



# 20 YEARS OF CYDA 1999 TO 2019

*Program Evaluation*

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## ACRONYMS

AIDS	: Acquired Immune Deficiency Syndrome
AWC	: Anganwadi Centres
CEE	: Centre for Environmental Education
CF	: Chief Functionary
CSR	: Corporate Social Responsibility
CYDA	: Centre for Youth Development and Activities
EC	: Executive Committee
FGD	: Focus Group Discussion
FY	: First Year
GB	: General Body
GM	: Genetically Modified
GP	: Gram Panchayat
HIV	: Human Immunodeficiency Virus
IEC	: Information Education & Communication
MC	: Managing Committee
MOA	: Memorandum of Association
NFI	: National Foundation for India
NGO	: Non-Governmental Organization
NSE	: National Stock Exchange Foundation
NSS	: National Social Service Scheme
NYK	: Nehru Yuvak Kendra Sanghatan
NYP	: National Youth Policy
ODF	: Open Defecation Free
PIPPFD	: Pakistan India Peace Forum for Peace & Democracy
PRI	: Panchayat Raj Institutions
RPG	: R P Goenka Foundation
SBM	: Swachch Bharat Mission
SMC	: School Management Committee
SP	: Strategic Plans
TARANG	: Talking to Adolescents on Reproductive Health & Gender
TDH	: Terre Des Hommes
TISS	: Tata Institute of Social Sciences
UNICEF	: United National Children's Fund
VAW	: Violence Against Women
WASH	: Water, Sanitation & Hygiene
YRC	: Youth Resource Centre

## **Preface**

In 2019 CYDA celebrated 20 years of inspiring young people. Since then we have been thinking of conducting a review of CYDA 20 years of engaging with young people in Maharashtra and National level as well. We realized that, an evaluation is important not only to understand its program, strategic plans but also it is important to improve its management and governance. As we move ahead, it is important that the overall effectiveness has to be measured so, that it is possible to identify problems that was faced, achievements from both individual and societal point of view.

Unlike in many other cases, it is always difficult to measure the effectiveness quantitatively. First 15 years of the overall focus was exclusively for impacting the lives of adolescents and young people. It is since 2014, that CYDA began to engage its thematic areas like Water Sanitation and Hygiene (WASH) in schools and communities as well as promoting livelihoods for youth and young women where visibilities in terms of infrastructures and economic gains started measured. Otherwise, the achievement was visible in terms of number of adolescents and youth trained and facilitated to make them to grow as responsible, productive young adults.

Despite these challenges, what was important for us was to identify a resource person to undertake these huge tasks. In this direction, we approached Mr Mahesh Mishra who had about 40 years of well-balanced experience in development sector. He was with various International Organizations such as Oxfam, WaterAid, and Save the Children in different and complex country contexts in Asia and Africa. His skills in evaluation, monitoring as well as documentation is par excellence with extensive range of skills and experience in design, development, management and provision of consultancy services for development initiatives covering varied thematic areas. Thereafter, we finalised Mr. Mahesh Mishra to be the consultant to take up this challenging task and the Executive Committee approved it in January 2020.

The task was further complicated with Covid -19 pandemic. As we designed the evaluation processes Covid - 19 pandemic hit the country and complete lockdown pushed the evaluation processes for another one year. However, it was possible to undertake few trips, online calls and interactions with wide range of old staff, associates, current staff as well as community people, board members and donors it was completed by January, 2022. I am grateful to all those who participated in this review passionately and wholeheartedly. We will continue to do similar exercises in every 10 years.

Mr. Mathew Mattam  
Secretary & Chief Executive

## Chapter 1: Background

CYDA was founded on 10th January, 1999. It was formed by a few likeminded persons from academics and social development fields. It began with a dream of working with young people to help them to live with their full potential and grow as responsible and socially conscious citizens. The founder Secretary of the non-government had significant experience in the voluntary sector, particularly working on youth related issues. CYDA has been working uninterruptedly over the last 23 years. It has seen ups and downs but has never given up.

The underlying premise on which CYDA works is the belief that 'youth' are a potential force, who, if mobilized and channelized in the right manner and invested in, could serve as agents of social change and social transformation.

CYDA had an interesting journey since its formation. At the initial phase, it was started as a training and capacity building for development and civil society groups (***focusing on building youth perspectives among them***), it has evolved into one of the premier non-governmental organizations with a reputation both in the State and National contexts. Over the years, it has worked on a large gamut of issues and have produced a large number of professional workers contributing to the non-profit sector as well as fulfilling their role as socially responsible productive citizens.

As a learning organization, CYDA has continually tried to question the relevance of its programmes to the changes happening in the wider context and assess its own capacity to deliver programmes effectively. This questioning has led it to evolve and innovate ideas to deliver impactful programmes. This assignment came from that an intent to be striving to remain context - relevant and effective.

Both primary and secondary information have been used in this assignment. The primary information was gathered using participatory tools such as semi-structured dialogue, interaction and interviews with individuals and few group discussion meetings. These involved several senior staff members at CYDA Central office. This also involved several former staff members and volunteers, key donor representatives, almost all the board members of CYDA and few external allies and stakeholders. Secondary information was obtained through several documents shared by CYDA largely with a view to verify primary information and get additional information. Though visits to some project areas were originally planned, most had to be shelved because of the surge in Covid infection. Since visits were not possible, the number of virtual meetings increased substantially. The objective of all these was to get a clear understanding of the genesis and progression of CYDA as an and the relevance and effectiveness of its various plans and programmes over the last 20 years. Efforts were made to obtain various perceptions and views of all concerned regarding the challenges that CYDA is currently facing and may face in future along with their ideas, as to how these challenges can be faced.

In giving my recommendations I have considered aspects of strategic relevance, cost effectiveness, efficiency, reputation and long term health of CYDA.

CYDA has grown into a complex organization. There are a lot of things happening in different parts of CYDA and at all times and it is not possible to grasp all of them within a short time and within the scope of such a consultancy. This becomes more difficult when the task is to look back over two decades and the primary methodology is a series of virtual meetings that took place during the second wave of Covid in our country. I may have missed out few things or may not have properly understood some of the aspects of its programmes and functioning. Even though my assessment and analysis are based on my interaction with a large number of staff and other stakeholders, I take responsibility for the recommendations that I have made in the following sections. Personally, it has been a great learning experience for me. I would like to thank all of them who contributed in that process.

## Chapter 2: Evaluation Objectives, Approaches and Strategies

**Objectives:** To assess the effectiveness of last 20 years of intervention and find mechanisms for effective governance, management and program development which are sustainable and participatory. The evaluation is intended to look into the following.

- Importance of strategic plan, it's relevance, effectiveness and sustainability.
- Assessment of the governance, management, organogram, programmatic relevance and impact.
- Provide necessary recommendations to effective implementation for future.
- Existing financial system and legal compliances of the (will be done separately by CA firm but the report will be submitted as part of this evaluation).

This evaluation has followed the approaches as mentioned below.

High-level analysis focused on the relevance, effectiveness and sustainability of the project as these are the key considerations to assess the performance of the project and the future potentials.

Low level analysis of efficiency largely focused on planning, monitoring and utilization of human resources based on interactions with staff, communities and observation. It was not possible to look at other efficiency indicators such as value for money or cost effectiveness without doing a proper finance analysis. Suggestions on future course emphasizing the application of learning to enhance the scope of the project in future.

Participation - The general approach to the evaluation involved the maximum participation by members of CYDA and its partners crosschecking of observations and impressions as possible with staff members and community organisers. Fieldwork was carefully planned in order to gather information and evidences.

### ***Planning and Collection of Background Information***

The evaluation process commenced with a virtual meeting with the Chief Functionary/Secretary of CYDA. The evaluator had several rounds of virtual discussion about the ToR and the scope of the evaluation. Once those were agreed, there was a virtual meeting with all the key staff members of CYDA, to understand them and their respective responsibilities. The project team sent most relevant background details and secondary information in advance and some others were collected during the process. These included CYDA byelaws, progress reports for several years, IEC materials produced. Besides, the

evaluator accessed other secondary sources of information, to understand issues related to youth, various government programmes, policies, schemes and implementation mechanisms.

A detailed plan for field visit and data collection was prepared in consultation with the project team.

### ***Primary Data Collection***

The primary data was collected from CYDA through:

1. In-depth Interviews with key staff members of CYDA, all the board members, some of the current donors and other stakeholders who have been associated with CYDA in various ways.
2. Focus Group Discussion (FGD) at community level. This includes beneficiary groups, PRI members and teachers.
3. Interview with external stakeholders, such as government officials and officials of other NGOs.

Assessing effectiveness would require a close interaction to people/communities with whom CYDA has been working over the last two decades. It was not realistically possible to do it for each programme that CYDA has carried out. Originally, it was envisaged that field visits would be made to those areas where CYDA has current/recent interventions and areas where CYDA felt that it has made noticeable impact. But this again was not possible because of Covid situation. With difficulties and after several postponements the evaluator could visit Nandurbar where several CYDA programmes have been carried out in recent years and Pune, where CYDA is located and where it has initiated its model of youth leadership development. The preliminary findings, conclusion and key recommendations were shared with CYDA EC members and project staff members. Their inputs were recorded and incorporated in the report.

### **Data Collation, Analysis and Report Preparation**

The data collected from primary and secondary sources were collated, analyzed and the draft report was prepared. The draft report was shared with CYDA and the comments were incorporated in the final report.

### **Reflections on the evaluation approach**

The degree of participation by CYDA team members and various stakeholders in the evaluation was judged to be good. Timely communication between the evaluator and CYDA resulted in well - coordinated virtual meetings and interviews, good selection of villages for field visits and key informant interviews. Even though CYDA was involved in Covid responses and subsequently a flood in southern Maharashtra, the concerned staff made it possible for various virtual interviews to take place.

## Chapter 3: CYDA - Principles, Vision and Mission

Principles:

CYDA was founded on 10<sup>th</sup> January 1999. Its foundation has been based on certain values. CYDA's mission, strategic objectives, programme interventions, implementation approaches, and its internal functioning are based on these values. These values have been revisited during the formulation of strategic plans. The following seven values are the guiding principles of CYDA's existence and work.

- 1 Human Rights
- 2 Gender Equity
- 3 Democracy
- 4 Plurality
- 5 Accountability
- 6 Transparency
- 7 Speaking up

CYDA has so far formulated 4 strategic plans. The last one (period 2020-2025) is not being covered under this evaluation exercise. The following table summarises the vision, mission and strategic objectives of the organization as spelt out in the first three strategic plans. This evaluation covers these three plan periods, but more particularly looks into the last strategic plan (period 2012-2019).

Strategic Plans and periods	Vision, Mission and Strategic Objectives
St. Plan 3  2012-2019	<p><b>Vision:</b> To create a society where young people can exercise and enjoy their rights and grow as responsible, productive and independent adults.</p> <hr/> <p><b>Mission:</b> Building capacities of young people and its stakeholders towards the growing up needs of adolescents and youth;  Support policy changes and collective action towards realization of rights of young people as well as other marginalized sections in the society.</p> <hr/> <p><b>Strategic Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Putting Youth agenda on the arena of development.</li> <li>2. Promote Human Rights, Democratic Values, Accountability &amp; Transparency and courage to speak up.</li> <li>3. Provide quality information and skills on youth rights and growing up issues of adolescents and young people.</li> <li>4. Protecting Rights through collective Action.</li> <li>5. Produce Quality Research/Documentation for Advocacy.</li> </ol>

	<p>6. Participate in networks and build alliance and engage with government and other stakeholders towards youth empowerment.</p> <p>7. Perform as an championing for the rights of the youth.</p>
St. Plan 2 2008-2012	<p><b>Vision:</b> Create an enabling environment in society for young people to grow as responsible and independent adults</p> <p><b>Mission:</b></p> <ul style="list-style-type: none"> <li>• Building capacities of young people and its stake holders towards growing needs of adolescents and youth support policy changes.</li> <li>• Collective action towards realization of rights of young people as well as other marginalized sections in society.</li> </ul> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Putting youth agenda in the arena of development.</li> <li>2. Promoting human rights, social justice, gender equity and good governance.</li> <li>3. Providing quality information on issues related to growing up and physical changes in young people.</li> <li>4. Protecting rights through collective action.</li> </ol>
St. Plan 1 2002-07	<p><b>Vision:</b> Create an enabling environment in society for young people to grow as responsible and independent adults.</p> <p>• <b>Mission:</b></p> <ul style="list-style-type: none"> <li>• Building capacities of young people and its stakeholders towards growing needs of adolescents and youth support policy changes.</li> <li>• Collective action towards realization of rights of young people as well as other marginalized sections in society.</li> </ul> <p><b>Strategic Objectives:</b> To help achieve the following rights of youth</p> <ol style="list-style-type: none"> <li>1. Right to self-expression</li> <li>2. Right to reproductive health information</li> <li>3. Right to education</li> <li>4. Right to livelihoods</li> <li>5. Right to participation</li> </ol>

As the above table shows the statements have slightly changed to emphasize its focus during the planning period but the basic thrust has not changed much, since the first strategic plan was formulated. The focus of CYDA has remained nearly constant; youth rights, development for the youth and addressing growing needs of adolescents and youth.

## Chapter 4: CYDA – The Growth Story

### 4.1 Early Years (1999-2003)

It was in 1999, CYDA was founded with a dream to work with young people to create opportunity to release their full potential and provide space for them to grow as independent, responsible citizens. With a motto to **INSPIRE, INVOLVE and INITIATE**, it began its journey in some of the poorer parts of Pune city and in several villages in Pune district focussing on four-focus areas such as Health, Education, Good Governance and Livelihood.

Someone who was a member of the 2-person team (the other member was the founder) remembers the initial days of struggle for CYDA. There was little funding but the two members team mobilised the villagers in a cluster of villages to undertake initiatives for girls' education by building a girls' hostel, roads to improve communication, addressing water issues by digging a well and constructing a check dam (mobilising youth through NSS and NYK). They also mobilised village women to use village commons to grow vegetables and make pickles for some income. At the same time, the small team was networking with NSS in various colleges in Pune and initiated a number of youth mobilization activities such as youth festivals, youth camps, health camps, debate competitions etc. These were years of struggle as there was little funding and the person had to reluctantly leave CYDA to take up a government job to make his ends meet. The founder continued his work with the help of a few interns (some of them from abroad) who were block placement students from social work colleges in Pune helped to sustain the work during the first three years of CYDA. These were years, when there was no fund to travel, to pay salary. People joined and people left because funding was very difficult for the first three years. Two programs started during this period, did not even continue more than a year. A hostel was started for girls in Panshet in which 50 girls were accommodated, due to scarcity of fund it was transferred to Intervida (another NGO) in 2001. Later a publication called Generation Next was introduced with a subscription base of 4000, but had to be discontinued due to paucity of support after 26 issues. All these experiences made big loss but also made the organization more mature.

During this time, interns mobilized large number of youth volunteers and engaged them in various youth focused activities. The rural project was used as exposure for urban youth to understand the rural settings. Poorest areas were identified for exposing the well-off urban students to understand the village life and contribute towards better amenities in rural areas as well as reflect upon the opportunities available for them in cities. These years, CYDA survived by contributions from various individuals and small project support from Indo-Global Social Service Society.

It was a modest beginning but the roots had developed.

## 4.2 Steady Steps Towards Exploration (2002-2007)

In 2002, few teachers, parents and youth came together for a discussion to focus on the various aspects to promote youth work in Maharashtra. The team proposed four major thematic areas to work with young people in the state. They were: a) Right to self-expression, b) Right to know about reproductive health, c) Right to get better education and d) Right to livelihood and skill building. Thus, the first strategic plan was developed focusing on Youth Development based on their rights.

### **Youth Development Unit:**

The Youth Development unit was established in 2002 with a special focus to create a platform to encourage young people to utilize their time in a meaningful manner and prepare them to be productive and responsible citizens in future. They learned about society, develop life skills and were prepared with different perspectives to become concerned, responsible and

independent individuals in society. The Youth Development Program provided an umbrella for the activities of the local youth groups; named Youth4Change.

Youth4Change established groups through network in the following parts of the country: Satara, Sangli, Solapur, Ahmednagar, Amravati, Parbhani and Pune city in Maharashtra, Raipur, Bilaspur and Ambikapur in Chattisgarh. Youth4Change had its presence in Karnataka, Delhi and other parts of the country too.

The underlying tenet of the Youth4change program was to guide the individual youth through the exploratory journey of 'knowing, understanding and empowering oneself' to become informed, active and enlightened citizens who can make a difference individually and collectively in their respective spheres of work. The core area of focus of Youth4change is therefore youth development and this emerges from the belief that individual is at the heart of any change process in society.

Youth4Change, then a flagship program of CYDA, was an innovative youth centric, youth driven, youth led and youth owned citizenship programme. 'Empowered youth can act as agents of social transformation' has been the guiding premise of the Youth4Change initiative of CYDA.

The program has been envisaged as a movement of the youth in bringing about change through interfacing with the civil society. The Youth4Change program encourages youth action at multiple levels of the society from the village, block and district to the respective states and the country. Thus, several youth4change groups have been working on different issues of public interest for instance on traffic watch, homelessness etc.

### **Internship program:**

Internship programme was one of the major programmes in CYDA in the initial years. It was supported by National Foundation for India. It was started in 2002 and continued till 2012 and again resumed in 2017 for a year. This was a hugely successful programme providing opportunity to youth to experience lives differently. The selection of the interns are through a seminars and workshops in various colleges. Applications were received and interviews held and selected youth were given 5 days intensive training by various experts from social and political fields to provide a theoretical information about socio-economic and political issues relevant to the time. After the 5 days training, youth were sent to different places to participate actively with the social movements, mostly to voluntary organizations based in rural, tribal and geographically difficult places. However due to changes in the donor priorities they were not able to support the program after 2017. More than 300 young people have been part of this program and most of them are in high positions and leading various development organizations in the country and abroad.

### **Stepping Stone:**

This was initiated in 2004 to reach youth in communities particularly those who had dropped out. It was all about developing the youth and empowering them to raise their voice and issues. This used to be a five days residential training addressing various aspects of human behaviour including issues related to communication, violence, gender, sexuality of each one.

Using fission-fusion and participatory methods, it focused on teaching them the role of communication. The programs and games were designed in a way for the participants to attain the necessary communication and listening skills. This training sessions used to have 30 youth with equal number of male and female participants. CYDA arranged Stepping Stone programme in 3 languages; one in Marathi for State of Maharashtra, second In Hindi for all over India and third in English meant for those without knowledge of either Marathi or Hindi. This training programme was very popular. CYDA facilitated this programme in different parts of India and Kathmandu in 2007. CYDA directly implemented this programme with youth in Maharashtra and Chhattisgarh, in which more than 10,000 youth participated and benefited from. However, through the Training of Trainers (ToT) program, CYDA was able to train almost 500 people as master trainers belonging to various countries including, India, Pakistan, Afghanistan, Nepal, Bangladesh, Sri Lanka, Cambodia, Spain as well as African countries. Organizations like ActionAid, Oxfam, Unicef, RedCross, and national and international NGOs, including government representatives working in AIDS control societies participated. This programme that ran for five years was very popular. The ToT programme was organized in cities like Pune, Bengaluru, Mumbai, and other places to reach out to maximum people. The program was supported initially by ActionAid and later through support of various other agencies like SwissAid and contributions from the participants. The program is still relevant to ensure behavior communication especially in the context of gender, sexuality and communication perspective building.

#### **Adolescent Rights & Development unit:**

Realising that there has been little focus in the country on the issues of adolescents, CYDA initiated work among adolescents and formed a separate unit. Adolescent Rights & Development unit in CYDA aimed to create an environment in schools and communities for adolescents to enjoy their right to education, health, participation and their rights to expression. Various activities were initiated to engage with adolescent girls and boys towards fostering their holistic development through remedial education, life skills education, counselling, games4change, Act4Change, Media4Change, and awareness on sexual and reproductive health as well as their roles and responsibilities in society.

The objective of this program was to build capacities of adolescents and develop them as peer educators through life-skills training; to equip participants, adolescents and young adults with interpersonal skills and knowledge that would instill greater sense of self-esteem and self-confidence among participants to resist social pressure and to help them protect themselves from abusive behavior. It also enabled the participants to gain insight to a wide range of socio-cultural issues like gender, reproductive health and sexuality, their rights and growing up issues affecting adolescence etc. For this purpose, **CYDA initiated a program called TARANG which was supported by Forbes Marshall.**

#### **TARANG:**

TARANG stood for 'Talking to Adolescents on Gender and Reproductive Health'. It was the longest running project of CYDA. It ran from 2004 to March 2020. Initially the program was designed to address the life skills gaps by providing life skills and counselling support to school going students in government schools in rural and marginalized communities. It started with

five days sessions on **four major topics, communication skills, Love and Attraction, Gender and reproductive health and information on abuse on children.** Later, the module was increased to seven days' sessions including peer pressure, goal setting as well as career choices. This program was organized among 5000-7000 adolescents in a year **reaching out to more than 100,000 adolescents** since its inception. The original project underwent changes at periodic intervals based on the changes in the context and needs of the target groups. TARANG helped bridge the gap between girls' students and boy students and students and teacher, children and parents. TARANG program involved the participation of parents so that they could develop empathy and relate to the issues to the adolescents.

TARANG focused on adolescent development, including six subjects such as **Communication, Value, Gender, Body Mapping, Reproductive Health, and HIV/AIDS.** The training helped the adolescents to get scientific information about the issue of HIV/AIDS, sex-Sexuality and to become healthy individual.

**In 2016-17, TARANG was expanded to reach out to schools in the outskirts of Pune city.** It was named as TARANG Plus. TARANG Plus not only provided life skills but also provided supportive environment in schools to improve the school learning environment by training adolescents on TARANG, WASH as well as engaging with them continuously by providing counselling opportunities. It had all the modules covered under the usual TARANG programme and had three additional modules focusing on importance of safe drinking water, adequate sanitation facilities and promoting hygiene practices through participatory training sessions. The expanded programme had the following objectives.

- To empower adolescents with appropriate knowledge and skills regarding physical and psychological changes during puberty age.
- To promote improved WASH facilities in school with a special focus on hand washing and menstrual hygiene management.
- To provide support, guidance and counseling to adolescents in dealing with personal issues.
- To strengthen SMCs (School Management Committees) through coordination with school management and teachers.

**TARANG programme, supported by Forbes Marshall, was the oldest running programme which continued till 2019/2020.**

#### **Youth Volunteering and mobilization:**

CYDA almost worked as a youth mobilization machine for several years, utilising every opportunity that came in its way to do something innovative and mobilize youth for socially relevant causes. These kinds of mobilization activities were organised for many years. The following table (captured from Annual Report 2009-10). shows the diverse range of mobilization events organised by CYDA, largely based on youth volunteers.

<b>Details of the event - 2009 - 2010</b>	
<b>Date</b>	<b>Name of the event</b>
11.07.2009	Human Rights Workshop
05.07.2009	Walkathon for suicide prevention – walk4life
06.08.2009	Climate Change Workshop
03.10.2009	Counselling Workshop
28.10.2009	Secularism Workshop
27.09.2009 to 03.10.2009	Joy of Giving Week
27.09.2009 to 01.11.2009	CEE participatory Budget
08.11.2009	PIPFPD Meeting
06.12.2009	Pune international Marathon
10.12.2009	Violence against Women
27.11.2009	Maharashtra Youth Policy
08.03.2010	International Women day
23.03.2010 to 25.03.2010	Youth Conference on Secularism, Communal Harmony, Peace and Role of Youth in Society
13.03.2010	Tribute to the victims of the bomb blast at German Bakery
13.03.2010	Painting Competition

#### **Other campaigns**

2009 to 2010	GM Free India campaign
	International Food Day
	Public consultation on Bt Brinjal
	Women's Day:
	VAW campaign
	Workshop on Domestic Violence Act
	VAW Rally
	Several street plays under Act 4 Change depicting socially relevant issues

This is just one example. Such youth mobilization activities were undertaken by CYDA year after year since its inception. CYDA did not have adequate resources then had a small team but still managed to organize such events as mentioned above. These helped draw a large mass of young people from various backgrounds. Some of them have continued to maintain their association with CYDA in different ways even today.

### **Disaster Response:**

Responding to disasters has been a major strength of CYDA. One of the objectives of CYDA has been to undertake relief and rehabilitation efforts as it is very imperative to engage young people in managing relief and responding to rehabilitation of people affected, so that they become contributors in managing relief and rehabilitation in the future. With its abilities to mobilize volunteers, it has been able to mount quick operations to support population affected by various disasters both in the state and in other states. During early years, CYDA organised a rapid response to assist Tsunami affected people in Tamilnadu (2004). In the following year it responded to the massive floods in Maharashtra in 2005. During Tsunami CYDA mobilized a team of 300 volunteers. In 2005 Maharashtra flood over 100 volunteers were mobilized. Besides mobilizing volunteers, it also mobilized financial and material support through crowd funding in Pune city and also from interested donors.

This has been one of the key focus areas for CYDA. Charity Commission expected CYDA to spend 5% on disaster response and mitigation issues. The objective has been to channelize youth energy in disaster relief/response and expose them to disaster management. The first major response it handled was after the Tsunami in 2004. With the support of various agencies CYDA engaged in Nagpatnam (Tamilnadu) for almost one year. During this period, it provided scholarships to affected students to continue their studies, improved agricultural land by reducing salinity and facilitated livelihood support.

### **4.3 Surviving the Difficult Years (2009-2016)**

From the outset in 1999, CYDA had been making good progress regarding mobilizing resources. Its income had been steadily increasing over the period between 1999 and 2008. Following the global financial crisis of 2008, income for CYDA reached a crisis point. In 2008-2009, the total income was about 75 lakhs rupees in 2009/2010, which dropped to only 34 lakhs in the subsequent year. In 2010/2011 it further fell to 29.7 lakhs rupees. Grants from foreign sources dropped significantly. This depressed situation continued until 2015/2016, when CYDA's income nearly recovered to pre-global crisis period.

The period between 2009-2016 was a difficult period for CYDA. Amidst financial crisis its Secretary stepped aside from the post of Chief Functionary and took up a job. While he continued to be the Secretary, the programme management responsibility was taken over by a senior member of the team, who himself left CYDA in 2013. The Founder Secretary also stepped aside from that position in 2013. There were several temporary arrangements made to run CYDA programmes. It was during this period, CYDA survived but was never really led properly. The Secretary provided as much support as possible from a remote location, but that was surely not enough. Staff attrition at higher level happened because of financial crisis.

Moreover, lack of proper leadership and good quality staff contributed to dwindling of income and weakening of programmes.

Despite stiff challenges, CYDA managed to remain afloat and continue some of its long run programmes. In 2014, initiated a new programme; a WASH programme and the WASH component of CYDA has steadily increased in the subsequent years both in regard to funding and scale. The founding member who left in 2009 returned to CYDA in mid-2016 and started engaging with CYDA part-time basis. It addressed the leadership vacuum within to a large extent. In 2017, became full time Chief Functionary and also in 2019 re-elected as secretary of the organization. With his experience and contacts, newer funding opportunities were tapped.

CYDA survived the difficult period but has learnt a lesson not to take a good situation for granted and that probably led it to consider diversified income base through a range of programmes in its programme portfolio.

### **Programme in Chhattisgarh**

However, it was not all that bad during this difficult time. CYDA managed to establish a solid footprint in Chhattisgarh during this period. Building on the contacts developed with some youth from Chhattisgarh through youth4change programme, internship placement and sporadic youth mobilization activities conducted between 2005 and 2008, CYDA developed a programme to stop gender-based violence and to promote improved governance in gram panchayats.

This programme, which started in 45 villages in 2009 reached many youths who campaigned for gender equality and justice. It created a big impact to reduce gender-based violence and facilitate youth leadership among communities.

In subsequent years the scope of the work was expanded, and its focus was further streamlined. Between 2011 and 2017, this programme covered four districts (Bilaspur, Mungeli, Janjgir and Raipur). More than 400 youth volunteers were trained and motivated to work on various developmental and justice issues at community level. They formed a core group to carry forward various programmes in their respective areas. In addition to campaigning for gender justice, carrying out anti-superstition campaign and campaign against gender-based violence and promoting youth involvement in local level governance issues. **These youths played an active role in promoting Swachh Bharat Mission in these districts.** Realising the importance of one toilet per household to reduce harassments by men while women going for defecation in the open, **all the 45 villages became open defecation free.** Their good work was recognised by district authorities in Mungeli and Bilaspur, who requested the involvement of these youths in making those districts open defecation free. Their persistent efforts to mobilise rural communities and change their behaviour contributed to make Mungeli the first Open Defecation Free district in the state of Chhattisgarh in November 2016.

Various campaigns run by Youth4Change members were noticed and appreciated by district and block level officials. Mindful that various schemes were not reaching to the villages, they

felt that engaging youth would bring a greater impact in the villages. Various government departments took help from these youths to implement their respective programmes.

CYDA provided a lot of exposure for the core group members. Various exposures and interactions with experts in their respective fields of village development helped two of the villages led by youth4change volunteers selected as best panchayats by government of Chhattisgarh. They are Hatinikala and Charched. Charched became a place for exposure for many government officials to learn about cleanliness. Many panchayats in Chhattisgarh have adopted the village level initiatives of Youth4Change volunteers. Some of these volunteers took active roles in the political processes in their areas being elected as Sarpanches. Chhattisgarh experience highlighted how proper mobilization of youths could make big differences. **The project ended in 2017 after 9 years of successful intervention.**

#### 4.4 Breaking Free - Reaffirming Abilities (2014-2020)

As mentioned above, CYDA began diversifying its portfolio of programmes in 2014 and WASH gave it a break. In that year, CYDA initiated a small WASH programme and that became a major programme in subsequent years. It not only helped CYDA to enhance its profile but also to mobilize the much-needed resources. In successive years, CYDA undertook different projects in WASH sector and other sectors. The following section describes some of the important activities that CYDA carried out during the period 2014 to 2019.

##### **WASH Unit**

CYDA initiated programmes around Water, Sanitation & Hygiene (WASH) in 2014-2015. Water, Sanitation & Hygiene (WASH) are essential components of human development. The provision of WASH facilities is very critical for healthy living and upholding the dignity of vulnerable populations. Though Swachh Bharat Mission (SBM) spearheaded a country-wide campaign to eliminate open defecation, there were considerable gaps that needed to be filled in peri urban and rural areas. It was in 2014, CYDA started with WASH in School program with a special focus on behaviour change communication, retrofitting of WASH infrastructures as well as operation and maintenance of the existing infrastructures to ensure sustainability. The WASH program was started with the support of Persistent Foundation in 2015, later some support was received from Bansuri Foundation. Up to 2016-2017, these funds were reflected under youth programme. In subsequent years the program was taken to scale with the support of WaterAid, UNICEF, NSE Foundation, Plan International and Save the Children. CYDA then formed a dedicated WASH unit to manage WASH programme. Even today this is one of the major program intervention units in CYDA.

##### **WASH in schools:**

The objective of the program was to promote hand washing & hygiene practices among school children with a special focus on menstrual hygiene. The program also looked at building WASH clubs in schools in which school students take leadership roles and through activities create a safe environment in schools for students. Through regular WASH club meetings and peer educators training, the club members were expected to display their leadership skills and reach out to other children towards creating class room cleanliness, personal hygiene, hand washing, sanitation and overall monitoring of the overall school hygiene.

CYDA ran WASH in school programme both in urban areas (Nasik and Pune districts) and in rural areas of six districts. CYDA conducted various activities such as training children, formation of child cabinets, formation of adolescents group, training of training for WASH Club members, training to stakeholders, WASH club festivals and consultation meetings with government officials. The project intervention strategy provided behaviour change and communication support, renovation and retrofitting support and operation and maintenance support to school.

An intern from Sweden, who visited one of the intervention schools where WASH program was initiated said *“As part of my exposure visit, I visited schools in Pune where CYDA is conducting programmes for grade 8 and 9 students. These sessions are related to growing up issues of adolescents and creating an impact in the development of young adults to give India a better future. My key learning during this exposure that things we take for granted in Sweden are not to be taken for granted in India. Like in Sweden, our parents teach us to wash hands before food, after toilet visit etc. Here that doesn’t seem to be the case, so hygiene must instead be taught in the school to make sure the kids actually learn it”*.

With support of UNCIEF-Maharashtra, CYDA initiated a campaign to ensure that all schools in six districts (Osmanabad, Nandurbar, Washim, Gadchiroli, Aurangabad and Parbhani) of Maharashtra have access to separate functional toilets for boys and girls.

**Over seven years the programme had reached about 500,000 school children in different districts in Maharashtra as well as other states of India.** In Maharashtra, Pune, Nasik and Nandurbar districts, Idukki and Alappuzha district in Kerala and Bilaspur district in Chhattisgarh)

### **WASH in Ashramshalas**

WASH Compliant Ashramshalas in Maharashtra programme was initiated with the support of WaterAid in 52 Ashramshalas based in Ahmednagar, Dhule, Nandurbar and Nasik region reaching 17,000 tribal students. The project helped the children in these schools to access to clean drinking water, sanitation facilities such as functional toilets, safe drinking water, clean surroundings and basic information and adoption of critical hygiene practices including handwashing and menstrual hygiene management.

### **WASH in Communities**

This major programme was initiated in 2018 involving 114 gram panchayats in Navapur block of Nandurbar district to ensure ODF sustainability. The objective of the program is to ensure development of WASH Compliant communities and institutions in the entire block as part of block transformation program initiatives of NSE Foundation. This includes intervention in terms of construction and rehabilitation of WASH structures, providing technical support to improve WASH infrastructures as well as capacity building of front-line workers, PRI members, teaching and non - teaching staff in schools and AWCs. The programme involved intensive engagement in the community, PRIs and government department.

CYDA conducted various activities like training children, formation of child cabinets, formation of adolescents group called WASH clubs, training for WASH Club members, training to stakeholders, WASH club festivals, consultation meeting with government officials etc. The project intervention strategy provided behaviour change and communication support, renovation and retrofitting support and operation and maintenance support to schools.

### **Diploma Course in Counselling:**

In 2014, CYDA developed a Diploma course in Counselling in collaboration with Tata Institute of Social Sciences (TISS) Mumbai with the following objectives.

- To develop a greater 'self' as tool for change in the counseling process.
- To develop effective personal and professional qualities necessary for effective counseling.
- To systematically understand the purpose, scope, theories and approaches to counseling with a focus on their relevance to practice.
- To develop competencies to plan and engage in relevant interventions for effective counseling.

This was an interesting development. Counselling as an enabling and resilience-building process has tremendous significance in the present day world, where human relationships and life patterns are becoming increasingly complex and challenging. The programme focussed on effective counselling as a helping tool to aid individuals and groups deal effectively with adversities. The programme envisaged to develop professional counsellors to handle counselling process with proficiency.

The organization planned this program in order to develop counselling mind among the professionals to address the issues of mental health and suicide. Almost 100 professionals were trained and made available in Pune city. The programme ran successfully for five years and then closed because of changes in leadership at TISS and their priorities.

### **Engaging with Schools to Improve Learning Outcomes**

With the support of Forbes Marshal, CYDA initiated a programme to engage with schools to improve learning outcomes focussing on adolescents of schools in the peripheral areas to empower them with knowledge, skills and awareness about their own selves, reproductive and sexual health in particular and an understanding of gender to inculcate positive behavioral changes. Over a decade's experience of working with adolescents made CYDA realize that while working with adolescents, what is equally important is creating an overall adolescent friendly school environment and support systems. The need for engaging with the stakeholders and enhancing their capacities, knowledge and skills towards creating an adolescent friendly school emerged. CYDA designed a school improvement program which focused on building capacities, sensitization and skills of the school authorities making it responsive to address the primary issues of adolescents. CYDA was engaged with Principals, Teachers, Non-Teaching staff, SMC and the education departments.

The programme continued till 2019 and as Covid - 19 pandemic spread to rural areas the program was discontinued.

### **Youth Resource Centre (YRC):**

In 2018 with the support of United Way - New Delhi, CYDA initiated, Youth Resource Centre which (YRC) aimed to create a space for young people to come together, learn, develop themselves by exposing them to plethora of new ideas, new skills and resources. YRC was centred around the pillars of Learning, Skilling, Speaking, Acting and Gaming concepts that would transform the lives of adolescents. Young people were provided academic support on subjects like Mathematics, Accounts, Economics, English and Science to enhance their academic performance and thereby reduce the likelihood of dropping out of the education system. As part of the remedial education program, CYDA also provided them training in life skills education, digital literacy and sessions on communicative English. As part of Skills4Change, YRC provided inputs on career guidance and opportunities available post completion of school, exposure to training opportunities and soft skills training. This program was implemented in slum settlements in Pune city. During the later years the program has reached in two larger communities in Pune by way Community Resource Centres for adolescents. Almost 2000 students are benefited and these programs are supported by HelpShift and Help Children in Need Foundation

### **Nutrition and Health**

CYDA considered this intervention in 2017 as part of holistic development and reaching in scale among tribal communities in Nandurbar. CYDA was already implementing WASH in schools, Ashramshalas and communities in the district of Nandurbar. It became a natural choice when Plan International decided to join with CYDA to initiate Nutrition India Programme to strengthen nutrition status of under 5 children and mothers during first 1,000 days in 100 villages of Nandurbar district aiming to reduce stunting by 40%, and wasting at less than 5%. The program is being implemented in 100 villages of Dhadgaon and Aakalwava block in Nandurbar district. The target group includes high risk pregnant women, lactating mothers, malnourished children etc. This program reached out to 4000 severely malnourished children and women in the district.

### **Young Entrepreneurs Program**

Till 2016, livelihood was not a major focus in CYDA intervention plans, though Strategic Plans 1 & 2 focused on promoting skill building among youth. After internal discussions, CYDA decided to focus on skilling in entrepreneurship development than skilling for employment. It was felt that many NGOs and private enterprises were focusing on skilling for employment and placement. CYDA identified the need for promoting micro business among youth and women to address lack of employment as a major sector gap. CYDA initiated an entrepreneurship development program focused on women and youth reaching rural, urban and tribal areas spread in 5 states of India. It has supported more than 800 micro-enterprises by 2019. In 2017 a special purpose vehicle was registered, which is called YouthAid Foundation, promoting entrepreneurship exclusively. Since 2020 this program has been

transferred to YouthAid Foundation, which is operating with independent staff and Board of Director. CYDA's focus has been limited to skilling young girls in non-traditional skills and promoting them in male dominated employment segments.

### **Disaster Response Programmes:**

During this period CYDA demonstrated its capabilities to mount large-scale relief and rehabilitation activities. Responding to the unprecedented floods in Kerala (2018) was a major initiative. It also supported the affected people in parts of southern Maharashtra in 2019. The former involved a longer-term rehabilitation package that included rebuilding infrastructures and rehabilitating livelihoods. It partnered with local organizations to provide need-based support.

#### *Kerala Floods (2018)*

The floods that hit Kerala in August 2018 has been one of the worst faced by the state. It caused massive damage affecting 5.4 million people. They caused widespread destruction of infrastructure across the state. CYDA mounted a major relief and rehabilitation programme in the affected areas.

The programme had the following components:

- Retrofitting of damaged WASH infrastructure in 9 schools in Idukki district, 10 schools and 5 anganwadis in Alappuzha .
- WASH training for teachers and students in these schools.
- Counseling services, health and hygiene information to adolescents and flood affected families of above-mentioned communities.
- Repair of 50 houses damaged by the floods.
- Livelihoods support for fishermen in Alappuzha district.
- Livelihood restoration of 105 families in Idukki district distribution of seeds and fertilizers and purchase of cows and goats as well as starting Agri-based businesses.

This large programme was implemented in a timely manner with a lot of careful planning and popular participation. This was CYDA's first involvement in Kerala but the experience earned a lot of accolades for the organization. CYDA received special recognition from the Idukki district collector. Financial supports came from Tere Des Homes Germany and Plan International in India.

#### *Floods in Maharashtra*

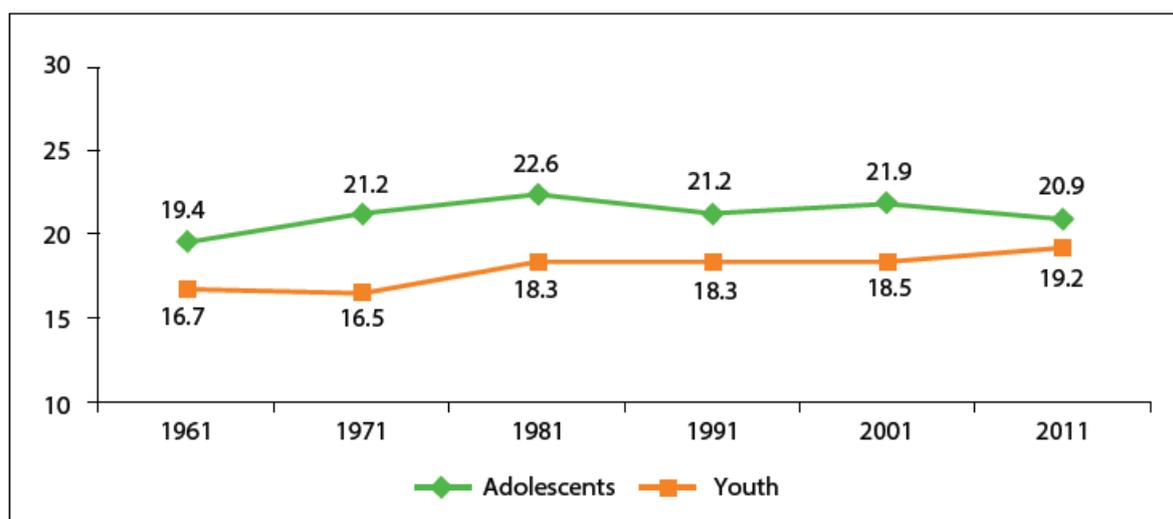
This was followed by flood in Maharashtra in 2019. Many villages in Sangli and Kolhapur were badly affected. CYDA volunteered were deeply engaged in rescuing people who were affected by the flood. Many people were shifted to shelters, temporary materials were provided to them at the shelter and also provided livelihood support to women to cope with the situation post relief by way of providing goats, cows and business start-up supports. These supports came from HCN Foundation Pune and Charities Aid Foundation.

## Chapter 5: Relevance of CYDA – Mission, Plans and Programmes

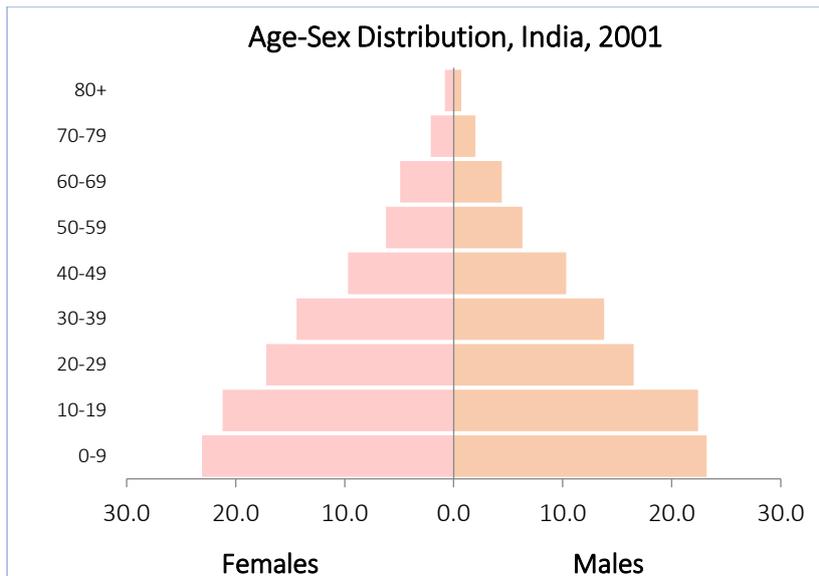
Relevance is about the fit and its programmes to the overall context. Relevance focuses on the extent to which the overall context has been accurately and adequately analyzed and applied in the formulation of the Strategic Plans and design of various programmes of the organization. This section describes the contexts, the sector blockages, the situation in respect of those who are particularly disadvantaged, and the need for sector advocacy.

### 5.1 Relevance to the overall context and Sector Blockages

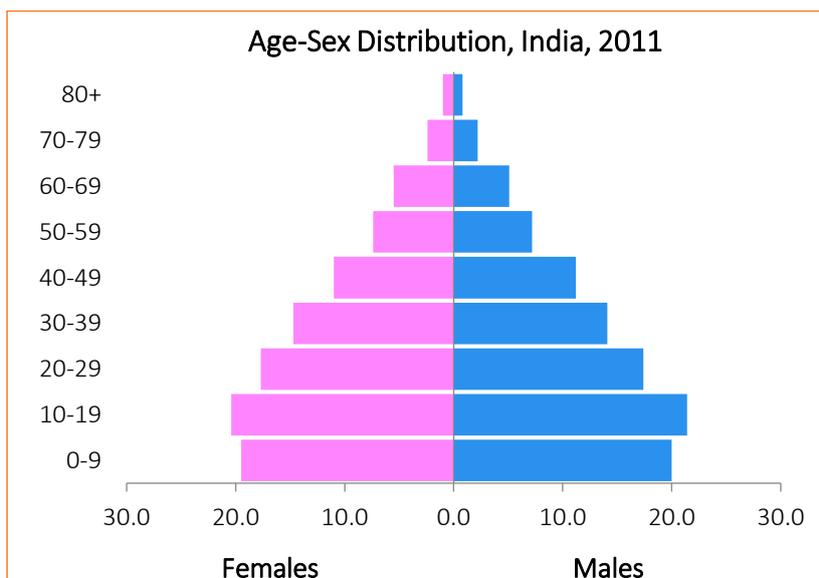
CYDA's primary focus from its inception has been youth and that focus has been inherent in whatever it has done over the last two decades. From the beginning, CYDA has clearly spelt out its focus on youth and adolescents. Both these groups constitute a large percentage of India's population. As per census figures, roughly 40% of the country's population comprise of adolescent (10 to 19 years) and youth (20 to 29 years) during the last 2 decades. The following chart shows the percentage of youth and adolescent population in the last 5 censuses between 1961 and 2011. It shows that the youth and adolescent population has increased in comparison to 1961 and 1971 census figures.



The following chart shows the age and sex distribution as per census 2001. This became the backdrop of the first Strategic Plan of CYDA formulated in 2002.



The following chart shows the age and sex distribution figures in India as per 2011 census figures, which formed the backdrop for the formulation of CYDA's third strategic plan.



CYDA's projects have been developed on the basis of thorough understanding of the context, both at the policy arena and at the implementation level. Having experiences of youth action, done well research works in the past and following a participatory approach to developing its project; CYDA can claim to have had a good understanding of the overall contexts and various project proposals document have articulated it well and facilitated implementation of the project. The focus on youth has incorporated emerging changes in the overall context. This has been evidenced in the projects developed exclusively focussed on youth, projects developed around WASH and for disaster responses.

India has had 3 National Youth policies (NYP) so far. The first one was formulated in 1988, second in 2003 and the third was in 2014. All the NYP have emphasized the need to enable youth to become a productive, self-confident and a committed force for national development".

1988 NYP did not have clear cut strategies as 2003 one has but CYDA has articulated them even ahead of 2003 policy.

An important aspect that the 2003 NYP elaborates upon is the idea of justice and for the first time we get a differentiated account of the idea as “gender justice”. Although the 1988 policy urged that the youth should be concerned about justice for the underprivileged sections, it did not specify any inclusive strategies for the same.

The NYPs appear to be viewing the youth primarily as a “human resource”. The nation has expectations from the youth but the expectations of the youth from the nation do not find space. The only way to reach out to the youth is by providing proper education, which entails an inculcation of “national” values and attitudes to issues and problems. Tying the destiny of the youth closely to that of the nation creates a rather limited scope for nearly 40% of the population whose aspiration and developmental needs may be different from the nation decides for them. The NYPs seem to be stressing on role of youth in nation’s development.

CYDA has a different take on this issue. It believes that development needs to be geared to meet the needs and aspirations of the youth and not vice versa. Conscious efforts should be put in place to hear the voices of the youth, provide them with platforms to excel in whatever field they want to pursue and chalk out programmes for their development based on needs identified by them.

The three NYPs (1988, 2003, and 2014) that have been the backdrop of CYDA’s genesis and operation do focus on the needs and requirements of the youth and women. The highlights of the policies include increasing access to education, ensuring equity, ensuring lifelong learning, vocational education and promoting skill development. Building capacity, improving access to finance, engaging stakeholders have also been emphasized across all priority areas of the policy. These policies have been refined in a progressive manner. However, there are some drawbacks of these policies. They lack several aspects such as clear focus on the rural areas and poorer urban areas, sources of employment generation in order to meet the demands for jobs, measures on improving the conditions of the unorganised labour, aggressive measures on vocational training and emphasis on entrepreneurial education to youth in schools and colleges.

CYDA has intended to work on these areas that have not been adequately covered by the NYPs, the national and state government. It has recognized the following blockages within the youth sector that have affected successful implementation of the NYPs.

*Sector Blockages:*

Lack of systematic assessment to understand the current status of the youth segment, the challenges they face and the inter-linkages between these areas. Also there has been no concerted effort to identify the range of stakeholders working on youth development, analyse the impact of their activities and determine how these stakeholders can be effectively aligned to support the youth.

Youth political participation so far has been limited to young individuals contesting elections. This only allows space for very few. What is more important is to mobilize the youth to vote

and promote the effective functioning of democratic systems and processes. Youth participation and engagement on issues related to politics, democracy, accountability and governance will help create a generation of well-informed future leaders of the country. There is very little coordinated action to promote youth engagement in politics and governance.

So far, youth development agenda has been driven by Ministry of Youth Affairs and Sports, which has been more focussed on sports than youth in general. Youth development should not be an activity that can be performed in isolation by the above Ministry. Other Ministries need to work towards mainstreaming youth development and participation.

Investments for youth program has been low and has not been progressively increasing. Non-government organizations find it difficult to generate resources for youth development activities as donors are not interested to invest in intangible qualitative work with youth.

Very few states have formulated their own youth policies. Without policies, budget allocation for youth related work becomes adhoc.

Though government has NSS, NYKs and NCCs to promote youth related work, all these programs reach only 20% of youth population and 80% of youth population where NGOs can possibly reach out do not have adequate funds.

Focus on adolescents for the age group (10 to 18) has been limited. There are not many programmes that target this group.

## 5.2 Targeted towards developmental needs and priorities

Efforts were made to assess this using the following indicators:

- To what extent CYDA has identified needs and priorities of youth and build those in to its interventions.
- To what extent the identified intervention areas represent Odisha for facilitating replication for the whole state and region.
- To what extent CYDA has identified policy advocacy needs and priorities.

Geographically CYDA has always chosen to work in areas of need. It has intervened the slums of Pune city, poorer districts of the state of Maharashtra and poorer districts in Chhattisgarh. Its disaster response work has been undertaken in areas where disaster impacts have been greatest.

CYDA has made attempts to influence, supplement and gain from major government programmes in WASH sector, primarily in the field of promotion of sanitation and hygiene. Its work around WASH included aspect of working closely with concerned government departments. CYDA realized that to remove blockages in implementation and leverage, necessary support was important to work closely with concerned government departments.

On the youth related issues, the strategic plans were not explicit as to what advocate issues were and how they could be addressed for influencing policies. Good quality research and documentation have been identified as an area of weakness that has been recognised in the successive strategic plans.

### 5.3 CYDA's Project design and approaches

These were assessed using the following indicators:

- To what extent CYDA projects have been inclusive and participatory.
- To what extent CYDA programme interventions have taken into account the potential and risk factors impacting on replication potential.
- To what extent strategic plans identified scope and potential for policy advocacy and provided framework for pursuing policy advocacy issues.

The general approach outlined across all the Strategic Plans has been rights based. Rights of youth have been put at the centre stage in most of its programmes. Prior to 2014, CYDA programmes, barring disaster related works, almost exclusively focused on the youth conducting awareness campaigns, behaviour change campaigns, gender sensitization workshops, campaigns, building the capacity of youth organizations and working with school children as well as engaging deeply with NSS and NYKs. They were all very relevant for the youth, particularly from marginal sections and poorer geographic areas.

Since 2014, WASH programmes were initiated in small scale and have grown to become a key programme area for CYDA, though this was not identified as a programme area in the Strategic Plan covering that period. It was a diversion from the Strategic Plan but was construed as necessary based on the overall national context that identified sanitation and hygiene as national priorities (under Swachh Bharat Mission). CYDA intervened in WASH both as a challenge and an opportunity.

There have been some big shifts in the focus at different stages. At the initial stage it was youth mobilization, in 2004 the focus shifted to HIV/AIDS, 2014 it became WASH and in 2017 focus got shifted to Entrepreneurship Development. This shows that CYDA has been aware of the changes in the overall context and the demands of the times. Accordingly, changes have been incorporated in its focus maintaining a careful balance among the various thematic areas.

CYDA programmes barring some provision for WASH innovation did not have any support for hardware infrastructure creation. This approach is very relevant, especially when both the central and state governments have announced major programmes on water and sanitation, and there is budgetary allocation for WASH infrastructure. CYDA's effort has been on leveraging support from the government structures.

### 5.4 Conformity with CYDA's Vision and Mission

Key assessment indicators included the following:

- To what extent the various programmes that CYDA has undertaken conform to vision, mission and approach of CYDA.

As mentioned in Chapter 3, CYDA has set a very clear vision and mission for itself. There

have been small changes in the vision and mission statements over the 22 years period. There have been small changes in the statements as articulated in the three strategic plans, but the basic emphasis remains the same.

**Vision:**

Create a society where young people can exercise and enjoy their rights and grow as responsible, productive and independent adults (3<sup>rd</sup> SP).

Create an enabling environment in society for young people to grow as responsible and independent adults (2<sup>nd</sup> SP).

**Mission:**

(3<sup>rd</sup> Strategic Plan states)

- Building capacities of young people and its stakeholders towards the growing up needs of adolescents and youth
- Support policy changes and collective action towards realization of rights of young people as well as other marginalized sections in the society.

(2<sup>nd</sup> Strategic Plan states)

- Building capacities of young people and its stake holders towards growing needs of adolescents and youth support policy changes.
- Collective action towards realization of rights of young people as well as other marginalized sections in society.

As can be seen the vision and mission statements have remained almost the same. The emphasis has been on youth and adolescents highlighting the importance of realization of their rights. CYDA aspirations have been very clear; that of helping young people to grow as responsible, independent, and productive adults. The statements have been clear about the need for building capacities of youth and for collective action for realization of their rights.

CYDA has been working with young people since 1999. Its primary stakeholders have always been youth. CYDA has been working with an age group of 13 to 29 years (13 -24 years, but in few cases up to 29 years). Its interventions have been in schools, colleges, urban slums and villages. Youth development and empowerment being its most important goal, CYDA has also worked with other stakeholders associated with the youth. It has clearly identified for its focus the following categories of youth such as Dalit youth, Urban student youth, Urban slum youth, Adolescents, Homeless youth, Rural youth, Tribal youth and youth in high risk areas. CYDA's vision is a very good mix of rights and responsibility-based approaches. In all its programmes, CYDA has to instil the sense of both rights and responsibilities among youth and wider communities that it works with.

**Overall Relevance of CYDA Strategic Plans and Programmes:**

In its analysis of the sector, its targeting and its design, CYDA strategic plans and programmes built upon those plans have been highly relevant. Its focus has been on the largest segment of India's population (youth and adolescents constituting about 40%) and their specific needs

and aspirations. The national context however is rapidly changing, and CYDA has so far adapted its programmes as per the changes in the context. It should continue to adapt to a dynamic context in the coming years.

## Chapter 6: Effectiveness of CYDA - Plans and Programmes

Assessing effectiveness would require a close interaction to people/communities with whom CYDA has been working over the last two decades. It was not realistically possible to do it for each programme that CYDA has carried out. Originally it was envisaged that field visits would be made to those areas where CYDA has current/recent interventions and areas where CYDA felt that it has made noticeable impact. But this again was not possible because of Covid situation. With difficulties and after several postponements the evaluator could visit Nandurbar and Pune, where a number of CYDA programmes have been carried out in recent years. The evaluator interacted with some of the youth from a slum area in Pune with whom CYDA has been currently working to gain an understanding to how CYDA's earlier interventions with youth in various slum areas had been. In the assessment of CYDA programme effectiveness the evaluator has drawn on discussions with CYDA staff and stakeholders (particularly those who have journeyed through various initiatives undertaken by CYDA at various times) including donors, who have assessed CYDA's performances over the years.

### 6.1 Broad performances against Strategic objectives:

This report is not going to look at performances under individual strategic objectives but look at some of its key achievements over the past 2 decades. This section will outline these key achievements and analyze the issues of coverage, capacity development and learning as broad aspects contributing to the realization of strategic objectives as outlined in its three strategic plans.

The following table lists some of the key achievements that CYDA has made since its inception.

## Key Achievements

- CYDA created a platform for a large number of young people, bringing out their talents through the form of youth festivals, exposure programs, running effective campaigns. Through these activities young people become contributors of society.
- CYDA has developed various innovative modules such as Stepping Stones, TARANG as well as Young Entrepreneurs Development training modules, which have been well recognized.
- Reaching out to adolescents about sexuality in schools at local level.
- CYDA HIV/AIDS awareness programme reached a large number of young people in Maharashtra at a critical period of its spread.
- CYDA WASH programmes in Schools, Ashramshalas as well as in communities contributed to improved WASH situation in some of the backward districts in Maharashtra.
- Large number of young people got opportunities through its internship and exposure programme to develop better understanding about social realities.
- Participation in drafting National and State Youth Policies.
- Responding to the needs in times of crisis- floods, pandemic.
- Rapid and effective response to natural disasters, and mobilization of large number of youths for response and management of natural disasters.
- Through its WASH Program, it has been able to reach out to many young people creating awareness about health, hygiene and gender equity.

The following table briefly reflects the numbers that CYDA has been able to reach over the last two decades through its major interventions. These numbers show how CYDA has been able to impact the lives of a large number of people.

- 500,000 children trained on WASH
- 150,000 adolescents trained on TARANG
- 20,000 youth trained on Stepping Stones
- 1000 master trainers trained on Stepping stones
- 800 promoted micro-business
- 500 youth got internship opportunities
- 1000 schools WASH infrastructures improved
- 33 Health facilities WASH infrastructures improved

**Enhancing coverage:** One measure of effectiveness is how well an organization scales up its work and impact. CYDA has used its experience to reach out to other organizations with its models of youth related work. It also has expanded geographically to scale up its work in other areas. CYDA has reached almost 3 lakhs youth during the last 20 years, which is a commendable achievement. CYDA has done well in covering larger areas, reaching out to larger number of beneficiaries and replicate its models of effective delivery. Here is an example. The evaluator visited a number of GPs in Navapur block of Nandurbar where sanitation coverage has increased from very low levels to near- 100%. It is clear that the

strategies adopted by the WASH programme can be extremely effective, within a short time despite challenges from the pandemic situation. More than 80% of the 134 GP's in Navapur block have become ODF (as against one real ODF GP in 2018) during the programme period of three years.

The following table presents a graphic picture of CYDA's growth since its inception based on some key parameters such as geographic outreach, funding, donor base and population covered, staff employed etc.

		2003-4	2008-09	2013-14	2018-19	2020-21
1	Geographic locations covered	Pune	Maharashtra & Chhattisgarh	Maharashtra & Chhattisgarh	Maharashtra Hyderabad Chhattisgarh Kerala	Maharashtra Bengaluru Hyderabad Kerala
2	Total funds received by the organizations			42 lakh	340 lakh	750 lakh
3	List of Donors – Indian and Foreign	NFI Forbes Marshal Action Aid	NFI Forbes Marshall UNICEF SwissAid	NFI Forbes Marshal SwissAid Persistent	TDH Plan NSE WaterAid UNICEF RPG foundation	Save the Children Plan Unicef Persistent RPG Foundation United Way
4	Total staff	10	14	20	40	76
5	Total volunteers (include interns too)	20	20	20	20	20
6	Population reached	10,000	40,000	50,000	200,000	500,000

CYDA's growth is noticeable in almost every count. Geographically, it has expanded its reach. Its donor base has expanded together with a massive increase in its income. Its programmes have been able to reach a larger population.

**Developing capacity:** CYDA has focussed on capacity development throughout its programme areas since the beginning. Capacity development has been fundamental to the existence of CYDA and its work with youth and marginalised communities. This is something that one can sense in every aspect of CYDA's work. Initially, it was about developing capacity among volunteers and interns to work with marginalized people, in recent years it has been about developing capacities within target communities to improve and sustain their WASH status, developing capacity among teachers to take proper care of the WASH infrastructures developed in schools and also impart quality hygiene education among students. Former and current staff speak highly of CYDA developing their capacity to learn new things and deliver their responsibilities effectively.

**Learning:** In its more than 2 decades of journey CYDA has gained a lots of experience and learnt a lot about the problems that the youth faced and how they can be effectively addressed. One of its weaknesses has been the lack of enough documentation of such valuable

experiences. There are a few but largely it has been difficult to find documents that can help an outsider or a new comer staff to understand the journey that CYDA has undertaken. Lack of funds has contributed to this weakness. CYDA does realize that it has lost several opportunities to share its experiences with larger public and missed out on possibilities to influence policy and practices in the sector.

## 6.2 Equity and inclusion

CYDA has developed a systematic approach for identifying the geographical areas in greatest need within Pune city and in other areas, where the emphasis has been to work with adolescents and youth from marginal communities. Its youth mobilization activities around various causes have drawn youth from all sections of the society but the longer-term interventions have been primarily targeted on youth from poorer strata of the society. These include projects such as WASH education, development of WASH infrastructure, conducting remedial classes for students who can't afford private coaching, and skill development and placement for unemployed youth for non-traditional jobs. There was no inadvertent exclusion noticed in such programmes. Youth from well to do families would probably not use such services.

CYDA has ensured that its values guide the implementation of its programmes. The inclusiveness is evident in selection of staff. Its staff profile clearly shows its focus to be multi-cultural, multi religious, multi linguistic and gender sensitive. It is also to be noted that 80% of the staff are under 29 years of age. They keep the youth spirit among the staff.

Its WASH projects have been undertaken in geographical areas that have been highlighted as areas of need. It has an ongoing large WASH programme in Nandurbar, one of the poorest district in the state of Maharashtra. It is one of the aspirational districts with a large tribal population. Its Wash in Schools programme covered some of the backward districts of Maharashtra. Supported interventions focus on ensuring all households have access to sanitation services, but there is evidence to suggest that services were specifically designed to meet the individual needs of the most vulnerable members of communities such as aged persons and persons with disability. Women participation is quite high in its WASH programmes.

## 6.3 Advocacy for influencing:

CYDA had active engagement with NSS and NYKs to improve their planning based on youth perspective in mind. It organized several workshops NYK and NSS teachers. CYDA actively participated in NYK NSS program implementations by demonstrating its works. In its WASH programme it has tried to demonstrate good models of infrastructure development and also of community mobilization so that they could be replicated widely.

CYDA used to be and still is a place for learning through exchange programs. Many NGOs as well as government agencies visited CYDA to learn its ways to work with youth and adolescents.

CYDA participated in many policy formulation discussions and debates both at the National and State level to ensure that youth are given adequate focus and their issues are understood well by the policy makers and implementers.

CYDA organized programmes to train master trainers (ToT training) for international NGOs and Government officials to scale up Stepping Stones perspective in of HIV/AIDS program interventions.

CYDA shared case stories with local government officials so that those case stories could improve their program operation.

## 6.4 Delivering the plans

### **Project Management and Delivery System:**

This section looks at how programmes within CYDA are managed and how they are delivered on the ground. It is important to note that the structure undergoes change as per the change in programme focus or demands of the programmes.

The programme management structure within CYDA for this project is a three-tier structure. At the top is the Secretary/Chief Functionary based at CYDA's central office at Pune who provides overall guidance and direction. There are several Senior Managers (Senior Management Team), comprises of Directors and Managers who manages the donors, as well as monitor the program and finances. They support the program implementation teams based largely in the field of operations.

### **Planning and Monitoring:**

A planning and monitoring system has been in place with monthly reviews playing an important role. Concerned staff of CYDA meet once a month to review the progress during the preceding month and plan for the successive period (usually attended by the Chief Functionary and Directors). Considering the expansion of the projects in different districts and states, there should be strong mechanism to monitor the projects and its deliverables. CYDA is seriously considering to develop an MIS tool that is appropriate for its programmes.

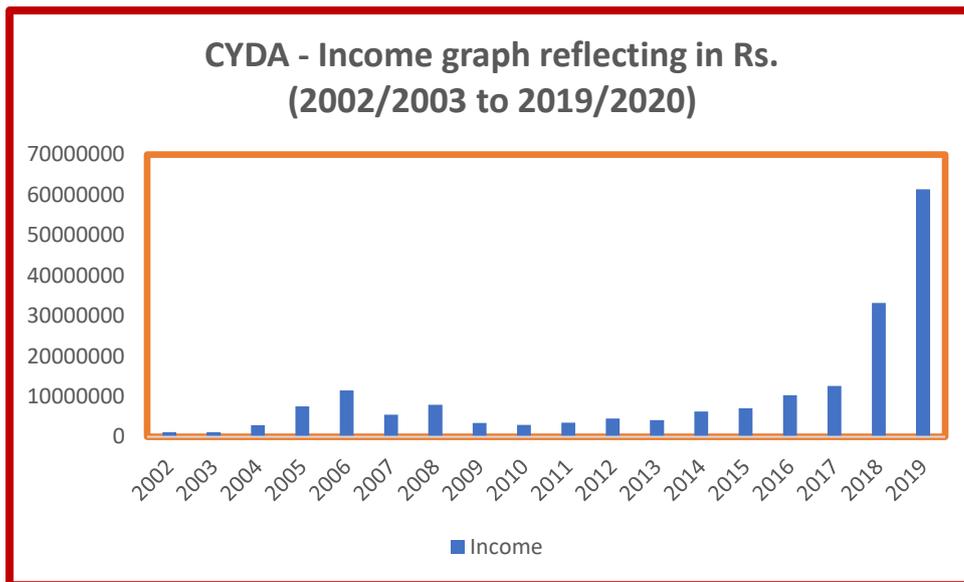
### **Gender issues:**

The project has made good efforts to mainstream gender in its efforts. Women are more visible than men in meetings and reportedly in all activities concerning the project at the grassroots. In the meetings that the evaluator attended, women displayed not only good understanding of WASH issues but demonstrated that they can lead villages for submitting demands for effective services from the GPs and government. Gender is always considered as an uncompromising value in the organization. In every discussion, team constitution and programme operation, representation of women is always looked into. Gender balance is evident in its governance (EC), in senior management team and programme teams.

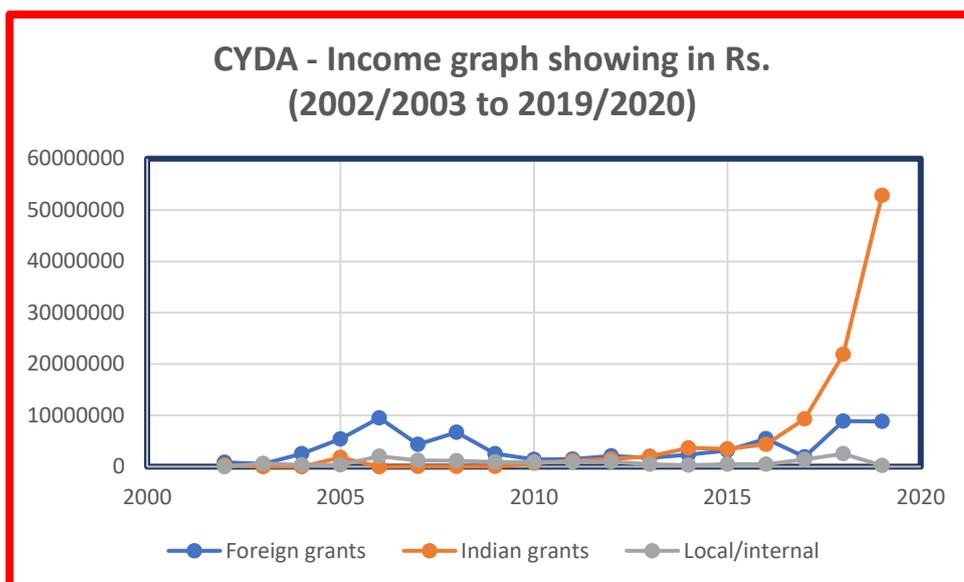
## 6.5 Resource Mobilization and Utilization

This evaluation exercise is basically focused on organizational evaluation. One major indicator to judge effectiveness is the ability to raise funds for the programmes and the ability to utilize the resources in the desired manner and as agreed with the donors concerned.

The evaluator analysed the income of CYDA for the period of 18 years between 2002/2003 to 2019/2020. In 2002/2003 its total income from all sources was 11.1 lakhs and in 2019/2020 this figure was 6.13 crores. That is a massive increase of nearly 55 times (a whopping 5500%) during the period of 18 years. The following graph gives a graphic picture of the increase over the years.

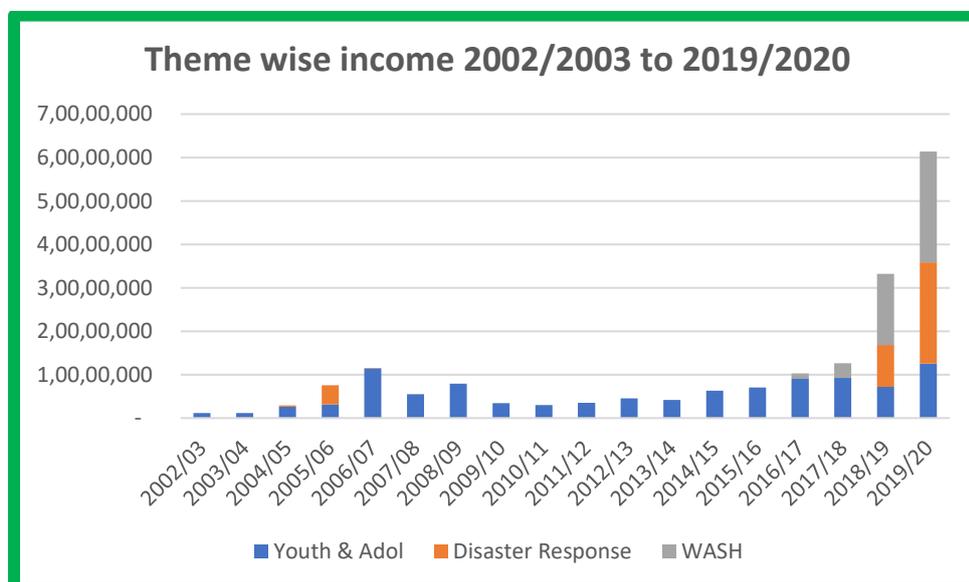


During the early years grants from foreign donors constituted the major part of CYDA's income. Over the years CYDA's reliance on grants from foreign donors has reduced being overtaken by donations/grants from India based sources; largely CSR funds from various organizations. The following graph gives a picture of the three major sources of CYDA's income between 2002/2003 to 2019/2020.



*Resource Mobilization for programmes for youth and adolescents:*

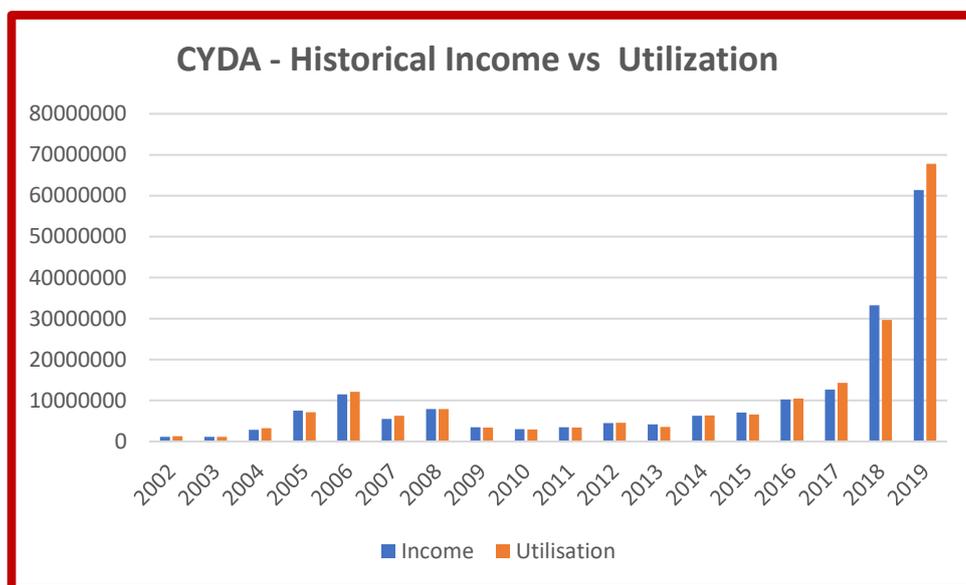
Development of youth and adolescents has been the raison d'être of CYDA. It considers that it should be paramount in everything that it does. It is not to say that CYDA develops and implements only youth development work. Though it has carried out disaster response activities and WASH activities, it has maintained its focus on programmes related to development of youth and adolescent. This is evident in its mobilizations of resources for its programmes. The following chart shows the breakdown of its income as per the broad programme themes (Youth & adolescent, WASH and Disaster response).



As the above chart shows, CYDA has been able to raise resources for programmes related to youth and adolescents in a steady manner except the difficult years as mentioned earlier. It recognizes that times have become very difficult as donors are not so much interested in funding youth related programmes.

*Income vs utilisation*

For an organization, income is important but it is more important how the income generated is utilized. The ability of the organization to utilize resources for the agreed purposes and in a transparent and accountable manner are what donors generally look for. CYDA has a very good track record on these parameters. Donors have commended CYDA for these. The following chart show CYDA's utilization vs income over the period between 2002/2003 and 2019/2020.



### Relationship with Donors:

Over the last two decades CYDA has developed relationships with a large number of donors. Some of them have supported CYDA over long periods. The following table lists some of these donors.

#### List of Donors

Name of the donor	Length of period supported	Status as of end March 2020
Forbes Marshall	15 years	Continuing
National Foundation for India	12 years	Discontinued
SwissAid	10 years	Discontinued
Persistent Foundation	5 years	Continuing
ActionAid	4 years	Discontinued
UNICEF	4 years	Continuing
RPG Foundation	4 years	Continuing
NSE	3 years plus	Continuing
United Way Delhi	3 years	Continuing
Save the Children	2 years	Continuing
Plan International	2 years	Discontinued

Besides the above list of donors, there have been many other donors who have supported CYDA in the course of its journey. Those include HCL, Azim Premji, Foundation, ACG cares Foundation, BMC, Charities Aid Foundation, Coast, ETN, Helpshift, Tata Motors etc. This list is not exhaustive.

The evaluator managed to speak to a number of current and former donors. All the donor partners spoke high of CYDA and its work. Their relationships with CYDA have been good. All the current and former donors contacted viewed CYDA as a serious and responsible partner.

They felt that effective youth mobilization, working with communities, engaging with administration at district level, holding local government accountable and implementation of existing WASH policies and schemes have been the achievements of CYDA. There has been recognition and acceptance for the work done by CYDA from the government departments.

CYDA has been good and consistent in its compliances to reporting requirements (both financial and narrative). Most donors have found the timeliness and the quality of such compliances satisfactory. Some donors have used CYDA to train their own field staff and partners.

The following table quotes some of remarks that donors (spoken to by the evaluators) made about their partnerships with CYDA.

	Timely reporting	Good compliance	
Ensured branding			Gave us confidence
	Huge cadre of volunteers		
Commendable response time.			Strong domain knowledge
	Committed staff		
Quick response team			Open for new ideas
	Good leadership		
Solid planning			Takes donor feedback seriously
	Strong Internal Review Mechanism		
Project based knowledge.			Fast on ground
	Excellent training skills		
Approachable			Quite satisfied

These words are testimony to the meaningful partnerships that CYDA has been able to develop with its donors in the course of the last two decades. Some donors have discontinued their financial support to CYDA for their shift in priorities but they still feel that CYDA is trying to address relevant issues and have been doing it well.

Some donors felt that CYDA needs to seriously consider about succession planning and handle it carefully.

## 6.6 Overall Effectiveness

The evaluator feels that CYDA has been effective in reaching out to thousands of youth working on their rights and making them confident so that they could raise their voices and become socially aware and responsible. They have been provided with life skills that would help them to become productive citizen. These qualitative changes have helped most target communities to assert their rights, enhance their participation in issues that are important to them.

WASH has been a key programme area for CYDA over the last 5 years. The project has been effective in mobilizing communities, making them committed to improve their own surrounding and giving them the confidence to demand accountability from local government structures.

The evaluator feels that planning, monitoring and documentation could have been more efficient in order to enhance effectiveness.

The nature of a particular context has a direct bearing on any intervention in that particular context. CYDA has adapted well with the emergent changes in the context. It has dropped some programmes, added newer ones and shifted focus to meet the demands of the time (all its disaster response activities are testimony to this) and to remain afloat as an organization. In that process CYDA faced the risk of not being an expert in any particular field. However, that risk was compensated with its resolve and determination to deliver programme outcomes successfully.

## Chapter 7: Sustainability

Any evaluation of sustainability can be based on two parameters. Firstly by assessing the interventions made in the past years and the factual evidence of the longevity or otherwise of their outcomes and secondly by assessing the plausibility of their long-term impacts of present-day interventions. The first one can be more objective as it would be rooted in evidences while the second one can be somewhat subjective as the assessment would involve assumptions in a logical manner.

The application of both the parameters are somewhat problematic. The problem with the first line of argument is that interventions made say 10-12 years ago were almost certainly carried out in a different manner to those of today and in a different context. So, evidence from older interventions can only tell part of the story. The problem with the second line of argument is that it is based on logical assessment, but not on hard empirical evidence. Most of what CYDA has been doing over the years are about behavioural change among youth. This evaluation has tried to assess sustainability against the backdrop of how those who CYDA worked with

at some stage are faring these days and what they think of how CYDA has impacted on their lives.

Sustainability is about the likelihood of the project benefits continuing or the project objectives continuing to be realized beyond the usual project duration, which is largely determined by donor support. It is difficult to determine such likelihoods as other factors that may influence particular situations are usually unforeseen. In this particular case, the evaluation team feels that a reasonable analysis can be made on the basis of evidence of sustained change among households and communities targeted by the project; evidence of sustained change among collaborators and evidence of greater political and administrative commitments. The project proposal had outlined five areas of sustainability that the project intended to achieve. These have been looked at in detail. Evidences from previous interventions have been considered to analyse the plausibility of their future continuation.

### 7.1 Sustainability as envisaged in programme design:

CYDA programmes have largely been designed to address issues of awareness, education, skilling, and behaviour change. They are all qualitative in nature. Once the target communities develop awareness about the possibilities that can improve their existing situation, they would change their behaviour to adopt those changes. When the positive changes are made into habits, they last long and become sustainable.

CYDA's WASH interventions have resulted in following changes that seem to be moving in directions to become sustainable.

- Promotion of hygiene behaviour and practices among students in schools
- Construction of toilets that households own with pride
- Hygiene behaviour among households in target communities to end open defecation and use toilets and maintain them.
- Community action to promote and ensure environmental sanitation and cleanliness in their habitations.
- 

These changes are likely to persist and spread to future generations. During field visits the evaluator was generally impressed with the enthusiasm and pride shown by households and communities in their new facilities – ranging from household toilets to toilets and handwashing facilities in schools. Many GPs in Nandurbar have become genuinely Open Defecation Free because of the strong community actions promoted by CYDA.

### 7.2 Sustained changes among target people/communities:

CYDA's approach from inception has been based on rights. Even today its focus continues to be on Rights of Adolescents and Youth. Even in case of WASH, it focuses on the rights of children on quality WASH infrastructures. Its focus has been on changes in the lives of individual and by influencing individuals' changes can be visible in family and in the community. The impact that CYDA has made in the lives of thousands of youth and adolescents over the last 20 years are qualitative changes. These changes are likely to be sustainable.

To get such evidences, the evaluator managed to get testimonials from individuals, who have been associated with CYDA at different times and stages during the last 2 decades. Some of them are included in Annex 1. Their testimonials clearly show how much their lives have been positively impacted by their association with CYDA over the years.

The evaluator feels that the communities and schools that were covered under CYDA's WASH programme have a high likelihood of following the WASH messages and developing positive habits. Though it is early to conclude that the changes in those communities are sustainable but indications are that they will be sustainable.

## Chapter 8: Governance and Delivery System

### **Governance:**

Initially there was no general body though MOA provided for it. EC and GB were the same 7 people. That arrangement continued for almost 10 years after which several of the members left for various reasons. Some of them resigned. Some were dropped after missing 3 consecutive meetings. At the current stage only Mr. Mathew Mattam and Mr. MN Sanyal are the two members from among the founding members who are still in the current EC. In recent years there has been an effort to have a general body which then takes the responsibility to form the EC. The target is to have 15 members in the GB. Presently there are now 9 in GB and 7 in the EC.

It is a secretary focused. The bye law provides most of the responsibilities to the position of the Secretary. The president role is limited to the convening of meetings. The Secretary does not have to be the Chief Functionary, but it has been so from the outset except for the period between 2009-2016.

## Chapter 9: CYDA in the Next 20 Years- Some Recommendations

CYDA has established itself as a premier NGO in the state of Maharashtra and now should look forward to maintaining into the future the reputation that it has earned for its work over the last two decades. Nobody knows about the future but from the current trends, it is possible to make some assumptions about the changes in the context that may be seen in the future.

- Survival of NGOs will be a critical issue. More restrictions may be expected into the operation of NGOs.
- Greater restriction may mean more involvement of the Governance bodies; the GB and the EC to make organizations more accountable.
- There will be need for greater accountability, rigorous systems and all processes.
- Funding crunch will be experienced. Fund seeking, particularly for long term funding, will become more complex. Organizations need to develop quality proposals for raising funds. They need to make provision for prolonged period of grant – drought.
- NGO operation would require more professionalism rather than just social commitment. Commitment can be inculcated but not vice versa.
- s will need to be dynamic; their assumptions and visions must be revisited.
- There will be increased focus on knowledge development - data gathering, research, documentation, social media engagement etc.

Future is going to be more challenging. There is no ready-made strategy to deal with the challenges as mentioned above. The evaluator would like to make some suggestions, which may be helpful for the future.

### **Making Governance Stronger:**

CYDA has been in existence for over 20 years and has evolved its governance mechanisms that has worked reasonably well and has taken the organization to where it is now. In the otherwise maligned NGO sector, it has remained slander free. It has maintained a high degree of transparency.

It is also facing some challenges because of the contextual changes and challenges from its own growth. The organization is aging and many of the members in its General Body and Executive Committee have been there for several years. Second line leadership is to be promoted. Its bye - law / constitution probably looks a bit outdated now. Governance needs to be and must be seen to be efficient and effective in carrying out its task of defining directions and setting policies and more importantly fixing accountability on executives. Because of the image and reputation, it has achieved, it is important that it does everything possible not only to live up to public expectation but also to move to higher levels of good governance.

The evaluator would like to make the following recommendations and feel that they are important enough to be discussed by the EC.

- Expand the General Body (GB) and bring in younger and newer voices to the General Body and the Executive Committee (EC)
- Introduce a system of rotational membership within the EC so that it remains more vibrant.
- Make complete separation between the EC and management. Only the ED can remain ex-officio member of the EC meetings, leave management to professional people and make them accountable.
- Make EC membership period limited to two terms (6-8 years) but on a rolling basis making sure that half of the EC must continue at any time.
- EC members should be more involved. Reporting to the EC by the management should be more systemic rather than adhoc. EC should be an active rather than a statutory compliance.
- Enhance senior staff participation in the EC meetings.
- Ensure six months reserve fund to manage the key staff and administration expenses to withstand any adverse impact of fund-raising efforts or periods of grant drought.
- Develop a strong fund-raising mechanism within organization.
- Undertake a review of CYDA constitution / bye - law.
- Undertake a revisioning exercise reflecting changed context

### **Remaining Programmatically Strategic:**

There is a concern expressed by a sizable minority of respondents that CYDA has been doing many things without developing its 'niche' on any one of them. In the past CYDA has carried

out a range of projects and at the current stage it still does many things ranging from youth empowerment to WASH; nutrition to disaster management. The programmes that CYDA has so far carried out have been contextually relevant and CYDA has demonstrated its ability to deliver them well. However, there is a definite limit to how far CYDA can deliver taking various issues to attract funding. It is high time that CYDA develops as a specialist organization focusing on one or two issues and does solid work on them in order to develop a niche and a clear leadership in the NGO sector. It should establish and strengthen those areas as 'Flagship programme areas'. The Strategic Plans have been quite broad and have not adequately addressed the need for developing a niche.

There is a need to consider how programme quality can be enhanced and value could be added to the programmes through collaborations. Its relationship with the Government should be based on constructive engagement i.e. support government when its policies and measures are pro-poor and raise voice in the interest of poor when needed. CYDA has earned the respect of both the state government and the civil society and should use that opportunity to promote and coordinate meaningful dialogues between civil society and the government. The following suggestions may be useful.

- CYDA should develop focus on three programme themes such as youth (including adolescents), Climate Change and Disaster Mitigation, and WASH. Create three independent programme units within CYDA.
- CYDA should be more geographically focused, develop an area- based approach. Shift major interventions out of Pune to a more rural area.
- Don't divert too much for small, isolated opportunistic funding that dilutes all focus and make staff jack of all but master of none.
- CYDA should ensure that unplanned expansion does not happen
- CYDA should be an authority of data emphasizing on knowledge development, research, documentation and dissemination

### **Remaining Efficient and Effective:**

It is important that CYDA central office continues to provide right leadership, direction and necessary support to all its programmes or projects. For this to happen, it is necessary that there is a fair degree of stability and high levels of competence at senior levels of CYDA. The following suggestions may be useful.

- Develop robust system focusing on planning processes and monitoring mechanism.
- Strengthen staff performance appraisal system.
- Manage attrition at senior level
- Think about succession planning /leadership change issue from now. One way to do it is to get a CF for CYDA and make the current CF a mentor of CYDA for 2 years without any programmatic or administrative responsibilities. Mentor's role can be advisory and supportive. This will ensure a smooth transition.
- Get qualified, competent and professional staff who can navigate through bidding processes for resource mobilization.

### **Issues of Resourcing CYDA:**

CYDA is a growing organization and is facing real challenges to raise enough funds to support its operations. Raising funds has a direct relationship with what CYDA really wants to do. CYDA has to make a strategic choice between continuing what it has been doing or deciding to do what really is strategic for it.

It can carry on implementing a range of different projects and seek funds for those projects to support its workforce. In that case, it can continue the current trend of sending funding requests to whoever may be interested to support any development work. Some of them may fail and some others may be successful given its reputation. It will not be very different from 'business as usual' with a focus on growth or maintaining current level by designing projects to chase resources or accept funds to carry out what donors might want to support.

Alternatively, it can choose a path of strategic repositioning and decide on its niche or its focus, do fewer strategic things and look for like-minded donors. In this case the amount of funds available may go down initially but may go up later. This will help CYDA do quality work with higher level of impact. It will also help CYDA to carve out its own niche and establish itself as a specialist organization. I would suggest that CYDA should seriously consider the second choice.

CYDA should explore longer term funding opportunities for its programmes. Short term funding even though renewed annually/periodically, can create a lot of pressure. Most funding through CSR sources tend to be short term and tied to the geographic and thematic choices of corporate donors. Longer term funding may be difficult to get from Indian sources, so efforts should be made to approach both Indian and Foreign donor organizations. Youth focussed programmes may not attract longer-term large-scale funding possibility, whereas it may be possible to get longer term funding for climate change related initiatives and WASH related activities. CYDA should also explore funding from government sources particularly for its youth focused programmes. CYDA should also explore possibility of raising a corpus for meeting organizational needs and possible uncertainties.

For all these to happen CYDA needs to think long term, decide what it should be doing and where, set up a competent team for resource mobilization, identify funding sources that can be approached, develop good quality concept notes and send them around to potential funding sources.

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## **Annex**

### ***Testimonials***

**Abhinav Kumar** (earlier with Trivago and presently VP Paytm),

“I came in contact with CYDA in the year 2003 during the annual youth festival called Youth4Change that CYDA used to organize in Pune. I had never been to an event where very thing was done by young people. I always thought I was good for nothing or that is what I heard from the people around me. But at CYDA, everyone took me seriously and I was given the task of managing a bookstall, selling books, book marks, and other merchandise materials to generate fund for CYDA. I knew I was talkative but that day I realised that I was good at sales. I was appreciated for many small things which I never paid attention before. I felt valued and it gave me the motivation to look at life from a different perspective”

**Dr Kirtiraj DC**, Professor, Bharati Vidyapeeth College of Social Work

“I find myself fortunate enough to be an eyewitness to the growth and development of CYDA from its inception to infancy and infancy to a well matured fully fledged entity during the last two decades. I happened to be a co-traveller with CYDA during its early period when it started its intervention of rural areas and remote villages in and around Panshet, I fondly remember the early days when I joined Bharati Vidyapeeth College of Social Work as a young lecturer, I came in contact with CYDA through a networking of NGOs called Mahila Rajstta Aandolan where periodical meetings with partner organizations were conducted. I represent as an volunteer, became part of discussions and exchange of ideas and my inclination towards Ambedkarites social movements and these experiences inspired me and made my life more meaningful and beautiful”

**Roshy Augustine**, Minister of Irrigation, Govt of Kerala

“We the people of Idukki admire the work done by CYDA during the short span of its presence in Idukki, CYDA has been one of the first organizations to reach to the hearts of flood/landslide affected people in various panchayats such as Konnathady, Kanjikushy, Vashathopu, Mariyapuram and Vathikudy in Idukki Constituency. They have contributed to the rehabilitation of affected people by repairing and retrofitting partially damaged houses, providing livelihood support to tribal community, especially those who lost their cows, goats and business establishments to start again. They did not stop here and with the support of other INGOs they continue to improve the Water, Sanitation and Hygiene infrastructures of 9 schools in Idukki districts”.

**Priya Kothari**, Member, CYDA

“I joined CYDA as an intern for my social cause internship during a marketing project as a student of Masters in Business Administration. While working on this project, I realized that my skills are different and I was appreciated and recognized by CYDA. Here I realised that working with youth is my passion. CYDA always gave space for growth and self-improvement. My informal engagement later transformed me and I found my innate leadership qualities. CYDA recognised that and I am today a board member of CYDA.

**Sharad Dede, who was an intern with CYDA**

I completed MA from Aurangabad University and was wandering everywhere for a job. Till I completed MA I had no worries but after the completion I did not know what to do and where to go. Nobody guided me and then someone told me to join 10 months' internship with CYDA. I contacted CYDA and luckily, I was selected. At CYDA, my confidence, computer skills, communication skills and stage courage increased. I learnt how to work with community, schools, group work, case work, and conduct sessions on various youth and health issues. The TARANG sessions at municipal schools for students and discussions thereafter on issues that affected them made me a mature social worker. I was also part of the silent street theatre group which took up various social issues to the public. That engagement I will always remember. I completed my 10 months' internship and this motivated me to apply for MSW course and got job and I am successful in my life

**Linda Groetzinger**, (accompanied a group of students from the USA to CYDA)

“It has been a month since I returned from India, and my heart is still in India. I must thank CYDA most sincerely for the time and wonderful information and experience provided to our group during our visit with CYDA. In fact, each of the social work students has stated that her time with CYDA was either THE most valuable, or one of the most valuable, parts of the trip. During my academic teaching, I have often spoken about the way CYDA college-based youth work with youth groups in such places as the one we visited. The informal presentation of the street drama on the role of girls/women, and their informal discussion of how the youth's parents feel about their participation, were very meaningful to all of us”

**Yasmin Sayed**, Intern with CYDA and Presently in USA

It gives me immense pleasure to recollect my impression and experience of working with CYDA as an intern. As done so on many occasions informally in peers and elsewhere, the last time I did was in my placement interview at the YES bank, they asked me “you have work experience and so many internships, which one did you like the best” and my answer was CYDA”.

I have known CYDA since 2003 and was highly impressed with the way CYDA engages youth in various development activities. I finished my graduation in 2005 and had no specific plans for further studies: of course, my interest lied in the development sector, as I had some exposure in the field. My commitment to NSS was beyond the 10 marks that it offered, plus my voluntary work had made me believe that I had a role to play in this sector.

Soon after graduation, I came to know about the internship with CYDA and it seems to be very attractive as it had a theory component clubbed with practical exposure as well and the best deal about it was that I did not have to pay for it and would instead get paid a stipend for the internship. This was the best combination that I could have had as I was financially not in a position to afford another course of study.

The internship at one level formed the base of my theoretical understanding of issues; and the kind of inputs that we had, helped me deconstruct notions like caste, religion, gender, societal roles, globalization, etc. I not only got an idea about these issues which were new to me but in time also understood its implications on society as a whole and its implications on me.

The other component was the skill component which exposed me to counselling, documentation, research methodology, fundraising, theatre, documentary filmmaking, etc. At another level, the work that was assigned to me as an intern required professional commitment. I was assigned the role of the coordinator for the city-level youth festival on “youth sexuality and HIV and AIDS” at the same time I was also elected as the secretary of Youth4Change. It was a nurturing environment at CYDA and the space that the course offered to learn with trials and errors that brought out the best in me. Leadership, teamwork, coordination of the major events, being aware of

More than anything else I realized that I was a different person after that almost one year I spent at CYDA. I grew up in the chawls of Mumbai and was brought up in a protective environment. Taking a step to move out of home was the biggest challenge. But the internship seemed to make sense to my family to give me that chance I needed. Independence and the kick of making decisions by myself both in the office and outside made me realize my responsibilities as an adult. I discovered the best part of myself during my interface with CYDA. I finished the internship and had a one-point agenda: to study at TISS but by the virtue of what the internship ad did to me, I already had job offers.

**Satish Bonsode**, Officer in Government of Maharashtra

“I would take immense pleasure to tell you that my experience and growth as an intern in the Center for Youth Development and Activities (CYDA) has taught me all these. If I had to sum

up my experience in CYDA in one word, I'd say that it was life-changing for me. As an intern, it required continuing education and on-the-job training to stay abreast of emerging trends and cutting-edge technology. I learned how to handle my emotions and treat customers respectfully. After my internship, I was fortunate to learn how to rise to the occasion and take the lead even though I didn't have much experience in that area. From the position of being an Assistant Programme officer, I was given the opportunity of being a Director. I soon learned how to organize and motivate teams, set goals, give constructive feedback and consistently meet deadlines. The biggest lesson I learned as a Director was to seek problem solvers, who recognize opportunities where others see obstacles. I also got to learn how to use one's creativity and ingenuity to the best.

I was not so outspoken but at CYDA I had extraordinary teachers, facilitators who taught me to overcome my inhibitions and become a good public speaker. I ventured outside my comfort zone and learned about my hidden potential in areas that I never knew about. Because of which I can give presentations to experts, talk to community groups, children, and social health workers with ease, which I am passionate about. This trait has helped me in my current position to the fullest.

In my current job, I have to face new challenges every minute, every day. Every day is a new challenge, but because of my past training in CYDA where we were taught and have experienced difficulties and challenges and learned to emerge with new leadership or best implementation plans. Also, CYDA gave importance to soft skills like making eye contact in daily conversation, the importance of sitting up straight away relaxing your shoulders. Always be a good listener. All these features have helped me big time when I deal with destitute children and my staff in my present career as a government officer. And this in turn helps me to keep the environment at the workplace happy and healthy.