



ANNUAL REPORT

2018-19

**Centre for Education Development
Action and Research (CEDAR)**



REGISTERED UNDER TRUST ACT
ESTD. 1994

CEDAR

Centre for Education, Development Action and Research (CEDAR) was established in the year 1994. The major part of its journey (1994-2011) was towards abolition of child labour. This mission took CEDAR to 134 villages in the match belt spread across Thuthukkudi, Tirunelveli and Virudunagar Districts of Tamilnadu. When Tamilnadu Government declared the match belt 'child labour free', CEDAR stood vindicated. When 100% school enrolment happened subsequently, CEDAR had to shift its emphasis from **'RIGHT TO EDUCATION'** to **'RIGHT TO TOTAL QUALITY EDUCATION'**. We continue to work in Kovilpatti Block of Thuthukkudi District, with this paradigm shift.

In October 2018, CEDAR made a new beginning starting to work among the under privileged children and youth in Madurai urban slums.

In the past 25 years, CEDAR has partnered with several international funding agencies as well with Government agencies in India. One of our long-lasting relationships has been with The Joe Homan Charity, UK.

Vision

'Wholesome childhood and youth for all'

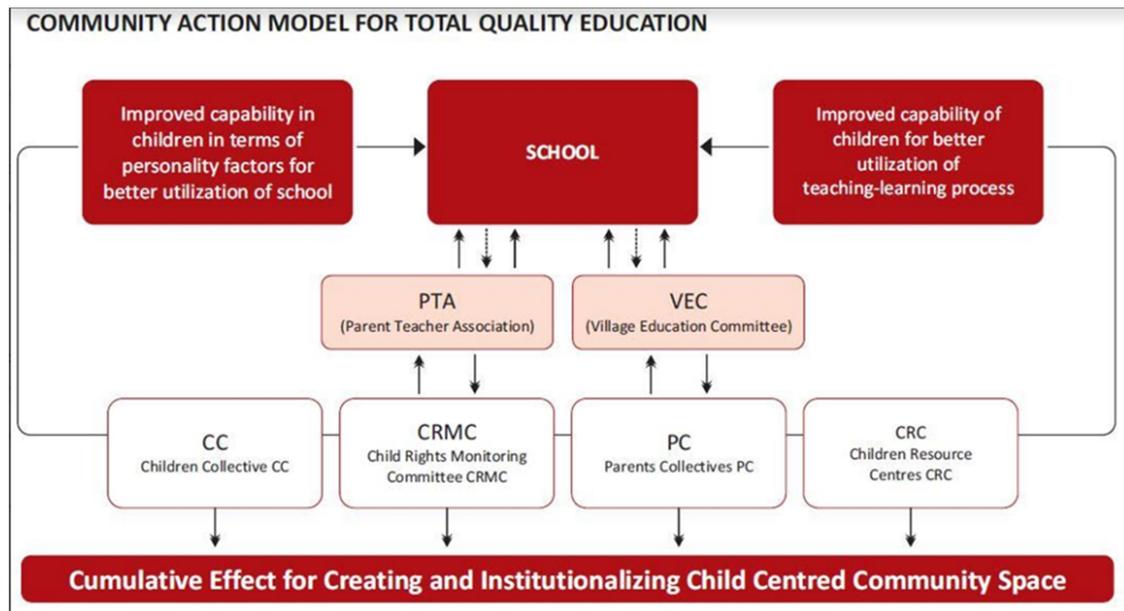
By this we mean to create the necessary institutional space in the family, in the community and in the school that would help children coming from disadvantaged circumstances, discover early their agency and make the transition into their adulthood in a self-reliant and joyful manner.

Mission

Mainstreaming the marginalized children, youth and their mothers by

- Reaching out to children in disadvantaged circumstances and helping them to discover their agency
- To organise vocational training for disadvantaged youth
- To organise livelihood support for young mothers by creating Social Enterprises

Children's Resource Centre (CRC) or Children's Hub Model of Action or Community Action Model for Total Quality Education



- Beyond school-hour support by establishing Children Resource Centres (CRCs) as remedial pedagogy and facilitate effective classroom participation.
- Using traditional and modern art forms to embed motivation for learning and kindle creative self-expression in children.
- Use Parent Collectives (PCs) to encourage healthy child rearing practices and expand child centred space at homes.
- Organise Child Rights Monitoring Committees (CRMCs) in order to institutionalize community based child safeguarding and monitoring.
- Children Collectives (CCs) to develop civic-self.
- Strengthen Parent-teacher Associations (PTAs) and Village Education Committees (VECs) to make schools more accountable to stakeholders.

Approach

- Develop policies and plans guided by Action Research
- Rights based grassroots action and community participation
- NGO Partnering, Capacity Building and Networking
- Inclusive partnership cutting across civil society, state and business

2018-19 Activity Report

Budget Deficit:

The Beyond School Support Programme of Kovilpatti was launched in the year 2000 with the support of JHC funding. Though JHC drastically cut funds during the last four years, on Jan 31st2018, CEDAR made an appeal to JHC trustees for an enhanced financial support against their sanctioning of Rs. 2,10,800/- for the year 2018-19 against the budgeted Rs. 13,10,800/-. But the trustees enhanced the amount only to Rs. 3,21,870/- from the initial sanctioning which was just a tokenistic gesture and did not improve the situation any further.

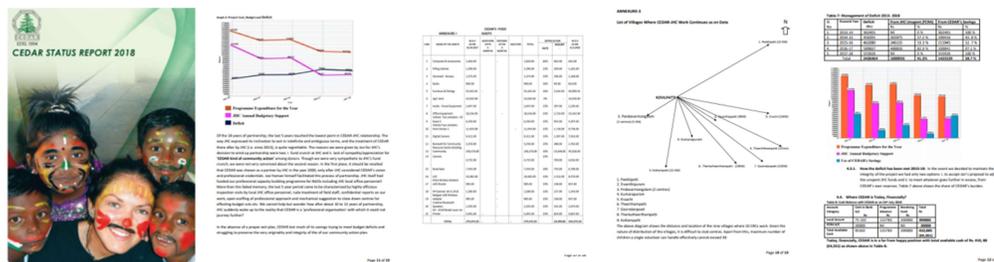
The New JHC Director Kemal Shaheen



Dr. Kemal Shaheen

The visit of Dr. Kemal Shaheen the newly appointed JHC Director and a well renowned development professional to India in June-July 2018 in many ways helped CEDAR explain its position. Kemal along with Trustee Arun visited our field projects at Kovilpatti. He could better appreciate our Community Action Strategy for Total Quality Education. He also visited one of the Madurai slums where we were carrying out certain educational experiments for children using painting and drawing.

CEDAR Status Report 2018



With the view to better appraise the Board of Trustees of JHC UK, we prepared a highly critical self-appraisal report evaluating the 19-year partnership between JHC and CEDAR. It tried to underline four things

1. The need for programme based budgeting and sanction

2. Space for professional dialogue among partners
3. Relevance of programmes, based on shared vision and
4. The need for professionalising partnership.

The report also placed on record CEDAR's willingness to re-engage and renew partnership assuring one another a win-win situation. The report was very positively received by JHC Board of trustees. Mr. John Bowman, Acting Chair of JHC in his mail dated October 23, 2018 not only did acknowledge the good work done by CEDAR but also assured that a new chapter could be opened in a '**new spirit of partnership.**' This in fact was a major turn of event.

Restoring of Kovilpatti Budget by JHC

JHC Board of Trustees positively heard our case and sanctioned Rs. 11,40,151 in addition to Rs. 1,69,351 sanctioned earlier by JHC totaling Rs. 13,09,502 (*excluding bank charges*) for the financial year 2018-19. The only disadvantage we faced was that as the money came as late as October 2018, so many activities had to be crowded into a short period of five months. An operational plan was drawn on 22nd October 2018 with CEDAR field staff participating. Our aim was to revive many of the activities given up earlier under community action for ensuring wholesome childhood.



- 10 Children's Resource Centres (**CRC's or Children's Hubs**) were quickly strengthened
- 6 new **facilitators** were appointed
- Two **training** workshops (November 30, 2018 & January 24th& 25th2019 at Ethiliyappanaickarpatti) were conducted for the new recruits
- By December 2018, the 10 CRCs reached out to as many as **279 children**
- **Children Collectives** (CCs) which helps children articulate the 'civic self' were revived in the 10 villages.

- Besides CCs, Maha Sakthi **federation**, an apex body of CCs was formed by taking 10 representatives from 5 villages/CRCs, and a federation meeting was held on 9th March 2018.
- In all the 10 villages **Parent Collectives** (PCs) primarily for promoting healthy child rearing practices and for creating child-centred space in families were revived and monthly meetings were held. This forum was mainly used for educating mothers in child safety and child safeguarding. Mothers support for safely running the CRCs were also sought through this forum.
- Mothers were given **tailoring training** at Ethiliyappanayakarpatti village wherein 19 young mothers participated. Basic skills in stitching *chudithar* and blouses were mainly given. This was the first step towards giving orientation in getting self-employed and raise question about social enterprise.
- **Child Rights Monitoring Committees** (CRMCs) were formed in villages. Two to three consultative meetings in each village were conducted. The idea of community level child safeguarding and monitoring has been gradually introduced. A few CRMCs were effective in monitoring school dropouts. More capacity needs to be built before CRMCs become full-fledged monitoring institutions.
- **Children Magazine *Thiran***: Originally planned to be published before March 2019, but it didn't happen.
- **Creative Art Camps**



Art Workshop for Children

Training the Facilitators

- Children from several villages congregate in a village which is central during weekends
- There they freely interact with **artists and performers of standing** who are committed to children's cause
- Three departments: **Drawing & Painting, Theatre Art and Folk Dance**
 - Drawing & Painting camps November 2018:207 children participated;

- January 2019, 24th and 25th Facilitators training in using painting and drawing
- February 2019: 50 children participated in special art camp
- **Theatre Art inputs** were given to children of all CRCs at the cluster level in the following months:
 - November 2018, 30 children on 21st in two places
 - December 2018, 94 children (boys: 35 & girls: 59) on 24, 26, 27 & 28, 29, 30th (including Oyil and Paraiyattam)
 - January 2019 – 25 children on 26th & 27th
 - Eventually children wrote and acted in 2 plays
- **Oyil** and **Parai**: Children were trained in traditional folk dances – **Oyil** (a type of dance performed with a piece of cloth in hand) and **Paraiyattam** (a subaltern art of playing drums).
 - November 2018; 30 children in Oyil; 28 children in Parai on
 - 21st December 2018: 94 children (boys: 35 & girls: 59) on Dec. 24, 26, 27, 28, 29 & 30th
- **One Day Children's Festival**



One Day Children's festival was conducted on February 10, 2019 at Ethiliyappanayakarpati village. Parents and community members were invited. Around 300 community members participated. Children performed Oyil, Parai, and Thevarattam and performed a play. This was well received by the community. Many were vocal saying that they had never experienced something before. Trustees Deborah and Arun were special guests.

Situational Audit

A situational audit of the project was carried out internally by Rajadurai our Partnership Manager and Nodal officer charged with the responsibility of monitoring projects. Following are the salient aspects of the assessment;

- ❖ CEDAR has earned considerable good will among the village people through 25 years of its work among the children. This is an enormous social capital.
- ❖ The commitment of programme staff are commendably high

- ❖ Parents to a great extent realize the need and relevance of CRC
- ❖ There is clarity of mission and purposeful action
- ❖ In a general sense children attending CRCs have certainly are more articulate, confident and joyful. However CEDAR needs to develop standard tools to measure how children progress over a period of time in terms of their ability work in teams (collaborate), sustain motivation to learn, curiosity and creativity (Or how CEDAR would show evidence how strong is the 'agency' in each child.
- ❖ CRMC and PC structures are newly created and a lot more are required for its impactful functioning and sustainability
- ❖ Not much of sports activity and games
- ❖ The single biggest challenge the project faces in every village is creating a child-centred space that transcends caste; CEDAR has the resilience to take up the challenge
- ❖ The lack of commitment in certain of the newly appointed facilitators is quite apparent; the project management is seized of the matter. Something drastic should be thought about to set right this serious anomaly.
- ❖ Skill training for young mothers can be upgraded to see the possibility of developing social enterprise base.
- ❖ Five month period is too short to make any meaningful impact assessment but certain of the observation brought forth through the situational analysis must be treated with such seriousness as to effect course-correction of the project.

New Initiative from JHC

Subsequent to his June- July visit, Kemal was in constant dialogue with CEDAR trying to explore the possible direction in which CEDAR-JHC partnership could move. This resulted in Kemal developing a new strategy paper and communicating it to us on August 7th 2018. The following excerpts would well explain the new direction charted out for the partnership:

*"This will initially be a two year strategic partnership between the Joe Homan Charity, The Centre for Education, Development Action and Research (CEDAR) and Caplor Horizons. It will have three primary objectives. **Firstly, to strengthen learning, leadership and entrepreneurial thinking for 500 young people in 6 socially and economically disadvantaged slum communities in Madurai (with a focus on girls). Secondly, to build the capacity of a network of NGOs (20+) working across 40 communities by a) strengthening leadership, strategy and influence and b) conducting impact assessment to gain a deeper understanding of what works and why. Thirdly, to continue the strategy renewal process that Caplor Horizons and JHC began in June 2018 towards building a more resilient, revitalised and sustainable organisation.***

At the heart of this strategic partnership will be the co-creation and piloting of a unique child-centred social lab/incubation hub that will enable young people from 6 slum communities to learn differently, think differently and act differently. This space will help children and young people between the ages of 5-22 to make meaningful decisions about things that affect them – developing a sense of agency based on a deeper understanding of their rights as valuable and valued citizens within their community. The younger children will be supported to make choices in their day-to-day environment, cultivating curiosity and imagination so that they can reflect and act collectively in response to issues and challenges that impact their lives. The older children and young adults (16-22) will build on this platform to develop leadership and entrepreneurial skills so that they can develop and drive social enterprise initiatives within their communities and beyond. The aim is to make this space at the heart of the poorest communities so exciting and dynamic that young people from outside the community (regardless of caste, class, religion or race) will want to participate and it will attract the attention of mainstream business, media and civil society. It will be an inclusive space that helps to bridge communities that have been fragmented and separated."

The Idea of working in Slums:

CEDAR ever since 2016 was experimenting with art pedagogy with children from much marginalized communities especially from slums in Madurai. The idea was to embed in children motivation to pursue activities in which they are basically interested in, articulate creative self-expression and build self-worth. Based on this experience, we thought that children in Madurai slums would provide the context for CEDAR-JHC-Caplor collaborative work. We sent our proposal. The highlights of which are as follows:

The proposal had the title, "**Community Capacity Building for Articulation of Self-expression, Leadership and Entrepreneurial Initiatives among Marginalised Children: A Baseline Study**

PURPOSE OF THE STUDY:

To collect preliminary data to design a highly participatory child protection/development project which will have the following two specific objectives:

To build the capacity of six chosen slum communities to promote in younger children

1. self-articulation, imagination and ability to engage in meaningful collective actions for betterment of self and for building up of child-centered space at home, at school and in the community

And in older children

2. Promote leadership and entrepreneurial initiatives that would not only expand the scope for participatory and inclusive development platforms but also engage mainstream society to their greater advantage.

SCOPE:

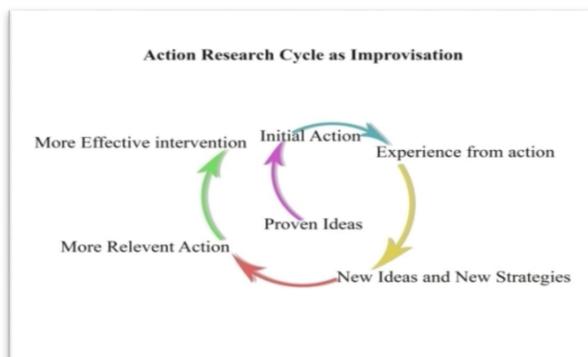
The study will be conducted in **SIX** chosen slum communities in Madurai city. It will be discrete and will be done without raising unnecessary expectations. Yet it will be participatory in nature involving a few community volunteers. (Slums tentatively chosen are 1. Meenambalpuram 2. Sellur 3. Karumpalai 4. Kamalanagar 5. Indranagar 6. Mariammankoil). The study was to collect both qualitative and quantitative information on Household Details, Profile of the Communities, Community Infrastructure, Household Details, Issues Relating to Older Children and Youth (16-22 Years), Women as Mothers, Community Leadership etc.

JHC sanctioned 3, 30,000/- for the purpose of the above study in October 2018.

Execution of the Study:

- The Baseline survey was first launched in November in Meenambalpuram
- CEDAR's Alternate Media Centre Volunteers and about 10 educated youth were trained to do the survey
- On the basis of stratified random sampling 185 households were interviewed using an interview-schedule
- Apart from this informal interviews and focus group discussions were carried out involving several hours
- The data was analysed and very valuable insights gained which will be briefly summarised below

From Baseline Survey to Action Research Mode



Though we were very cautious the study created vey many unrealistic expectations and the community grew very impatient. The vantage we had gained entering into the community and the goodwill earned we did not want to lose. In the meantime leaders from other slums where queuing up at CEDAR office inviting us to do something. We did not want to rush in with the survey as we felt if

we do something like a survey some action must follow. There was good amount of communication flow among between these slums. Then we decided that we can do something in terms of "action" and see how our assumptions or change theory work. Having completed the survey and qualitative study at Meenambalpuram we decided to use it as test-bed by launching a programme-based action from which we can. Learn. The cycle would be **action-experience-learning- modified action.**

Test Bed -1: Children's Hub or CRC at Meenambalpuram



In spite of the fact children's workshop were happening in certain intervals at Meenambalpuram, after consulting Kemal a formal launch of children's hub was made. Since Meenambalpuram did not have any community centre we had to lease out a space and create our own infrastructure. This involved interest free deposit of Rs. 1,00,000/- and an additional expenditure of about Rs. 1,40,000/-. A highly child friendly space was created in the very middle of an appallingly alienating physical and social environment. This work started around November 2018 and the centre was formally launched on 30th January 2019. Children started flowing in.

Test Bed -2: Social Enterprise Experiment



Tailoring unit at Meenambalpuram

Another thing that came handy was to make a very small beginning with social enterprise initiative that would help the mothers of children who come to the children's hub. The inspiration came from Yellow Bag founder trying to employ women from Meenambalpuram slum. Yellow Bag in fact had lent five used machine to Mr. Meiyappan, a community activist and our initial contact. But he had no place to keep the machine and work with. One of the well to do community members offered her open terrace free of cost. When CEDAR was approached for further help we saw it as a positive point to strengthen our entry strategy as well an opportunity to experiment with social enterprise idea. A work shed at the cost of about 1,30,000/- was erected with CEDAR-JHC support. Since then we have been trying to evolve and improvise upon a system that would sustain a social enterprise managed by young mothers.

Highlights of the Study and Designing of CEDAR-JHC- Model of Intervention



1. Poverty

In our study area 15.6% of the people live below absolute poverty earning a per capita per day income of Rs. 47/- . From action point of view, it is not enough that we focus our attention only on people living in absolute poverty. A vast chunk of people who have just climbed over the poverty line are still living in an uncertain zone of income which can at any time let them slip back into absolute poverty. This is mainly because the slum economy is based on highly casual work force with dead end jobs and little scope for upward economic mobility. This vulnerable group can be identified as those households where the per capita per day income is anything below Rs. 85/-. In our sample 34.94% of BC households, 23% of MBC households and 35.53% of SC households fall under the category which we define as 'highly vulnerable'. People of this category can slip into absolute poverty any time triggered by such factors as ill health, death of a family member, loss of job etc.

An estimated total of 1,811 households qualify as vulnerable in Meenambalpuram area alone.

2. The Slum is a Dead End

The slum economy is a highly peripheralised economy with dead end jobs earning poor incomes caused by and causing stagnant pool of labour. First, in the highly marginalized economy only men seem to go for some work or other. The nature of work men attend to calls for attention: 71.8% of men are daily wage earners; of this 43.60% are involved in poorly skilled/unskilled casual employment which may earn anything around Rs.300/- a day; load men who give strenuous physical labour might earn around Rs.700/- a day; a miniscule minority attends to regular and quasi regular employment.

3. Women do not go out of the slums seeking work

To our surprise as low as 29% of women only go for work in the first place. Nearly 80% of the women below the age of 35 are not going for work. In this regard there is no difference between poor *dalit* women and non-*dalit* women. First there are not many jobs available near home. Second there are a few factors which the women whom we interviewed repeatedly said, "It is highly unsafe to leave young children behind and go

for work." A lesser percentage of women however said "Jobs beyond home is unsafe." In today's India the responses are quite unusual. With better transport today in India, village women travel miles to work in nearby towns. The 'women not being employed in slums' cannot be explained purely in terms of family control either. We consider this more as a perceptual issue. This takes us to analysing the nature of work women attend to, in the event they work. Most of them are self-employed as low skilled tailors who do job work for towel companies located on the rim of the slum. The possible explanation is psychological ghettoization.

4. Children

The enrolment of children is fairly high. About 71.6 % of the children in the area mainly left in either Government Schools or Government aided schools rated as III Level. Dropout rates are not readily detectable through school records. But focus group discussions revealed that there is a higher rate of drop out beyond IX standard. This correlates with higher delinquency and crime rates.

5. Alienation and Crime

As per National Crime Bureau (NCB), Madurai is one of the highly crime prone cities. (Madurai is rated with 358 points in crime rate, against 218 points National average. This means Madurai's 'violent crime rate' is 64% over and above the national average). Meenambalpuram which we have chosen to work is a 'high crime prone area' with serious alienation among older children and youth. Common crimes are drug abuse, drug pushing, murder and youth being exploited as hirelings.

6. Self Perception and Interpretation of Crime

In many of the focus group discussions, youth and older persons, men and women, blamed family environment as being responsible for children and youth slipping into crime. Adult family members with questionable backgrounds- both men and women, alcoholism in family and drug abuse were specifically and repeatedly pointed out as reasons for older children taking to crime. In other words it is 'socialisation of children and youth into crime'.

7. Cultural Landscape of Meenambalpuram Slum as insight providing

Slums vary in terms of social and cultural anonymity. Higher the heterogeneity of the composition in terms of caste, ironically it promotes up rootedness, caste conflict and alienation. Meenambalpuram is a case in point. In other three slums homogeneity of caste background saves the situation in certain ways. The second point in this regards is the stagnancy level. Slums are not very fluid demographic phenomenon with a floating population. Again take for Meenambalpuram. 41% living here are second

generation slum dweller. They were born and brought up here. Another 29% moved into the slum when they were children or as young adults. This means nearly 70% of the population could be effectively socialized into the sub culture of the slum. Slums are not simple economic creations but wrought by certain social processes that produce vulnerability through culture.

Statement of the Problem

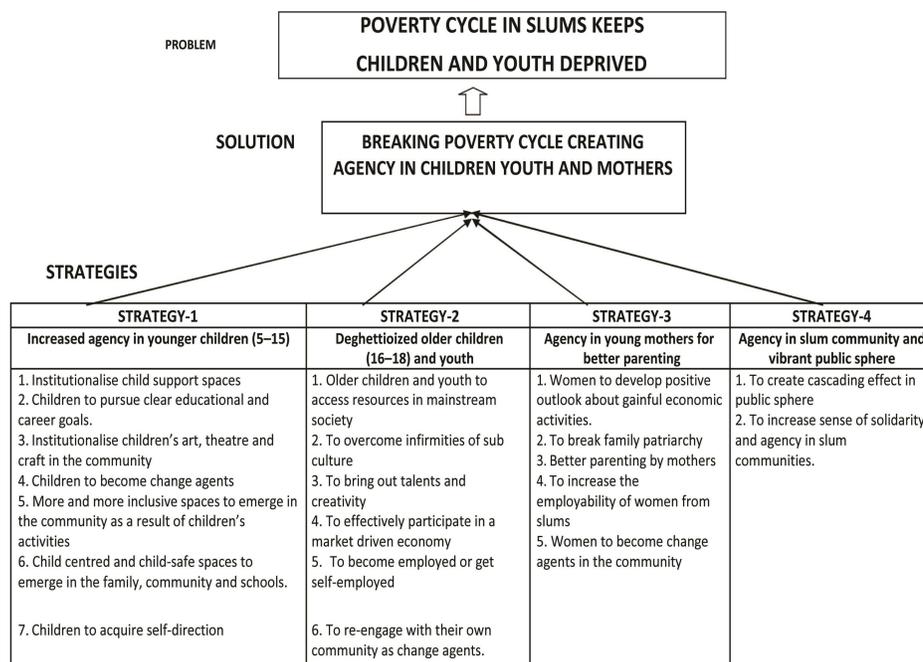
The problem confronting us can be stated as follows:

The creation of a slum is always triggered by processes of economic marginalization. Once created, the slum either insulates itself from the mainstream or does not easily acquire necessary threshold energy to positively engage the mainstream society and change. Even radical economic changes in society without deliberate interventions can leave them untouched. A slum then culturally reproduces itself creating a black hole effect and losing agency.

The Solution

Reinvigorate the 'agency' of the slum community to find self-direction and break poverty cycle. The above conclusions helped us design CEDAR-JHC model of intervention graphically shown below.

CEDAR-JHC PROJECT FOR ARTICULATING AGENCY IN CHILDREN, WOMEN AND YOUNG MOTHERS



Child Safeguarding Audit



Jim Dyson Interacting with CRMC

In August 2018, JHC UK subjected all its partner organizations to undergo child safeguarding audit by an internationally accredited consultant by name Jim Dyson. The auditor was quite appreciative of some of the initiatives like CRMC taken by CEDAR. He was also quite appreciative of the general outcome of the programme:

"The children supported as part of the CEDAR programme were incredibly confident and you could see the benefits of the programme. The emotional wellbeing was evident from interactions with the children and there was evidence that children were sharing concerns with staff. Providing increased opportunities and education and awareness raising programmes with children would enhance what is currently a strong voice."

CEDAR becomes the Nodal Agency of JHC – UK



Trustee Deborah signing the Nodal Agency Agreement on Feb 14th 2019

Taking into account the 25-year professional track record of CEDAR especially its work as a nodal agency and as a capacity building organisation, JHC after much deliberation decided to appoint CEDAR as its nodal agency with effect from 1st December 2018. It also sanctioned an annual budget of Rs. 4,19,100/- for the period covering 1st December 2018 to 31st March 2019.

JHC UK has mandated CEDAR with the following responsibilities.

- i. Manage JHC's child sponsor programme efficiently liaising with partner organisations.
- ii. Implement JHC's partnership policy in general; ensure specific recommendations and operational guidelines issued by JHC from time to time and in line with UK Charity Commission or any other statutory body or international convention or professional code/standard are best understood by nodal partners and implemented.
- iii. Ensure that nodal partners meet statutory obligations under Foreign Contribution Regulation Act, Income Tax Act, Societies Registration Act and other statutes and laws that are relevant to their context.
- iv. Take special care to ensure that partner organisations generally adapt child rights mode in developing their policies and strategies as provided by UNCRC, strictly adhere to provisions of child safety/child protection laws including juvenile justice laws as they apply to their context and develop specific child protection policies and protocol agreeable to JHC.
- v. Receive proposals from existing partners and from those who represent to become new partners for funding from JHC, process and recommend for consideration for grant by JHC.
- vi. Receive and disburse funds from JHC to partners, monitor utilisation of funds and implementation of programmes on agreed upon lines.
- vii. Do monitoring and evaluation of programmes supported by JHC from the perspective of expected impact, recommend course correction or take appropriate action.
- viii. Help partner NGOs in 'change management' and help 'building capacity'.
- ix. Initiate Action Research and design new projects at the behest of JHC.

First Partners Meet



Feb 13th Partners Meet

After signing of the nodal agency agreement, only three of the four partners, Society for Poor People Development (SPPD), Dindigul Aids Control Society (DACs) and Madurai Sevashram Girls High School (MSGH) readily signed the new partnership agreement. Inba Seva Sangam (ISS) wanted more time whereas Boys Town Society (BTS) stayed away from the deal. The first partnership meet was arranged for Feb 13th 2019 so that Trustee Deborah and Arun could address the meeting and clarify the necessity for JHC to go for nodal agency arrangement. The meeting was attended by Chief Functionaries/Executives and staff from SPPD, DACs, MSGH and ISS. The trustees clarified to the partners, three things: 1. The need for strictly adhering to child safeguarding standard prescribed by JJ Act (India) and Charity Commission in UK, 2. Ground level monitoring, 3. Professionalising partnership relations, 4. Need to move away from traditional residential care to community based work to support needy children and 5. Possible sharing of resources among partners. The meeting was highly participatory and ended with a very positive note. Even ISS delegates expressed their hope in signing the document.

Caplor Workshop



Dan Bishop and Rosie Bishop with the Team, 26th, 27th, 28th and 29th March 2019

The much awaited Caplor House Flagship Development Programme Module 1: Personal Development Workshop was slated for the last week of March 2019. Dan Bishop, Programmes and Partnerships Coordinator and Rosie Bishop, Organisational Development Advisor of Caplor Horizon spent almost four days with us. The first day was devoted to very informal interaction and introduction of CEDAR and its work.

Dan and Rosie had a chance to visit Yellow Ba unit as well DACS at Dindigul. This was followed by two days of Personal Development Workshop. Apart from the entire CEDAR staff and two trustees, two other members from partner organisations, Mr. Arumugam from MSGH and Mr. Gopi from SPPD participate. It was such a novel and exciting learning experience with positive vibes participants thoroughly enjoyed it. Participants summed up saying that the workshop gave them a new set of vocabulary to articulate, communicate, think and facilitate action in the individual and collective context. CEDAR made the commitment that it would conduct a follow up workshop after about three months and before going into the next Caplor workshop. The third day was spent on Consulting Dan and Rosie on the specific issue of Social Enterprise. What needs to go on record is the extraordinary sense of warmth and friendship Dan and Rosie extended during the three days of deliberations. CEDAR places on record their gratitude.

Appointment of New Trustees

CEDAR Board, in order to further strengthen their professional capability in their meeting held on 18th August 2018, appointed three more trustees. Prof. N. Manikam, formerly Professor of Physics at American College who is presently with Aravind Eye Care system is an international trainer who can advise us on training and development. Dr. Navamani is basically a GP who was earlier involved in prevention of female infanticide. She will advise us on health care on children. David Gerald is a practicing advocate with social concern. Even before joining the board he was advising CEDAR on legal issues. With these appointments the total number of trustees is now nine.

Appointment of Staff

Mr. Rajadurai was appointed as Manager, Partnership Relation with effect from 15th March, 2019. Rajadurai holds masters in Computer Application and has about twenty years of experience in various departments of NGO management. He has also worked as consultant to several CSR projects. He has vast exposure to developing and managing social enterprises. He will primarily manage the nodal office. Mr. Gunasekar, MFA, is appointed as Children's Art Director. Mr. Basheer Khan, Mr. Mohamed Haarish and Mr. Ponkundram are appointed as Creative Leads and will draw only honoraria. It needs to be recorded that in the past six month of organising, reorganizing and experimenting CEDAR has certainly developed unique human resource capabilities required of a new generation NGO.

Government Hospital Tie-up with CEDAR

CEDAR continues its Human Resource consultancy tie-up with the District Government Hospital by primarily helping the hospital to identify and recruit qualified paramedical staff from among the rural youth of the district. As on 31st March 2019, CEDAR has facilitated the recruitment of 2 FNAs, 2 MNAs, 2 Lab Technicians and 1 X-ray Technician.

Summing up

1. The year 2018-19, is a very eventful year indeed for CEDAR. The major turnaround is the new chapter CEDAR opened with JHC. CEDAR sincerely places on record their appreciation and gratitude to JHC trustees and the new Director, for the kind of openness, professionalism and trust with which they proceeded to attend to partnership issues.

2. In terms of funds, it is a great leap forward. The total receipts for CEDAR's own programmes shot up from Rs. 4,81,518 in the financial year 2017-18 to Rs. 29,18,853 in the financial year 2018-19. This excludes Rs. 4,19,100 allotted for managing JHC's nodal office.

3. On the whole CEDAR reached out to **279** children distributed across 10 villages and about **60** children in the urban slums.

4. As the effective period available for action unfortunately got restricted to 5 months, a clear impact assessment could not be made. Going by observations made by Jim Dyson in his safety audit and by Rajadurai in his situational audit, the impact on the immediate outcomes (if not impact) are stated to be positive especially in terms of children's level of self-confidence, ability for articulation and creative self-expression. As mentioned earlier, CEDAR needs to develop a standard scientific protocol and instruments for making assessment of individual children and the societal impact of the CRCs (Children's Hubs) make over a given period of time. We hope to standardise a process in 2019-20.

5. It needs to be noted that so much energy had to be spent on the explorative side of the slum programme. It was certainly a new terrain and very tough terrain to work with. The survey and the experimental CRCs and Social enterprise have certainly helped us to evolve strategies for future.

6. On the nodal agency plank we have shaped up a few strategies that would help us to align and collaborate with organisations locally, regionally and globally for creating newer and sustainable spaces in the social, economic and environmental sense. In this regard JHC UK and Caplor Horizon has played very crucial roles.

7. The biggest advantage CEDAR gained during this intense period of five months is a complete organisational transformation. CEDAR today is a new generation NGO organisation which wants to work with the synergies created by theorists, actors, creative artists, planners and managers brought on an ever fluid collaborative platform. We certainly are set for a good take-off.

Now we have bigger responsibilities and there are miles to go!

Dr. Chinnaraj Joseph Jaikumar

Managing Trustee

June 14, 2019



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ESTD. 1994

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