Our vision for every child; life in all its fullness
Our prayer for every heart; the will to make it so
In 2008, when World Vision India launched its Country Strategy, “Leveraging strategic alliances” was one of the priorities for its operations across the country. In order to enhance impact and influence of its work with the poor and vulnerable, World Vision India sought to work with likeminded stakeholders including the Government to bring about changes in the communities we work with and the nation at large.

As a child-focused organisation, child well being is at the heart of World Vision’s mission and vision. World Vision India works along with children, their parents, communities and others to ensure that all children are healthy and well nourished, educated, aware of their basic rights, participate in their own development and are valued, cared for and feel loved in the community.

Our passion for strategic alliances was not only a multiplier force but also a learning opportunity. We partner with a wide range of development stakeholders like key Government Departments, India Alliance for Child Rights, National Coalition for Education, Lawyer’s Collective, Christian HIV and AIDS Alliance, NABARD, Child Line Foundation India, IGNOU, Tamil Nadu Corporation for Development of Women, Wada Na Todo Abhiyan, churches and faith based organisations.

For more than 60 years, World Vision India has been striving to address issues of poverty through its community based programs. This document tries to capture World Vision India's experience in the areas of networking, coalition building and alliances towards facilitating the fulfilment of the rights of the most vulnerable children of this country.

Jayakumar Christian
(CEO & National Director)
Leveraging Strategic Alliances - Enhancing Impact & Influence

Rural development
Leadership
Child Line India
Government
Social Audit
Sarva Siksha Abhiyan
Women empowerment
Faith based organisation
Private sector
Vocational training
Strategy
Youth clubs
Disaster Management
Child rights
Channels of Hope
Anti trafficking network
Red cross
Corporate relationships
Nabard
World Vision India is a Christian humanitarian organisation working to create lasting change in the lives of children, families and communities living in poverty and injustice. World Vision serves all people regardless of religion, caste, race, ethnicity or gender. World Vision India is a national NGO registered under the Tamil Nadu Societies Registration Act of 1975 and governed by an independent Board.

World Vision started its operations in India in 1951. Today, World Vision India has its headquarters in Chennai, with almost 2000 staff serving vulnerable children across 163 districts in 25 states and the National Capital Territory of Delhi. World Vision India works alongside communities, the government, NGOs, CBOs and other partners to implement programmes in emergency relief, education, health care, and economic development.

World Vision is a global grassroots organization, with over 95 offices worldwide and more than 40,000 staff serving close to 15 million children and their families living in the context of poverty by providing tried and tested solutions to address vulnerabilities and challenges faced by children across the world.

**Our Approach**

Focus on Children: All relief, development and advocacy work is focused on building the community capacity and linkages to provide children with opportunities to experience fullness of life. We pursue child well being through all our programmes.

Grass root based: World Vision’s relief, development and advocacy is community based. Our staff live in the communities, learning from them and working along with them to find sustainable solutions to issues of poverty.

Partnering for Change: We partner with communities, children, Government, civil society, corporations, academia, concerned individuals, like minded organizations to build a nation fit for children. World Vision India is a member of several networks and coalitions at various levels.

**Commitment to Accountability & Transparency**

World Vision India is committed to high standards of accountability and transparency. It is an expression of our core value on ‘Stewardship.’

As a recipient of private and public funds to serve the poor, World Vision India is committed to transparency and accountability first and foremost to the children and communities, and also to the individual and the corporate. Our commitment to accountability and transparency is to ensure we work effectively for the well being of children. World
Vision India continually strives to maintain high national and international standards of professional competence and is accountable through appropriate structures for achieving these standards. Policies, procedures, systems, practices, work culture, rigorous internal audits and statutory audits by reputed auditors as well as design, monitoring and evaluation of the programmes reflect our commitment to accountability and transparency. As part of World Vision International, we uphold a range of NGO standards to help benchmark our performance. Our partnership with Community Based Organizations’ keeps us accountable, committed, and responsive to the children and their communities. An independent Board exercises overall governance leadership, managing risks and ensuring compliance to statutory requirements.

World Vision India endeavors to convey a public image conforming to reality, to always speak and act honestly. God helping us we intend to continually pursue excellence beyond compliance, in all aspects of our work - governance, management, operations and administration.

Our Purpose

We have a vision for a nation where children thrive.

We make this vision possible by bringing together communities, governments, other NGOs, corporations and concerned individuals – a community that cares for India’s children.

We seek change by partnering to build up the communities so that families are able to provide for their children today and fulfill their hopes and dreams for tomorrow. We work with governments, communities and other partners for better implementation of laws and policies that impact a child’s lives.

We are committed to life, in all its meaning and fullness. We have a vision for a community where every child is provided the opportunity to be all that they are meant to be. Such a nation and a world is possible only through long term commitment that is focused on improving the lives of children.

This is World Vision India: Together for children. For change. For life.
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Executive Summary

In pursuit of sustainable development, agencies forge alliances that are strategic in nature to achieve common goals, sustain developmental efforts, increase the depth of their work and institutionalise change. Alliances help in complementing each other’s work, thereby maximising the impact at various levels using limited resources. They also help creating a critical mass of leaders at the community level who are committed to the well being of children.

World Vision India’s country strategy (2008-2011) directed the organisation to strengthen alliances, coalitions and networks at all levels as a means of enhancing its impact and influence. Currently, World Vision India’s efforts have expanded to include more than 4,500 Non Government Organisations (NGOs)/alliances/networks including government organisations, Civil Society Organisations (CSOs), the private sector, and Faith Based Organisations (FBOs) at the grassroots, district and state level and 17 national level alliances and networks across the country. The interests of these alliances/networks include promotion of child rights, empowering women, disaster management, peace building, prevention and care for people living with HIV and AIDS, programme monitoring and implementation, improving the quality of programmes, technical support, capacity building, infrastructure development and resource mobilisation.

Networking with all these organisations has served as a multiplier force in expanding coverage to include more than 200,000 families over and above the two million children, families and their communities in which world vision has direct impact. It has also provided opportunities to advocate with the government in policy formulation and implementation.

This rich experience, over the years, has provided world vision India valuable lessons in addressing poverty and injustice.
1. Definition

Strategic Alliance is about establishing working relationships and agreements with other organisations and groups, primarily in the civil society and also across public and private sectors. These can be formal or informal arrangements driven by the clear purpose and goals for engagement. Civil Society Organisations (CSOs) include Community Based Organisations (CBOs), Non Government Organisations (NGOs), Faith Based Organisations (FBOs), as well as traditional authorities, government departments and institutions, academics, the private sector and a range of other stakeholders (both formal and informal). Most of them have a mandate or a natural role to play to contribute to the well being of children.

This strategic relationship that World Vision (WV) establishes will vary significantly in depth, duration and formality. Some may include simple coordination of activities, information sharing and resourcing agreements, while others may include development of partnerships, networks and working groups.
2. Introduction

Strategic alliance has historically been an imperative means for NGOs in institutionalising change; in part because of exchanging information, sharing of knowledge, resources and advocacy. It’s one of the influencing strategies that World Vision India has been using in the recent years, which has enhanced the working relationship with the government and other agencies.

Recognising the importance of strategic alliance, World Vision India, under its country strategy (2008-2011), decided to leverage strategic alliance to enhance its impact and influence primarily CSOs including NGOs, FBOs, CBOs and other government agencies. The focus has been to create a critical mass of community leaders committed to the well-being of children and strengthen non-exploitative linkages with key development stakeholders who strive hard towards the Millennium Development Goals (MDGs) – well-being of every girl and boy, sustainable livelihood security, access to water, peace building and reconciliation, prevent and mitigate HIV and AIDS and TB, organisational effectiveness, expand engagement with all stakeholders, including donors for mutual transformation. World Vision India’s efforts under strategic alliances include leveraging resources, maximising the impact, monitoring quality, effectiveness and implementation of public policies and legislation, influencing policies towards facilitating the rights of the most vulnerable, especially children’s right to survival, development participation and protection.

In addition to the above, our journey with the Indian and multi-national corporates has been an enriching experience. It started on a relationship model and at present is thriving on a partnership model. World Vision’s presence across more than 5000 communities, our network and reach has given us a unique edge over other charities in taking CSR programmes to multiple locations with multiple models of engagement. In recent past, our partnership model matured with corporates like Coke, BMW and Maersk in addition to our engagement with more than 10 Small and Medium Enterprises. For these enterprises, Corporate Social Responsibility is new and they look forward to this journey in understanding and integrating social responsibility into their business model.

World Vision engages with the local churches in the target areas to strengthen them to take responsibility for the poor in their neighborhood by motivating and mobilising them, to speak out for the cause of the poor to the policy makers of the nation.
3. Grassroots Alliances & Networks

The partnership at the grass root level has helped World Vision India move closer towards its vision of bringing fullness of life to children and communities. At present, there are more than 4,500 alliances/networks established at both the block and the district level, primarily with government departments, CSOs, the private sector, CBOs and FBOs. These alliances covered various aspects of programme planning, implementation, monitoring, technical support, capacity building and advocacy. It has brought about change in more than 200,000 families in the last two years in the areas of quality education, health, advocating for justice, and facilitating economic and social empowerment.

3.1 Government Agencies

More than half of the alliances that World Vision India is involved in are with the government. These include the block and district administration, Agriculture and Forest Department for implementation of the Agriculture programme, District Rural Development Agency (DRDA) for development programmes, District Health Department for health programmes, National Insurance Company for livestock insurance, Centre for Water and Soil Conservation and Research Institute for watershed programmes, Human Resource Development Centre for capacity building programmes to CBOs, District Social Welfare Department, banking institutions and self help groups (SHGs) linkage. The government schemes that World Vision India collaborated with include Mahatma Gandhi National Rural Employment Guarantee Scheme (MNREGS) to address food insecurity, Indira Awaas Yojana (IAY) for providing shelter to rural communities, Sarva Shiksha Abhiyan (SSA) for improving school enrolments and the quality of education etc.

Nutrition: World Vision India works in close coordination with the Integrated Child Development Services (ICDS) department to provide support in capacity building of anganwadi workers (AWWs), infrastructure development and improving the quality of services. This has helped World Vision India focus on issues pertaining to malnutrition, immunisation, birth spacing and other health services that affect the health of children. Joint meetings with ICDS along with local governance agencies are held regularly. SHGs are trained in monitoring the services of ICDS and the health department at the community level.

Highlights of alliances

- Government Industrial Training Institutes opened way for unemployed youth to be trained in various trades.
- Girls were trained in nursing and employed by hospitals and health centres.
- Integrated Child Development Services supported children and mothers in nutrition development.
- Public Health Centres and District Health Department in immunization of children.
- District AIDS Control Societies in prevention and care of People Living with HIV and AIDS.
- District Legal Services Authority in ensuring child protection.
The ICDS scheme represents one of the world’s largest and most unique programmes for early childhood development. India’s response to the challenge includes providing pre-school education on one hand and breaking the vicious cycle of malnutrition, morbidity, reduced learning capacity and mortality, on the other. Its services include supplementary nutrition, immunization, health check-up, referral services, pre-school non-formal education and nutrition & health education.

In Baran, Rajasthan, World Vision India remodelled the *anganwadi* centre (AWC) into a child friendly and educative space, both inside and outside. Based on this model, the Government of Rajasthan invited World Vision India to replicate it in neighbouring villages. World Vision India helped in strengthening the capacity of AWWs, provided technical support and helped in monitoring 60 ICDS centres in 40 villages of Baran district. The model centre was colourfully painted with pictorial stories, Hindi and English letters of the alphabet, numbers and other learning material. The centre is also equipped with recreational material such as swings, sliders, sea-rockers, etc. It is designed to sensitise the community on health and nutrition for children and women. The growth monitoring chart painted on the walls of the centre helps parents to track the nutritional status of children in their community. The outer walls are painted with pictures to create awareness about the importance of adopting appropriate health behaviour.

**Health:** Alliance with the District Health Department helped World Vision India in not only achieving its objectives such as improved antenatal care and postnatal care to women, immunisation for children but also ensuring sustainability of the interventions. Partnership with the District Positive People’s Network (DPPN) helped People Living with HIV access better medical care and support. Partnership with Family Planning Association of India helps programmes to monitor the health status of children and women in the community. Alliance with the District Rural Development Agency (DRDA) and the District Health Department helped provide disability certificates and travel passes to people with disabilities.

**Sanitation:** Sanitizing the communities on sanitation is a key intervention in ensuring a healthy environment, especially in rural communities. World Vision India, along with DRDA, implemented various community based education programmes to bring about behaviour change in communities.

**Agriculture and Livelihood:** Strategic alliance developed with Krishi Vigyan Kendra (KVK) and Agricultural Technology and Management Authority (ATMA) helped farmers build their capacity on new agriculture technologies, modern farming and agriculture practices. KVK provides technical guidance on watershed management and facilitates training for SHGs.
In Nirman ADP, Orissa, the main livelihood activities are paddy cultivation, fish culture and paan leaf cultivation. Almost 75 percent of the marginal farmers have 0.5 to two acres of agricultural land and cultivate paddy. However, the yield is low as the soil salinity is high. The ADP networked with ATMA and Central Rice Research Institute (CRI), Cuttack and trained farmers on modern farming. The KVK provided five kg of free seeds to 35 farmers who had produced good results in spite of saline water. In partnership with the Gazole Block Agriculture Department, Malda ADP provided training to farmers in utilising modern techniques and methods of farming. Good Agricultural Practices (GAP) trainings were organised in collaboration with the agricultural and horticultural departments.

**Education:** In India, although the enrolment rate in primary schools is high, the quality of education is a critical issue because 84 percent of the primary schools are multi-graded, which means one teacher handles more than one grade in a single classroom. Unless there is a child friendly environment, it is difficult to impart quality education for children to achieve learning outcomes such as learning to read, write and use numeracy skills, social skills, manage emotions and communicate ideas. In the states of Madhya Pradesh and Chattisgarh, World Vision India is working with the local Education Department on the Multi Grade & Multi Level (MGML) model which is approved by UNESCO.

### 3.2 Civil Society Organisations

World Vision India works closely with the local CSOs to maximize the impact of its interventions. In Melghat, Maharashtra, World Vision India jointly organised initiatives such as the postcard campaign, advocating for land rights and forest rights to help communities claim their rights from the duty bearers.

Training on Conflict Analysis programming was conducted across the country in Tripura, Imphal, Guwahati, Mayurbhanj, Siliguri, Bhubaneswar, Hyderabad, Ratlam, Indore and Dumka which helped the participants recognise that most people even in conflict zones are engaged in normal peaceful activities and have indigenous capacities for resolving conflicts and connecting people in constructive ways.

World Vision India is an active partner of Child Line India Foundation (CIF) since its inception in Chennai. It works towards ensuring that all children in need of care and protection have access to services that are child friendly and encourages them to participate in decisions that affect them. It's a 24-hours helpline that responds to the need of children in distress. The rescued children are connected to their families and NGOs for further rehabilitation services.

The ANTI TRAFFICKING NETWORK (ATN) in Siliguri, West Bengal, initiated by World Vision India brings together police, media, the local government, communities, NGOs...
to address the issue of child trafficking. Siliguri is a strategic location bordering three neighbouring countries - Bhutan, Nepal and Bangladesh and is a transit point for child trafficking.

**Disaster Management:** Disaster Management groups at the grassroots level have been formed to build the capacity of communities in responding to emergency situations. Alliances with Red Cross Societies and St. John’s Ambulance helped in training community members to prepare community disaster preparedness plans for emergency situations through training sessions on first aid and mock drills.

**Capacity Building on Child Rights and Leadership Development:** Legal literacy training is considered to be a key intervention in child safety and protection. Duars ADP with technical support of the High Court, Kolkata trained the ADP team and three of the community representatives on Child Rights and laws related to crimes, juvenile justice and trafficking. This has increased the knowledge of the participants and equipped them to take up advocacy issues effectively. Training were conducted in collaboration with PRAYASHAM, a Kolkata based child focused organisation.

Mannargudi ADP has formed an alliance with Sanjog, an NGO that specialises in street plays and puppets. Networking with them has educated children and parent/adults on Child Rights. This initiative is more effective than educating through posters and lectures as children and adults enjoy, and at the same time, learn about the rights of the children - survival, development, protection and participation.

**Women empowerment:** In Tamil Nadu, World Vision India works with Tamil Nadu Corporation for Development of Women (TNCDW) to ensure economic growth of women through promotion of SHG movements in the target communities that brought illiterate women together and encouraged them to take up economic development activities with government subsidy and bank credit. Substantial income and assets have been created by the SHGs and income has improved.

**Governance and social audit:** World Vision India is a member of the National Rural Employment Guarantee Scheme Watch network at the state level that is responsible for the effective functioning of MNREGS in Jharkhand. World Vision India has been involved in the monitoring process for the past three years. It is recognised as an agency to impart capacity building on social audit and is involved in the process of social audit at the district level in Godda.
3.3 Private Sector Organisations

Vocational training and Employment: Premamaya ADP, Hyderabad, in alliance with Dr. Reddy’s Foundation, provided training for youth and helped them to find employment. From the community, 70 youth aged 18 to 35 years, who were dropouts after their 10th class, were selected and trained in three different trades such as CRS (Customer Relation Services), MIT (Micro Irrigation Technician) and ITES (Information Technology Enabled Services). After the training, 63 youth were placed in various companies and a follow up was also provided by the foundation to help aspirants cope with the challenges of the working environment until they stabilised in their new jobs.

World Vision India, in partnership with CEDMAP and IGNOU in Jabalpur, Madhya Pradesh has helped unemployed youth and school dropouts find purpose in their lives through sessions for them. CEDMAP is an autonomous, not-for profit agency that promotes entrepreneurship in all spheres of society in Madhya Pradesh and Chhattisgarh states. In addition to this, World Vision India is working with IL&FS (Infrastructure Leasing & Financial Services) Cluster Development Initiative Ltd., which conducts a one month free residential training programme on industrial sewing machines. The 75 youth who were employed through the World Vision India-IL&FS joint venture, are pursuing a safe and secure future.

Livelihood Promotion: World Vision India partnered with Maple (Orgtech) to promote organic farming, animal husbandry and pisciculture using Effective Microorganism (EM) Technology. In partnership with Prasari in Kolkata, System of Rice Intensification (SRI) method of paddy cultivation has been promoted in the communities.

3.4 Community Based Organisations

The Village Transformation Development Committees, Cluster Transformation Development Committees and Women’s Federations play a vital role in the overall development of the community. CBOs are actively involved in programme planning, implementation and monitoring of SHGs which are the key players in the development strategy.

The local youth clubs, Village Development Committees (VDCs) and SHGs provide platforms for communities to fight for the rights of children. Children club members in communities approach the local police to ensure safety of young children and girls.

To ensure community ownership even after World Vision India phases out, Nilgiri ADP worked along with CBOs, various government departments, FBOs and NGOs towards sustaining the development initiatives. ADP Palani, in collaboration with CBOs
of Vadakadu cluster, identified 25 marginalised farmers to introduce organic vegetable cultivation. They underwent various trainings that were organised by KVK and Centre for Indian Knowledge System, Chengalpet.

3.5 Individuals

World Vision India also worked with likeminded individuals including District Collectors, MLAs, Deputy Commissioners, local panchayat leaders and school/college principals to achieve its mission. These alliances played a critical role in empowering communities and ensured support when needed. The communities have now built good relationships with government officials like Education Officers, District Commissioners, District Collectors, Medical Officers, Child Development Programme Officers, the police, and the Divisional Secretary for Health, Governors, etc.

3.6 Faith Based Organisations

Channels of hope is World Vision India’s programme to respond to HIV and AIDS among communities. It mobilises churches to respond to the call and help those living with HIV and AIDS. To respond to the needs of People Living with HIV and AIDS (PLHA) and children infected and affected by HIV and AIDS, 812 faith leaders were trained. Many of the affected people have reported that their attitudes changed after these workshops.

World Vision India works with local Madrasa committees to address issues such as malnutrition, quality of education, health, etc. It provides technical and other support to the Madrasa Committees to mobilise the communities.
4. National Alliance & Networks

World Vision India is currently part of 17 national level networks that play a vital role in influencing policies, implementation process and governance accountable to child well-being determining a sustainable approach. World Vision India is part of the steering committee and governing board of some of the networks.

4.1 Protect and Promote Child Rights

World Vision India is one of the members of INDIA ALLIANCE FOR CHILD RIGHTS (IACR), a countrywide alliance of networks and concerned individuals working for the realisation of the rights of children. World Vision India and IACR jointly organised 12 state level Child Rights Assemblies. The goal of the Child Rights Assembly is to empower children to advocate for their rights. World Vision India is one of the board members of the National Coalition for Education (NCE), a network that was effectively involved in passing the Right to Education (RTE) act and lobbying to the government for adequate budget to promote child education. Though the RTE Act was passed in 2009, the budget allocated is inadequate and the NCE advocates for it. Apart from advocating with the government, the network provides legal literacy training to communities on RTE.

World Vision India partnered with Lawyer’s Collective and connected it to its operational areas spread across the country. The network educated communities on their rights through legal literacy programmes and also rendered support to communities by providing them with legal aid and addressing the issues thereon.

World Vision India is advocating for a fair share in the nation’s Union Budget for programmes related to children. As the Government of India was gearing up to announce the budget for the year 2011-12, World Vision India was trying to influence the process at different levels through various media. The People’s Budget Initiative is a group of CSOs that reviewed the budget and educated the various stakeholders at the national and state level. The People’s Budget Initiative is coordinated by the Centre for Budget Governance and Accountability (CBGA) and World Vision India played an active role in this group.

Child Health Now (CHN) campaign is World Vision India’s first global campaign focused on a single issue; viz., reducing the preventable deaths of children under five. In India, the campaign stressed on the need to work together to achieve two-third reduction in child mortality rate by 2015, in line with MDG 4. The campaign has been launched in seven states, Rajasthan, Madhya Pradesh, Chattisgarh, Jharkhand, Orissa, Bihar, Uttar Pradesh. There are state level core groups set up in all these states comprising of individuals and CSOs.
World Vision India is a member of Juvenile Justice National Desk (JJND) which advocates for child rights. The initiative has been taken up to bring together the experiences of implementation of the Juvenile Justice (JJ) Act across the nation. World Vision India, along with three other networks Wada Na Todo Abhiyan (WNTA - Don't break your Promises campaign) People’s Action for Rural Awakening (PARA) and National Coalition for Education, published a book called ‘Then Your Promise, Now Our Right’. The book consolidates the work done by children in exercising their right to participation and citizenship. It narrates how children have demanded governance accountability from the state. It gives an overview of the infrastructure facilities of 3,677 schools and 3,810 anganwadis spread over 16 states in 57 parliamentary constituencies, 120 assembly constituencies, over 1,000 villages. It is indeed the labour of around 20,000 children across India who conducted a research study at primary schools and anganwadis in 16 states of the country. This score card portrays a real picture of the government’s preparedness on implementation of the RTE Act. It was also submitted to the Minister of Women and Child Development, Government of India. This was brought out for all children, and in particular, for children with disabilities who had lost out on education and health due to lack of access and adequate infrastructural facilities in schools and anganwadi centres.

4.2 HIV and AIDS

International Treatment Preparedness Coalition (ITPC) is a global movement in which World Vision India is a member in India since 2009. It’s a collective voice advocating for free access to treatment for People Living with HIV (PLHIV). The urgency of this movement came to existence at a time when the treatment remained unavailable for the vast majority of millions of people living with HIV in India. Recently, the network addressed the issue of drug phase out and monitored the implementation process across India. In six states, namely Tamil Nadu, Karnataka, Andhra Pradesh, Maharashtra, Manipur and Assam, World Vision India, along with ten other stakeholders including PLHAs, successfully urged the government to phase out Stavudine (d4T) drug as per World Health Organization guidelines through media roundtable meets. The network initiated a campaign addressing the issue to influence the government in taking necessary steps. Nearly 3,000 people from all across India went on a rally in Delhi raising a voice against patent rights for medicine, which is the basic right for victims of HIV and AIDS. World Vision India contributed and made an effort to organise nearly 450 members to raise their voice on this issue. In coalition with the Positive Women Network (PWN) and the Indian Network for People Living with HIV and AIDS, World Vision India has brought out a Charter of Demands for children and PLHIV. The charter was released in Chennai, Tamil Nadu and presented during the media round table in the remaining five states.

World Vision India is also the member of the National Coalition for the HIV and AIDS Bill, lobbying with the government to pass the HIV and AIDS Bill. The Act will serve as a legal instrument for PLHA in seeking justice. The network sensitised different groups like
parliamentarians and the media to respond. Media roundtables were organised in nine locations across the country on this issue. Different stakeholders and children from the communities were provided the platform to interact with the media and addressed their concerns as well as issues.

Also, the alliance with Christian HIV and AIDS National Alliance (CANA) has influenced churches and Christian organisations to address the issue of HIV and AIDS. Most churches remain passive and are not comfortable talking about it. Many times they have failed to accept the drug user and have viewed him as an anti-social element. World Vision India conducted routine workshops and activities for pastors, directors and deacon boards in stressing the need for taking initiative for HIV and AIDS prevention programmes. The ‘HIV friendly initiative’ workshop was organised to bring these institutions to a realisation that they need to respond to the crisis and be a ‘HIV friendly institution’. Some churches started talking about this issue openly to their congregation and visiting PLHIVs at their homes, both within the church and outside.

4.3 Combat against Poverty

World Vision India is a steering committee member of WNTA, a network that holds the government accountable to its promise to end poverty, social exclusion and discrimination. World Vision India is also a steering committee member of Micah Challenge, a global coalition of Christian organisations aimed at supporting churches and deepening Christian commitment to the poor. World Vision India supported the initiative of Micah Challenge on 10th October, 2010 (10.10.10), bringing more than 10,000 supporters of Micah Challenge to Chennai for a one day programme on MDGs.
4.4 Promote Health

In the field of tuberculosis, World Vision India has made major strides in India. The Canadian International Development Agency (CIDA) funded grant operations in eight districts of Andhra Pradesh and the district approach was highly appreciated by the Ministry of Health. This resulted in World Vision India forming and leading the first ever civil society consortium in India called the NGO TB Consortium (NTC) complementing the Government of India’s revised National TB control programme and working towards ‘India without TB’. World Vision India is also the steering committee member of Partnership for TB Care and Control that aims at reducing dramatically the global burden of TB by 2015. In India, there are about 60 NGOs representing this Partnership. The team in India is working with the government in formulating the revised national TB control programme Phase 3.

World Vision India is one of the principal recipients of The Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM) targeting 74 districts with high TB burden across seven states covering a population of approximately 222 million people. Overall, the Global Fund-supported element of the TB programme in India are coordinated, and to some extent integrated, with the national disease programme.

4.5 Empower Women

World Vision India is a member of the steering committee for the UN Gender Net in partnership with UNIFEM and UNICEF. State level consultations were organised to sensitise the government officials and the health departments on the implementation of the Pre Conception and Pre Natal Diagnostic Techniques (PCPNDT) Act. Orissa state level consultation was organised by World Vision India in collaboration with the Directorate of Health and Family Welfare, Government of Orissa. Fifty five professionals
from across the state participated, including lawyers, advocates, state medical authorities, officers from the Crime Branch, the Police Commissioner, the Chairperson of the State Commission for Women, the Secretary, Women's Commission, the State Social Welfare Board, the Secretary cum Commissioner of the Law Department, civil society and NGO members, doctors from ultrasound clinics and other key functionaries responsible for the implementation of PCPNDT act.

4.6 Disaster Management
World Vision India is one of the 25 NGOs selected as a member of the National Disaster Management Authority (NDMA), India for disaster response. In 2010, the committee developed NGO guidelines on disaster management where World Vision India was one of the facilitators. The guideline describes the response of NGOs during disaster situations. The Sphere India alliance formed by the NGOs created space for NGOs to respond to emergency situations as NDMA is not directly involved in emergency relief. IAG Tamil Nadu conducted a three day Sphere Standard Workshop in Chennai that brought all the International NGOs (INGOs) and NGOs to a common platform. World Vision India was one of the main facilitators of this three day workshop.

4.7 Resource Generation
World Vision India helps SHGs establish linkages with financial institutions such as banks, National Bank for Agricultural and Rural Development (NABARD) and micro-finance institutions. SHGs are able to access credit from these agencies and utilise them for emergency needs, start small scale businesses, create assets etc.
World Vision India has more than 70 corporate partners who helped in reaching out to communities at large, through grants to community based projects, individual sponsorship, sharing human resources and expertise. As a socially responsible corporate, leading car manufacturer, BMW is sponsoring 375 children through the child sponsorship programme, on behalf of its employees. BMW has also adopted 12 villages of Bellary, Karnataka by supporting children in the area of education and health. As a result of this initiative, children received educational aids such as school bags and books; infrastructure in schools improved so that children have a joyful learning experience; periodical health check-ups are conducted and children are supported for follow-up treatment. Families have benefitted through these economic development programmes and the community in which the children live has also been made conducive for their overall development.

The shipping giant Maersk’s employees have been socially responsible in lending a helping hand to children affected with HIV and AIDS. They do not stop with giving money but also make a difference by visiting them. “I lost my father at the age of five. My mother is HIV positive and she cannot earn a living. Had it not been for World Vision India and Maersk, I could have never scaled these heights” says Rekha, who has now completed B.Com and is placed in a reputed IT company in Chennai.

The partnership between Coca-cola and its bottlers, Amrit and Brindavan reached out to poor farmers through its rain water harvesting programme in Nindura block, Barabanki, Uttar Pradesh. Construction of 20 rain water harvesting tanks helped not only in preventing wastage of rain water but also providing water through tube wells, hand pumps and wells for irrigation, all through the year. As a result of this initiative, 224 small and marginal farmers in Barabanki have access to water for irrigation.

Many other companies like KLM-Royal Dutch Airlines distributed bicycles for rural high school children at Kalpakkm, TNT distributed personal hygiene kits, overhead water tanks and education material for children. Guidant constructed a high school block consisting of classrooms, auditorium and laboratories. Pfizer supports microfinance projects for poor entrepreneurs.

There is a growing consensus on the need for corporates to participate in nation building through addressing issues faced by the society. World Vision has been partnering with leading corporates in translating their vision to reality. World Vision India’s experience in working with the poor for over five decades provided the much needed advantage for corporates to reach out effectively to the community at large.
5. Lessons Learnt

I. Partnership with **Government agencies** ensures initiatives and models are mainstreamed within local Government systems and are sustained. Networking with ICDS resulted in *improvement in nutrition and health of children*; with Department of Education helped *children enroll and pursue quality education*; with Social Welfare Department and NGOs helped disabled access schemes, employment oriented training, soft skills training, job placements and financial assistance; with technical agencies such as KVK, resulted in *building the capacity of communities on sustainable agricultural and livelihood practices*.

II. Partnership with **financial agencies** such as NABARD and nationalised banks has *promoted sustainable solutions* for empowering communities, especially women, through access to credit.

III. Partnership with **private sector organisations** ensured *employment of youth and improved livelihood opportunities* of communities after skill development.

IV. Networking with **Faith Based Organisations** has *transformed them as support systems* for addressing Child Rights issues.

V. Providing impetus to **Community Based Organisations** to carry forward the *development initiatives* further is a critical component of the transition strategy. This includes linking CBOs to key stakeholders which are aimed at sustaining them in the longer run.
6. Future Opportunities

1. **Link people's organisations to social movements** – CBOs/youth clubs/SHGs/childrens’ clubs/ sector based groups such as farmers’ clubs/associations, etc.

2. **Ensure effective partnership with the government at all levels** – education/health/ICDS/ skill development and employability/vocational skills and professional career development/ women empowerment/child development, etc.

3. **Enhance private/cross sector partnerships** – resource generation/issue centric solutions through multi sector partnerships i.e., water/nutrition/education/ICT for development/ bottom of pyramid business solutions, etc.

4. **Explore partnership with academic institutions** – research and development/capacity building/ disaster preparedness/youth development /climate change/internships, etc.

5. **Influence local Faith Based Organisations** – addressing social issues/value transformation, etc.

6. **Innovate at the grassroots level towards sustainable solutions** – creative solutions required to address the complexity of poverty.
# GLOSSARY

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP</td>
<td>Area Development Programme</td>
</tr>
<tr>
<td>ATMA</td>
<td>Agricultural Technical and Management Authority</td>
</tr>
<tr>
<td>AWW</td>
<td>Anganwadi Workers</td>
</tr>
<tr>
<td>CANA</td>
<td>Christian HIV and AIDS National Alliance</td>
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<tr>
<td>CBGA</td>
<td>Centre for Budget Governance and Accountability</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organisation</td>
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<tr>
<td>CEDMAP</td>
<td>Centre for Entrepreneurship Development</td>
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<tr>
<td>CHN</td>
<td>Child Health Now</td>
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<tr>
<td>CIDA</td>
<td>The Canadian International Development Agency</td>
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<tr>
<td>CRRI</td>
<td>Central Rice Research Institute</td>
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<tr>
<td>CRS</td>
<td>Customer Relation Services</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>DPPN</td>
<td>District Positive People’s Network</td>
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<tr>
<td>DRDA</td>
<td>District Rural Development Agency</td>
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<tr>
<td>EM</td>
<td>Effective Microorganism</td>
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<tr>
<td>FBO</td>
<td>Faith Based Organisation</td>
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<tr>
<td>GAP</td>
<td>Good Agricultural Practices</td>
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<tr>
<td>GFATM</td>
<td>The Global Fund to Fight AIDS, Tuberculosis and Malaria</td>
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<tr>
<td>IAG</td>
<td>Inter Agency Group</td>
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<tr>
<td>ICAR</td>
<td>India Alliance for Child Rights</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>IAY</td>
<td>Indira Awaas Yojana</td>
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<tr>
<td>ICDS</td>
<td>Integrated Child Development Service</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>IGNOU</td>
<td>Indira Gandhi National Open University</td>
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<tr>
<td>IL&amp;ES</td>
<td>Infrastructure Leasing &amp; Financial Services</td>
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<tr>
<td>INGO</td>
<td>International Non Governmental Organisation</td>
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<tr>
<td>ITES</td>
<td>Information Technology Enabled Services</td>
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<tr>
<td>ITPC</td>
<td>International Treatment Preparedness Coalition</td>
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<tr>
<td>JJ Act</td>
<td>Juvenile Justice Act</td>
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<tr>
<td>JJND</td>
<td>Juvenile Justice National Desk</td>
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<tr>
<td>KVK</td>
<td>Krishi Vigyan Kendra</td>
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<tr>
<td>MDG</td>
<td>Millenium Development Goals</td>
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<td>MGML</td>
<td>Multi Grade and Multi Level</td>
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<tr>
<td>MIT</td>
<td>Micro Irrigation Technician</td>
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<tr>
<td>MNREGA</td>
<td>Mahatma Gandhi National Rural Employment Guarantee Act</td>
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<tr>
<td>NABARD</td>
<td>National Bank for Agricultural and Rural Development</td>
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<td>NCE</td>
<td>National Coalition for Education</td>
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<td>NDMA</td>
<td>National Disaster Management Authority</td>
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<td>NGO</td>
<td>Non Governmental Organisation</td>
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<td>NTC</td>
<td>NGO TB Consortium</td>
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<td>PARA</td>
<td>People for Rural Awakening</td>
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<tr>
<td>PCPNDT</td>
<td>Preconception and Prenatal Diagnostic Techniques Act</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>PLHIV</td>
<td>People Living with HIV</td>
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<tr>
<td>PWN</td>
<td>Positive Women Network</td>
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<tr>
<td>RTE</td>
<td>Right to Education</td>
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<tr>
<td>RTI</td>
<td>Right to Information</td>
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<tr>
<td>SHG</td>
<td>Self Help Group</td>
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<tr>
<td>SRI</td>
<td>System of Rice Intensification</td>
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<tr>
<td>SSA</td>
<td>Sarva Shiksha Abhiyan</td>
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<tr>
<td>TNCDW</td>
<td>Tamil Nadu Corporation for Development of Women</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UNIFEM</td>
<td>United Nations Development Fund for Women</td>
</tr>
<tr>
<td>VDC</td>
<td>Village Development Committee</td>
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<tr>
<td>WNTA</td>
<td>Wada Na Todo Abhiyan</td>
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</tbody>
</table>
OUR GOAL:
Pursue highest standards of sustained well-being of vulnerable girls and boys through shared action and collective voice

STRATEGIC DIRECTIVES (April 2011 – March 2014)

World Vision India will in high child-vulnerable communities, seek to . . . .

1. **Reduce** infant mortality
2. **Eliminate** hunger in communities
3. **Pursue** quality education ensuring greater access
4. **Equip & Empower** value-based governance at all levels
5. **Mobilise** shared action for rights of vulnerable children
6. **Promote** highest standards of Organisational Excellence

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