

ANNUAL REPORT 2015-16





Azād Foundation

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MEENU'S NOTE

dear friends,

It's a privilege to be able to share our annual report for the year 2015-16 with you.

The year was a very special one in the life of Azad. At the beginning of the year, Azad had completed seven years and two strategic plans in its short and exciting life. And as we looked towards developing a new strategic plan we realized that so much of the context around us that had informed the work of Azad, had changed. To some extent, we feel, we have been a part of this change – in our own very small and humble manner.

- In 2008, when we started, there was only one publically known professional woman auto driver. In 2015, there were more than 300 women professional drivers trained by Azad, on the roads of Delhi, NCR and Jaipur all together.
- In 2008, none of the radio cab Companies we visited to understand the market were interested in the idea of women drivers. One of them said to us in so many words, "this won't work, we have done it and written it off..." In 2015 one of the largest radio cab Companies introduced a special service for women with women drivers. The new aggregator models on the block are wooing very aggressively to bring women drivers on the roads.
- In 2008, driving as a possible livelihood option for women, was not a priority with the Government. Or if it was, it was lying in some resolutions passed in dusty files of bureaucrats. In April 2015, Delhi Transport Corporation got its first woman bus driver in the history of

Delhi and in March 2016, Delhi Commission for Women recruited 25 women drivers for (wo) manning their mahila helpline.

In short – the scenario in 2015 was very different to the one we were starting within! We at Azad, are thrilled to have played a role in this significant change of context. We may have pioneered it, or may have pushed it, or just made a case by persevering with the idea and practice of it. And we were supported in this, by a very large number of partners, individuals and organisations who worked with us, critiqued us, supported us, cheered us on and held our hand when the going got tough. The going was often tough.

But all of this has given us the confidence to dream bigger, and aspire higher. We engaged with many of our partners, donors, friends and well wishers in March of 2015 as we embarked upon the journey to draft a five-year strategic plan (this time, instead of a 3-year one... 3 years seem to pass very quickly!!). Quite a few of you reading this would remember being there and helping us think through our core enquiries. And then we talked amongst ourselves and spent a few months reflecting, questioning, challenging, re-thinking and re-examining our ideas. And eventually we developed our core commitments for the next five years:

- *3,50,000 women living in bastis across Delhi, Jaipur, Kolkata and Indore will know that they have a choice in life. That they can choose to say no to violence, to choose a livelihood with dignity, to be safe in their homes and public spaces and claim their rights and entitlements as a citizen.*
- *3600 young women community leaders will be working as community change agents, providing information to women in their neighbourhoods, support for accessing basic citizenship documents, knowledge about how to file FIRs and where to go for accessing help.*

- *900 young men in these communities would be working along side, questioning the stereotypical understanding of masculinity and how men should behave. They will be demonstrating caring and sensitive behavior, they will themselves not be violent and discourage violence against women around them.*
- *2620 women will be working as professional chauffeurs, earning a livelihood with dignity and exercising control over their own lives and bodies.*
- *At least 4 organisations in different geographies would be implementing a Women – on – Wheels in their cities, adapted to their contexts and in partnership with Azad.*
- *We will have a more enabling policy context for women wanting to take on non-traditional livelihoods and especially in the field of driving.*

Clarity unleashes energy. As we moved into the second half of the year, the collective energy of the team made so much possible. The following pages of the report share glimpses of our achievements with you. Looking back, the most significant part of these were the multiple forms of partnerships that we were able to establish.

- Our partnership with NSKFDC helped us to provide the opportunity of "livelihoods with dignity" to many more women from the most marginalized sections of society. Along with SAMAAAN in Indore and JanVikas and Saath in Ahmedabad we are looking at enabling hundreds of more women to take on driving as a profession. We will be exploring more such partnerships in the years to come.
- Thoughtshop Foundation helped us mobilise our first few batches of women trainees in Kolkata and set off the Women on Wheels programme in Kolkata.
- In partnership with the global One Billion Rising Campaign, in its fourth year now, brought together many organisations, individuals and most importantly the women drivers and trainees, across Delhi, Jaipur, Kolkata and Indore

- who danced and sang as they claimed public spaces as their own.

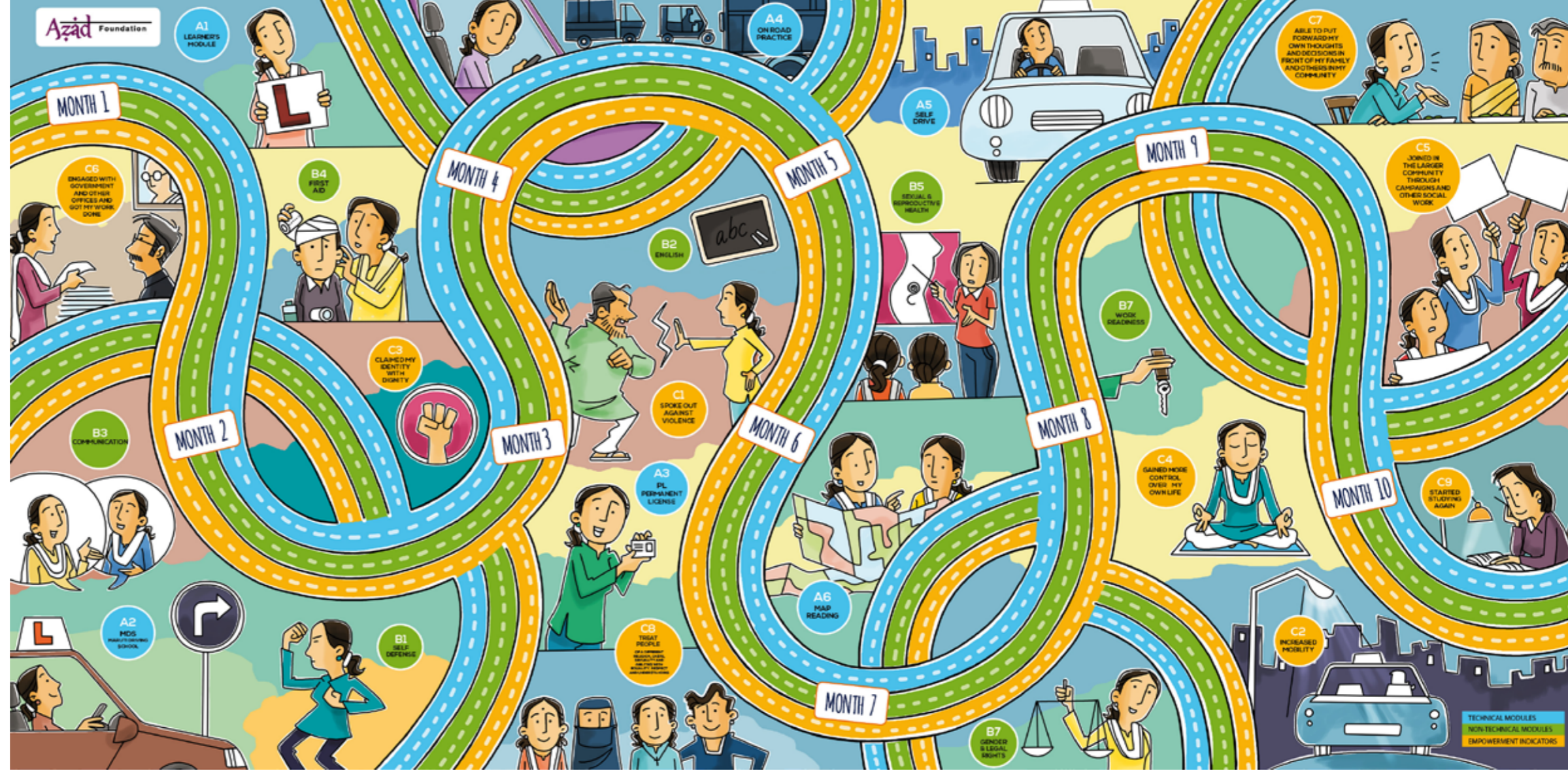
- Our partnership with a group of women writers (Deepti Priya Mehrotra, Runu Chakraborty, Sunita Thakur and Jaya Shrivastava) has helped us to put together a book, entitled "Lady Driver". The book chronicles stories of 12 women drivers and attempts to bring forth the complex nuances of what it takes to transform one's own life conditions. We look forward to its publication in 2016.
- Strategic Partnerships with Human Dignity Foundation, Oak Foundation, Empower, AJWS, Royal Netherlands Embassy, Planeterra Foundation, COMO Foundation and Global Giving UK enabled us to deliver on our commitments and also helped build our work further.
- Sakha – our most intimate strategic partner – provided employment to 75 women drivers in this year while engaging 14 women as commercial drivers.
- Our partnership with women across Delhi, Jaipur, Kolkata and Indore continues to enthuse and inspire us as we co-construct together the 'badlav ka safarnama' (journey of change)
- Our partnership – young and emerging – with young men from across the bastis we work in fills us with hope - of communities where women are able to freely live up to their aspirations

The team of Azad would like to thank all the partners without whom this journey could never happen. We would like to retain the institutional space – of creativity and critical reflection that we have built with a lot of effort - as we move forward into 2016-17, with many dreams in our eyes, and songs on our lips!!

Till Next Year then....

Meenu Vadera

Meenu Vadera
Executive Director



WE WALK
WE RUN
WE FALTER

BUT WHEN WE KNOW
AND WHEN WE DREAM

> THE JOURNEY GOES ON

Badlav ka Safarnama (*Lit: The Story of the Journey of Change*) is an institutional tool to understand the journey of empowerment of each individual woman during her association with Azad. It represents Azad's belief that empowerment is complex and multidimensional, and any journey towards that must integrate several processes, in our case, skill building, employment, self-development, awareness of rights and actual experiences of empowerment.

The visual depicts the journey of a trainee in Women on Wheels (WOW) along an undulating road, which represents the training time. The curves on the road mark the different twists, breaks, convergences and divergences that occur along the path to empowerment. The tri-colours on the road indicate three types of achievements: technical training (learning to drive), non-technical training (self-development and empowerment) and actual experiences of empowerment in

the trainee's own life (speaking against violence, greater mobility, etc). The colour coded circles and illustrations spread all around represent these different achievements. The road also has many exit and entry points to mark possibilities of 'walking out' (choosing to stop training midway) and 'walking in' (making a choice to rejoin training). This embodies our understanding that no matter whether or not a trainee completes her full journey from enrolment to employability (passing the employability test), the walk on the road initiates a process of empowerment that gains a life of its own.

Each trainee is represented in the visual with the help of a card bearing her name, picture and stickers corresponding to various achievements. The trainee is placed on the road according to the training month she is in. The card moves and stickers are marked as the trainee moves onward in her journey. The Badlav ka Safarnama is an interactive visual tool used to build a participatory understanding of the changes that occur in the lives of women as they go along this transformative path in Azad.



LAXMI

RECEIVED TRAINING UNDER THE WOMEN ON WHEELS PROGRAMME OF AZAD AT IT'S SOUTH DELHI CENTRE FROM MAY 2015 - FEBRUARY 2016

SHE IS NOW EMPLOYED AS A CHAUFFEUR WITH THE WOMEN'S HELPLINE PROGRAMME RUN BY THE DELHI COMMISSION FOR WOMEN (DCW)



BEFORE TRAINING

At the time of joining Azad, Laxmi was living with her in-laws, husband and her 1 year old son. Her husband was an alcoholic, beat her regularly and earned erratically. The family income did not come to more than INR 8000 (\$119), which her husband squandered. Often she could not afford milk for her son. Having lost her parents and with education only till the 9th standard, Laxmi could see no way out of this life. One day, her sister in-law's friend told her about Azad. "I was immediately attracted because the idea of driving a car seemed so different. I did not enjoy women's jobs like cooking and cleaning...this excited me," says Laxmi.



DURING TRAINING

Laxmi says:

"Earlier I accepted violence because I believed it is every woman's lot. During training we learnt about women's rights, women's bodies, self- defense and I started protesting against the beating and mental torture. The team at Azad also came and talked to my family several times. I told my family clearly "no matter what you do, I am not going to stop my training!"



AFTER TRAINING

After passing the Sakha test in February 2016, Laxmi got a job with the DCW where she drives the Women's Helpline car. She shares: "As part of my job, I get to meet many survivors of domestic violence and when I tell them about my own journey, they get inspired." She earns INR 11,000 (\$163.62) every month, more than doubling her family income. She manages the money herself and her dream is to put her son in an English medium school. She herself has enrolled for her class 10 examination through open school. She aspires to buy a small apartment in her own name and her son's name after saving for some time. As for domestic violence, she says, "they don't dare now...at least very rarely...I know all the laws! If they harm me or my child in any way, I will walk out and live alone! Earlier I had no choice. Now I don't need my husband to live with dignity."



AGGREGATE WEALTH GENERATED BY
250* WOMEN DRIVERS
 CURRENTLY ON THE ROAD
 EARNING AN AVERAGE OF
INR 10,000 /\$ 149.8 PER MONTH

INR 3,00,000,00
\$ 445,563 / ANNUALLY

THESE
 DRIVERS
 ARE
 ABLE TO



Lay claim to public space and gain visibility



Become main breadwinners of the family, doubling or even tripling the family income



Have bank accounts and insurance



Retain control over their income and buy assets such as property in their own name



Delay their marriage, choose their partners, enhance bargaining power within families, walk out of abusive relationships and take decisions regarding childbirth



Win awards and distinctions and get invited to national and international forums for sharing of experiences



*It is a dynamic number that keeps changing as women move between jobs.
 It is a conservative aggregated estimate as of 31 March 2016.

REACHING OUT TO COMMUNITIES



186

BASTIS* COVERED
OUT OF WHICH 120 BASTIS
WERE APPROACHED FOR
THE FIRST TIME



86142

PERSONS

TOTAL OUTREACH FOR WOW
DIRECT AND INDIRECT**



436

WOMEN

TOTAL ENROLMENT FOR WOW

TOTAL OUTREACH FOR
AZAD
2015-16

DELHI, JAIPUR,
KOLKATA, INDORE



18 GROUPS WITH 197 MEN

FORMED THROUGH THE MEN FOR GENDER
EQUALITY PROGRAMME

DELHI AND JAIPUR



153

ADOLESCENT GIRLS

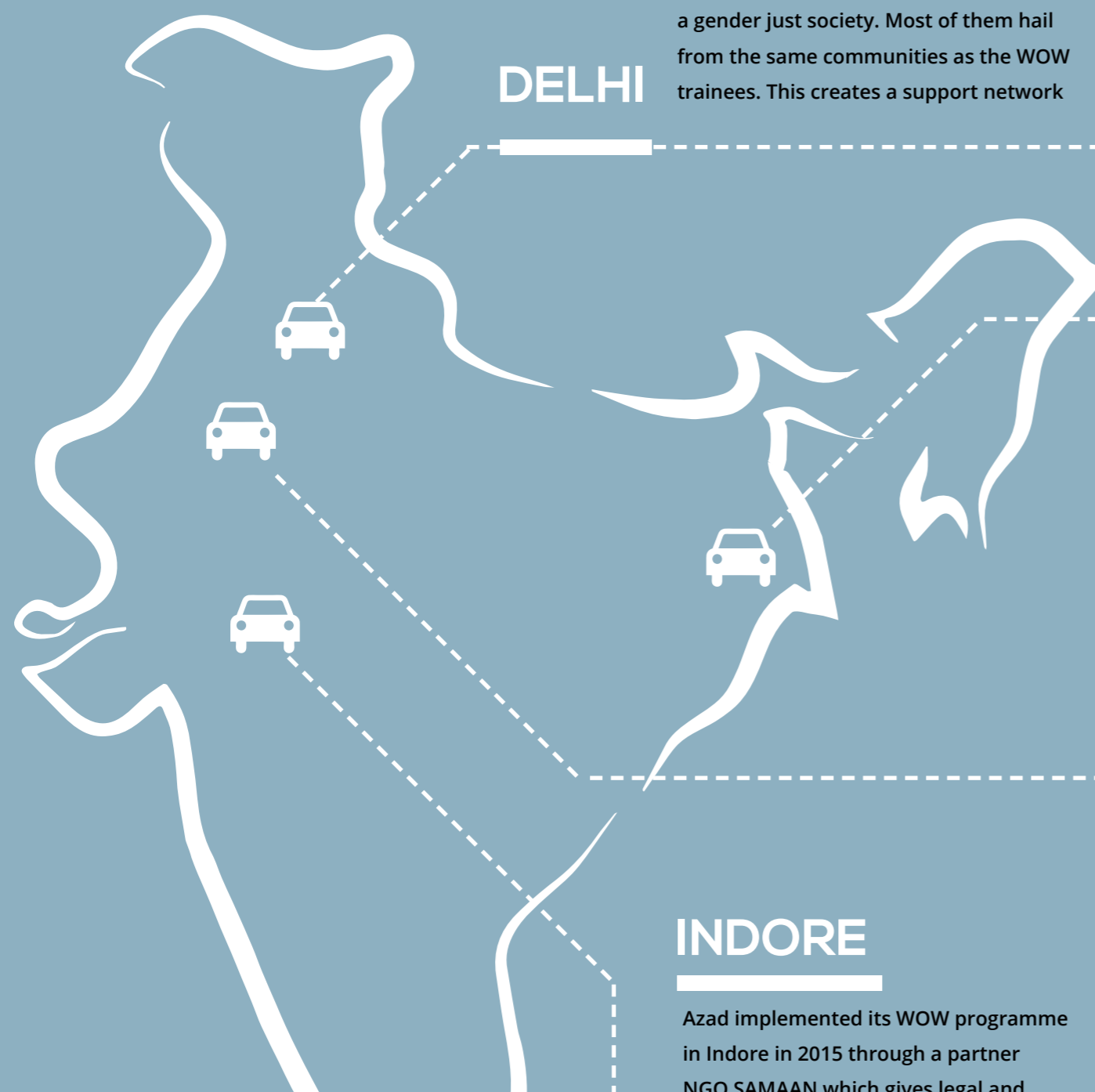
REACHED THROUGH AZAD KISHORI IN JAIPUR

**Bastis are urban resettlement colonies where poor people live*

*** Direct outreach refers to face to face contact and detailed information of an interested person obtained through activities such as door to door survey, community meetings and focused group discussions. Indirect outreach refers to people who may have come to know about WOW and are made aware of women's rights through mass contact programmes such as Canopy, Mike Campaigns, pamphlet distribution etc.*

SNAPSHOTS

OF WORK IN COMMUNITIES ACROSS VARIOUS CENTRES AND PARTNERS OF AZAD FOUNDATION



DELHI

The Men for Gender Equality programme works with urban, resource poor men in the age group of 18-25 years with the belief that men too can become change agents and actively contribute to creating a gender just society. Most of them hail from the same communities as the WOW trainees. This creates a support network

for WOW trainees in their own communities. Azad forms groups of these men and undertakes several programmes such as training, film shows, street plays and informal discussions through which gender myths can be busted and men themselves start questioning hegemonic and oppressive masculinities that restrict both women and men from attaining fulfilling lives.



KOLKATA

The Women on Wheels Programme was launched in Kolkata in July 2015 with mobilization undertaken in partnership with Thoughtshop Foundation which has a large community base in the city. Azad's own staff and trainees have also participated in several mobilization programmes organized by Thoughtshop Foundation. Significantly, Azad is facilitating legal,



psychological and social support to survivors of violence from among the trainees. This increases their wellbeing and enables them to overcome challenges faced during the training process. Sakha was launched in Kolkata in February 2016 and was received with great enthusiasm and fanfare in the city. The first batch of trainees is currently being placed as private chauffeurs.

JAIPUR

The Azad Kishori programme was piloted in Delhi in 2014, following which Jaipur began the first round of implementation in 2015. Driven by the aim of creating awareness and perspectives on gender, patriarchy, sexual and reproductive health and livelihood choices, workshops were conducted with adolescent women aged 14-17 in schools present in resource poor communities. In the last year a total of 153 adolescent girls participated in the programme. 12 day workshops (2-3 hours each day) were held in 4 private schools, 3 in Sangner and 1 in Shantinagar. Apart from this, a 12 day workshop was held with 18 adolescent girls from various



communities in the Azad office itself. The workshops facilitated awareness of issues related to gender, patriarchy, legal rights for women, sexuality and reproductive health. They also included life skills training (filling forms, using banking system and ATM cards, primary first aid, basics of self defence) as well as exposure to some non- traditional skills (such as electrical work).

INDORE

Azad implemented its WOW programme in Indore in 2015 through a partner NGO SAMAAN which gives legal and other support to survivors of domestic violence. SAMAAN has been successful in mobilizing women from the communities of survivors and their families and friends. Their first batch of professional chauffeurs are ready for employment, 4 have already started earning.

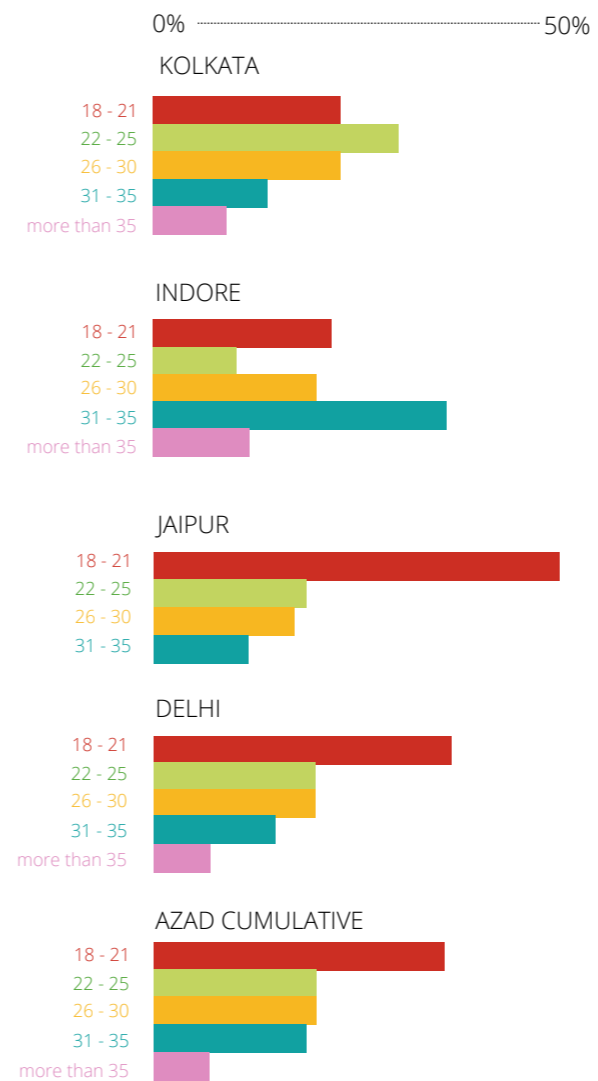


A DREAM FOR A POSITIVE CHANGE



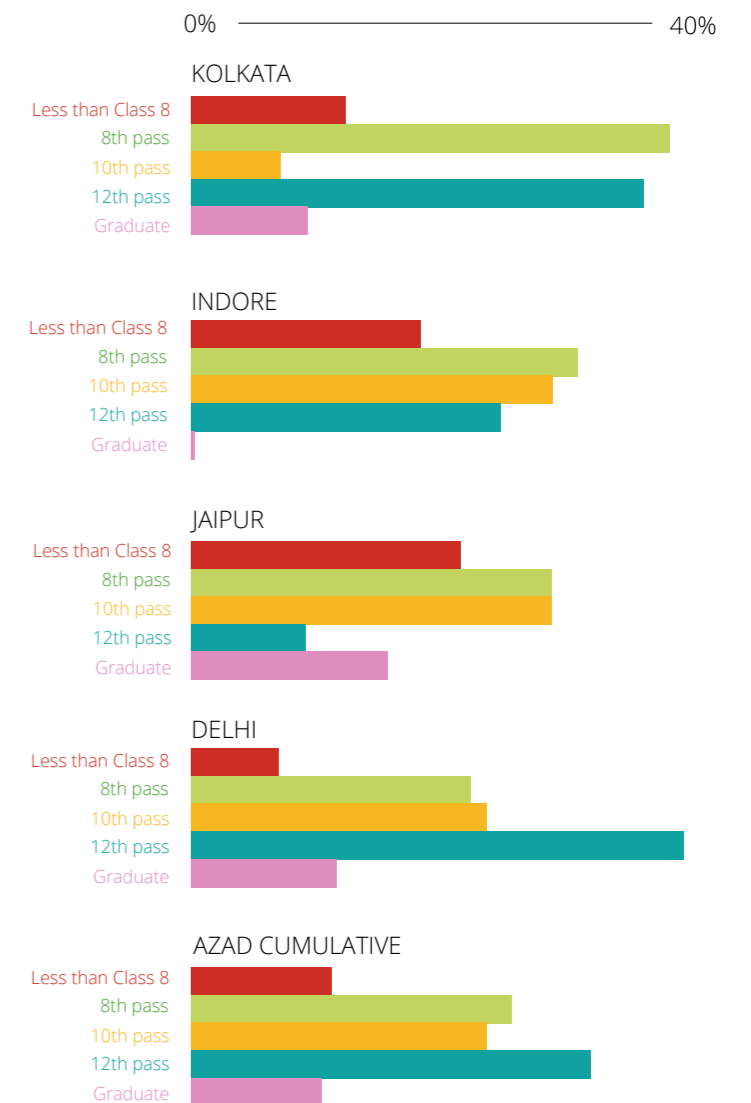
SOCIO-ECONOMIC PROFILE OF TRAINEES IN WOW

AGE PROFILE



Majority of the trainees (56%) in Azad as a whole, are between 18-25 years of age. In Indore, however, the majority of trainees belonged to the age group 31-35 because SAMAN had mobilized from their existing community base of survivors of domestic violence, most of whom belonged to the higher age bracket.

EDUCATION PROFILE



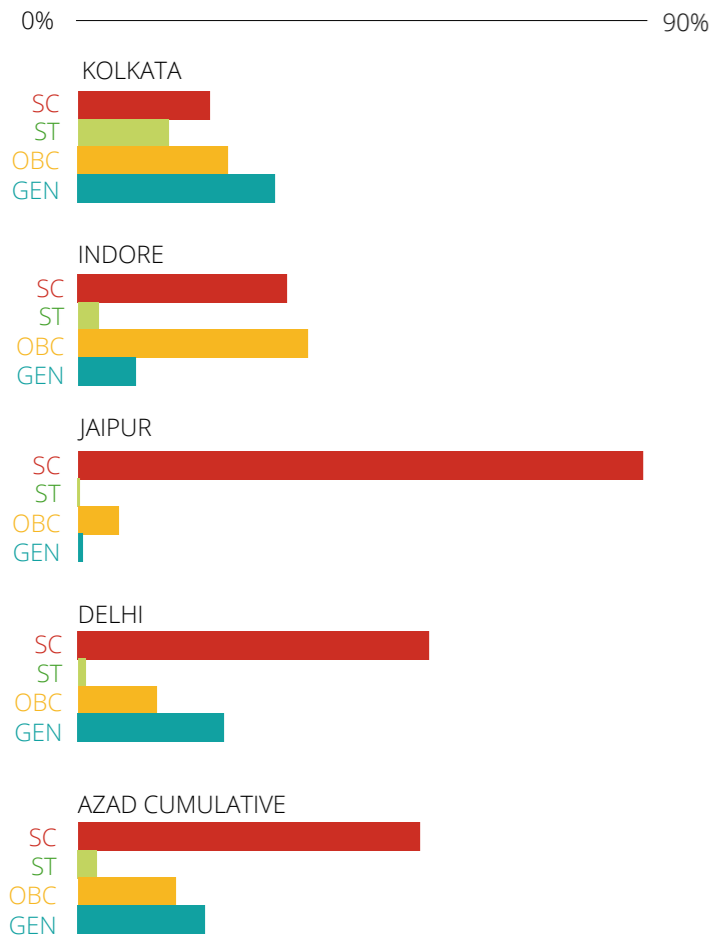
In Kolkata, Indore and Jaipur, the majority of trainees had just completed their 8th standard of schooling which is the minimum qualification for entry into the training programme. However in Delhi, the largest programme of Azad, the majority of trainees had passed standard 12th, thereby impacting the overall Azad figures. What is equally interesting however is that a total of 10% of Azad trainees (across all centres) were graduates which points to the limited options for employment available to resource poor women even after they complete college education.

INCOME PROFILE



Taking all centres of Azad together, 59% trainees came from families earning less than 8000 INR per month. In Kolkata, the economic background of trainees is even worse, with 60% coming from families earning less than 5000 INR per month. Apart from the fact that Azad is able to reach out to the economically poor women, the significance of this lies in the fact that a trainee, after gaining employment, starts with a salary that is as much or more than her total family income. This not only ensures a doubling of family income but positions the woman as the highest income earner in her family.

CASTE PROFILE

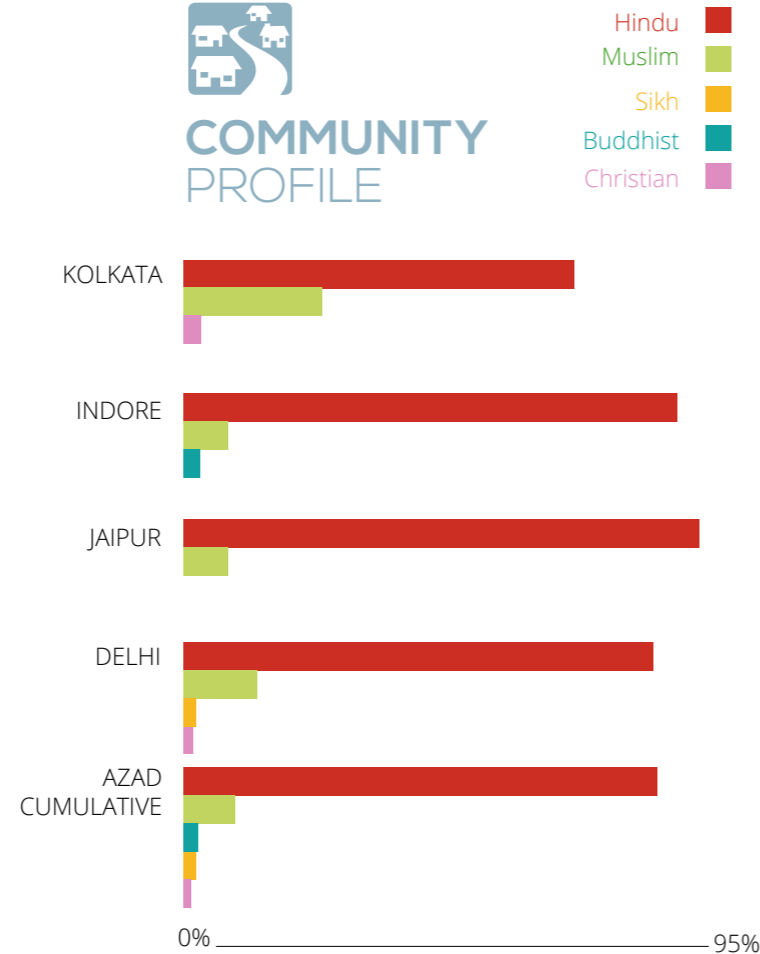


SC: SCHEDULED CASTE
ST: SCHEDULED TRIBE
OBC: OTHER BACKWARD CLASSES
GEN: GENERAL

More than 91% trainees in Jaipur belong to the Dalit community. For Azad as a whole, 77% trainees (more than two third) belong to the socially deprived communities (SC, ST, OBC). Thus Azad reaches out not only to the economically poor but also the socially deprived.



COMMUNITY PROFILE



While most of the trainees in Azad as a whole belong to the Hindu community, nearly one fourth of the trainees in Kolkata are from the Muslim community.

BUILDING LIVES AND LIVELIHOODS

WOMEN ON WHEELS TRAINING



TECHNICAL MODULES



LEARNER'S MODULE
MARUTI DRIVING SCHOOL
PERMANENT LICENSE
ON ROAD PRACTICE
SELF DRIVE
MAP READING



SELF DEVELOPMENT MODULES



ENGLISH COMMUNICATIONS
FIRST AID
WORK READINESS



EMPOWERMENT MODULES



SELF DEFENCE
GENDER AND LEGAL RIGHTS
SEXUAL AND REPRODUCTIVE HEALTH

WOMEN ON WHEELS

DATA SNAPSHOT

The total enrolment of Azad increased over the last year (2014-15) by 60.88%, number of Learner's License increased by 50%, Permanent License increased by 69.63%, and Employability test pass increased by 93.65%. In the year 2015-16, out of 436 enrolments, about 73% were able to acquire their LL. Out of those who acquired LL (318), 72% were able to achieve their PL. Out of those who obtained their PL (229), 53.2% passed the employability test. The corresponding figures for the year before were 78%, 63% and 46% respectively. Thus except for LL, the performance on all

other indicators were better this year, compared to the last year. In fact, the percentages for Learner's License and Permanent License would have been higher this year but for the fact that a number of trainees mobilized by the NSKFDC (see next page for details) came after having obtained their LL and PL. Thus, we are happy to report that despite greater coverage and expanding to new cities, Azad Foundation was able to improve its efficiency indicators over the last year.

	TOTAL ENROLMENT	LEARNER'S LICENCE (LL)	PERMANENT LICENCE (PL)	PASSED EMPLOYABILITY TEST
KOLKATA	43	38	12	8
INDORE	50	45	33	8
JAIPUR	68	56	48	18
DELHI	275	179	136	88
TOTAL	436	318	229	122

REFLECTIONS ON THE YEAR GONE BY



Over the last year we have seen significant market opportunities opening up for women drivers. Mainstream Radio Taxi Companies and app based taxi services have come up and either launched 'women driven cabs' or made explicit statements in the media committing that they would be hiring thousands of women drivers. This clearly indicates an acceptance of the idea of "women as professional drivers" in the market. Whether the market will learn what it takes to recruit and then retain women professionals is another challenge that perhaps the next few years will tell us. Markets have not generally supported women in work places and the more unorganised the market place is, the more difficult it will be to influence it.



NABANITA, KOLKATA:
After training, I feel I have wings...I can fly.

LAXMI, SOUTH DELHI:
I really enjoyed the gender module-I learnt to speak up against the daily beating at home. I also learnt about my own body during training. It was an eye opener! Now I share these with my women relatives and neighbours.

MADHU PAWAR, JAIPUR:
I liked self-defense the best. We were taught how not to tolerate any nonsense on the road. Though I have not had a need to use it, I am sure I will be able to punch if required!

Azad has consistently maintained that training of resource poor women in non-traditional livelihoods where earnings are remunerative requires a lot more time and resources than the dominant skill building discourse promotes. Last year we achieved a small crack in this discourse when National Safai Karamchari Finance and Development Corporation (NSKFDC) agreed to the terms (as advocated by Azad) and decided to partner with Azad for training women as drivers across Delhi and Indore.



In our understanding, the resource poor in India are located within the intersectionalities of gender, caste, class, religion and other marginalities. An analysis of the profile of trainees reflects this. It validates our belief that mere skilling programmes that only focus on acquisition of technical skills and not on social aspects will not be effective when working with resource poor women.



Azad has been able to significantly reduce 'walk outs' during the last phase of training (post acquisition of Permanent License). However walk outs during the first month (42% of total walk outs) still remains a challenge. A study of women who decided to walk out of the WOW programme revealed that most people walk out at this stage due to family pressure and the requirements of a rigorous training course.

RUPA, SOUTH DELHI:
When we are born, we go by our father's name, after marriage, our husband's name....I have got an opportunity now to make my own name.

UNIQUE INITIATIVES



ACADEMY A LABORATORY ON GROUND

The WOW Academy started in 2015 as a pilot project in Jaipur. The objective is to take WOW to those places where Azad is not present, directly or through a full-fledged partnership. The Academy provides residential WOW training to resource poor women mobilised by NGOs in their home cities. Once their training is completed, the NGOs take responsibility of placing the trainees as private chauffeurs. In 2015-16, 9 trainees came to the Academy-5 from Ajmer (Rajasthan), 1 from Kota (Rajasthan), 1 from Dharamshala (Himachal Pradesh) and 2 from Ahmedabad (Gujarat). The women have completed their training and at the time of writing this Report, 5 of them were reported to be in active employment in their cities owing to the efforts of the NGOs that sponsored them. Thanks to our partnership with Janvikas and SAATH, these organisations are now implementing WOW in Ahmedabad directly.

LALITA, INDORE:
I loved learning to drive because I always wanted to do it. I loved English too though I need to learn more. If you know both driving and English, you don't have to depend on anyone during difficult times.

FERRARI CLUB A WOMEN'S COLLECTIVE

Ferrari Club is a collective of trainees and chauffeurs to provide support and space for sharing. Ferrari Club started in Jaipur with 7 members in April 2014 and by the end of March 2016 the membership increased to 114 members. The Club takes part in the mobilization activities for WOW, Jaipur through organizing campaigns and street plays in the Bastis. In fact the

Ferrari Club was successful in enrolling 22 trainees for WOW in 2015-16. The members of the Club visited Barefoot College in Tilonia, Rajasthan, as part of their exposure and fun-learning experience.



PINKY, EAST DELHI:
The communication teacher taught me how to converse better. Earlier, I could not make eye contact with anyone. Now I can speak without any inhibition.

WALK OUT STUDY



Azad conducted a qualitative study on trainees who had 'walked out' during the training process in Delhi and Jaipur in the period 2009-2015. The objective of the study was twofold: one, to understand whether or not the training process and exposure at Azad enable women to release their agency in making choices for their lives, even if they are unable to complete the programme; two, to analyse some of the primary reasons for walking out so that we can support women better in the challenges they face during the training. 30 open ended interviews were conducted across Delhi and Jaipur. Out of the 30, 16 women were earning through professions like teaching, paid care work, factory work, self-employment (shops, piggery) and one was a professional dancer. Monthly personal income ranged from INR 2000 to INR 15,000. The rest 14 women did not earn. Some of the principal reasons for walk outs are:

- Family violence and opposition to driving training
- Time poverty because of non-negotiable unpaid domestic and care work
- Opportunity cost of training in terms of income lost owing to full time training
- Lack of confidence leading to inability to accept and respond to critical advice by faculty.
- Dissatisfaction with job obtained after training owing to distance from home.
- Problems with employers who expected that being women, they would perform domestic chores despite the fact that Sakha was clear in specifying that they would work only as professional drivers.
- Alternative opportunities or goals such as mainstream education, dancing profession. etc.



All the respondents fondly remembered the classes on Self-Defense, English and Gender. They spoke about the joy of driving, especially those who had reached the stage of self-drive (just prior to employment). About 85% respondents observed that the training led to positive changes that continue to this day. These relate to increased courage, confidence, mobility and the awareness of rights. The following comments by walk outs point to the range of empowering experiences in their lives.



RESHMA, DELHI
When I was training, I would feel like I could stand on my own feet, I could do anything. Because of that I feel like I'm living my life freely today.

POONAM, DELHI
I have made my daughters fearless. We go everywhere. Mother and daughter both! Even in the night! We don't feel scared.

SANTOSH, DELHI
I lived in the fear of that voice (husband's) but that fear isn't there anymore. I told him I'd wear whatever I wanted; he could marry someone else if he wanted.



PINKY, JAIPUR
A lot has changed - the way I live, my body language, the way I speak.

ANJU, JAIPUR
If someone says anything nasty to me now, I know how to give it back to them. Even if another woman is getting harassed... even if something happens at 12 o'clock at night in these lanes, I will jump out to go see.



NETWORKING

AND TOWARDS A
FAVOURABLE ECO-SYSTEM



ZERO TOLERANCE FOR VIOLENCE AGAINST WOMEN



One Billion Rising Campaign is a global campaign to end violence against women. Beginning early December 2015 and culminating on 14 February 2016, Azad organized different kinds of activities through all its centres, sometimes independently, sometimes in collaboration with women's rights groups. In Kolkata, the Sakha launch was organized on 14 February, attended by the Chairperson, West Bengal Commission for Women and Minister, Department of Women and Child Development and Social Welfare, Government of West Bengal. In Jaipur, street plays and discussions were organized in local colleges, shopping malls and at the Rajasthan Police Academy. In



North, South and East Delhi, street plays, film shows, musical programmes, flash mobs and discussions were organized at 13 Bastis reaching 20000 people. Another major event was a bike ride led by Deepa Malik, an Arjuna Awardee with chest below paraplegia. The Delhi women bikers (Bikernis) and differently abled bikers (Wheeling Happiness) were part of the riding team.

These campaigns brought together trainees, drivers, community members, civil society organizations and Government departments, creating solidarities and increasing the public visibility and social capital of Azad trainees and Sakha drivers. Further, for many of Azad's trainees and Sakha drivers, this was their first opportunity at public performance, be it through flash mobs or mike addresses. When a vast network of individuals and organizations honoured these women amidst their community members in the Bastis, it increased their respect and recognition manifold in their own communities.

WORKSHOP COLLABORATION WITH ASPBAE



Azad and ASPBAE (Asia South Pacific Association for Basic and Adult Education) organized the Asia Pacific Regional Workshop on Gender, Education, Skills and Work from 26-29 October, Delhi. About 50 participants from across 20 countries were part of the Workshops. A Youth Workshop prior to the Conference was also organized at the Azad office. The aim of the Youth Workshop was to create a forum for experience sharing and hear the voices of the socially and marginalized youth on the question of gender, skills and employment and their expectations from policy makers. The Regional Workshop was also successful in creating a platform for learning, exchange and analysis of the relationship between gender, education, skills, and TVET which will help influence emergent government plans and programmes in the context of the new education agenda 2030. (For a detailed Report of the Workshop, please visit our website.)



VOICES FROM THE MARGINS



AZAD PARINDE

Azad Parinde (*lit.* free bird) is a quarterly newsletter published by Azad for trainees, drivers and members of their community. It is used sometimes also as a mobilization material. The newsletter brings together the news from the various centres of Azad and Sakha. Each issue is based on a particular theme and carries stories, experiences and poems written by trainees and drivers, apart from some general articles on that subject. Along with voluntary contributions, writers' workshops are also conducted with trainees, encouraging them to express their views and feelings. In 2015-16, three issues of Azad Parinde were published, one on the experience of Learning (based on the



Learning Journeys undertaken by the Azad team in 2014), one on the idea of Freedom (Independence Day issue) and one on Empowerment. The Empowerment Issue focused on the trainee's own understanding, expressions and experiences of empowerment. Trainees expressed themselves through life narratives, poems and posters. Certain articles on renowned women achievers as well as important women's movements were also featured in the newsletter.

LADY DRIVER

Lady Driver is an edited book containing stories of personal transformation in the lives of women trained by Azad Foundation. The initial draft in Hindi language is ready for publication and English translation of the same is in progress. Over the years, Azad Foundation has been able to create enabling conditions for many women to empower themselves and to bring about positive changes in their lives. Many of these women have also influenced Azad's own understanding of social change and personal transformation. In some cases the process of empowerment is manifested by renegotiating early marriage, in others by asserting their sexualities, saying no to violence they face in personal and public spaces or investing in education for children/siblings/self. Each individual who gets on this journey has a unique and distinct story to tell. Lady

Driver brings to light the unheard stories of struggle and transformation from the margins, not all of which fall in a straight line. It captures the nuanced and complex processes of empowerment and agency where women challenge, subvert, succumb and rise again, travel new roads, come up against dead ends and begin searching once more. These are stories from the ground that will become inspiration for the organization as well as other women who are on the same journey.



STRENGTHENING OUR CAPACITIES



Azad believes that to create enabling structures for empowerment of resource poor women, the organization needs to empower its own staff through planning, perspective building, capacity building, skill development, sharing and exchange.



A regular feature of our capacity building programme is half yearly and annual reviews at each centre of Azad, understanding and analyzing performances, procedures and coordination and creating a road map for the future. In the last year, Azad also undertook several special training programmes in which different staff members participated. A major training was the residential Gender and Sexuality training attended by the entire staff of Azad in December 2015. The workshop was facilitated by renown feminists Kamla Bhasin and Pramada Menon.

Training programmes and workshops attended by different staff members in 2015-16 include:

- Training on Sexual Harassment at the workplace organized by Partners for Law in Development (PLD) in August 2015
- Child Protection Policy Workshop organized by Human Dignity Foundation in September 2015
- Training on sexuality organized by CREA, a feminist human rights organisation in January 2016
- Training on gender organized by Jagori, a feminist organization in May 2015
- Training on Human Rights organized by Peoples Union for Civil Liberties (PUCL) and Institute of Development Studies, Jaipur in June 2015
- Training organized by Indian Society for Applied Behavioural Science (ISABS) in November 2015
- Workshop on "Revitalizing an Ethic Guided and Values Driven, Effective and Lively Organization in a Threatening Socio Political Environment" in Feb 2016
- Training of Trainers (TOT) for Training Faculty in August 2015
- Training of Mobilisers in the Outreach Programme conducted in-house in November 2015.

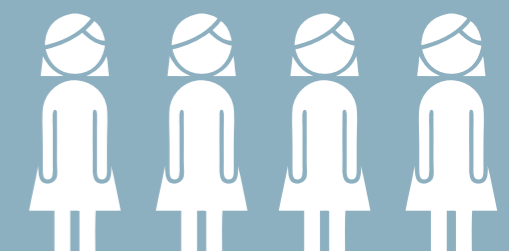
REPORT OF THE INTERNAL COMPLAINTS COMMITTEE



This year the Internal Complaints Committee (ICC) was reconstituted in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The ICC comprises internal staff members and external experts in accordance with the provisions of the Act. The work undertaken by the ICC are:

- Revision of the ICC policy in line with the new guidelines.
- Workshop with the ICC members and Senior staff members of Azad conducted by Ms Madhu Mehra from Partners for Law in Development (PLD), a legal resource group on women's rights in New Delhi.
- Dissemination of information about the Act and Azad's policy (based on the act) at all centres of Azad

- Putting up ICC guidelines and names and contact numbers of ICC members on notice boards in all offices of Azad
 - Staff orientation and development of IEC materials in the pipeline.
- No complaint has been received by the ICC in this year.





SAKHA - OUR FRIEND CREATING EMPLOYMENT

Sakha, the commercial arm of the Women on Wheels enterprise, provides employment to the qualified women drivers. Sakha also aims to provide safe and alternative transport options to women in selected cities of India. Sakha offers private chauffeurs for individual women and families and also runs a car hire service in Delhi and recently in Jaipur. Apart from car hire by individuals, Sakha has institutional tie ups for commercial service with important organisations like PWC, G Adventures, Luthra & Luthra, US Embassy, FCM Solutions, British High Commission etc.

NEW SAKHA
LAUNCHES
Placement services
KOLKATA, INDORE
Commercial services
JAIPUR



92
TOTAL
NUMBER OF
DRIVERS IN
PLACEMENT
AS OF 31
MARCH 2016
DELHI, JAIPUR &
INDORE

20
TOTAL
NUMBER OF
COMMERCIAL
DRIVERS AS OF
31 MARCH 2016
OPERATIONAL IN
DELHI AND JUST
STARTED IN JAIPUR

15
TOTAL
NUMBER OF
SAKHA CARS
AS OF 31
MARCH 2016
DELHI AND JAIPUR

AWARDS AND HONOURS TO DRIVERS IN 2015-16

SRL Diagnostics honoured driver Omkari on the occasion of International Women's Day in 2015.

Driver Geeta was invited for an interview by NDTV in Delhi for a program called Sapno Ka Udaan (*lit.* Flight of Dreams). She and other participants were then then flown to Jaipur and back to fulfill their dream of flying in an airplane. The programme was telecast on August 14, 2015, on the eve of India's Independence Day.

Driver Lalita was invited for a UNESCO meeting held at Bangkok in October 2015. Her visit was supported by ASPBAE.

OTHER HIGHLIGHTS FOR 2015-16



Driver Sunita met the **Duke & Duchess of Cambridge** at the British High Commission in Delhi on 12 April 2016.

Students and teachers from Duke University, North Carolina came to meet Sakha drivers in Delhi in April 2016 to learn about the Azad- Sakha model and to understand the social impact of this model.

The Sakha Team was invited by their favourite brand ambassador and famous movie star **Aamir Khan**

during the shooting of his latest movie 'Dangal' in March in Delhi. Amir Khan always uses Sakha services during his stay in Delhi.

Drivers Shanti and Khushi met **Mark Rutte**, Netherlands Prime Minister and **Lilianne Plouman**, Minister of Foreign Trade and Development Cooperation in June 2015. They had the honour of also driving the Prime Minister in a Sakha cab.





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.

INSTITUTIONAL DONORS

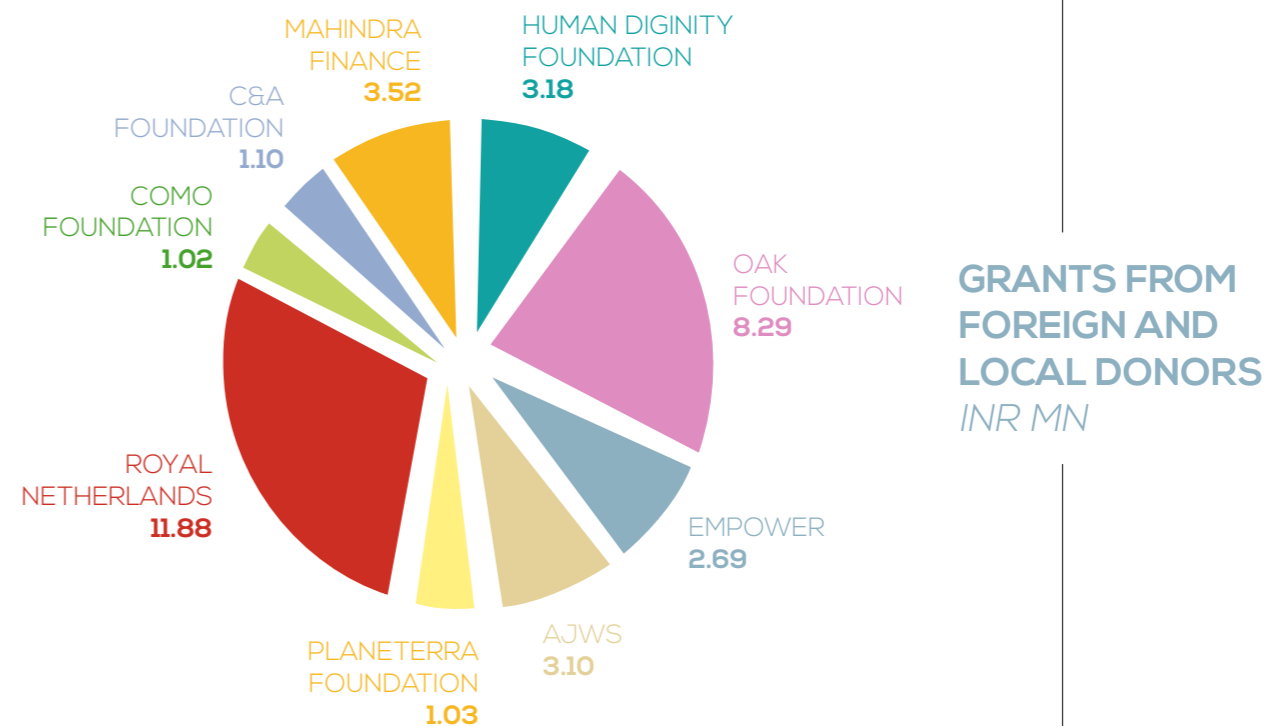


INDIVIDUAL DONORS

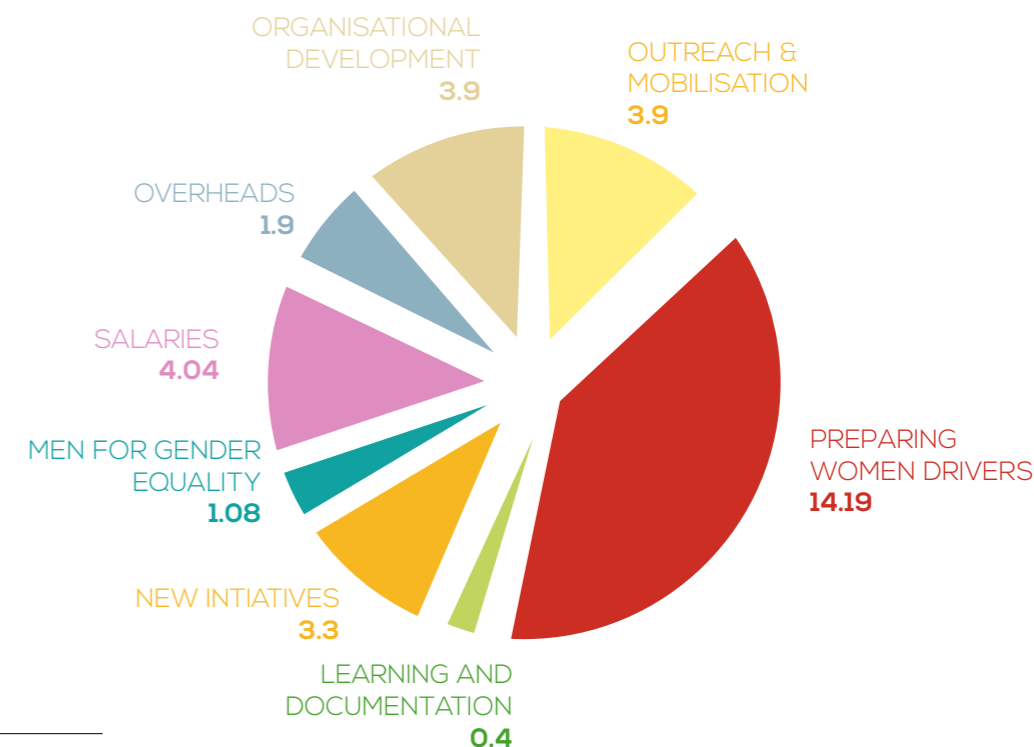
- | | |
|--------------------|----------------------------------|
| Alexander Dinhobl | Nikolaos Ioannou |
| Alok Kaushik | Rattan Singhania |
| Anne Sofie Fischer | Shivani Mohan |
| Balvender Sohdi | Vikas Goswami |
| Deepa Mardolkar | Vishal Kalucha |
| Gunnar Mahlmann | Convergys India Services Pvt Ltd |
| Helle Fischer | |
| Jas Sodhi | |
| Kanika Agarwal | |
| Meghna Ramaswamy | |
| Michal Miskech | |

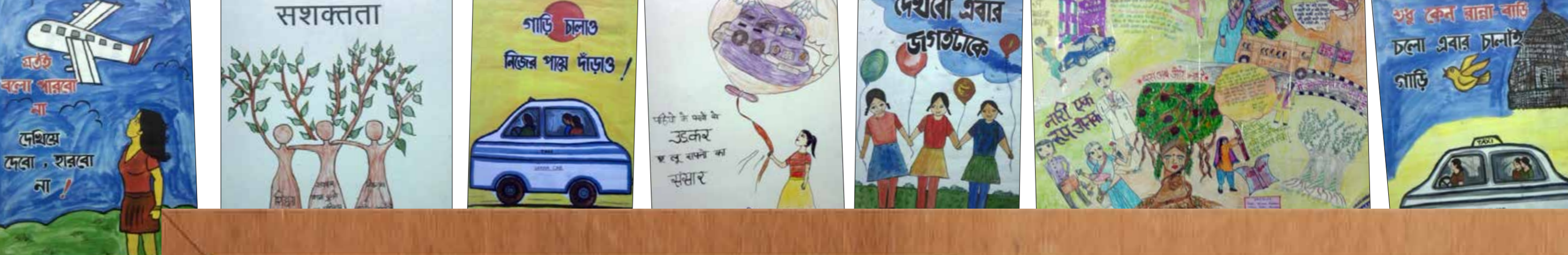


GRANTS AND UTILIZATION 2015-16



UTILIZATION (INR MN)





REALISING
EMPOWERMENT
POSTERS
MADE BY AZAD
TRAINEES

AZAD FOUNDATION IN THE NEWS

Women Drive Wheels Of Change

11 Gutsy Homemakers Train To Be Chauffeurs, Smashing Social Barriers And Stereotypes

11 Gutsy Homemakers Train To Be Chauffeurs, Smashing Social Barriers And Stereotypes

11 Gutsy Homemakers Train To Be Chauffeurs, Smashing Social Barriers And Stereotypes

11 Gutsy Homemakers Train To Be Chauffeurs, Smashing Social Barriers And Stereotypes

सहजता

गाड़ी चलाओ

निज्जर शाल दौड़ाओ!

परिप्रे के पल्ले के उडकर ए वू अपने का संसार

वहने के पल्ले के उडकर ए वू अपने का संसार

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

WHEELS UNDER THEIR FEET

Women-only chauffeur services are a reality in other cities. As it makes an entry in Kolkata, it meets the needs on the drivers' seats

Women-only chauffeur services are a reality in other cities. As it makes an entry in Kolkata, it meets the needs on the drivers' seats

Welcome move

Women-only chauffeur service ready to hit road

Women-only chauffeur service ready to hit road

शहरे लाञ्छारि टाञ्छिते ए वार महिला चानक

शहरे लाञ्छारि टाञ्छिते ए वार महिला चानक

शहरे लाञ्छारि टाञ्छिते ए वार महिला चानक

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

खुद और बच्चों को पढ़ाने के लिए चला रही कैब

ये हैं जयपुर की पहली तीन महिला कब ड्राइवर

ये हैं जयपुर की पहली तीन महिला कब ड्राइवर

ये हैं जयपुर की पहली तीन महिला कब ड्राइवर

D-Day for Kolkata's first female chauffeur

D-Day for Kolkata's first female chauffeur

D-Day for Kolkata's first female chauffeur

अब शहर में तैयार होगी प्रोफेशनल महिला ड्राइवर

अब शहर में तैयार होगी प्रोफेशनल महिला ड्राइवर

अब शहर में तैयार होगी प्रोफेशनल महिला ड्राइवर



ABOUT AZAD FOUNDATION



We are a professional feminist organization working across social and religious divides to enable resource poor women to empower themselves by engaging them in viable non- traditional livelihood options

We are committed to breaking patriarchal boundaries and structures so that the women can exercise control over their lives and live a life of dignity

We do this through transformative capacity building programs around the self and the skills needed for NTL, based on adult learning principles

We engage with both men and women in their communities so that both can construct a safe and supportive space for their development

We envision a world where all women (in particular, women from underprivileged contexts) enjoy full citizenship, earn with dignity and generate wealth and value for all

Our mission is to equip resource poor women so that they excel as professionals and/or entrepreneurs, and earn a “livelihood with dignity” in jobs and markets that have traditionally been closed to them

Everything we do is driven and based on our values:

- We are inclusive across social, cultural, linguistic, sexual choices and other differences
- We are secular
- We exercise dignity & respect for one and all
- We take responsibility for our learning and our actions
- We are professional about our commitments
- We are transparent and accountable in all our processes



Azad Foundation

SOUTH DELHI

F-26, First Floor, Kalkaji, New Delhi- 110019
Ph: 011 49056322

F-36, First Floor, Kalkaji, New Delhi- 110019
Ph: 011 49053796

NORTH DELHI

B 5/2, Model Town-1, Near Model Town Metro Station, New Delhi-110009
Ph: 011 45566088

EAST DELHI

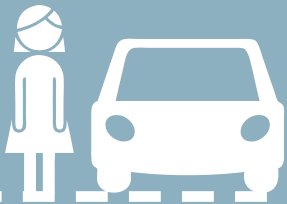
G-14-G, Gali No. 5, Arjun Nagar West, New Delhi- 110015

JAIPUR

5-D, Jhalana Institutional Area, Jaipur-302004
Ph: 0141 2704475

KOLKATA

12/5, Selimpur Road, Kolkata-700031



For more details on Azad Foundation and its work, please refer to
WWW.AZADFOUNDATION.COM

For more information about Sakha please visit
WWW.SAKHACONSULTINGWINGS.COM

27 870 8888 | www.sakhaconsultingwings.com



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