

35th Annual Report 2024-25



This is the **35th Annual Report** of UNNATI.

UNNATI is a strategic, multi-sectoral social development institution working primarily in the tribal and coastal areas of Gujarat and the Thar desert region in western Rajasthan. Established in the year 1990, the organization is committed to reducing vulnerability and promoting inclusive development through field practice, knowledge building and multi-stakeholder partnerships. All its initiatives are anchored in the principles of social inclusion, people's participation, social accountability and decentralised governance.

It is believed that vulnerability is best addressed when public programs effectively reach the last mile. Accordingly, interventions are designed to empower communities to access their entitlements and build meaningful partnerships with state institutions. Community-based organizations (CBOs) are strengthened and participatory planning is facilitated. Local governing institutions such as Gram Panchayats and urban local bodies are viewed as key instruments to mainstream the participation of vulnerable communities in development processes.

Rooted in the principles of equity and inclusion, the organization engages with Dalits, Adivasis, Kolis, minorities, and communities reliant on fragile livelihoods such as agricultural labor, salt farming, fishing, and cattle herding. Special emphasis is placed on promoting women's leadership through grassroots cadres such as Swasthya Sakhis, Pasu Sakhis, Jal Sahelis, and Bal Sakhis, who play pivotal roles in facilitating program delivery and building social capital at the village level.

Drawing on field-based learning and practice, the organization continuously engages with marginalized communities to co-create solutions that are responsive to local realities and promote equitable development. The organization's knowledge-building efforts emphasize social epistemology—recognizing that lived experience, community testimony and social relationships are essential to the creation of meaningful knowledge. Multi-stakeholder convenings are organized to amplify community voices and foster collective understanding, solution-building, and solidarity around pressing issues. All interventions maintain a consistent focus on facilitation and capacity building.

UNNATI operates across a range of interrelated thematic areas that reflect its commitment to inclusive and rights-based development. These include securing rights and entitlements for vulnerable communities; promoting community-based water governance; advancing the economic and social empowerment of women; improving the quality of education and school governance; strengthening maternal health and nutrition services; enhancing disaster risk reduction and community resilience; and building the capacities of local governance institutions for more accountable and participatory development.

Over the years, the organization has played a catalytic role in shaping state and national policies; co-facilitated the formulation of Gujarat's Gender and Disability Policies and the development of the National Disaster Management Plan (NDMP). It also led the operationalization of the MGNREGA social audit in Gujarat, systematization of proactive disclosure, among other initiatives.

We thank all our stakeholders and partners for their continued support and trust on us.

Our vision and mission guide us in executing our project objectives and activities. Some changes have been made in the earlier vision and mission statements to bring readability and clarity.

VISION

Citizen uphold the principles of democracy, social inclusion, equality before the law and equitable sharing of common resources.

MISSION

The vulnerable sections of our society, particularly the dalits, tribals, women and persons with disabilities are empowered to participate in the mainstream governance, development and the decision-making process effectively and decisively.

STRATEGY

- i. The participatory principles guide our strategy. Social inclusion, gender justice, equity, decentralisation, community resilience and climate justice are some of the guiding concepts for our action.
- ii. It is understood that in India the public programs (government schemes, projects and missions) are fairly well endowed, targeted and have potential to bring changes. These public programs can be made further effective and ensure the reach to the last mile, when people's organisations (CBOs) and Gram Panchayats are mobilised to leverage the resources of the public programs with local plans, implementation with people's participation, transparency and accountability.
- iii. Along with empowerment of citizen for demanding their entitlements, the service providers, including the government agencies are enabled to deliver in effective, transparent and accountable manner.
- iv. We work in partnership with Community Based Organisations, Civil Society Organizations, local decentralized governing institutions like Panchayati Raj Institutions (PRIs) and Nagar Palikas (Municipalities), government organizations, academic institutions and developmental initiatives of Corporate Houses.
- v. The experience and learning gained from the grassroots initiatives are systematically translated into articulation of issues, refinement of participatory methods and tools, training modules and materials to maintain as a learning organisation.

Ensuring Full Entitlements to Reach the Last Mile - Gujarat Roji, Roti aur Samajik Suraksha

Support:
Azim Premji
Foundation



People's access to public welfare schemes continue to remain a challenge due to low awareness, inadequate documentation to prove eligibility and weak institutional accountability. This program aims to strengthen demand generation and social accountability to ensure last-mile delivery of services under schemes like employment guarantee under MGNREGA, food security under NFSA, social security under NSAP and health care facility under Ayushman Bharat. This program is popularly called as *Roji, Roti, and Samajik Suraksha* - employment, food security and social protection. The program covers 80 villages - 59 tribal villages in Poshina and 21 in Bhachau targeting the Dalits, Kolis, Rabaris and minorities and other vulnerable communities.

Social accountability tools like *Jan Sunvais* (public hearings), entitlement tracking, and support through Nagrik Sahayata Kendras (NSKs) form the core strategy. These enable citizens and their village level collectives to improve last-mile delivery of welfare schemes.

Facilitating Access to Five Key Welfare Programs

The project focused on ensuring that rural households secured their full entitlements under five core public schemes critical to **livelihood, food security, and social protection**:

- National Food Security Act (NFSA)
- Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)
- National Social Assistance Programme (NSAP)
- Pradhan Mantri Kisan Samman Nidhi (PM-KISAN)
- Ayushman Bharat - Pradhan Mantri Jan Arogya Yojana (PM-JAY)

Support was provided through direct facilitation, resolving gaps in the preparation of documentation to prove eligibility, direct individual support through help desks -Nagarik Sahayata Kendra, and regular engagement with service delivery departments. To operationalize this objective, a series of field-level activities are implemented including organisation of structured public information campaigns and deployment of trained Citizen Leaders. These activities were designed to facilitate entitlement access for eligible households under the five key welfare schemes.

To improve last-mile access to public schemes, three NSKs are established—two in Poshina and one in Bhachau - each staffed by two trained facilitators. These centres assist community members with documentation, form filling, application submission, and follow-ups for schemes such as MGNREGA, NFSA, pensions, housing, Aadhaar, and birth registration. Acting as local support hubs, they bridge digital and procedural gaps for vulnerable groups. Working with



Citizen Leaders, they also help escalate unresolved cases. In 2024–25, 10,942 individuals accessed entitlements.

Public Information Campaigns: Raising Awareness and Bridging Access Gaps

Two rounds of information campaigns were conducted across all target villages to raise awareness about welfare schemes and assist with documentation and enrolment. These efforts also identified previously excluded households through active community participation. Key issues addressed included digital payment failures, biometric mismatches, bank-mobile linkages, e-KYC delays, and application backlogs, with grievances formally registered at NSKs for follow-up. The campaigns were led by women's groups and Citizen Leaders, who facilitated Mobilization and case resolution. Beyond enrolment, the campaigns created collective spaces for communities to reflect on systemic issues and identify practical solutions. To support rights-based awareness and community access to entitlements, IEC (Information, Education and Communication) materials were developed on demanding work under MGNREGA, a guide to resolve issues in accessing benefits under NFSA and birth and death registration. These materials were designed for easy community dissemination and used during trainings, public hearings and village-level meetings.

Building a Community of Social Accountability Practitioners

Recognizing the importance of community agency, the project developed a cadre of trained Citizen Leaders and reactivated Gram Vikas Sangathans to mobilize villagers, support application processes, and facilitate grievance redressal. It also strengthened the role of Gram Panchayats to become more responsive institutions capable of monitoring scheme delivery and addressing exclusion through participatory planning. To strengthen grassroots engagement and ensure inclusive access to entitlements, **village-level women's collectives** have been established in all **80 target villages**. These collectives play a central role in **community**



mobilization, identification of entitlement holders, and supporting the outreach efforts of the program. The women meet **monthly** to review progress on grievance cases, discuss challenges, and plan for the upcoming month's activities. During these meetings, **new eligible entitlement holders** are identified and referred for facilitation. These forums also serve as a **learning and leadership platform** for **Citizen Leaders**, who gain practical knowledge and insight by engaging with real-life cases and peer discussions. By anchoring the project's outreach in women-led community structures, the initiative strengthens both **local ownership** and **gender-responsive governance**. Citizen Leaders (CLs) play a central role in ensuring that public entitlements reach the most marginalized communities. Drawing on their lived experiences and strong community ties, they make the program demand-driven and help strengthen grassroots accountability. Currently, 50 active CLs support households in accessing schemes such as MGNREGA, PDS, pensions, Aadhaar, and housing by identifying eligible beneficiaries and guiding them through application processes. To enhance their effectiveness, the project provided regular capacity-building and exposure-based learning opportunities. Trainings covered both technical aspects—like scheme provisions and documentation—and broader themes such as poverty analysis and leadership development. This helped evolve CLs into community leaders capable of collective action and advocacy. Over the year, four training rounds and three exposure visits were conducted.

To learn and document social accountability processes being practiced by civil society organisations, visits were made to Gandhi Manav Kalayan Trust, Udaipur and Samarthan Bhopal. Gandhi Manav Kalyan Trust has been involved in promoting village level institutions for implementation of forest rights act and MGNREGA, while Samarthan has developed methodology called Dekh Parakh (see assess) for community based monitoring of public services.

In both the blocks, two Mahila Sammelans were organised during the year for building solidarity, confidence, and collective voice among women's groups, emerging women leaders, and adolescent girls. These gatherings are not only spaces for mutual support and reflection but also forums for dialogue, issue identification, and community-led solutions.

Enabling Local Governing Institutions (Gram Panchayats) for Inclusive Development

To strengthen grassroots governance and participatory planning, two rounds of capacity-building trainings were conducted for Gram Panchayat (GP) representatives and community leaders across the project areas. These sessions aimed to deepen understanding of the Panchayati Raj system and empower local actors to drive inclusive development aligned with community priorities and the Local Sustainable Development Goals (LSDGs). The trainings included issues related to functioning of PRI, role of PRI representatives, Gram Panchayat Development Plan etc. Through these initiatives, PRI members were better equipped to function as proactive, informed leaders capable of mobilizing local efforts for equitable and sustainable development.

The Gram Panchayat Coordination Committee (GPCC) serves as a platform to enhance coordination between elected representatives and frontline government functionaries for more effective delivery of public services at the village level. These meetings provide an opportunity for Gram Panchayats to review the performance of various welfare schemes, share implementation challenges, and seek administrative support in resolving service delivery gaps. During the reporting period, a total of 33 GPCC meetings were facilitated across the project blocks. In each meeting, Gram Panchayat representatives were briefed on the progress of schemes in the presence of program committee members and, wherever possible, frontline officials. The meetings often focused on key entitlements under the National Food Security Act (NFSA) and employment demands under MGNREGA, which emerged as recurring concerns across villages.

Demonstrating and Documenting a Scalable Social Accountability Model

Based on grassroots experience, the program documented tools, practices, and processes that enhanced entitlements delivery. This included organizing Jan Sunvais, convergence meetings and the use of citizen feedback mechanisms. The aim is to present a field-tested, replicable model of social accountability that can inform state and national-level policy dialogue and inspire adoption in other regions.

To take this objective forward, the project documented field practices, organised Jan Sunvais, enabled convergence meetings with local institutions, and developed IEC materials to build an evidence-based, community-driven model of social accountability with potential for replication and policy-level influence. Jan Sunvais are held biannually in the project blocks to promote collective awareness on entitlements, enable citizen voice, and strengthen accountability between communities and the administration. These forums allow community members to share challenges in accessing government schemes, especially issues related to documentation,





eligibility verification, and service delivery. The events are designed to not only highlight individual cases but also build systemic linkages between the community and government functionaries. Two Jan Sunwais each were organised in both the blocks during the year. These Jan Sunwais continue to serve as powerful tools for collective grievance redressal, civic learning, and strengthening participatory governance at the local level.

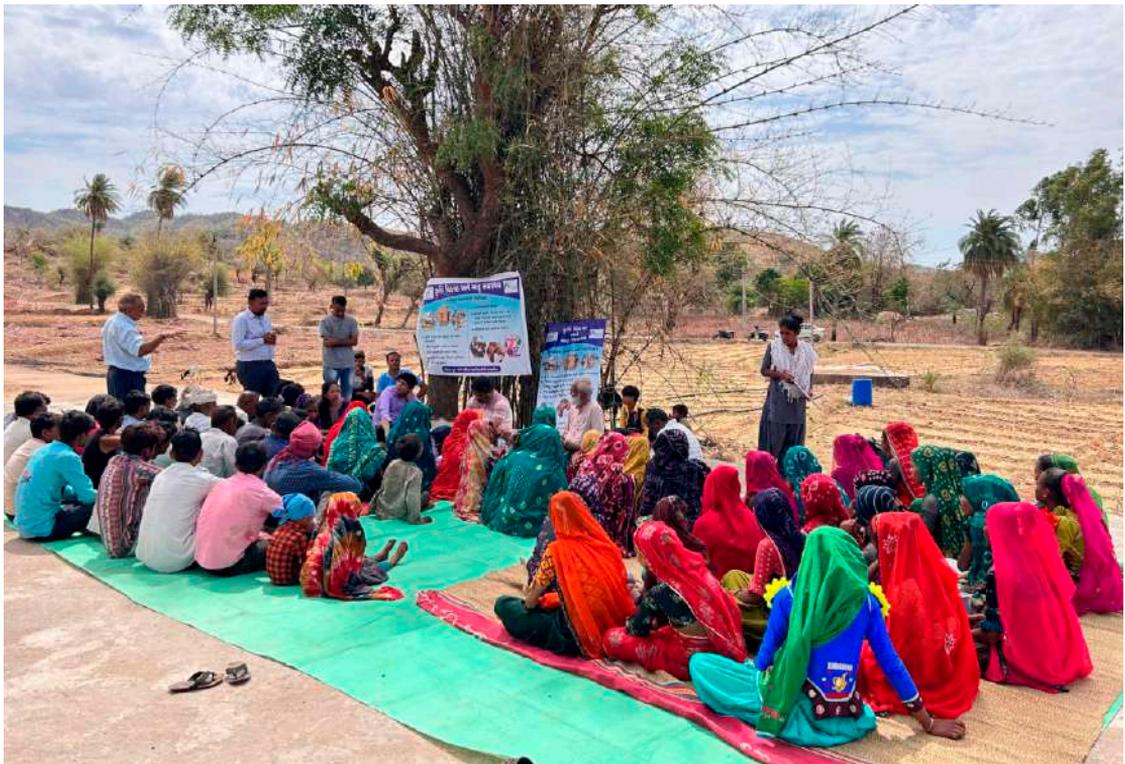
Over the past years, the program has made meaningful strides in improving access to core welfare entitlements for rural households in 80 villages across Poshina and Bhachau. Through the establishment of Nagrik Sahayata Kendras, activation of Gram Vikas Sangathans and the engagement of trained Citizen Leaders, the initiative has supported over 10,000 individuals in navigating complex documentation processes and accessing schemes related to food security, employment, social protection, income support and health coverage.

By combining citizen facilitation with community-based awareness efforts and regular engagement with local institutions, the project has strengthened grassroots capacities and created spaces for dialogue, grievance redressal, and local leadership. The emphasis on collective action, gender inclusion, and participatory governance has helped foster greater transparency and responsiveness in service delivery systems.

This experience offers a grounded and replicable model for enabling last-mile access to entitlements—anchored in community ownership and aligned with the broader goals of inclusive development.

Strengthening Food and Nutrition Security among Tribal Communities in Poshina (Gujarat)

Support:
The Hans Foundation



The program focuses on improving agricultural productivity in 30 tribal villages of Poshina by building agricultural assets – micro irrigation, land improvement, implement library and promotion of natural farming. Women farmers are the centre of the program. The program has an added dimension of enabling access to public reproductive health and nutrition facilities. The programme addresses root causes of malnutrition through a two-pronged approach: (i) promoting sustainable agricultural practices, and (ii) encouraging behaviour change in nutrition and reproductive health. By combining asset creation with improved access to public services, the initiative aims to strengthen community resilience and long-term well-being.

Promoting Sustainable Agricultural Practices

Poshina, a semi-arid region in northern Gujarat, faces significant agricultural challenges due to poor soil quality, inadequate irrigation facilities, and overdependence on rain-fed farming. These issues are compounded by limited access to government welfare schemes and agricultural tools which has made low productivity of farming.



A quick base-line survey indicated that 72% of households in Poshina rely on open wells for irrigation either through ownership or through renting. However, the area covered under irrigation is not abysmally low covering about only 30% of the land. It is primarily because, the open wells are over exploited and recharge is low because of denudation of the forest cover on the Aravali mountain range.

Villages around two river banks (Soi and Sabarmati) have enough opportunity to develop micro-irrigation. Five Lift Irrigation Systems have been set up following detailed technical assessments and participatory consultations with local communities and authorities. Site selection was guided by both expert evaluation and community input. These systems now irrigate 247.36 bighas, providing equitable and reliable water access to 185 households significantly improving productivity for small and marginal farmers.

To address irrigation challenges and enhance farm productivity, targeted input support across multiple locations was provisioned. In 20 sites, 265 farmers benefited from well deepening, desilting, and construction, significantly improving irrigation access. Additionally, High Density Polyethylene Pipes were distributed in 16 locations,



supporting 313 farmers to improve efficient irrigation delivery. Further, 12 farmers adopted natural farming of maize cultivation which acted as demonstration for other farmers. These interventions contributed in strengthening resource-efficient agricultural practices tailored to local needs.

Access to efficient agricultural tools remains a barrier for many poor households excluded from welfare schemes. To address this, 42 Agricultural Implement Libraries are set up across 30 villages, allowing farmers to rent essential tools at minimal cost. All implements - except



winning fans and fertilizers -were provided free of charge. Each library is managed by a village-level committee with defined norms for tool use and rental. As of January 2025, 521 households had accessed services, with sickles and shovels most frequently borrowed. A follow-up survey is planned to assess usage patterns and ensure the model remains community-driven and inclusive.

Given the community's reliance on rain-fed agriculture, the project promoted crop diversification to reduce risk and improve nutritional security. In consultation with villagers, 2,034 farmers received horticulture plants such as moringa, chikoo, guava, mango, and lemon. Additionally, two local SHGs contributed 1,367 moringa saplings free of cost, reflecting strong community ownership and support for the initiative. Equal number of farmers have also adopted kitchen garden to improve the food diversity and nutrition.

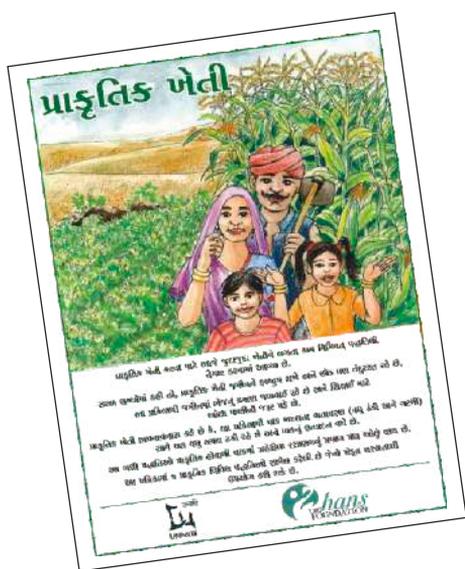




Recognizing that sustainable impact requires more than infrastructure. Unnati focused on building local capacity to maintain and manage agricultural systems. Thirty women were identified and trained as *Kheti Sathans*-community - based agricultural resource persons. These women play a crucial role in supporting farmers by identifying field-level challenges and offering practical, context-specific solutions. Regular

monthly meetings are organized to plan and review their work, facilitate peer learning, and gather feedback on ongoing project interventions. This initiative not only strengthens technical outreach at the village level but also promotes women's leadership in agriculture.

Veterinary services, including vaccinations, deworming, and treatment for ectoparasites are provisioned at village level through animal health camps. During the year 60 animal health camps across the intervention villages covering animals of 21,211 families. The camps served as a critical preventive health measure, especially in remote areas where veterinary access is limited. They also helped promote awareness of animal care practices within the community.



Along with developing community level agricultural assets and other services, the women farmers are trained and encouraged to practice natural farming. Across intervention villages, farmers received training and field-level support to adopt a 'prescribed package of practices' aimed at improving productivity and soil health. *Kheti Sathans*—community-based agricultural para extension workers are trained to conducted demonstrations and offered individual guidance on preparation of compost, bijamrut for seed seed treatment, improved sowing techniques, application of jivamrut after weeding and use of locally prepared bio-pesticide and timely and efficient harvesting. This approach enhanced farmers' technical capacity, improved yields, reduced input costs, and supported ecologically sustainable farming.

Fostering access to public reproductive health and nutrition services for safe motherhood.

The women of Poshina, which is a tribal region has high prevalence of Sickle cell. It adversely affects the incidence of a high incidence of anaemia and malnutrition. In addition to it illiteracy, low household incomes, and poor dietary diversity lead to chronic undernutrition. Government records indicate that over 50% of pregnant and lactating women in the area are anaemic. Additionally, a significant number of children under the age of five are affected by stunting and wasting.

A cadre of 'Swasthya Sakhis' – community level barefoot health educators are trained to support the pregnant and lactating mothers on reproductive health care practices and nutrition. During the year 42 Swasthya Sakhis were provided refresher training along with monthly review of their interventions. The overall focus is that the pregnant women must know their haemoglobin count, weight and other parameters month after month. This knowledge about their own body will inspire them to adopt safe health and nutrition practices.



Visualising the poor nutritional status of the pregnant and lactating mothers, the program has provisioned additional nutrition support for a period of six months to those women whose Hb count is 8.0 g or below/dl. 200 low Hb count pregnant and lactating women were identified and provided nutrition kits 9.75 kg of nutrient-rich food with mix of ghee, jaggery, pulses, chickpeas, dates, and kidney beans. This intervention was further supported through education and counselling on daily diets and the importance of protein and iron-rich foods, resulting in improved health outcomes. 36 information campaigns on health were organised by the trained *Swasthya Sakhis* reaching out to 962 pregnant and lactating women.



To improve healthcare access and promote health-seeking behaviour among women and marginalized groups, 60 health camps were organized across intervention villages during the year. These camps combined health assessments, screenings, referrals, and nutrition education, particularly focusing on promoting healthy dietary practices. The camps reached out to 4,499 persons with a strong focus on women, children, and adolescents. Swasthya Sakhis played a critical role in community mobilization and information dissemination, and follow-up support.

The “Strengthening Food and Nutrition Security” initiative in Poshina Block, Gujarat, underscores a vital insight: women's empowerment is foundational to sustainable development. Through targeted interventions in sustainable agriculture, women farmers gained access to reliable irrigation and affordable tools - boosting productivity, easing daily burdens, and enhancing household food security. Concurrently, health and nutrition programmes supported pregnant and lactating women, helping to break the intergenerational cycle of malnutrition. The trained 30 Kheti Sathans and 42 Swasthya Sakhis are central to the sustainability of the intervention who now serve as trusted local resource persons, promoting improved agricultural practices and health awareness. Their leadership ensures the project's benefits reach every household and endure over time. Poshina demonstrates how integrated, women-led development creates resilient, thriving communities

Building Social Capital to Enhance Educational and Welfare Access in the Coastal Villages of Bhachau, Gujarat

Support:
DASRA



Along the salt-swept coastline of Bhachau taluka in Kutch, communities remain isolated - not just geographically, but through prolonged neglect and socio-economic vulnerability. In villages where salt farming and fishing dominate livelihoods, access to education, healthcare and welfare services has been limited. Children often remain out of school, public services do not reach the last mile particularly reaching to women and children. The community participation in local governance is limited. To address these challenges, a special program is designed covering 10 coastal villages with the aim of strengthening community agency to access public services. The approach of the intervention centres around building women's collectives with grassroots leadership.

During the reporting year, the project advanced through four distinct result areas.

- i. A women's collective was created and strengthened with leadership to capacities to decisively participate village-level decision-making and interface with public institutions.
- ii. School going children who are first generation learners in remote settlements get access to age appropriate education through Community Schools and finally get enrolled in the government schools.
- iii. Pregnant and lactating women get regular and uninterrupted access to public health care and nutrition services.
- iv. The vulnerable community receive support through Nagarik Sahayata Kendras (NSKs) to access their entitlements.

Strengthening Women's Collectives

In the remote coastal villages of Bhachau, women from marginalised communities are often excluded from public spaces. In the last three years of mobilisation and organising, they are now emerging as informed and organised collectives. This result area focuses on fostering women-led village institutions that not only build solidarity but also engage directly with local governance systems to demand and secure essential services. Through regular meetings, capacity-building, and structured engagement with government stakeholders, these institutions are steadily transforming into active agents of change. In all the 10 intervened villages, informal women's collectives have been formed. They organise regular meetings covering key issues such as access to MGNREGA, NFSA, maternal health and children's education. These meetings enabled members to identify entitlement holders, draft development plans and initiate collective steps like village surveys and grievance redressal with block-level officials. This process has led to greater solidarity, improved awareness and a visible shift in women stepping confidently into the public sphere - reducing reliance on exploitative intermediaries.



Community Schools for First Generation School Going Children

To overcome the long-standing barrier of geographic isolation where the nearest government schools are 8 to 10 km away, four Community Schools were established in Jangi Kantha Vistar, Ambaliyara Kantha Vistar, Tapalwandh, and Amrapar. These schools serve 124 first-generation learners (53 girls and 71 boys), most of whom had never been enrolled in formal education. Children were grouped by age (4–6, 7–9, 10+) to align learning with cognitive readiness.



Each school provides a foundation-level curriculum up to Std. V using interactive and locally relevant teaching-learning methods (TLMs) - including pictures, songs, storytelling, and practical activities. Teachers receive weekly support to develop child-specific lesson plans. Additionally, children receive hot cooked meals daily, designed through rotating menus and prepared by local community members. In a major milestone, 32 children from the Community Schools were formally admitted into government primary schools during the 2024–25 academic year. These students continue to attend the Community Schools and their official enrolment is recognised by the schools. All of them appeared for the annual school exams in March 2025 and successfully passed. To build community ownership, each Community School is supported by a Matru Mandal - a mothers' collective functioning akin to School Management Committees (SMCs). A training program on pedagogy was organised in the month of December for the teachers of the community Schools. The training focused on effective pedagogy, lesson planning, and the use of contextual TLMs, enabling teachers to create engaging and developmentally appropriate learning environments.



Ensuring Uninterrupted Access to Reproductive Health Services

Accessing maternal and child health is a major challenge in this area. To facilitate the access, twelve Swasthya Sakhis have been identified and trained as facilitators to ensure that pregnant and lactating women receive essential healthcare services. Each Sakhi is responsible for one or two settlements (faliyas). Overall, the

program has interfaced with 22 Anganwadi Centres, 19 ASHAs, and 6 ANMs, in addition to conducting door-to-door outreach. During the reporting period:

- 216 pregnant women, 165 lactating mothers, and 267 children (0 - 1 year) were identified and supported to access public health care and nutrition services.
- Out of 165 total deliveries, 158 were institutional and 7 were non-institutional, with the latter largely from the Koli community.
- 9 cases of miscarriage were reported, underscoring the need for enhanced reproductive health awareness.



To strengthen their capacities, structured training sessions were conducted for Swasthya Sakhis, focusing on community mobilisation, maternal and child health, and the effective use of outreach tools such as campaigns and door-to-door engagement. The training also emphasised the importance of Mamta Diwas, immunisation, antenatal care (ANC), and identification and reporting of high-risk cases. Participants were introduced to key government health schemes, including Ayushman Bharat, and oriented on Gram Sabha participation and the functioning of Panchayati Raj Institutions.

Improved Access to Public Programs

Access to basic public services—health, food, water, pension remains inconsistent in these physically isolated and underserved villages. This result area works to bridge that gap by equipping communities with the information and support needed to navigate government systems. Through the Nagarik Sahayata Kendra, information campaigns and direct community monitoring the project is creating a more responsive public delivery framework that centres around the citizen.



A Nagarik Sahyog Kendra is set up in Jangi village to facilitate access to government schemes and entitlements. The NSK organizes village meetings, conducts home visits and provides on-site support. During the year around 1000 cases related to NFSA, pensions, PMJAY, were supported.



To strengthen participatory governance, a training was held for 42 Gram Panchayat representatives (including 8 Sarpanchs and 14 women ward members) focusing on roles and responsibilities of PRI members, functioning of Gram Sabhas and development of village-level GDPs (Gram Panchayat Development Plans)

Over the past three years, the project has deepened its engagement with the most vulnerable communities of Bhachau's coastal belt particularly among Koli, Dalit, Rabari, and Muslim households, building a strong foundation of local leadership and collective action. The formation of women collectives supported by sustained facilitation has enabled communities to effectively engage with government systems and improve access to public services. The establishment of four community schools in remote *vands* has ensured foundational learning for 124 children, marking a historic milestone with the first-ever enrolment of 32 children into government schools. Simultaneously, the efforts of Swasthya Sakhis have strengthened maternal and child health outcomes, while the setting up of a Nagrik Sahyog Kendra has provided critical support in accessing welfare schemes. With 1,900 households across 10 villages now part of the initiative, the project demonstrates how locally anchored institutions and sustained community engagement can drive meaningful improvements in education, health, and entitlements in ecologically and socially marginalised regions.

In Jangi village, the *Momai Mahila Sangathan*, a women collective of the Koli community, identified that 28 eligible women had not received their maternity benefits under the Pradhan Mantri Matru Vandana Yojana (PMMVY), despite applying over two years ago. With clarity and purpose, the group compiled details of each case and approached the Taluka Health Officer directly. Their persistent engagement led to resolution - 9 women received their ₹12,000 entitlements within 10 days, with others in process. This case reflects how informed and organized women's collectives can bridge gaps in service delivery and uphold rights through constructive dialogue.

Strengthening School Governance and Enhancing Learning Outcomes Bhachau Taluka of Kutch, Gujarat

Support:
American India
Foundation



In Bhachau block of Kachchh district, children from vulnerable and marginalised communities often face disrupted schooling due to seasonal migration, poor access to early childhood education, and inadequate school governance. To address these challenges, the project was implemented across 24 villages with a holistic focus on ensuring that children aged 6–14 years not only enrol but attend school consistently throughout the academic year. Parallel efforts targeted children aged 3–6 years by strengthening early learning at Anganwadi Centres through activity-based approaches in literacy and numeracy. The initiative further aimed to improve the accountability and responsiveness of educational institutions by working with School Management Committees (SMCs), Panchayati Raj Institutions (PRIs), and local youth leaders.

Special emphasis was placed on empowering adolescent girls through structured peer groups, fostering life skills, and building aspirations for education and livelihood.

The project was structured around multiple interrelated objectives that together addressed the root causes of educational discontinuity and social exclusion. The foremost priority was to reduce child migration by ensuring sustained community efforts during migration seasons. This was supported by improvements in the learning environment—both physical and pedagogical—to enhance the quality of education. Governance reforms were advanced by strengthening SMCs and enabling their federation for collective dialogue with public systems. To deepen institutional linkages, PRIs and youth groups were mobilised to actively engage in school-related decision-making. Focused interventions at the Anganwadi level laid a strong educational foundation for younger children. Finally, dedicated programming for adolescent girls promoted their leadership, awareness of rights, and preparation for future opportunities. These coordinated efforts aimed not just at access, but at ensuring quality, and continuity in education.

Reducing Child Migration and Ensuring Appropriate Educational Outcomes (Ages 6–14)

Seasonal migration remains one of the primary causes of disruption in the education of children in Bhachau block. With families often migrating for 7–8 months of the year to work in salt pans, charcoal making, or as agricultural labourers, children are at risk of dropping out of school due to the absence of household supervision. During the initial part of the year, a household level survey was undertaken in which 142 children were identified (including 63 boys and 79 girls) who were at risk of discontinuing their education due to seasonal migration. Family consultations were undertaken to encourage parents to leave their children behind in the care of relatives. As a result, 108 children remained in their native villages under family supervision, and 9 children (7 boys, 2 girls) were accommodated in the government-run seasonal hostel in Jangi village. A comprehensive database was kept and tracked in consultation with SMC, Panchayats and schools.

At the start of the academic year, the project team supported the government's *Shala Praveshotsav* campaign, conducting door-to-door visits and *faliya* meetings. This effort resulted in the enrolment of 2,278 children (1,189 boys, 1,089 girls) aged 6–14 years. To ensure their regular attendance, the attendance data was reviewed in collaboration with teachers and addressed during the community meetings, due to which average attendance remained at 90% without any dropout.

Creating an Enabling Environment for Quality Education and Continuity of Schooling

Improving learning outcomes and sustaining children's interest in education required both academic support and enriched classroom processes. The project adopted a multi-tiered strategy including after-school support, teacher capacity building, and continuous learning assessment. Four Learning Resource Centres (LRCs) were established in Navagam, Krishna



Nagar (Kabrau), Ner, and Manfara, reaching out to 165 students from Classes VI–VIII (114 girls, 51 boys). The centres focused on Science, Mathematics, and EVS, and were equipped with TLMs, multimedia tools, and trained facilitators. Simultaneously, four Learning Enrichment Programme (LEP) centres in the same villages supported 148 students (97 girls and 51 boys) in Classes III–V, using localised lesson

plans and specially designed workbooks in the line of the text books to improve foundational literacy and numeracy.

Extensive support was provided to 20 government schools (as Spoke Schools model), reaching 888 students (495 boys and 393 girls). Weekly demonstration classes on language learning were conducted using LEP pedagogy, helping teachers internalise interactive and child-centric methods. A one-day workshop further trained 24 government teachers on activity-based learning using tools such as Man Cards, Rangometri, and storytelling techniques, indirectly benefiting 1319 students across 27 schools. Baseline, mid-line, and end-line assessments were carried out for all children in LRCs, LEPs, and Spoke Schools using contextualised tools developed by AIF. Twenty four Baal Melas were organised to promote joyful learning, with more than 1,440 children participating in art, clay modelling, storytelling, and games. The project identified and supported 24 (6 girls and 18 boys) Children With Special Needs (VWSN) across intervention schools. Individual needs were assessed, shared with school staff, and followed up with family counselling.

Improving School Readiness in Anganwadi Centres and Early Grades

Ensuring school readiness through early childhood education was a key component of the intervention in 36 Anganwadi centres across the Bhachau block. The initiative focused on improving early learning environments, building capacities of frontline workers, and enhancing the preparedness of children aged 3–5 years for formal schooling.



A total of 72 Anganwadi Workers and Helpers from 36 centres were trained on Early Childhood Education (ECE) practices. All 36 Anganwadi Centres

were equipped with ECE learning kits containing teaching aids for recognition of alphabets, numbers, colours, shapes, and picture stories. A total of 783 children aged 3–5 years, predominantly from Dalit, OBC and minority communities, were reached through regular early learning sessions. Regular coordination meetings and follow-ups were conducted with CDPOs and ICDS Supervisors to ensure alignment and strengthening the ECE ecosystem.

Strengthening School Governance through SMCs, PRIs and Communities

Efforts under this objective focused on deepening people centred school governance through strengthened engagement of School Management Committees (SMCs), Panchayati Raj Institutions (PRIs), and youth leaders. Community participation was fostered to address key education challenges and ensure effective implementation of the Right to Education Act, 2009. Structured interventions such as consultations, trainings and informal discussions were held with PRI representatives and SMC members to develop collective understanding and to address various issues related to education focussing on RTE provisions and School Development Plan. 24 Schools were supported to develop holistic School Development Plan. At end of the year, community based learning audits were conducted in 10 schools.

Facilitating SMC Federation and Collective Advocacy

Efforts have been made to form block level and district level SMC federation to create platforms for collective articulation of education related issues and engagement with government authorities. During the year the federation tried to address issues related to frequent transfers of teachers, lack of toilet facilities in Manfara School and use of mobile phone and processed food in the schools by children. A district level consultation was also organised for dialogue and mutual learning.

Empowering Adolescent Girls through Life Skills and Aspirations

Adolescent girls' groups were actively formed and supported across 24 intervention villages, covering a total of 483 adolescent girls to provide platforms for building confidence, promoting awareness, and nurturing peer solidarity. Series of activities in terms of cluster level meetings, exposure visits and trainings were organised during the year to develop understanding on important issues related to life skills, health and local self-governance.



The project recorded notable gains in regular school attendance and learning outcomes across intervention villages. More than 80% of potential migrant children in 10 identified villages were successfully retained in schools through regular household and school-level support.

Adolescent girls' groups were formed in 24 villages comprising of 483 members who received training on reproductive health, nutrition, digital safety, and civic participation—enhancing their confidence and agency. A total of 313 children enrolled in four LRC and LEP classes demonstrated improved learning levels and active involvement in extracurricular activities. Furthermore, 769 students from Standards III and IV achieved better academic outcomes through the spoke school outreach and enhanced teaching-learning materials, with reported increases in Std. IX enrolments across village

Rekhaben's Children Return to School

In Ner village, Bhachau, Rekhaben Devjibhai Varanava faced a life-altering crisis after the sudden death of her husband. Estranged from her in-laws and denied access to her home and children's documents, she returned with her four children aged 4 to 13 to her paternal home. With no stable income, she took up work as an Anganwadi helper and Mid-Day Meal cook. During community outreach for the new Learning Resource Centre (LRC), the team learned of her situation. When Rekhaben shared her fears about enrolling her children without documents, the team intervened—explaining the RTE Act and negotiating with the local school, eventually securing their admission. The children, who had missed months of school, were enrolled in the LRC to bridge learning gaps. Her youngest was admitted to the Anganwadi. Rekhaben also received support to apply for a widow pension. This intervention helped restore dignity, hope, and educational continuity for the entire family.

Strengthening Resilience to Droughts and Climate Change and Improving Food Security in Balotra District, Rajasthan

Support:
Malteser International and
German Development
Cooperation – BMZ



In Rajasthan's Thar desert, Dalit communities face caste-based exclusion, recurring drought, and chronic food insecurity. Women and girls face limited access to food diversity with nutrition, health care and decision-making. Building on earlier successes, this initiative is implemented in 50 villages of two blocks (Sindhri and Patodi) of Balotra district. It aims to strengthen food security and climate resilience for 2,000 vulnerable households. Grounded in women's leadership, it promotes climate-adaptive agriculture, nutrition awareness, social accountability and local governance engagement to ensure rights and dignity for the most excluded.

During the reporting period, the project advanced four interconnected result areas to improve food security and resilience. Key efforts included promoting women's health and hygiene, expanding access to entitlements, supporting climate-resilient agriculture, and mentoring a women-led producer group—together forming a participatory model for just, community-driven rural development.

Fostering Nutrition, Hygiene and Behavioural Change through Community Educators (Kurjas)

Persistent challenges to women's health, hygiene, and nutrition in Patodi and Sindhri blocks were addressed through community-led strategies. By mobilising adolescent volunteers, facilitating community campaigns, and strengthening frontline services, the project promoted behaviour change and improved awareness and uptake of essential services.



A total of 100 adolescent girls (ages 15–19) were mobilised as Nutrition and WASH volunteers (*Kurjas*) across 50 villages to promote awareness on maternal health, menstrual hygiene and nutrition. These volunteers conducted six structured sessions in 2024, reaching 263 participants through IEC tools and demonstrations. The August session in Patodi notably revived outreach of ASHAs and regularised Anganwadi operations, including sanitary napkin

distribution. In January 2025, sessions in both blocks focused on the Jan Soochna Portal and inter-generational malnutrition. Kurjas also formed adolescent girls' groups and identified new volunteers in six villages, ensuring sustained leadership on community education and learning.

To deepen grassroots knowledge, 20 volunteers participated in an exposure visit to SEWA's health program in Gujarat (Dec 2024), learning about adolescent nutrition and the volunteer rotation model. Inspired by this, efforts were renewed to strengthen peer learning and improve continuity. Simultaneously, community ownership increased as 17 village-level campaigns—now led by trained Kurjas—engaged 393 participants in promoting hygiene, dietary diversity, menstrual health, and safe drinking water, especially among men and boys.



During the year, Kurjas conducted 456 home visits to track antenatal care (ANC) and counselled families on nutrition, IFA, and entitlements. As a result, 23 pregnant women received Mamta Cards, 19 with anaemia were linked to Iron-Sucrose therapy, and 34 received support for their first ANC visit. Unregistered pregnancies were connected to ANMs and Anganwadi services, strengthening last-mile service delivery. Ten malnourished children were linked to nutrition plans and eight women newly enrolled in Anganwadi services.

The project also leverage Mamta Diwas events to conduct community-based WASH and nutrition demonstrations across both blocks, reaching 3,799 women and adolescent girls. Demonstrations on dietary diversity, food preparation, menstrual hygiene and growth monitoring was conducted repeatedly in all the villages. Volunteers filled growth charts and raised systemic issues—such as caste-based exclusion and food delays—through VHSNCs, fostering accountability and improved frontline coordination.

Improving Access to Health, Food, and Social Security for Marginalised Households

To improve access to government programs for health, food, and social security, the project established two community-run Information Centres in Patodi and Sindhri blocks. These centres provided vital support to individuals and families navigating complex welfare systems, facilitated entitlement applications, and helped resolve service-related grievances. Community monitoring, advocacy with local authorities, and capacity-building of women and girls as resource persons further strengthened outreach and accountability mechanisms. Collectively, these efforts enabled more equitable and timely delivery of state services across the project villages. During the year 838 entitlement cases were facilitated. Services included support for JSY, PMMVY, pensions, PDS, and PM Kisan Samman Nidhi. Additionally, 557 grievances were formally documented and resolved. The information centres (similar to that of the Nagarik Sahayata Kendra in Gujarat Program) effectively navigated complex cases, including pension verifications for immobile elders, restoration of Palanhar benefits, and disability certifications. By the end of 2024, trained operators were in place, enhancing efficiency. The centres have become trusted, accessible hubs for application support and grievance redressal in some of Balotra's most underserved areas.

Community-Led Monitoring of State Services: To strengthen accountability and improve public service delivery, women and adolescent girls conducted structured monitoring across 50 project villages. Each village aimed to hold two events annually, focusing on Anganwadi services, maternal health, social security, pension verification, and documentation gaps. Widespread pension closures were traced to minor errors—like name mismatches and missing birth certificates. These issues were escalated through a CSO network to the Department of Social Justice, helping many individuals restore entitlements and reinforcing women's role in accountability.

Advancing Women's Livelihoods through Climate-Resilient Agriculture and Allied Activities

Amid prolonged droughts and unfavourable agro-ecological conditions in the Thar Desert, the project supported small land holding women farmers to adopt diversified and sustainable livelihoods. Key interventions included horticulture, kitchen gardening, small livestock rearing,



and natural agricultural practices. Barefoot agriculture advisors (Kheti Sathans) provided local guidance, while equipment hire centres and innovation demonstrations improved access to tools and techniques. These efforts addressed immediate food and income needs while building long-term adaptive capacity and resilience within vulnerable farming communities.

To address food insecurity and improve household diets, 200 women farmers received direct support to establish horticulture and kitchen gardens with fencing, saplings and technical inputs. By March 2025, the reach extended to 710 households, including 510 who adopted the model through peer learning. Harvests of gunda and ber began, with surplus sold locally. Training and monitoring are now gradually transitioning to barefoot advisors and women's collectives.

Complementary efforts promoted six climate-smart techniques: composting, organic seed treatment, line sowing, timely weeding, bio-fertilizers and pesticide (Jeevamrut and Panchpati Ghol), and erosion control. Over 600 women adopted at least one method, aided by village-level demonstrations and centralised seed pellet distribution. Notably, *Prosopis Juliflora* was composted using decomposer bacteria to overcome biomass scarcity. Farmers reported visible improvements in seed size, plant height, and overall yield—demonstrating the potential of sustainable, low-cost practices in dryland contexts. To reduce the cost burden of mechanisation, **two agricultural equipment hire centres** provided tools such as spray pumps, crop cutters, tarpaulins, and water tankers. Spray pumps proved especially useful for bio-insecticide application in kitchen gardens.

A total of 500 marginalised households received goat units under a “gift-a-goat” model, where beneficiaries pass on the first female kid to another family. By March 2025, 682 families were covered, supported by quarterly vaccination and deworming drives (e.g., 979 goats vaccinated in one quarter alone). Women's collectives helped address tracking and breed management challenges to ensure sustainability.



To ensure locally available support for natural farming, horticulture and animal rearing, 100 women were trained as barefoot advisors in sustainable agriculture and livestock care (Kheti Sathans and Pashu Sakhis). Two residential trainings and one-day block level sessions were conducted to improve their technical knowledge. The Goat Trust was invited to conduct the training on veterinary care of the goats – preventive care, disease management and appropriate nutrition. As a starting point, eleven women began treating livestock using first aid kits reaching to 57 families.

Building Institutional Capacity of Women-led Farmer Organisations

To strengthen the institutional foundation of small-scale women farmers, the project focused on building a formal Farmer Producer Organisation, training women leaders, and enabling access to resources and networks. These efforts supported the development of sustainable, women-led agricultural enterprises rooted in collective governance, improved market access, and long-term resilience. The women's collective was formally registered as Jay Bheem Mahila Kisan Producer Company Limited (JBMKPCL) on September 14, 2023, under the Companies Act. By December 2024, it had mobilised 608 shareholders and raised ₹ 6,08,000 sharecapital. With support from an FPO development consultant, the company secured a seed license, began seed pelleting and bulk procurement, and piloted value addition for sangli, sesame, moth, and mung. Bio-pesticide testing also began. Accounting and MIS systems were introduced to ensure compliance, and strategic support continued to be provided for long-term institutional sustainability.

On September 25, 2024, the FPO's Annual General Meeting was attended by 441 members from 50 villages, serving as a platform to review progress, share feedback, and strengthen grassroots decision-making.

Twenty women managers of the producer company were mentored through regular meetings, workshops, and exposure visits throughout 2024. Six structured trainings and three exchange visits were conducted, covering topics like financial compliance, seed systems (Ahmedabad), and natural farming (May). Visits to KVK and AFRI (September) and AKRSP's FPOs in Bharuch



(December) enriched learning on business planning and operations. A regional leadership training was also held in Barmer (July). Ten leaders gained practical skills in compliance and business management, reinforcing women's role in enterprise leadership.

Facilitating Convergence with Line Departments and Institutions: To expand access to resources, the FPO facilitated convergence with key government departments and institutions. As a result, 242 families received seed support, 14 women accessed horticulture benefits under a watershed program. Livestock vaccination drives were implemented with the animal husbandry department—demonstrating the FPO's growing capacity to broker institutional linkages.

Ongoing capacity-building was provided to community volunteers and project staff. Notably, one staff member attended technical training at AFRI, Jodhpur, on seed grading, nursery management, and pest control in October 2024. Project staff also participated in other thematic trainings referenced earlier, reinforcing grassroots-level implementation support.

Meaningful shifts in community resilience, food security and women's leadership are becoming visible across the intervention areas in the Thar Desert. For many Dalit and tribal women and adolescent girls, the year's interventions created platforms for visibility, participation, and voice—often for the first time. Local barefoot advisors and women's collectives are now better equipped to support peer learning, improve agricultural practices and access entitlements. While systemic barriers persist, the year's progress affirms that sustained engagement, community-led action, and responsive support systems are key to building inclusive and lasting change.

Building Resilience through Horticulture – Amiya Devi, Madpura

For Amiya Devi, a quiet transformation has taken root in her one bigha of land in Madpura village. With support from the project, she planted 70 saplings—Jujube, Gunda, Lemon, Moringa—that now stand tall, bearing both fruit and hope. “Branches of the ber bent to the ground with fruit,” she recalls with pride. Though she gave much of it to relatives, her small sales still brought in ₹3,000, and she knows it could have been ₹10,000. Alongside vegetables and fodder for her goats, her land now provides year-round value. “This plot is alive,” she says. “Even in drought, it gives.”

Realisation of Human Right to Water and Sanitation through Systems Strengthening - Rajasthan

Support:
Malteser International and
German Development
Cooperation – BMZ



Urban informal settlements continue to face systemic exclusion from equitable Water, Sanitation and Hygiene (WASH) services, while sanitation workers and rag pickers often remain unrecognised and unprotected despite their essential contributions. This initiative aims to strengthen the capacities of Urban Local Bodies (ULBs) to respond to these gaps by fostering inclusive planning, implementation, operations and management (O&M) and accountable governance. The project facilitates participatory system analysis, planning and targeted capacity building for functionaries of specially identified ULBs. It aims to strengthen nine WASH Systems Building Blocks mentioned in the slide. The program aim to institutionalise citizen participation and build sustainable, rights-based WASH systems that can be adapted and scaled across urban contexts.



Strengthening Systems and Community Structures for Equitable WASH Access

During the reporting year, the project undertook a series of interlinked interventions to strengthen the delivery of WASH services in underserved informal settlements and promote the rights and safety of sanitation workers and waste collectors. Anchored in a systems-strengthening approach, the interventions focused on enhancing the capacities of ULBs with particular emphasis on participatory and inclusive planning, institutional coordination, and inclusive governance. The activities implemented served both as capacity-building opportunities and demonstration models, facilitating experiential learning for ULB functionaries and community stakeholders. These initiatives continue to contribute to developing a replicable approach for rights-based WASH systems.

Capacity Building of Urban Local Bodies (ULBs)

To enhance the responsiveness and accountability of Urban Local Bodies (ULBs) in delivering WASH services in underserved areas, sustained efforts were made to build technical, social, and planning capacities among ULB officials. These engagements aimed to introduce rights-based and people-centred planning and equip officials with tools for holistic sanitation management. In February 2024, a workshop with senior officials from 26 ULBs in Jodhpur division was held to assess gaps in sanitation service delivery using the WASH Systems Building Blocks and adapted IRC indicators. The nine components included institutions, planning, finance, infrastructure,

policy, regulation, monitoring, water resources, and learning. Key priorities emerging from the assessment included strengthening participatory planning, institutional coordination, grievance redressal, and social accountability. Officials also called for clearer policy guidance and updated information on public sanitation programmes.



In collaboration with the Urban Development Department (UDD) and the City Managers Association Rajasthan (CMAR), a two-day training was conducted in September 2024 on holistic participatory planning for sanitation services. A total of 43 participants attended the session. Tools such as Shit Flow Diagram (SFD) and GIS-based participatory mapping were introduced and demonstrated. Five interested ULBs—Balotra, Siwana, Phalodi, Pokhran, and Jaisalmer—were supported to analyse existing mechanisms for management of faecal sludge and gaps in safe management using the tool of Shit Flow Diagram (SFD). Additionally, two draft Process Guides—on inclusive WASH planning using GIS, and holistic sewerage planning and safe faecal sludge management using SFD — were prepared and shared with the Urban Development Department of the State.

Although the state has a robust grievance redressal mechanism, ULB functionaries often viewed it as a nuisance and citizens remained largely unaware of how to access it. In response, partnership was established with ULBs in Abu Road, Jaisalmer, Pokaran, Phalodi, and Bap to conduct grievance redressal campaigns as part of broader social consulting efforts. Demonstration activities on participatory planning and grievance handling were conducted to improve both awareness and institutional responsiveness.



Systems assessments also revealed that Detailed Project Reports (DPRs) for infrastructure were typically prepared by external consultants unfamiliar with local needs, with little to no public input. ULB staff were often not involved or even aware of the contents in the DPR. To address this, in Pipar ULB a public consultation was organised to finalise their SWM DPR. The ULB also requested help in simplifying its sewerage DPR, followed by another public discussion to ensure community engagement. Additionally, four senior functionaries from Jodhpur North–South, Phalodi, and Abu Road participated in an exposure visit on integrating waste pickers into the SWM chain and enhancing their social protection, deepening their understanding of inclusive WASH governance.

Sanitation workers are frequently exposed to toxic gases at vulnerable sites, often with serious health consequences due to poor adherence to safety protocols. At the request of Jodhpur Nagar Nigam, IIT Jodhpur was engaged as a knowledge partner to study toxic gas exposure in high-risk locations. A three-month gas sampling study was conducted at five sensitive manholes, later expanded to include two additional sites. Preliminary findings were shared with the ULB and recommendations were submitted to both the municipal and state authorities.



Based on the study, a draft compilation of best practices and a safety protocol document were developed along with a user-friendly guide promoting awareness on toxic gas exposure, preventive measures, and first aid. This initiative aims to improve workplace safety and inform future WASH planning.

Strengthening Civil Society Engagement in Urban WASH Governance

Efforts under this result area focused on enhancing the capacities, coordination, and engagement of civil society organisations (CSOs) in urban WASH planning and implementation, particularly in promoting rights-based approaches and ensuring the inclusion and safety of sanitation workers and waste pickers. With urban WASH challenges increasing, the project sought to bridge the gap between ULBs and communities by fostering meaningful partnerships with CSOs and national networks.

Regular collaboration was maintained with six key CSOs - AILSG, CFAR, UMC, Mahila Housing Trust (MHT), SEWA, and Centre for Science and Environment (CSE) throughout the reporting period. UNNATI continued its active role in the UNICEF-led state-level consortium working on a Common Minimum Commitment (CMC) for the safety and dignity of sanitation workers and waste pickers. Engagements expanded to include national networks such as the All India Waste Pickers Network, and SR Abhiyan. In the last quarter, UNNATI participated in a state-level review and planning meeting of the CMC Consortium in Udaipur. It also played an advocacy role in the World Water Day program organized by UNICEF in early 2025.

In terms of direct support, 77 sanitation workers and rag pickers were facilitated to register with the National Safai Karmachari Finance and Development Corporation (NSKFDC) and acquire Shramik cards. The registration process, associated benefits, and ground-level challenges were documented and translated into accessible IEC materials. Demonstrations were conducted in smaller ULBs like Pipad and Bhopalgarh to orient local officials

Community Empowerment and Strengthening Participation Mechanisms

To strengthen community voice and ensure their sustained participation in WASH governance, WASH committees were formed and supported in five informal settlements of Jodhpur—Dhabu Basti, Eklavya Bhil Basti, Badi Bhil Basti, New Bhaironath Bhil Basti, and Tilwaria. These committees, comprised mostly of women, have now been formally registered with the Jodhpur Urban Local Body (ULB) and included in its Management Information System (MIS). These community-led platforms have evolved into effective mechanisms for demand articulation, accountability, and oversight of WASH services. A noteworthy example is the 'Accountability Wall' developed by the Badi Bhil Basti committee to monitor and publicly display service delivery updates. These practices were extended to other ULBs such as Jaisalmer, Pokaran, Phalodi, and Bap during the reporting period. Additionally, 127 community actors are now actively engaged in regular meetings, reflecting a strong culture of participatory governance.



The project significantly strengthened grievance redressal literacy and usage. With support from UNNATI, residents of informal settlements successfully lodged 195 grievances across five cities between January and March 2025 alone, spanning issues like blocked sewage lines, water scarcity, and poor waste management. These were made possible through intensive awareness drives, such as the information campaign jointly conducted with Jodhpur ULB from December 26–30, 2023, and through follow-up demonstrations and camps in other cities.

These camps also facilitated entitlement support, with 244 social security and utility-related cases successfully addressed. Moreover, 60 WASH leaders (49 women, 11 men) were trained on grievance systems, entitlements, and digital platforms such as the Rajasthan Sampark and Swacchata App. The use of sanitation walls and citizen monitoring has enabled continuous follow-up, leading to improved responsiveness from ULBs. IEC materials and kiosks were developed and deployed, and plans are underway to introduce tailored audio-visual IEC tools for wider outreach.

From October 2024 to March 2025, 50 WASH committee members were trained in social accountability and grievance redressal. Community groups from five informal settlements held



monthly meetings to demand better WASH services. A participatory governance toolkit was developed, with a Ward Sabha demonstration planned for April 2025 in Jodhpur. Additionally, citizen WASH committees were constituted in Jaisalmer, Pokaran, Phalodi, and Bap blocks, and oriented on rights-based approaches and account-

ability mechanisms. These initiatives have collectively nurtured a stronger ecosystem of informed and active citizens committed to safeguarding their WASH rights.

The intervention continues to make steady progress in strengthening urban WASH systems through a rights-based and inclusive approach. Institutional



capacities of Urban Local Bodies and Would Be Heroes have been strengthened, while civil society organizations are increasingly engaged in collaborative WASH planning and implementation. Community-based actions, particularly in informal settlements, have demonstrated strong ownership and problem-solving abilities. Strategic collaborations with government departments and national networks have enabled knowledge exchange, policy advocacy, and improved access to entitlements for sanitation workers and waste pickers. As the project moves forward, efforts will continue to deepen engagement, promote participatory planning, and mainstream successful practices across relevant platforms and stakeholders.

Restoring Dignity through Community-Led Sanitation in Badi Bhil Basti, Jodhpur

In Badi Bhil Basti, Jodhpur, a disused public toilet had led to widespread open defecation. UNNATI facilitated the formation of a women-led Slum Sanitation Committee, fostering awareness and collective responsibility. With support from the Municipal Corporation, mobile toilets were installed and maintained through community-led systems. Women took charge—managing cleaning schedules, collecting contributions, and mobilising the neighbourhood. When challenges arose, including the removal of toilets due to new construction, the community, especially women, demonstrated unity and resolve—clearing encroachments and repairing equipment themselves. This collaborative effort between residents, UNNATI, and municipal officials exemplifies how community-driven action can transform WASH services reaching the last-mile.

Strengthening Emergency Response in Gujarat through Promotion of Inter Agency Group

Support:
Unicef Gujarat Office



Gujarat faces frequent natural and human-induced disasters, affecting its most vulnerable communities. To address this, an Inter Agency Group (IAG), has been promoted which is a coalition of 157 NGOs, CSR bodies, and academic institutions across 24 districts. IAG coordinates disaster preparedness and response by promoting convergence between civil society and government actors. Through capacity building, planning and collaboration, the initiative enhances community and institutional resilience, creating a more unified and effective disaster risk reduction framework across the state.

During the year a series of coordinated initiatives have been undertaken to enhance disaster preparedness, strengthen local capacities, and facilitate collaborative emergency responses across the state. These activities included district-level coordination meetings, formation of community-level task forces to enhance preparedness, and the integration of disaster risk planning at the village level. Special emphasis was placed on inclusive community engagement, capacity building of local governance structures, and support to sanitation workers through legal, occupational, and health-based interventions. The activities reflect IAG Gujarat's commitment to building a more responsive and resilient ecosystem through government–civil society partnerships.



Two IAG consultations were held to enhance collaboration among GO & NGOs for effective emergency preparedness and response. On, 12th July in Kutch a meeting at the District Collector's office, brought together the Deputy Collector, DEOC officials, and representatives from 19 NGOs. To strengthen preparedness and relief coordination in Kutch the IAG members emphasised strengthening of commu-

nication between IAG partners and government, youth sensitization, integrating climate adaptation into DRR, evacuation planning, real-time data sharing, veterinary services in relief, and decentralized planning (RIGPDP). Setu Abhiyan and Khamir were designated as Kutch's focal coordinating agencies.

In Vadodara on 29th November post Vadodara floods, 17 NGOs participated in a consultation. The consultation highlighted the need for dedicated funding and a multi-sectoral approach integrating reproductive health, animal rescue, and public health into emergency preparedness. It stressed improving IAG coordination, raising awareness on securing documents, identifying vulnerable groups, equitable aid distribution, culturally sensitive evacuation plans, and stronger partnerships for a unified response. It highlighted gaps in communication (electricity, mobile, contact systems), relocation, shelter quality, beneficiary identification, livestock evacuation concerns, and low awareness around securing documents. The roadmap ahead emphasized multi-sectoral coordination, equitable aid, inclusion of reproductive health and animal rescue, and stronger partnerships across NGOs, corporates, and health systems.

Online Coordination Meet for Flood Relief (August 2024): In response to the flooding situation in Gujarat in August 2024 floods, UNNATI, as the convener of IAG Gujarat, organized an online coordination meeting with **51 participants** from over 15 partner NGOs. The meeting facilitated

rapid situational assessment through RNAs in severely affected districts and prioritized vulnerable communities. UNICEF Gujarat provided strategic inputs on WASH and facilitated the dispatch of critical supplies—rations, shelter kits, and blankets—to partners. The distribution of relief materials was efficient and well-coordinated supported by a timely multi-agency response built on effective collaboration.

Training of Suraksha Saathis (Community Emergency Volunteers)



To strengthen local disaster response capacity, two regional trainings were held for 72 community volunteers—including 40 women—identified as Suraksha Saathis from Kutchh, Morbi, and Dev Bhoomi Dwarka districts. These sessions focused on community preparedness, CPR and emergency response, post-disaster relief protocols, and accessing NDRF/SDRF benefits, with an emphasis on

support for vulnerable groups. The first training (21–23 August 2024) in Kutchh and Morbi engaged 38 participants and was supported by Anandi, YMC, and UNNATI's Bhachau field Centre. The second workshop, held in Dwarka from 12–14 November 2024 with 34 participants, was organised with the support from Gramya Vikas Trust. Inclusivity and gender balance were central, with IAG partners leading volunteer mobilization from diverse social groups.

Solid Waste Management (SWM) and WASH Planning in Coastal Villages

To mitigate flood-related risks caused by poor waste management, SWM and drainage planning was initiated in Jangi, Vandhiya, and Ambaliyara villages of Bhachau block.

In Jangi, the Gram Panchayat planned the following actions:

- Establish waste segregation points and implement door-to-door waste collection
- Partner with FMCG companies under the Extended Producer Responsibility (EPR) framework
- Construct closed drainage systems with provisions for regular maintenance
- Set up a composting and recycling unit for organic and recyclable waste



Vandhiya was identified as a model village, with over 90% functional drainage, regular waste disposal practices, and proactive monsoon readiness planning by the GP.



Training on LSDGs and Risk-Informed GPDP:

To build local governance capacities, training sessions on Localized Sustainable Development Goals (LSDGs) and risk-informed planning were conducted across Bhachau block. On 21st December 2024, a workshop was held in Bhachau, attended by 57 Panchayati Raj Institution (PRI) representatives from 14 Gram Panchayats. This was followed by two community-level

training programs on 24th and 25th January 2025 in Jangi and Vandhiya villages, reaching 46 and 30 participants respectively.

The sessions focused on strengthening institutional understanding and participatory governance, and covered the following key areas:

- Gram Panchayat profiling, roles of elected committees, and Gram Sabha processes
- Integration of Disaster Risk Reduction (DRR) actions into Gram Panchayat Development Plans
- Use of eGram Swaraj for effective decentralized planning
- Participatory planning using HRVC (Hazard, Risk, Vulnerability, and Capacity) tools

These trainings were designed to improve the planning capabilities of PRI members and community leaders, ensuring that disaster resilience becomes an integral part of local development agendas.

Operations and Management of Multi-Purpose Cyclone Shelter (MPCS)

In 2023–24, the Naliya Mandvi Panchayat initiated efforts to enhance the utilization and sustainability of the Multi-Purpose Cyclone Shelter (MPCS). These included allocating space for an Anganwadi centre, using the facility for community events, and maintaining its primary function as an emergency shelter. Additional plans explored leveraging the space for tourism-related services and short-term leasing, alongside seasonal warehouse rentals and generator maintenance to ensure uninterrupted power during emergencies. The MPCS was also actively used for disaster preparedness training sessions with rescue equipment, reinforcing its critical role in local resilience-building.

Despite these efforts, the MPCS remains underutilized due to two major constraints: low levels of community participation and the lack of structured institutional



support from the Taluka administration. Addressing these gaps is essential for realizing the shelter's full potential as a hub for resilience and emergency response. In 2024–25, some planned uses—such as Anganwadi operations, community rentals, and preparedness trainings—were initiated. However, continued challenges with maintenance and institutional engagement have limited the full-scale implementation of MPCS-related initiatives.

During the reporting period, the IAG Gujarat initiative strengthened district-level coordination mechanisms and built community-level capacities for disaster preparedness and response. The district meetings, volunteer trainings, and community planning sessions created structured platforms for dialogue and joint action among NGOs, local government institutions, and frontline workers.

Notable outcomes included the training of Suraksha Saathis, integration of risk-informed planning into Gram Panchayat processes, and improvements in waste and water management practices in villages prone to accidental fires, heatwaves, flash floods and cyclones. These efforts contributed to strengthening preparedness at both institutional and community levels. While challenges such as limited institutional follow-up and varying levels of community participation remain, the initiative has laid important groundwork for a more organized and locally responsive disaster management system in Gujarat.

Capacity Development of Rural Sanitation Workers on Safety, Security and Dignity

Support:
Unicef Gujarat Office



With the support of UNICEF Gujarat, a multi-pronged initiative was taken up to enhance sanitation workers' safety, awareness, and dignity across six districts. The program included structured training for sanitation workers, development of Master Trainers, and a state-level study to assess occupational vulnerabilities—advancing systemic change and social equity for historically marginalised communities. Nine taluka-level training workshops were organised for sanitation workers. A refresher training of Master Trainers was organised who in turn undertook mobilisation of participants in different talukas, supported the organization of the trainings and conducted a study involving 327 workers across 17 villages. The Master Trainers were trained in training facilitation skills, waste classification, health and safety, and

entitlements of sanitation workers. It emphasized social challenges, legal rights, and the importance of dignity among the sanitation workers. During the year, 9 two-day capacity-building workshops were conducted across five districts, training 481 rural sanitation workers on occupational safety, legal rights, and dignity in sanitation work. The training workshops emphasized empowerment through awareness, skill-building, and community support systems.

A study of 327 sanitation workers across 17 villages in five districts of Gujarat revealed ongoing structural issues in occupational safety, social inclusion, and institutional support. Despite the 2013 ban on Manual Scavenging it persists, with workers cleaning human waste without protective gear or mechanization. Most are on insecure, low-paying contracts and face caste-based discrimination, poor healthcare access, and lack of training. These factors lead to severe health risks, high mortality due to toxic exposure, and psychological distress. The study recommends interventions focusing on organizing safai karmcharis through forums, diversifying livelihood options, and enhancing preventive measures against manual scavenging to ensure their dignity, safety, and well-being.

The initiative brought long-overdue visibility to sanitation workers, offering 481 participants not just knowledge, but dignity and solidarity. By voicing their experiences and learning their rights, they began reclaiming their agency. True change begins with listening, trust, and continued support—paving the way for safer, more just, and inclusive work environments.

Way Forward

In accordance with the outcome of the Organisational Development exercise, UNNATI would intend to strengthen four areas for institutional development.

Coverage: The program engagement would be more integrated, context-driven and vulnerable community lead. At the grassroots level approach to community-led development. Special emphasis is placed on promoting women's leadership through grassroots cadres such as Swasthya Sakhis, Pasu Sakhis, Jal Sahelis, and Bal Sakhis, who play pivotal roles in facilitating program delivery and building social capital at the village level. The organization will realign its focus from administrative boundaries to geographic regions that share similar social and environmental contexts. Three priority regions have been identified for future engagement — the Desert region of Western Rajasthan, Tribal Gujarat -Purav Patti, and Coastal Kutch area. The program will focus on five themes – i. Strengthening decentralised governance, ii. Ensuring entitlements reaching the last mile – Roji, Roti, Social Security, Education at the foundational and preparatory stage, Public health targeting women and children, iii. Livelihood promotion, iv. Community managed water security and v. Disaster Risk Reduction. All the programs will focus on climate change concerns, technology as an enabler, and youth engagement. Interface between Community-Based Organizations (CBOs) and Gram Panchayats (GPs) to enhance participatory planning, accountability, representation of marginalized groups, and access to public financing will be the overarching strategy.

Additionally, UNNATI would continue to play a Civil Society eco-system strengthening role by stakeholder convening on developmental issues, translate field practice into policy-relevant insights by being a knowledge partner.

Leadership Development: At all levels – field units, program units, administrative and accounts units and senior management, leadership development is a critical future agenda. The staffing requirement needs to be setup with clear responsibility, accountability, consultative process, and open information system. All staff needs to be aligned with the vision, mission, strategy, perspective and values of the organisation. The roles and responsibility framework needs to be reviewed to ensure smooth decision making with accountability.

System Strengthening: While UNNATI has most of the organisational systems and policies in place, on daily level the implementation is uneven. Effective implementation of systems for recruitment, induction, project management, and overall institutional management including asset management will be given priority. To fully realize UNNATI's potential optimize resource mobilisation shall be a continuous and uninterrupted process so that there is no gap between different programs and phases of the organisation

Communication: Internal communication must be strengthened for promoting a strong organizational culture, shared values, and effective project management. There is also a need to strengthen external communication to effectively present UNNATI's vision and role to stakeholders. A strong / compelling narrative with stories of impact must be put in place – develop pitch deck about the organisation.

To sustain these efforts, the organization cannot do it alone. We seek the support of partners and well-wishers including civil society organizations, foundations, academic institutions and government agencies to remain relevant, responsive, and rooted in local realities.

Balance Sheet as at 31.03.2025

(Rs. In thousand) (CONSOLIDATED)

Source of Funds	31.3.25	%	31.3.24	%	Application of Funds	31.3.25	%	31.3.24	%
Capital Fund					Fixed Assets	12384	12	13735	13
Corpus	5000	5	5000	5					
Capital Account	84800	80	87555	84	Balance in hand and in bank				
	89800	85	92555	89	Saving Bank Account	23290	22	8279	8
Current Liabilities					Fixed Deposits	63384	60	74823	72
Project Liabilities					SBI Medium Duration Fund	2000	2	2000	2
Unutilised Fund	15525	15	11432	11		88674	84	85102	82
Duties and Taxes	332	0	260	0					
					Advances				
					Tax deducted at source	1937	2	2513	2
	15857	15	11692	11	Deposits	51	0	43	0
					Others	2611	2	2854	2
Funds									
Inst. Development Fund	0	0	0	0		4599	4	5410	5
Staff Welfare Fund	0	0	0	0					
	0	0	0	0					
Others (Provision Exp)	0	0	0	0					
Total	105657	100	104247	100	Total	105657	100	104247	100

Capital Fund

In the current year the capital account is Rs. 8,98,00,633 with a decrease of Rs. 27,54,806 compared to the previous year.

Current Liabilities

Unutilised Fund

Unutilised fund is 1,55,24,953. This is because of grant received in the last quarter of the financial year.

Fixed Assets

There is an addition of fixed assets amounting to Rs. 2,11,505. The Net fixed assets before depreciation is Rs. 1,39,47,010.

Bank balances

The current year fixed deposits and savings bank account balance is Rs.8,86,74,378/- which is an increase of Rs. 35,72,455/- over the last year.

Advances

Total advances are Rs.42,43,624/- which mainly consist of TDS (Income Tax) of Rs.19,36,841 and Rs.17,41,961 from CFT Project of Govt. of India and Govt. of Rajasthan under MGNREGA.

Income and Expenditure Account for the year ended 31.03.2025

(Rs. In thousand) (CONSOLIDATED)

Expenditure	31.3.25	%	31.3.24	%	Income	31.3.25	%	31.3.24	%
Direct Project Expenses					Grant Income(Net)	49310	91	59042	92
Rural Development	45932	85	47395	74					
Research & Training		0			Contribution				
Education Material	0	0	0	0	Use of Infrastructure and assets	0	0	0	0
Training and Workshop	10	0	639	1	Honorarium	348	1	455	1
Disaster Preparedness	4398	8	6032	9	Other Income	2	0	50	0
	50340	93	54066	84		49660	92	59547	90
Salary and Honorarium	3001	6	3740	7	Interest				
Administrative Expenses	1929	4	1082	2	On saving bank account	234	0	254	0
Contributions paid	20	0	0	0	On fixed deposit account	4170	8	4564	9
	4950	9	4822	7	On I.T refund	35	0	0	0
						4439	8	4818	9
Expenditure	55290	102	58888	91					
Depreciation	1563	3	1684	3					
Excess of Income over Expenditure	-2754	-5	3793	6					
Total	54099	100	64365	100	Total	54099	100	64365	100

Grant

During the year, the main donors have been:

Maltesar International- Food and Nutrition security in Bardmer, Global program for the sustainable realization of the human right to water and sanitation through the innovative combination of rights based and WASH system approach in India-Rs.1,25,98,992.

The HANS Foundation- Strengthening food and nutrition security-Rs.2,09,85,016.

AZIM PREMJI Philanthropic Initiatives- Ensuring improved delivery of public programs and access to the entitlements around employment, food and social security for 18000 vulnerable households while developing a mechanism of systematic service delivery & problem solving at panchayat level thorough interface in local governance platform- Rs.56,00,000.

American India Foundation Trust for Learning & Migration Programe Rs.23,16,600 for Gujarat.

UNICEF-Building resilient communities program - Rs. 49,35,619.

Building a Social Capital among the Vulnerable Communities of the Coastal Villages of Bhachau, Kutch, Gujarat to improve Children's Access to Education and Other Public Programs by DASRA - Rs.64,87,705

Total grant received in the current year is Rs 5,34,55,452.70 compared to the last year's grant of Rs.5,48,37,415.76

Contribution

Contributions consist mainly of honorarium for services offered, use of the training resource centre and dissemination of publications. For the current year, the total income is Rs.3,47,740 as against Rs.5,06,512 for the previous year.

Interest

During the year, interest earned is Rs.44,41,116 against Rs.48,17,762 for the previous year.

Expenses

The total expenses for the year are Rs.5,68,53,777 compared to Rs.6,05,72,900 of the previous year.

Other Transparency Compliances 2024-2025

Governance

Members of Governing Council

Name	Gender	Position in the Board	Meetings Held and Attended
1. Prof. Debi Prasad Mishra	M	President	2-1
2. Mr. Binoy Acharya	M	Member Secretary	2-2
3. Mr. Ashok Kumar Singh	M	Treasurer	2-2
4. Ms. Sophia Khan	F	Member	2-2
5. Ms. Lata Kachwaha	F	Member	2-2
6. Ms.Mona C Anand	F	Member	2-1
7. Mr. Prabhat Failbus	M	Member	2-2

Accountability and Transparency

Distribution of staff according to salary (C to C)

Salary plus benefits paid to staff	Male	Female	Total
10001-25000	8	4	12
25001-50000	9	2	11
50001->	9	1	10
Total	26	7	33

Remuneration of three highest paid staff members per month-Rs.1,40,000, Rs.1,10,000, and Rs.1,25,000.

Remuneration of lowest paid staff members per month - Rs.14,200.

This does not include personnel under stipend/fellowship.

Gender Disaggregate data of staff members including Fellow

Gender	Paid Full Time	On Fellowship	Paid Consultant
Male	28	16	0
Female	11	17	1
Total	39	33	1

Legal Identity

Registered under the Societies Registration Act 1860, Delhi (Registered on 31.05.1990 vide No. S/21030).
FCRA Registration-renewed on 01.04.2022, Reg.No.041910161.

FCRA Registered Office

G1/200, Azad Society, Ambawadi, Ahmedabad-380015

Bank of Baroda, Ambawadi branch, Ahmedabad-380006
SB A/c.No.03200100004141
IFSC Code:BARB0AMBAWA

State Bank of India, Ellisbridge Branch
SB.A/C.NO.40938447207
IFSC:SBIN0001041

Auditors

Charnalia Bhatia & GandhiG-22 Basement,
Lajpatnagar -3New Delhi -110024
Email: cbgcpa@gmail.com

Bankers State Bank of India
New Delhi Main Branch
CA A/cNo.40027757676IFSC
Code:SBIN0000691

Bank of India, Paldi Branch, Paldi, Ahmedabad-380007
SB A/c.No.201110100022417
IFSC Code:BKID0002011

Bank of Baroda, Ambawadi branch, Ahmedabad-380006
SB A/c.No.03200100022461
IFSC Code:BARB0AMBAWA

FCRA ACCOUNTS

Rule 13 of FCRA Act provides that if the contributions received during the year exceed Rs.1 crore, than the organisation has to keep in the public domain all data of receipts and utilisation during the year.

Receipts and Payments for the year ended 31.3.2025

Receipts	Amount (Rs.)
Opening Balance as on 1-4-2024	2,016,473
Grant Received	40,071,714
Interest Received	1,280,610
Deposit matured during the year	27,047,004
Total	70,415,802

Payments	Amount (Rs.)
Purchase of Assets	18,800
Project Expenses:	
Rural Development	34,714,143
Training and Workshop	-
Salary and Honorarium	2,131,968
Administrative Expenses	571,101
Investment in FD	12,832,716
Closing Balance as on 31.03.2025	20,147,074
Total	70,415,802

Resource Providers for the year ended 31.3.2025

Resource Providers	Purpose	Foreign contri. A/c (Rs.)	Total as on 31.03.2024 (Rs.)
Maltesar International	Social	12,598,992.63	12,598,992.63
The Hans Foundation	Social	20,985,016.00	20,985,016.00
DASRA	Social	6,487,705.07	6,487,705.07
Total		40,071,713.70	40,071,713.70

Forming part of FC-4
As per our report of even date

For, Charnalia Bhatia & Gandhi
Chartered Accountants

(Arun Bhatia)
Partner

Place : Ahmedabad
Date : 10.11.2025

For, Unnati Organisation for Development Education

(Binoy Acharya)
Director



UNNATI

Organisation for Development Education

www.unnati.org

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Rural Training Centre

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Email: psu_unnati@unnati.org



Coordinating Office,
Ahmedabad



Gujarat Programme Office,
Ahmedabad



Rajasthan Programme Office,
Jodhpur



Rural Training Centre,
Bhachau, Kutch