

EMPOWERING ADOLESCENTS • BUILDING COMMUNITIES

FOUNDATION FOR EDUCATION AND
DEVELOPMENT*Doosra Dashak*ANNUAL
REPORT

2025 – 26

Adolescent Empowerment • Community Development • Education • Health • Livelihoods

9

Blocks Covered

316+

Villages Reached

150

Panchayats

20,000+

Participants

Since 2001 • Rajasthan, India

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CHAIRPERSON'S OVERVIEW

It gives me great pleasure to present another year of steady growth, deepening impact and institutional maturing for the Foundation for Education and Development (FED) and its flagship Doosra Dashak (DD) Project. In 2025–26, DD continued its holistic and integrated work with adolescents across nine blocks in seven districts of Rajasthan, covering 150 Panchayats and 316 villages, reaching over 20,000 participants through residential camps, Ikhvelo learning centres, community-based organisations, life skills education, and livelihood preparedness. Twenty-five years since its inception, Doosra Dashak remains rooted in the conviction that empowered adolescents build empowered communities.

This year marked a significant expansion in our funding base and programmatic ambition. We are delighted that the Azim Premji Philanthropic Initiatives (APPI), our longstanding partner, has committed a substantial five-year grant of over ₹23 crore for the period 2025–30, building on the successful completion of two earlier APPI-supported projects on girls' leadership and constitutional values that concluded this year with strong results—over 4,100 adolescent girls reached, 918 youth group members mobilised, and 108 youth leaders developed across seven blocks. Tata Trusts continued its generous support into the second year of a four-year project spanning tribal blocks in South Rajasthan, and we were pleased to welcome EMpower (USA) as a new funding partner. The Saurya Urja Company of Rajasthan also extended its CSR-funded pilot in Bap block to four additional Gram Panchayats, a validation of the model's efficiency. FED's financial base remains sound, with a Corpus Fund of ₹13.57 crore and an annual turnover of ₹6.38 crore as on 31 March 2026.

A defining feature of this year has been FED's deliberate turn inward—from programme excellence toward organisational strengthening. Building on a self-reflection exercise undertaken by our core staff in late 2024, we entered a formal partnership with ATMA, a Mumbai-based organisation development specialist, culminating in a three-day diagnostic workshop in Jaipur in December 2025 that engaged the Chairman, senior faculty and second-line leaders from every block. The resulting Life Stage Survey placed FED at a score of 2.9 out of 5.0—"Ground and Grow"—affirming our strong programmatic foundation and community credibility while identifying priority areas for growth: operational planning, fundraising systems, digital integration, human resources, and a unified monitoring and evaluation framework. In response, we have adopted Process as a fourth pillar alongside our long-standing Knowledge–Attitude–Skills (KAS) framework, and we look ahead to June 2028, by when a dedicated Second Line of Leadership is to be nurtured through a 2.5-year training programme for our Project Coordinators and field staff.

As Doosra Dashak marks 25 years of work in rural Rajasthan, we commissioned a comprehensive impact evaluation in partnership with the Council for Social Development (CSD), New Delhi, covering 910 beneficiaries and 115 non-beneficiaries across all nine blocks. This rigorous, comparative study will culminate in an analytical impact report, a policy brief and a national-level dissemination workshop, and we hope it will help make the case for adapting the Doosra Dashak model at state and national scale.

Our commitment to nurturing the next generation of scholars also deepened this year. The Anil Bordia and Vijay Gina Manilal Scholarships together supported 40 Sahbhagis with a

combined ₹3.95 lakh, 95 per cent of them young women and over half from Scheduled Tribe communities—figures that speak directly to our founding commitment to equity. The 11th Anil Bordia Memorial Lecture, delivered by eminent former IAS officer Shri S.M. Acharya on "Adopting a Community-Oriented Approach for Basic Education in India," was a moving reminder that the community must remain the classroom and the State a facilitator, not a controller, of learning.

None of this would be possible without the trust of our Board of Trustees, whose strategic oversight continues to guide FED with wisdom and rigour, and the tireless commitment of our field teams who work in some of the most remote and drought-prone corners of the state. I extend my heartfelt gratitude to all our donors, partners and philanthropists—Azim Premji Philanthropic Initiatives, Tata Trusts, EMpower, Saurya Urja Company, Rajasthan and others—for their continued faith in our mission. As FED enters its second quarter-century of work, we remain steadfast in our belief that true development is achieved only when a community gains the capacity to lead itself, and we look forward to the year ahead with humility, determination and hope.

Abhimanyu Singh

Chair,

Foundation for Education and Development (FED) and

Doosra Dashak

SECTION I: THE FOUNDATION

About FED – Doosra Dashak

Foundation for Education and Development (FED) has been working in Rajasthan since 1996 under its flagship programme 'Doosra Dashak' (Second Decade). The programme focuses on the adolescent years – the 'second decade' of life – as the critical period for transformative change. Grounded in the belief that empowered adolescents build empowered communities, FED works at the intersection of education, health, gender, and civic rights.

Over nearly three decades, Doosra Dashak has evolved from residential camps for out-of-school girls to a comprehensive, multi-block, multi-thematic programme covering adolescent empowerment, life skills education, sexual and reproductive health and rights (SRHR), vocational preparedness, Ikhvelo learning centres, community-based organisations (CBOs), and active citizenship through constitutional values.

Our Vision, Mission & Approach

VISION

To nurture adolescents and youth from rural and marginalized backgrounds as responsible, skilled, and collectivized citizens through holistic education. Such that, with the participation of their communities, the dream of an equal society based on constitutional values is brought to life.

MISSION

To empower adolescents and youth through quality education, life skills, health, and rights-based programmes, supported by strong community ownership and institutional partnerships.

Core Approach

- Rights-based, participatory, and inclusive programming
- Community-centred change through Yuva Manch, Mahila Samooch, and Lok Biradari Manch
- Long-term relationship building with communities
- Convergence with government systems and welfare schemes

The Legacy of Shri Anil Bordia

Shri Anil Bordia (IAS) was a distinguished administrator, visionary reformer, and one of India's foremost champions of community-centered education. His groundbreaking work through initiatives like the *Shikshakarmi Project* and *Lok Jumbish* transformed educational access for millions across Rajasthan and shaped national education policy.

FED stands as a living tribute to Shri Anil Bordia's belief that education is an 'awakening' rather than just literacy. A lifelong advocate for social justice, he envisioned Doosra Dashak as a bridge for those standing at the crossroads of childhood and adulthood. Doosra Dashak is inspired by his conviction that true development is only achieved when a community gains the capacity to lead itself.

OUR BOARD OF TRUSTEES AND ADVISORS

Our Board of Trustees comprises distinguished leaders from the fields of administration, education, and social development. Their collective expertise provides the strategic oversight and visionary guidance that drives FED's commitment to working with marginalised rural communities for their upliftment.

Shri Abhimanyu Singh, IAS (Retd.) <i>Chairperson</i>	Former Education Secretary (Govt. of Rajasthan) and Joint Secretary, MHRD, New Delhi. He brings over 40 years of experience in public administration and global education leadership. Held key positions at UNESCO in Paris, Nigeria, and East Asia (Beijing). Recipient of the Fulbright (USA) and Japan Foundation Research Fellowships.
Shri Rajendra Bhanawat, IAS (Retd.) <i>Trustee</i>	Former Secretary Rural Development, Government of Rajasthan, Director, Literacy and Continuing Education (CE). He received the NLM UNESCO award in the year 2000 on behalf of the State of Rajasthan for outstanding work in promoting literacy.
Ms. Vrinda Sarup, IAS (Retd.) <i>Trustee</i>	Former Secretary, Department of School Education and Literacy. Since the early 1990s, she has made significant contributions to major national education initiatives such as DPEP, SSA, and Mahila Samakhya. She has also worked closely with several international agencies including the World Bank, DFID UK, UNICEF, the European Union and the World Food Programme.
Shri Ashok Kumar Bhandari, IPS (Retd.) <i>Trustee</i>	First Secretary, Indian High Commission (London), Special Secretary Jammu & Kashmir Affairs (New Delhi) and administrative member, Central Administrative Tribunal. He was awarded Police Medal in 1958 and President's Police Medal in 1992. Presently he is a member of, Eye Bank Society of Rajasthan, Jaipur
Prof. Shantha Sinha <i>Advisor</i>	An internationally recognized activist against child labour and the founder of the Mamidipudi Venkatarangaiya Foundation (MV Foundation). She is a Professor in the Department of Political Science at Hyderabad Central University. She has served two consecutive terms as the Chairperson of the National Commission for Protection of Child Rights. For her outstanding contributions, she was awarded the Padma Shri by the Government of India in 1999 and the Ramon Magsaysay Award for Community Leadership in 2003.
Shri Ajay Singh Mehta <i>Advisor</i>	Chairman of Vidya Bhawan Society, Udaipur, and a former Chief Executive of Seva Mandir. He has also served as the Executive Director of the National Foundation for India for a decade. Currently, he is a member of the Rajasthan State Planning Board and is widely recognized as one of the leading social activists working in the development sector in India.

Our Footprint in 2025–26

Doosra Dashak's impact is rooted in deep, sustained engagement across the diverse landscapes of Rajasthan. Our footprint represents more than just geographical presence. Our interventions are strategically concentrated in nine blocks across seven districts, reaching remote tribal, drought-prone, and backward regions where barriers to education and rights are most acute.

S.N.	Block	District	Panchayats	Villages
1	Aburoad	Sirohi	13	20
2	Desuri	Pali	9	20
3	Bali	Pali	22	35
4	Pindwara	Sirohi	14	34
5	Pisangan	Ajmer	18	30
6	Bap	Jodhpur	28	57
7	Kishangang	Baran	22	51
8	Laxmangarh	Alwar	17	50
9	Bassi	Jaipur	21	40
	TOTAL		164	337



Quantitative Snapshot – 2025–26

9 Blocks Covered	337 Villages Reached	164 Panchayats	20,000+ Participants
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SECTION II – EMPOWERING ADOLESCENTS-CORE PROGRAMMES

Doosra Dashak works through five interconnected programme themes that together form a continuum — from safe residential learning spaces for adolescent girls and boys, to community learning centres (Ikhvelo), to youth and women's collectives that anchor change in rural life, and to livelihood pathways that translate education into economic agency. This chapter presents each theme through a description, a snapshot of numbers across nine blocks, and curated highlights that show the texture of change on the ground.

384Girls in Residential
Camps**1,478**

Ikhvelo Enrolments

262

Yuva Manch Groups

1,981LSE Training
Participants**7,510**Linked to Welfare
Schemes

THEME 01

Residential Camps

Structured residential learning that reclaims education for girls/boys from marginalised communities.

The residential camp is the most intensive community based and transformative intervention in Doosra Dashak's repertoire. Over four months, adolescent girls and boys, most of whom have dropped out of school due to poverty, early marriage, or domestic pressure—live, learn, and grow together in an inclusive, supportive environment. Designed as a holistic safe spaces for second-chance education, the camps prepare participants for Classes 10 and 12 through the Rajasthan State Open School (RSOS) or the National Institute of Open Schooling (NIOS), while also facilitating mainstreaming into local government schools.

At the soul of the residential camp is an unwavering commitment to non-discrimination, collective empowerment, and personal growth. The camp is a safe space where social and caste barriers dissolve through shared living, group learning, and peer mentorship. Alongside foundational literacy, numeracy, and board exam preparation, the camp teachers utilize interactive techniques to make education engaging, relevant, and accessible.

The camp curriculum embeds critical knowledge on Sexual and Reproductive Health and Rights (SRHR), digital literacy, financial literacy, and life skills. This integrated approach builds self-expression, critical thinking, and deep personal confidence. Girls and boys from marginalised communities are active participants in their own learning—managing internal camp governance, engaging in collaborative problem-solving, and leading discussions—emerging as confident agents of change who inspire their families and transform their broader communities

Two distinct camp typologies operate across blocks:

- The Buniyadi (Foundational) Camp: Especially targets girls and boys (aged 11–14 years) who have never attended school or dropped out early, bridging learning gaps to enable entry into formal government schools.
- The RSOS/NIOS Camp: Especially targets adolescent girls and young women (aged 16–24 years) preparing for formal Grade 10 and 12 board examinations.

BLOCK HIGHLIGHTS

Bap:

- A four-month Rajasthan State Open School (RSOS) camp was organized from January to May 2025 for 40 girls, where the District Collector visited and engaged personally to motivate the girls.

Pisangan:

- Two camp graduates, Miss Fatima and Miss Khushboo, successfully transitioned to higher education, securing admission to Azim Premji University, on 100% scholarships worth approximately ₹11.8 lakh each.

Desuri:

- The foundational camp successfully transitioned 23 out of 40 girls to regular formal schooling.
- Through the joint support of the local community and the local MLA, a sum of ₹95,060 was raised for student examination fees.

Aburoad:

- The block successfully conducted its first RSOS camp from November 2025 to March 2026, where 54 girls enrolled and 42 received their completion certificates. Concurrently, a Buniyadi camp resulted in 39 out of 42 completers transitioning to school.

Community Mobilization Drives 100% Retention

In Bali block, a significant success occurred during the Holi festival. Despite this being a traditionally high-risk period when girls face immense pressure to leave education for early marriage, intensive community mobilization ensured that not a single participant dropped out of the camp.



Girls actively participating in an activity at a Residential camp in Pindwara Block.



Adolescent girls from a residential camp in Bali block on an exposure visit

THEME 02

Continuing Learning Centres (Ikhvelos)*Neighbourhood hubs where learning is joyful, multi-dimensional*

Ikhvelo (meaning 'hope' in Zulu, is a continuing (open) learning centre situated at Panchayat Headquarters. Ikhvelo centres are designed around nine dimensions of holistic development: foundational literacy and numeracy (FLN), creative arts, digital literacy, health and hygiene, life skills, environmental awareness, scientific thinking, and community engagement. They are open to both school-going and out-of-school children and adolescents and for community members.

The pedagogy is experience-first: children build science models, debate myths, create origami, read and write stories, and present at community meetings. These centres physically remain accessible year-round and have evolved into "safe learning spaces" for adolescent girls and young women. Ikhvelo centres serve as a vital social hub for Yuva Manch and Mahila Samooch meetings whose active involvement ensures the centre's vibrancy and continuity—alongside pension verification drives and health camps. A major objective of Ikhvelo is to transition camp Sahbhagis into formal schooling.

In 2025–26, 1,478 adolescents were enrolled across 31 Ikhvelo centres in 9 blocks.

BLOCK HIGHLIGHTS**Bap**

- The Ikhvelo actively promoted community-wide wellness by introducing the 'Nail Petika' (nail-clipping box) hygiene initiative and conducting a grassroots survey on nail health that successfully sensitized more than 50 community members.
- In Charanai Village, the Ikhvelo played a supportive role in fostering a positive shift in community healthcare norms, which helped drive an increase in institutional deliveries from 8% to 100%.



Girls and children in deep discussion during an interactive Geography session in Desuri block

Desuri

- Operating through two centres, the programme successfully equipped 40 young boys and girls by training them to design and execute a comprehensive door-to-door household survey focusing on patterns of substance abuse.
- The survey yielded results directly motivating 5 young boys to quit smoking and 6 children to completely give up tobacco use. Concurrently, local families have recognized the Ikhvelo centre as a vital 'safe space' for older adolescent girls.

“Ikhvelo ने गाँव में सरकारी योजनाओं को प्रभावी ढंग से लागू करवाने में सेतु का काम किया है। आज यह Ikhvelo गाँव के परिवर्तनकर्ता के रूप में अपनी सशक्त पहचान बना चुका है।”

— Maulvi Jamaluddin, Sarpanch representative, Charanai Gram Panchayat, Bap block

Pindwara

- A science fair was conducted that directly engaged 480 mainstream school students, fostering a widespread interest in experiential learning and scientific inquiry across the region.
- The events earned strong institutional validation, drawing active participation from 25 community members and hosting formal visits from two Udaipur-based organizations Vishakha and Vikalp Sanstha, who came specifically to understand the DD work.

Laxmangarh

- At two centers of Kanwada and Sourai, 51 enrolled students received digital training, with two days per week strictly dedicated to practical laptop handling and essential digital skills, including MS Word, Gmail operations and WhatsApp Web.
- Under Project Bala the centers successfully promoted menstrual health management by organizing distribution of 300 reusable sanitary pads to young girls in 10 new villages.

Grassroots Innovation in Science & Technology

In Pisangan Block Adolescents organized village-level science fairs where they successfully presented functional electronic models they developed, including an innovative safe-driving sensor and an automated helmet-interlock safety system.

THEME 03

Community Based Organisations

Yuva Manch & Mahila Samooch — where adolescents and women become the agents of village-level change

Doosra Dashak's community work rests on two pillars: Yuva Manch (Youth Groups), comprising both boys and girls and Mahila Samooch (Women's Groups). The main aim of these collectives is to build local leadership, promote gender equity and empower community members to address key social issues like child marriage, education, and healthcare.

These groups are trained, oriented, and given responsibility for community-level tasks, including pension verification drives, tree plantation campaigns, anti-addiction surveys, bird feeder installation, school-toilet advocacy, blood donation, and Pulse Polio drives.

In 2025–26, a two-day Youth Group Orientation was conducted for 13 Yuva Manch groups across Bap block. The orientation covered government welfare schemes, the role of Doosra Dashak, and practical app-based skills, such as using the Rajssp app for pension verification.

Across nine blocks, 262 Yuva Manch and 234 Mahila Samooch groups are currently active, reaching 1,981 young people through these networks.

BLOCK HIGHLIGHTS**Bap**

- 14 Yuva Manch groups successfully launched the 'Parinda Abhiyan' (Bird Feeder Campaign), resulting in the installation of over 350 bird feeders across the region. Youth members actively supported local health infrastructure by participating in the Pulse Polio drive to vaccinate children under five years of age through door-to-door mobilization.
- Between January 2026 and April 2026, the block completed 13 Yuva Manch orientation sessions, enabling youth groups to design and prepare customized development action plans for their respective villages.

Bassi

- Block established a strong youth network consisting of 40 Yuva Manch groups across 40 villages, engaging 497 members (34% boys and 66% girls). A total of 368 group meetings were conducted over the year to achieve an 80% completion rate.

Desuri

- The program coordinated 19 active Yuva Manch groups, engaging 93 boys and 134 girls in hands-on, practical community projects including digital literacy training, installing bird feeders, conducting substance abuse surveys, spreading awareness on weather-related disease prevention, and practicing first aid.

Leadership in Action

Reflecting the success of DD's programme in cultivating youth leadership, two youth from Bassi block Kavita Devatwal and Reena Sharma were selected for prestigious external fellowships.

Kavita Devatwal was awarded a place in the "Kadam Youth Leadership" programme by The YP Foundation, where she currently serves. Meanwhile, Reena Sharma was selected for a Youth Fellowship awarded by the Smile Foundation under the Care Circle initiative.



Yuva Manch Meeting



Girls in Community Meeting

- In Gram Panchayat Kesuli, women groups demonstrated powerful grassroots advocacy by drafting and presenting a formal memorandum to local authorities to successfully resolved the village's long-standing water supply crisis.

Laxmangarh

- Badouli village demonstrated exceptional communal harmony and social cohesion when local Muslim families donated ₹25,000 and attended in full solidarity for the inauguration ceremony of a local Hindu temple, an event recognized as a landmark in community unity.
- Local youth groups celebrated Independence Day on 15th August at the local mosque in Badoli Village by organizing a merit-appreciation ceremony. They recognized students for their achievements in academics and extracurricular

activities, mirroring changing social norms 7 out of the 10 honored students were girls.

Bali

- The block mobilised 20 active Yuva Manch groups and 20 Mahila Samoochs working in close coordination across the region. Together, these groups conducted 71 participatory community meetings that focused on critical rights and entitlements, including MGNREGA labor rights, old-age pensions, drug de-addiction advocacy, rural employment, and local cultural preservation.

Pisangan

- The block organized and conducted 41 structured community meetings, providing essential platforms to discuss and raise awareness on social security frameworks, girl child education, and sexual and reproductive health.
- International Women's Day was celebrated by organizing inclusive community sports events. Concurrently, demonstrating long-term environmental commitment
- under the APPI Project, local youth groups successfully planted and sustained 2,550 tree saplings over a cumulative three-year period.

“दूसरा दशक द्वारा हम जैसे युवाओं के साथ किए जा रहे कार्य की वजह से हमारी जानकारी का स्तर बहुत अच्छा हुआ है, जिससे हम अपनी बात तर्क के साथ किसी के भी सामने रखने से नहीं डरते।”

— Yuva Manch, Peelarama, Bassi block

THEME 04

Life Skills Education (LSE)*Training that builds agency from the inside out — expression, body knowledge, decision-making, rights*

Life Skills Education is woven into almost every Doosra Dashak intervention — from the residential camp to the Ikhvelo, from peer educator training to school visits. The curriculum covers: self-identity and self-image; communication and relationships; menstrual hygiene; Sexual and Reproductive Health Rights (SRHR); gender equality; caste and religious discrimination; substance abuse; decision-making; and leadership.

Critically, the methodology is experiential: role play, storytelling, group work, film screenings, exposure visits, and community presentations.

In 2025–26, 1,981 young people received LSE training across all blocks.

BLOCK HIGHLIGHTS**Bap**

- A two-day residential Peer Educator Training was organized in June 2025, successfully preparing 25 young girls from six different areas to act as health advocates. The sessions focused on essential adolescent health, safe menstrual practices, routine immunization, and personal safety awareness through "good touch/bad touch" education, prompting participants to commit to leading future community health campaigns.
- In December 2025, a residential Life Skills Education (LSE) camp themed "Tu Khud Ko Badal" was conducted for 51 girls and 48 boys. The program utilized interactive role-play and creative exercises to build organizational strength and unpack complex social issues, including substance abuse, gender equity, and caste-based discrimination.

Pisangan

- Following structured Sexual and Reproductive Health and Rights (SRHR) training, the block introduced the innovative "Meri Mahawari Diary" (My Menstrual Diary) initiative across all camp and Ikhvelo center participants.

"मुझे इस प्रशिक्षण में बहुत अच्छी बात सीखने को मिली जो शायद माता-पिता, गुरुजनों, बहन या दोस्तों से नहीं मिलती। हमें माहवारी के बारे में बहुत कुछ समझाया।"

— Kumar Shreshtha, Mandal School, Pisangan block

- This localized tool enables young girls to systematically track their menstrual cycle, physical symptoms, pain levels, and nutritional intake while dismantling deep-seated cultural myths and taboos surrounding menstruation.

Laxmangarh

- The block extensively advanced menstrual hygiene management (MHM) by conducting 11 specialized workshops that directly engaged 325 girls, which was further supported by the distribution of 300 reusable sanitary pads under the Project Bala.
- Targeted capacity-building sessions were organized for distinct cohorts, including an SRHR awareness session for 15 women's group members, alongside integrated digital and financial literacy workshops for 15 adolescent girls.

Desuri

- The initiative expanded its educational footprint by conducting 2 residential Life Skills Education (LSE) workshops for 64 girls and 55 boys, alongside 5 non-residential LSE training sessions that reached 129 girls and 82 boys.
- Demonstrating the sustainable impact of this training, the participating girls successfully transitioned from learners to community leaders, subsequently organizing themselves into active Yuva Manch groups to spearhead local development projects.

Pindwara

- To institutionalize life skills within formal education frameworks, the block successfully conducted 4 structured LSE workshops across multiple school settings, including the Kasturba Gandhi Balika Vidyalaya (KGBV) residential school and various government higher secondary schools.
- These school-based sessions provided a safe, institutional platform for 124 girls and 48 boys to build core life skills, improve peer communication, and strengthen self-advocacy.



Girls actively participating in a Life Skills Education training session in Desuri Block.

THEME 05

Livelihood & Vocational Preparedness*Bridging education with economic agency — skills that translate into income and independence*

Livelihood work in Doosra Dashak begins with a philosophical premise: that economic independence and social agency are inseparable. It links young women and men to existing vocational institutions—government ITIs, NGO-run training centres, and export factories—after a structured Vocational Orientation Workshop.

For instance, girls received formal fashion design training at the Institute of Leadership Development (ILD), Jamdoli, Jaipur, while youth acquired practical technical skills in mobile repair, AC wiring, and plumbing in partnership with Aajeevika Bureau, Udaipur.

In 2025–26, livelihood work was active in all blocks. The dominant skills for girls were tailoring and beauty parlour; for boys (particularly in Pindwara), the focus was on mobile repair, plumbing, electrical work, and solar technician — deliberately chosen to steer youth away from stone-cutting work that causes silicosis.

Block Highlights**Bassi**

- 22 young women successfully transitioned into active income-earning roles. Among them, 10 secured formal employment in Jaipur, Kanoota, and Bassi, while 12 established their own micro-enterprises in tailoring, beauty service, and artificial jewelry design.
- This was made possible by a targeted tracking and follow-up strategy implemented this year, which successfully bridged the employment gap for girls who had completed their vocational training in previous years but had initially faced barriers to finding work.

Pisangan

- Vocational training initiatives expanded significantly, with 60 women completing specialized courses in tailoring and 20 in beauty service operations, while an additional cohort of 20 women is currently undergoing training. A prominent garment manufacturing firm, Shahrukh Exports, formally employed these trained women.

Pindwara

- To introduce youth to formal employment avenues, the block conducted 4 structured vocational orientation workshops that engaged 183 participants, including 128 boys and 55 girls, with representatives from prominent skills institutes in active attendance. Following these sessions, 40 youth were successfully shortlisted for advanced technical courses in mobile repair, plumbing, electrical work, and solar technology.
- Recognizing regional health hazards, the workshops integrated critical public health advocacy by building explicit, widespread awareness about workplace safety and the prevention of Silicosis risks among young workers.

Desuri

- In partnership with the Sahaj organization¹, the block coordinated an intensive 9-day residential tailoring training program meticulously tailored for 10 single or highly marginalized women.
- To ensure an immediate transition into self-employment and sustainable income generation, each of the 10 participants was equipped with a free, high-quality Usha sewing machine upon successful completion of the course.

Self-Reliance in Action

Dilkhush from Desuri block completed her training organised by Sahaj Sansthan, received a sewing machine, and now earns ₹700 per day through her independent tailoring work.

Bali

- Demonstrating resilience and family commitment, 3 young girls successfully established and are now independently running their own tailoring businesses to provide vital financial support to their households.
- This achievement stands out as an example of overcoming a highly challenging launch phase where 11 out of 13 initially placed trainees returned home prematurely before completing their scheduled training modules.



Vocational Preparedness: Skill Training for Empowerment in Pisangan Block



Young women focused on a practical stitching session in Bap Block

¹ **Sahaj Sansthan:** Founded on February 24, 2000, Sahaj Sansthan is a non-profit dedicated to social and economic empowerment across rural Western Rajasthan. The organisation works directly with vulnerable children, women, and marginalised communities across 19 blocks in the Thar region.

Improving Delivery of Services

Across nine blocks, Doosra Dashak field teams served as a vital bridge connecting marginalized families, adolescents, and communities to government welfare schemes and development projects. Village-level youth groups (Yuva Manch) and women's collectives (Mahila Samooch) also played a crucial role in driving these efforts on the ground especially in preparing ID cards for receiving benefits.

Doosra Dashak Staff Members identify excluded households via door-to-door surveys, community meetings, and local networks, guiding individuals through the application, verification, and administrative follow-up processes.

In 2025–26, the programme supported approximately 2,711 individuals across all blocks in securing essential welfare schemes and entitlement e.g MGNREGA job cards, PM Awas Yojana, Palanhar Yojana, Aadhaar cards, and Jan Dhan Yojna etc.

Block-Level Strategies & Highlights

- In Abu Road block, the team partnered with Adivasi Samaj Vikas Seva Samiti to provide access to government schemes e.g. PDS.
- In Bali, field teams conducted household surveys with active support from youth forums to connect 113 eligible families directly to flagship schemes, including Mukhyamantri Palanhar Yojana, Pradhan Mantri Ujjwala Yojana (PMUY), and Pradhan Mantri Kisan Samman Nidhi (PM-KISAN).
- In Bassi, 40 youth forums were empowered to survey pension exclusion, run anti-addiction campaigns, and help 64 dropout adolescents re-enroll in school through RSOS.
- In Kishanganj, local youth and SMCs mobilized to advocate for better school infrastructure and secure community rights under MGNREGA and housing schemes.
- In Desuri block, Ikhvelo learning centers were utilized as information hubs and helped prepare documentation to prevent delays in school admissions and welfare access.
- In Bap Block under the Saurya Urja project, funded by the Solar Energy Company (SEC) of Rajasthan, the team successfully linked eligible rural families to 15 different government social welfare schemes, facilitating as many as 2,830 social security enrollments across 3 Gram Panchayats. Reflecting the high efficiency and impact of this pilot phase, the SEC formally extended the project's mandate to encompass 4 additional Gram Panchayats starting in March 2026.

“मेरा नाम मोयबा है ।
मैंने बाप और फलोदी
के कई बार चक्कर
लगाए लेकिन मेरी
पेंशन नहीं बनी।
अणदाराम जी (दूसरा
दशक) ने 5 मिनट में
मेरी पेंशन बना दी —
वो भी बिना पैसे के।
अब मुझे कहीं जाने की
जरूरत नहीं पड़ेगी।”

— **Moyba,**
Chudohari Basti,
Bap block

Challenges and Learning

- Bureaucratic delays, administrative complexity and, in places, corruption or political interference remain recurring obstacles to converting awareness into efficient delivery.

- Desuri's team highlighted that preparing families to complete basic documentation in advance — rather than at the point of need — significantly reduces friction later, both for school enrolment and scheme access.
- Where youth forums and women's collectives have taken up this work directly (Bali, Bassi), it has strengthened community trust in the programme.

SECTION III- BLOCK-WISE KEY ACHIEVEMENT

Pisangan Block

- Meri Mahavari Diary shared with all 9 blocks for replication
- 2,550 saplings planted over 3 years at public spaces and private fields
- Science fair: 1,915 participants; electronic models including safe-driving helmet sensor
- APU Bhopal intern trained in Kobo Toolbox and social mapping
- Strengthening formal higher education pathways, two camp graduates who secured prestigious scholarships are now successfully pursuing their full-time degree programs at Azim Premji University (APU).

Bali Block

- First-ever science fair in Chamunderi village: 468 participants
- 113 beneficiaries linked to 6 government welfare schemes
- 20 Yuva Manch + 20 Mahila Samooh; 71 community meetings

Bassi Block

- Youth Advisory Council leaders selected for national youth leadership programmes
- 40 Yuva Manch in 40 villages with 497 members
- 22 girls employed or self-employed
- Sunday Ikhvelo sessions introduced to accommodate school-going children

Desuri Block

- Community fundraising (Rs. 95,060) to fund NIOS exam fees for 20 girls
- Through 40-home nasha (addiction) surveys; 5 boys quit bidis, 6 quit gutka

Kishangang Block

- During housing construction under the PM-JANMAN Awas Yojana (a government scheme to provide homes to the Saharia community), an electric line was running too close to nearby houses, creating a serious risk of electric shocks. Local youth group members advocated for 4–5 months and held meetings with the SDM and DM, who ultimately agreed to safely remove and relocate the line.
- Ramjanaki, a Sahbhagi who previously advocated to stop her own child marriage, supported another young girl (Aarti) by speaking with her parents and community members, successfully preventing her child marriage as well.

Laxmangarh Block

- Communal harmony model: Muslim families contribute to Hindu temple
- School board toppers felicitated; 7 of 10 were girls
- 134 saplings planted by youth, women, and Lok Biradari Manch

Aburoad Block

- Document completion drives: Aadhaar, birth/death certificates, pension, MNREGA, ration card
- Deep partnership with Garasiyas Samaj Vikas Sewa Samiti

Bap Block

- 84% pass rate in RSOS four-month camp (visited by District Collector and BITS Pilani professor)
- Social mapping completed in 28 villages covering 4,098 families (23,663 population)
- 350+ earthen water pots (Parinde) installed across block during summer 2025

Pindwara Block

- Oriented 183 youth away from health-hazardous labor like stone carving by diverting them into sustainable technical trades like mobile and electrical repair.
- Celebrated 3 years of constitutional values work with a 260-person community event where local stakeholders shared positive behavioural shifts.

SECTION IV- OVERVIEW OF THE TWO APPI-FUNDED PROJECTS

Over the three-year grant period (2022–2025), the Azim Premji Philanthropic Initiative (APPI) supported FED through two landmark projects in rural Rajasthan. Together, they addressed two deeply interlinked challenges: the social and educational exclusion of adolescent girls and young women, and the need to root democratic citizenship in constitutional values at the grassroots level. This chapter brings together the combined impact of both projects—quantitative achievements, community transformation, and stories of change that illustrate what is possible when dedicated organisations work hand in hand with communities and funders.

01

Empowering Marginalized Young Girls & Women as Youth Leaders and Promoting Constitutional Values in Rural Rajasthan

Theme: Gender Justice | Period: Aug 2022 – Sep 2025 | Budget: ₹5.25 Cr

02

Constitutional Values-Based Fellowship Program in FED (Doosra Dashak)

Theme: Constitutional Values | Period: Sep 2022 – Aug 2025 | Budget: ₹1.50 Cr

Combined Reach at a Glance

S

7

Blocks Covered

125+

Villages Mobilised

4,100+

Adolescent Girls
Reached

918

Youth Group Members

312

Peer Educators Trained

108

Youth Leaders
Developed

3,920

Government Schemes
Accessed

3,577

Saplings Planted

Project 1: Empowering Marginalized Girls & Women as Youth Leaders

Building on an earlier phase interrupted by the COVID-19 pandemic, this project deepened work in two existing blocks—Bap (Jodhpur) and Pisangan (Ajmer)—and simultaneously expanded into five new blocks: Bassi (Jaipur), Laxmangarh (Alwar), Pindwara (Sirohi), Bali (Pali), and Kishanganj (Baran). The programme wove together education, SRHR, digital literacy, leadership, and constitutional awareness into an integrated model of rural youth empowerment.

Key Achievements

Education & Open Schooling

- 73% of RSOS candidates in Bap passed all subjects; 68% in Pisangan.
- 83% (Pisangan) and 73% (Bap) of camp graduates continued further education
- 16,500 people were made aware of the benefits of open distance learning across 7 blocks.
- 67 adolescent girls received ₹30,000 scholarships from APF for higher education
- 11 Azim Premji University interns gained field experience in Bap & Pisangan

Health, Rights & Leadership

- 89.5% of Pisangan camp girls maintain a menstrual diary at home
- 843 school girls conducted a menstruation survey across 11 schools in Bap block
- Early marriage age increased by 1–3 years among Doosra Dashak girls
- 56% of trained girls actively share learning with peers and community members
- 80 SMC members in project areas serve as role models for school quality and student retention.

Project 2: Constitutional Values-Based Fellowship Program

This fellowship programme placed constitutional values at the heart of grassroots change. Over three years, fellows worked across blocks—Laxmangarh, Bassi, Kishanganj, Bali, and Pindwara—to root principles of equality, justice, dignity, and freedom in everyday family, community, and school life. The programme was structured as a four-stage journey: personal transformation, family dialogue, community organising, and cultural advocacy.

A Fellows' Transformation Journey



Social Action Over Three Years

Social Action	Count
Community Development Works (roads, street lights, water supply, sanitation, waste management)	158 Projects
Government Schemes Successfully Accessed (pensions, housing, MGNREGA, Ayushman Bharat, etc.)	3,920 Cases
Dropout Adolescent Girls Re-integrated into Mainstream Education	412 Girls
Intervention in Child / Early Marriage Cases	30 Cases
Intervention in Gender-Based / Domestic Violence Cases	32 Cases

A mentor from Kishanganj, Baran presented community recommendations directly to the Honourable Chief Minister at a state-level consultation — an example of grassroots voices influencing state-level policy.

Stories of Change

Behind every number is a person. Below are five voices from the field—each a testament to the depth of change enabled by both APPI-funded projects.

"If I did not continue my studies, my marriage would happen soon."

Fatima from Bhimpura village dropped out after Class 10 due to financial constraints. Through Doosra Dashak's residential camp, she completed higher secondary exams with 80.4% marks—ranking first at the tehsil level. Today she is preparing for the Azim Premji University entrance exam and leads tree-plantation and enrolment drives in her village.

— Fatima | Village Bhimpura, Pisangan Block (Ajmer)

"I enjoy sharing the knowledge I gained at the camp—especially about rights and laws."

Devika from Lyalikheda village dropped out to care for siblings when her mother fell ill. After joining the residential camp, she passed Class 10 with 71.2% and enrolled in Class 11. She now speaks confidently about rights and laws with family and friends, and actively organises tree planting and open school enrolment in her village.

— Devika | Village Lyalikheda, Pisangan Block (Ajmer)

"After eight years, Shahnaz dared to dream again."

Married at 19 and with a four-year-old daughter, Shahnaz joined Doosra Dashak through a stitching training camp in 2024. Her mother-in-law cared for the household while she studied. She passed Class 10 with 69% marks and now dreams of becoming a teacher—proof that a supportive family and a well-designed programme can change trajectories at any age.

— Shahnaz | Bap Block (Jodhpur)

"When youth unite around constitutional values, victory is certain."

In Khedla village (Kishanganj, Baran), a burnt-out electricity transformer left families in darkness for weeks. The village youth forum, guided by constitutional rights training from the fellowship programme, prepared a memorandum and submitted it to the District Collector during a field visit. A new transformer was installed the very next day.

— Youth Forum, Khedla Village | Kishanganj Block (Baran)

"Saroj Devi stood up in the panchayat—and the custom changed forever."

A women's group member from Kafanwada village (Laxmangarh, Alwar), Saroj Devi challenged the costly tradition of distributing 2 kg sweet packets at weddings—a burden her poor family could not bear. Drawing on her learning from the fellowship programme, she spoke before the village elders. The panch-patels agreed and the custom was discontinued by the community.

— Saroj Devi | Kafanwada Village, Laxmangarh Block (Alwar)

SECTION V: BUILDING A FUTURE-READY ORGANISATION PARTNERSHIP WITH ATMA

FED's Journey Toward Institutional Maturity

This year marked a decisive shift — from programme excellence to organisational strengthening. Through an honest look inward and a strategic external partnership, FED is building the institutional foundations that will sustain its mission for decades to come.

25

team members in
workshop

3

day diagnostic
workshop

10

OD areas assessed

107

staff in the KAS
programme

1. The Journey

FED's organisational development journey did not begin this year — it began with honest reflection years earlier, building progressively toward this moment of structured diagnostic work.

2021	First Organisational Development Exercise (ODE) FED partnered with Pravah for its first ODE, which revealed a foundational insight: for Doosra Dashak to grow sustainably, its leadership must grow first.
November 2024	Self-Reflection Exercise 24 core staff members came together for an honest, structured reflection — identifying critical areas for institutional improvement and laying the groundwork for the next phase.
Early 2025	Strategic Partnership with ATMA² FED entered a formal service agreement with ATMA for a comprehensive Life Stage Survey — a collaborative diagnostic partnership combining face-to-face facilitation with structured analysis.
20–22 Dec 2025	Three-Day Diagnostic Workshop, Jaipur Facilitated by three ATMA representatives, the workshop brought together the Chairman, SCU faculty, Project Directors, and second-line leaders from all blocks for deep organisational reflection across ten development areas.

² Atma is a Mumbai-based non-profit organization that helps education-focused NGOs in India strengthen their operations and expand their impact.

2. The Life Stage Survey: What Was Assessed

ATMA's diagnostic assessed FED across ten organisational development areas through facilitated discussions, reflection exercises, and document reviews:

- | | |
|-----------------------------|-------------------|
| • Strategy | • Marketing |
| • Programmes | • Fundraising |
| • Monitoring and Evaluation | • Finance |
| • Leadership | • Governance |
| • Human Resources | • Digital Systems |

Life Stage Score: **2.9 / 5.0** — "Ground and Grow"

This score reflects FED's strong programmatic foundation and deep community credibility. It points to the next challenge: translating that operational strength into robust institutional systems — so that FED's impact scales and endures.

3. Strengths to Build On

- **Strong Programmatic Foundation:** The Doosra Dashak model has earned sustained community trust and demonstrated real impact over 25 years — a programmatic identity that is FED's greatest asset.
- **Robust Financial and Governance Systems:** Well-established compliance mechanisms and governance structures that give FED credibility with partners, donors, and regulators.
- **Deep Community Relationships:** Bonds with the communities FED serves that enable smooth programme delivery and genuine local ownership.
- **Values-Driven Organisational Culture:** A culture rooted in openness and peer learning — rare, valuable, and worth protecting as FED scales its systems.

4. Priority Areas for Growth

The assessment identified six key organisational development opportunities:

- **Operational planning:** Detailed execution structures to match FED's strategic ambitions and programme scale.
- **Fundraising systems:** Formalised documentation and donor pipelines to reduce dependence on individual relationships.
- **Digital and communication strategy:** Coordinated integration of digital tools and a cohesive external communication presence.
- **HR systems:** Strengthened recruitment processes, staff development pathways, and performance frameworks.
- **Unified M&E framework:** Consolidating monitoring and evaluation into one coherent organisational system.
- **Digital integration:** Systematic adoption of digital tools across all organisational functions.

5. The Integrated Growth Strategy: People and Processes

The ATMA partnership confirmed what FED's own reflection had surfaced: individual growth must be matched by institutional efficiency. FED has now integrated Process Improvement as a fourth pillar alongside its long-standing KAS framework.

K Knowledge Understanding the evolving landscape of rural development and FED's long-term vision.	A Attitude A leadership mindset open to digital transformation and collaborative management.	S Skills Technical expertise across 107 staff — from AI-driven reporting to advanced pedagogy.	P Process Redesigning internal systems — so new skills have a clear implementation path.
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"Without essential changes in institutional strategies and policies, the impact of capacity-building remains limited."

6. Looking Ahead to June 2028

FED's vision is clear: to create a Second Line of Leadership by June 2028. Beginning in February 2026, a 2.5-year intensive core team training programme will equip Project Coordinators and Field Staff to become innovators — capable of proposal writing, partnership management, and digital storytelling.

This roadmap represents more than a training calendar. It is FED's commitment to ensuring that its mission — built over 25 years of community partnership — is carried forward by a new generation of leaders who are as rooted in FED's values as they are skilled in its systems.

Next Steps

- Begin 2.5-year Second Line of Leadership training programme
- Implement integrated Monitoring, Evaluation, and Learning (MEL) framework and updated institutional policies
- Rollout of coordinated digital and communication strategy

SECTION V: RESEARCH, EVIDENCE & IMPACT

Impact Study – CSD Partnership

The Rationale: Measuring 25 Years of Impact

Since its inception in 2001, Doosra Dashak has operated as a process-driven initiative. As the programme marks its 25th year, a comprehensive evaluation assesses how holistic and integrated education has transformed the lives of the most deprived adolescents. This study provides a comparative analysis of DD's effectiveness relative to non-intervention groups.

About the CSD Partnership

The Council for Social Development (CSD), established in 1962, is a premier research institution in New Delhi focused on social sector development. Their education team has a strong track record of conducting impactful studies in Rajasthan, ensuring the evaluation is grounded in academic rigour and a rights-based perspective.

Methodology and Implementation

- Questionnaire developed for 910 beneficiaries and 115 non-beneficiaries across 9 blocks in 7 districts
- 90 Focus Group Discussions (FGDs), 45 Key Informant Interviews (KIIs), and 18 narrative case studies using 'Most Significant Change' technique
- Surveys conducted via Solstice Portal or CAPI for real-time monitoring and high data accuracy

The Road Ahead: Scalability and Sustainability

A primary goal of this 25-year review is to explore the potential for the Doosra Dashak model to be adapted and replicated at the state and national levels. Final deliverables include an analytical impact report, a policy brief, and a national-level dissemination workshop.



SECTION VI: Scholarships in Doosra Dashak

Anil Bordia Scholarship

Instituted in memory of the Founder of Doosra Dashak · Launched 2014–15

The Anil Bordia Scholarship was instituted in memory of the founder of Doosra Dashak to support Sahbhagis aspiring to pursue secondary and higher education. Launched in 2014–15, the scholarship is awarded to those who have been associated with Doosra Dashak for more than four years and come from financially disadvantaged backgrounds. Preference is given to participants who have faced barriers to education due to caste, physical disability, minority status, and financial constraints.

Vijay Gina Manilal Scholarship

Initiated by Shri Vijay and Gina Manilal, USA · Facilitated through FED

The Vijay Gina Manilal Scholarship was initiated by Shri Vijay and Gina Manilal, based in the USA, and is facilitated through FED. It supports marginalized adolescents from Doosra Dashak who have the aspiration to continue their education but face financial hardship. These scholarships are awarded annually.

Impact of Scholarships (2025–26)

This year, both scholarship programmes continued to provide essential financial backing to students from rural and remote areas, helping them access higher education and professional career paths. Together, the Anil Bordia Scholarship and the Vijay Gina Manilal Scholarship reached 40 Sahbhagis this year, with a combined sanctioned amount of ₹3,95,000.

40	₹3,95,000	14	26
Total Beneficiaries	Total Sanctioned Amount	Renewals	New Scholars

Scholarship-wise Distribution

The 40 beneficiaries this year were supported under the two scholarship programmes as follows:

Scholarship	Renewals	New Scholars	Total	Amount Sanctioned
Anil Bordia Scholarship (AB)	13	26	39	₹1,75,000*
Vijay Gina Manilal Scholarship (VGML)	1	—	1	₹20,000
Total	14	26	40	₹3,95,000

Gender Diversity

The programme demonstrated a strong commitment to gender equity. An overwhelming majority of scholarship recipients were young women — reflecting the programme's focused effort to empower female students in areas where access to higher education for girls remains disproportionately constrained.

Gender	Count	Percentage
Female	38	95%
Male	2	5%
Total	40	100%

95% of all 2025–26 scholarship recipients are young women — a powerful testament to the programme's commitment to gender equity in education.

Educational & Vocational Pathways

With the support of these scholarships, Sahbhagis are accessing a diverse range of educational and vocational streams — from completing secondary schooling to pursuing degrees in the humanities, and entering professional career pathways in teacher training and healthcare.

Educational Stream	Programmes	Participants
School Education	Class 11 & 12	11
Higher Education	BA / MA	21
Teacher Training	B. Ed. / BSTC / B.A. B.Ed.	07
Healthcare & Nursing	GNM / ANM	03
Total		42*

* Some students may be counted across overlapping academic categories.

Deepening Social Equity

The scholarship framework continues to prioritize and reach the most marginalized and vulnerable communities in Doosra Dashak's operational areas. The distribution below reflects the programme's deliberate focus on equity and inclusion across caste and community lines.

Community Category	Participants	% of Total
Scheduled Tribes (ST)	21	52.5%
Other Backward Classes (OBC)	07	17.5%
Scheduled Castes (SC)	06	15.0%
Minority (Muslim)	04	10.0%
General Category	02	5.0%
Total	40	100%

52.5% of all scholarship recipients belong to Scheduled Tribes — the most underserved community in our operational areas.

More than 95% of beneficiaries come from historically marginalized groups (ST, SC, OBC, and Minority communities), affirming the programme's unwavering commitment to social equity.

Year-on-Year Comparison

The scholarship programme has grown steadily in both reach and depth. The table below compares key metrics across the last two reporting years.

Indicator	2023–24	2025–26
Total Beneficiaries	23	40
Anil Bordia Scholarship	17	39
Vijay Gina Manilal Scholarship	6	1 (renewal)
Female Beneficiaries	—	38 (95%)
ST Participants	11	21
SC Participants	6	6
Muslim Participants	3	4

Looking Ahead

Both scholarship programmes continue to serve as a vital bridge between aspiration and opportunity for young people from the most underserved communities. As we move forward, the programme remains committed to expanding its reach, deepening its impact, and standing firmly behind every young person who dares to dream of a better future through education.

We extend our deepest gratitude to Shri Vijay and Gina Manilal for their continued generosity, and to the memory of Shri Anil Bordia whose vision continues to light the path for hundreds of young scholars.

SECTION VII: Anil Bordia Memorial Lecture

About the Memorial Lecture

The Anil Bordia Memorial Lecture is an annual tribute organized by the Forum for Education and Development (FED) to honor the enduring vision of Late Shri Anil Bordia. Each year, the lecture brings together educators, administrators, civil society leaders, and scholars to reflect on the unfinished work of educational equity—and to renew a collective commitment to making learning truly accessible, meaningful, and community-rooted.

“Education is not a transaction between the government and the citizen. It is a living relationship between a community and its future.”

— In the spirit of Shri Anil Bordia's vision

11th Memorial Lecture — At a Glance

11th Edition	2025 Year	13th Death Anniversary	Jaipur Venue City
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Keynote Speaker

IAS Retd.	Shri S.M. Acharya <i>Eminent Former IAS Officer</i> Shri S.M. Acharya brought decades of on-ground experience in educational administration to the memorial address. Drawing from his tenure in Ministry of HRD with Shri Anil Bordia, and his deep engagement with community-based educational reform, his lecture provided both a retrospective and a forward-looking vision for reimagining public education in India.
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Lecture Theme

THEME 2025 <i>“Adopting a Community-Oriented Approach for Basic Education in India”</i>

The lecture revisited the foundational ideas that shaped some of India's most influential education movements and highlighted the continuing relevance of community participation in educational reform.

Three Pillars of the Lecture

01

Community as Classroom

Learning beyond walls — culture, tradition & lived knowledge

02

State as Facilitator

Creating fertile conditions, not imposing control

03

Education for Society

Nurturing wisdom, empathy & a just civilization

Key Insights from the Address



From Administrator to Educator

True leadership in education demands a shift in perspective

Shri Acharya opened by drawing a sharp and purposeful distinction between the role of an administrator and that of an educator. While administration operates through systems, hierarchies, and procedural compliance, education is fundamentally rooted in empathy, local context, and lived experience. Meaningful reform, he argued, cannot flow only from the top down.

- **Administration vs Education:** Administration focuses on systems and procedures, while education is grounded in empathy, context, and lived experience.
- **The Power of Listening:** Sustainable reform begins by listening to teachers, parents, learners, and local communities rather than relying solely on top-down directives.

IB The Community as the Classroom

Drawing from Shikshakarmi and Lok Jumbish

Drawing from landmark initiatives such as Shikshakarmi and Lok Jumbish, the lecture reaffirmed that schools thrive when communities actively and meaningfully participate in their functioning. Education does not begin and end within classroom walls — it is embedded in culture, tradition, folk knowledge, and the rhythms of everyday life.

- Learning extends beyond classrooms into local culture, traditions, folk knowledge and everyday life.
- When communities perceive schools as their own institutions, they safeguard, strengthen, and enrich them e.g. Shikshakarmi Project and Lok Jumbish.



The Role of the State: Creating Enabling Conditions

Facilitator, not controller

One of the most memorable insights of the lecture concerned the role of the State in educational reform. Shri Acharya offered a powerful metaphor to crystallise this idea:

“Learning is like a tree. The government’s responsibility is to ensure the soil is fertile. If the soil is rich, the tree grows on its own.”

— Shri S.M. Acharya, 11th Anil Bordia Memorial Lecture, 2025

The State, therefore, should function primarily as a facilitator — creating supportive conditions, investing in teachers, and building community trust — rather than acting as an overbearing controller who prescribes every detail of the learning process.

- The purpose of learning is not just employment, but the creation of a sensitive, thoughtful, and wise society.
- Government should invest in creating conditions where communities, teachers, and learners can flourish — not merely in enforcing compliance with national curricula.

SECTION VIII: FINANCIAL DISCIPLINE

Financial Discipline

(Statutory Compliance, Audit and Income Tax)

- The Foundation for Education and Development (FED) is registered with the Income Tax Department and has been allotted Permanent Account Number (PAN): AAATF0669E.
- FED is registered under Sections 12A and 80G of the Income Tax Act, enabling it to avail and extend the applicable tax exemption benefits.
- FED is also registered under the Foreign Contribution (Regulation) Act (FCRA), authorizing it to receive foreign contributions in accordance with the provisions of the Act.
- The organization ensures strict compliance with all statutory requirements by filing its Income Tax Returns on time based on its audited annual financial statements by an independent firm of Chartered Accountants. Income Tax Return for Assessment Year 2024–25 has been duly filed.
- The audited annual accounts of the organization are approved by the Board of Trustees after due consideration.
- The financial strength and long-term sustainability of a voluntary organization are generally assessed on the basis of its solvency, liquidity, corpus fund, and annual turnover. As on 31 March 2026, FED has a strong financial base with a Corpus Fund of Rs.13.57 crore and an Annual Turnover of Rs.6.38 crore, reflecting its sound financial management and sustainability.
- FED's strong governance framework, strong financial discipline, statutory compliance, and consistent program performance have enabled it to secure the confidence and support of several prestigious funding agencies, including Azim Premji Philanthropic Initiatives (APPI), Bajaj Auto Ltd., Tata Trusts, HCL, HT Parekh Foundation, Saurya Urja Company of Rajasthan Limited, Charities Aid Foundation America (CAF America), and Empower (USA) etc.

Overview of Major On-Going Projects

(Rs. In Lakhs)

Sr. No.	Funding Agency / Project	From	To	Project Cost / Grant	Expenses up to 31.03.26	Balance
1	Azim Premji Philanthropic Initiatives Pvt. Ltd. (APPI), Bengaluru 2025-30	01.10.25	30.09.30	2,350.00	157.86	2,192.14
2	Tata Trusts: Tata Education and Development Trusts	01.11.24	31.10.28	1,037.90	327.44	710.46
3	EMpower: The Emerging Markets Foundation (USA)	01.04.25	31.03.27	43.42	17.94	25.48
4	Saurya Urja Company of Rajasthan Limited, Jaipur (CSR)	01.04.24	31.03.26	17.66	17.66	0.00
5	Charities Aid Foundation America (CAF America)	18.03.24	31.07.26	16.48	13.83	2.65
6	Bloom & Give	01.04.24	31.03.26	12.87	11.86	1.01
7	Crowdfunding Projects	27.02.23	31.03.26	17.04	6.18	10.86
	Total			3,495.37	552.77	2,942.60

ACKNOWLEDGMENT OF SUPPORT

Annual Report 2025–26 · Foundation for Education and Development

The Foundation for Education and Development (FED) extends its deepest gratitude to all our partners, supporters, donors, and philanthropists for their steadfast commitment and collaboration during the year 2025–26.

Your continued belief in our mission, your investment of time and resources, and your valuable insights have been instrumental in advancing our work with marginalised and tribal communities. It is your trust that empowers us to innovate, sustain, and scale our impact.

We are especially thankful to the institutions that have entrusted us with project grants for implementation of our programme in rural Rajasthan. Their confidence reaffirms the relevance and impact of our work. With a legacy of over two decades, FED remains committed to working for the upliftment and empowerment of marginalised populations through education.

OUR VALUED FUNDERS & PARTNERS

Organisations whose generosity and vision power our mission

TATA TRUSTS

Tata Trusts



Azim Premji Philanthropic Initiatives



Empower



Bloom & Give



Sonalika CSR Initiative



Saurya Urja Company of Rajasthan Ltd.

Together, We Build Futures

FED remains steadfast in its promise to every partner: your trust will always be honoured with transparency, accountability, and an unrelenting pursuit of impact. As we look to 2026–27, we invite you to continue walking with us on this transformative journey.

— Team FED, 2025–26

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“

Every child who learns is a future that transforms. Thank you for making this possible.

— FED, 2025–26

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