Jeevan Rath 3.0

Report
(August – December 2020)

Relief

Recovery

Amplification

MAHA PECOnet

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RISE
a shared world

Report prepared by Rise Infinity Foundation as the nodal partner of UNICEF Maharashtra

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SECTION I – OVERVIEW

1. Executive Summary

India went into a total lockdown on the 24th March 2020, as Covid-19 pandemic laid siege. People hailing from the poorer sections of the society - vulnerable families from urban slums, tribal pockets and migrants, mainly children, women, adolescents, and youths faced the worst of the economic brunt. Over 11.5 million people, including women, children, and senior citizens (constituting 40% of the population) were directly affected by the pandemic.

While the initial phase of the pandemic saw this heart-breaking mass exodus, the current phase after the country-wide lockdown has been a witness to the uncertain times ahead with respect to their survival and recovery from the crisis. Employment or a source of income, has been an urgent ask of the individuals, especially from the informal sector.

Jeevan Rath (JR), a relief-on-wheel initiative, which began in May, was facilitated by UNICEF within 48 hours of the migrant crisis to alleviate some of the misery that they were undergoing in their desperate attempt to go home. Initially 55+ development partners pledged their support and came together to respond to the humanitarian crisis. The program evolved over three phases based on the situation on the ground and the real needs of the migrant labourers and the vulnerable sections of the society. This further expanded into Maha C19 PECONet – a UNICEF Maharashtra facilitated network of volunteers, corporates, government bodies and civil society organizations. Over 75 partners are now directly associated, while another 35 organisations provide support through these partners.

Furthermore, the Jeevan Rath programme, spanning over a period of eight months, was also designed and executed in an attempt to emulate the principles of The Grand Bargain agreement[1] endorsed by the UNICEF, who is among the signatories. For instance, one can draw parallels with one of the nine workstreams of the Grand Bargain – reduce duplication and management costs – with the genesis of MAHA C19 PECONet – the platform conceived to avoid duplication of resources in first place through a Core group review mechanism (WS 4). The platform has also attempted to organically imbibe the other workstreams of the agreement wherein they have used digital platforms (Whatsapp groups) and technology (reporting) to increase transparency and ensure better decision making (WS 1), engaged with the local and national responders, including governments, communities and civil society organisations in a spirit of partnership to respond during the crises and emergencies. partnering with a mix of grassroot NGOs and national-level organisations drawing from pooled funds for better response to affected people (WS 2), multi-sector cash transfers and in-kind assistance (WS 3), use of joint assessment of needs and multi-layer partner verification for resolution (WS 5), inclusion of the most vulnerable such as women, commercial sex workers, people with disabilities and transgenders and flexibility in programme response (WS 6), regular peer reviews to enhance cross-learnings and reduce reporting across stakeholder groups (WS 9).

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[1] The Grand Bargain, which was launched during the World Humanitarian Summit in Istanbul in May 2016, is a unique agreement between some of the largest donors and humanitarian organizations committed to get more means into the hands of people in need and to improve the effectiveness and efficiency of the humanitarian action. https://interagencystandingcommittee.org/about-the-grand-bargain

Jeevan Rath 3.0: Objectives and Key Interventions and Activities

Each phase of Jeevan Rath has had a clear mandate, distribution of food and essentials in JR 1.0 and travel assistance and cash benefits in JR 2.0. The first two phases of the JR program, reached over 250,000 people, its third phase (3.0) further deepened its engagement with over 25,000 families in distress through food security and employment by mapping skills, providing skill-appropriate training, connecting employers with job seekers and provide seed funding for entrepreneurial activities.

Objectives

The central objective of the Jeevan Rath 3.0 has been to assist 25,000 families on immediate and mid-term recovery strategies by:

> ➢ Reaching the unreached with social protection and food security
> ➢ Social Protection to create an evidence of inclusive social entitlement programming for the State of Maharashtra

The focus has been to connect with affected people across Mumbai, Thane, Navi Mumbai, Palghar, Pune. These have been achieved through direct assistance as well as leveraging resources from partners and donors facilitated by a call center and resolution team as well through government and private initiatives. Strong technology and communication tools further enabled the mapping of affected people, visual representation of gaps in social entitlement, social protection, and food security. Data sharing and amplification of Jeevan Rath 3.0 helped in advocating for appropriate systems strengthening by government, industry, donors and other stakeholders.

Key Interventions and Activities

Based on the above background and objectives, an Integrated Action Plan (IAP) was developed to meet both immediate essentials and medium term needs of the families assisted in the past as well as of the new families as we extend our reach and explore partnerships. The activities of JR 3.0 have been categorised as under:

1. Relief Measures: Food security and direct benefit transfers
To ensure that we serve only those genuinely in need and also reach those that have not been served earlier, some key initiatives were at the center of these efforts:
 a) *Milkar* – As part of the system strengthening approach, Jeevan Rath signed an MoU with BMC to support the food initiatives of Milkar[2], Mahadhan App[3] and the Helpline.
 b) *Direct Case Resolutions* - The program continued to distribute food and ration kits to those in need especially those stranded, waiting to go home or planning to stay back or return to find gainful employment and other vulnerable communities.

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[2] Milkar Initiative is an online platform by the Brihanmumbai Municipal Corporation (BMC), to bring together local government, NGOs, citizens, and corporate partners to ensure that the ongoing city-wide food relief distribution efforts are data-led, aligned, and focused.

[3] Mahadhan App is a farming app that will help a farmer with solutions pertaining to modern agriculture with features like crop calendar, soil testing, crop nutrition, etc.

c) *Cash Transfers* – Direct cash transfer to meet the emergency needs of people especially those with medical crisis that have been exacerbated due to loss of jobs and income source.

d) *Sustainable Solutions* – In order to empower and create a positive approach in these unprecedented times, we have launched two initiatives – **'*Looking Backward, Moving Forward Campaign*'** and **'*Nutri-Ration Kits*'** – which encourage individuals and communities to take ownership of solutions that will help them meet their nutrition needs over and above the basic ration that is being provided either by the PDS system or NGOs.

e) *Menstrual Hygiene and Health Management* - Because of the lockdown, many people have lost their livelihood and now more than ever, lower middle class and economically poor families are reluctant to spend on sanitary pads. Jeevan Rath partnered with Global Shapers Navi Mumbai to provide "***Dignity kits***" to women and adolescent girls, to help them during this difficult time.

2. Recovery programs: Skill Development, Employment and Entrepreneurship

Based on the survey conducted on migrants travelling home as well as beneficiaries who have been provided ration, the key request was for employment. Our strategy aims to cover unskilled, semiskilled, and skilled target groups who have lost their income source due to the pandemic with a focus on Women and Youth through

a) *Skill Development* - Provide skill up gradation / reskilling through certified and accredited training in related occupations and trades in order to qualify for dignified livelihoods.

b) *Employment* - The focus currently is on screening and skill mapping, so as to undertake job search and placement, interview preparation and selection. Priority occupations for placement will include manufacturing, construction and garment industries among others.

c) *Entrepreneurship* - Many enterprises and SHGs have been helped to pivot during the pandemic to leverage the Covid Supply Chain especially for products like Masks, face shields, sanitisers and more. Mentoring, Training and motivational seed grants that will enable them to start or restart entrepreneurial activities as the economy opens up to traditional consumer purchases through both online and offline channels.

RIF has been having working on multiple fronts with both Jeevan Rath partners (CYDA, Resilient, CACR, etc) as well as other partners such as Daily Wage Workers, Pravasi Rozgar, Vikalp Sutra (CoAST) and others. MoUs have been signed with Tech Mahindra, SAGE Foundation, Godrej FunFirst, and other Corporate houses like ICICI Foundation, Kotak Education and more to leverage their range of skill development programs for employment and social security.

Conversations with multiple actors in the space has spelt out a gloom and doom situation with demand far outstripping supply of jobs. Moreover, mapping of skilled labour both from location and availability has been an uphill task. This is clearly a long-term haul for all those committed to creating impact.

3. Amplification - System Strengthening

JR 3.0 has been about sustainable solutions for rehabilitation and reintegration by advocating for action by government, industry, donors and other stakeholders as well as create awareness for affected populations. Hence, it is necessary to constantly scan the eco-system for changing dynamics and frameworks that would strengthen efforts to achieve our collective vision. Support

for the program has come through amplification of the previous results as well as plans going forward through multiple means. This essentially included:

a) Stakeholder Engagement - RISE Infinity Foundation as the Nodal Partner, has been working in tandem with over 75 partners through the MAHA PECONet Platform by providing the required support for the activities undertaken as an immediate response to the pandemic for the benefit of the stakeholders. Engagement across all actors of the PECOnet was the key to the increase in the number of partners and interventions.

b) Data and Technology **-** Technology has been critical to improve efficiency for delivery of programs through ease of workflow and data management. Three tech-enabled tools have been designed and developed to increase our reach and provide a collective platform for long term solutions and preparedness for the next disaster.

➢ Distribution Mapping – A geo-mapped landscape of affected people and a visual representation of distribution activities during the pandemic by CBOs to track gaps and avoid duplication. https://jeevanrath.dataogram.com/public.

➢ Integrated Management Information System (IMIS) – an iMIS has been designed to register all the 3 requests – Food, Money, Employment that go through a detailed registration, documentation, verification and resolution process. Cash transfer cases are also vetted through this system. This allowed for stronger processes to provide a quick response to people in distress.

➢ Shelter Management System - An Android app - Shelter Management System (SMS) - was developed with an intention of public good so as to ensure a systematic record and future analysis of the migrant population.

c) Documentation and Communication **-** Substantial effort has been taken for documentation and communication, as a repository of resources for future use, an open resource platform as well as for call to action The Mahac19peconet website (www.mahac19peconet.org) was conceptualized and developed to cover all the 8 key programs facilitated by UNICEF, Maharastra and the work done by the partners. This has recreated our footprint and enhanced our visibility.

Being the nodal partner, RIF amplified the work by done the MahaCovid19PECONet collective through its social media channels – Facebook, Twitter, and Instagram and reports that have reached significant numbers. Case stories have been documented to help garner support as well as advocate for better systems and processes based on our learnings and insights. These activities would help widen the involvement of members and reduce passive interaction.

Overview of Impact (in numbers)

➢ **Milkar Initiative:** Over 10,000 rations kits distributed in two phases to the economically-challenged sections of the society, self-help groups, differently-abled persons, house helps, daily wage labourers, dabbawallas, etc. Around 6,350 queries verified.

➢ **Food Distribution:** 2950 dry ration kits were distributed to individuals and families from vulnerable communities across multiple locations.

➢ **Direct Cash Assistance:** A total of 975 beneficiaries were provided cash assistance in expenses related to ration, medical and emergencies amounting to Rs 4,79,368.

- ➢ **Distribution Mapping on Dataogram (NGO-wise):** CACR (Dry Ration Kits - 1250, PPE Kits - 3500, Sanitary Napkins - 300); CYDA (Dry Ration Kits - 204); Montfort Care (Dry Ration Kits - 35); Red is the New Green (Sanitary Napkins - 100); RISE Infinity Foundation (Cotton Masks - 500, Dry Ration Kits - 1105, Masks 200, N95 Masks - 7000, others - 200, Cooked Food - 700, Soaps - 4600).
- ➢ **Partner Leverage:** Funds worth Rs 6,80,000 were raised with the help of Jeevan Rath partners for multiple purposes such as providing monetary assistance for a student to pursue his studies, for HIV positive transgender community with nutritious food, for ration to vulnerable community and other such needs.
- ➢ **Shelter Management:** Details of 9251 potential job-seekers, were recorded across all the 24 wards of Mumbai Urban District. Among these, 3016 were skilled labourers while 1662 were unskilled.
- ➢ **Skill Development and Training:** 55 trained on personality development, 39 trained on waste recycling, 32 made aware on opportunities in fast food, 35 made aware on government schemes.
- ➢ **Employment:** 840 job seekers mapped, 125 jobs identified, 158 jobs matched.
- ➢ **Entrepreneurship:** 100+ women-entrepreneurs supported. Rs.900,000 seed fund created.
- ➢ **Support to Domestic Workers:** Distribution of hygiene and cleaning equipment to 4500 domestic workers across 9 Municipal wards, training on waste segregation, water saving and hygiene.
- ➢ **Social Media Outreach:** RIF amplified the work by done the MahaCovid19PECONet collective through its social media channels. RIF's Facebook saw an overwhelming 9 lakh people viewing and over 40,000 reacting to the posts in the campaigns. Similarly, Twitter and Instagram, too, showed an upward trend over 14,000 and 600 people viewing the tweets and posts respectively and reacting to the posts.

Challenges & Learnings

Some of the key challenges were in terms of the **Multi-faceted complexity of the crisis and the uncertainity** that demanded constant monitoring and **Prioritization**. This resulted in an evolving program with multiple interventions based on flexiblity and **rapid design methodologies.** Disaggregated Data Collection and Knowledge Management were key to reaching the unreached in need and the vulnerable such as **Invisible Women groups** - Migrant, Prisoners and Commercial Sex Workers. Children, Transgenders and the disabled were yet another affected population that required special focus.

A key learning has been in the differentiated approach required to ensure inclusion and equity in assisting affected populations. Distribution at scale requires one level of expertise but **individual and small cluster cases** require more bandwidth and due diligence per person. **Cash Transfer** as a mode of assistance is critical especially for those left out of the larger efforts or unreachable. However, verification is crucial to ensure authentic needs are being met.

Funding is a **balancing** Act of fund utilisation as per ear-marked contributions and meeting critical needs. Cost of products and services see a wide range and **fraud is not unheard of.** The success of our Distress lines were mainly due to the fact that we worked on **Outbound v/s Inbound**, which was the normal practice during crisis. This way, we did not wait for people in

need to reach out to us, instead we located, verified and then assisted in a cycle that brought in far more than an inbound helpline could achieve.

Last but not the least is Team Management of volunteers and staff. **Morale boosting and mental health are real issues that need to be addressed.** Technology is a great **facilitator** for scale, documentation and communication especially given the constraints on movement and gatherings.

Conclusion/Way Forward

An integrated Action Plan such as that managed by RISE Infinity Foundation has evolved through the JR journey supported by UNICEF and all the partners who have been integral to its execution. It is also based on an attitude to learn and an open approach to continuous improvement and innovation to achieve crucial outcomes. While the affected population is large, there is a crucial need to bring attention to vulnerable groups such as women and children in not so visible avatars - commercial sex workers, prisons, shelters etc. People with disabilities are another such group that require special focus. There is much to be done.

Recovery measures around Skill Development, Employment and Entrepreneurship need further detailing based on the time horizons and budgets planned for them as well as the vision of a Virtual Centre of Excellence (CoE). From stakeholder engagement point of view, the program will benefit immensely by expanding the multi-stakeholder, multi-sectoral footprint of the Maha PECOnet who can help us scale, innovate and gain traction on the ground. In order to achieve this, we need to create a broader engagement plan that enables collaboration and provides benefits to members of the PECOnet.

Although substantial effort has been taken for documentation and communication, as a repository of resources for future use, an open resource platform as well as for call to action, there is a need for greater data sharing and amplification of Jeevan Rath 3.0 to help in advocating for action by government, industry, donors and other stakeholders as well as create awareness for affected populations.

Many of the elements of the Grand Bargain are reflected across interventions that used the framework of the 5Ps – Purpose, Policies, Process, Practice and People that actually fed into the formation of the Maha PECOnet. Workstream 7 and 8 of the Grand Bargain needs to be the guiding force for the next level action plan – Increase collaborative humanitarian multi-year planning and funding (7) and Reduce the earmarking of donor contributions (8). Implementing more elements of the other workstreams of the Grand Bargain, like - *greater transparency* through open-data standard and common digital platform; *a participation revolution* - that included affected people in decision-making processes which affect their lives; *improve joint and impartial needs assessments* - to strengthen the quality and coordination of humanitarian needs assessments used for strategic decision-making, etc. would strengthen the program for longer term outcomes. The role of a nodal partner and the Ownership concept of the PECOnet is yet another aspect of collective effort that should be evaluated and replicated as a best practice or a model for emulation.

It is our hope that the IAP started during JR 3.0 will be the force that will multiply our impact as a coalition as we continue on our journey.

2. Genesis

A total lockdown announced in India on the 24th March 2020 due to the Covid-19 pandemic caught us all unawares. Thousands of migrant and daily wage workers suddenly were unable to fend for themselves or their families, leaving them with no choice but to return to their home states — literally carrying all their belongings on their backs, often accompanied by children and elderly parents either by private buses, trucks or most times by foot. Approximately 30,000 - 40,000 migrants left Mumbai daily, without food and water, in a desperate bid for survival leading to a heart-breaking mass exodus seen for the first time since partition.

People hailing from the poorer sections of the society - vulnerable families from urban slums, tribal pockets and migrants focusing children, women, adolescents and youths faced the worst of the economic brunt. While the initial phase of the pandemic saw the heart-breaking exodus of thousands of migrant and daily wage workers with their families due to loss of jobs, the current phase post the country-wide lockdown has been a witness to the uncertain times ahead with respect to their recovery and survival from the economic impact.

> Over 11.5 million people, including women, children and senior citizens (constituting 40% of the population) were directly affected by the Covid-19 pandemic

2.1   UNICEF Maharashtra Covid Crisis Humanitarian Response

In an attempt to streamline a response to the COVID-19 pandemic and connect with actual needs on the ground, a Learning Exchange session was hosted by UNICEF, Maharashtra and Idobro Impact Solutions to share ideas and avoid duplication in the relief efforts within their NGO networks. Further deliberations amongst these partners gave birth to the idea of **Jeevan Rath (JR)**, a relief-on-wheels initiative to alleviate some of the misery that the migrants were undergoing in their desperate attempt to go home. Over 55+ development partners pledged their support and came together to respond to the situation on the ground.

The attempt was to collect and distribute non-perishable food, hygiene materials, water and provide basic medical support to migrant workers using mini mobile trucks, which could operate in areas, where migrants assembled in large numbers to travel back to their home states.

This was also the genesis of the **MAHA C19 PECOnet**, a UNICEF Maharashtra facilitated multi-stakeholder, multi-sectoral eco-system of Partners (**P**), Enterprises (**E**) and Citizen Volunteers (**C**).

While designing a program, we need to keep 5 aspects in mind:
- ➢ Purpose
- ➢ Policies
- ➢ Processes
- ➢ Practices
- ➢ PECOnet (People)

The PECOnet therefore are the actors required to implement and scale a program. Enterprises (**E**) provided solutions and innovations, they needed the support of resources for scale which was the contribution of Partners (**P**) who donated in cash or kind. Last but not the least, Citizen Volunteers (**C**) played a critical role to provide traction on the ground through adoption and awareness. All these actors were critical, both humanitarian and development, and are required to work closely together with a single-minded focus to achieve the set out objectives. This was only possible when the network was held together by the joint Ownership (**O**) of the cause and mission of the alliance.

The Jeevan Rath initiative carried out under the MAHA PECONet umbrella reached out to over 250,000 affected people in the first two phases (JR 1.0 and JR 2.0) for food, travel and cash assistance to cover medical and other exigencies.

In its third phase, the Maha PECOnet touched another 125,000-affected people and deepened the engagement with over 25,000 families in distress through food security, employment by mapping skills, providing skill-appropriate training and connecting employers with job seekers.

The objective was to assist families across Mumbai, Thane, Navi Mumbai, Palghar, Pune through immediate and mid-term recovery strategies through government and private initiatives along with its growing base of partners. In addition to the Jeevan Rath program, UNICEF also facilitated the "Flush the Virus" program and other initiatives such as Rapid Pro for Covid Sensitive WASH Services, RCCE on Covid School Readiness, WASH in School and Menstrual Hygiene Management, Shelter Management and Livelihood tracking, Village Preparedness and Risk Informed Programming components for implementation and capacity building that touched another 3,00,000 community members across Maharashtra.

Together, the Jeevan Rath, Flush the Virus and other UNICEF Maharashtra programs have reached over a million lives. The Maha PECOnet coalition continues with its mandate to strengthen social programming by government as well as social protection through Skill Development, Employment and Entrepreneurship through its growing eco-system of over 75 development partners.

2.2 Grand Bargain – Principals for Humanitarian Grounds

The Grand Bargain, which was launched during the World Humanitarian Summit in Istanbul in May 2016, is a unique agreement between some of the largest donors and humanitarian organizations committed to get more means into the hands of people in need and to improve the effectiveness and efficiency of the humanitarian action.

The signatories are working across nine thematic workstreams to implement the commitments:

1. Greater Transparency
2. More support and funding tools to local and national responders
3. Increase the use and coordination of cash-based programming
4. Reduce Duplication and Management costs with periodic functional reviews
5. Improve Joint and Impartial Needs Assessments
6. A Participation Revolution: include people receiving aid in making the decisions which affect their lives
7. Increase collaborative humanitarian multi-year planning and funding
8. Reduce the earmarking of donor contributions
9. Harmonize and simplify reporting requirements

The tenth work-stream, Enhance engagement between humanitarian and development actors, has been closed as an independent work-stream and it has been mainstreamed as a cross-cutting commitment.

Spanning over a period of eight months, the Jeevan Rath programme and the Maha PECOnet coalition was designed and executed based on the principles of The Grand Bargain agreement, endorsed by UNICEF, as one of the signatories of the same.

Some of the key elements included the use of digital platforms (Whatsapp groups) and technology (reporting) to increase transparency and ensure better decision making (WS 1), partnering with a mix of grassroot NGOs and national-level organisations drawing from pooled funds for better response to affected people (WS 2), multi-sector cash transfers and in-kind assistance (WS 3), reduce management and duplication through a Core group review mechanism (WS 4), use of joint assessment of needs and multi-layer partner verification for resolution (WS 5), inclusion of the most vulnerable such as women, commercial sex workers, people with disabilities and transgenders and flexibility in programme response (WS 6), regular peer reviews to enhance cross-learnings and reduce reporting across stakeholder groups (WS 9).

3. Jeevan Rath Evolution

The Jeevan Rath program evolved through various phases as per the needs of the hour. What started as a small WhatsApp group, quickly grew from 20 to over 60 members overnight and a movement took shape in mid-May, with a pledge to raise funds and support the needs of the affected people, leading to the birth of the Jeevan Rath initiative.

The focus and objectives of the initiative kept on changing with the requirements of the hour and kept on deepening the engagement with the vulnerable groups as under:
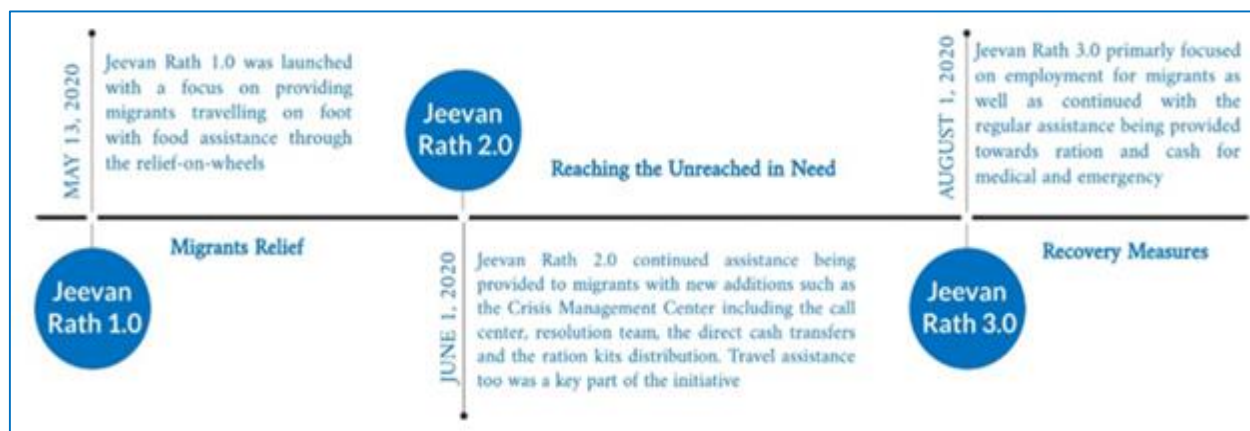
➤ **Jeevan Rath 1.0 (May 13th – May 31st)** – The first phase was focused on providing relief to migrants. The activities concentrated on food trucks that took food and essentials to migrants as they travelled on foot, buses or trains.

➤ **Jeevan Rath 2.0 (June 1st – July 31st)** – In this phase, emphasis was on the safe travel for the people wanting to reach their homes. Hence it saw the launch of a virtual call center with a 15 x 7 helpline to provide the migrants with assistance as per their needs. The Crisis Management Centre focused on enabling, assisting and then tracking the movements of migrants to ensure that they reach their destinations safely and/or received help in case of distress. The assistance included tickets and funding for travel, arranging buses and other transportation, even air tickets in cases of emergencies, food and water during travel and cash assistance for exigencies and medical expenses.

➤ **Jeevan Rath 3.0 (August 1st – December 31st)** – Post the lockdown, the key requirement was for recovery measures for the people who had lost their jobs in the lockdown and now were slowly returning back to the metros for their livelihood. Mapping of individuals needing employment with employers seeking workforce, identification of skilling opportunities for unemployed youth, financial and technical support for entrepreneurs, etc have been the cornerstone of JR 3.0 activities. The food and cash benefit activities have also continued albeit in a smaller way. The Milkar initiative by the MCGM and other stakeholder groups – Corporate Donors and NGOs was one of the important programs as part of the food relief measures.

3.1 Jeevan Rath 1.0 Overview

The Jeevan Rath 1.0 phase was focused on food trucks that went wherever migrants were walking home and later at train and bus stations as transportation started to get arranged. The trucks provided essential support, including basic medical support to anyone who was walking home. In order to make provisions easily available to migrants, the 'Jeevan Rath' was stationed at strategic locations like the toll nakas in the cities.

Initially, two trucks were stationed, which provided 2500 vada pavs twice a day, water and fruits such as bananas, apples and pears throughout the day. The idea was that the migrants could pick up the food, and preserve it for a few hours as they walked. They were also provided with basic ointment to be used to heal their cuts and wounds sustained due to the long walk. In addition to food, the trucks had also distributed footwear, caps, ORS, sanitary napkins and more.

The places covered by the trucks included Thane, Dahisar, Nashik, Pune, LTT, Vasai, Bandra Station, Vasai and Borivali station.

Results of Jeevan Rath 1.0

The initiative reached an incredible milestone of a 130,000 migrants served in a space of just 2 weeks.
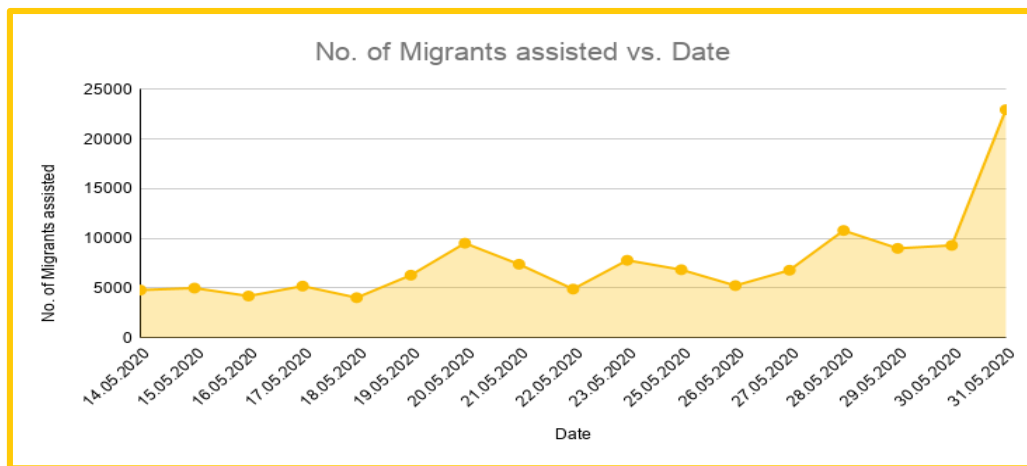

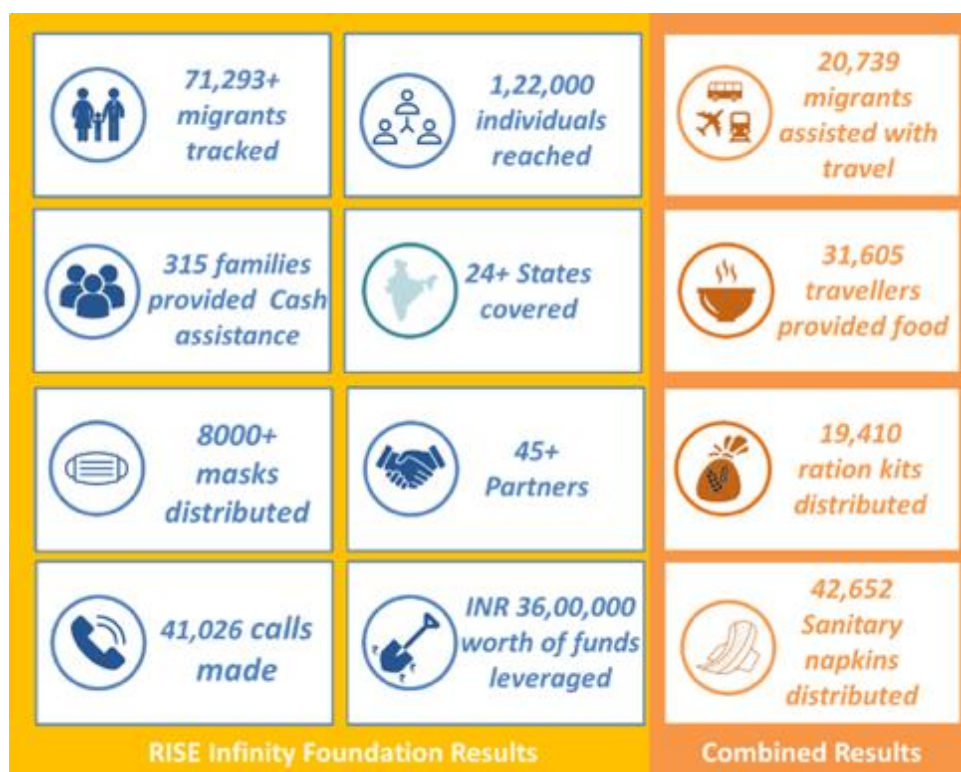Chart 1 - Displaying the migrants assisted over time

3.2   Jeevan Rath 2.0 Overview

As the needs of the migrants evolved so did the initiative, from cooked food to travel assistance to ration kits and finally social protection in the form of cash transfers for medical and other forms of exigencies.

In the second phase of Jeevan Rath 2.0, a Crisis Management Centre (CMC) was established by RISE Infinity Foundation to track migrants so as to ensure that the migrants have reached home safely. The virtual call center made outbound calls to reach out to stranded migrants identified by the partner NGO's and documented their needs. The team also resolved the needs wherever possible, through other NGO partners and individuals providing on ground relief.

Along with other partners both from the Maha PECOnet and a Pan-India eco-system, major travel success stories included co-ordination of travellers on flights to Ranchi and Bhubaneshwar, multiple buses and trains to UP, Bihar, West Bengal, Jharkhand and Uttarakhand among others. The relief activities also included distribution of ration kits and cash transfers to families for food, travel, medical and other emergency needs. Over 74,000 migrants were tracked and an additional 50,000 provided direct assistance. This was a joint effort of the coalition led to a significant outreach and relief to over 122,000 individuals.

RISE Infinity Foundation Results		Combined Results
71,293+ migrants tracked	1,22,000 individuals reached	20,739 migrants assisted with travel
315 families provided Cash assistance	24+ States covered	31,605 travellers provided food
8000+ masks distributed	45+ Partners	19,410 ration kits distributed
41,026 calls made	INR 36,00,000 worth of funds leveraged	42,652 Sanitary napkins distributed

Continuing from where JR 2.0 left off in its critical mission with a focus on migrants, the Jeevan Rath 3.0 program expanded its mandate to other vulnerable groups to be supported and reduce the consequences of the pandemic. JR 3.0 further deepened its engagement with affected families through food security and employment by mapping skills, providing skill-appropriate training, connecting employers with job seekers and provide seed funding for entrepreneurial activities.

Objectives

The central objective of the Jeevan Rath 3.0 has been to assist 25,000 families in distress, on immediate and mid-term recovery strategies by:

> ➢ Reaching the unreached with social protection and food security
> ➢ Social Protection to create an evidence of inclusive social entitlement programming for the State of Maharashtra

The focus has been to connect with affected people across Mumbai, Thane, Navi Mumbai, Palghar, Pune. These have been achieved through direct assistance as well as leveraging resources from partners and donors. Relief for food security and emergency needs was facilitated by a call center and resolution team as well through government and private initiatives.

Recovery measures was at the core of the JR 3.0. This was undertaken through different initiatives such as skill mapping and screening, job search and placement, interview preparation for the vulnerable sections of the society who had lost their jobs during the lockdown and were now slowly returning back to the cities from their hometowns. Emphasis was placed on identification of jobs in post Covid-19 sunrise sectors such as IT, Call centres, logistics and supply chain.
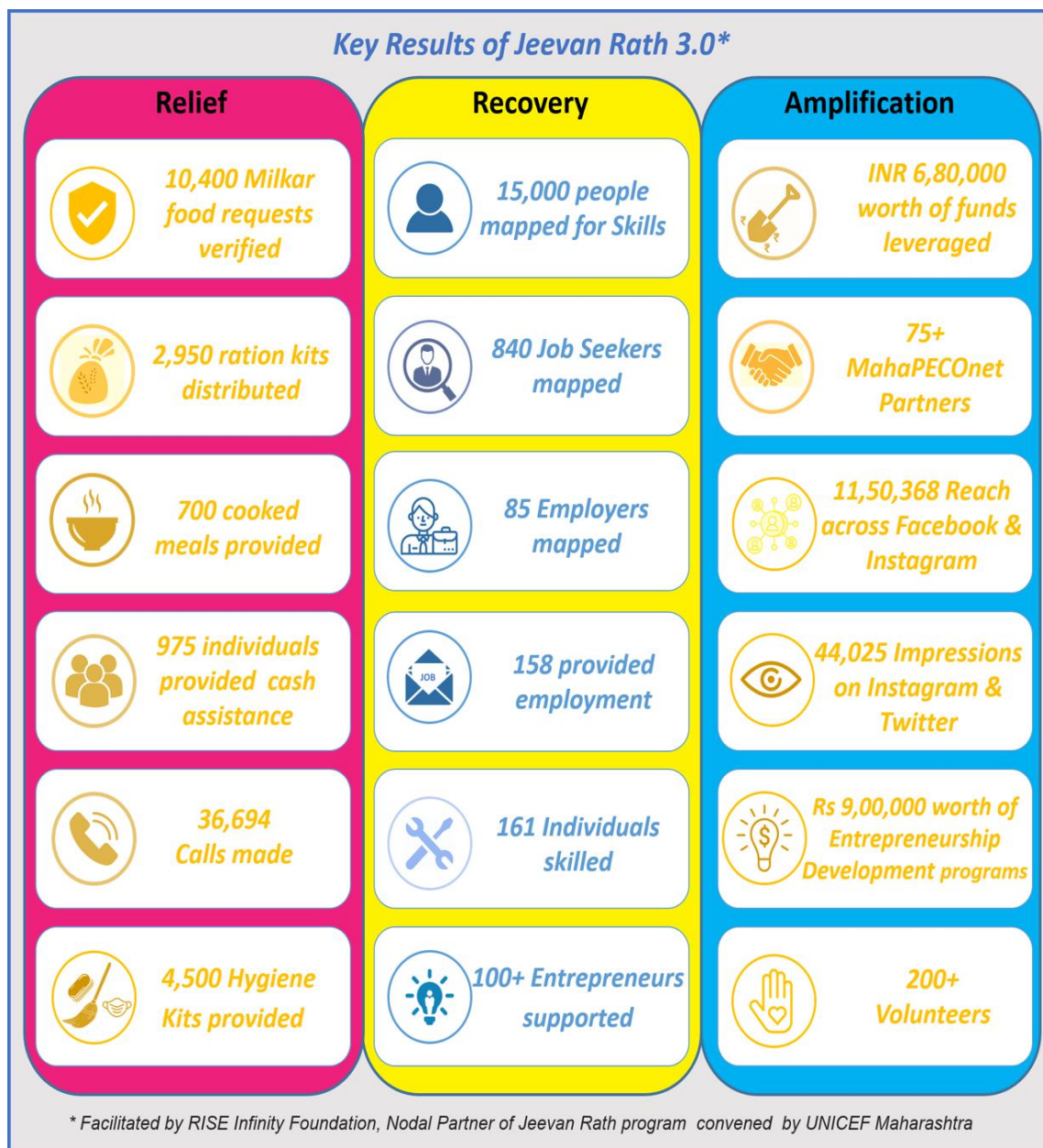
Overview of Impact (in numbers)

> ➢ **Milkar Initiative:** Over 10,000 rations kits distributed in two phases to the economically-challenged sections of the society, self-help groups, differently-abled persons, house helps, daily wage labourers, dabbawallas, etc. Around 6,350 queries verified.
> ➢ **Food Distribution:** 2950 dry ration kits were distributed to individuals and families from vulnerable communities across multiple locations.
> ➢ **Direct Cash Assistance:** A total of 975 beneficiaries were provided cash assistance in expenses related to ration, medical and emergencies amounting to Rs 4,79,368.
> ➢ **Distribution Mapping done through Dataogram (NGO-wise):** CACR (Dry Ration Kits - 1250, PPE Kits - 3500, Sanitary Napkins - 300); CYDA (Dry Ration Kits - 204); Montfort Care (Dry Ration Kits - 35); Red is the New Green (Sanitary Napkins - 100); RISE Infinity Foundation (Cotton Masks - 500, Dry Ration Kits - 1105, Masks 200, N95 Masks - 7000, others - 200, Cooked Food - 700, Soaps - 4600).
> ➢ **Partner Leverage:** Funds worth Rs 6,80,000 were raised with the help of Jeevan Rath partners for multiple purposes such as providing monetary assistance for a student to pursue his studies, for HIV positive transgender community with nutritious food, for ration to vulnerable community and other such needs.

- ➢ **Shelter Management:** Details of about 9251 potential job-seekers, were recorded across all the 24 wards of Mumbai Urban District. Among these, 3016 were skilled labourers while 1662 were unskilled.
- ➢ **Skill Development and Training:** 55 trained on personality development, 39 trained on waste recycling, 32 made aware on opportunities in fast food, 35 made aware on government schemes.
- ➢ **Employment:** 840 job seekers mapped, 125 jobs identified, 158 jobs matched.
- ➢ **Entrepreneurship:** 100 women-entrepreneurs supported. Rs. 900,000 seed fund created.
- ➢ **Support to Domestic Workers:** Distribution of hygiene and cleaning equipment to 4500 domestic workers across 9 Municipal wards, training on waste segregation, water saving and hygiene.
- ➢ **Social Media Outreach:** Being the nodal partner, RIF amplified the work by done the MahaCovid19PECONet collective through its social media channels. RIF's Facebook saw an overwhelming 9 lakh people viewing and over 40,000 reacting to the posts in the campaigns. Similarly, Twitter and Instagram, too, showed an upward trend over 14,000 and 600 people viewing the tweets and posts respectively and reacting to the posts.

IAP Facilitators and Amplification

As the work progressed towards the creation of a robust plan for relief and recovery, the incorporation of technology and communication and stakeholder engagement measures became a pre-requisite for the amplification of the mission and means to achieve them. Strong technology and communication tools further enabled the mapping of affected people, visual representation of gaps in social entitlement, social protection, and food security. Data sharing and amplification of Jeevan Rath 3.0 helped in advocating for appropriate systems strengthening by government, industry, donors and other stakeholders.

As the MahaPECOnet continued to grow and activate new partnerships, there was also a need to scan the eco-system for changing dynamics and frameworks. Hence Stakeholder mapping and engagement was another key activity to strengthen the work and achieve the collective vision.

Key Results of Jeevan Rath 3.0*

Relief

- 10,400 Milkar food requests verified
- 2,950 ration kits distributed
- 700 cooked meals provided
- 975 individuals provided cash assistance
- 36,694 Calls made
- 4,500 Hygiene Kits provided

Recovery

- 15,000 people mapped for Skills
- 840 Job Seekers mapped
- 85 Employers mapped
- 158 provided employment
- 161 Individuals skilled
- 100+ Entrepreneurs supported

Amplification

- INR 6,80,000 worth of funds leveraged
- 75+ MahaPECOnet Partners
- 11,50,368 Reach across Facebook & Instagram
- 44,025 Impressions on Instagram & Twitter
- Rs 9,00,000 worth of Entrepreneurship Development programs
- 200+ Volunteers

*Facilitated by RISE Infinity Foundation, Nodal Partner of Jeevan Rath program convened by UNICEF Maharashtra

SECTION II – Relief

4. Relief Assistance

Relief measures were a continuation of JR 2.0 wherein ration kits and other essentials like sanitary napkins, masks etc were distributed to vulnerable groups and low-income households. Of these, food continues to be a recurring and basic need. In order to ensure that we serve only those genuinely in need and also reach those that have not been served earlier, some key initiatives will be at the center of these efforts were:

1. *Milkar* – As part of the system strengthening approach, Jeevan Rath signed an MOU with MCGM to support the food initiatives of Milkar[4], Mahadanya app and the BMC Helpline. The partnership was very important as it focused on 8 key vulnerable groups which were in line with the Jeevan Rath mandate to reach the unreached vulnerable.

2. *Direct Case Resolutions* - The program continued to distribute food and ration kits to those in need especially those stranded, waiting to go home or planning to stay back or return to find gainful employment and other vulnerable groups.

3. *Cash Transfers* – Emergency needs of people, especially those with medical crisis have been exacerbated due to loss of jobs and income source. Hence direct cash transfers for medical and other exigencies including education were an important part undertaken as part of the relief measures.

4. *Special Initiatives* – These were launched to empower and create a positive approach in these unprecedented times,
   - ➢ *"Looking Backward, Moving Forward* Campaign*"*
   - ➢ *"Nutri-Ration Kits"* that encourages individuals and communities to meet their nutrition needs over and above the basic ration that is being provided either by the PDS system or civil society.

4.1   Milkar Initiative

The Milkar Initiative is an online fundraising platform by the Municipal Corporation of Greater Mumbai (MCGM), to bring together local government, NGOs, citizens and corporate partners to ensure that the ongoing city-wide food relief distribution efforts were data-led, aligned and focused. Jeevan Rath signed an MOU with MCGM to support this food initiative of Milkar, Mahadhanya app and the MCGM Public Helpline.

This was a very important program and was specifically beneficial to the sections of the society, not served by the MCGM PDS schemes due to various reasons. A total of 10,400 rations kits were distributed to the beneficiaries in two phases; over 6,000 were distributed in the first phase and the remaining as part of the second across 24 wards of Mumbai.

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[4] An online fundraising platform by the Brihanmumbai Municipal Corporation (BMC), to bring together local government, NGOs, citizens and corporate partners to ensure that the ongoing city-wide food relief distribution efforts are data-led, aligned and focused.
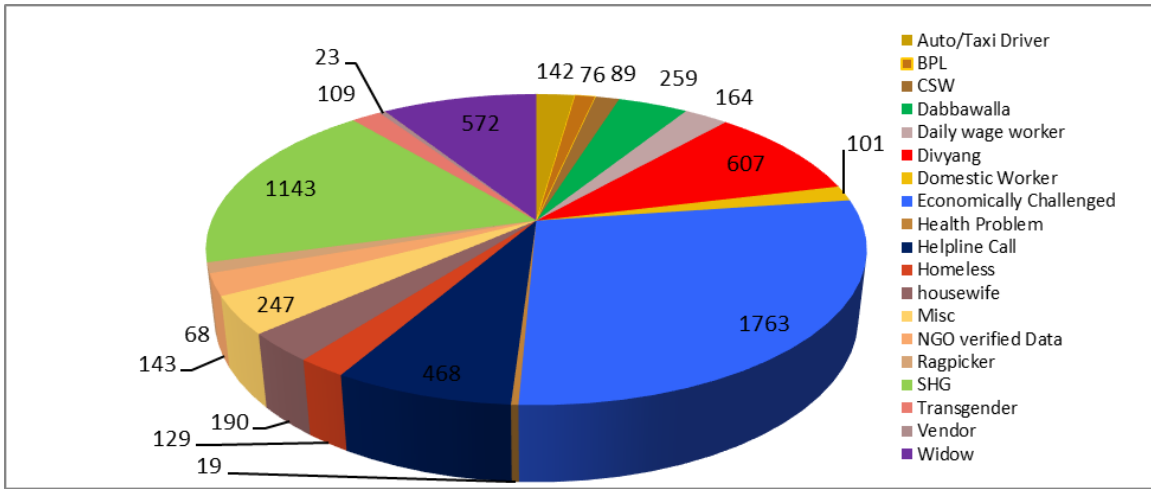
Chart 2 - Pie chart depicting the distribution of ration based on criteria

Of the 6,312 distributions made, around 1763 (28%) were to the economically challenged sections of the society, followed by 1143 (18%) to the SHGs and 607 (10%) to the Divyang (physically-challenged). While 572 (9%) kits were distributed to widows, 468 (7%) distributions were carried out to people registered through the helpline calls.
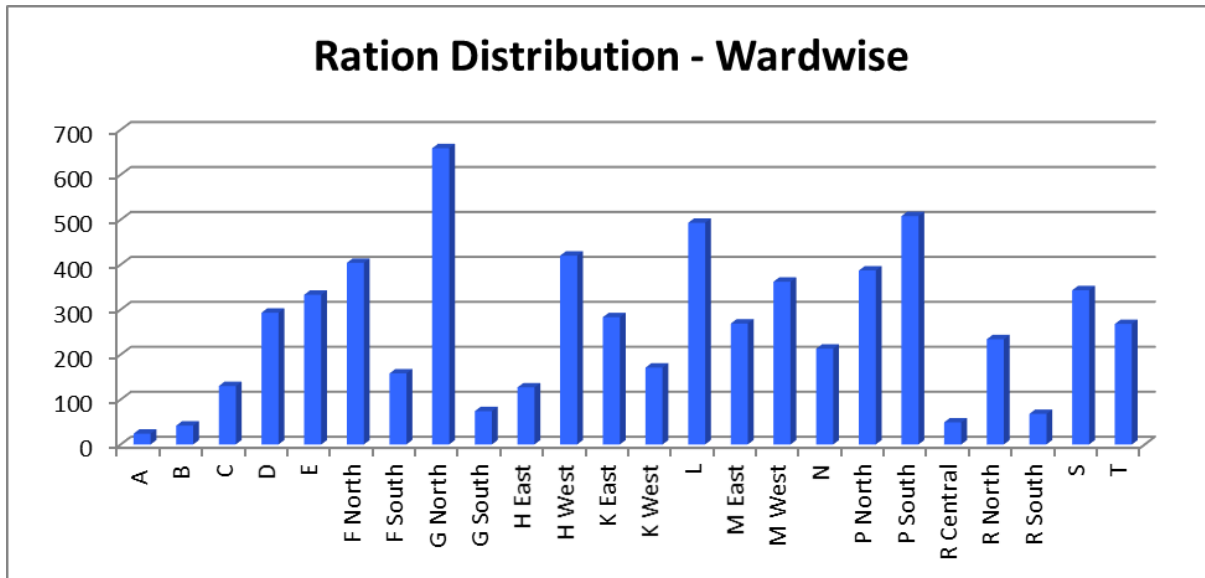

Chart 3 - Chart depicting the distribution of ration ward wise

This initiative, very aptly named (Milkar which means together) demonstrated the close working relationship between various stakeholders. The MCGM ward Community Development Officers (CDOs), who liaison with the community were the most important stakeholders of this initiative. The CDOs identified the most vulnerable and un-reached sections of the community in their respective wards and forwarded the lists of these people to the RIF call center. The call center

then verified these lists by calling the people and validated their requests for the rations. These verified lists were shared with the CDOs, who then coordinated with the NGOs who were part of the Milkar platform to arrange for the ration distribution. The RIF call center then again called the beneficiaries to inform them the date for collection of the rations.

The loop was closed by the NGOs undertaking the distribution, who uploaded affected people data from the field itself onto the MahaDhanya app for review and cross-verification by MCGM.

| 4.2	Direct Assistance and Resolutions

JR 3.0's central work has been about identifying the immediate assistance needed and resolving them by providing essential kits of dry ration and cooked meals, and doing cash transfers for food, medical, education and travel assistance to the vulnerable groups and low-income households struggling to survive the adverse economic impact of pandemic.

Food Distribution - Dry Ration Kit Group Distribution

Group distribution of dry ration kits were provided to individuals from vulnerable communities across multiple locations. The dry ration kits included rice, dal, oil, pulses, salt, sugar, and some spices and would be able to support a family of 4 for at least a month. While a part of the kits was financially supported by UNICEF, RISE Infinity Foundation also reached out to its partner network of donors to get support for additional ration kits.

2,950 Rations kits distributed to groups
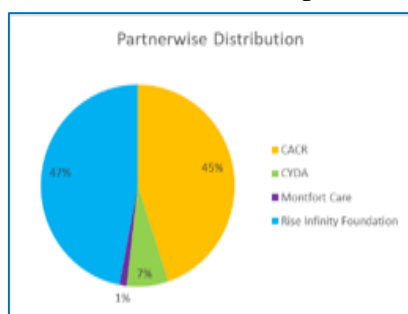
Below given is the spread of distributions undertaken by partners from August to December based on requests from partners and volunteers.

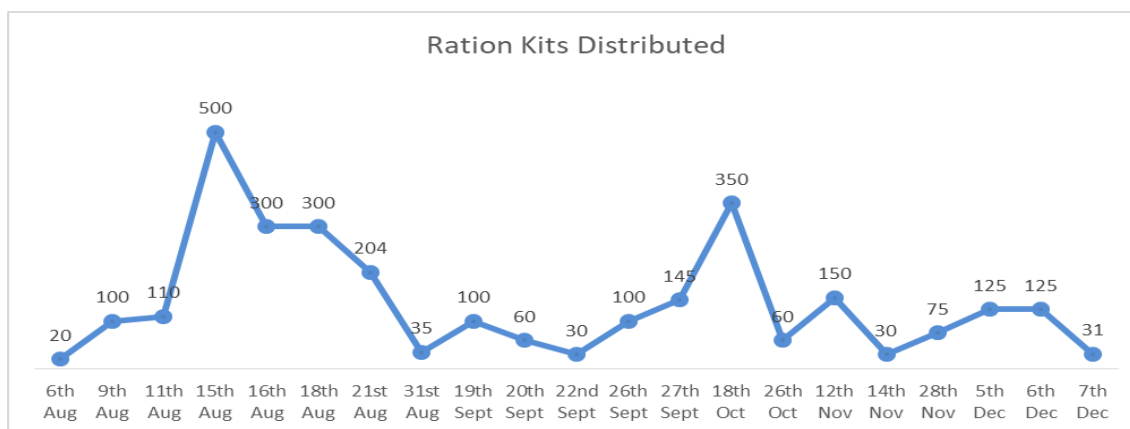Chart 4 - Chart showing the distribution of ration partner wise

Chart 5 - Line graph displaying the distribution of ration over time

The line graph shows the distribution of the ration kits across time. The numbers show that the assistance was provided to multiple people ranging from large groups of around 500 people to small pockets of just 20 to 30 people as well.

Conditional Cash Transfer

The loss of livelihood has hit the vulnerable sections very badly and they have been struggling with basic necessities of food, medicines and other emergencies. Hence continuing from JR 2.0, JR 3.0 also provided financial assistance to vulnerable individuals who required assistance for other basic necessities like house rent, medicines for the sick and aged, recurring medical procedures like dialysis, blood transfusions, etc. The call center received a lot of requests for help towards these facets as well.

Hence a direct cash transfer mechanism was developed to cater to such needs as below:
1. *Ration* – to provide ration kits, where the shopkeepers were paid directly after submission of the bills and completion of the due diligence through Aadhaar cards of the beneficiaries
2. *Medical* – to pay for expenses incurred for hospitalization, medicines, etc. after submission of prescriptions, hospital bills and completion of the due diligence through Aadhaar cards
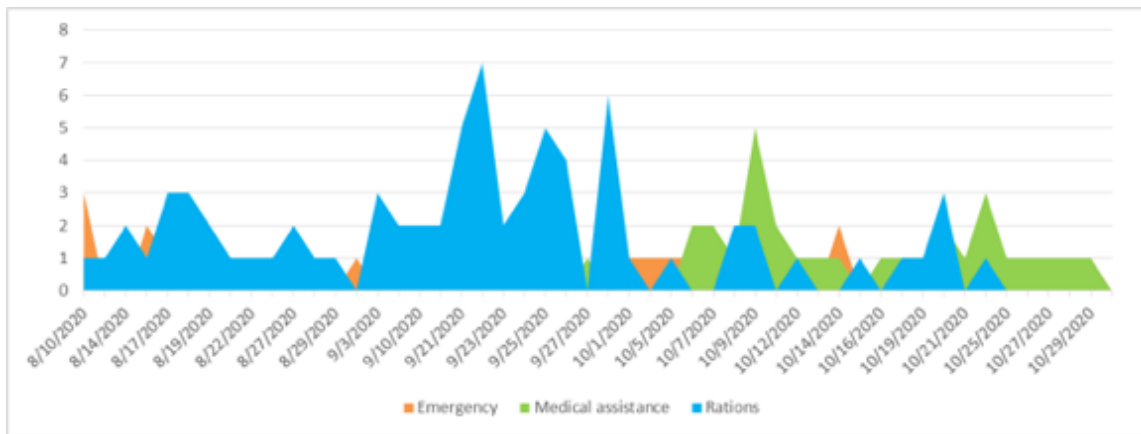3. *Emergency* – to pay for any other exigencies

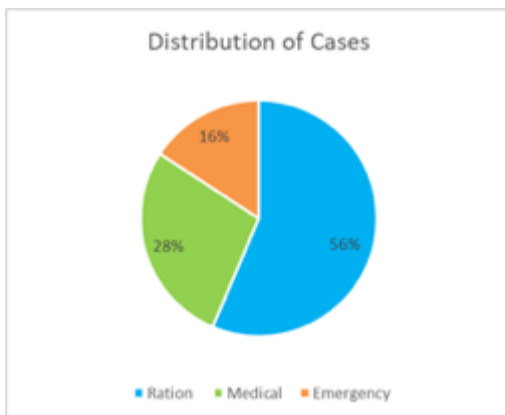Chart 6 - Chart depicts the spread of assistance cash provided over time

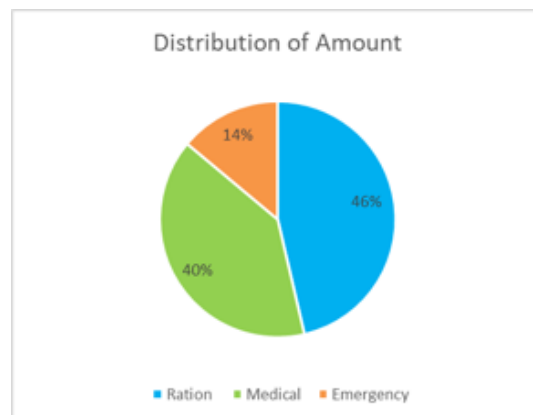Chart 7 - Distribution of the types of cases provided assistance

Chart 8 - Distribution of the cash spent on medical, ration and emergency6

Direct Assistance	Ration	Medical	Emergencies
No of Cases	75	37	21
No of Beneficiaries	894	43	38
Amount in ₹	3,45,767	2,96,143	1,03,987

Process of Cash Transfer for Ration, Medical and Emergency

The actual cash transfers were done by a separate finance team post verification and data checks of the verification team.

Implementation

In order to ensure uniformity, effectiveness and transparency, a minimum Standard operating Procedure (SOP) was discussed and policies were established for identifying beneficiaries and documentation pre-requisites for the 3 main relief measures. Policies were established for:

> ➢ Criteria: for selection of beneficiaries
> ➢ Amounts: the maximum amounts to be transferred per category
> ➢ Verification: the process and documents for due diligence and verification of the needs and identity of the beneficiaries
> ➢ Actual payments: the mode of payment to the vendors or end beneficiaries

SOP details on the above have been provided in the Policies section in the report.

Travel Assistance

Travel assistance was not the key focus for JR 3.0, however assistance was provided for exceptional cases, where the people identified , were desperate to travel back to their villages.

Some of these cases included:

Date	No of individuals	Origin	Destination	Assistance provided
16th August	1 Female, 2 Male	Bandra, Mumbai	Jaunpur, Uttar Pradesh	Assisted with train tickets
28th August	2 Female, 3 Male, one child	Bandra, Mumbai	Jaunpur, Uttar Pradesh	Assisted with train tickets and local commute
14th November	1 Male, 1 Female and 2 children	Sultanpur, UP	Mumbai Maharashtra	Assisted with train tickets
2nd October	55 migrant workers	Sitamarhi, Bihar	Mumbai	Arranged a bus to Mumbai
27th September	40 Migrants	Jamui, Bihar	Hardoi, Uttar Pradesh	Arranged a bus

Table 1 - Table with the details of travel assistance provided

Partner Leverage

Donations for individual cases and small clusters are extremely difficult and time consuming to support. However, these are the people, most in need of help. The platform has been working to fulfil these requests despite of the challenges associated with them.

Over the course of the program, RIF has reached out to its network of corporate and other partners to leverage support for individual cases, both in terms of monetary and in kind assistance.

The amount raised was used for multiple purposes such as providing monetary assistance for a student to pursue his studies, for HIV positive transgender community with nutritious food, for ration to vulnerable community and other such needs.

Leveraged Rs. 6,80,000

The cases leveraged with support from partners include:

- ❖ Raised Rs 35,000 and made arrangement for transport of a minor girl from the shelter to her home in Andamans, accompanied by a police constable as per State government regulations. Fittingly enough, the girl travelled on the anniversary of the Children Right's Convention Day – 20th November.
- ❖ Raised over Rs 55,000 for the handicapped inmates of Self-Esteem Foundation through multiple partners for their medical expenses
- ❖ 30 ration kits leveraged for emergency support to families in Wadala east worth Rs 22,500
- ❖ 43 HIV positive individuals from the transgender community referred by CACR were provided with nutritious food with support from Rotary worth Rs 63,000
- ❖ Rs 76,000 was raised for 3 Solanki sisters (Hasti and Dhristi) from well-wishers to pay their long pending school fees and college fees for Riddhi Solanki, thus ensuring that their education could continue.
- ❖ Rs 1.5 lakh was raised overnight for Raghuvendra, a bright student who has secured admission in a university in Canada and required funds for his travel and other essentials
- ❖ 350 ration kits were leveraged for Commercial sex workers, from Turbhe and 50 kits for Earth Angels supported by Montfort Care worth Rs 2,00,000.
- ❖ 7 hearing-impaired children were provided hearing aids that had an MRP of INR 230,000/- but were provided by the manufacturer as a special price of INR 27,999/- of which INR 8,000 each was funded by RIF and the balance by a Donor of Monfort Care Early Intervention Center.

Special Nutrition Initiatives

Food continued to be a recurring and basic human need. In order to ensure that, not just ration but nutrition as well was provided, special initiatives were undertaken by CACR and RIF within the communities.

Citizen's Association for Child Rights (CACR)

Fresh vegetables with Dry ration and hygiene kits were procured and distributed to the vulnerable population to ensure continuity of nutritious and required dietary food items as per WHO protocol.

Methodology followed:

1. Identification and verification of needy beneficiaries through NGOs:
   a. Sanghini Mahila Sanstha
   b. Kshamta
2. Verification of the identified lists by RISE Infinity Foundation Call Centre
3. Procurement and Distribution of Ration Kits by CACR

Distribution Details

Sr No	Date	Location	Description
1	12 November 2020	Turbhe	110 ration kits to Differently-abled people and 40 Commercial Sex Workers.
2	20 November 2020	Bhiwandi	Ration kits to 150 Commercial Sex Workers Community through Kshamata
3	28 November 2020	Vithalwadi-Ulhasnagar	200 ration kits to Widows, Domestic Maids, Handicapped, Homeless, Senior citizens etc through Ishawar Sonawe

Table 2 - Distribution of the kits during special events by CACR

RISE Infinity Foundation (RIF)

In order to empower and create a positive approach in these unprecedented times, RIF launched two initiatives - *"Looking Backward, Moving Forward" and "Giving it Forward"* Campaign that encouraged individuals and communities to take ownership of solutions to help them meet their nutrition needs over and above the basic rations provided either by the PDS system or civil society. This included Nutri-gardens and Micro-greens in rural and urban areas respectively as well as other health initiatives. The necessary materials were provided along with training on maintenance and harvesting of the produce.

Nutri-gardens and Micro greens, - Micro-greens are extremely nutritious and are to be consumed fresh and also take us very little space in the person's home. This same concept was explored with the women where they were provided with a starter kit consisting of seeds and soil and manure to help them establish the micro greens. Seeds of nutritious plants such as methi, palak wheat were given in the kit which are high in iron and other vitamins. The concept of nutri-gardens is again to be hyper local and be self-sufficient and promote the consumption of vegetables. Special attention was taken to ensure that the seeds are composed of diverse vegetables to maximize nutrient intake of mothers.

Red is the New Green (RING)

Menstrual Hygiene and Health Management - During the lockdown, many people lost their livelihood and now more than ever, lower middle class and economically poor families were reluctant to spend on sanitary pads. Jeevan Rath partners Red is the New Green (RING) and RISE Infinity Foundation together with Global Shapers Navi Mumbai aimed to provide "*Dignity kits*" to 2,00,000 women and adolescent girls, to help them during this difficult time. These kits comprised of sanitary pads, soaps, UNICEF information booklets on menstrual health & hygiene, disposal bags and red sketch pens (to mark the disposal bags for the safety and dignity of sanitary workers). The sanitary napkins were procured from Asmita, a Maharashtra State Rural Livelihood Mission initiative. The objective was to end period poverty for the most vulnerable women, educate them on menstrual health management, and support livelihoods for women entrepreneurs.

SECTION III – Recovery

5. Recovery Measures

The worst effects of the pandemic after the loss of lives was the loss of jobs for people due to the ensuing lockdowns. Hence after the opening of the lockdown, the key request from all sections of people was employment. The new normal of working from home through digital means, etc also meant a very drastic change for people who needed to be trained to cope with these changes. Hence the recovery measures focused on extending measures like skill mapping and development, training, and providing employment to the returning job seekers. There were several requests for assistance to start an enterprise.

To this end, RIF worked on multiple fronts with both Jeevan Rath partners as well as other partners. A different strategy to cover unskilled, semi-skilled and skilled target groups (focus groups mentioned in parenthesis) was employed.

The following activities were undertaken as part of the recovery measures:
1. *Skill Development (Youth)*
   - The objective for this focus group was to work with our partners so that they could receive skill up gradation through certified and accredited skill training in related occupations and trades to qualify for decent employment and social security. While the focus was youth (male and females), the idea was to open this for all sections of the society, who were interested in re-skilling for the new economic environment.
   - MOUs were signed with multiple skill training institutes and candidates were referred to them for induction in their training courses.

2. *Employment (Workers)*
   - The focus was on screening and skill mapping, and then to undertake job search and placement, interview preparation and selection.
   - Priority occupations for placement included manufacturing, construction and garment industries among others.
   - The emphasis was on identifying post Covid sunrise sectors such as IT, Call centres, logistics and supply chain.
   - Registration on the government website – Mahaswayam was also encouraged during the skill mapping exercise to allow for connect with government schemes.

3. *Entrepreneurship (Women)*
   - Women have been largely an ignored group of those hit economically by the pandemic. Yet they are a significant part of any recovery plans. Self-help groups too have lost their sources of income due to the change in activities by government and the public at large.
   - As part of this activity, motivational seed grants were provided to women entrepreneurs to enable them to start or restart their entrepreneurial activities.
   - The key aspect of this activity was the Rotational grant approach to ensure a virtuous cycle of enterprise development.

5.1	Skill Mapping

Before recovery measures could be decided, it was necessary to create a concrete database of people with their existing skills. Hence the first measure undertaken was to map the skills of the job aspirants and the returning migrants.

A baseline survey of those in need of skilling and reskilling for rehabilitation and integration was undertaken with the use of the UNICEF Shelter management application, which assisted in understanding the background and skill capabilities or need for skill development and employment. The mapping exercise was conducted in Mumbai and urban and peri-urban areas of Thane along with our community partners.

Shelter Management Application

The Shelter Management Application is an application developed for UNICEF. This app was customized to include the skill mapping questions in its existing survey, which mainly focused on demographic and Covid related information.

The app has an elegant dashboard that can be used to summarize and disseminate the data collected. The dashboard collates and displays the district-wise and village-wise records along with the demographic details of the returning migrants, the previous employment details, skill sets, qualifications and the type of trainings that the migrant has had. This helped RIF and the other partners to create specific databases of people who were looking for employment, skill development and entrepreneurship opportunities.

According to the data collected by the Shelter Management App up to 8th December 2020, details of about 9251 residents were recorded across all the 24 wards of Mumbai Urban District. Among these, 3016 were skilled labourers while 1662 were unskilled and around 9116 were in the age-group of 14-60 years.

While 1386 showed interest in pursuing free technical training, the respondents were also interested in taking up digital training (575) and soft skills training (465). Thus, the dashboard proved to be a one-stop source for the data pertaining to the of the migrant population as well as the informal sector.
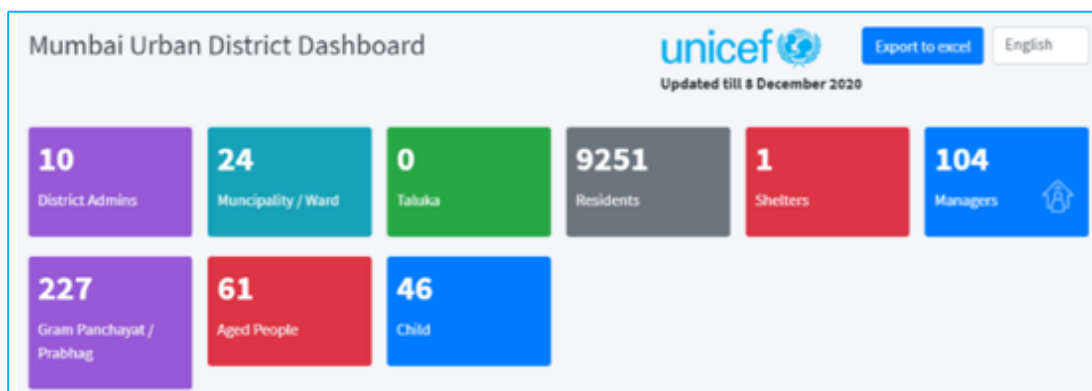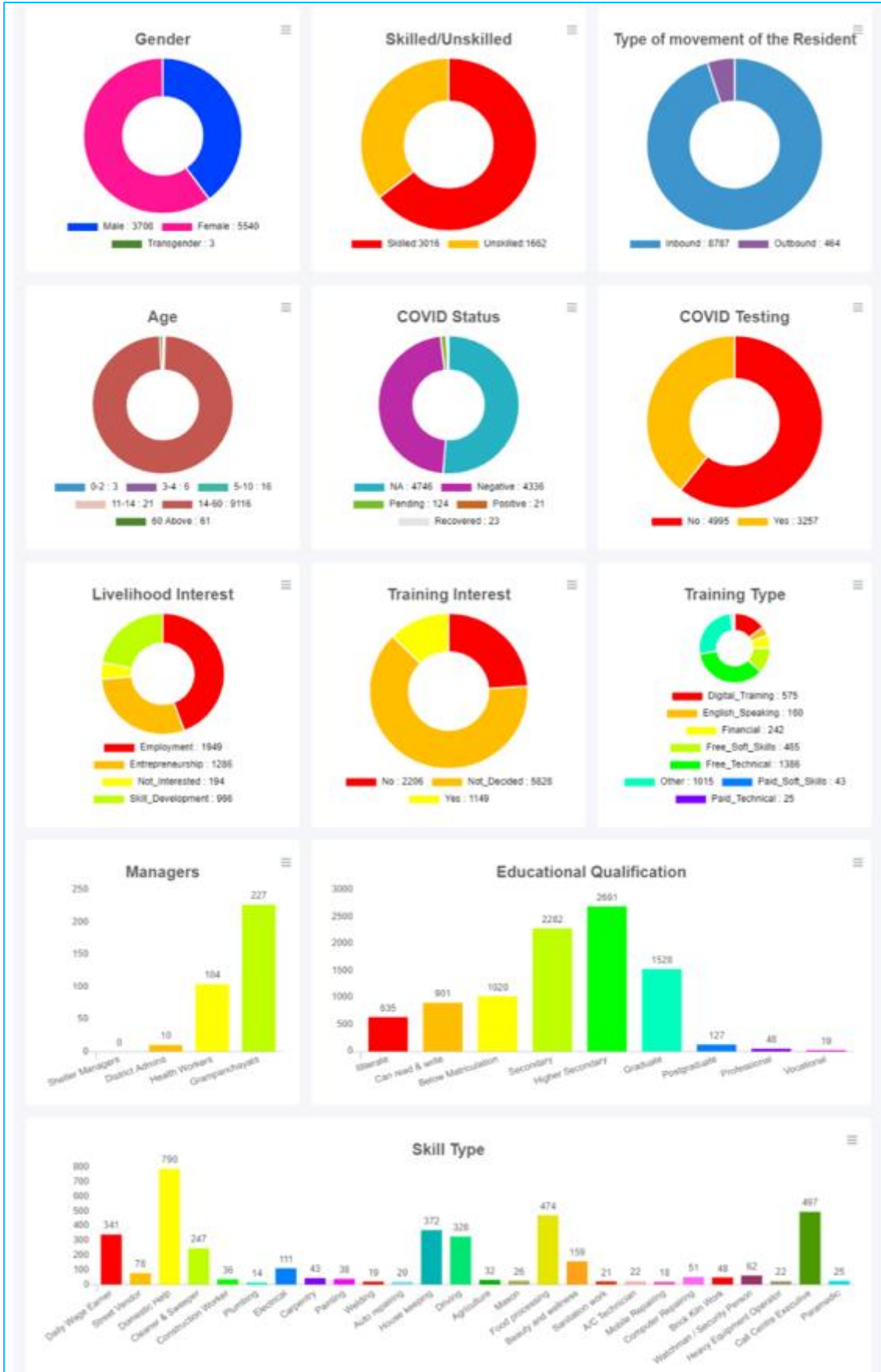
Skill Mapping Partners

The humungous exercise of reaching out to people across Mumbai, Thane and Palghar required a mix of partners to work in tandem to collate the skill mapping data. Hence, we had partners across regions to help in this exercise.

- ✓ CSSC, Need Vikas Sanstha, Jeevan Dhara, Swanand Enterprises, Nav Jeevan, CACR and Rise Infinity Foundation assisted with the skill mapping within Mumbai.
- ✓ Tejaswini Mahila Mandal conducted the exercise in Thane
- ✓ CYDA and YUVA undertook the mapping exercise in interior parts of Pune and and districts of Maharashtra respectively.

Sr No	Partner	Location	People Reached
1	CSSC	Mumbai	38
2	Need Vikas Sanstha	Mumbai	368
3	Nav Jeevan	Mumbai	272
4	Jeevan Dhara	Mumbai	230
5	Swanand Enterprises	Palghar	588
6	Tejaswini Mahila Mandal	Thane (Urban)	299
7	CYDA	Pune (Rural)	600+
8	YUVA	6 Districts in Maharashtra	2000+
9	CACR	Mumbai	2500
10	Rise Infinity Foundation	Mumbai	3231

Table 3 - Table displaying the skill mapping details undertaken by each partner

Community volunteers also helped in this exercise by reaching out within their local communities. RISE Infinity Foundation trained over 200 community members in the use of the Shelter Management App towards this endeavor. Individual accounts were created in the app and support was provided throughout the duration of the exercise. This also ensured that the data collected was not only primary in nature but as much as possible was through a direct contact. This helped to close the loop and to plan better for relevant skill development programs, employment and entrepreneurship opportunities.

5.2	Skill Development and Training

The new normal due to the pandemic has made the skills of a huge section of people obsolete. The work from home and digital skills requirement has challenged the non-techno savvy population drastically. This has led to a huge section of people, who needed to be trained or re-trained to cope with these changes. Hence skill development and training proved to be a very important component of the recovery measures.

While multiple potential partners to deliver training programs were identified, the challenge lay in the fact that physical training required for many traditional programs would take some time to start at full strength. Thus, institutes that have adopted Virtual modes of training or other innovations were crucial to overcome this impediment. It was also recommended to leverage free courses by partners, however, the option of paid courses could also be explored, where the students could be provided interest free loans, which could be repaid from their salaries, once they are placed.
Industry linkages are the bedrock for the success of the training programs as without the commitment of placement, the training per se would have little value to the participants. Hence institutes which helped with placement were favored over the rest.

Skill Development Partnerships

RIF and CACR took the lead to identify partners, who had the relevant training courses to promote skill up-gradation. The objective was to provide training through certified and accredited skill training institutions in related occupations and trades in order to qualify for decent employment and social security.

The key sectors for skill development included construction, infrastructure and hospitality. Skilling for sunrise industries such as IT, Call Centres, supply chain and logistics were also considered as these could help to provide employment using digital technology.

The other types of training being sought were soft skills training and digital and financial inclusion modules.

Rise Infinity Foundation on behalf of the Maha PECOnet (RIF has been designated as Secretariat for Jeevan Rath by UNICEF Mumbai) has signed a Memorandum of Understanding (MoU) **with partners on skill development as given below:**

❖ **Godrej Funfirst** - Whirlpool sponsored technical skill development project: Funfirst has developed a very innovative model "SkillsD" under which youth of 17-18 years age are targeted and worked with to reach a salary of 35- 40k over the next 4 to 5 years period with multiple training interventions of technical skills.

❖ **SAGE Foundation** - The SAGE Foundation has the mission of providing job skills training and placement for under-privileged youth into entry-level white-collar jobs in India. SAGE Foundation admits students into its Diploma courses in areas like BFSI, ITES, and Digital Marketing etc.

❖ **ICICI Foundation –** through a national-level initiative, ICICI Academy for Skills (ISA) provides courses to meet the demand for skilled labour and create sustainable livelihood opportunities for lesser privileged youth. The Academy offers industry – relevant and job-oriented vocational training in 10 technical and 3 office skill courses at 27 academies spread across 20 States/Union Territories. This free of cost training empowers the youth to build a better future for the nation and themselves.

    Courses offered: Electrical and Home Appliances Repair, Refrigeration and AC Repairing, Office Administration, Selling Skills, Home Health Aide, Assistant Beauty Therapist,

❖ **Tech Mahindra Foundation –** offers the flagship employability program of the Foundation, Skills-for-Market Training or the SMART Program. The SMART program offers several courses in the health care sector.

    Courses offered: Hospital Hygiene Assistant/ General Duty Assistant/ Xray technician/ Dialysis technician/optometry technician/nurse assistant etc

❖ **Tata Strive -** Tata STRIVE is the skill development initiative of the Tata Community Initiatives Trust under the aegis of Tata Trusts, addressing the pressing need of skilling India's youth for employment, entrepreneurship and community enterprise. It reaches to communities, develops skills of people from financially challenged backgrounds and acclimatizes them with the changing work environment. The core philosophy is to create courses that would help in creating and supplying trained manpower across the entire industrial spectrum as well as develop entrepreneurial talent.

    Courses offered: Technician/chef/beautician/general duty assistant/ insurance entrepreneur/ recovery/front office associate

❖ **Kotak Mahindra Foundation –** Kotak offers Unnati, a livelihood programme that imparts employable skills to youth aged 18 to 25 years.

    Courses offered: Maintenance technician/service technician/ AC technician/Installation

Locations of the centre: Andheri Canossa, Deonar, Goregaon, Mahim, Mulund, Sion, Turbhe, Virar

❖ **Godrej Foundation -** Godrej Disha, a vocational training initiative intends to give a new direction to the lives of unprivileged youth by training them in skilled employment.

Other partnerships being explored
Some of the other partnerships that are still being explored include:

❖ **Fr. Agnel –** Institute for Vocational Training is focused to impart short term market-oriented Technical training in various trades, which have a high demand for wage employment and self-employment.

 Courses offered: Industrial electrician, Fabrication, Welder, beautician, Tally, AC and refrigerator mechanic
 Location: Various centres at Thane, Mumbra, Ambernath, Jogeshwari, Pen

❖ **Hey Deedee -** Mobilizes women from low-income, below poverty line backgrounds, trains them in 2 wheeler driving and soft skills, assists them to procure a vehicle at an attractive rate of interest, and puts them on the job - either on the Hey Deedee platform (an instant parcel delivery service) or to an e-commerce/food delivery platform requiring delivery services. It is already operational in Mumbai, Bangalore, Pune, Nagpur, Nashik, Jamshedpur, Bhopal, Indore.

 Courses: Two Wheeler riding + Soft Skills
 Location: Mumbai

❖ **Kshamata -** Empowering women in sex work through vocational skills development and sustainable livelihoods and providing sewing machines and self-employment.

 Courses: Sweeping/Stitching/Soft Skills
 Location: Thane

❖ **Holy Family Institute of Nursing Education -** It's a nursing institute part of the Holy Family Hospital located in Bandra, Mumbai. HFINE trains student-nurses at its residential facility and offers diploma and post-graduate courses on nursing and critical healthcare.

 Courses: Diploma in Critical Care Nursing, Post Basic B.Sc (P.B.B.Sc) Nursing, Basic B.Sc Nursing, General Nursing and Midwifery
 Location: Kurla (West)

❖ **Srujna -** A platform providing livelihood opportunities for underprivileged women, through trainings and workshops, to transform them into independent, confident and contributing members of their families and communities

 Courses: Skill trainings in Shelter homes, business trainings, Insights, mentoring support, up skilling workshops

Location: Kandiwali (West)

❖ **Wockhardt Foundation -** A not-for-profit organization engaged in social service and human welfare activities. Wockhardt Skills Development Institute offers wide range of short-term technical courses in the field of medicine.
Courses: Bed side assistant, Basic of Anatomy and Physiology, Dietician Assistant, Optometrist, Optician, Pharmacy Assistant, Basic testing equipments Pharmacy, Operation Theater Technician, Midwifery Assistant, Dresser, Vaccination Technician, Medical Record Technician, Health care multipurpose, etc.

❖ **Lakme Academy –** A hair and makeup academy in Mumbai. They offer Foundation and Advanced courses in cosmetology, skin, hair, make-up, nail art, manicure, and pedicure.

Courses: Short-term courses in corporate makeup, personal grooming, basic hairstyling, Bridal makeup, Airbrush, etc.
Location: Andheri Sakinaka, Andheri West, Bandra West, Borivali West, Chembur East, Dadar West, Fort, Malad West.

An initial set of potential candidates have been shared with Godrej Fun First, ICICI Foundation, Tata Strive and SAGE Foundation to explore potential interest in their programs and understand our affected people 's interests and aptitudes better. MOUs have been signed for a period of one year which should help the coalition achieve significant results.

Trainings Conducted

As part of the recovery measures, Idobro Impact Solutions, a sister concern of RISE Infinity Foundation, has conducted multiple trainings for individuals within the community as shown below;

Support to Domestic Workers

Idobro Impact Solutions was instrumental in designing and implementing a program designed to support domestic workers, one of the key groups hit by the pandemic.

The program was supported by Jeevan Rath partner Freudenberg Gala Household Products (FGHP), a leading manufacturer and distributor of cleaning tools in India. The program involved the following;

  ❖ Distribution of hygiene and cleaning equipment to 4500 domestic workers across 9 Municipal wards
  ❖ Training on waste segregation for these workers and
  ❖ demand based training which is still being designed.

Sanitation items like brooms, scrubs, etc. were distributed to these domestic workers to help them improve cleanliness and sanitation. In addition, items like face shields, masks, etc were also distributed as part of the program to safeguard their personal safety.

Citizen's Association for Child Rights (CACR) was involved in the logistics and documentation of this distribution. The distribution drive spanned from 28th Oct – 13th Nov 2020.

Information Education and Communication (IEC) materials are the most important component of mass communication for public information campaigns.

Hence a two-sided IEC Hindi pamphlet was designed and printed as shown and distributed to the 4500 domestic workers. The pamphlets had the following:

- ❖ COVID-19 precautionary measures
- ❖ Water conservation measures
- ❖ Waste segregation methods
- ❖ Importance of cleanliness

The drive was met with a lot of enthusiasm by the domestic workers who appreciated the help provided. The training was also absorbed with deep interest. The event was appreciated by the workers, as was evident from the number of posts of the event on their Facebook account walls.

The training on waste segregation was also very well received.

5.3	Employment

RIF was very actively involved in helping the migrant workers with travel assistance to return to their homes during the Jeevan Rath 2.0 initiative. One of the key change in migrant conversations as the lockdown continued was that of requests for employment, as there was no source of income for the past 3-4 months and people were getting depressed, having to accept charity for their very survival. To understand the scope and potential of such an activity, RISE Infinity Foundation started a concerted effort to collect additional data points on interest in job opportunities and other factors that could lead to or hinder employment options. Simultaneous discussions were also held with partners and other networks on efforts at rehabilitation and recovery.

After the complete lockdown was lifted, and the migrants started returning back to Mumbai, several requests were received from the people assisted earlier, to help them find employment. Noting this urgency, RIF ran an extensive social media campaign for mapping of employers and job seekers.
Based on these campaigns RIF was able to map around 85 employers and 840 job seekers were identified. 125 jobs were identified, and RIF was able to match 158 jobs to these openings and employers.

Based on the analysis of the skill mapping data collated across Mumbai, Thane and other places, a more diverse set of partners / agencies who can help in finding jobs eg. drivers, domestic workers, hospitality, Ecommerce companies, Mega Marts and Delivery and logistics companies are being approached.

A partnership with FICCI FLO, Rotary and Lijjat Papad is underway to leverage their extensive member network and identify members who could offer employment opportunities and also who could provide references for vacancies based on the profile of candidates shared by RIF.

5.4   Entrepreneurship

The pandemic made us see a very different face of society. People who were working with their employers for years were thrown out of their jobs overnight. Those who were fortunate to retain their jobs had to take massive salary cuts. The lack of jobs for the migrants on returning back to the metros from their villages added to the misery. All of these factors and a sheer survival instinct ignited a spark of entrepreneurship in many. They wanted to be their own bosses and not be dependent on anyone else anymore.

Significant numbers also expressed the desire to become entrepreneurs to tide over the job shortages and hence were in need of capital and capacity building training in addition to market linkages. The requests were mainly for seed capital as a loan which they were willing to repay as soon as their business had settled a bit.

RIF has also been historically supporting entrepreneurs with capacity building and market linkages. RIF has have helped almost 100 enterprises and SHGs pivot during the pandemic to leverage the Covid Supply Chain especially for products like Masks, face shields, sanitisers and more.

As the economy opens up again, it was decided to adopt a **rolling fund model** for women entrepreneurs for their pre-lockdown enterprise functioning. This model ensured that a small amount given as seed capital would go a long way through providing:

❖ Charity with dignity – The entrepreneur was given the responsibility to return the loan money. This validated her idea and boosted her confidence in her capability to become successful and independent
❖ It supported entrepreneurship through role models of these women entrepreneurs leading to community development through a virtuous cycle.

Pilot Case of Entrepreneurs supported by RIF - Building, Scaling and Sustaining Women entrepreneurs during COVID

Establishing and running a business venture is never an easy feat. The challenges are more pertinent and significant, when it comes to women entrepreneurs. The pandemic has aggravated the situation further through loss of income across household members and increase in health and medical issues. Mental stress is an added dimension to deal with in these times.

Many women were keen to re/start their home enterprises as the lockdown eased. However, due to lack of appropriate mentoring or guidance, most women entrepreneurs were lost for direction, when

10 women micro-entrepreneurs supported with ₹ 20,000 seed fund

they started thinking of starting up or scaling up their plans. Apart from lack of institutional support, the gender and cultural stereotypes deeply entrenched in the society hindered the women entrepreneurs. Cultural bias, lack of access to financial resources and timely loans and no societal

support- all came together to ensure women entrepreneurs were forced to give up even before they started.

Hence RIF decided to help with a small seed fund as financial support, which would help these women not only start their enterprise and generate revenues for themselves and their families.

10 Women Micro-entrepreneurs were selected through a due diligence process for the seed funding of maximum Rs.2000/- each to purchase materials required for making their products.

The details of these women entrepreneurs are as below:

Sr. No	Name	Type of Business	Donation received	Amount spent	Items Purchased
1	Meena	Apparels in Retail	2000	>2000	Women and Kids inners and night dress
2	Beny's spices and Food products	F and B	2000	>2000	Food Groceries
3	Manisha Rajkumar Katke	Cloth Bags	2000	>2000	Materials to stitch Bags
4	Riya Swapnil Deshmukh	Retail food	2000	>2000	Food Groceries
5	Shamim Banu Md Akbar Shaikh	Women Accessories	2000	>2000	Accessories like ear rings, chain, bangles etc
6	A Jeyamary	Clothing	2000	>2000	Nighties and dress materials
7	Nithya Kumar Senai	Apparels in Retail	2000	>2000	Nighties for women
8	Vanitha Baskar	Clothing	2000	>2000	Materials to stitch masks
9	P. Ramani	F and B	2000	>2000	Food Groceries
10	Thangam Joseph	Clothing	2000	>2000	Nighties and dress materials

Table 4 - Details of the women entrepreneurs supported with the seed funding

Each of these women have been able to earn a tidy profit through buying and selling of the mentioned items.

As part of the rotating model, these women have now identified two women each who they will help by rotating the amount of Rs 2000. RIF hopes that this will help the entire community through a virtuous cycle and many more women will be benefitted.

A small seed fund can go a long way in supporting women in achieving their goals and aspirations to be contributing members not only of their household. Their success also increases their standing in the community and earns not just money but respect as well for their capability and commitment. They in turn become role models for others thus impacting not only their families but society as a whole.

PECOnet Partners for Entrepreneurship Development

The other partners of Maha PECONet contributed to entrepreneurship development as described below:

Sr No	Partner	Budget	No of Entrepreneurs supported	Profile of Entrepreneur
1	CYDA Pune	225000	25	Small businesses
2	IDOBRO Impact Solutions	125000	15	Women-owned enterprise
3	YUVA	200000	7 (40)	SHG's
4	CACR	150000	1 (35)	CBO SHG's

Table 5 - Summary of the entrepreneurship support program by JR partners

1. *CYDA PUNE*

   No of Entrepreneurs – 25 Budget, – Rs. 225,000/-

Centre for Youth Development and Activities (CYDA) has been a PECOnet partner and has been actively involved in Jeevan Rath initiative right from inception. As part of the Entrepreneurship development activities, CYDA was instrumental in helping the restoration of 25 small businesses of Juna Bazar, Pune.

Juna Bazar, one of Pune 's oldest market of 700 small businesses was closed due to lockdown for almost seven months. After the ease of the lockdown also, the businesses were allowed for only 2 days in a week leading to a huge financial crisis for the vendors. Hence they were looking for support and permission to restart their business.

Hence CYDA decided to implement a program to achieve following intended objectives.
- ➢ *To Understand the needs of Juna Bazar Street Vendors*
- ➢ *To provide seed capital to Juna Bazar Street Vendors to kick-start their Business*
- ➢ *To build the capacities of Street Vendors under this initiative*
- ➢ *To monitor their income and support for the marketing*

CYDA undertook a survey to understand the needs of the street vendors. Almost 70 people in very critical conditions were reached and face to face meetings were held. Based on the analysis of the survey and the meetings, the need of seed capital for the vendors was understood. The vendors were asked to submit applications as per their needs and 31 applications were received for the same. The applications were verified and 25 vendors were selected to receive a seed capital of Rs 10,000/- each.

CYDA distributed the seed capital amongst these 25 street vendors and their Monitoring and mentoring team will continue visiting these vendors and to ensure their income growth and financial sustainability.

2. *IDOBRO Impact Solutions*

   No of Entrepreneurs – 15, Budget – Rs. 125,000/-

Idobro has been supporting women-owned enterprises since its inception in 2009. There has been no dearth of policies and programs when it comes to facilitating women entrepreneurship and thus empowering them. Having researched and understood the ground realities faced by women entrepreneurs in setting up and growing their business, Idobro has launched a ABCD model of entrepreneurship development. As part of this model, Idobro provides an inclusive and nurturing eco-system for micro/home based women, social and green entrepreneurs to help them build, scale and sustain businesses by:

- Providing (**A**)**CCESS TO MARKETS** through linkages for retail opportunities.
- (**B**)**UILD CAPACITY** through training and mentoring on key business aspects such as customer acquisition, people management, business and finance planning etc
- (**C**)**REATE** and facilitate LINKAGES with industry experts, peer entrepreneurs, Government, Corporates
- (**D**)**ELIVER SOLUTIONS** through customized business consultancy services on packaging, pricing, marketing collaterals etc

15 women entrepreneurs were identified and are going to be trained using the ABCD model. Post the training they are expected to write an application for a grant for their enterprises A due diligence will be then conducted on their business models and a go-to market strategy developed. They will then be provided a grant of Rs 5,000/- each from a rotating fund so as to create a virtuous cycle of support and development.

3. *YUVA*

   No of SHGs – 7, Budget – Rs. 200,000/-

Youth for Unity and Voluntary Action (YUVA) is a non-profit development organisation committed to enabling vulnerable groups to access their rights and deliver solutions on issues of housing, livelihood, environment and governance. YUVA has also been associated with Jeevan Rath and is a Maha PECOnet partner from inception. As part of the entrepreneurship development activities, YUVA implemented a project that aims to provide support in the form of seed capital to the SHG's who have been deeply impacted by COVID-19.

The project involved ground level scanning and identification of new 7-8 SHGs, mapping their strengths and understanding the challenges faced by them. The YUVA team also visited the

microbusiness initiative of one of the selected SHGs in Malwani, Mumbai. The upcoming plans for the project include:

1. Train the groups on entrepreneurship, marketing, branding, and financials
2. Facilitate them to generate a business plan, map clients, identify potential markets and explore business viability
3. Purchase the business equipment and related material

4. CACR – SHG
No of SHGs – 4, Budget – Rs. 150,000/-

Citizen Association for Child Rights (CACR) has been a founder partner of the Maha PECOnet and Jeevan Rath initiatives. As part of their entrepreneurship development activities, CACR aims to create an inclusive and nurturing eco-system for micro/home based women, social and green entrepreneurs to train them, help them build, scale and sustain business.
CACR aims to run a project to provide hands on training to the women in the local communities on how to independently make, clean and care for reusable sanitary kits, so as to improve girl's access to effective, sustainable, affordable, eco-friendly and safe menstruation products as well as create an income for themselves.

The project will also envisage running workshops with women for self-awareness, understanding menstruation, menstrual health and hygiene and various menstrual hygiene products for setting up a cloth pad production unit.

The other activities as part of the project include:

- ➢ Training on cloth pad stitching
- ➢ Training on supply chain
- ➢ costing and marketing of cloth pads
- ➢ Handholding support in initial phase for procurement of raw material
- ➢ production and packaging
- ➢ Provide hardware required for the production of reusable cloth sanitary pads such as sewing machine, cloth materials, water proof PUL material, button stitching machines etc
- ➢ To improve availability and access of reusable cloth pads to adolescent girls and women in neighborhood communities
- ➢ To enable them to open their small enterprise and be economically independent

CACR has identified few female centric CBOs in Ghatkopar surrounded by more than 3400 families, which makes it an ideal location for running the project. The project will run for 3 – 4 months and 30-40 Women will be trained with an expected output of 500-750 reusable cloth pads during the course of the project.

SECTION IV
Amplification

6. Amplification - Nodal Partner

Each phase of Jeevan Rath has had a clear mandate, be it food during Jeevan Rath 1.0, or travel during JR 2.0. JR 3.0 has been about sustainable solutions for rehabilitation and reintegration through income generation interventions. Hence, a need to scan the eco-system for changing dynamics and frameworks that would strengthen the work and achieve our collective vision. Support for the program has come through amplification of the previous results as well as plans going forward through multiple means. This essentially would include:

a) Partner and Stakeholder Engagement
RISE Infinity Foundation has been working in tandem with over 75 partners through the MAHA PECONet Platform by providing the required support for the activities undertaken as an immediate response to the pandemic for the benefit of the stakeholders. Engagement across all actors of the PECOnet was the key to the increase in the number of partners and interventions

b) System Strengthening – Data and Technology
Technology has been critical to improve efficiency for delivery of programs through ease of workflow and data management. Three tech-enabled tools have been designed and developed to increase our reach and provide a collective platform for long term solutions and preparedness for the next disaster.

c) Documentation and Communication
The Mahac19peconet website (www.mahac19peconet.org) was conceptualized and developed focusing on the PECOnet platform with details of all the interventions and the work done. Being the nodal partner, RIF amplified the work by done the MahaCovid19PECONet collective through its social media channels – Facebook, Twitter, and Instagram. Case stories have been documented to help to garner support as well as advocate for better systems and processes based on our learnings and insights.

6.1   Partner and Stakeholder Engagement

RISE Infinity Foundation, as the Nodal Partner of the Maha PECONet collective, has been responsible for collaboration between multiple partners with the same objective: providing Relief and Recovery assistance to individuals.

Engagement across all stakeholders of the PECOnet was the key to the increase in the number of partners and interventions as below:

a. Stakeholders - Expand the multi-stakeholder, multi-sectoral footprint of the Maha PECOnet to include more partners (donors, government, corporate for resources), enterprises (for-profit and non-profit, solution providers, suppliers, employers) and volunteers (corporate and civil society) who could help us scale, innovate and gain traction on the ground.

b. <u>Engagement</u> – Create a framework that enables collaboration and provides benefits to members of the PECOnet. This could be through various common activities – regular meetings, sub-interest-groups, training programmes, joint proposals, announcement and news that could be highlighted on social media and website. Last but not the least encourage informal gatherings once a quarter to celebrate each other and build bonds. These activities would help widen the involvement of members and reduce the number of passive WhatsApp group members.

RISE Infinity Foundation has been working in tandem with over 75 partners through the MAHA PECONet Platform by providing the required support for the activities undertaken as an immediate response to the pandemic for the benefit of the stakeholders.

6.2	Partner Mapping

The Jeevan Rath program has been an huge exercise in coordination and collaboration with various organizations for the following activities:

➢ Distribution of food items and providing cash support to the people in need of ration kits, medical emergencies and travel assistance.

➢ Mapping skills and providing relevant training to the people in need of employment.

➢ Organizing buses, trains and other travel assistance for people and job seekers returning to Maharashtra

➢ Providing support, both, monetary and in kind for medical and other exigencies

In order to achieve this level of engagement, a plan has been created to map all the Maha PECOnet partners with respect to

➢ Activities during COVID
➢ Involvement in various UNICEF programs
➢ Capabilities and Challenges
➢ Interest in priorities for collaboration
➢ Contribution and benefits expected

This will help the coalition identify strengths and gaps and so leverage resources for greater effectiveness and efficiency of collective efforts.

7. System Strengthening – Data and Technology

System Strengthening to improve efficiency for delivery of programs through technology platforms for ease of workflow and data management, has been a key objective during JR 3.0. As we work towards creating a robust plan for relief and recovery, the smooth functioning and incorporation of the following facilitators were a pre-requisite:

1. A Call center and Resolution team – Just as with JR 1.0 & JR 2.0, the Virtual call center and resolution team are critical to ensure validation of requests and provide direct assistance as well as leverage resources from partners and donors.
2. Technology – Three tech-enabled tools have been designed and developed that will increase our reach and provide a collective platform for long term solutions and preparedness for the next disaster.

7.1   Virtual Call Center and Resolution team

Even post lockdown, we have continued with the virtual model as it is an elegant solution that provides our team with a safe environment to function, removes the travel barriers and brings down costs pf operating. In the future, this could itself be a source of inclusive employment by recruiting people with disabilities or from remote areas for whom such jobs are a rarity.

12 executives, 8 hours a day, 6 days a week

Just as with JR 1.0 & JR 2.0, the Virtual call center and resolution team are critical to ensure validation of requests and provide direct assistance as well as leverage resources from partners and donors.

     a. <u>Relief -</u> The Call center was the key to our partnership with MCGM whose database has not been updated since a significant period. Hence validating and verifying both the database and the distribution undertaken helped strengthen their systems as well as provide relief to the truly needy.

     b. <u>Recovery</u> – As we worked with beneficiaries past and present, we also assessed further needs for skill development, employment and entrepreneurship as well as access to government schemes.
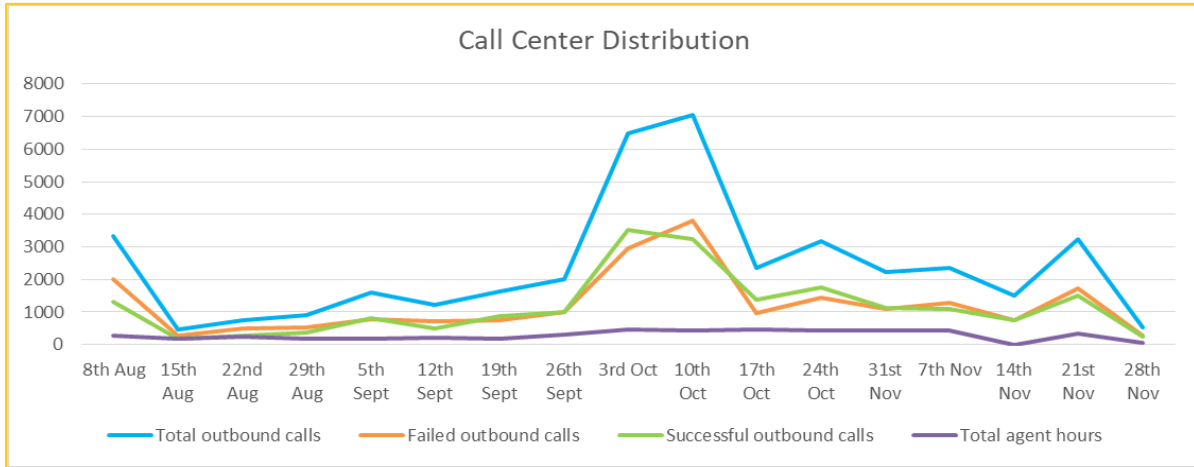
Chart 9 - Chart depicts the outcome from the call center over time

Relief - Milkar Initiative

The Milkar initiative as explained earlier was an online platform by Brihanmumbai Municipal Corporation (BMC), to bring together local government, NGOs, citizens and corporate partners to ensure that the ongoing city-wide food relief distribution efforts are data-led, aligned and focused.

The Jeevan Rath Crisis Management Centre under JR 2.0 was repurposed as a call center under the Milkar initiative to undertake the verification of affected people and their needs. Lists were received from the various wards under the BMC through the CDO's which were verified and shared back with the BMC. A second call was made to the affected people on the date for collection of the rations post confirmation from the BMC. 10400 rations kits would be distributed to the beneficiaries such as people with disabilities, senior citizens, beggars, widows, pregnant women; 6000 in the first phase and the remaining in the second phase.

Below given is the ward wise data management and verified output

Ward	Rows of data	Usable Data	Kits Available	Verified	Conversion
A	177	134	541	24	14%
B	147	141	41	31	12%
B2	185	173		10	N/A
C	499	323	372	91	21%
C2	126	111		39	N/A
CRY	167	158		98	59%
D	418	317	705	137	22%
D2	597	478		82	N/A
D Turbhe	400	256		51	13%
E	644	450	681	141	28%
E2	361	336		136	N/A
F North	807	601	92	258	32%
F South	422	371	88	134	32%
G North	930	842	1303	255	32%
G North 2 Dharavi	1000	889		354	N/A
G South	226	79	47	18	22%
G SOUTH 2	104	104		56	54%
H East	222	184	446	110	50%
H West	1114	503	182	296	27%
K (E)	648	623	489	120	25%
K (E) 2	172	156		83	N/A
K (W)	534	443	355	120	24%
K (W) 2	170	155		51	N/A
L	826	293	223	135	50%
L SHG				281	N/A
M (E)	502	336	1302	153	45%
M (E) 2	500			300	N/A
M (W)	1000	615	334	362	28%
N	1009	697	585	195	19%
P (N) 2	100	93	467	30	17%
P (N)	2033	1800		331	
P (S)	835	793	299	505	60%
R North	503	106	122	234	47%
R Central	506	73	402	31	6%
R South	565	119	102	30	5%

S	984	622	717	203	21%
S2	200	186		47	N/A
T	730	460	671	232	16%
T2	773	29		13	
NGO	962	960	291	291	30%
Pratham	896	826		282	34%
TOTAL	**22619**	**16046**	**10566**	**6350**	

Table 6 - – Table showing the Milkar data received for verification and outcomes

Recovery - Mapping Needs

The call centre was also actively engaged in other activities such as mapping needs of individuals related to ration, medical, emergency etc. It was also able to track the people in need of food and immediate cash assistance for medical emergencies and their travel back home.

Any request received by the call center was forwarded to the concerned person for immediate resolution.

7.2   Technology

Technology has been critical to improve efficiency for delivery of programs through ease of workflow and data management. A virtual call centre was the epicentre of the tech enabled platform. Three tech-enabled tools were also designed and developed to increase our reach and provide a collective platform for long term solutions and preparedness for the next disaster.

- ➢ **Distribution Mapping –** A geo-mapped beneficiary landscape and a visual representation of distribution activities during the pandemic by CBOs.
- ➢ **Integrated Management Information System (IMIS)** – Created as a part of JR 3.0, an IMIS for cash transfers to the beneficiaries.
- ➢ **Shelter Management System** - An Android app - Shelter Management System (SMS) - was developed with an intention of public good so as to ensure a systematic record and future analysis of the migrant population.

Distribution Mapping

A geo-mapped landscape of affected people and a visual representation of distribution activities during the pandemic by CBOs. It has been of great help to track the distribution activities of the partner NGOs in order to avoid duplication. The exercise of the geo-mapping of affected population helped identify underserved areas. It is also an important mechanism to determine gaps in social entitlement, social protection and food security. It also has the potential to be a game changer in that it will encourage transparency through self-reporting on aid provided and supported by whom by means of which an NGO partner can look up the dashboard and find if ration kits were distributed in a particular location earlier and hence identify areas which are underserved. This would not only reduce duplication and optimize resources, but also help in *"reaching the unreached"*.
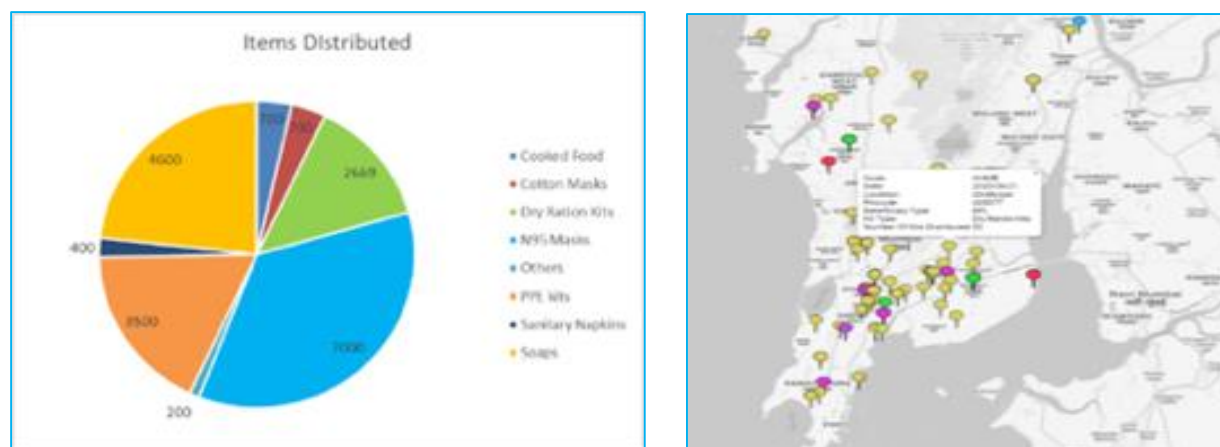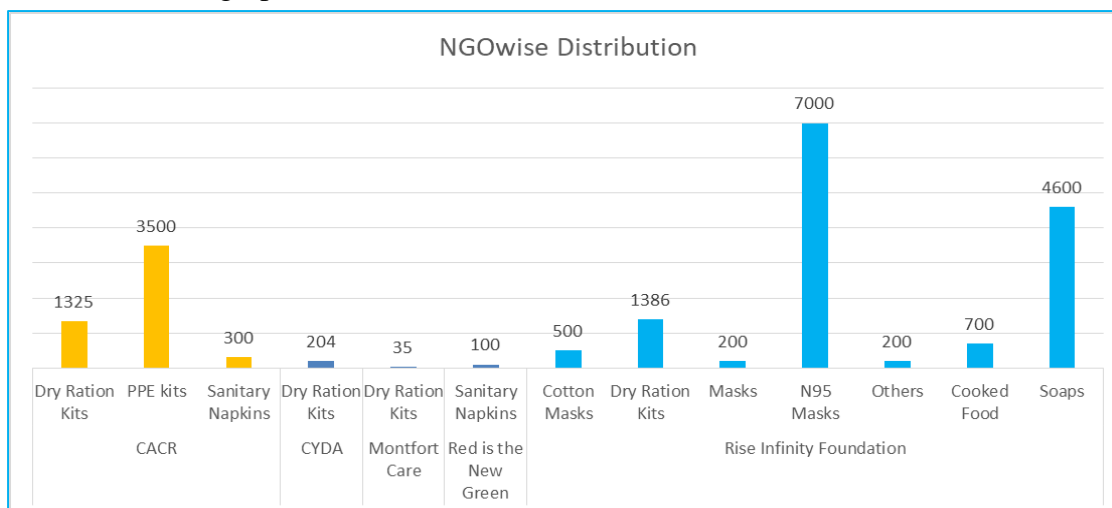

Chart 40 - Chart showing the distribution of various items

Further details and spread of the distribution can be viewed by visiting https://jeevanrath.dataogram.com/public

Details of Partners on Boarded

Six partners have been on boarded the Dataogram platform as mentioned, data uploaded by them is given below in the graph

Chart 11 - Distribution of various items partner wise

Integrated Management Information System (IMIS)

The Jeevan Rath program relied extensively on technology to manage operations and achieve scale in reaching out to over hundred thousand affected people. This also enable effective communication and documentation for further analysis and decision-making

As part of JR 3.0, an IMIS was to be created for cash transfers. However, our experience during JR 2.0 underlined the fact that tracking of data was extremely difficult given the quick turnaround required for resolution as well as most conversations being conducted on WhatsApp groups. Google sheets was an easy solution to share and disaggregation of data is possible, but it is cumbersome and has other restrictions especially with respect to case documentation and history.

Hence, we started to design an iMIS which has been fine-tuned and adapted to register requests beyond cash transfers both from inbound and outbound calls to the Call center as well as other sources. These calls are vetted for all the 3 requests – Food, Money, and Employment. More critical is that all calls go through a detailed registration, documentation, verification and resolution process. This will allow for stronger systems and processes that can be adopted by partners for data collection while providing quick response to people in distress.

Shelter App Management

An Android app - Shelter Management System (SMS) - was developed with an intention of public good so as to ensure a systematic record and future analysis of the migrant population. It was developed by Buldhana District administration in collaboration with UNICEF, Maharashtra. It enabled the district and village administration to record the demographic details of the returning

migrants like names, age, gender, any disabilities, etc and other personal data like Aadhaar and bank details. It also facilitated the capture of basic facilities at quarantine centers (like water supply, sanitation, safety, and security) at the gram panchayat level. The health screening reports of the community for the last 14 days could also be captured through the app.

The app was later on suitably customized to help with the capture of the skill mapping data as well. This would help the local administration to map the employment opportunities as well as facilitate generation of livelihood locally.

The App has now been transferred to RISE Infinity Foundation to archive and maintain the data for any future analysis.

8. INFORMATION EDUCATION COMMUNCATION (IEC)

Substantial effort has been taken for documentation and communication, as a repository of resources for future use, an open resource platform as well as for call to action. Moreover, data sharing and amplification of Jeevan Rath 3.0 would help in advocating for action by government, industry, donors and other stakeholders as well as create awareness for affected populations.

8.1   Website Design and Maintenance

The Mahac19peconet website (www.mahac19peconet.org) was conceptualized and developed to cover all the 8 major activity verticals undertaken by the UNICEF facilitated coalition of partners across Maharashtra. It also showcases the partners who have been part of the initiative, stories of individuals, photos from the field and coverage from the media.

An effort has also been made to promote the website through social media and other communication channels. This has recreated our footprint and enhanced our visibility. The google analytics below indicate the extent of reach and interaction with the website content.

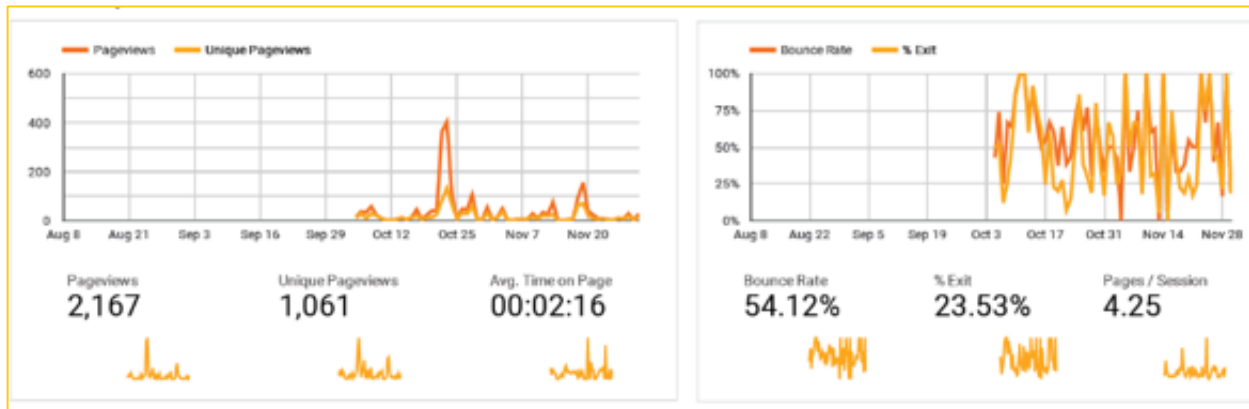**Chart 12 - Analytics dashboard of the audience overview**

Chart 5 - Analytics dashboard of the audience behavior overview

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8.2   Social Media

Being the nodal partner, RIF amplified the work by done the MahaCovid19PECONet collective through its social media channels – Facebook, Twitter and Instagram. With robust social media campaigning for their various events since August – Ration kit distribution, SI Plastic Free Week Global Challenge, Global Hand washing Day, World Toilet Day, CRC innovation Challenge, World Children's Day Celebration, Kids Take Over – RIF's Facebook saw an overwhelming 9 lakh people viewing and over 40,000 reacting to the posts in the campaigns. Similarly, Twitter and Instagram, too, showed an upward trend over 14,000 and 600 people viewing the tweets and posts respectively and reacting to the posts.

However, with the ever-expanding coalition, dedicated social media accounts have been created for MahaCovid19PECONet for the updates on the events and activities and increasing engagement with the partners.

Social Media Links (RIF)

Channel	RIF	New Dedicated channels
FB Page	*https://twitter.com/RISEInfinityF*	*https://www.facebook.com/MahaCovid19PECOnet/*
Instagram	*https://www.facebook.com/RISEInfinityF*	*https://www.instagram.com/mahac19peconet/*
Twitter	*https://www.instagram.com/riseinfinityf*	*https://twitter.com/MahaC19PECOnet*

Facebook	August	September	October	November
Reach	72431	128675	945678	1106
Engagement	52250	58370	43578	1280
Community	-	667	672	678

Instagram	August	September	October	November
Reach	641	860	457	520
Impression	752	1062	640	680
Community	-	68	82	93

Twitter	August	September	October	November
Tweets	59	24	31	72
Impression	11300	6697	8194	14700
Profile visits	387	235	671	2,737
Mentions	29	38	68	85
New Visits	17	12	25	23

8.3	Webinars for Dialogue and Education

Jeevan Rath has ensured significant interaction with multiple stakeholder groups through the various online programs for awareness, advocacy and capacity building.

In particular was the attempt to focus on children by Vibha Foundation and Idobro Impact Solutions.

Vibha Foundation – Life Skills for Children

Life Skills for Children was a webinar series hosted by the Mumbai chapter of Vibha.org where they brought in industry experts to talk to children, including teens, about socio-emotional skills, confidence building, community giving, and tracking behavior. Children and teen speakers spoke about their contribution to the community. These were our next-gen youth with a strong sense of social conscience, from different parts of the world, different economic backgrounds, and different walks of life

RIF assisted Vibha in identification of such bright and young individuals who are contributing to the society in their own ways as well as speakers for their programs.

Idobro Impact Solutions - Children's Safeguarding Round table

A roundtable was organized on the safeguarding of children's rights which included 20 eminent academic leaders as well as practitioners in the space to discuss and deliberate on the gaps that still existed inspite of the stringent new laws that were in palce. UNICEF technical experts supported the program. The discussion was to identify and reduce vulnerability child protection strategies and create safe spaces with ease of accessibility for all settings with the maximum participation of key stakeholders. The outcomes were on engaging with schools and educational institutions to help develop safeguarding interventions which can make a huge difference to a child's life.

8.4   Collaterals Designed

Below given are some of the collaterals designed by RIF for the various activities undertaken during the four months.

9. Documentation - Case Stories

1) Braving the odds, Meena Narvade, a homeless woman with five kids, is surviving the pandemic

The pandemic can only add to the woes of the person living on the streets with five kids and a drunkard jobless husband to look after to. Meena Naravade, a woman in her mid-thirties, now pregnant with a sixth child, has been struggling to survive each passing day. She has to keep moving her makeshift tarpaulin 'hut' on the streets near Thakur Complex in Kandivali East as the police keep evicting her every other week. She made a living by cleaning temple floors and selling vegetables.

RIF's journey with Meena began when volunteer Akansha, during one of the outreach programmes during the initial phase of pandemic, met her and learnt that Meena, being weak and anaemic, needed a sonography done due to complications in her extremely high-risk pregnancy. With the lockdown, Meena was not able to fend for herself and her family. Her husband was jobless and was a drunkard. RIF at that time helped Meena with sonography expenses and a good, nutritious ration for her sustenance. Meena's sonography tests revealed that her foetus had heart problem and might need neonatal intensive care once delivery was done in January.

There were times when police used to evict Meena and her family in the middle of a rainy night during the pandemic. Kamalesh Shravantullah from Need Vikas Sanstha in partnership with RIF managed to get her tarpaulin sheets during one of those days.

RIF was also supported by another samaritan Sandhya who accompanied Meena and got her tests done in Cooper Hospital and consistently supported with ration, medical expenses. RIF also helped Meena get an Aadhaar card done.

With so many problems to deal with, her husband was of little to no help. However, with the moral support provided by RIF and its partners, Meena sailed through those difficult times.

With her living condition still adverse, Meena manages to live with a smile on her face. However, she's worried about her 9-year-old daughter and wants to put her in a hostel. Meanwhile, Akanksha, RIF volunteer, keeps in touch with Meena and also teaches her daughter and tells her stories.

(L: Meena with her youngest child at Cooper Hospital; R: Meena showing her sonography tests)

2) How an out-of-work auto rickshaw puller supported 200 families with ration kits

Ishwar Sonawane (image on the right), an auto rickshaw driver from Ulhasnagar, had sent an email to UNICEF Mumbai, seeking support for 575 families in his area with rations. After due diligence and verification, RIF, partnered with CACR to send 200 nutrition kits with rice and wheat flour based on verified list of beneficiaries received.

Ishwar stays with his family including 107-year-old grandmother. A daily wage earner with no source of income, he has been through stressful times during the pandemic. Inspite of this, he set an inspiring example of helping others. Ishwar did not accept to take any ration kit for personal use during our distribution to 200 families in Vithalwadi. "Although I don't have any work right now, I would like to help others, who are suffering even more in this crisis," he said.

Ishwar even helped in arranging about 10 volunteers for distribution of kits to really needy families and some elderly homeless people who were recently driven out of homes by their own children. Now, Ishwar and his team of volunteers are helping them for day-to-day needs.

3) RIF assists in paying Boisar girls' pending school fees of 2 years

With the pandemic nearly choking her five-member family's income, a 20-year-old Riddhi Solanki from Boisar, Palghar approached RISE Infinity Foundation with an urgent request of help. Riddhi, being in her final year of management studies (TYBMS), was running pillar to post to arrange for the tution fees amounting to Rs 94,000 (pending since 2 years) for herself and her siblings.

All the three girls, being bright students, were allowed this delay in payment by the respective educational institutions as they were sincere in their efforts. With her father suffering from depression due to job loss in the pandemic, Riddhi and her mother put up a brave front and started a small business at home where they would make namkeens like banana chips.

Riddhi's fees amounted Rs 33,000; her second sister, who has opted FYJC Science and the youngest sister studying in 7th Grade had Rs 27,460 and Rs 33,680 fees to be paid respectively. RIF Founder Karon Shaiva, through her social media presence, managed to raise funds for the fees of all the three sisters.

Handling the situation in a mature manner with grace, gratitude and equanimity, Riddhi not only urged to support her mother's small business but also thanked RIF for the timely support in the time of crisis.

4) A blind couple in Palghar, struggling for food and medical treatment, assisted with cash

Ghanshyam Ghume and his wife, a blind couple from Wada in Palghar district, were struggling to arrange money for his Ayurvedic treatment as he had recently suffered a paralysis stroke. In order to receive treatment, the blind couple went to a centre in Wada Taluka by themselves. However, they were not provided any assistance there.

Since they did not have a smart phone, it was difficult to get documents for verification and our records, but the administration officer helped with a note (see image). They didn't have money for food at Ahmednagar, but even in this adverse situation, his wife calmly explained their problem. RIF was able to help the couple with both medication and food with financial assistance.
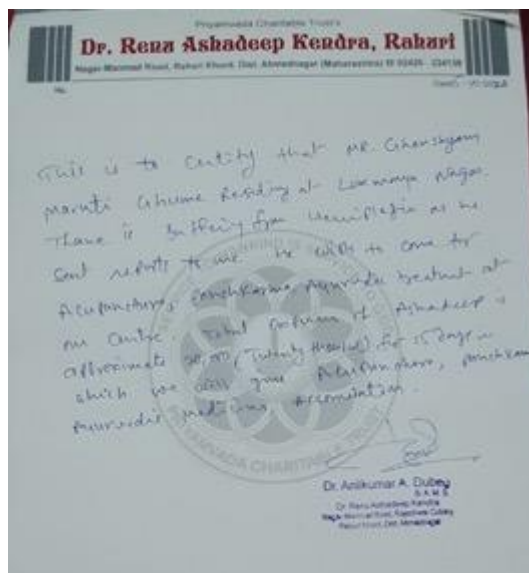
5) Journey of the migrants from UP and Bihar back to their *karmabhoomi*

When the first wave of coronavirus pandemic hit the country, it had a huge impact on the most vulnerable workforce of the informal sector - the migrant labourers - on which the country's economy is highly dependent on. While the initial months compelled the then jobless migrant labourers to head back to their hometowns, either on foot or by crammed trains or buses, these past couple of months saw them returning to cities, their *karmabhoomi*, in search of labour and work. Amidst this chaos, several NGOs, collectives and individuals collaborated for the third phase of Jeevan Rath in order to help the distressed migrants as well as individuals as an immediate response towards relief.

6) 55 migrant labourers from Bihar provided travel assistance to return to Mumbai

After months of waiting for the trains to open and haggling with the travel agents, Mohammad Shahid, a 42-year-old man working at a small ironing press unit in Dharavi, Mumbai, along with his family and fellow colleagues and brothers had reached their hometown in Sitamarhi in June during the initial phase of COVID-19. With no income, they preferred staying in their hometown with some hope to find some work. However, with increasing interstate lockdown restrictions and uncertain times, they had no option but to wait till the lockdown eases.

"We had a harrowing time back in the village, too. We were afraid of running out of food and money as we were thriving on whatever little savings we had," says Shahid.
Among the 55 labourers from Sitamarhi, Bihar, Mohd. Shahid, his colleagues and brothers have been working in Mumbai for several years now earn a living doing odd jobs, at construction work, at ironing press unit and garment factories. Their monthly income ranges from Rs 8,000- Rs 12,000 which leaves hardly any space for savings after bearing the daily expenses.

Recalling how they were provided travel assistance through RISE Infinity Foundation and Freedom Employability Academy, Shahid adds, "In August, when we wanted to head back to Mumbai, we again faced the same problem of overbooked trains and no buses. Bihar government too was quite strict with the lockdown and we had to face booking agents who were charging triple the money for the tickets. Thankfully, we coordinated with one of the contacts Tammane Safi who connected us Andaleeb Qureshi (from RISE) and Divya Sachdeva (from FEA) and got a bus arranged for us on 29th September. Around 55 of us from Sitamarhi reached different parts of Mumbai – Dharavi, Bhiwandi, Mulund, Sion, Kandivali on 2nd October. Although, our bus broke down in between, we were glad that we reached Mumbai safely. The kind of help we expected from the government, we received from such organisations. We're grateful for that.

7) 40 Bihar migrant labourers were provided travel assistance to head back to UP for work

Around 40 migrant labourers from Jamui district of Bihar were provided travel assistance to head back to Hardoi district of Uttar Pradesh, their place of work, through Indian Civil Liberties Union (ICLU - a group of law students who work for civil liberties) in partnership with Freedom Employability Academy (FEA) and RISE Infinity Foundation in September 2020 during the COVID-19 pandemic.

Jatin Lalit Singh, a fifth-year law student based in Lucknow and working with ICLU, coordinated with Andaleeb Qureshi from RISE and Divya Sachdeva from FEA, wherein a bus was arranged to send the migrant workers (working in brick kilns and mills) to UP on 25th September as their employer had called them back for work after almost three months' lull due to the imposed lockdown.

Jatin, says, "Hardoi and its neighbouring districts of UP are industrial areas surrounded with mills, brick kilns. There are many labourers here from Bihar and Chhattisgarh. In the initial phase of lockdown, we had sent around 200 labourers back home in Bihar and Chhattisgarh. Now, for some, their employers have called them back for work. These workers are nearly homeless and work in different places in UP – Mallawan, Madhoganj, and so on. I remember how anxious they were and were desperately seeking help to head back to work. Thankfully, RISE gave us (ICLU) a lead on FEA. Thus, I was able to connect with FEA and arrange for a bus on 25th September and they reached Hardoi on the 27th."

There are a few villages in Bihar, like Jamui, where these workers (brick kiln, mill workers) are from, there's an arrangement in such a way that the workers migrate for work anywhere in the cities for six months and then return to work in the fields for the remaining six months. "One of the field workers connected with me as they knew that we were sending the workers home then I coordinated with Andaleeb and FEA and we were able to help these workers."

SECTION V – Synthesis

10. Policies, Processes and Practices

As the effects of the pandemic continued to cause distress and suffering for millions, the lrgest group and perhaps most heart rendering situation was that of the poor, the vulnerable and the sick. Jeevan Rath as a coalition of Partners, Enterprises and Citizen Volunteers made by the Maha C19 PECOnet led by UNICEF responded to this unprecedented situation through its collective efforts at multiple fronts.

Core Committee for Governance

A coalition-based project requires a significant degree of transparency and respect in order to build trust and deliver effectively. This was the basic tenet on which the PECOnet functioned from the beginning, every individual and institution realising their own role in the project while recognising the contribution of the others. A committee of core partners and UNICEF was formed to take decisions after debate and discussions.

Throughout the project, the team continued to assess the situation on the ground and charted the way forward based on the evolving needs and the dynamics of government and civil society efforts. Thus, there was a need to re-strategize constantly so as to adopt the optimum option to meet real needs of the community quickly. Policies, Processes and Practices were established to further ensure smooth operations and financial allocations. Some of the documented processes have been attached as annexures to the report.

10.1 Direct Benefit Transfer Standard Operating Procedures

In order to ensure uniformity, effectiveness and transparency, a minimum SOP was discussed and established for the identifying beneficiaries and documentation pre-requisites for the 3 main relief measures.

Cash Transfers:

1. *Criteria:* Families with children below 5 years, senior citizens , pregnant or lactating mothers. Individuals were to be considered in case of a widow or senior citizen and female headed households where husband had abandoned or was not of stable mind or health. Other vulnerable groups included Transgender, Commercial Sex workers (CSW) and People with Disabilities (PwD)
2. *Amount:* Upto Rs.2500 could be transferred based on need for food, rent, medicines, travel and any other essential as required. The amount was decided based on ration required for a month, some medicines and other special needs that may be required for children or senior citizens. Additional amounts were to be considered based on the nature of the request and evidence provided in the form of progress reports and physical/cross verification
3. *Documentation:* Case history detailing the background, profile and need. Identity proof along with supporting invoices and written evidence eg. Rent and maintenance bills etc.
4. *Payment:* Bank account was the preferred mode, however other digital mechanisms such as google pay, paytm etc were also to be considered. Cash could be given only in exceptional cases depending on the vulnerability and need. For larger amounts, physical verification or references are undertaken to ensure authenticity.

Medical Assistance:
1. *Criteria:* Any individual from low income households
2. *Amount:* Upto Rs.7500. The amount was increased from Rs. 5,000 earlier agreed in JR 2.0. This was based on the experience that most requests where significantly higher amounts that would require multiple donors. Flexibility in providing additional amounts considering the nature of the request and evidence provided. These would also include those tested positive and who cannot afford institutional quarantine
3. *Documentation:* Case history detailing the background, profile and need. Identity proof along with supporting invoices and written evidence eg. Doctor's prescriptions, hospital and chemist bills etc
4. *Payment:* Transfer directly to the Bank account of the Hospital, chemist or doctor would be the preferred mode, however other digital mechanisms such as google pay, paytm etc may also be considered. Cash would be given only in exceptional cases.

While a conditional cash transfer along with ration kit was approved as part of relief measures, it was agreed that cash would be given only in exceptional cases depending on the vulnerability and need as well as location (remote areas, no physical presence of partners etc). It is one time transfer and we can ensure beneficiary listing as per the criteria. Any additional amounts and recurring assistance would be discretionary based on the severity of the situation, averaging of cases and availability of resources.

Based on the above policies, RISE Infinity Foundation formulated process and practices to go with the same as documented below and in the annexures.

10.2   Call Centre Process Documentation

General Description

The structure of the virtual call centre management entailed contact establishment with help seekers though inbound and outbound calls, monitoring the cases reported and data management which includes reporting and resolution by the appointed team.

The process has an escalation point based on priority for any critical cases so that they are resolved without any delay. The Resolution team carries out the diagnoses- veracity and authenticity of the calls, provides and executes the solutions based on priority.

Guideline followed: Cases involving Women, Children, Senior Citizens, Medical Urgency were given high priority, action taken within 24-48 hours.

Process Flow
The flow takes place between 4 roles, as following:
1. Caller/Receiver: The individual/migrant seeking assistance.
2. Call Centre Executives: The team that works on collecting complete information and details of the Caller/Receiver and places priority flag basis guidelines as mentioned above.
3. Resolution Team: Once the demand/ need have been set in by the Executives, internal Resolution team is responsible for finding the solution. They take action on the

requirement, either sole capacity, or in collaboration with Jeevan Rath or External Partners.

4. Manager: This member bears responsibility for managing the entire process in addition to reporting and analytics.

Call Centre and Resolution Process Details

➤ Calling data collated from Jeevan Rath partners provides a repository for work by the team.

➤ The call centre team completes the assistance request form based on the data collected during calls.

➤ Completed request form is reviewed by the manager and escalated further to respective teams based on categorisation- Travel, Rations, Cash, Others.

➤ Notification sent to the Resolution team by the manager via the Data Management Associate is worked on for verification, authentication and information completeness. If the information is insufficient, they return to the call centre team via the manager for more details.

➤ With complete information base obtained, the team works to resolve the issue, or connects with the right set of partners for help and support.

➤ If the case is solved, by referring to the case, they provide a closure intimation or otherwise to the Project Manager.

➤ If any internal partner or team member, has requested for help for cases known to them, the details follow the same process of classification, details gathering and resolution.

➤ If the solution is known then it can be adopted as a best practise for future cases.

➤ The Programme Manager will only be connected in case of an outlier or escalation involving higher level of resolution.

➤ Other processes includes, management of the team/executives involved by the call centre associate, database management, overseeing attendance, addressing queries and managing expected level of service by the executives.

➤ Daily and weekly reporting on the status and progress by the manager for review to the Programme Sponsor to ensure delivery within agreed standard.

Any gaps identified, will be addressed by the Manager in a timely response. Such as: technical plug-ins e.g: IVR, Working as per Response time etc.

11. Challenges and Learnings

1. **Uncertainty & the new normal functioning:** The pandemic brought in a great deal of uncertainty and anxiety to everyone, most if not all stakeholders, who are adjusting to the new normal of working through the virtual platforms for planning, collaboration, and coordination. The execution still proved to be a challenge due to limited face-to-face interactions and most of the logistical workings were carried out from home.

2. **Multifaceted complexity of crises:** Constant monitoring and knowledge management, given the huge data provided by various stakeholders, remains to be a challenge with many ongoing interventions. Furthermore, there's a need to establish a watertight system - an end-to-end logistical arm/pattern for proper management – to facilitate checks and balances, especially where the situation pertaining to the crisis changes every day.

3. **Constant monitoring:** Given the nature of the times, we learned very quickly that a solution designed for today, may not work tomorrow. Whether it was distribution schedules, or policies being rolled out by the state, things were changing constantly. Having the pulse on the situations became the necessity during such times.

4. **Knowledge management:** The world has seen much innovation occur during these times, and while some solutions are public knowledge, it is of significance to have a forum by means of which both quantitative and qualitative data associated with finding solutions is shared in large groups. While social media did this to some extent, development of a repository for such matters will be extremely valuable.

5. **Multiple interventions and Rapid Designs:** As time unfolded, it was clear that new problems kept emerging, and new solutions had to be designed. The third phase of Jeevan Rath expanded its scope and took up multiple interventions. It was challenging to deal with the pace and with multiple stakeholders involved, the program also demanded flexibility in terms of resources and logistical support. Whether it is data collection forms, or mechanisms to avoid duplication of efforts, solutions had to be designed rapidly, even though the full nature of the problem may not have been understood. This rapid reaction became essential at the times of such situations.

6. **Unpredictability of state machinery:** With a mandate to support the vulnerable groups, JR 3.0 worked extensively on the Milkar Initiative alongside the MCGM so that we could **reach the unreached,** with food security and social protection. However, even as the stakeholders were (and still are) committed to assisting all in need, there were (and still are) things that were not in our control. Ranging from duplication in the data to practical challenges on ground and lack of clarity in communication, it was evident that there are systemic barriers and processes are far from stable and predictable in terms of services/assistance available to citizens.

7. **Distress lines & Outbound v/s InBound:** While there was a plethora of helplines during the crisis, most shut down or moved to WhatsApp, IVR and Google forms. This was because of the focus on inbound which at times became overwhelming. Moreover,

helplines are operated for a specific period of time, weekends, evenings, etc. Distress lines, on the other hand, have to be available whenever required and hence is almost operational 24*7. Moreover, in times of distress, you cannot wait for them to find help, assistance needs to reach them. With this in mind, the Jeevan Rath Call centre focused primarily on Outbound calls to reach out to migrants as they travelled so as to track whether they have reached their destination safely and offer support in case of problems. Similarly, the assistance of ground partners and government Community Development Officers were invaluable for aggregating requests and lists of other affected populations who were then reached out to and verified by the Call Centre.

8. **Individual and small Cluster cases:** It was difficult to determine the authenticity of the emergency needs of the people who were provided financial assistance for their basic food and medical needs due to loss of livelihood. With the constraints due to the pandemic, carrying out due diligence was a difficult task, especially for individual cases, which required more resources.

9. **Cash in assistance mix –** Most emergencies have a clear response to provide products or services that are required for relief or rehabilitation. However cash transfers are a direct benefit mechanism that are not used often due to the fear of fraud and degree of difficulty to implement. Appropriate systems and processes are required for verification and documentation to ensure that genuine people are assisted when there are no other alternatives or if they are unreachable physically.

10. **Infinite demand, limited supply:** Whether it was an urgent ask for employment, meals, or ration kits for families, the demand of those in need by far outstripped the availability of any supplies. Ranging from job requests, cash assistance, skill trainings, food to hygiene products, to availability of seats on trains/buses, the demand was exponentially higher than the available supply. In such situations, there must be mechanism that allows prioritization such that maximum impact can be delivered to those that are most in need as well as those that are invisible or unreached.

11. **Funding and Fund utilisation:** Funding is always a scarce resource. Hence, there is always a challenge in balancing fund utilization towards meeting the critical needs of the people – do we look at quality or quantity, depth or width are not easy questions to answer as the ramifications of these decisions have far-reaching consequences. Moreover, earmarking contribution for specific use in a volatile environment reduces the flexibility with which an organization can deploy or respond to requests in emergency situations.

12. **Staff v/s Volunteers** – Crisis calls for immediate human resources while funds many not be always available for staffing. The incredible selflessness of time and effort by volunteers speaks volumes of the good that exist in our world and gives hope to build back better. Passionate volunteers are eager to give of their time pro bono during emergencies. This is an important source but it is critical to understand the pros and cons of both volunteers and staff based on the need and expertise required to get the job done. A key insight was also about a difference in perspective and approach of volunteers as compared to paid staff.

This is not about good or bad differences nor about right or wrong, but it is critical to understand that the mindset of each can be contrasting and so you need to work with each group in a very subtle yet clearly demarcated boundary lines.

13. **Team Morale:** With the ongoing lockdown, uncertainty and fear of the corona virus, maintaining team morale has been difficult for most organisations, but for an organization providing disaster relief it is even more difficult. Solutions are not always available nor perfect. Exposure to human suffering can demoralize most fellow human beings and even lead to depression.

14. **Team management:** With no face to face contact between most team members, and the absence of hallway conversations, these times has shown us that there is much need for structured communication, both transactional and social in nature. Furthermore, there has been much anxiety about the pandemic, the economic impact, and this can have an impact on the performance and productivity of team members. In line with this, is the clarity of team responsibilities, and necessary changes to existent policies and flexible working hours.

15. **Skill development:** While we had multiple potential partners to deliver training programs, the challenge was in the physical training which was required for many traditional programs. Identifying institutes that have adopted virtual reality platforms or other innovations would be crucial to overcome this impediment. The recovery measures around skill development need further detailing based on the time horizons and budgets planned for them.

16. **Employment:** As the country's economy had taken a hit due to the pandemic rendering several without jobs, identifying jobs and verifying whether the jobs givers were well-placed was a huge challenge. Since most of the job seekers were blue-collared workers, it was difficult to locate them as they were on a constant move in search of work. Most of them didn't have a stable phone connection. However, this also affected their choices during the job search. A SOP by the inter-state organizations facilitating inter-state coordination and government involvement would have been of great help. The job searches were done mostly through social media platforms, adequate resources and manpower were required

17. **Entrepreneurship:** Women are still not comfortable with moving out and with the festive season may not be amenable to new responsibilities or programs. Partnerships with MSRLM did help identify SHGs who are keen to restart their activities and Rs 20,000 seed fund was provided to women entrepreneurs as well. However, consumer sentiments are still slow on the uptake of standard products made by SHGs and women entrepreneurs. Yet this may be the best time to promote – "Buy Local, Build Economy". Social and green enterprises may need significant resources and long-term hand holding.

18. **Travel assistance:** Dealing with the migration of the labourers back and forth (from the hometowns to the cities and vice versa) with due diligence in the face of crisis.

19. **Invisible Women:** Given the pandemic restrictions, extending support towards the women who remain invisible from the mainstream, for instance, the commercial sex workers, women prisoners and migrant labourers was indeed difficult. Although commercial sex workers and women entrepreneurs were provided ration kits and seed funds respectively, we need more intervention for a wider outreach.

20. **Technology and Communication –** Given the complexity, scale and pace of emergency response, technology is a key facilitator of smooth operations. Moreover, communications both internal and external need to be systematic for ease of workflow and interaction. Standard operating procedures that can be quickly agreed on and followed by all actors can ensure not just effectiveness but efficiency as well.

21. **Collaboration:** In times of disasters, the importance of collaboration cannot be over emphasized enough. Without the support of networks both individuals and institutions, all bound by the single objective to support vulnerable groups, a pan India effort would have been neigh impossible.

12. WAY FORWARD

An Integrated Action Plan (IAP) such as that managed by RISE Infinity Foundation has evolved through the Jeevan Rath journey supported by UNICEF and all the partners who have been integral to its execution. It is also based on an attitude to learn and an open approach to continuous improvement and innovation to achieve crucial outcomes. Relief measures create the basis for forward linkages to recovery interventions. Similarly, recovery measures provide backward linkages to relief efforts again. Many of the elements of the Grand Bargain are reflected across interventions that used the framework of the 5Ps – Purpose, Policies, Process, Practice and People that actually fed into the formation of the Maha PECOnet.

Purpose → *Policies* → *Process* → *Practice* → *PECOnet (People)*

Operationally, partnerships, joint assessments, data sharing, transparency, community participation, feedback and inclusion were the fundamentals that were followed by the coalition managed by a nodal partner. The role of a nodal partner and the Ownership of the PECOnet is yet another aspect of collective effort that should be evaluated and replicated as a best practice or a model for emulation. Funding to achieve objectives were allocated on the principle of flexibility and a mix of cash and in-kind assistance for multiple needs.

While food continued to be a need, the key request was for employment, based on the survey conducted on migrants travelling home as well as beneficiaries who have been provided ration. Most CBOs and networks who were focused on food and transportation had shifted to employment. The government too has started the https://www.mahaswayam.gov.in/ website to map job seekers to employers. Support schemes have been announced as well for entrepreneurial activities. Conversations with multiple actors in the space has spelt out a gloom and doom situation with demand far outstripping supply of jobs. Moreover, mapping of skilled labour both from location and availability has been an uphill task. This is clearly a long-term haul for all those committed to creating impact.

The recovery measures around skill development, employment and entrepreneurship need further detailing based on the time horizons and budgets planned for them as well as the vision of a Virtual Centre of Excellence (CoE). We look forward to absorb from other models such as ITI, MES and especially the European Dual system of training and to leverage the goodwill of UNICEF, JR and our many partners and resources – internal and external to achieve that vision.

When it comes to skill development, industry linkages will be the bedrock for the success of these programme as without the commitment of placement, the training per se would have little value to the participants. It is recommended that we leverage free courses by partners, however, we can also explore paid courses where the students can be provided interest free loans which can be paid back from their salaries, once they are placed.

Similarly, the role of partners in mobilization and connecting job seekers with the employers will be the key. We can also partner with out of state NGOs whose beneficiaries are planning to travel back to Maharashtra.

Even though consumer sentiments are still slow on the uptake of products made by SHGs and women entrepreneurs, this could be the best time to promote – "Buy Local, Build Economy". Social and green enterprises may need significant resources and long-term hand holding.

While the affected population is large, there is a crucial need to bring attention to vulnerable groups such as women and children in not so visible avatars - commercial sex workers, prisons, shelters etc. People with disabilities are another such group that require special focus. There is much to be done.

From stakeholder engagement point of view, the program will benefit immensely by expanding the multi-stakeholder, multi-sectoral footprint of the Maha PECOnet to include more partners (donors, government, corporate for resources), enterprises (for-profit and non-profit, solution providers, suppliers, employers) and volunteers (corporate and civil society) who can help us scale, innovate and gain traction on the ground. In order to achieve this, we need to create a broader engagement framework that enables collaboration and provides benefits to members of the PECOnet. This could be through various common activities – regular meetings, sub-interest-groups, training programmes, joint proposals, announcement and news that can be highlighted on social media and website. Last but not the least encourage informal gatherings once a quarter to celebrate each other and build bonds. These activities would help widen the involvement of members and reduce passive interaction.

Although substantial effort has been taken for documentation and communication, as a repository of resources for future use, an open resource platform as well as for call to action, there is a need for greater data sharing and amplification of Jeevan Rath 3.0 to help in advocating for action by government, industry, donors and other stakeholders as well as create awareness for affected populations.

Workstream 7 and 8 of the Grand Bargain needs to be the guiding force for the next level action plan – Increase collaborative humanitarian multi-year planning and funding (7) and Reduce the earmarking of donor contributions (8). Implementing more elements of the other workstreams of the Grand Bargain, like - *greater transparency* where shared an open-data standard and common digital platform would aid transparency and decision-making; *a participation revolution* - where we could involve people receiving aid in decision-making processes which affect their lives; *improve joint and impartial needs assessments* - to strengthen the quality and coordination of humanitarian needs assessments used for strategic decision-making, etc. would strengthen the program for longer term outcomes.

It is our hope that the IAP started during JR 3.0 will be the force that will multiply our impact as a coalition as we continue on our journey.

13. ANNEXURES

1. Call Center Details

Call metrics	8th Aug	15th Aug	22nd Aug	29th Aug	5th Sept	12th Sept	19th Sept	26th Sept	3rd Oct	10th Oct	17th Oct	24th Oct	31st Nov	7th Nov	14th Nov	21st Nov	28th Nov	Total
Total outbound calls	3322	460	745	893	1588	1204	1621	1996	6488	7051	2353	3175	2237	2349	1505	3229	514	**40216**
Failed outbound calls	1997	283	483	514	791	705	754	991	2966	3803	976	1430	1097	1271	754	1717	285	**20532**
Successful outbound calls	1325	177	262	379	797	499	867	1005	3522	3248	1377	1745	1140	1078	751	1512	229	**19684**
Incoming calls	8	2	4	1	1	3	4	4	35	65	103	107	50	52	75	62	8	**576**
Total agent hours	259	183	239	176	176	204	193	310	450	443.5	450	416	416	436	320	336	64	**5007.5**
Total talk time (hours)	83.6	33.7	56.85	64.05	62.5	62.3	55.9	135	274	233	121	138.25	68	67	83.5	101	12.15	**1639.65**
Ticket metrics																		
Total tickets raised	210	177	262	379	374	499	110	1005	3108	3248	1377	1394	264	507	894	363	0	**14171**
Tickets with no need	152	106	113	204	204	293	58	249	567	946	313	120	0	0	177	0	0	**3502**
Ration tickets	1	0	5	2	0	33	17	756	3089	2302	1064	1275	0	119	168	363	0	**9194**
Employment tickets	44	69	133	167	170	171	35	3	13	40	70	7	264	388	549	0	0	**2123**
Cash tickets	1	0	2	2	0	0	0	0	6	1	5	24	0	0	0	0	0	**41**
More than 1 need tickets	12	2	9	4	0	2	0	3	19	41	75	26	0	0	0	0		**193**

2. Process – Call center and Resolution
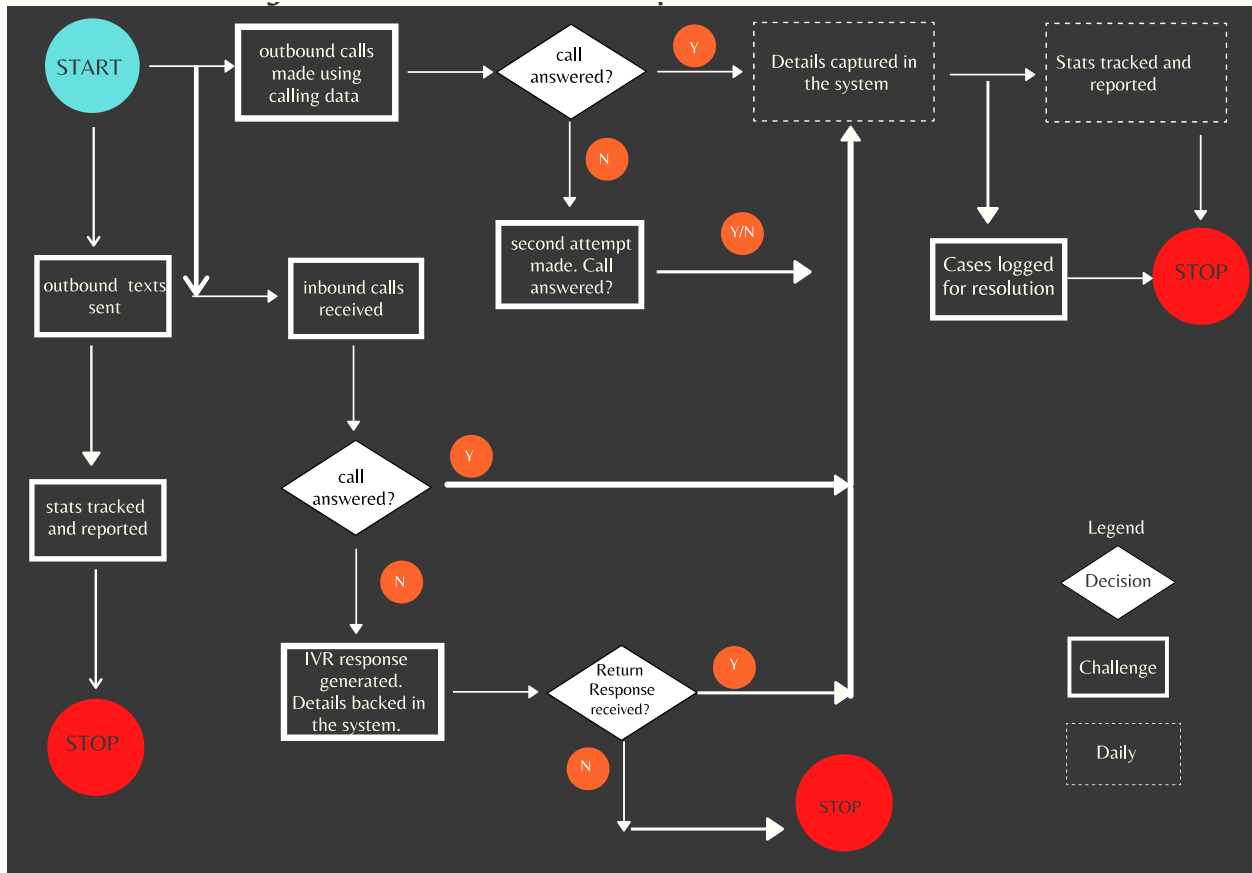
3. Process for Resolution and Grievance Redressal
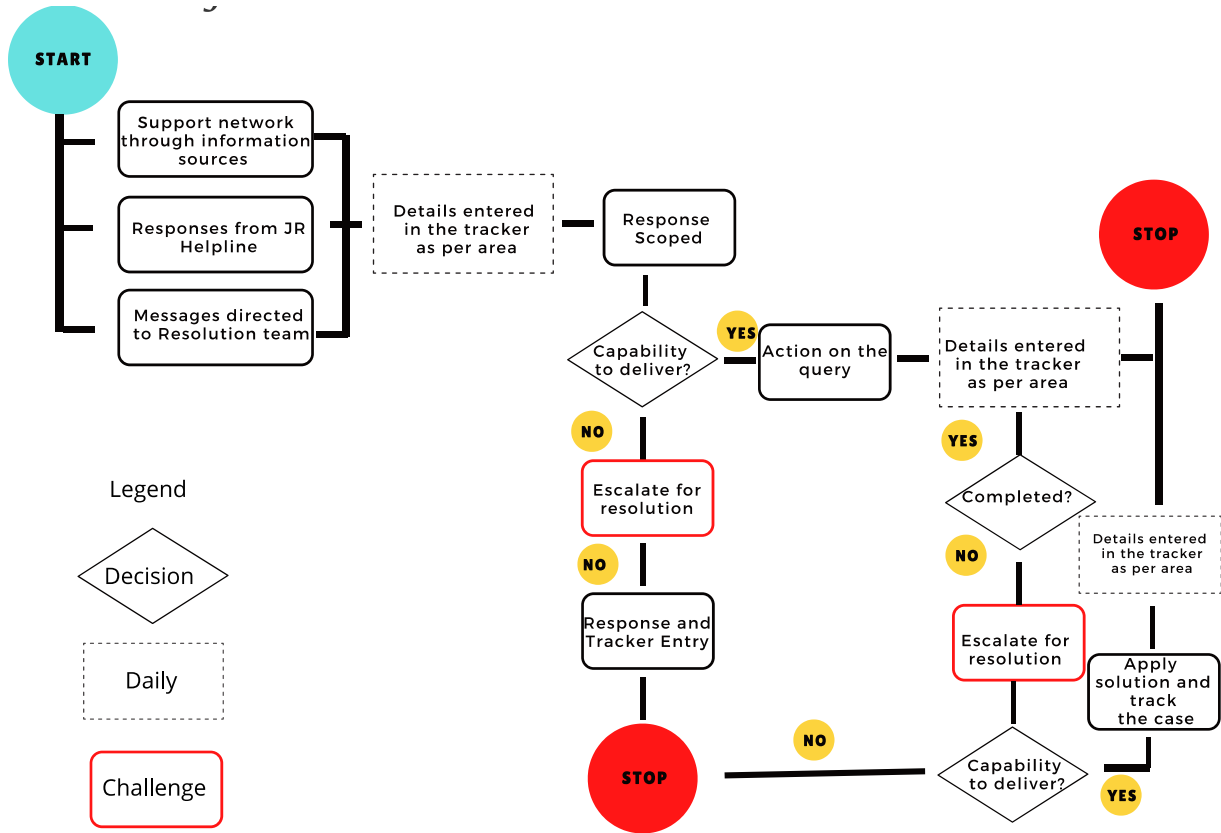
4. Group Distribution of Dry Ration Kits

Date	Location	Kit Type	No of Kits	NGO
28th November	Ulhas Nagar	Dry Ration Kits	75	CACR
14th November	Wadala East, Mumbai	Dry Ration Kits	30	Rise Infinity Foundation
12th November	Turbhe	Dry Ration Kits	150	CACR
26th October	Kurla West	Dry Ration Kits	60	Rise Infinity Foundation
18th October	Bewalwadi	Dry Ration Kits	50	Rise Infinity Foundation
18th October	Turbhe	Dry Ration Kits	300	Rise Infinity Foundation
20th September	Kasara, Nashik district	Dry Ration Kits	60	Rise Infinity Foundation
27th September	Hamlet areas of Kasara	Dry Ration Kits	145	Rise Infinity Foundation
26th September	Chembur	Dry Ration Kits	100	Rise Infinity Foundation
22nd September	Ramabai Colony, Ghatkopar	Dry Ration Kits	30	Rise Infinity Foundation
19th September	Sion Hospital	Dry Ration Kits	100	Rise Infinity Foundation
31st August	Gorai	Dry Ration Kits	35	Montfort Care
21st August	Yerwada	Dry Ration Kits	204	CYDA
18th August	Goregaon	Dry Ration Kits	300	CACR
16th August	Oshiwara	Dry Ration Kits	300	CACR
15th August	Behram Nagar, Bandra east	Dry Ration Kits	250	CACR
15th August	Khar East	Dry Ration Kits	250	CACR
11th August	Thakkar Bappa pipeline, Chembur	Dry Ration Kits	110	Rise Infinity Foundation
9th August	Vajreshwari	Dry Ration Kits	100	Rise Infinity Foundation
6th August	Santacruz East	Dry Ration Kits	20	Rise Infinity Foundation
	Total		**2669**	

5. Gala Distribution of Hygiene items

Sr No	WARD	Date	Locations	No of Kits Distributed	Facebook Post
1	N	26th October 2020	Vikhroli Park Site	400	5
2	H/E	27th October 2020	Vakola	400	25
3	D	28th October 2020	Walkeshwar	240	10
4	P/S	29th October 2020	Goregaon Aarey Colony and Malad Malvani	450	4
5	M/E	31st October 2020	Mankhurd Mahrashtra Nagar and Govandi Rafiq Nagar	250	0
6	M/E	1st November 2020	Govandi	100	7
7	M/E	2nd November 2020	Mankhurd	200	8
8	D	3 rd November 2020	Taddeo, Maharashtra nagar	460	34
9	D	4 th November 2020	khetwadi lean no 5,,Malabar hill	373	24
10	S	5th November 2020	Phule nagar,Garib nagar ,Indira nagar , Chaitanya nagar	400	24
11	M/W	6th November 2020	Mandala,Sion Trombay Road ,Trombay	150	1
12	M/W	6th November 2020	Vashi naka,Mhada colony	100	4
14	N	8th November 2020	Vikroli parksite	100	6
15	M/W	9th November 2020	Mahulgaon,Ambapada	150	12
16	L	10th November 2020	Budhnagar,near L ward ,kurla (W)	50	0
17	L	10th November 2020	Asalfa,ghatkopar	50	0
18	L	10th November 2020	Sangharsh nagar,Chandivali	208	12
19	S/T	11th November 2020	Milind nagar Bhandup/Khindipada Mulund	419	30
Total				**4500**	**206**

14. Table of Abbreviations

CBO	Community Based Organizations
CDO	Community Development Officer
CMC	Crisis Management Center
IEC	Information Education Communication
IAP	Integrated Action Plan
JR	Jeevan Rath
MCGM	The Municipal Corporation of Greater Mumbai
MIS	Management Information System
MT	Metric tonne
NFSA	National Food Security Act
NGO	Non-Government Organization
PDS	Public Distribution System
PECONet	Partners, Entrepreneurs, Citizen, Ownership Network
PMGKAY	Pradhan Mantri Garib Kalyan Yojana
RIF	RISE Infinity Foundation
SOP	Standard operating Procedure
UNICEF	United Nations Children's Fund

15.Index of Charts

16.Index of Tables

We thank UNICEF and all our Partners and collaborators, staff and volunteers for their unstinting support and efforts to meet the needs of people in distress in this unprecedented situation of the pandemic and the ensuing humanitarian crisis.

RISE Infinity Foundation Team

RISE Infinity Foundation

Mumbai

www.riseinfinity.org