"At a leadership simulation camp attended by me, organized by The Hunger Project, I was educated about the importance of women’s political participation in the Panchayati Raj system. Inspired, I decided to contest the upcoming Panchayat elections as I wanted to contribute towards working for the development of my village. However, with the introduction of a clause that debarred people who did not have toilets in their households from contesting elections, I too effectively became disqualified from contesting the elections. My dreams were shattered but I decided to fight this injustice along with the rest of the community. We gathered together and protested at the Block Office. The unpopular clause was eventually withdrawn by the Government. I proceeded to contest and win the elections. I am now working to ensure that every household in my Panchayat has a toilet as I am supportive of fundamental goal of sanitation in villages.”
MESSAGE FROM THE COUNTRY DIRECTOR

RITA SARIN | Global Vice President and Country Director | India

With immense pleasure, I present to you The Hunger Project’s (THP) Annual Report for the year of 2016. The report encapsulates an interesting year marked with important milestones for us as an organization. It is a proud moment for me to note that THP’s unwavering commitment towards building and strengthening the political leadership of rural women in the local governance structures of Panchayati Raj Institutions has transcended 16 years and counting. With time and experience, our work with women leaders spread across 6 States of India has evolved in the most rewarding ways.

The programme of strengthening the agency of adolescent girls piloted in 2015 in Karnataka and Rajasthan has gained momentum. It has provided an avenue for adolescent girls and Elected Women Representatives (EWRs) alike to have an intergenerational dialogue as well as promoted the role of Panchayats in securing their rights.

I am also happy to witness the maturing of a fruitful collaboration with the Bhutan Network for Empowering Women (BNEW) towards augmenting the processes of developing the leadership capacities of EWRs in Bhutan. In particular, THP’s SWEEP (Strengthening Women’s Empowerment through Electoral Processes) campaign, a programme strategy to boost political participation of women in local governance systems, has been customized and adapted by BNEW within the socio-cultural and political milieu of Bhutan. Such a productive collaborative venture was made possible through the facilitation of Local Governance Initiative and Network (LOGIN).

A triumphant outcome for THP’s strategy of advocacy and alliance – building was the enforcement of the Uttarakhand Panchayati Raj Act that came into effect in April 2017. The passage of this Act is significant because the Veerangana Federation (THP’s Federation for Elected Women Representatives in Uttarakhand) had been advocating tirelessly for this particular legislation for the past nine years. Veerangana’s determined perseverance towards championing the demand for an exclusive local governance Act in the State finally bore fruit, thereby marking a new chapter in democratic decentralization in Uttarakhand’s political history.

The successful completion of the first ever multi stakeholder outcome assessment in Odisha has been a highlight of THP’s commitment to a robust and sophisticated monitoring and evaluation (M&E) system. The M&E system within THP is defined by the fact that it is constantly evolving and always up for experimenting with new methods and tools which provides critical learning to all levels of program management. This involves, but not limited to the use of technology to capture quality data, and thus, effectively tracks program outputs as well as impact.

We also utilized the visual medium of films to capture the leadership journeys of three remarkable elected women leaders from Karnataka, Madhya Pradesh and Rajasthan. The series of short films (playlist), commissioned with support from the Royal Norwegian Embassy, allow us to put a spotlight on the impressive work done by such women leaders on the ground.

Over the years, our association with the donor-investor community has been cemented firmly. The consistent encouragement and support demonstrated by them towards endorsing THP’s endeavours in the domain of women’s transformative leadership has made our work viable and worthwhile. I would like to expressly thank our funders: American Jewish World Service, Dasra, Forum Syd, Netherlands Ministry of Foreign Trade and Development Cooperation, Ribbin Van Den Hoek Foundation, Royal Norwegian Embassy, The Canadian Fund for Local Initiatives and United Nations Population Fund. Besides the above, I would also especially thank countless individual donors across the globe who support the work of The Hunger Project in India.

In the face of trying challenges like that of entrenched patriarchal attitudes towards women’s leadership roles, navigating the power relations of caste and class and violence against women, THP’s work assumes greater magnitude. It is here that I would like to reiterate THP’s dedication towards guaranteeing a rightful place for women leaders in the local development agenda.
ABOUT THE HUNGER PROJECT

With these directives, THP believes that the active participation of women in political and decision-making processes of local governance will help bring economic and social development to the villages of India.

The Hunger Project (THP) is a global, non-profit, strategic organization committed to the sustainable end of world hunger. With its offices in twenty-two countries worldwide, it implements the programs in twelve countries across Africa, South Asia and Latin America, with an innovative, holistic approach that empowers women and men living in rural villages to become the agents of their own development and make sustainable progress in overcoming hunger and poverty.

The Hunger Project in India, recognizing the importance of women’s role in politics & decision making and deriving its mandate from the 73rd Constitutional Amendment Act (1992) started working with Elected Women Representatives (EWRs) at the local self-governance level in 2001.

In the last 16 years, THP India’s strategies have aimed at politically empowering women in Gram Panchayats. Over a period of time, the organisation has also started recognizing the intersectional systems (caste, class, religion, tribe, qualification etc.) which not just hinder women but also violate their constitutional rights to be a part of the political and electoral processes in the country. THP has seen that these trained elected women leaders take a multidimensional approach to address social, economic and gender inequalities in their villages.

The organization’s interventions also strengthen the commitments made in various national laws, policies and action plans. Through its work, it also promotes, protects and upholds the rights of women under various International Conventions and Policies such as the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979), the Mexico Plan of Action (1975), the Nairobi Forward Looking Strategies (1985) and the Beijing Declaration and Platform for Action (1995).
VISION, MISSION AND OPERATIONAL STRUCTURE

VISION:
A world where every woman, man and child leads a healthy, fulfilling life of self-reliance and dignity.

MISSION:
To strengthen women’s political leadership in local governance in India so that they are effective Elected Women Representatives in their constituencies, and are able to practice good governance, and advocate for social and gender justice.

OPERATIONAL STRUCTURE:
The Hunger Project India has its National Office in New Delhi and six State Offices in Bihar, Madhya Pradesh, Rajasthan, Odisha, Karnataka and Uttarakhand. At present it works across these six states in partnership with 35 local Non-Governmental Organisations (the work in Tamil Nadu was wrapped up in 31st December, 2016). In the last fifteen years, THP India has been able to engage with more than 1,40,000 elected women representatives in Gram Panchayats with an aim to strengthen women’s participation in rural local self-governance.
The core strategies of THP India are rooted in strengthening the leadership of women through capacity building programmes, as also in building an enabling environment for their leadership to be effective. The strategies have two broad thrusts – one focusing on the capacities and leadership of elected women, and the other on building and strengthening the support and engagement of stakeholders and creating support structures for the elected woman.
STRATEGY A:

Strengthen and build women’s leadership towards understanding their roles and responsibilities as well as fostering their engagement with political processes and systems in order to claim and access rights, demand accountability and good governance. This is done through designing and implementing a pre-election campaign for women to participate in a violence free and fair electoral process as voters, candidates, campaigners and polling agents; women’s leadership workshops, technical and knowledge-based workshops, in-depth long term training programmes and facilitating the federation building processes of elected women representatives.

STRATEGY B:

Build an enabling environment so that elected women are able to exercise their leadership effectively in their constituencies and engage with the State to promote their political rights and enhance gender equality. This is done through influencing public opinion by engaging with the Government, media, local administration, parliamentarians, State Election Commission; making Panchayats effective by engaging with the institution of Gram Sabha (local village council); dissemination of information relating to governance and gender justice to the community through resource centers; sensitizing citizens about good governance; building support structures by initiating Jagra Manch (elected women & other women’s forums) at Panchayat level; and advocacy and alliance building by forging partnerships with civil society organizations and other advocacy forums for a policy friendly environment for women to be effective public office holders as well as aid them in emerging as equal participants in the democratic process.

The strategic inputs as part of the two strategies are aligned to the five-year tenure of EWRs, which has been represented in the diagram.

A. WOMEN’S LEADERSHIP WORKSHOPS, FOLLOW-UP WORKSHOPS AND NEED BASED WORKSHOPS

Women’s Leadership Workshops (WLWs) are three-day residential workshops for newly elected or re-elected women representatives, and manifest as the first major capacity building initiative of the THP India’s five-year cycle. Participatory in approach, WLWs are conducted primarily to build confidence among newly elected women, and provide them with information and knowledge about their roles, responsibilities and gender issues in Gram Panchayats. It is the first step towards transformative leadership.

During the reporting period, 20 WLWs were conducted in Bihar, Tamil Nadu, Madhya Pradesh, Uttarakhand, Odisha, Rajasthan and Karnataka involving an outreach of 636 EWRs trained through these workshops.

Follow-up Workshops (FWs) are organised a few months (typically three to six months) after the conclusion of the WLWs, to address the issues EWRs face vis-à-vis their involvement in the Panchayats. The focus is on sharing experiences of achievements, challenges, and other practical concerns raised by the women as elected leaders. In the case of FWs, 14 were organized in Bihar, during which 397 women leaders were reached out to.

EWRs often continue to face challenges while attempting to fulfill their duties in office even after gaining a foothold in local government and decision making systems. The need for additional inputs are expressed by them during workshops, meetings and sammelans (conventions). Accordingly, THP India designs thematic Need-Based Workshops (NBWs) that focus on equipping the EWRs with the necessary information and skills to enable them to address and resolve context specific issues. In the reporting period, 258 NBWs were conducted with 6253 EWRs across the States of Bihar, Tamil Nadu, Madhya Pradesh, Uttarakhand, Odisha, Rajasthan and Karnataka.
B. FEDERATION STRENGTHENING FOR COLLECTIVE ACTION

Federations are formed at the Block-level with representation by the EWRs from multiple Gram Panchayats in that Block. It provides EWRs with a platform for sharing their experiences on common issues, collaborating on projects, advocating for women’s political rights, fighting social injustices and opposing policies that might adversely affect the interests of women and the community. Secular in nature and non-discriminatory in practice, these federations provide EWRs an avenue for co-learning, co-sharing, and collective action, thereby nudging them to work with each other so as to augment the impact of their leadership in the governance and administration of Gram Panchayats. The Hunger Project initially facilitated federation building processes during the third year of the five-year tenure of an EWR. Due to positive feedback, consistent success stories of federations, and repeated requests on the part of elected women themselves for greater and earlier coalition-building, the federation-building process is now built into the agenda of the first year of the five-year tenure cycle of EWRs.

<table>
<thead>
<tr>
<th>Federation Strengthening Activities</th>
<th>Number Of Workshops</th>
<th>Number of EWRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federation Building Workshops</td>
<td>32</td>
<td>1163</td>
</tr>
<tr>
<td>Federation Meeting at State-level</td>
<td>4</td>
<td>117</td>
</tr>
<tr>
<td>Federation Meeting at Block-level</td>
<td>243</td>
<td>8415</td>
</tr>
<tr>
<td>Federation Meeting at Cluster-level</td>
<td>172</td>
<td>3753</td>
</tr>
</tbody>
</table>

C. STRENGTHENING WOMEN’S EMPOWERMENT THROUGH ELECTORAL PROCESSES (SWEEP)

SWEEP is an extensive pre-election campaign that is undertaken in the fifth and final year of a State’s Gram Panchayat election cycle. The key objective of the campaign is to ensure a violence and corruption free election. The campaign aims to increase women’s participation in the entire panchayat election process as informed voters, candidates, electoral officers, campaigners and polling agents. The campaign encourages women to contest from reserved as well as un-reserved seats to claim their political rights.

While the central objective of SWEEP Campaign is to boost women’s political participation in the electoral system, other offshoot goals derived from SWEEP include: preventing outbreak of electoral violence, especially violence against women and minority groups, minimizing the influence of money and muscle power, educating voters to make informed choices by disseminating relevant information about electoral processes and their rights as voters.

With regard to the implementation of SWEEP Campaign, training in terms of orientation and capacity building was provided to 53 field functionaries of the implementing partner organizations. Overall, THP conducted SWEEP Campaigns across 968 Panchayats and 18 Districts in Tamil Nadu and Odisha. The Campaign reached out to 2315 EWRs as well as 94157 other women.

<table>
<thead>
<tr>
<th>SWEEP Outreach (2016-17)</th>
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<tbody>
<tr>
<td>State</td>
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<tr>
<td>Odisha</td>
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<tr>
<td>Tamil Nadu</td>
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<table>
<thead>
<tr>
<th>Key SWEEP Activities</th>
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<tbody>
<tr>
<td>State</td>
</tr>
<tr>
<td>Odisha</td>
</tr>
<tr>
<td>Tamil Nadu</td>
</tr>
</tbody>
</table>

PLW: Potential Leadership Workshop is a one-day workshops that are conducted with aspiring women aspirants to the Gram Panchayat elections, guiding them through various election procedures.

Simulation Camp: is a one-day camp that is held for members of the community to educate them about voting procedures related to electronic voting machines, ballot papers, a guided tour of the voting space etc.

NA: Not Applicable - this indicates that the activity was not conducted in the State.
D. TRAINING OF TRAINERS (TOT) WORKSHOPS

Training of Trainers Workshops (ToTs) are conducted by THP prior to each set of capacity building initiatives for the EWRs. Trainers and team members of THP’s local implementing partner organizations are trained by the Master Trainers in these workshops. It is an intensive process designed to equip the trainers to conduct the WLWs, FWs, NBWs and orientation workshops on federation building at the community level. Each one of these trainings comprises of imparting of information and knowledge, conceptual clarity and skills on various aspects to achieve THP’s mandate.

6 ToTs on WLWs, Jagruk Manch, ECM and SWEEP were conducted in Uttarakhand, Tamil Nadu, Odisha, and Bihar during the reporting period.

E. JAGRUK MANCH

The Jagruk Manch is an initiative in which groups of present and former EWRs along with non-elected women are formed in order to support the work of EWRs and increase the political participation of women in Panchayats. The members meet at the Gram Panchayat, Cluster or Block- level depending on a particular State’s strategy plan for the year. It also provides a platform for women citizens to engage on governance issues as well as a space to help build their understanding about politics, roles and responsibilities of elected representatives and local bureaucracy. These groups have different nomenclatures in different States and are hence, established as Jagruk Manch in Rajasthan and Uttarakhand, Sajha Manch in Madhya Pradesh, Mahila Adhikar Samukhya in Odisha and Jagruthi Vedike in Karnataka.

During the reporting period, 494 Jagruk Manch meetings have been held at Gram Panchayat and Cluster-level, with a participation of 2652 EWRs in the States of Karnataka, Odisha, Rajasthan and Uttarakhand.

F. MEDIA ENGAGEMENT

Engaging with the local as well as national media is an integral part of THP’s programme strategy. It has proved to be an effective tactic towards attempting to change the negative and cynical mindsets of people regarding women’s leadership in Gram Panchayats. The objective of such of an interaction is to sensitize the media on the achievements and challenges of elected women representatives.

In the reporting period, 23 Media Interface Meetings were organized by THP with the participation of 405 EWRs across the States of Madhya Pradesh and Uttarakhand.

G. INTERFACE MEETING

Interface Meeting constitutes the core aspect of THP’s advocacy strategy. The organisation’s role in these meetings is to facilitate dialogues between the EWRs and representatives from the Government and the local bureaucracy. The EWRs as a collective use this platform to advocate on key problems that they face while carrying out their responsibilities as duty bearers. These meetings also help in developing linkages with parliamentarians, legislators, local administration and line departments (such as Women and Child Development Department; Food and Supply Department; Agriculture Department; Education Department; Health Department etc).

148 Interface Meetings between local authorities and EWRs were conducted in the reporting year, during which 4591 EWRs participated.

“Elected Women Representatives are facilitating the process that enables adolescent girls in the village community to develop their identity as citizens of the Gram Panchayat. This paves the way for future generations of girls to embrace and pursue local governance and local democracy.”

PRATHIMA

Pradhan
Chitta Gram Panchayat
Bidar Block
Bidar District
Karnataka
**Manju Devi overcomes discrimination and social barriers to lead her Panchayat**

**Manju Devi**

Sarpanch

Dhanin Gram Panchayat, Kumbhalgarh Block, Rajsamand District

Rajasthan

The declaration of a reserved seat for women from the Scheduled Caste (SC) community in the Panchayat elections in 2015 presented Manju Devi with an opportunity to stand for elections. Embracing this chance, she emerged triumphant and became the Sarpanch of Dhanin Gram Panchayat.

Contesting the elections was just the first of the many battles that Manju has had to fight in her journey as an elected woman leader that has been mired with several challenges. The fact that Manju hails from the socially marginalized SC community compounded the hostility and resistance faced by her from certain influential sections of society that found it hard to accept her leadership. The patronizing attitude of the Panchayat Secretary who openly discriminated against Manju Devi by refusing to allow her to sit in the chair meant for her in the office added to her woes. He would also deny information to her with regard to relevant Government schemes and Panchayat processes.

Attending a four-day Women’s Leadership Workshop (WLW) organized by The Hunger Project was a pivotal event that ushered in a positive transformation in her life. The workshop provided valuable training and knowledge, orienting Manju Devi about her rights and duties, roles and responsibilities as a leader as well as the intricate workings of the Panchayat’s bureaucratic processes. With her confidence in her abilities boosted manifold times, Manju decided to take the reins of the Panchayat in her own hands by effectively countering the Panchayat Secretary.

An incident presented itself that provided Manju with a chance to stand up for herself and assert her leadership. When the Panchayat Secretary commanded her to blindly sign a cheque, Manju refused to do so and further asked the Secretary to furnish a copy of the proposal that justified the finances. Stupefied and enraged, the Secretary warned Manju of dire consequences for her defiance. Undeterred, Manju proceeded to attend a General House meeting held at the Block Office at Kumbhalgarh, where she lodged a complaint against the behaviour of the Panchayat Secretary. The Block Development Officer (BDO) took note of the case and took action by immediately transferring the Panchayat Secretary to another Panchayat.

Manju Devi is now assiduously working towards the goal of building her Panchayat as an Adarsh (ideal) Gram Panchayat that delivers good governance, fundamental services and facilities to the people as well as includes women and marginalized sections of society as equal citizens.

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**Creative resolution of water problem under Basanti Devi’s visionary leadership**

**Basanti Devi**

Up-Pradhan

Chaursu Gram Panchayat, Garur Block, Bageshwar District

Uttarakhand

Basanti Devi, a resident of Dharamsera village, was elected as the Up-Pradhan of Chaursu Gram Panchayat. Sensitive and kind, she has always been predisposed towards helping people in her village. Thus, under her leadership, she has dedicated herself to undertaking social welfare. Her leadership skills were further honed through her exposure to The Hunger Project’s leadership training programmes for elected women leaders in Gram Panchayats.

Resolving the problem of shortage of drinking water was one of the foremost tasks taken up by her. She put forth a proposal for bringing drinking water to 40 families in her ward to the Pradhan of the Panchayat who was an elected male representative. Seeing Basanti Devi’s zest for doing good for the people, as well as the pragmatic suggestion given by her of replacing old, damaged water pipelines in order to deal with the water problem, the Pradhan supported the proposal. Further, Basanti Devi also envisioned a long-term plan for reviving the traditional water tanks and spring-well sources in the village so as to ensure an assured supply of water in the village. To put this initiative into action, she was able to garner consensus from the people. Today, Dharamsera village enjoys water security.

According to Basanti Devi – “as a leader, I put in my heart and soul in implementing Panchayat work. I try to resolve daunting challenges creatively and always keep the welfare of the people in mind. Inclusive leadership is necessary to ensure that everyone in the community benefits”.

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BRIDGING THE GAP BETWEEN YOUNG GIRLS AND ELECTED WOMEN LEADERS IN VILLAGES OF INDIA

THP’s programme intervention on adolescent girls (AGs) is based on a multi-dimensional and rights-based approach towards ensuring the empowerment of adolescent girls by situating this within the local governance framework. Particularly, the approach focusses on strengthening the leadership of Elected Women Representatives to empower and build the agency of adolescent girls.

THP has been working in partnership with American Jewish World Service (AJWS) by undertaking specific interventions with EWRs on the issue of early child marriage in Rajasthan and Karnataka. A spotlight has been put on multiple vulnerabilities of adolescent girls and elected women leaders have raised issues tabled by adolescent girls in Panchayats, thereby ensuring Panchayats take notice and adequate action to address the same. The programme so far has also enabled adolescent girls to engage successfully in participatory governance as active citizens.

Buoyed by the positive impact the programme has had in Karnataka and Rajasthan, in late 2016, THP has partnered with United Nations Population Fund (UNFPA) to engage with adolescent girls in Bihar, a much needed intervention in a State that is notorious for its dismal statistics related to child marriage. Components of life skills education was introduced to deepen the work with adolescent girls in Bihar.

Programme activities such as meetings with adolescent girls and EWRs in Panchayats are held across the intervention States. In the reporting period, 486 such meetings were held involving the participation of 694 EWRs and 14,774 AGs. The meetings focus on developing strategies and prevention methods to address the issue of early child marriage by initiating a dialogue between EWRs and adolescent girls.

Manju Meghwal (centre)

Sarpanch
Selwada Gram Panchayat
Reodar Block
Sirohi District
Rajasthan
A BREAKTHROUGH PARTNERSHIP TO STRENGTHEN WOMEN’S LEADERSHIP IN LOCAL GOVERNANCE IN BHUTAN

(THP-BNEW-LOGIN Learning-Partnership)

As part of its initiative to scale up the programme strategy of strengthening women’s leadership in local governance at the regional level, THP has forged a learning-partnership with Bhutan Network for Empowering Women (BNEW). The partnership is facilitated by Local Governance Initiative and Network (LOGIN).

Collaborating with such a partnership closely corresponds with THP’s endeavour of building alliances with like-minded organizations in the South Asian region towards fostering the common vision of enhancing women’s political empowerment and nurturing their leadership capacities in local governance.

Under the aegis of this triumvirate partnership, THP shares its knowledge, resources and technical expertise with BNEW to enable the organization in boosting the political participation of women in the local governance system in Bhutan.

THP has transferred its knowledge and learnings in the programmatic area of gender trainings through Training of Trainers (ToT) Workshops. The context – specific and customised expertise shared by THP has allowed BNEW to adapt the programme with seamless dexterity to the socio-cultural and political milieu of Bhutan. The designing and rolling out of SWEEP (Strengthening Women’s Empowerment through Electoral Processes) Campaign for the local government elections of June 2016 is testimony of an increasingly synchronized partnership. Further, to take stock of the scope of learning and review programme processes as well as to devise a comprehensive 5 year strategy plan for BNEW, modelled on the lines of THP’s own five-year programme cycle, a Strategy Building Workshop was held at the National Office in New Delhi in November 2016.

Overall, the evolving collaboration continues to gather pace with more capacity-building and peer-learning exchanges planned for in the future.

INVESTOR VISITS

Investor Visits are an integral part of THP’s strategy to interface with individuals all over the world who not only become supporters of THP-India’s strategy but have also emerged as co-path workers in maximizing THP’s impact in the arena of raising resources for our work with elected women leaders in India.

Essentially, an investor visit is an experiential immersive learning experience in leadership. It introduces investors from THP’s partner-countries to witness the courageous and transformative leadership of EWRs in local governance.

Interactions with women leaders is facilitated during an investor visit to enable investors to learn from the leadership-journeys of such women towards becoming change-agents in their village – communities. The lessons in leadership gained from the deep learning processes embedded in an investor visit are thereafter productively applied by investors to their own personal and professional lives.

Every year THP – India ideally hosts two leadership immersion investor visits from Australia and New Zealand. However, for many years in the past, we have also hosted another investor visit from Europe.

Accordingly, an investor visit involving the Commonwealth Bank of Australia - a multinational bank of Australia, was undertaken in October 2016. While in February 2017, an investor visit with Sovereign Insurance – New Zealand’s largest insurance company, was successfully delivered.
[CASE STUDY]

Determination and resolve to lead and make a difference

Kaida Khatoon
Ward Member
Sugiya Katsari Gram Panchayat, Sheohar Block, Sheohar District
Bihar

Kaida Khatoon, a 55-year old ward member from Sugiya Katsari Gram Panchayat in Sheohar Block, hails from an Extreme Backward Caste (EBC) socio-economic background. She was unaware of the roles and responsibilities associated with being a ward member. In the trainings conducted by THP, she realized the potential of a ward member as an elected representative of the people in bringing about change in the community.

Equipped with knowledge and self-confidence from the trainings, she convened a Ward Sabha meeting during which issues affecting people in her ward were discussed. A pressing issue that was identified and prioritized was with regard to the construction of a road in the area where the Scheduled Caste (SC) community resided. The issue was tabled in the meeting of the Gram Sabha, consensus was garnered in support of expediting the building of the road and relevant authorities were contacted to get it formally sanctioned. A 242 feet long road has been constructed for the sanctioned amount of INR 1.83 lakhs.

The determined and inclusive leadership exercised by Kaida is an example of the facilitative and enabling role that capacity-building training programmes can play in making women shine as effective leaders in grassroots democracy.

[CASE STUDY]

A first-time leader successfully prioritizes bringing drinking water to the community

Saraswathamma
Adhyaksha
Dapparthi Gram Panchayat, Gudibande Block, Chickballapur District
Karnataka

Saraswathamma, a 56 year-old woman is the President of Dapparthi Gram Panchayat and a first-time Elected Woman Representative. Being absolutely inexperienced in the field of politics and local self-governance, she attended leadership training programmes conducted by THP and its partner organization, ASEDA, in Chickballapur District.

Exposure to such trainings, has helped Saraswathamma to successfully shatter patronizing myths relating to the capability of women leaders to govern and lead. The convening of Gram Sabha and Ward Sabha meetings in the Panchayat on a regular basis, that have also witnessed unprecedented participation of the community, is testimony of Saraswathamma’s leadership.

Responding to the demand for potable water in the community, Saraswathamma prioritized this particular issue as a developmental task to be undertaken on an immediate basis. This was especially important in the light of the fact that Dapparthi Gram Panchayat had not been receiving adequate rains.

Though an initiative had been taken by a local Member of Legislative Assembly (MLA) to establish a drinking water unit, yet, this did not bring relief to the community as the water unit was installed in the outskirts of the village. As a result, it remained unused and people continued to face hardship. Saraswathamma doggedly advocated the case for installing another drinking water unit near the village that would be accessible to the entire village community. For this purpose, she would regularly meet the MLA, Tehsildar of the District and Chief Executive Officer of the Zilla Panchayat and pushed them to resolve the issue. Her persistent efforts were rewarded in the end. The fruitful outcome of this incident earned her the trust and respect of the community. As a devoted and hard-working leader, Saraswathamma continues to usher in laurels of noteworthy development to her Panchayat.
KEY ADVOCACY INITIATIVES

THP pursues an advocacy strategy that involves constant engagement with decision-makers by bringing forth ground level realities to influence the policy agenda. It also entails providing solidarity to alliances and engaging with other civil society networks on issues pertaining to food security, social accountability and transparency and most importantly, elected women’s leadership in local governance. Towards this end, some of the key advocacy initiatives are highlighted.
**Key Advocacy Initiatives at National-Level**

**Advancing the Agenda of Sustainable Development Goals in India**

THP has actively engaged with and participated in different forums, especially the UN system that is driving the United Nations Sustainable Development Goals (SDGs) agenda, as it is directly related to our core strategic focus on women. In particular, there is a special emphasis in THP’s advocacy efforts towards connecting with mechanisms and structures that are relevant in advancing women’s rights. This is especially with reference to the implementation of the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) and SDG Goal 5 in order to ensure the centrality of women’s rights in the national plans of India.

**Women Deliver Conference at Copenhagen**

THP-India participated in the 4th Session of Women Deliver Conference was held at Copenhagen from 16th to 19th May, 2016. The conference is the largest gathering on girls’ and women’s health and rights in the last decade and one of the first major global conferences following the launch of the United Nations Sustainable Development Goals (SDGs). Over the four days, THP attended various plenaries, concurrent sessions and exhibits.

**Key Advocacy Initiatives at State-Level**

**Uttarakhand Panchayati Raj Act**

The enforcement of the Uttarakhand Panchayati Raj Act on 4th April, 2016 has proven to be a positive factor in establishing an effective local governance framework in the State. Veerangana Elected Women Representatives’ Federation in Uttarakhand along with THP and other civil society organisations’ networks has, for the last nine years been in relentless pursuit of this key advocacy demand.

**Advocacy on specific issues by EWRs’ federations in THP States**

Advocacy with relevant stakeholders such as media, State Election Commission (SEC), certain State Government Departments etc. towards ensuring violence and corruption free local elections were taken up in Odisha and Tamil Nadu by respective EWR federation members in both the States. In particular, the Ahiba Federation in Odisha took up the issue of advocacy on the long standing issue of two child norm to contest elections. 17 letters from each of the Ahiba Block-level federations were sent by post to the Chief Minister, with copies to the Minister for Panchayati Raj and Law, State Election Commission and District Collectors.

**Follow-up action on previous advocacy successes was achieved in Karnataka through the Joint effort of THP and Sugrama Federation**

This involved the monitoring of proper implementation of the amended Section 46 of the Karnataka Panchayati Raj Act - a provision that was amended in 2015 to introduce a guaranteed tenure of full five-years for Presidents in Panchayats instead of earlier 30 months. Having successfully engaged and led various advocacy initiatives towards this end, SUGRAMA State Committee members along with THP met with the Rural Development and Panchayati Raj Minister (RDP) to monitor its progress, while updating the Minister on the situation on the ground. As a result, the RDP issued an official circular reiterating the provision as amended. It also appointed Assistant Commissioners to each District to prevent the violation of this provision. Additionally, SUGRAMA members offered their support to women Presidents in Panchayats under pressure to resign their posts. As a result of the active role played by SUGRAMA and THP, out of the total 415 Gram Panchayats that THP works in, only 2 resignations have taken place so far.
“My dream of becoming the Sarpanch of my village was realized through the help and support of the Mahila Adhikar Samukhya Elected Women Representatives’ Federation, former elected women leaders as well as through the learnings gained by me while witnessing and taking part in the myriad activities of the Strengthening Women’s Empowerment through Electoral Processes (SWEEP) Campaign.”

JHILI SWAIN
Sarpanch
Budhipada Village
Puranpradhan Gram Panchayat
Balianta Block
Khordha District
Odisha

“I have always been extremely dedicated to the cause of ushering in development in my village. I take the responsibilities associated with my post very seriously. While executing my duties, I am often faced with challenges like that of pressure and hostility from opposing parties, resistance of the community to women leaders etc. Despite this I carry on undeterred because I want to realize my ultimate goal of seeing a prosperously thriving Panchayat. Over the years, I have even earned the reputation of being a strict monitor of developmental work taking place in the village, with people often referring to me as a ‘tigress’ who does not allow any wrongdoing to happen under her watch.”

SHOBHA DEVI
Up Pradhan
Bhumiyadhar Gram Panchayat
Bhimtal Block
Nainital District
Uttarakhand
THP has a robust monitoring, evaluation and learning strategy (MEL) strategy that has been adapted from several best practices across the world. The MEL system harnesses the power of data to capture shifts in gender relations and challenge entrenched norms. The design of THP’s MEL system is based on the principles of openness, simplicity and accountability; as a result of which it has come to be seen as a reliable system that is readily available to various teams within the organization. The current design of the MEL system is such that it is constantly evolving in its endeavour to generate evidence to measure programme performance, while creating a space to collate and share learning.

Some of the main achievements in M&E that occurred during the reporting period are highlighted.
HARNESSING THE POWER OF TECHNOLOGY

Streamlining data collection through iForm Builder
THP launched iFormBuilder, a mobile based data collection platform, for all its internal surveys. During the reporting period, iFormBuilder was used for the first time to collect data for Bihar’s baseline survey. THP successfully completed the training of enumerators on the use of the technology and data collection of 300 newly elected women representatives from across 5 Districts and 14 Blocks.

Designing a Multidimensional Women’s Empowerment Index
The methodology for the Composite Capacity Index (CCI), the multi-dimensional index to measure the leadership capacities of EWRs who have been engaged with THP’s program intervention, was finalized. A technical note on CCI was shared with the Global Office and has been uploaded on the hub for other THP program and partner countries.

MEASURING THE IMPACT OF THP

Baseline Survey of EWRs in Bihar
With the newly elected women leaders assuming public office in Gram Panchayats in Bihar, THP’s core capacity building interventions along with baseline survey of EWRs engaged with was rolled out.

Outcome Assessment in Odisha
The end-line survey/outcome assessment was conducted in October 2016 across THP working areas by the external consultant, Catalyst Management Solutions. The assessment is a first major multi stakeholder study for THP. The Composite Capacity Index was utilized in conducting the assessment, thereby making Odisha the third State where the CCI is being validated by an external consultant.

Adolescent Girls’ Baseline Survey in Bihar
In September 2016, a baseline survey of three hundred adolescent girls was conducted under the Early Child Marriage (ECM) Program supported by the United Nations Population Fund (UNFPA).

MEASURING PROGRAMME ADHERENCE

Tracking Systems
Internal tracking systems that gauge the level of engagement with THP’s activities have been finalized with reference to tracking format for EWRs. During the reporting period, the format has been introduced in Bihar to capture EWRs’ participation in 2016 program activities. Along with the EWR tracking format, THP has also designed a tracker to measure the participation of adolescent girls in the UNFPA supported program in Bihar. This format will be introduced in Rajasthan and Karnataka where similar programs with adolescent girls is being implemented.

AHILYA BAI
Pradhan, Barcheka Gram Panchayat & President, Jagriti Elected Women Representatives’ Federation
Badvara Block Katni District
Madhya Pradesh

“Getting the administration to remove illegal alcohol shops from four Panchayats in our Block was not an easy task. It only became possible after elected women leaders in the area decided to come together as a collective group to achieve this. The victory taught us about the immense strength that lies in greater numbers.”
HIGHLIGHTS OF 2016 - 2017

The Highlights of the reporting year provide a snapshot of THP’s achievements as well as certain important milestones and benchmarks established during the year.

Members of Jagriti Elected Women Representatives’ Federation in Madhya Pradesh celebrating their collective strength.
THP participates in LOGIN’s experience-sharing workshop
Ms. Ruchi Yadav (Director-Programmes) represented THP India by participating in Local Governance Initiative and Network’s (LOGIN) experience-sharing workshop on ‘Women’s Political Participation’ held in July 2016 at Bangkok, Thailand. There were 37 members from 11 LOGIN member-countries (Afghanistan, Bangladesh, Bhutan, Cambodia, India, Laos, Mongolia, Myanmar, Nepal, Pakistan and Sri Lanka) present at the workshop. Participants included multiple stakeholders like EWRs, NGOs, networks of civil society organizations and the Government. The three-day workshop covered themes on why women should be in politics, the challenges they face, strategies on pre-election campaigns, capacity building strategies and process, key elements of the federation building process, what the peers want to learn about and from whom and what members can offer as ideas/strategies to others.

Short Films documenting the leadership-journeys of EWRs
As part of its strategy to influence public opinion as well as a tool for fund-raising efforts, short films that capture the leadership journey of three remarkable elected women from Madhya Pradesh, Rajasthan and Karnataka were released in December 2016. The films were commissioned with support from the Royal Norwegian Embassy (RNE) and have been circulated with present donors and relevant stakeholders in India, THP partner countries as well as THP Global Office.

THP participates in Dasra’s Social Impact Leadership Programme
THP’s Director-Programmes, participated in Dasra’s Social Impact Leadership Programme (DSLIP 2016-2017). The program is a platform that brings together distinguished leaders from non-profit organizations to expand their potential, deliver insights, visions and skills to help increase their impact.

THP shares women’s leadership empowerment stories from the field at Citibank Event on ‘Empowering People’
In December 2016, Country Director, Ms. Rita Sarin, delivered a speech for Citibank for Citi Shared Services (CSS) employees in Mumbai. The event was co-sponsored by Women’s Network and Asia Pacific Heritage Network. The title of the event was ‘Empowering People’. Ms. Sarin shared THP India’s strategy, with stories from the field, concepts of power and empowerment and the journey from the internal to external in the context of the work with elected women leaders in Gram Panchayats.

THP participates in LOGIN’s 4th General Assembly
THP India, represented by its Director of Programmes participated in LOGIN’s 4th General Assembly (GA) meeting held in December 2016 at Colombo, Sri Lanka. Over 100 change makers and practitioners in decentralization and local governance attended the GA to discuss LOGINS learning agenda and reform priorities for 2017.

THP delivers key-note address at a fund raising event at Netherlands
As part of fund raising efforts undertaken by THP- Netherlands, the Director of Programmes of THP- India participated as a key note speaker for an event organized on 8th March, 2017, on the occasion of International Women’s Day. During the visit, a meeting was also held with a key investor for India from the Ribbink Van Den Hoek Foundation.

THP India receives a validation certificate
In January 2017, THP India received a certificate of validation from Charities Aid Foundation (CAF-India). This is after a due diligence process was undertaken in the month of December 2016 during which THP India hosted a visit of an assessor from Charities Aid Foundation (CAF) India to the National Office at New Delhi. During the process, CAF assessed THP India’s program, financial and administrative structure and processes. Due diligence process undertaken by Charities Aid Foundation (CAF) concluded with a field visit to Uttarakhand by the assessor. THP trained EWRs were met during the course of the field visit.

Felicitations & Awards:
Ms. Hansa Devi, Ward Member of Dharchula Block (Pithoragarh District) in THP’s field area, was one of the recipients of the Award for Outstanding Women Panchayat Leaders in 2016 given on 24th April, 2016. The award has been instituted by the Institute of Social Sciences, New Delhi for felicitating women leaders in the Panchayat system for their contribution to local governance and rural development.

On 13th February, 2017, as part of the One Billion Rising Campaign (OBR) celebrations held in Bihar, two adolescent girls - Mantu from Mangalpur Ausani Gram Panchayat and Sabita Kumari from Yamanapur Tadwiya Gram Panchayat in THP’s field area in West Champaran District were felicitated by Ms. Abha Bhaiya, National Representative of the OBR Campaign and Mr. Vidhyananid Vikal, President of the State Mahadalit Commission, Government of Bihar. The contribution of these girls towards raising their voices advocating in favour of girls’ rights and preventing child marriage, through The Hunger Project run program on adolescent girls in Bihar, in particular as members of the Sukanya Club, was greatly appreciated.

Participation of THP States in various knowledge sharing platforms
THP – MP participated in Water Aid India’s Country Strategy (2016 – 2021) Consultation held on 31st May, 2016 at Bhopal. Various stakeholders from civil society and key officials of relevant Government Departments were present at the consultation. Consultation processes had been initiated in 2015 and THP has been contributing inputs at these consultations since then.

THP – MP participated in a Roundtable Conference of Coalition on Food and Nutrition Security (CFNS) held on 23rd February, 2017 at Bhopal. CFNS is a group comprising of more than 500 civil society groups, policy makers and technical experts across 13 States who advocate for evidence based programs to achieve sustainable food and nutrition security. This roundtable was an attempt to bring representations of all relevant groups and subject experts together so as to form the Madhya Pradesh Chapter. Towards the end of the meeting, eight working groups were announced out of which THP State-team member committed to be a part of the group on ‘Governance and Nutrition’.

THP – Odisha participated in a Kalinga Fellowship Programme, a five-day workshop held from 6th – 10th March, 2017 at the Kalinga Institute of Industrial Technology (KIIT) in Bhubaneshwar. The purpose of the programme was to deliberate on how to end sexual assaults on girls in Odisha. The workshop was supported by Dasra, Ashoka Foundation, FXB Suraksha, UNFPA, the Odisha Government, and the US State Department and facilitated by Bridge Partnership, a global leadership firm.

THP – Odisha participated in a two-day workshop (25th – 26th March 2017) on stopping violence against women and girls. The workshop was organized by the National Alliance of Women’s Organizations (NAWO, Odisha Chapter) in collaboration with the State Commission for Women.
Effort to reform the functioning of the Anganwadi Centre brings dividends for the community

Susheela Saket
Ward Member
Barbah Gram Panchayat, Sirmour Block, Rewa District
Madhya Pradesh

Susheela Saket is a 40 year-old ward member from Barbah Gram Panchayat. Currently, she is serving a second tenure as an elected woman representative. Exposed to the leadership training programmes conducted by The Hunger Project, she has emerged as a confident leader who has been performing her duties and responsibilities well.

The real test for her leadership came when she had to strengthen the functioning of an Anganwadi Centre (AWC) in the ward. The Anganwadi worker managing this particular Centre belonged to a socio-economically dominant and influential family in the village and was resistant to Susheela’s routine checks at the AWC to monitor the quality of services. She even misled Susheela on the status of food supplements that were being distributed at the Centre.

An advanced training in food-security was conducted by the Government at Bhopal, which was attended by Susheela Saket. Armed with relevant information and knowledge, an enthusiastic Susheela returned and decided to tackle reforming the functioning of the AWC in an innovative manner. She visited the Centre, along with other EWRs in her Panchayat, and distributed colourful posters depicting ways to prevent malnutrition. Intrigued by this, the Anganwadi worker began asking Susheela about what all she had learnt from the training held at Bhopal. Susheela shared her inputs and a rapport was instantly struck between the two women. The worker shared that the biggest challenge she faced in the course of her work was to mobilize women and children, especially from the marginalized sections of society.

Susheela assured the worker that all the elected women leaders in the ward would work together to overcome this particular challenge and help the worker in her mobilization effort. An important outcome of this process was that extremely malnourished children in the village were enrolled in the Nutritional Rehabilitation Centre.

Today, Barbah Gram Panchayat's Anganwadi Centre is functioning in a smooth and efficient manner. Susheela Saket is ecstatic about making a difference in the lives of women and children in the community and contributing towards fighting malnutrition in the village.

Exposure to Panchayat processes through the SWEEP Campaign motivates Jhili to contest elections and emerge as the Sarpanch

Jhili Swain
Sarpanch
Puranpradhan Gram Panchayat, Balianta Block, Khordha District
Odisha

Jhili Swain is a 27 year old Sarpanch of Puranpradhan Gram Panchayat. Jhili's foray into public service began with her involvement in community activities in Budhipada village when she became a part of the Mahila Adhikar Samukhya (MAS), a women's awareness platform, facilitated by The Hunger Project. As an MAS member, Jhili participated in mobilizing women and children for immunization programs, monitored the quality of the mid-day meals being served at Government schools, counselled and supported victims of domestic violence etc.

Working on such myriad issues, created a sense of interest and yearning within her to pursue a greater role in local governance that would allow her to make a more positive impact on the lives of people in the community.

Exposure to the Potential Leaders Workshop undertaken under THP’s SWEEP (Strengthening Women’s Empowerment through Electoral Processes) Campaign in 2017 helped in strengthening her resolve to stand for the post of Sarpanch in the upcoming Panchayat elections.

However, fighting the elections was not an easy task. Jhili faced numerous challenges including a smear campaign launched against her by her competitors to mislead voters, hostility of male candidates as well as the prevailing corrupt practice of buying people's votes in exchange for money.

Against all odds, Jhili Swain proceeded to contest the elections with determined resolve and emerged victorious. Acknowledging the support that she received from various quarters in her battle for the Panchayat presidency, Jhili states -- “Without the help and support of MAS members, former elected women leaders, as well as the learnings gained from the activities of the SWEEP campaign, I could never have realized my dream of becoming the Sarpanch.”

Jhili's immediate priority revolves around the need to serve the village community. For this purpose, in order to evolve better as a more capable and effective leader, she now plans to be an active participant in all the training organized by The Hunger Project.
Sapna Singh
Ward Member
Kota Gram Panchayat
Sirmour Block
Rewa District
Madhya Pradesh

SNAPSHOTS FROM MEDIA COVERAGE
Sheohar, October 26, 2016
Rashtriya Sahara
Circulation – 25,000 copies approx. (all districts)
Source – Zonal Office

Summary:
'Adolescent girls benefit from life skills training’
Life skills trainings helped local adolescent girls in gaining confidence to talk about their issues and dreams. For the first time, adolescent girls from various socio-economic backgrounds attended a residential training, organized by The Hunger Project. The girls learnt to be respectful towards each other’s identities and be appreciative of individual views. Games and role playing activities helped them in breaking social barriers.

Patna, February 17, 2017
Dainik Jagran
Circulation – 1,50,000 copies approx. (all districts)
Source – Zonal Office

Summary:
'Daughters of Bagha felicitated for championing girl’s rights’
In recognition of their successful effort in tackling child marriage in Bagha Block, Ms. Mantu Kumari, from Mangalpur Ausani Gram Panchayat and Ms. Savita Kumari from Yamunapur Tadvaliya Gram Panchayat were commemorated at a ceremony organized by the One Billion Rising (OBR) campaign. In particular, Ms. Mantu and Ms. Savita’s contribution towards advocating for girl’s rights as a part of the Sukanya Club (A core programme of The Hunger Project’s adolescent girls program in Bihar) was greatly appreciated. They were felicitated by Ms. Abha Bhaiya, national representative of the OBR campaign, and Mr. Vidhyanand Vikal, President of the State Mahadalit Commission, Government of Bihar. The event was held on February 14, 2017 and included a full day of theatrical, dance and musical performances.

Gadag, January 25, 2017
Vijayavani
Circulation – 15 million copies approx.
Source – Regional Office

Summary:
'Let women be economically independent – Celebrations of National Girl Child Day’
SUGRAMA Federation members of Gadag District (Rona and Gadag Blocks) celebrated National Girl Child Day on January 24, 2017, and invited officials from the Department of Women and Child Development (WCD) and Child Welfare Committee to spread awareness about the issues and concerns as well as the rights and entitlements of adolescent girls in the District. The officials also shared information about the programmes and schemes in their respective Departments meant for the benefit of girls and women. At the event, SUGRAMA members also demanded toilets and better health facilities. A rally was also undertaken during the day.

Bengaluru, March 9, 2017
Deccan Herald
Circulation – 35 million copies approx.
Source – State level – Bengaluru edition (all districts)

Summary:
'Chief Minister launches schemes to help poor, underprivileged women’
As part of International Women’s Day 2017, the State Government honored NGOs and individuals conferring the Kittur Rani Chennamma Award. At this event, THP’s partner organization, ASEDa, was conferred with the Kittur Rani Chennamma award for excellence in their work in the field of women’s empowerment. The Chief Minister of Karnataka, lauding the NGOs and individuals, flagged two schemes for the benefit of women i.e. the Dhanshri Scheme for women with HIV/AIDS and the Samruddhi Scheme for uplifting the women from economically weaker sections of society. The event was covered widely by the media across the State.
Katni, February 22, 2017
Yash Bharat
Circulation – 3 thousand copies approx.
Source – Local Bureau
Summary:
Campaign against illegal liquor vendors held in multiple villages: The commendable story of the Jagriti Elected Women Representatives’ (EWRs) Federation.
The Hunger project, along with its partner organisation, organized a core-group meeting of the members of the Jagriti Elected Women Representatives’ Federation. The women discussed issues like education, nutrition and employment. The main issue discussed by the EWRs was the important matter of closing illegal liquor shops in their Panchayats. The EWRs were also given information about various government schemes and informed about their rights to demand unpaid honorariums, health and Anganwadi Centers facilities from the local administration.

Rewa, March 22, 2017
Patrika
Circulation – 20 thousand copies
Source – National Readership Survey/ Regional Bureau
Summary:
Jagriti Elected Women Representatives’ Federation Dialogue: Discussion on Panchayat- level problems
A dialogue was held between Government officials and members of the Jagriti Elected Women Representatives’ Federation to discuss the various problem affecting different Panchayats. 32 Federation members participated in this dialogue, while Government officials who participated in this meeting included officials from the various administrative departments (health, women and child development, police, Panchayat affairs, rural development etc.)

Kota, December 14, 2016
Jan Nayak
Circulation – 8 thousand copies approx.
Source – Zonal Office
Summary:
Women’s Jagruk Manch Meeting was a success
Women of Shahabad Gram Panchayat attended a successful Jagruk Manch meeting on 13th December, 2016. The women discussed important issues of their panchayats, including developing new strategies to tackle these issues. They vowed to increase the monitoring of social services provided in their Panchayats, in order to make them more effective. Topics of importance included the quality of education being received in the local school and efficiency of the Anganwadi Centre.

Bhilwada, February 21, 2017
Dainik Bhaskar
Summary:
Umeedon Ka Safar (Journey of Hope) Fair held in Gangapur
Around 500 adolescent girls from nearby Panchayats took part in the ‘Umeedon Ka Safar’ Fair held in Gangapur. The fair’s main purpose was to educate adolescent girls about the prevention of Early Child Marriage (ECM), gender based crimes and facilitate the girls in achieving their dreams. The girls also took part in competitions and displayed their talent in theatre.
Rajasthan, March 13, 2017
Outlook Weekly Magazine
Circulation – 6 lakh copies approx.
Source – Audit Bureau of Circulations and Indian Readership Survey

Summary:
Women Sarpanchs’ lead and establish their rule in Panchayats
Outlook Hindi published an article in their 13th March 2017 issue titled ‘Apne Dum Par Raj Karti Sarpanch’ (Women Sarpanch’s bravely take upon self-rule). The article is a four-page article which gives an overview of Elected Women Representatives (EWRs) in States like Rajasthan, Uttar Pradesh and Bihar. The article highlights the aspect of reservation of seats for women in village governance bodies (Panchayats) and the difference between States when it comes to women’s political representation. The article also discusses the challenges faced by women standing for elections. Such aspiring women regularly face difficulties in their homes, society and governance bodies. Their leadership is especially resisted by the men in the community. Success stories of five EWRs have also been discussed. In this, the stories of Geeta Rao and Manju Meghwal are significant as these were women leaders who have been trained by The Hunger Project, India.

Askot, April 26, 2016
Hindustan
Circulation – 1,50,000 copies approx. (all districts)
Source – Zonal Office

Summary:
Hans Devi receives award for outstanding performance as an elected woman representative
Hans Devi, from VEERANGANA Elected Women’s Federation, was recognized as one of the best performing elected women representatives. Each year, Institute of Social Sciences, New Delhi, awards twenty-four elected women representatives from across the country. Hans Devi was extremely proud to be chosen for this year and credited her performance to the support and skills she received from The Hunger Project, India. Country Director and Vice-President, Ms. Rita Sarin, also attended the event.

Haldwani, June 30, 2016
Dainik Jagran
Circulation – 2 lakh copies approx. (all districts)
Source – Zonal Office

Summary:
Elected Women Representatives interact with Media on key issues
The Hunger Project and its local partner organisation, Saral, organized an interaction between elected women representatives and the media. The interaction highlighted the unique challenges faced by elected women, especially the lack of political knowledge. The need of educating elected Panchayat officials is of prime importance, according to the women. Additionally, issues regarding lack of Panchayat funding, lack of ration cards and a lackadaisical local administration were discussed.
“Since I belong to the Schedule Caste community, the dominant and influential sections of society in my Panchayat have been resistant towards accepting me as the Sarpanch. In the face of such hostility, I made a conscious decision to devote myself towards working for the welfare of the people as well as ushering in prosperity and development in the Panchayat. I want my hard work to speak for itself.”

MANJU MEGHWAL

Sarpanch
Selwada Gram Panchayat
Reodar Block
Sirohi District
Rajasthan
In the reporting period, THP has partnered with the following institutional donors to implement the programmes of THP at the grassroots:

A. PARTNERSHIP WITH DONORS

- American Jewish World Service (AJWS)
- DASRA
- Forum Syd
- Netherlands Ministry of Foreign Trade and Development Corporation
- Ribbink Van Den Hoek Foundation
- The Canada Fund for Local Initiatives (CFLI)
- The Royal Norwegian Embassy (RNE)
- United Nations Population Fund (UNFPA)

B. PARTNERSHIPS WITH CIVIL SOCIETY ORGANIZATIONS

**Bihar**
- Gaon Vikas Manch
- IZAD
- Lok Madhyam
- NIRDESH
- Parivartan Vikas

**Karnataka**
- Action for Social and Educational Development Association (ASEDA)
- Jana Shikshana Trust (JST)
- Organisation for the Development of People (ODP)
- Reach
- Samarasa
- Spoorthy
- Vikasana

**Madhya Pradesh**
- Anupama Education Society (AES)
- Community Development Centre (CDC)
- Gram Sudhar Samiti (GSS)
- Mahila Samiti (MS)
- Manav Jeevan Vikas Samiti (MJVS)
- Om Shiksha Samiti (OSS)

**Rajasthan**
- Astha Sansthan
- Centre for community economics and development consultant’s society (CECOEDECON)
- Jan Chetna Sansthan (JCS)
- Jatdan Sansthan
- Society for all round Development (SARD)

**Tamil Nadu**
- Development Education & Environment Protection Society (DEEPS)
- Dhain Foundation
- Ekta – Resource Centre for Women
- Rural Development Organisation (RDO)
- Social Education Economic Development Society (SEEDS)
- VELICHAM Trust

**Uttarakhand**
- Association for Rural Planning and Action (ARPAN)
- Graman Uthan Samiti (GUS)
- Prayas Trust
- Sanjeevani Vikas Evam Jan Kalyan Samiti
- Self-Awareness Resource and Learning Trust (SARAL)

**Odisha**
- Development Agency for the Poor & Tribal Awakening (DAPTA)
- Institute for Women’s Development (IWD)
- Nari Suraksha Samiti (NSS)
- People’s Cultural Centre (PECUC)
- People’s Institute for Participatory Action Research (PIPAR)
- The Ayuskam
- Women’s Organisation for Socio Cultural Awareness (WOSCA)
## Financial Facts

### Fund Receipts during the Financial Year 2016-17

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<th>Description</th>
<th>Rupees</th>
<th>%</th>
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<tbody>
<tr>
<td>Interest on FDR/Savings</td>
<td>83,74,569</td>
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<tr>
<td>Grant</td>
<td>11,79,67,345</td>
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<tr>
<td>Donation</td>
<td>10,18,400</td>
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</tr>
<tr>
<td>Others</td>
<td>10,61,672</td>
<td>0.83</td>
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<tr>
<td><strong>Total Receipts</strong></td>
<td>12,84,21,986</td>
<td>100</td>
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### Cost Centre-Wise Expenses for the Financial Year 2016-17

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<th>Description</th>
<th>Rupees</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
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<tr>
<td>Programme</td>
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<tr>
<td>Programme Support</td>
<td>2,10,54,414</td>
<td>18.94</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>11,11,48,666</td>
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INDEPENDENT AUDITORS’ REPORT
TO THE TRUSTEES OF THE HUNGER PROJECT, NEW DELHI

Report on the financial statements

We have audited the accompanying financial statements of The Hunger Project (the Trust), which comprise the Balance Sheet as at 31 March, 2017, and the Statement of Income and Expenditure for the period from 1 April, 2016 to 31 March, 2017, and a summary of significant accounting policies and other explanatory information.

Management’s responsibility for the financial statements

Trust management is responsible for the preparation of these financial statements that give a true and fair view of the financial position, financial performance of the trust in accordance with the accounting principles generally accepted in India, including accounting standards. This responsibility also includes the maintenance of adequate accounting records in accordance with the Accounting Standards as prescribed by ICAI for safeguarding of the assets of the Trust and for preventing and detecting the frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; This responsibility further includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor’s responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion and to the best of our information and according to the explanations given to us, the financial statements give the information so required and give a true and fair view in conformity with the accounting principles generally accepted in India:

a. In the case of the Balance sheet, of the state of affairs of the company as at 31 March 2017, and
b. In the case of the Statement of Income and Expenditure, of the excess of income over expenditure for the period from 1 April, 2016 to 31 March, 2017.

We report that:

a) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.
b) In our opinion proper books of account as required by law have been kept by the trust so far as appears from our examination of those books.
c) The balance sheet, statement of income and expenditure dealt with by this report are in agreement with the books of account.
d) The balance sheet and statement of income and expenditure dealt with by this report comply with the accounting standards issued by The Institute of Chartered Accountants of India, so far as applicable.

For SMS & ASSOCIATES
Chartered Accountants
Shukdev Sadhoo
Partner
FRN No: 018687N
M No: 084188

Date: 18.08.2017
Place: New Delhi
## Balance Sheet as at March 31, 2017

**For The Hunger Project**

### Notes to the accounts - Schedule - I
Per our report attached

<table>
<thead>
<tr>
<th>AS AT MARCH 31, 2016 RS.</th>
<th>AS AT MARCH 31, 2017 RS.</th>
<th>RS.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIXED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,18,80,556</td>
<td>1,21,24,196</td>
<td></td>
</tr>
<tr>
<td>86,64,794</td>
<td>92,32,398</td>
<td></td>
</tr>
<tr>
<td>32,15,762</td>
<td>28,91,798</td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS, LOANS AND ADVANCES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11,21,75,570</td>
<td>12,10,20,528</td>
<td></td>
</tr>
<tr>
<td>53,88,476</td>
<td>1,44,23,287</td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FUNDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,50,000</td>
<td>8,50,000</td>
<td></td>
</tr>
<tr>
<td><strong>GENERAL FUND BALANCE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8,35,66,458</td>
<td>8,96,04,786</td>
<td></td>
</tr>
<tr>
<td>60,38,328</td>
<td>1,78,32,720</td>
<td></td>
</tr>
<tr>
<td><strong>UNUTILISED EARMARKED FUNDS FOR OTHERS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(39,88,446)</td>
<td>49,56,995</td>
<td></td>
</tr>
<tr>
<td>6,23,92,134</td>
<td>6,20,82,372</td>
<td></td>
</tr>
<tr>
<td>(5,34,46,693)</td>
<td>(6,34,24,928)</td>
<td></td>
</tr>
<tr>
<td>49,56,995</td>
<td>36,14,439</td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,65,32,727</td>
<td>1,87,83,668</td>
<td></td>
</tr>
<tr>
<td>11,85,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>12,07,79,808</strong></td>
<td><strong>13,83,35,613</strong></td>
<td></td>
</tr>
</tbody>
</table>

*For SMS & ASSOCIATES Chartered Accountants*

Shudh B. Sagare
Partner
FRN No: 001657N
M No: 084188

Date: **18.08.2017**
Place: **New Delhi**
THE HUNGER PROJECT
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED MARCH 31, 2017

<table>
<thead>
<tr>
<th>YEAR ENDED MARCH 31, 2017</th>
<th>INCOME</th>
<th>YEAR ENDED MARCH 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>INCOME</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RS.</td>
<td>RS.</td>
</tr>
<tr>
<td>11,5,59,711</td>
<td>Grants and donations</td>
<td>11,89,85,745</td>
</tr>
<tr>
<td>87,93,924</td>
<td>Interest</td>
<td>83,74,569</td>
</tr>
<tr>
<td>8,26,423</td>
<td>Other income</td>
<td>10,61,672</td>
</tr>
<tr>
<td>12,11,82,058</td>
<td>Balance carried to general fund</td>
<td>1,78,32,720</td>
</tr>
</tbody>
</table>

SCHEDULE I – SIGNIFICANT ACCOUNTING POLICIES AND NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2017

1. Background of The Hunger Project:
The Hunger Project is a global strategic organization committed to the ending of hunger. In India it is committed to ignite, kindle and sustain the leadership spirit in women elected to village Panchayats. The 73rd Amendment to the Indian Constitution which mandated 33.3% reservation for women, SC and STs in all three tiers of the Panchayati Raj Institution, has brought more than one million women into public political life. It is our conviction that active participation of these women in local governance will make hunger free India a reality.

The trust incurs expenditure by way of its own field offices as well as from grants to partner organization towards objects and project expenses which represents initiatives/activities undertaken by the Trust.


Significant Accounting Policies;

2. Method of Accounting:
The financial statements are prepared under the historical cost convention on an accrual basis and are in accordance with the Bombay Public Trust Act, 1950 and rules made thereunder.

The trust utilizes the funds either through its own resources or through its Associated Partner Organisations. All these Associated Partner Organisations are registered under section 12A of Income Tax Act. FCRA funds are utilized only through organisations registered under FCRA Act.

The partner organisations maintain their accounts as per budgets provided by the Trust. The Trust resources visit the partner organisations on periodical basis to verify all the accounting vouchers. Besides this verification, every associated organization periodically submits the “Utilization Certificate” signed by their respective Auditors. The Trust passes the accounting entries in its books of accounts on the basis of such “Utilization Certificate”

3. Revenue Recognition:

a) Earmarked grants as well as expenditure/application out of Earmarked grants are initially credited to Income & Expenditure Account and are later being transferred to Balance Sheet as at the year end. Following the concept of “Fund Base Accounting” for Earmarked grants, since these are grants have certain condition attached with them, therefore the balance as at year end is treated as liability towards the donor of these grants and is shown in the balance sheet. Interest earned from fixed deposit created from such fund is transferred to respective grant/ fund account.

b) The funds which are received with no specific conditions/restriction are treated as Voluntary Contribution in the year of receipt and is applied on the objects of the trust and surplus, if any, is accumulated as per the provisions of Income Tax Act, 1961.

c) Funds received from Foreign Donors are kept in designated bank accounts and separate books of accounts are also maintained as per FCRA Act and Rules.

For The Hunger Project

Ritika Saha
Trustees

Date: 18.08.2017
Place: New Delhi

Notes to the accounts - Schedule - I
Per our report attached to the Balance Sheet
4. Retirements benefits:

Gratuity is defined benefit scheme. The charge in the income & expenditure account for gratuity is not based on the actuarial valuation by an independent actuary. The calculation of the same has been done by the management and in view of the Management the same is adequate. Further as per the policy, the amount of gratuity payable to an employee shall not exceed INR 20,00,000/-.

5. Foreign Currency Transactions:

The trust has received foreign contribution under Foreign Contribution Regulation Act, 2010 read with FCRA Rules, 2011. The foreign contribution received has been accounted for in books on the basis of FIRC copies issued by the banker. The exchange rate mentioned in the FIRC copy is taken as conversion rate for the purpose of converting foreign contribution into INR.

Fixed Assets:

a) The gross block of fixed assets is capitalized at cost which includes taxes and duties and other identifiable direct expenses attributable to acquisition of fixed assets up to the date.

b) Depreciation is provided on the written down value method mainly at the following rates:

<table>
<thead>
<tr>
<th>NATURE OF ASSETS</th>
<th>RATE OF DEPRECIATION PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers</td>
<td>40%</td>
</tr>
<tr>
<td>Vehicles</td>
<td>25.89%</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>15%</td>
</tr>
<tr>
<td>Office Equipments</td>
<td>13.91%</td>
</tr>
</tbody>
</table>

6. Investments:

The unutilized funds/surplus funds are invested in Fixed deposits of Banks and proper records have been maintained for the same.

7. Charity Commissioner Fee:

In view of the stay order granted by Hon High Court of Mumbai and on the basis of information gathered from various sources, in respect of payment to be made, to the Commissioner Charity, the trust has not made a provision @ 2% for the amount being an uncertain/unconfirmed liability.

8. The detail of holdings as well as dealings in Specified Bank Notes (SBN) during the period from 8th November, 2016 to 30th December, 2016 is as follows:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>SBN</th>
<th>Other Notes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing cash in hand as on 08-11-16</td>
<td>1,01,500</td>
<td>1,00,244</td>
<td>2,01,744</td>
</tr>
<tr>
<td>Add: Permitted Receipts*</td>
<td>-</td>
<td>70,814</td>
<td>70,814</td>
</tr>
<tr>
<td>Add: withdrawals from bank</td>
<td>-</td>
<td>761,500</td>
<td>761,500</td>
</tr>
<tr>
<td>Less: Permitted payments</td>
<td>-</td>
<td>8,36,838</td>
<td>8,36,838</td>
</tr>
<tr>
<td>Less: Amount deposited in Banks</td>
<td>1,01,500</td>
<td>-</td>
<td>1,01,500</td>
</tr>
<tr>
<td>Closing Cash in hand as on 30-12-16</td>
<td>-</td>
<td>95,720</td>
<td>95,720</td>
</tr>
</tbody>
</table>

Note:
* Permitted Receipts are receipts from employees towards settlement of Interest account during the period 09.11.2016 to 30.12.2016
** Permitted payments represent payment during the period to employees and vendors towards expenses in Other Notes (other than SBN).

OTHER ACCOUNTING POLICIES:

a) As per estimation of Trust management, there is no contingent liability except the stay order granted by Hon'ble High Court of Mumbai, in respect of payment to be made, to the Commissioner, Charity, Mumbai.
b) No prior period items taken into account during the year.
c) The rest of the accounting policies are consistent with the generally accepted Accounting Policies.
d) Previous year's figures have been regrouped or rearranged whenever necessary.

For The Hunger Project

Ritika Sarin

Trustees

Date: 18.08.2017
Place: New Delhi
GOVERNANCE

A. GOVERNING COUNCIL
Ms. Kanika Satyanand
Ms. Rita Sarin
Ms. Amareeet K. Ahuja, IAS (Retd.)
Ms. Brinda Dubey
Ms. Namita Gautam
Dr. Sanaya Nariman

B. NATIONAL TEAM
Ms. Rita Sarin
Ms. Ruchi Yoday
Mr. N. K. Malhotra
Mr. Paritosh Sasmal
Ms. Veda Bharadwaja
Mr. Darshan Surendranath
Ms. Ganga Gupta
Ms. Tonurina Datta
Ms. Urvashi Shobhna Kachari
Ms. Bharani Sundararajan
Mr. Shw Shankar Mahato
Mr. Amit Goyal
Ms. Nidhi Kumari
Mr. Sobrata Sahoo
Mr. Kamal Girl
Mr. Bhushan Girl
Mr. Upender Narayan Singh

C. STATE TEAM
Bihar
Ms. Ranjana Kumari
Ms. Shahina Perween
Mr. Bimal Kant
Ms. Sanju Devi
Karnataka
Mr. Somasekhar A
Ms. Padmata Ananth
Mr. Parigi Vedavyasa
Ms. D’Irudaya Rani
Madhya Pradesh
Ms. Shibani Sharma
Mr. Siriram Kevat
Odisha
Mr. Sukanta Mohapatra
Ms. Litali Das
Ms. Sutanga Kapuri
Mr. Bimal Kumar Sahu
Rajasthan
Mr. Virendra Shrimati
Ms. Astha Rastogi
Mr. Mahendra Kumar Patodia
Uttarakhand
Ms. Kamla Bhatt
Ms. Preeti Kumari
D. AUDITORS
SMS & Associates
DIRECTORY

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Country Director
The Hunger Project
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Email: india.office@thp.org

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Phone: 0141 2223123

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Ms. Kamla Bhatt
Programme Officer
The Hunger Project
09 Adarsh Nagar, Gulab Chandra Marg
Street No. 7, Talli Barrior, Mukhani
Haldwani - 263139
Mobile: +91 9359995863

Osodini Behera
Ward Member
Damjhar Gram Panchayat
Boden Block
Nuapada District
Odisha
# List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AWC</td>
<td>Anganwadi Centre</td>
</tr>
<tr>
<td>BDO</td>
<td>Block Development Officer</td>
</tr>
<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination against Women</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>CSW</td>
<td>Commission on the Status of Women</td>
</tr>
<tr>
<td>EBC</td>
<td>Economically Backward Caste</td>
</tr>
<tr>
<td>ECM</td>
<td>Early Child Marriage</td>
</tr>
<tr>
<td>EWR</td>
<td>Elected Woman Representative</td>
</tr>
<tr>
<td>FBW</td>
<td>Federation Building Workshop</td>
</tr>
<tr>
<td>FedMet</td>
<td>Federation Meeting</td>
</tr>
<tr>
<td>FLW</td>
<td>Follow-up Workshop</td>
</tr>
<tr>
<td>GP</td>
<td>Gram Panchayat</td>
</tr>
<tr>
<td>MBC</td>
<td>Most Backward Class</td>
</tr>
<tr>
<td>MGNREGA</td>
<td>Mahatma Gandhi National Rural Employment Guarantee Act</td>
</tr>
<tr>
<td>MNE</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MLA</td>
<td>Member of Legislative Assembly</td>
</tr>
<tr>
<td>MP</td>
<td>Member of Parliament</td>
</tr>
<tr>
<td>NBW</td>
<td>Need Based Workshop</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>PLWs</td>
<td>Potential Leaders Workshops</td>
</tr>
<tr>
<td>PRT</td>
<td>Panchayati Raj Institution</td>
</tr>
<tr>
<td>SC</td>
<td>Scheduled Caste</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SWEEP</td>
<td>Strengthening Women’s Empowerment through Electoral Processes</td>
</tr>
<tr>
<td>ToT</td>
<td>Training of Trainers</td>
</tr>
<tr>
<td>WLW</td>
<td>Women’s Leadership Workshop</td>
</tr>
</tbody>
</table>
THE HUNGER PROJECT

ANNUAL REPORT
2016 / 2017

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E: india.office@thp.org

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The Hunger Project

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Image Courtesy
THP Australia

On the Cover
From Left to Right:

Leeia Devi
Ward Panch

Geeta Rao
Sarpanch

Santa Devi
Ward Panch

Elected Women Representatives
from Raipur Gram Panchayat
Reodar Block
Sirohi District
Rajasthan