NEEV Partners
NEEV is a replicable state model that has been designed for scale 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, NEEV will collaboratively develop a successful preventive and family-based alternative care model of care in Maharashtra to enable [ ]% of the most marginalized children to remain and thrive in families.

**ECOSYSTEM STRATEGIC PRIORITIES**

- **Policy | Resource Flows | Data & Tech | Linkages**
  - **01 | Empowering families**
    - 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)
  - **02 | Strengthening existing community-based safety nets**
    - 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
  - **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
  - **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

**SYSTEMS CHANGE LEVERS**

- **Scalable Model | Narrative Change | Linkages**
  - 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
NEEV collective brings together 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.
NEEV Implementation Partners | Deep-Dive
The direct implementation programs by Leher, Prerana and Save The Children India will cover 9 districts with a population of 10+ million children

**MAHARASHTRA**

**Intervention Districts**
- Mumbai Suburban
- Palghar
- Thane
- Pune
- Nandurbar
- Beed
- Akola
- Yavatmal
- Gadchiroli

**State of Maharashtra**
- No. of districts: 36 districts and 6 administrative divisions
- Population: 61,556,074 (55% rural)  
  50,818,259 (45% urban)
- Gross State Domestic Product: US $430 billion
- Human Development Index: 0.696
- Literacy rate: 82.34%
- Sex ratio: 929 ♀/1000 ♂
- Sources: Census 2011; Global Data Lab 2019; State Domestic Product, MOSPI 2021

**Population:**
- Total Urban population between 0-19 years – 5.7 million  
  (Mumbai Suburban + Thane)
- Total Rural population between 0-19 years – 4.3 million  
  (Nandurbar + Yavatmal + Palghar + Gadchiroli + Beed + Akola + Pune)

**Protection System Indicators:**
- CHILDLINE (Helpline for children) in these districts received ~90,000 calls in a year*
- CWC* at Mumbai Suburban received 5000+ cases during 2015-2017
- Potentially ~800,000 children in need for care and protection** in the 9 districts (program geography)

* child welfare committee – statutory body established under the Juvenile Justice care and protection Act to work with children in need of "care and protection"

* Apr 2019- Mar 2020, ** National numbers: 440m children, 35m in need for care and protection (8%)
Organization Overview

Save the Children is India’s leading independent child rights’ NGO, which works in 18 states across the country. Beginning their journey in 2008 in India, and registered as ‘Bal Raksha Bharat’, they have impacted lives of more than 11 million (1.1 crore) children.

Save the Children India works in tandem with numerous government agencies, civil society organizations, and communities across five core themes: Health & Nutrition, Education, Child Protection, Humanitarian Response, Disaster Risk Reduction and Child Poverty. Within the space of child protection, STCI works on following a children-led approach to empower children, build awareness, set children’s groups and child welfare committees, link families to social protection schemes and engage in training partners on the issue.

Aligned with Save the Children’s Global Breakthroughs for 2030, they strive to build a world where every child attains the right to survival, protection, development and participation.

Role at Transform Collective

- Strengthening Families & Communities
- Strengthening Nodal Points
- Enabling Alternate Models of Care
- Aligning Policy & Practice of Allied Sectors

Save the Children India will build on its core program strength and aims to work in communities for enabling a safe environment for children in one rural district in Maharashtra. Their efforts will be directed towards strengthening existing community level protection mechanisms with the tools and resources to effectively carry-out their roles & responsibilities and empowering families to promote a safe environment for children at home. The program will also look to building foster care within these communities.

The program will involve 3 components:

1. **Family Strengthening**: The first component would focus on **identification of at-risk children in 50 villages** to provide **case management services to ~1800 children** and facilitating access to need based services in the best interest of the child. The process would involve periodic reviews, assessments and follow-ups with the child and family to ensure reduction in vulnerability.

2. **Capacity Building**: The second component aims to capacitate protection mechanisms (**activating ~40 child protection committees**) to monitor, respond and rehabilitate children in need of care and protection, focusing on family-based care. This would involve capacity building as well as providing handholding support in delivering effective prevention, response and rehabilitation services for children.

3. **Family based alternative care**: Enable and promote family based alternative care to **enroll (~60) prospective foster parents** for children in need for care and protection.
Leher

Website: [https://leher.org/](https://leher.org/)
Headquarters: New Delhi, India | Founded: 2013
Geographical focus: 5 states in India including Maharashtra

**Organization Overview**

Leher is a child rights organization, working to make child protection a shared responsibility, aiming for a society where caring families, alert communities and responsive governments come together to ensure the rights and protection of all children. Leher works on preventive child protection in communities and builds local community engagement program that prevents children from being abused or exploited. The program equips communities with awareness, understanding of their situation, skills to mobilize themselves, demand and monitor child protection.

Leher’s strategy to achieve scale combines demonstration and learning, creation of knowledge and toolkits for communities, and building capability to assimilate preventive child protection solutions into larger existing institutions of government and civil society.

In their flagship field lab covering 36 villages, Leher has been able to drastically reduce child marriage, increase completion of schooling and has set up preventive community structures involving 700+ members.

**Role at Transform Collective**

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Leher will build on its core program strength to implement community based prevention program in Maharashtra. The intervention will explore the potential of collaboration between community stakeholders, community-based mechanisms in rendering preventive child protection initiatives, engaging the child protection system and services, catalyzing behavior change towards a safe nurturing environment for children and families to thrive.

The program will explore in 2 formats:

1. **Deep touch initiative**: Leher will work in one urban and one rural district to activate ‘Child Protection Committees’ and other community based structures to enable them to reach adults and children and support child protection cases. In urban areas especially, the work will address the challenge of making child protection compelling, and find ways to incentivize child care and protection within structurally complex urban settings.

2. **Low touch initiative**: Leher will partner with CHILDLINE Foundation to build their capacity to enable prevention leading to activation of ‘child protection committees’. (CHILDLINE India Foundation is the nodal agency of the Union Ministry of Women and Child Development that manages CHILDLINE 1098, a 24-hour a day, 365 days a year, free, emergency phone service for children in need of aid and assistance, and is present in 602 districts – 80% of all in India). This will pave the path to non-linear scale for the initiative post the first 3 year program horizon.
Prerana

Organization Overview
Prerana is a civil society organization that started working in the red light areas of Mumbai in 1986 that serves the actual and potential women and children victims of commercial sexual exploitation & trafficking (CSE&T).

Prerana takes a 360 degree approach to its efforts in ending commercial sexual exploitation and trafficking work by playing roles in protection, prevention, vigilance, rescue, post rescue operations, victim care services, prosecution, empowerment of victim women, advocacy, legal support, policy level and administrative reforms, rehabilitation and social reintegration, generating social awareness, research and documentation, sensitization and training of special functionaries (like police, judiciary, etc) and networking and capacity building of fellow organizations.

Prerana’s strength lies in its strong community engagement and field presence, particularly in urban settings which is evident in Prerana’s model of operation in the red-light areas over the last three decades. Over the years, Prerana has impacted 22,000 children and 1487 girls between the age of 14 to 17 have been rescued from the sex trade since 2013.

Role at Transform Collective

- Strengthening Families & Communities
- Strengthening Nodal Points
- Enabling Alternate Models of Care
- Aligning Policy & Practice of Allied Sectors

Prerana will build on its core program strength, working with communities in urban settings by providing holistic support to children and families so that children are growing and developing in family-based care and avail institutional care only as the last resort. Prerana will work in urban districts in Maharashtra, looking to innovate prevention in structurally complex urban settings.

Prerana’s experience of working with vulnerable communities corroborates the finding that having a physical safe space in the community aids establishing base in the communities. The project plans to establish community centres in pre-identified or assessed locations based on the nature of vulnerabilities of children residing in these areas. This physical space would serve as a focal point of implementing activities in the community to provide holistic support to children potentially avoiding institutionalization. Extensive outreach would enable the project in identifying vulnerable children and families. While some of the interventions would take place on a case-to-case basis, the individual and group sessions including counselling sessions, support group meetings, case work follow up could take place uniformly across these centres.

The project would provide needs-based services to children and their families including:
- Linkage to education/ livelihoods and access to social protection
- Psychosocial support to children and families
- Need based direct financial assistance
NEEV Ecosystem, MEL & Backbone Partners | Deep-Dive
Organization Overview

The Centre for Policy Research (CPR) has been one of India’s leading public policy think tanks since 1973. CPR is a non-profit, non-partisan independent institution dedicated to conducting research that contributes to the production of high-quality scholarship, better policies, and a more robust public discourse about the structures and processes that shape life in India. CPR’s faculty regularly serves on numerous governments, national civil society, and international committees.

The Accountability Initiative (AI) within the Centre for Policy Research has been working on fiscal policy and governance processes since 2008. In 2009, AI started its flagship project called PAISA (Planning, Allocations and Expenditures, Institutions: Studies in Accountability) which undertakes large scale expenditure tracking studies. PAISA is widely acknowledged to be the country’s largest and only citizen-led effort to track social sector finances.

Over the past 13 years, Accountability Initiative has thus become a “go to” research group for work on budgetary analysis, expenditure tracking surveys and institutional studies to strengthen governance.

Role at Transform Collective

The proposed intervention will build on the institutional strength of the organization and aim to drive action for the state of Maharashtra via research and capacity building to enable advocacy.

It will explore the inclusion of allied sectors (like education, health, sanitation, rural livelihoods, urban development among others) in child protection, particularly for enabling prevention. It will do so by building the capabilities of allied sector practitioners. The program will also aim to identify select allied sector policies for advocacy for inclusion of child protection lens. There are 3 intervention areas:

1. **Building allied sector understanding:** Conduct landscape study and build visual, interactive organograms to develop an understanding of allied sectors for child protection and the related fiscal and institutional architecture with a focus on Maharashtra
2. **Capacity building of grass-root leaders:** Work with grass-root leaders to develop their understanding of child protection landscape and potentially integrate the same in their organizational activities
3. **Building community of practice:** Bring key stakeholders together for cross pollination of knowledge, recognizing levers of change, and identifying potential roadblocks among government officials and practitioners, via curated events, conferences and thematic issue briefs
**UNICEF India (Ecosystem Partner)**

Website: [https://www.unicef.org/india](https://www.unicef.org/india)  
Headquarters: New Delhi, India  
Founded: 1949

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**Organization Overview**

UNICEF India is committed to its continued support to the Government in this extraordinary journey of development to reach every child everywhere in India. Their goal is to enable every child born in India to have the best start in life, to thrive and to develop to her or his full potential. To achieve this they use their technical expertise together with partners to tackle the root of several, deeply entrenched structural challenges.

UNICEF India has been present in India for 70 years. UNICEFs key strength lies in their evidence-based technical expertise that informs policy action and implementation, while at the same time building the capacity of partners. With some 450 staff members working in 17 states that together cover 90 per cent of India’s child population - largest field presence among UN agencies – they are well positioned to reach the country’s most vulnerable children.

UNICEF India relies on support and donations from businesses and individuals to sustain and expand health, nutrition, water and sanitation, education and child protection programmes for children in India.

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**Role at Transform Collective**

Program geography: Maharashtra

The proposed solutions focus on building a model and blueprint for foster care based through a systematic analysis of the historical context and contemporary challenges around family strengthening, family-based alternative care, gate-keeping and de-institutionalization in Maharashtra.

UNICEF proposes a field-to-lab approach, which will make an explicit link between evidence generation and demonstration of the foster care model on the ground. The review of existing practices, historic evidence, and knowledge building will pave the way for viable policies and practices for rationalizing institutional care and building a model for foster care.

1. **Evidence generation and knowledge building for developing a model of foster care, family strengthening and family-based alternative care services**
   - Constitute a reference group of thought-leaders, practitioners, and government representatives to build an understanding on family-based alternative care in the State
   - Build partnerships with academic institutions for primary and secondary data collection to understand the context of foster care in MH and build a viable model of foster care

2. **Demonstrate and strengthen foster care practices in Maharashtra**
   - Build partnerships with the State and CSOs to demonstrate and strengthen foster care through capacity building, mentoring and supervision support and learning exchanges
   - Training of child protection functionaries and cadre of Master Trainers for foster care

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**Strengthening Families & Communities**

**Strengthening Nodal Points**

**Enabling Alternate Models of Care**

**Aligning Policy & Practice of Allied Sectors**
Organization Overview
Sambodhi is a team of measurement experts that have a passion for making the world a better place. Every day they meet the rising demand for actionable data with a flair for innovation and improvisation. The insights and solutions they provide help build a better world for their communities and partners. They are advisors and knowledge partners to donors, governments and implementers as well as public and private sector organizations across the world.

Over the past decade, they have emerged as a pioneer in applying cutting-edge methodologies and advanced data tools to enable less complicated decision-making. They have researchers and specialists across a wide range of practice areas, including education, environment, livelihoods, public health and WASH (water, sanitation and hygiene) with a focus that cuts across gender equality, inclusion and resilience.

They have successfully completed projects across the world and have offices in South Asia, South-East Asia and Sub-Saharan Africa.

Role at Transform Collective

Program geography: Maharashtra

As a Monitoring and Evaluation partner, Sambodhi Research are embedded within the collective, with the goal of creating and deploying an utility and learning-focused Monitoring, Evaluation and Learning system, which would be instrumental in helping Transform Neev Collective achieve its overall goals

1. **Summative Evaluation**: The specific objective of this component is – one, to assess the change of key outcomes in the program geographies over the course of implementation of TC; and two, to leverage insights from the periodic performance measurements to course-correct,

2. **Collaborative Outcomes Reporting (COR)**: COR is a participatory approach to impact evaluation that systematically invites and engages stakeholders in program evaluation planning and implementation.

3. **Reflective Process Monitoring**: The main objective of concurrent monitoring support is to develop mechanisms to regularly track the key activities and output indicators across different program components.
Dasra (Backbone)

Website: https://www.dasra.org/  
Headquarters: Mumbai, India | Founded: 1999

Organization Overview

Dasra began as a venture philanthropy fund to invest in early stage non-profit organizations in India. The aim was to bridge the gap between funders and non-profits by educating funders to be more strategic in their giving, and helping non-profits use the funds in the most optimal way.

Through their journey, they have realized that when their dream is to impact the lives of a billion Indians, they cannot do it alone. For India to achieve the Sustainable Development Goals by 2030, funders, nonprofits and the government must work together, share learnings and create joint solutions that work. To achieve this impact at scale, Dasra’s model has grown to facilitate collaborations between funders, non-profits, corporations and the government. They are proud to be partnering with leading family foundations and philanthropists in India and abroad to help them shape their vision and dream big.

Dasra has successfully partnered with 300+ families, engaged with 3500+ corporates and foundations, and directed INR 500+ Crores for the development of communities in India.

Role at Transform Collective

Strengthening Families & Communities  
Strengthening Nodal Points  
Enabling Alternate Models of Care  
Aligning Policy & Practice of Allied Sectors

Dasra is playing the role of a ‘Strategic Backbone’ for the Collective, where NEEV, the India program of the Transform Collective will support a strategic portfolio of local partner organizations as part of a collective impact program that aims to work closely with state actors to achieve measurable outcomes in the child protection space.

Dasra will work to meet the following objectives:

• Ensure adherence to vision and strategy of Transform Collective’s India program (NEEV) with a strong governance system
• Enable shared measurement, learning and documentation practices leading to strong data, evidence and insights generation (along with MEL partner)
• Ensure government alignment with NEEV objectives and advance evidence-based policy advocacy (along with Collective partners)
• Ensure NEEV has distinct identity and enable amplification of the work of the collective
• Curate thought leadership & insights at a sector-state level, to disseminate learnings among philanthropists, government and non-profits