

# building back FAIRER





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A GENDER-JUST RECOVERY FROM COVID-19

ANNUAL REPORT 2022-23

# 2022-23



was the year when the world returned to a new normal post COVID-19, yet its far-reaching impact can still be felt in various aspects of our lives. Although the pandemic has created deep scars on our emotions, health, economy, well-being and peace, we have learnt to survive and rebuild our lives and communities. The process of re-building has not been an easy one. It required immense resilience and hard work as the world's economy decayed and social infrastructures became dysfunctional. The SDG Report 2022 notes that the current global economic recovery is fragile & patchy. It reports an increase in the proportion of world's youth not engaged in either education, employment or training from 21.8% (2015) to 23.3% (2020) as a result of the pandemic. Generation Equality Forum in Paris has seen a commitment of \$40 billion towards economic justice & gender-just recovery. The decade of action of SDGs<sup>1</sup> also emphasizes sustainable & resilient recovery. According to the World Bank, the female labour force participation in India for women aged 15+ years has declined from 30% (2006) to 24% in 2022 compared to 74% men. 91% women in paid jobs work in unorganized sector with limited access to social security and dignity<sup>2</sup>. Crime against women rose by 15.3% between 2020 and 2021, according to the National Crime Records Bureau. The COVID pandemic also heightened the occurrence of early marriage of girls in India with an increase of 17% in 2022 compared to 2019. (Childline India)

A direct impact of macro economy has been experienced in Azad's work domain as well. Women from marginalized communities needed immediate income and non-traditional livelihoods (NTL) became an accessible opportunity to them. They joined Azad's transformative capacity building programme, Women with Wheels (WWW), and a sharp increase in numbers of enrolment and employable with driving license along with a 30% rise in employment of women as chauffeurs and riders, compared to 2021-22 has been observed.

In 2022-23, Azad's roadmap has been thoughtfully directed towards rebuilding fairer communities by addressing the challenges that left many of our communities under severe economic and psychosocial stress due to the pandemic. In the year, Azad made great strides in popularizing NTL and creating more gender sensitive communities. For Azad, rebuilding encompassed a manifold process and Azad continued to 1) reach out to new areas, to vulnerable women and their families, encourage women to join NTL and young feminist women and men leaders to create a gender-just ecosystem, 2) enable women with skills of driving two and four wheelers, engage with new markets of gig-economy and make efforts to make it gender-inclusive, introduce women in E-transport in order to ensure sustainability of our planet, 3) influence policies towards inclusion of more women in NTL and gender-inclusive infrastructures in public places, and 4) nurture collective and love-based leadership inside the organization.

## FROM THE DESK OF **NATIONAL LEADERSHIP TEAM**

<sup>1</sup>Sustainable Development Goals

<sup>2</sup>Report on What Works to Advance Women and Girls in the Economy by Institute of Social Studies Trust

Addressing structural hierarchies in society through extensive community engagement programmes has always been the focus of Azad's work and in 2022-23, it has added value to the planned interventions for 'Leaving No One Behind'.

Strategies are planned to reach women in the farthest margins of the society and it has resulted in the inclusion of 20% women from minority community, 59% from marginalized caste category, 49% single women, 82% women below poverty line, in WWW training. Further, 20% are from minority community, 62% from marginalized social caste in the programmes aimed towards building feminist leadership among young women, men, girls and boys.

Through 2022-23, community change agents engaged with the Feminist Leadership, Men for Gender Justice and Azad Kishori Programmes continued to create gender-just communities. Collectivisation has been a pillar of strength to these community change agents in the work of rebuilding after Covid 19. The present and alumni leaders have together challenged gender-based violence, campaigned for equal sharing of unpaid care work by men in households, ensured women's access to citizenship rights and social security schemes and agency to exercise their choices and join non-traditional skill training and subsequent livelihoods. Burden of unpaid care has been identified as one of the major constraints for women's entry into NTL. Under the purview of the Men for Gender Justice Programme, a national level campaign 'Ghar ka Kaam Sabka Kaam' was launched in partnership with 15 organizations to encourage men to share equal responsibility of household chores. The campaign had a wide impact on social media platforms and on ground, across 13 cities.

Ministry of Women and Child Development, Government of India has launched a new scheme called 'Betiyan Bane Kushal' where women's skill building in non-traditional vocations has been included as a potential option of skill building for young girls. Also, various state governments, skill institutions and civil society organizations have identified non-traditional skill building for women as a viable opportunity to expand women's choices

of professions and increase women's participation in labour force. Humbly, we would like to mention that Azad's work for last 15 years has contributed to popularize non-traditional livelihoods for women within concerned stakeholders.

This year, Azad joined hands with two civil society organisations, namely National Foundation of India (NFI) and iPartner India, to celebrate the achievements of 2 gender equality champions – Natisara Rai & Vidya Rajput from among 64 gender equality champions for fighting against patriarchal norms and structures and leading the society towards gender equality. The first felicitation ceremony was held on 26 November 2022.

As a feminist organization, Azad has always ensured learning and nurturing culture within the organization. Azad continued strengthening collective leadership and the structure of leadership has been revisited and restructured. Collective Leadership has been practiced across levels within the organization and transition of leadership from being founder-centric to a team of leaders has been instituted. While National Leadership Team, a group of three senior staff members, provided the strategic leadership to the organization, the Core Team, a group of five staff members, managed the forte of operational leadership. Azad instituted the Next-Generation Leadership Development Programme with members from across different programmes and locations to strengthen the operational leadership in Azad.

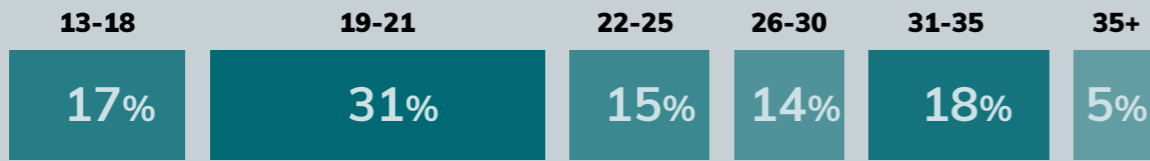
Azad's Board continued to be pragmatic and supportive to new leadership. People from communities have actively contributed and advanced the interventions as per Azad's strategic plans, the solidarity from Civil Society Organizations, NTL network members, partners and co-travelers continue to contribute and provide much-needed strength to the work of the organization. We express our gratitude to our donors who continued to support the work to carry out our mission. Last but not the least, a dynamic team with the right balance of experience and new ideas played a crucial role in fostering Azad's work. We deeply appreciate each one of you who contributed to this journey last year and thank you for all your support, solidarity and inspiration!

*With gratitude and love,*  
**Anita, Shrinivas and Dolon**

Azad works with marginalized women across all intersections of gender, class, caste, religion, sexual identities in Delhi, Jaipur, Kolkata and Chennai directly and with partners in Indore, Ahmedabad, Bhubaneshwar and Lucknow.



## AGE



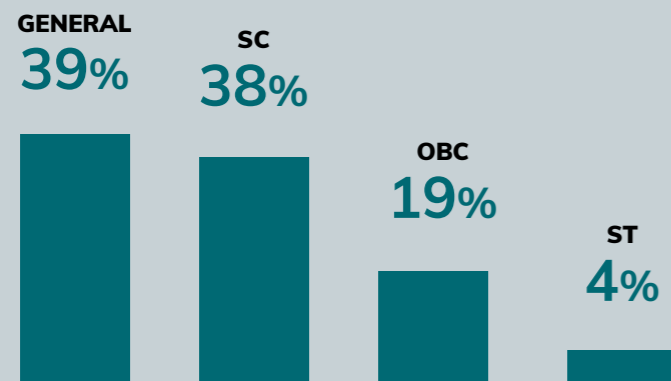
WHO ARE THE

# people

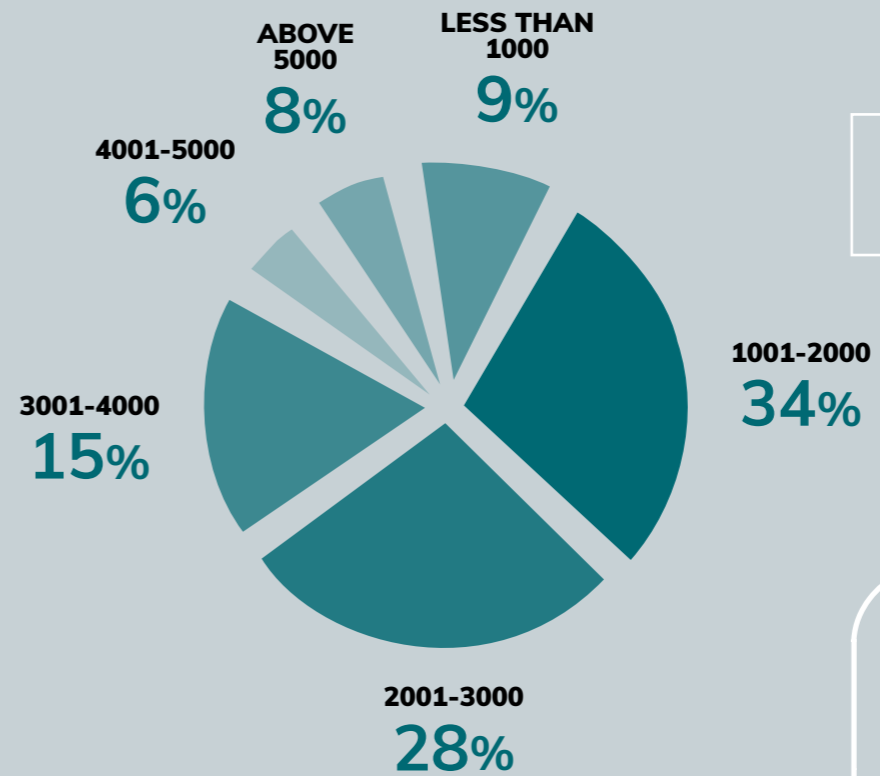
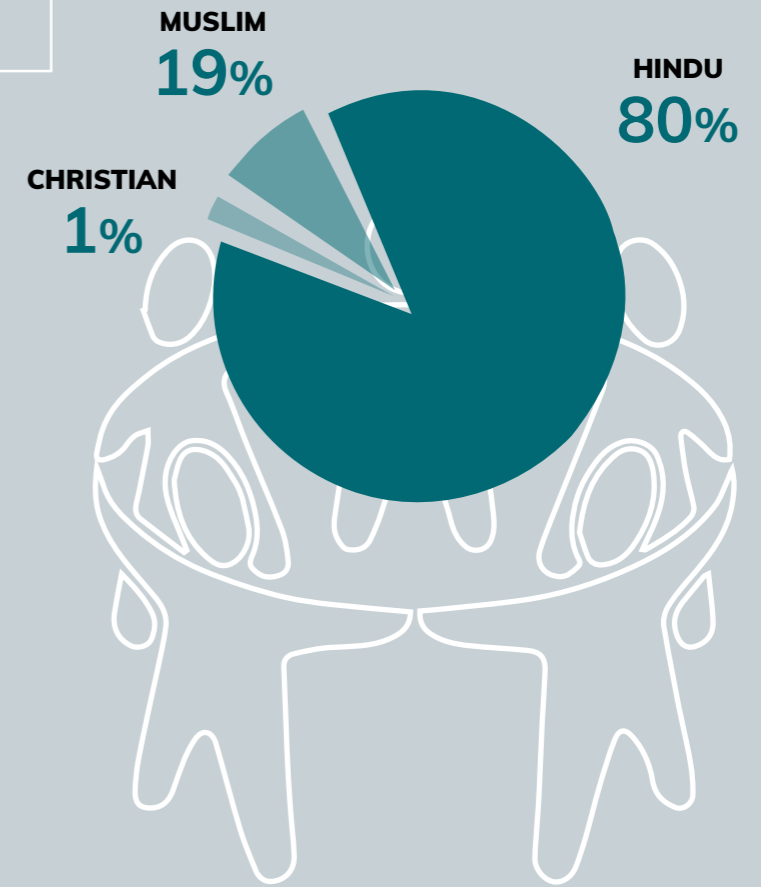
WE WORK WITH?

PROFILE OF ALL COMMUNITY LEADERS & TRAINEES IN WOMEN WITH WHEELS PROGRAM IN 2022-23

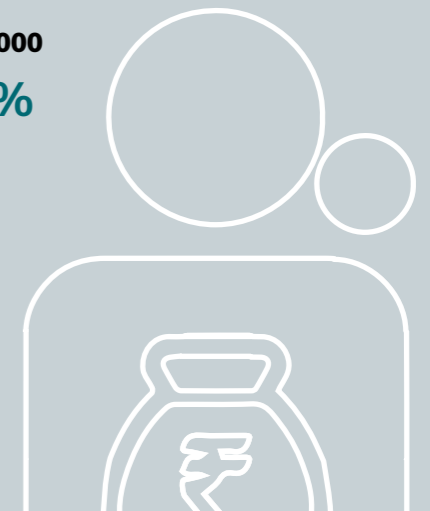
## CASTE



## COMMUNITY



## INCOME



Azad Foundation's mission is to enable women disadvantaged by gender, caste, class, ethnicity, religion, colour or sexuality to empower themselves with knowledge and skills to build a gender-just society and earn a livelihood with dignity in jobs and markets that have traditionally been closed to them.

# ABOUT azad FOUNDATION

## STRATEGIES WE USE TO ACHIEVE THE MISSION



**BUILDING A GENDER-JUST ECOSYSTEM** for women to adopt non-traditional livelihoods with dignity. We build feminist leadership of women, men, young boys and girls in communities who engage with the people of their respective communities and support women to join decent work in non-traditional professions, lead violence-free lives, increase their mobility and encourage men to share unpaid care work.



**TRANSFORMING THROUGH SKILL++** the lives of women from resource-poor communities with transformative capacity building programme namely, Women with Wheels (WWW) and ensuring employment to women in transport, through our strategic partner Sakha.



**ENGAGING WITH POLICY-MAKERS** to influence public policies in order to create gender-inclusive infrastructures in public places, decent jobs for women in the transport industry and developing a gender-just skill education curriculum.



**BUILDING COLLECTIVE LEADERSHIP**, developing love-based culture in organisation within the value frame of the organisation.



**5656 WOMEN** accessed citizenship documents and social security.

**367 WOMEN** became **EMPLOYABLE** by achieving driving license across locations.

**219 WOMEN** placed as **PROFESSIONAL CHAUFFEURS** and **RIDERS** through Sakha in e-commerce and transport across location.

**1,53,162 PEOPLE** from the community and **31,003 WOMEN** reached with information to access skill training for livelihoods with dignity in NTL<sup>1</sup>, preventing and combating GBV<sup>2</sup>, negotiating unpaid care work and increasing autonomy across 440 Bastis in Delhi, Jaipur, Kolkata and Chennai.

**188 WOMEN, YOUNG MEN & BOYS AND ADOLESCENT GIRLS** trained as change agents for **BUILDING A SUPPORTIVE ECOSYSTEM** for women to access livelihoods with dignity, lead violence-free lives, increase mobility and encourage men to share the burden of unpaid care work.

**1366 ADOLESCENT GIRLS, MEN and BOYS** equipped with skills to **NEGOTIATE DECISIONS** on higher education, marriage, menstrual hygiene, skill training and unpaid care work and challenging heterosexual norms of masculinity.

<sup>1</sup>Non-Traditional Livelihoods

<sup>2</sup>Gender Based Violence

# BUILDING A gender-just ECOSYSTEM

A Z A D K I S H O R I

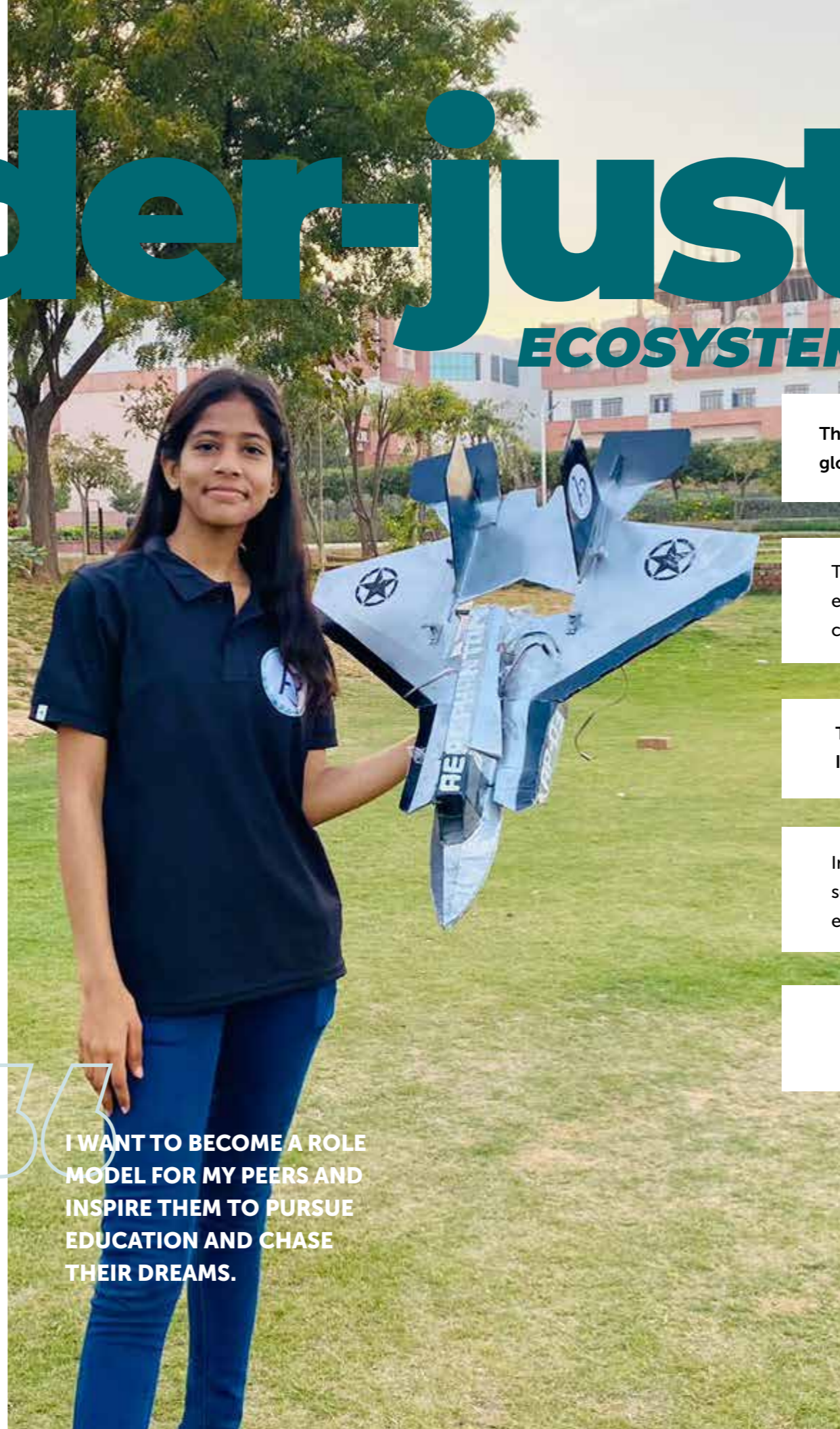
**CHANCHAL** | AZAD KISHORI LEADER

My father runs a modest grocery store in Rakdi, Jaipur and my mother is a home-maker and both manage our family of 5 through our family income of Rs. 10,000. Yet, despite all financial difficulties, my parents have always supported our education. I joined the Azad Kishori Program five years ago, while studying in Class 10th where I explored topics like gender, sex, mental health, career options in non-traditional professions and reinforced my belief in the importance of education.

The COVID pandemic had come as a huge crisis in our lives and left us without a stable source of income. All my classes had shifted to online mode, but our circumstances didn't allow us to afford a mobile phone. With a mobile phone provided by Azad, I was able to continue my education through the pandemic. I was committed to pursuing higher education in the science field and successfully cleared class 12th Boards with 84% marks. With Azad's career guidance, I was able to choose the right path for myself and secured admission in the B.Tech Computer Science Course in Purnima College, Jaipur. But, the journey ahead was full of challenges as the course fee was Rs. 50-60,000 yearly. Yet, I refused to back down and was able to secure a scholarship through Azad which paid 60% of the fees and the remaining was somehow managed by my family by selling one of my father's 2 stores. Today, I am doing an internship at Aero Phantom, learning about AeroModelling. I wish to get a good job and support my family financially.

My confidence has soared over the years and I have supported and motivated 15 peers in my community through adda (peer) meetings and 6 of them are pursuing higher education while the remaining are continuing their school education.

**I WANT TO BECOME A ROLE MODEL FOR MY PEERS AND INSPIRE THEM TO PURSUE EDUCATION AND CHASE THEIR DREAMS.**



## EXTERNAL CONTEXT

The COVID-19 pandemic put 10 million additional girls globally at the risk of child marriage over this decade<sup>3</sup>.

There was a 17% increase in the incidence of early marriage of girls in India in June-July, 2022 compared to 2019<sup>4</sup>.

The dropout rate for girls in Secondary Education in India stood at 12.3% in 2021-22<sup>5</sup>.

Indian women are 21% less likely to use mobile internet services than men<sup>6</sup>, which excluded girls from online education during COVID.

While 43% of Indian women students graduate in STEM<sup>7</sup>, only 14% are employed in STEM jobs<sup>8</sup>.

<sup>3</sup>UNICEF's report on "COVID-19: A threat to progress against child marriage"

<sup>4</sup>Source: Childline India, a service of Ministry of Women and Child Development

<sup>5</sup>Unified District Information System for Education Plus (UDISE+), Government of India

<sup>6</sup>GSMA Mobile Gender Gap Report 2023

<sup>7</sup>technical disciplines of science, technology, engineering, and mathematics

<sup>8</sup>Source: World Bank

# AZAD KISHORI<sup>9</sup> PROGRAM

Engages with adolescent girl leaders from class 9th-12th who create peer groups in their communities. The Azad Kishori Program helps them gain agency to achieve their dreams, push the age of marriage, challenge menstrual taboos and choose non-traditional education and careers.

**122 Azad Kishori leaders** are undergoing training in Jaipur, Delhi and Kolkata on leadership and higher education, negotiation on gender based violence, mental wellbeing, menstrual health, understanding self and self-defense

## BUILDING A SUPPORTIVE ECOSYSTEM FOR ADOLESCENT GIRLS

**1438**  
Home Visits

**2454**  
Phone Calls

*Meeting in Delhi with parents of Kishori Leaders*

### ADOLESCENT GIRLS TAKING LEAD

*Azad Kishori Leaders in an adda meeting with their peers in Jaipur*



*Azad Kishori Leaders in Kolkata attend a session on sexuality*



*Kishori leaders and their parents in a Stakeholder Consultation Meeting with various CSOs,ITI institutions on designing interventions with adolescent girls in Jaipur*

**100% Azad Kishori leaders** across Delhi, Jaipur and Kolkata have delayed their marriages

**100% are pursuing higher education,** majority of them in STEM courses

**945 adolescent girls** received information on higher education, women's legal rights, prevention of COVID, social security schemes and gender based violence through **756 adda<sup>10</sup> meetings**

## 41 Choupal Meetings

with 252 parents of Kishori leaders and their peer members were conducted to encourage parents to support adolescent girls in pursuing higher education and exercising their agency in life-decisions.

<sup>9</sup>Kishori is a Hindi word for 'adolescent'  
<sup>10</sup>Peer group

# MEN FOR GENDER JUSTICE

**DEEPAK** | MEN FOR GENDER JUSTICE LEADER

I grew up amidst the idea that being a man, I was supposed to get educated, find a good job and get married to a girl who would take up the household responsibilities. Being with Azad and attending the leadership training where we discussed topics like, gender, sexuality, gender based violence and discrimination and unpaid care work completely transformed my perspective.

From believing that household work was not my work and feeling that it would give my friends a reason to mock me, I now sweep the house, wash utensils, do mopping and dusting as my own responsibility. My mother, who has remained ill for a long time, is also relieved. I have convinced a lot of my peers to do the same.

I also used to feel that it was normal for a man to shout at his wife sometimes, but now I see it as a violation of her rights. One day, my aunt called to tell my mother that her husband had hit her. I immediately approached Azad team who went to talk to my uncle, along with a Mahila Panchayat<sup>11</sup> representative. I also shared a list of helplines with my aunt in case this repeated in the future. For some time, my uncle had cut ties with my family. But now, things are better and he is aware that he can't be violent towards his wife.

“**IF I COULD SEND A MESSAGE TO OTHER MEN AND BOYS, I WOULD TELL THEM TO LET GO OF THEIR EGOS AND SEE HOUSEHOLD WORK AS THEIR RESPONSIBILITY TOO. THIS WILL LEAD TO HAPPIER FAMILIES AND COMMUNITIES.**”



Indian women spend 5 hours more than men doing unpaid care and domestic work<sup>12</sup>.

During the COVID affected lockdowns in 2020, India saw a 100% increase in cases of domestic violence. This has further increased by 30% from 2021 to 2022<sup>13</sup>.

<sup>11</sup>An initiative by Delhi Commission for Women to assist in reduction and reconciliation of violence against women

<sup>12</sup>“Women and Men in India 2022 Report” by Ministry of Statistics and Programme Implementation, Government of India

<sup>13</sup>National Commission for Women

EXTERNAL CONTEXT

## MEN FOR GENDER JUSTICE (MGJ) PROGRAM



**421 young men and boys** were engaged in the MGJ program

**64 men and boys** have undergone leadership training and have taken up initiatives to create a gender-just ecosystem in their communities

Engages with young men and boys in the age-group of 14-20+ years across communities in Delhi, Jaipur and Kolkata. It aims to build a gender just environment, where men can challenge the concepts of toxic masculinity in their lives, equally share unpaid care work in home, support women to adopt non-traditional livelihoods and prevent and challenge gender-based violence.



## YOUNG MEN & BOYS TAKING LEAD

"Ghar Ka Kaam Sabka Kaam"- a national campaign for the recognition of unpaid care work performed by women as work and encouraging men to share the care work burden, led by young leaders in the MGJ program.

The campaign was launched on International Labour Day in collaboration with Forum to Engage Men Network and Non-Traditional Livelihoods Network with community and social media engagement through puppet shows, street plays, 'Saajhedaari Melas', wall paintings, poster making workshops, debates and podcasts.

MGJ Leaders attend Leadership Training across Delhi, Jaipur and Kolkata



## #GharKaKaamSabkaKaam Campaign

### REACH

**15 organizations**

**13 cities**

**15,000+ people**

I joined an event in the **GharKaKaamSabkaKaam Campaign with my sister where I made tea in front of everyone and was feeling very ashamed. But doing these chores and raising slogans broke my hesitation. This campaign transformed my perspective and led me to believe that men can also do household work and it is not a matter of shame!**

**LUCKY SWAMI**

Brother of Azad Kishori Leader in Jaipur

## IMPACT OF OUR ENGAGEMENT

**22% leaders spoke against violence** in community/ public spaces

**79% leaders engage** in planning and preparation of meals

Learning through sports



Kaam Ki Baat podcast series released during the campaign

#GharKaKaamSabkaKaam Campaign

**Azad Foundation's campaign was an admirable effort to disrupt the norm of the excessive unpaid care work burden on women. It is crucial to look at this work from a masculinities lens, which is exactly what this campaign did."**

**ANIKET**

The Gender Lab | Campaign Partner



During the campaign, we released a series of posters and 3 episodes of the podcast 'Kaam Ki Baat' in conversation with experts working in the area of gender, masculinities and the interconnection of women's paid and unpaid work.

Tune into the podcast here:

<https://open.spotify.com/show/6nPpulw13lBugyXceQU1r?si=9364bedea00d44a1>

**98% engage** in cooking activities

**90% engage** in some **care work of children** like feeding, cleaning and medical care

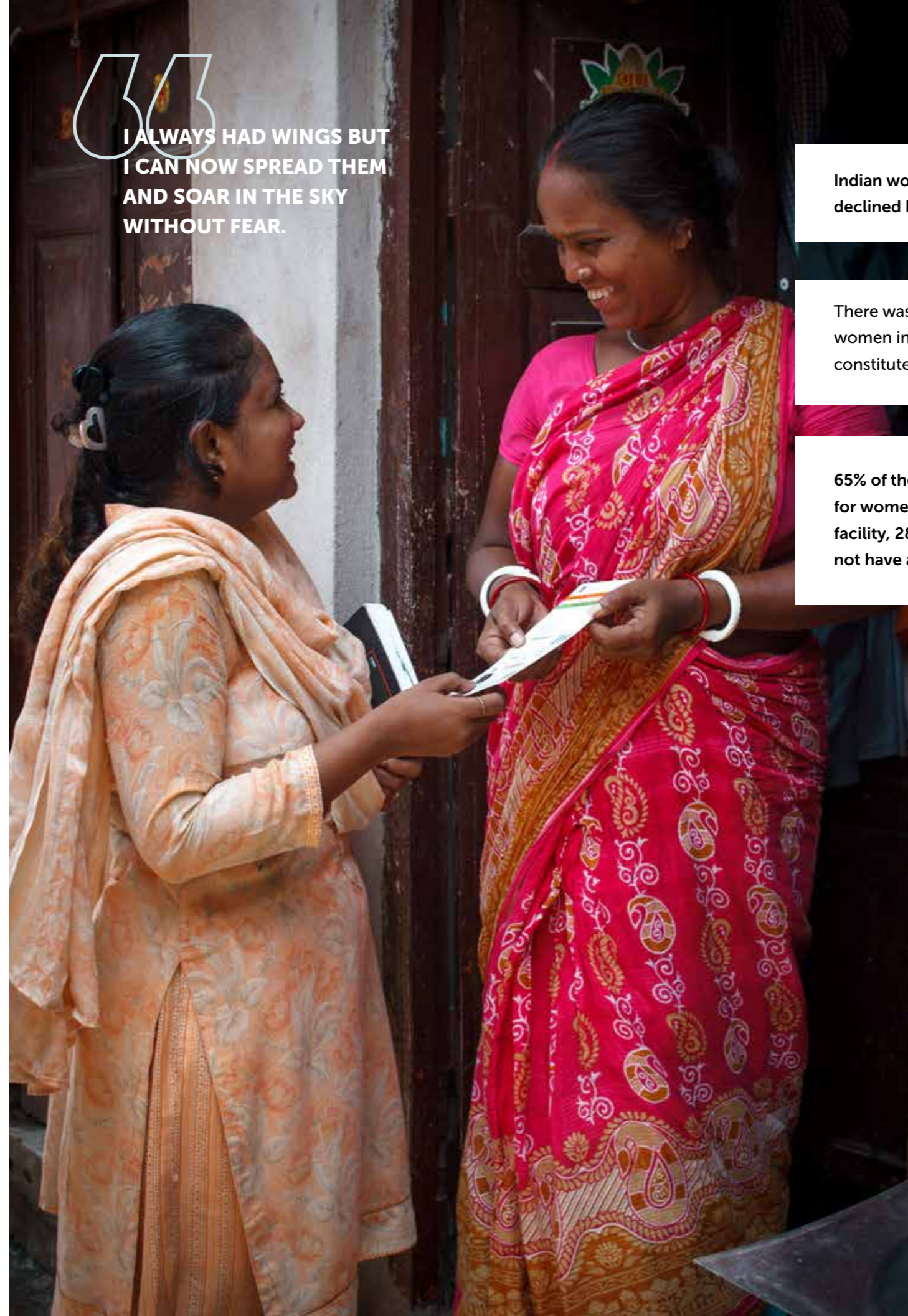
# PARVAZ FEMINIST LEADERSHIP

**I ALWAYS HAD WINGS BUT I CAN NOW SPREAD THEM AND SOAR IN THE SKY WITHOUT FEAR.**

## NIKHAT JAHAN | FEMINIST LEADER

I live with my parents and siblings in Tangra in Kolkata. I have always had the desire to give back to my community which is why I wanted to be a doctor. But financial limitations left me with the option of pursuing a nursing course. After marriage, I started working the night shift at a hospital through which I paid for household expenses and rent. My husband suspected me of having relations outside of marriage and abused me mentally and physically and I left him in the year 2019. I also had to give up my nursing job as the working conditions poorly impacted my health. Then came the time when the COVID pandemic brought my life to a halt and I was in great need for a job.

The Parvaz Feminist Leadership Program came as an opportunity for me to not just improve my own living conditions but also to fulfil my long-standing desire of working for my community. My own life struggle has taught me the importance of independence, especially for women. The feminist training has empowered me to enable many other women to exercise their independence and lead violence free lives. During my training, I successfully enabled 5 women to challenge their circumstances by joining driving training and 20 women to access citizenship documents by making their Aadhaar and Voter cards. One of my neighbouring women was regularly beaten up by her husband who was an alcoholic. I supported her in approaching the police and filing a complaint and informed her about the available helplines she can call if she faced violence again. I also encourage adolescent girls in my community to join the Azad Kishori Program and fulfil their aspirations.



Indian women's labour force participation has declined by 8% from 2000 to 2021<sup>14</sup>.

There was a 15.3% increase in cases of crimes against women in India from 2020 to 2021. Domestic Violence constitutes 31.8% of these cases<sup>15</sup>.

65% of the total public toilets in Delhi have provisions for women of which, 53% did not have running water facility, 28% did not have doors, while 45% toilets did not have a mechanism to lock from inside<sup>16</sup>.

<sup>14</sup>Source: World Bank

<sup>15</sup>Source: National Crime Records Bureau

<sup>16</sup>Based on a survey report by Action Aid

EXTERNAL CONTEXT

## FEMINIST LEADERSHIP PROGRAM

Trains young women in feminist principles through a yearlong capacity building training enabling these change-agents to build a gender-just environment and bring sustainable change at the community level. These women emerge as dynamic young leaders who empower themselves and other women by building gender-inclusive infrastructures in communities, supporting women to access citizenship entitlements, social security benefits, join non-traditional skill building and livelihoods, prevent and combat GBV and lead lives with dignity.

## FEMINIST LEADERS IN ACTION

58 leaders across Kolkata, Delhi and Jaipur reached out to:

**24,997 women** with information on citizenship documents, social security schemes, prevention of GBV and support to access non-traditional livelihoods.

Feminist Leaders in Jaipur attend leadership training



**124 settlements** to facilitate the process of building washrooms & water facilities and organizing health camps for women to create a gender-just infrastructure in these communities

Documentation Camp by feminist leaders in Delhi

## FEMINIST LEADERS SUPPORTED

**5,692 women** to obtain citizenship documents and access social security schemes

**654 women** to open their bank accounts

**219 safety audits in 8 communities** with Safetipin App in Jaipur for safe public infrastructure for women



**132 women** to enroll in the Women with Wheels Training

**30 women** to combat gender based violence

**15 toilet installations** in communities in Kolkata

## COLLECTIVISING FOR GENDER JUSTICE

Campaigns became a platform for our community change agents and women drivers across Delhi, Jaipur, Kolkata and Chennai to raise their voice against the persisting inequalities amidst declining participation of women in the workforce and the rising threat of gender based violence.

We engaged with **28,250 PEOPLE** through **STREET PLAYS, PUPPET SHOWS, RALLIES, SIGNATURE CAMPAIGNS, POSTER-MAKING WORKSHOPS, FILM SCREENINGS**

**One Billion Rising Campaign** to urge action against gender based violence.



**I had never participated in any rally or campaign before. But when I came together with other women to raise slogans against gender based violence in the OBR campaign, I realised the strength of collectivising.**

**AMRITA**  
Feminist Leader, Kolkata

**Samanta Bandhan Campaign**  
Redefining the festival of Raksha Bandhan by taking the pledge of EQUALITY.

### #16DayofActivism Campaign

for challenging Gender-Based Violence and harmful masculinity and encouraging equal sharing of unpaid care work among men and women.

**International Women's Day Campaign** with women's rights networks and organizations towards increasing women's participation in the workforce and claiming their right to violence free lives.



I joined the Samanta Bandhan Campaign because there is a need to change the traditional way in which we celebrate Raksha Bandhan, by seeing men and women as equals. I believe that sisters are equally capable of protecting their brothers.

**SHUBHAM**  
MGJ Leader, Delhi

World Environment Day

**Campaign for Sustainable Transport** by transitioning to e-mobility led by electric scooter riders in Kolkata.

# ALUMNI MEET



JAIPUR



DELHI

**1,339 alumni trainees, women drivers and community change agents** came together for alumni meets across locations for promoting women's inclusion in the workforce on themes of equality, gender justice and women and work.



KOLKATA



CHENNAI

# WOMEN WITH WHEELS

**RINKI PURKAIT** | DELIVERY PARTNER  
WITH SHADOWFAX, KOLKATA

My family was surviving on the income of my mother, a widow, as domestic help and my meagre earnings from odd jobs. But during the pandemic, all our income sources were cut-off and we would have as little as Rs. 10 in a day to feed our family of 5. To add to my miseries, my mother always saw me as a burden. I was desperately looking for a permanent job with dignity to alter my situation.

I found out about one-of-its-kind driving training program of Azad and jumped at the opportunity of learning two-wheelers and getting a job. The rights-based training has taught me to speak up for my rights. I am working as a Delivery Partner in ShadowFax and believe that work has no gender and women are capable of doing any work. I am contributing to my family expenses with my income of Rs 9,100 monthly. I want to live independently with my 2 children and want to give them a comfortable life.

I HAVE COME A LONG WAY FROM THE DISTRESSING COVID SITUATION WHICH HAD PUSHED US INTO EXTREME POVERTY.



47% women who lost their jobs during the first COVID lockdown in 2020 did not return to work by the end of the year, compared to 7% men<sup>17</sup>.

91% of Indian women in paid jobs are in the informal sector, in the absence of decent wages and social security<sup>18</sup>.

The pandemic had put an extra 100 million women at the risk of living in extreme poverty<sup>19</sup>.

Women's participation in the gig economy has increased from 18% to 36%, between 2019 and 2022<sup>20</sup>. However, they are still limited by lack of gender inclusive public infrastructure, unequal access to digital technology and limited infrastructure for electric vehicles.

<sup>17</sup>Report by the Center for Sustainable Employment at Azim Premji University

<sup>18</sup>Report on What Works to Advance Women and Girls in the Economy by Institute of Social Studies Trust

<sup>19</sup>UN Women

<sup>20</sup>'India's Booming Gig and Platform Economy', NITI Aayog Report, June 2022:



**REKHA** | TWO-WHEELER TRAINEE, CHENNAI

One day, I heard about the riding training at Azad from an akka<sup>21</sup>. During COVID, my husband had lost his job so I took up a ticketing job in a parking lot. The job adversely affected my health and I was forced to leave. My in-laws had always been abusive and they blamed me for our poor economic situation. I decided to join Azad and after training, became the first in my batch to get a Driving License. With my newfound confidence, I applied for a Bachelor's of Science Degree through distance education. I am getting treated for my health issues after which I will take up a job and work on mine and my son's future.

I have realized that nothing will change unless I make decisions for myself.

<sup>21</sup>Elder sister

EXTERNAL CONTEXT

# transforming THROUGH SKILL++

## WOMEN WITH WHEELS (WWW) PROGRAM

enables young women from resource poor communities to become professional chauffeurs and riders through a transformative capacity building program encompassing technical driving skills, life-skills and empowerment.

**SEEMA** | DTC<sup>22</sup> BUS DRIVER, DELHI

I earned Rs. 5,000 monthly by stitching clothes for 10 years. But that work never gave me an opportunity to see the outside world. When I joined Azad, I managed my travel fare with the earnings from stitching and continued to perform all household duties along with my training. I was elated to land my first job as a Sakha Cab Driver, but COVID brought all our bookings to a standstill. Despite this, my job remained secure and I continued to receive my salary. I received ration



support from Azad which supported my entire family during those tough times, as my husband had lost his job.

I obtained my Heavy Vehicle License and was appointed as a DTC bus driver in 2022. I have broken the prejudices of people who were doubtful of my capability. I now earn Rs. 26,000 monthly. I purchased a plot and am planning to renovate my current house. I am educating my daughters in a Government School and tell them to stand up on their own feet.

<sup>22</sup>Delhi Transport Corporation

**521 WOMEN GAINED** transformative skills through Women with Wheels two-wheeler and four-wheeler training across Delhi, Jaipur, Kolkata and Chennai

**367 WOMEN BECAME EMPLOYABLE** by achieving driving license

Family Faculty Meeting in Delhi to discuss the progress of trainees and their concerns

**18 WOMEN JOINED DELHI TRANSPORT CORPORATION** as bus drivers and many are undergoing heavy vehicle license training



Trainees in Kolkata learn vehicle maintenance

## WOMEN TRANSFORMING THEIR LIVES

**86% of trainees were survivors** of gender based violence of which, 56% decided to combat violence

**64% TRAINEES INCREASED MOBILITY** by moving independently in public places at any time of the day

**29% TRAINEES CHALLENGED VIOLENCE** on self and others, in public and domestic spaces

**23% TRAINEES ENGAGED WITH GOVERNMENT** to get support for themselves, their families and communities

**POONAM VARMA** | POLLUTION CHECK VEHICLE OPERATOR, JAIPUR

I have been driving a Pollution Check Vehicle for the Jaipur District Transport Office for last 9 months. The COVID pandemic and the ensuing lockdowns had adversely affected me financially and emotionally. I was stuck in an abusive marriage. My debts kept mounting as I borrowed money for survival.

Azad's driving training came as a ray of hope in these bleak times. I found it difficult to manage travel expenses, but overcame all hurdles to complete my training. I also separated from my husband and am currently earning Rs. 8000 per month which has enabled me to stabilize my family's financial condition and pay the installments for my plot.

Trainees in Jaipur learn about laws and rights



**I had never thought that I would become a professional driver, let alone learning the skills to operate a Pollution Check Vehicle.**

**219 WOMEN PLACED** as professional chauffeurs and riders through Sakha in e-commerce and transport across locations

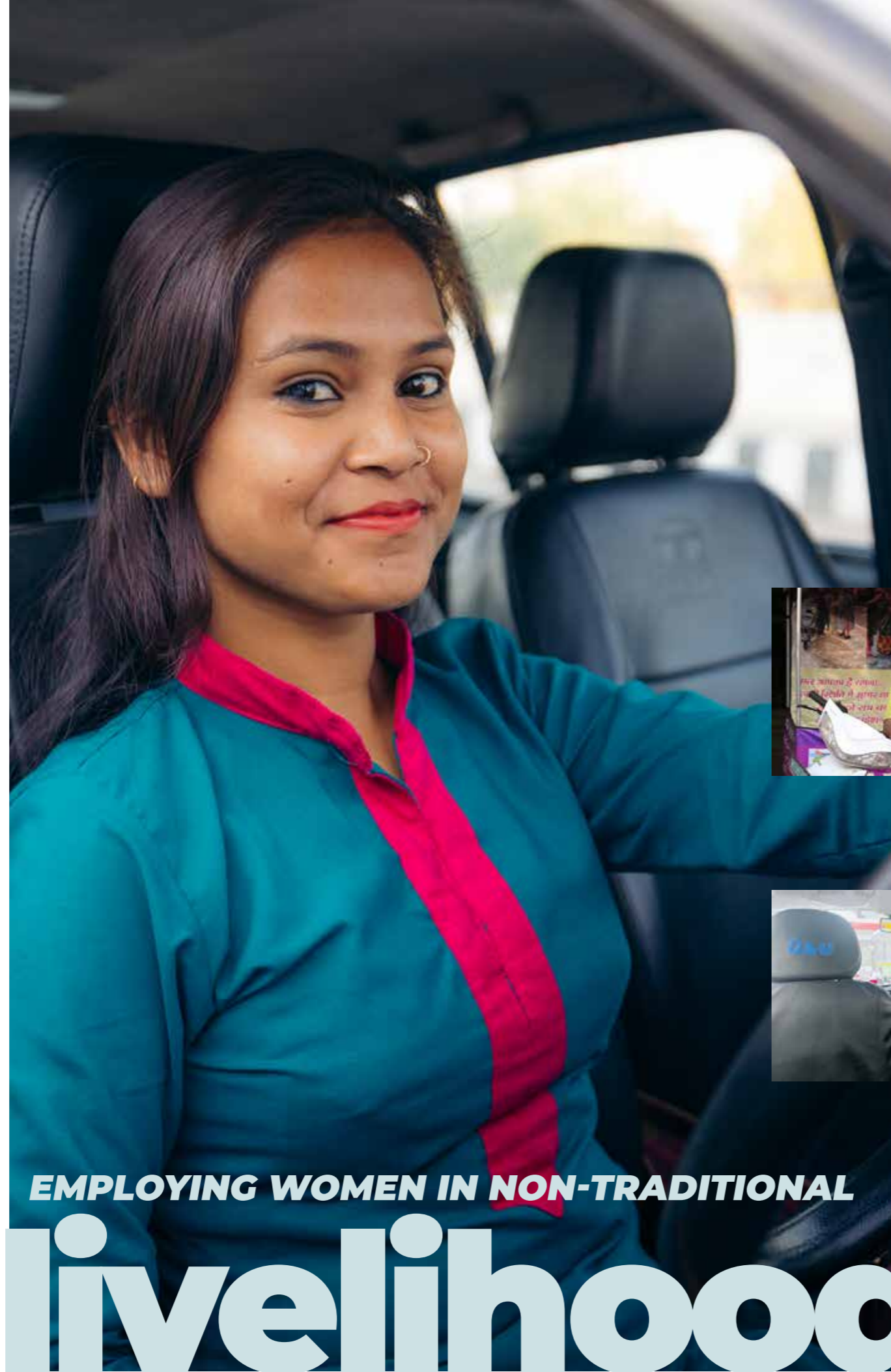
# OPENING NEW AVENUES FOR WOMEN IN TRANSPORT



**SARASWATI** | DELIVERY PARTNER- BIG BASKET, DELHI

When I first joined Azad, I had to juggle between responsibilities of household work and child care along with my classes. My husband reassured me that we would manage together and he started sharing the work. I learnt 2-wheeler riding, vehicle maintenance, communication, English speaking, GPS navigation, first-aid, legal rights and self-defence and feel that I can now travel anywhere without any worry.

As the pandemic worsened in 2020, my husband's repair assignments dwindled and we found ourselves in a very tough situation. I feared of my dream to provide a better life to my 3 children with quality education being shattered. But with the skills learnt in Azad, I successfully secured a job as a Delivery Partner with Big Basket through Sakha, becoming the first female delivery partner among 150 male riders in my hub. Overtime, I started earning a steady income and my life started coming back on track. Now, I earn Rs. 18-19,000 on average monthly and have purchased assets like mixer and refrigerator for my home. I have recently purchased my own Scooty with my income and also dream of buying my own house through my savings.



**EMPLOYING WOMEN IN NON-TRADITIONAL**

# livelihoods

## SAKHA

Sakha, Azad's Strategic Partner actively promotes opportunities and markets for women in transport and e-commerce as two-wheeler and four-wheeler drivers and negotiates with the market for sustenance of women in the transport industry.

These women have entered new avenues in transport and e-commerce like Blu-Smart, Snap e-Cabs, Lithium, Delhi Transport Corporation, Big Basket, ShadowFax, Even Cargo, Delhivery and Dominos.

## ACHIEVEMENTS

Azad adopted the strategy of training women in 2-wheeler when the opportunities in 4-wheeler driving were severely impacted by COVID in 2020.



*Deepa, Delivery Partner, Big Basket, Jaipur*



*Rajkumari employed in BluSmart*

**219 WOMEN** were placed as professional drivers and riders through Sakha in e-commerce and transport across Delhi, Jaipur, Kolkata and Chennai

**175 WOMEN** were trained as professional two-wheeler riders

**111 WOMEN** entered the e-commerce industry as Delivery Executives

**INR 1.3 CRORE** cumulative wealth has been generated by them for themselves and their family

Working in Collaborations is one of Azad's core principles. We have been joining forces with like-minded organizations with the belief that it is only through collaboration and building on each other's capacities and strength that we can achieve tangible change. This strategic solidarity helps expand the vision of women in decent jobs within transport beyond Azad.

Collaboration continued in 2022-23 with knowledge sharing on Women with Wheels (WWW) opportunities and support in resource mobilization.



### SAMAAN

64 women enrolled by Samaan gained their two and four-wheeler driving licenses and 49 women were placed in two-wheeler riding jobs. Samaan adopted the strategy of networking with small and medium scale delivery companies for ensuring employment of women in two-wheeler jobs.



# WORKING IN collaborations

### JANVIKAS

Janvikas enabled 78 women in gaining their two-wheeler, four-wheeler and heavy vehicle driving licenses. 39 women achieved their mobile repairing license. 71 women were placed in the non-traditional livelihoods of driving and mobile repair. 7 women underwent training as truck drivers and have now secured employment opportunity in Europe for driving trailer trucks.



### CENTRE FOR YOUTH AND SOCIAL DEVELOPMENT (CYSD)

CYSD is exploring opportunities to setup a two-wheeler training program owing to the increase in jobs in the delivery industry.



### DEVELOPMENT ACTION SOCIETY, KOLKATA & TALAASH

We thank our mobilisation partners in South Kolkata for their continued support. Partners helped to achieve 47% of Kolkata's targeted enrolments.





**Azad engages with policy-makers, industry and civil society organisations and undertakes evidence-based research to influence public policies, create gender-inclusive infrastructures in public places, decent jobs for women in the transport industry and build a gender-just society.**

Azad's decade-long engagement in national and global discourses on non-traditional livelihoods (NTL) has resulted in the mainstreaming of non-traditional skill development and livelihoods for women in India. Various State Governments and the Central Government in India have included NTL for women in their skill-building schemes, the recent example being the "Betiyane Kushal" Scheme launched by the Government of India for providing skill training in non-traditional vocations to girls.



## **ENGAGING WITH THE MWCD<sup>23</sup> FOR PROMOTING SKILLING IN NON-TRADITIONAL LIVELIHOOD FOR GIRLS**

Azad Kishori<sup>24</sup> leader contributed to the 'Betiyane Kushal- National Conference on Skilling in Non- Traditional Livelihood (NTL) for Girls' organised by the Ministry of Women and Child Development and UNICEF<sup>25</sup> on International Day of the Girl Child on 11th October 2022. Ms Smriti Irani, Union Minister for Women and Child Development launched the Operational Manual for implementation of the "Betiyane Kushal" scheme along with adolescent girls making their mark in NTL from across India.

Pratibha, Azad Kishori Leader from Jaipur, shared her motivation and the challenges she faced on her path to pursuing a course in Dialysis Technology. This scheme will promote skill-building of girls to enter the workforce in professions including science, technology, engineering and mathematics (STEM), where they have historically been under-represented. The conference also showcased the journey of Ashi, a young rider trained from Azad practising in the non-traditional sphere of e-commerce delivery.

## **FROM 1 TO 34: MORE WOMEN CLAIM SPACE IN PUBLIC TRANSPORT**

Since Azad's long-standing advocacy with the Delhi Transport Corporation resulted in the relaxation of criteria for selection of women drivers in 2022, 34 women have been appointed as bus drivers by the DTC, while 123 more women have undergone Heavy Vehicle License training to become bus drivers<sup>26</sup>.



<sup>23</sup> Ministry of Women and Child Development

<sup>24</sup> adolescent girl

<sup>25</sup> United Nations International Children's Emergency Fund

<sup>26</sup> Aam Aadmi Party, 14 January, 2023

<sup>27</sup> Image Courtesy: Ashish Kundra, Principal Secretary, Government of Delhi

## **GLIMPSES OF RESEARCH**

### **A Gender Sensitive Review of State-Led Gatidhara Scheme in Kolkata**

Azad undertook a Gender sensitive review of Gatidhara Scheme, which provided subsidized loans for purchase of vehicles to the underprivileged and unemployed youth enabling them to access livelihoods in transport industry in West Bengal. In 2019, the 'Pink Cabs' launched by West Bengal Government under the Gatidhara scheme had supported women drivers trained by Azad and supported by Sakha in purchasing their own Cabs in Kolkata. However, to ensure that more women could benefit from this initiative and to make it gender-inclusive, Azad decided to review the Gatidhara scheme.

The study involved primary interviews with key officials including Secretary, Transport Director and Head of Gatidhara along with in-depth interviews with 8 Gatidhara beneficiaries to understand the support needed by women from marginalised communities in owning cabs and continuing work as cab drivers. The study was finalised this year with recommendations to be delivered to the state government of West Bengal for including more women in transport.

### **Independent Impact Evaluation Study of Azad's work by Ambedkar University**

Ambedkar University has been conducting an independent Impact Evaluation of Azad's work between 2008-2022. The impact evaluation has been led by Krishna Menon, Professor, School of Human Studies and Rukmini Sen, Professor, School of Liberal Studies from Dr B R Ambedkar University Delhi. The study is scheduled to be completed and disseminated in 2023.

# **ENGAGING WITH policy-makers**

## PROMOTING WOMEN IN NTL AT GLOBAL, NATIONAL AND LOCAL FORUMS

At the CSW67<sup>28</sup>, we hosted 2 parallel events:

**LEVERAGING TECHNOLOGY-BASED APPROACHES TO ENGAGE MEN & BOYS AS ALLIES FOR GENDER EQUALITY** on 10th March 2023 to discuss the importance of equity of caregiving, its impact on shifting gender dynamics and integrating technology and digital modalities to make more gender equal households.



The recording is available here: [https://youtu.be/JeD\\_8xjTZB0](https://youtu.be/JeD_8xjTZB0)

### BREAKING ALL ODDS

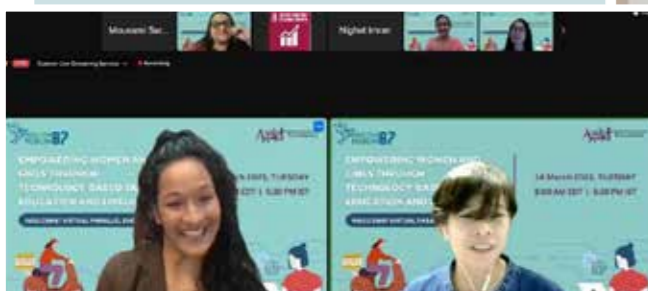
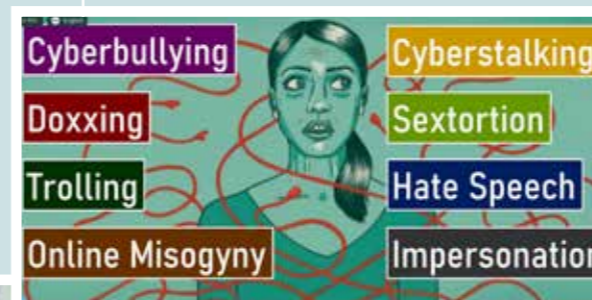
A short film presented in CSW on Azad's work on empowering women through technology-based skills and livelihoods.



The video is available here: <https://youtu.be/mNhaGL183Ko>

At the **Workshop on Challenging Gender-based Violence (GBV) in Education Co-organised by ASPBAE<sup>29</sup>, Nirantar Trust and National Coalition for Education in August 2022** with participants from across Asian countries like Philippines, Mongolia and India to discuss the impact of GBV on education from an intersectional lens and strategies to combat it.

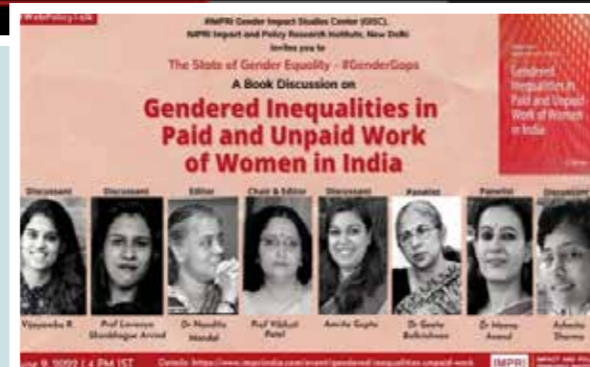
At the **'End Violence Against Women and Girls'** Symposium organized by UN Women under its #16DaysOfActivism Campaign, where Dolon Ganguly, Chief Functionary, Azad presented the Gender-Just Skill Education Framework of Azad.



**EMPOWERING WOMEN & GIRLS THROUGH TECHNOLOGY-BASED SKILL EDUCATION AND LIVELIHOOD** on 14th March 2023 to discuss the impact and challenges faced by women in accessing technology-based skills and developing strategies to facilitate their access.



The recording is available here: [https://www.youtube.com/live/EEc\\_F\\_obZD8?feature=share](https://www.youtube.com/live/EEc_F_obZD8?feature=share)



At a **Book Discussion of "Gendered Inequalities in Paid and Unpaid Work of Women in India"** in which Amrita Gupta, Former Thematic Lead, RPAC team had contributed a chapter.

At the **Women's Equality and Empowerment Conference** organized by Rajasthan State Government on Women's Equality Day in August 2022 to discuss the challenges to women's empowerment in the 47 years of release of the first 'Towards Equality' report on Status of Women in India.

At the **4th Social Enterprise Advocacy and Leveraging (SEAL) Asia Conference by Institute for Social Entrepreneurship in Asia**, UNESCAP & Catalyst 2030 where Dolon Ganguly spoke addressing the SDGs<sup>30</sup> 5 and 8.

<sup>28</sup>Commission on Status of Women-67

<sup>29</sup>Asia South Pacific Association for Basic and Adult Education

<sup>30</sup>Sustainable Development Goals

At '**UDDHESHYA**' Conference organized by WRI India where Meenu Vadera, Founder, Azad spoke on adopting GJSE<sup>31</sup> approach for a just and inclusive transition to e-mobility.



At the **International Women's Day Conference by ONGC** in which Mousumi Sarkar, Senior District Lead and Mitu, Sakha Driver from Kolkata spoke addressing the declining Female Labour Force Participation Rate.



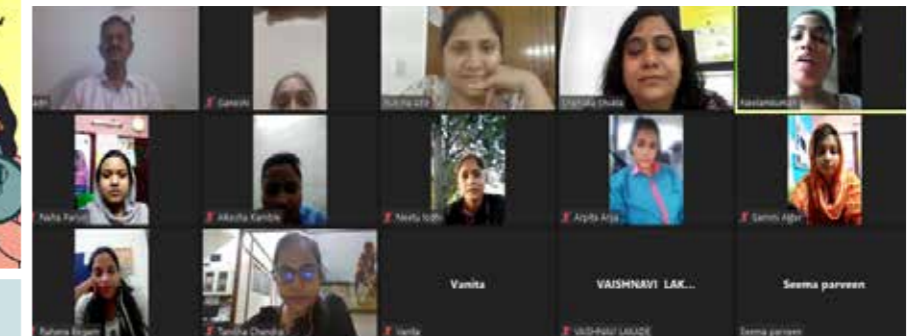
At the **#ActivateYouth Series held by Pravah** during #16DaysOfActivism where Hari Sharma, Senior District Lead, Jaipur and Specialist-Men for Gender Program spoke on the role of youth in prevention of GBV.



## STRENGTHENING THE NON-TRADITIONAL LIVELIHOODS NETWORK (NTLN)

NTLN is a network of 26 organisations 12 individual members Across 11 states

who engage with policy-makers to bring marginalised women in urban and rural India into livelihoods which have traditionally been closed to them.



At the **Symposium on "Inclusive Work and the Platform Economy"** by FemLab.Co where Amrita Gupta, Former Thematic Lead, RPAC<sup>32</sup> team spoke on challenges in outreach, access and infrastructure for women in transport and strategies to overcome them.



At the **4th Biennial Dance Movement Therapy for Change Summit** organized by Kolkata Sanved, Centre for Lifelong Learning & School of Social Work, TISS where Dolon Ganguly spoke on Conflict and Social Cohesion.

At the **IIC Diamond Jubilee Discussions on "Women at Work"** where Soubam Bidyarani, Former District Lead and Omkari, Training Faculty in Delhi shared Azad's work.



## BUILDING CAPACITY OF PRACTITIONERS

The NTL Network initiated building capacity of NTL practitioners with the objective of increasing their engagement with policy-makers and civil society, to create opportunities for more women in NTL in their respective locations.

This year, Batch 2 of 21 NTL practitioners from 9 organisations across 8 states attended the Blended Training Program on topics including gender, patriarchy, women in NTL, sexual and reproductive health and rights, gender-based violence and leadership skills.

<sup>31</sup>Gender Just Skill Education

<sup>32</sup>Research, Policy Analysis and Communications

ANNUAL GENERAL BODY MEETING

The Annual General Body Meeting of the NTLN was held on 21<sup>st</sup> December, 2022 in Delhi in which the members discussed previous year's work and planned the activities for 2023-24.



RESEARCH

Indian Social Studies Trust, a member of the network, in collaboration with the NTL Network released its study titled **"Beyond the Norm: Scope of Non-traditional Livelihood Skilling for Women in Achieving Women's Economic Empowerment"**. The study findings were disseminated in Bhubaneswar and Delhi in December 2022.

A Comic Strip and Short film - "Wind Beneath my Wings" developed by ISST as an advocacy tool for inclusion of women in NTL.



INITIATING CONVERSATION ON GENDER-BASED VIOLENCE IN EDUCATION

A **Consultation meeting** was co-organised by Azad Foundation, Nirantar Trust, National Coalition for Education, India and ASPBAE on 19-20 December in Delhi. 48 participants from NTLN and ASPBAE joined to discuss the challenges in interventions in the area of GBV in educational spaces and plan for local-level interventions on this issue.

Azad believes that transformative work with resource-poor women can best happen when the team is also working on itself- questioning, learning, reflecting, while breaking its barriers and limitations and growing collectively. At the same time, as an organisation which believes in self-exploration and love-based culture we prioritize supporting the team's wellbeing and mental health.



STRENGTHENING THE NEXT GENERATION OF LEADERSHIP

Members from across different programs and locations were selected through a multi-step process, with support from external consultant, to build the next line of leadership in Azad Foundation. This year, the members were capacitated through sessions by Organisation Development Consultant, on-job practice, MBTI<sup>33</sup> and one-to-one mentoring by Azad's National Leadership Team (NLT) on improvement of communication skills, emotional management, planning and value building.

**I got an opportunity to do a self-assessment which helped me identify my strengths and areas I need to work on, such as balancing my firmness and emotions in my work. I also learnt the significance of building the skills of my team to take on more leadership roles.**

**RAMA JOSHI**  
District Lead, Delhi

# BUILDING COLLECTIVE leadership



LEADERSHIP BUILDING

The training with the National Leadership Team (NLT) and former Core Team focused on reviewing leadership structures, roles and responsibilities of NLT, MBTI and mentoring support.

**I got to know my MBTI profile in detail which helped me understand my leadership and decision-making style.**

**PALLAVI CHAMAN**  
Finance Director

<sup>33</sup>Myers-Briggs Type Indicator

## STAFF CAPACITY BUILDING TRAINING

### GENDER EQUALITY & MASCULINITY COURSE

The course was launched by Azad for capacity building of development practitioners engaging with men and boys for gender equality in communities across India. 10 participants from Azad participated in the one-year course on knowledge and capacity building to address issues of unpaid care work, patriarchy, gender based violence and masculinity in their work.



**Sometimes, in school when I would get into fights and get beaten, my uncle would tell me to not cry like a girl and hit back. And I grew up imbibing this toxic masculinity. I have made many changes in my life as I grew older and the GeM course has given me a new direction and is helping me experience the true joys of life, beyond toxic masculinity.**

**DHARMENDRA SISODIA**  
Samaan Society, Indore

**Interactive activities like role-play helped me understand and reflect on how I can better engage with the community during surveys, campaigns and women's meetings.**

**MAYA VERMA**

*Azad Kishori Program - Sangini, Jaipur*

Attended Learning and Leadership Journey - The development sector's work on enabling the access of communities to fundamental rights.

### TRAINING THE COMMUNITY ENGAGEMENT TEAM

30 staff members from Community Engagement Teams across locations participated in the training held in August 2022 to develop conceptual clarity on Azad's community engagement programs including their objectives and strategies.

**I learnt a lot of new ways to improve the quality of technical training. My best learning was to keep the trainees motivated for a better learning experience.**

**BIKASH KOYAL**

*Driving Faculty, Kolkata*

### ORIENTATION ON SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS (SRHR) MODULE

The team was oriented on SRHR training module, covering topics like sexual choices and identities, sexual and reproductive health and rights to be better equipped for working with adolescent girls and women. 18 staff members across locations participated in the orientation.

**I have been working on the issue of masculinity for a long time and this training helped me in further developing my understanding on the role of a facilitator, through interactive activities like role-play. I also learnt techniques of engaging with communities on sensitive issues like child marriage.**

**AKASH PALIWAL**

*Program Implementer: Men for Gender Justice, Jaipur*

Attended My Life Mere Faisle Course on understanding gender and addressing gender based violence to promote gender equality.

### TRAINING OF TRAINERS

24 driving training faculty members from Delhi, Jaipur, Kolkata and Chennai participated in the training on adult learning principles and training and learning methodologies for improved technical and empowerment training, held in July 2022 in Kukas, Rajasthan.

**RESHMI BEGUM**, Mobiliser, Kolkata attended the Gender and Patriarchy Course by Jagori and Sangat in Himachal Pradesh.

## STRENGTHENING GOVERNANCE SYSTEMS

### HUMAN RESOURCE (HR) MANUAL ORIENTATION

Azad Foundation has developed an HR Manual to ensure that all HR processes are streamlined and the team is able to benefit from these processes. The orientation of team on the HR Manual was conducted virtually in May 2022 across Delhi, Jaipur, Kolkata and Chennai.

In 2022-23, the **Azad Internal Complaints Committee** received and led an enquiry on one case under the purview of sexual harassment at workplace. The enquiry led to punitive measure in the form of termination of the employee.

**In the Leadership training, I learnt ensuring inclusive spaces of learning in practice. I improved my skill of facilitating participatory and engaging trainings.**

**MOUSUMI SARKAR**

*Senior District Lead, Kolkata*

Attended Basic Leadership Development Course on building leadership, communication and advocacy skills in the context of gender and education, including skill education



**This training has enabled me to hone my video-recording and editing skills. My best learning was the skill of telling stories from the ground impactfully.**

**SHIKHA DIMRI**

*Program Implementer: Communications*

Attended Video Story Telling Workshop on script writing and basics of videography and filming techniques for impactful storytelling

## AN EVENING DEDICATED TO KAMLA BHASIN



# PIONEERING FEMINIST icon



Dr. Syeda Hameed,  
Chief Guest for the evening



Audience groove to 'Bolo Ek Awaz Hain Hum' sung by Sonam Kalra

**An evening filled with love, laughter, colours, music, slogans, poetry and dance, much like the life of Kamla Bhasin herself.**

In the loving memory of Kamla Bhasin, an icon of the women's movement in India and South Asia, we joined hands with two civil society organisations, namely National Foundation of India (NFI) and iPartner India, to celebrate the achievements of 2 gender equality champions – Natisara Rai & Vidya Rajput from among 64 gender equality champions for fighting against patriarchal norms and structures and leading the society towards gender equality. The felicitation ceremony was held on 26 November 2022. The evening brought together 450 participants including friends of Kamla, representatives from Civil Society Organisations and Azad community leaders and drivers. Syeda Hameed, veteran educationist and Indian social and women's rights activist, graced the occasion with her inspiring words as ever. Anu Aga, Namita Bhandare & Binda Pandey felicitated the gender equality champions with virtual messages of support from Khushi Kabir & Salil Shetty. Sonam Kalra infused the evening with her melodious music and her warmth.

## OUR donors

**We thank all our donors for their significant contribution which has made it possible for us to support resource poor women in realizing their dreams. Thank you, Anonymous Donors, Donors who gave through Benevity and Milaap Foundation!**

### INSTITUTIONAL DONORS



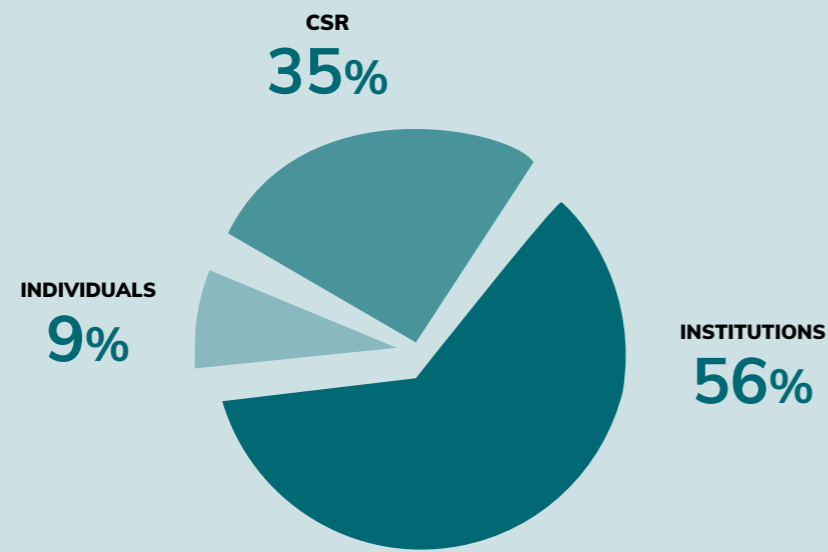
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### INDIVIDUAL DONORS

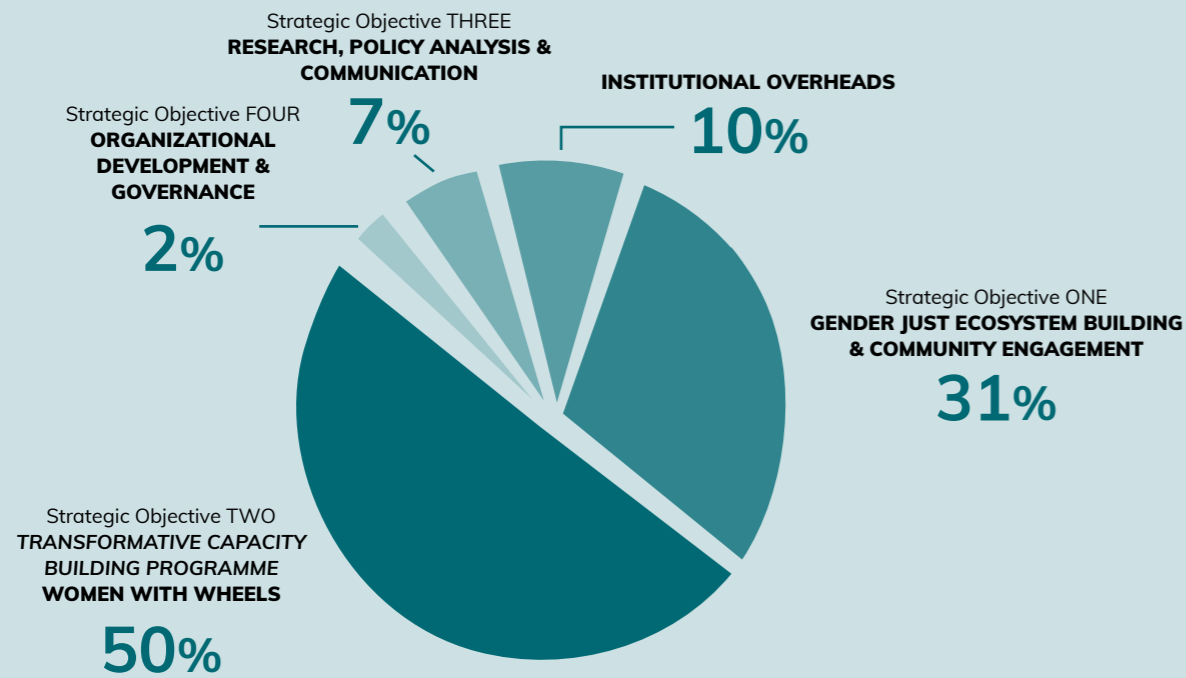
- Alka Sharma
- Amrita Gupta
- Anuvinda Varkey
- Ashish Dholakia
- Avinash Jain
- Bhaskar Joshi
- Deepika Khatri
- Gagan Adlakha
- Gillian Daniels
- Gireesh Mukund Warawdekar
- Gundumella Venkat Raman
- KV Gouthami
- Madhu Jayakumar
- Manu Kochhar
- Meenu Vadera
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- Morten Ruben Andersen
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- Subramanian Radhakrishnan Sharma
- Sudha Medapati
- Suhail Nathani
- Veronika Miskech Fricova
- Vishal Kalucha
- Yashas P

# WHERE OUR MONEY COMES FROM ?



Total income of Azad Foundation in 2022-23 was INR 11.33 crores

# HOW THE MONEY WAS USED ?



Total utilisation of Azad Foundation in 2022-23 was INR 9.53 crores

# media FEATURES & AWARDS

## Helping women become professional drivers



"Bas Chal Padi Main": Short film depicting the story of Anita, DTC bus driver trained by Azad released by Kotak General Insurance on International Women's Day <https://youtu.be/a25W35KqYD4>



Azad Kolkata Alumni Meet covered by Telegraph India <https://www.telegraphindia.com/my-kolkata/news/working-women-in-kolkata-recall-struggle/cid/1920051>



Ms. Snehlata Shukla, Former State Lead (Delhi) at Azad Foundation, was conferred the award of "Iconic Women Creating a Better World for All" at the Women Economic Forum (WEF) held on December 27, 2022.



DTC Bus drivers trained from Azad were awarded by Hon. CM Arvind Kejriwal at the Annual Awards Ceremony organized by Delhi Commission for Women on International Women's Day 2023.



Sakha Driver Archana Munda featured in the Voice of America (Bangla) <https://www.voabangla.com/a/6995799.html>



An article in eJewish Philanthropy featuring Azad's WWW program <https://ejewishphilanthropy.com/to-end-child-marriage-we-must-weed-out-its-root-causes/>





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Chennai 600012

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*Design: The Other Design Studio*



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