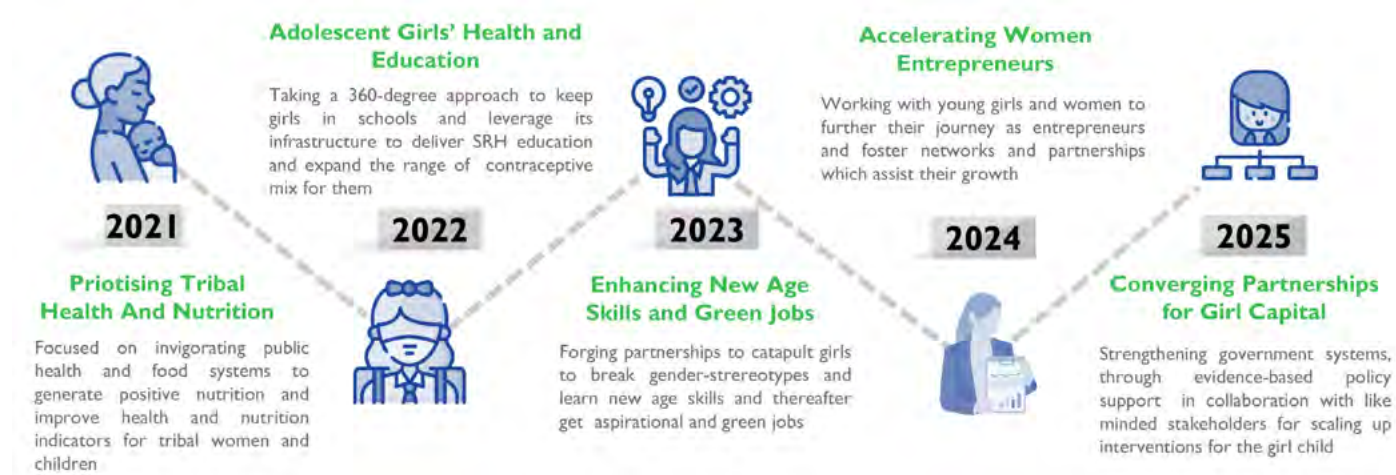
The inception and implementation of our Strategic Plan takes effect amidst a global health crisis. While these unprecedented and challenging times come enmeshed with difficulties, they also present opportunities to work with marginalised communities more efficiently. This document attempts to define pathways for enhancing our impact to drive and embed equitable and inclusive progress in the country.

A. KEY MILESTONES

With women, adolescents, and children at the centre of all that we do, we aim to continue playing a leading role in achieving the human development outcomes of the said target groups. By designing and implementing solutions at scale, we will work in critical geographies which shoulder the disproportionate burden of underdevelopment.

The COVID-19 pandemic threatens to undo years of progress in curbing gender inequalities. Our efforts would be to mitigate its devastating effects and forge ahead. In the first year, we will stabilise and reinvigorate the health and nutrition systems, especially for the tribal population. These areas have taken a worse economic hit and experienced health neglect, than other parts of the country during the pandemic.

Figure 14: Milestones 2021-2025



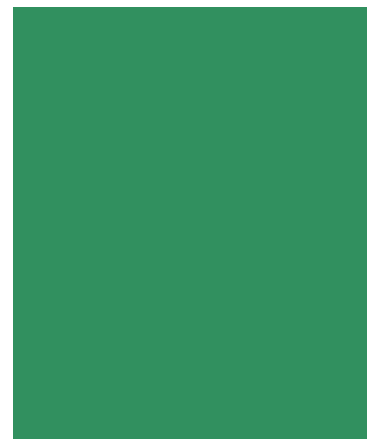
Maternal health and nutrition is critical to achieve our goal, as an empowered generation of mothers and pregnant women will reduce low birth weight and malnutrition; thereby creating safety nets against preventable infectious diseases.

We will converge to keep adolescent girls at school and deliver sexual and reproductive health (SRH) education in the second year. Complementing this agenda, we will also work towards expanding their options of safe contraceptives.

The third year will see us bolstering girls' employability skills, focusing on new age and digital courses. Employability skills would enable them to acquire aspirational high-value jobs and break gender stereotypes. Building resilient networks for women entrepreneurs, especially those in Self Help Groups, will be our focus for the fourth year. We will curate programs to expand their market knowledge and skills and foster enabling partnerships that accelerate their endeavours. We aim to strengthen government systems through evidence-based policy support and combine efforts with grassroots and community-based organisations (CBO) in the fifth year and build their capacities. This would create meaningful engagements and act as a force multiplier for girl capital.



Transforming lives of women, adolescents and children by providing equitable access to health, nutrition, education and 21st century skills, livelihood and employability.







Centre for Knowledge and Development (CKD), is a knowledge driven, community focused, partnership building, forward thinking organization.

We relentlessly pursue building the agency of women, adolescents and children by providing equitable access to health, nutrition, education and 21st century skills, livelihood and employability.

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