Transform NEEV Collective | Focus Areas
The collective was conceptualized and designed via a rigorous process starting with strategy design in consultation with an expert taskforce followed by partner selection.

1. Conceptualizing Transform Collective
   Developing the concept of the Transform Collective and identifying a backbone organization
   Mar’2020 – Dec’2020

2. Kick-off and Sector Scan
   Set-up phase initiated with onboarding of backbone organization; Quick sector landscaping through ~30 expert interviews and research to identify sector gaps and potential focus areas
   Jan’2021 – March’2021

3. Design Phase Approach
   Executive board finalized route for identifying partners, need for taskforce, and governance structure for design phase
   June’21

4. Taskforce Onboarding & Branding initiated
   Taskforce confirmed and kick-off. Agency in-charge of branding and communications on-board
   July’21 – Aug’21

5. Taskforce Milestones
   Taskforce support on 3 key objectives – 1) program strategy; 2) thought leadership; 3) plan for potential government partnership
   Aug’21 – Nov’20

6. Branding & Comms Milestones
   1) finalize the brand direction; 2) finalize name of the Collective for India (incl. in regional languages)
   Aug’21 – Nov’21

7. Partner selection and Thought Leadership
   Selection process launched; selected organizations under review. Launched report ‘Lets Go Home – A Family for Every Child at DPW 2022
   Dec’2021 – Mar’2022

8. Closing Design phase and Collective Launch
   Finalize outcomes framework for collective; Governance for execution phase, Soft launch collective. First batch of 4 organizations have received their grant letters
   Feb’22 – May’22

(Operations halted in April and May to respond to the 2nd wave of COVID in India)
While child development & protection systems have made remarkable progress over past two decades, we are far from being a truly holistic child-centric ecosystem.

**Progress has been made...**

- Over the past 2 decades, the sector has made strides in drawing attention to child rights as an issue, developing a system of child care and protection, and creating strong policy and legislation.

- With the Right to Education Act, we have been able to increase the quantum and retention rates of children in schools.

- The Juvenile Justice Act has provided the sector with legal recognition of a child’s right to a family and the necessary policy frameworks to drive convergence to this end.

- The Child Protection system has made provisions for support structures and linkages across various levels to ensure the well-being of children.

**... Some barriers persist**

- However, from a service provision perspective, the sector is fragmented, issue-based and focused on post harm support to children.

- We view the systems for children in silos of protection, development, survival and participation, which impedes holistic child care.

- Funding and service provision (government and non-profit) are disproportionately skewed towards rescue services and institutional care.

- Yet, these structures often exist only on paper, on ground they lack the requisite resources, tools to support children; child and caregivers voices are missing from solutions.
A child’s ability to thrive in a family is dependent on multiple ecosystems; there is a need to re-envision the continuum of care as an interaction and balance of these influencing ecosystems.
The Transform Collective will invest in a replicable state model that can be scaled across India and globally.

For children to remain and thrive in families, there is a need to redefine the childcare ecosystem by putting equal emphasis on strengthening families and communities, reforming the existing system of child protection, and creating an enabling ecosystem.

**Vision**
Every child and youth in India is protected and thriving in safe and nurturing families and communities.

**Mission**
To reform childcare systems by promoting prevention and by providing access to quality family-based alternative care when necessary for children who are already separated or require separation.

**Impact Statement**
By 2024, Transform will collaboratively develop a successful preventive and family-based alternative care model of care in Maharashtra to enable 100% of the most marginalized children to remain and thrive in families.

**ECOSYSTEM STRATEGIC PRIORITIES**
- Spotlight good practices, evidence and progress to drive urgent action towards family based care
- Promote exchange of learning and good practices within key stakeholders in the child protection sector
- Champion the need to drive philanthropic funding and attention to preventive strategies and family based care

**SYSTEMS CHANGE LEVERS**
- **Policy | Resource Flows | Data & Tech | Linkages**
  - 01 | Empowering families
    - Improve access-awareness-allocation of social protection schemes for families in vulnerable situations
    - Improve access to mental health services and counseling for caregivers to help them create an enabling environment for their children

- **Data & Tech | Narrative Change | Linkages**
  - 02 | Strengthening existing community-based safety nets
    - Drive efforts and measures to strengthen child care and protection lens in policies and practices of allied sectors
    - Develop action oriented indicators, data and metrics to identify families and children in distress (pre-harm)

- **System Change | Narrative Change | Linkages**
  - 03 | Equipping nodal points within the child protection system
    - Improve linkages across CWCs, local community-based structures such as CPCs, and community members to shift perspectives towards keeping children in families
    - Build supporting platforms and infrastructure to help CWCs and CPCs function more efficiently

- **Scalable Model | Narrative Change | Linkages**
  - 04 | Establishing local models of family-based care
    - Support scaling of the foster care model in Maharashtra
    - Develop models for rationalized institutionalization and repurposing of CCIs as safe spaces

**01 | Empowering families**
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**04 | Establishing local models of family-based care**
- Support scaling of the foster care model in Maharashtra
- Develop models for rationalized institutionalization and repurposing of CCIs as safe spaces
The collective will bring sector leaders for a collective impact program with a three-tier outcomes model aiming to build a state model for prevention and family-based care.

**Advisory Board**

- State Government
- Communities
- Systems & Structures

**Implementing and Ecosystem Partners**

- Save the Children
- Leher
- Sambodhi
- UNICEF
- CRCP

**MEL Partner**

- Sambodhi

**Back-bone Organization**

- dasra

**UBS Optimus Foundation**

**Individual Philanthropists**

**Direct Impact**

- Touch lives of ~35,000 children and adults across 9 districts of Maharashtra to keep ~5,000 children in families

**Systems Strengthening**

- Strengthen protection systems and enable functioning of ~180 CPCs (community-based groups for child protection)

**Research & Advocacy**

- Build State Model for prevention and family-based care backed by data and evidence
Partners have 6 distinct program models covering both depth and width, and bring their unique program approach built on their respective strengths and experience

<table>
<thead>
<tr>
<th>High Touch/ Deep Impact Program</th>
<th>Low Touch/ Scale Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urban</strong></td>
<td><strong>Approach</strong>: Direct implementation, local system enablement</td>
</tr>
<tr>
<td><strong>Initiative</strong></td>
<td><strong>Approach</strong>: Capacity building</td>
</tr>
<tr>
<td>• Operate safe spaces which double up as contact points</td>
<td>• Train CHILDLINE team on prevention</td>
</tr>
<tr>
<td>• Provide direct support through sponsorship/ linkages</td>
<td>• Enable CPCs through CHILDLINE</td>
</tr>
<tr>
<td><strong>Organization USP</strong>: Deep implementation experience in urban setting for children in red light areas, <strong>strong understanding of nodals</strong></td>
<td><strong>Organization USP</strong>: Deep implementation experience of similar program in other geography</td>
</tr>
</tbody>
</table>

| **Rural**                      | **Approach**: Direct implementation, community center |
| **Approach**: Direct implementation, case management, local system enablement | **Organization USP**: Deep implementation experience of similar program in other geography |
| **Initiative**                 | **Approach**: Deep implementation experience of similar program in other geography |
| • Provide case management services – linkages, direct support | **Approach**: Research, existing platforms for other sectors |
| • Enable setting up and training of child protection committees | **Approach**: Research, capacity building and community of practice |
| **Organization USP**: Deep implementation experience of similar program in other geography | **Initiative**: |
| **Approach**: Direct implementation, local system enablement | • Build interactive visual organograms for child protection sector and linkage to allied sector |
| **Initiative**: | • Train allied sector grassroots leaders on child protection |
| • Enable setting up and training of child protection committees | • Build community of practice |
| • Build capacity of nodals | **Organization USP**: Relationship and understanding of CHILDLINE |

*CHILDLINE has dedicated partners whose mandate is to address needs of child who reach out to the helpline. Leher will build on the strengths of already existing CHILDLINE teams*
The force behind the collective will be provided by sector stalwarts leading partner organizations

Avani Kapur leads the Accountability Initiative and is a Fellow at the Centre for Policy Research, the largest research group at CPR working towards more Responsive Governance, a public system that is accountable to citizens in spirit and practice. She has over 13 years of experience in governance, state capacity, and public finance. She has been conducting research on key social sector programmes across a range of sectors such as health, nutrition, water, sanitation, and education. Avani has co-conceptualized the PULSE for Development platform to bring the development community together to learn, share and exchange ideas, research and resources.

Kajol (Devasmita) Menon (on the left) is one of the Co-founders of Leher and is committed to issues of marginalized communities, justice and equity, particularly children and their rights. As Executive Director of CHILDLINE India Foundation (CIF), she spearheaded India’s helpline for children into one of the largest child protection networks in the country.

Nicole Menezes (on the right) is one of the Co-founders of Leher and is passionate about the rights of children. Nicole joined the founding team of CHILDLINE India in 1999 and was instrumental in developing the service from a single helpline for street children in Mumbai to the largest helpline in India, embedded in the nation’s child protection system, now reaching one third of India’s children.

Priti Patkar fondly known as ‘Priti tai’ is the Co-founder and Executive Secretary of Prerana that has done pioneering work in the red-light districts of Mumbai to protect children vulnerable to commercial sexual exploitation and trafficking. She is recipient of several awards including by Govt. of Maharashtra, Union Ministry of Women and Child Development and author of 7 books and several research reports published by National Commision of Women, UNICEF, UNDP among others. She is accredited with several path-breaking social interventions for the protection and dignity of children and women victims of human trafficking and commercial sexual exploitation. Patkar has to her credit the largest number of legal interventions and writ petitions in India to protect the rights and dignity of child and female victims of child sexual exploitation and trafficking. Originating from Mumbai, she obtained her ‘Bachelors in Social Work’ from Nirmala Niketan College and her ‘Masters in Social Work’ from Tata Institute of Social Science.

Prabhat Kumar is the National Thematic Manager - Child Protection with Save the Children India and is a passionate facilitator for embedding child safeguarding protocols in institutions and has done so for various civil society organizations, corporates, and institutions. His expertise covers a sound knowledge of legal instruments, related to women and children. He specializes in resource acquisition and award management, Monitoring Evaluation Learning and Accountability (MEAL) and setting up institutional emergency preparedness. Prabhat has been able to infuse innovation through his involvement in a variety of programmatic areas: Health and Nutrition, Education, Disaster Risk Reduction, Child Poverty, and Child Protection.
The Theory of Change for Transform Collective is to act on the breakpoints through family and community based prevention initiatives, family-based care models and ecosystem initiatives.

Maharashtra has a replicable childcare model that enables even the most marginalized children to remain and thrive in families (and family based care structures) that in turn lead them to better life outcomes; this model eventually gets adopted in other states of India.

Safe and nurturing environments in families help children thrive; Children are prevented from being separated from families and communities.

The ecosystem is supported and built in a manner that enables scale and sustainability for prevention and family based care.

**Priorities**

1. **Empower families**
   - There is access-awareness-allocation of social protection schemes for families in vulnerable situations.
   - There is access to mental health services and counseling for caregivers to help them create an enabling environment for their children.
   - Rationale: This will alleviate economic distress and build positive environment to keep children in families.

2. **Strengthen community-based safety nets**
   - Child care and protection lens in allied sectors enable communities.
   - Action oriented indicators, data and metrics identify families/children in distress (pre-harm).
   - Community based structures, e.g. CPCs, children groups, are functional.
   - Rationale: This will empower the community to identify distress and to support in preventing separation.

3. **Equip nodal points in the child protection system**
   - Linkages across CWCs, local community-based structures, e.g. CPCs, and community members shift perspectives towards keeping children in families.
   - Supporting platforms and infrastructure help CWCs and CPCs function more efficiently.
   - Rationale: This will shift mindset and build better connection of nodals with communities and enable family reintegration.

4. **Establish local models of family-based care**
   - Foster care/kinship care model of support is available.
   - Models for rationalized institutionalization exist that enable repurposing of CCIs as safe spaces.
   - Rationale: Foster and kinship care will provide non-institutional option, rationalization of institutions will provide positive incentive to family reintegration and family based care options.

5. **Build optimal macro ecosystem**
   - Greater attention, capital and support, both public and philanthropic, are driven towards prevention and family based care.
   - Child Protection policies are well-resourced for last mile coverage and a ‘child-centric’ lens is applied to the larger policy environment.
   - Models of prevention, family-based care and rationalized institutionalization are invested in to generate robust evidence and make a case for scale.
   - Stakeholders across the continuum understand the harms of institutionalization and strive to keep children in families or family-based care.
   - Rationale: Awareness of the harm of institutionalization coupled with understanding of prevention and alternate care models among practitioners and funders will lead to action on ground.

**Outcomes**

- Safe and nurturing environments in families help children thrive.
- Children in need of care and protection find family-based alternative care options that provide quality care, institutionalization is the last resort.
- The ecosystem is supported and built in a manner that enables scale and sustainability for prevention and family based care.

**Impact**

- Maharashtra has a replicable childcare model that enables even the most marginalized children to remain and thrive in families (and family based care structures) that in turn lead them to better life outcomes; this model eventually gets adopted in other states of India.
- The ecosystem is supported and built in a manner that enables scale and sustainability for prevention and family based care.

**Breakpoints**

- The child is forced to separate from families due to economic distress and lack of a positive environment.
- The child does not get support from extended family/community, accelerating entry into child protection system.
- Within child protection system, child is sent to institution as first resort - considered safer than family reintegration.
- Even though the child has parents/caregivers/kin, the child stays in the institution longer than required.
- Children without parental care/families stay in institutions until 18 yrs age unequipped with skills, connections and emotional resilience to thrive in real world.
- The macro ecosystem is skewed towards institutionalization.

*to be articulated into Inputs, Activities and Outputs during design of outcomes framework
Taskforce Spotlight - Sector leaders across diverse fields were brought onboard for a 4 month engagement to guide the NEEV Collective’s strategy

Farida Lambay, Chairperson
With 25 years of experience as an education and social activist, Farida Lambay co-founded Pratham in 1995 with Dr. Madhav Chavan. Ms. Lambay was recently appointed a member of the Maharashtra State Commission for the Protection of Child Rights and currently serves on the Government of India Committee on Child Labour & Research in Education where she has initiated national level policy changes. In 2015, she received the Indira Gandhi Memorial Award for her contributions to education and child rights.

UNICEF: Alpa Vora & Vandhana Kandhari
Alpa Vora and Vandhana Kandhari are Child Protection Specialists with UNICEF and bring a Maharashtra and larger India perspective respectively. They work with Government, child protection systems, civil society organizations and other stakeholders to support and strengthen prevention and response interventions for Child Protection. They bring tremendous experience and expertise and have led evidence generation, policy and practice initiatives for child protection systems strengthening, family strengthening and family based alternative care. UNICEF engages closely in 17 states of India and at national level to support such initiatives at scale.

Dr. Anand Bang
Dr. Anand Bang is a physician and public health expert. He is the Joint Director of Society for Education, Action and Research in Community Health (SEARCH), an NGO working for tribal and rural health care in the Gadchiroli district of Maharashtra since 1986. He is also the Advisor Health for the Tata Trusts, helping to shape the health strategy of the Trusts. He was also the Honorary Advisor, Health to the Chief Minister of Maharashtra.

Dr. Nilima Mehta
Dr. Nilima has done extensive work in the area of Child Rights and Child Protection for over forty years – both as a practitioner and as an academician. She is a Consulting Psychotherapist & Family Counsellor. She has been associated nationally and internationally for Policy Development, Legislative Reform, Training, Research & Documentation. Dr. Nilima has worked in advisory capacity with the GOI, civil society organisations, INGOs and NGOs. She was the first Chairperson of CWC, Mumbai. As an academic, she has been a Visiting Professor at the TISS, CSW-NN and SNDT University, and Chair Professor at TISS. Currently she serves on IQAC of CSW-NN, IRB and Academic Council of TISS.

Kajol Menon
Kajol is Co-Founder Leher, a child rights organization with focus on prevention at the primary level- communities, government, and for all children. As former Executive Director CHILDLINE India Foundation (CIF), she spearheaded India’s helpline for children into one of the largest child protection networks in the country. With the ambitious aim of expanding CHILDLINE to every district in India, she managed the CHILDLINE network of over 450 civil society organizations, led a team of 100 and built national and global relationships with government, funding agencies, civil society and other strategic partners.

Mrunalini Jog
Mrunalini Jog is a Project Head with Sampark, an organization that facilitates NGOs and volunteers to reach out to the policy makers and media and brings journalists, academicians and opinion makers together on key development issues. She has extensive experience engaging with different levels of government on advocacy matters and has also authored research reports on various relevant topics including status of community-based child protection structures.