

Empowering Lives



Good Practices in Child Education and Youth & Women's Skill Development That Make a Difference

CONCEPTUALISED & ENVISAGED BY

DR. KIRAN BEDI

AUTHORED BY

NEETU SHARMA JOSHI UJALA BEDI CHAUDHARY M. C. SHARMA

EDITED BY

DR. CHANDNI BEDI

This book is conceptualised and envisaged by

Dr. Kiran Bedi, Founder - Navjyoti India Foundation

Written, compiled and collated under the leadership of

Neetu Sharma Joshi, Director - Child Education and Skills for Youth Programmes

Ujala Bedi Chaudhary, Director - Coalitions and Collaborations

M. C. Sharma, Head - Finance, Accounts & Administration

Edited by

Dr. Chandni Bedi, Coordinating Director, Navjyoti India Foundation

Designed by

Savita, Manager - Child Education Programme

Ragini Chhikara, Project Coordinator - Skill Upgradation Programme

Saloni Kumar, Project Manager - Communications & Partnerships

With inputs from

Sushil Arya, Head - Child Education Programme, and Child Education Programme team

Gurnam Singh Manku, Project Manager - Skill Upgradation Programme, and Skill Upgradation Programme team
Coalitions & Collaborations team

Finance, Accounts, and Administration team

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Dr. Kiran Bedi, IPS (Retd.)

**Former Lieutenant Governor, Puducherry
& founder, Navjyoti India Foundation**

Empowering Lives: Good Practices in Child Education and Youth & Women's Skills Development That Make a Difference - brings together lessons drawn from the everyday work of Navjyoti India Foundation, committed to working with children, youth and women, in urban resettlement colonies and marginalised areas of Delhi. This book is not a celebration of perfection, but a sharing of practices that have been thoughtfully developed, tested, and strengthened over time. Most of all an indomitable will to make the difference in people's lives.

Each practice is hard earned, and learnt, along a 38-year journey—shaped by trust, refined in inadequacy, and brightened by hope. Together, they form an arc of learning that reminds us that when systems grow with empathy and experience, they do more than teach skills—they restore dignity, unlock potential, and lead the way forward.

This compilation is intended as a learning resource for organisations that are beginning their journey, and for those seeking to deepen their work. We hope that these shared experiences, in leadership, management practices, community mobilisation, finance, accounts, fundraising, and day to day administration, will support stronger systems, encourage reflective leadership and experiential learning, and contribute to more transparent, effective, and compassionate organisations working with children, youth and women.

I thank all the partners, supporters, individuals, and members of the Navjyoti team who have generously contributed to these practices and insights, directly or indirectly. This book reminds us that when knowledge is shared, impact grows.

May this book serve as a companion and an inspiration.



Dr. Chandni Bedi

**Coordinating Director,
Navjyoti India Foundation**

Across child education, youth and women's skill development, fundraising, administration, and financial management, these good practices are rooted in a shared belief—that lasting impact grows through care, learning, and responsibility.

Each practice captured here reflects a conscious effort to serve better: to honour the hopes of children, youth and women, respond with integrity to communities, and uphold the trust placed in us by donors, partners, and institutions.

Neetu Sharma Joshi

Director - Child Education and Skills for Youth Programmes

This book is born from thirty-eight years of listening—to children finding their voices, to youth discovering courage, and to communities revealing what truly works. Each practice shared here is drawn from lived realities that form gentle yet powerful stream of learning that reaches beyond skills to nurture self-worth, unlock possibility, and open new paths ahead.



Ujala Bedi Chaudhary

Director - Coalitions and Collaborations

Good practices are not rules we follow, but values we live by. These Fund Raising Good Practices are shaped by experience, reflection, and continuous learning. They reflect simple, thoughtful ways of working that keep us aligned with our purpose—while doing the right thing, every day.



M. C. Sharma

Head - Finance, Accounts & Administration

A practical showcase of Navjyoti India Foundation's robust systems and ethical practices in operations, accounts, finance, and administration, shaped through years of learning and accountability.







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SECTION A

Best Practices In

CHILD EDUCATION
&
SKILL UPGRADATION
PROGRAMMES FOR
YOUTH & WOMEN

A.1.

Community Engagement and Need Assessment



“Communities do not transform
when we enter with solutions.
They transform when we
sit beside them long enough
to understand their truths.”

Good Practices

1

Entering with Humility and Building Relationships

Navjyoti's approach to community engagement begins with humility. We do not enter a community with predetermined ideas or predefined interventions. Instead, our first practice is to build human connection. Staff spend time being present, observing daily life, and engaging families through natural conversations. This slow, respectful entry helps families see us as listeners rather than instructors. Over time, this foundation of trust opens the space for genuine understanding, emotional safety, and collaborative planning. Engagement becomes a relationship, not an outreach activity.

2

Three-Layered Community Mapping (Inner-Middle-Outer Circle)

One of Navjyoti's strongest technical practices is its structured, three-layered community mapping model. Every settlement consists of an inner circle of immediate stakeholders, a middle circle of influential groups, and an outer circle of institutional systems. By mapping each layer, we identify not only the vulnerable families but also the natural leaders, cultural assets, risk pockets, safe spaces, and social connectors that shape the local environment. This mapping becomes the lens through which our interventions are aligned to the community's reality and not imposed from the outside.

3

Engagement as a Continuous Dialogue, Not an Event

At Navjyoti, engagement is not measured through the number of meetings conducted. It is reflected in the quality of connection built over time. Home visits, doorstep conversations, evening parent meetings, small children's circles, and informal gatherings all become touchpoints of trust. This continuous engagement ensures that families do not feel mobilised only for attendance or campaigns, but valued as partners whose voices matter. As conversations deepen, the community begins participating voluntarily, guiding others, and taking collective responsibility for outcomes.

4

Identifying and Nurturing Local Leaders

Every community has women who are trusted, youth who influence their peers, elders who mediate disputes, and children who inspire others. Navjyoti recognises these silent leaders and adopts a deliberate practice of developing them further. Through mentoring, involving them in meetings, giving them roles in mobilisation, and valuing their contributions publicly, these individuals evolve into community champions. Their leadership strengthens ownership and ensures sustainability, especially during times when staff are not present on field.

“

A good model is not the one that works everywhere, but the one that adapts everywhere.

”

5

Need Assessment as a Living, Listening-Centric Process

Need Assessment at Navjyoti is not a checklist that is filled once a year. It is a living process - built through repeated interactions, observations, and listening. Technical tools such as surveys, profiling formats, and attendance analysis provide structure, but the real clarity emerges through human-centric practices like unhurried conversations, repeated home visits, children's reflections, and parent circles. By listening deeply, staff uncover the real issues behind surface-level challenges—emotional stress, unsafe environments, academic barriers, livelihood pressures, and behavioural struggles. The practice ensures programmes remain responsive and relevant.

6

Evolving Interventions Based on Changing Needs

Because needs evolve, Navjyoti treats its assessment as cyclical rather than static. As families face new realities—school transitions, financial difficulties, migration, crises, or new influences—our understanding evolves with them. This practice of adaptive response ensures that programmes never become rigid. Instead, they adjust naturally as the community shifts, keeping them meaningful and impactful across time.

“ When trust enters a community,
resistance quietly leaves. ”

7

Embedding Emotional Safety and Trust

The emotional heart of Navjyoti's engagement lies in the little moments—children waving excitedly, mothers sharing difficult truths, youth approaching staff for guidance, families seeking help during crises. These signs reflect deep relational trust. The community no longer sees staff as outsiders but as allies. When trust becomes emotional rather than transactional, solutions emerge more honestly, participation increases, and co-creation becomes possible. This emotional safety is a critical good practice often overlooked in the development sector but central to Navjyoti's impact.



“ If you want a model to survive,
plant it in people — not in
paperwork. ”

Key Learnings/Takeaways



Trust is the first intervention

Before any programme begins, the community must feel seen, respected, and valued. Trust is not built through meetings. It is built through consistency, presence, and genuine listening.

Mapping reveals what conversations do not

Technical community mapping uncovers invisible power structures, unspoken challenges, and hidden strengths. It helps programmes begin with clarity instead of assumptions.

Continuous engagement deepens belonging

Families participate more authentically when they experience regular touchpoints, not occasional mobilisation. Engagement becomes a habit, not a campaign.

Leadership grows when you give people the chance to lead

When mothers mobilise other parents or youth lead awareness activities, leadership becomes the community's story, not the organisation's.

Needs evolve, and programmes must evolve with them

Assessment is not a file to be closed, but a relationship to be maintained. As community realities shift, interventions must shift too.

Listening uncovers the truth behind the problem

A child's absenteeism may be hiding emotional pain, household pressure, fear of failure, or bullying. Technical tools capture data, but listening captures truth.

Emotional safety is a silent indicator of success

When families share openly, seek guidance, or turn to staff during a crisis, it reflects deep trust — the foundation of all sustainable change.

Community ownership is the real outcome

A programme is successful not when attendance rises but when families say, "This is our programme." That shift marks the beginning of long-term impact.

“ —————
The most powerful learning is that
communities do not need us to speak
louder — they need us to listen better.
————— ”



Replicability Lessons

Begin with relationships, not checklists

The first step in replication is not training or documentation — it is earning trust. Field teams must be trained in relational engagement before programme delivery.

Use layered mapping to understand the ecosystem

Replicate the Inner–Middle–Outer Circle mapping to clearly identify influence networks, cultural patterns, community assets, and potential resistance pockets.

Prioritise everyday conversations

A replicable model must build daily connection points — home visits, informal check-ins, and child–parent dialogues — because trust cannot be replicated through events alone.

Identify natural leaders early

Every community has potential champions. Recognising and nurturing them creates a self-sustaining structure that outlives project cycles.

Keep Need Assessment cyclical

New areas require ongoing assessment through both technical tools and empathetic methods. Regular re-assessment ensures programmes remain relevant over time.

Blend cultural familiarity with programme structure

Replicate the programme skeleton, but allow the cultural skin to change. Cultural alignment is what makes a programme feel “local,” not “imported.”

Embed emotional safety as a non-negotiable principle

The first step in replication is not training or documentation — it is earning trust. Field teams must be trained in relational engagement before programme delivery.

Build gradually — replication is a process, not a product

Communities open up at their own pace. Programmes must respect this pace and grow organically.

A.2.

SHIKSHA To Placement Model

"A child's journey toward success begins the moment learning becomes joyful, relevant, and rooted in real life."



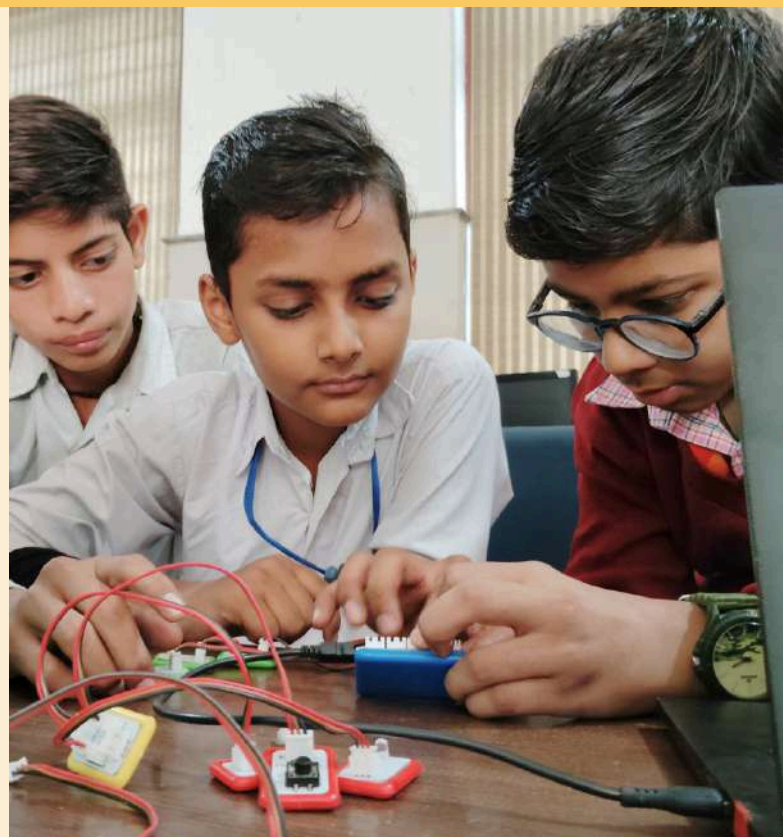


**“ When trust enters a community,
resistance quietly leaves. ”**

The Navjyoti Approach under the Child Education Programme (CEP) follows a long-term, life-cycle model that nurtures children from early learning to livelihood readiness.

It recognises that children grow best when their journey is not fragmented but supported through consistent, evolving, and holistic interventions.

This is the foundation of our Playway to Placement philosophy — a model that prepares children to thrive academically, emotionally, socially, and professionally.



Good Practices

Life-Cycle Engagement — From Playway to Placement

01

Navjyoti's life-cycle model ensures that support begins early, stays consistent, and evolves with each milestone in a child's life. This long-term engagement allows children to flourish within a stable ecosystem of learning, guidance, and emotional safety.

“Children do not grow in phases. They grow in continuity — and we grow with them.”

02

Early and Sustained Engagement

“Children are engaged from Grade 1 and supported till Grade 12.”

This continuity ensures stable learning environments, strong relationships with families, and deep trust-building. The bond formed over years becomes the backbone of children's academic, emotional, and behavioural growth.

Need-Based Interventions Across Stages

03

Navjyoti adapts its interventions accordingly:

- Playful learning in early years
- Foundational literacy and numeracy
- Academic reinforcement
- Adolescent counselling, exposure, and leadership
- Career awareness and transition support

“Each developmental stage brings unique needs.”

Every child receives personalised guidance suited to their stage of growth.

04

The 3S Framework: Shiksha, Sanskar & Skills

“This triad ensures holistic development across all domains.”

Each intervention is anchored in:

Shiksha: conceptual clarity, academic strengthening

Sanskar: values, ethics, discipline, empathy

Skills: communication, leadership, problem-solving, career readiness



Planned Learning Outcomes Beyond Academics

Learning outcomes extend beyond marks:

- Emotional resilience
- Confidence
- Effective communication
- Self-expression
- Social awareness

Each child's vulnerability, potential, and strengths are mapped to develop personalised growth plans.

05



06

Talent Mapping & Individual Growth Plans

Through observations, participation, competitions, and reflective circles, children undergo structured talent identification. This informs individual mentoring plans and long-term growth pathways, helping children recognise and nurture their innate strengths.



Sensitivity to Diversity & Inclusive Progression

Some aspire for higher education; some seek immediate employability; others require deeper socio-emotional support. The programme adapts to diverse realities with respect and flexibility.

07

“ Success is defined differently for each child. ”

08

Life Skills & Value Integration

Each child's development plan includes:

- Emotional regulation
- Teamwork
- Self-awareness
- Discipline
- Civic responsibility
- Ethical conduct

“ These life skills prepare children for real-world demands far beyond the classroom. ”

Awareness, Sensitisation & Citizenship

Children take the lead in planning and organising national and international days, awareness drives, and community campaigns. These activities deepen social consciousness, responsibility, and active citizenship.

09



“ A life-cycle model replicates best when processes, relationships, and pathways align. ”



The Emotional Core

Children enter Navjyoti with uncertainty, limited exposure, or academic gaps. Through years of patient nurturing, personalised mentoring, joyful learning, and confidence-building experiences, they begin to see their own possibilities.

The emotional transformation — from hesitation to confidence — is at the heart of the Navjyoti Approach.



“ We do not just teach children — we travel with them until they find their courage, their voice, and their future. ”

Key Learnings/Takeaways

Long-term support builds deep-rooted growth

Children thrive when learning journeys are continuous and emotionally anchored.

Holistic development demands more than academics

Values, life skills, and behavioural strengthening shape character and future-readiness.

Personalised mentoring prevents children from slipping through gaps

Individual plans ensure targeted support where it matters most.

Exposure broadens aspirations and possibilities

Children dream bigger when they experience life beyond their immediate environment.

Life skills protect children from social and emotional vulnerabilities

Resilience, communication, and discipline equip them for real-world challenges.

Early intervention reduces long-term academic and behavioural risks

Identifying strengths and gaps early enables timely support.

Family engagement strengthens progress

When parents trust the system, the child progresses more consistently.

Child mapping and reflective practices build self-awareness

Children understand who they are and who they can become.

Citizenship experiences prepare children for responsible adulthood

Awareness-building nurtures empathy and social responsibility.

Emotional connection accelerates learning

Trust, safety, and relationships amplify all developmental outcomes.



“ Transformation becomes visible when growth is designed across years, not moments. ”

Replicability Lessons

Start early and design a long-term pathway

Replication requires structured progression, not isolated activities.

Integrate academics, values, and life skills systematically

The 3S Framework can be adapted across diverse contexts.

Use simple but strong child-mapping tools

Individual plans and progress tracking help maintain quality across locations.

Embed exposure and citizenship as essential components

These are universally relevant and context-friendly.

Train staff deeply in relationship-based mentoring

Empathy and consistency are central to replication.

Strengthen family and community engagement mechanisms

Sustainable replication requires local partnerships and ownership.

Maintain flexible modules adaptable to culture and geography

The core remains constant while the approach adapts.

Monitor emotional, behavioural, and confidence indicators

These invisible factors determine visible success.

Prioritise transition support from adolescence onwards

Smooth transitions make the model resilient across regions.

Keep emotional resonance at the centre of replication

Children remain engaged when they feel seen, valued, and supported.

“
From playway to placement, what
transforms a child is not just
learning — but the long
companionship of care.
”

This life-cycle model ensures that children rise not only as learners, but as confident, value-driven, and future-ready young adults.

It transforms hesitation into possibility, potential into achievement, and childhood into a strong, dignified beginning to life.





A.3.
SANSKAR

Bal Gurukul
Model

“When a child becomes a
leader, a community finds its
future.”

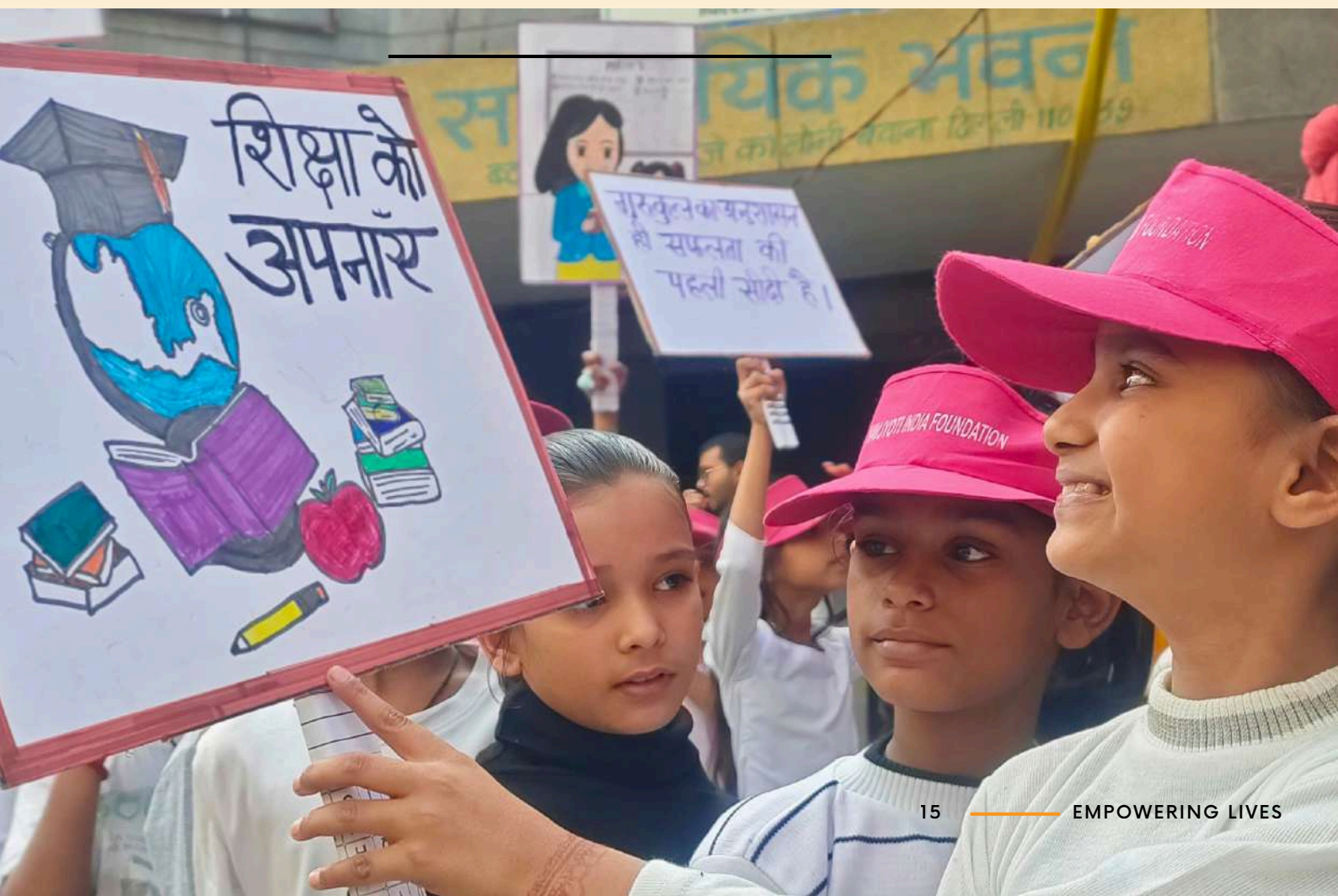


The Bal Gurukul Leadership Model at Navjyoti India Foundation creates an ecosystem where children do not merely participate in learning — they become leaders of learning.

The model is grounded in the belief that leadership is not a trait reserved for a few; it is a capacity that can be nurtured in every child through responsibility, empathy, teamwork, and guided opportunities.

Bal Gurukul creates an environment where children grow as confident, responsible, and compassionate leaders who influence their peers and uplift their communities.

“ If you want leaders for tomorrow,
teach children to lead today. ”



Good Practices

1

Building Child Leadership Through Responsibility

Bal Gurukul identifies children who show curiosity, initiative, empathy, or quiet confidence. They are given small but meaningful responsibilities—welcoming other students, maintaining classroom discipline, helping younger children, or supporting teachers. These early tasks strengthen ownership. Children feel valued, and leadership begins to emerge organically.

“Leadership begins when a child is trusted with something that matters.”

2

Peer Learning and Mentorship

Older Bal Gurukul leaders mentor younger children academically, emotionally, and socially. They help with concepts, encourage participation, model discipline, and resolve minor conflicts. This peer-learning approach builds leadership in mentors and confidence in learners. It creates a culture where children learn with and from one another, not just from adults.

“The most powerful teachers children have are often other children.”

3

Engagement as a Continuous Dialogue, Not an Event

Bal Gurukul leaders are trained to facilitate small groups, organise activities, lead games, or conduct warm-up sessions. They help coordinate community events, birthdays, celebrations, and awareness drives. These experiences teach planning, communication, problem-solving, and initiative. The practice ensures leadership is not theoretical; it is lived.

“Leadership grows in the space between guidance and independence.”

4

Identifying and Nurturing Local Leaders

Leadership without values can become directionless. Navjyoti integrates value education—respect, honesty, responsibility, dignity, cooperation, and empathy—into Bal Gurukul sessions. Leaders reflect on their conduct, actions, and decisions. Through stories, reflections, experiential learning, and real-life examples, children understand that leadership is not authority, but service.

“Character is the silent curriculum.”

“
A model replicates easily when it
begins with children, not structures.
”

5

Providing Platforms for Expression & Recognition

Bal Gurukul creates multiple platforms— assemblies, exposure visits, events, competitions, sharing circles—where children express ideas, present work, and showcase talents. Recognition is an integral practice. Applauding effort, leadership, and responsibility reinforces positive behaviour and inspires others. Children feel seen, valued, and motivated.

"A child's voice grows stronger when someone listens."

6

Encouraging Community Participation & Micro-Leadership

Children take on micro-leadership roles during community visits, campaigns, cultural programmes, and mobilisation efforts. They spread messages of cleanliness, safety, education, discipline, environment care, and unity. Through these activities, they learn courage, communication, and civic responsibility. They become visible change-makers in their neighbourhoods.

"A leader does not walk alone. A leader walks with their community."

7

Emotional Strengthening & Confidence Building

Bal Gurukul nurtures emotional intelligence through reflection circles, sharing discussions, games, role plays, and group bonding. Leaders learn to communicate feelings, resolve conflicts peacefully, and support peers. Many children who were once shy or withdrawn gradually transform into expressive, confident individuals capable of inspiring others.

"A confident child creates a confident future."



“

Leadership grows when
responsibility meets
encouragement.

”

The Emotional Core

The Bal Gurukul journey often begins with hesitant, soft-spoken children who hardly raise their hand. Over time, these same children transform into leaders who speak clearly, guide their peers, organise events, and support their families and communities. The emotional shift is profound. They begin to believe in themselves — and once a child believes in themselves, the world begins to believe in them too.



“ Leadership is not about leading others. It is about discovering the leader within. ”

Key Learnings/Takeaways

Leadership must be nurtured early for lasting impact

Children adopt leadership habits faster than adults.

Responsibility builds confidence more effectively than instruction

Trusting children triggers self-driven growth.

Peer mentorship accelerates both academic and emotional learning

Children learn quickly from relatable role models.

Value-based learning ensures leadership remains grounded

Ethical leadership prevents misuse of influence.

Platforms for expression make children feel seen and capable

Visibility reinforces leadership identity.

Micro-leadership in communities develops civic ownership

Children become ambassadors of change.

Emotional strengthening is essential for sustainable leadership

Confidence and emotional balance determine leadership quality.





Replicability Lessons

Begin with identifying natural leaders through observation, not selection tests

Leadership shows in behaviour, curiosity, and initiative.

Introduce leadership slowly through small responsibilities

Start with doable tasks to ensure early success.

Create peer-learning systems that run even without staff

This ensures continuity and scalability.

Integrate value-based education throughout the model

Values create the moral spine of child leadership.

Provide regular platforms for voice and recognition

Children rise when their efforts are acknowledged.

Encourage community micro-leadership to expand influence

Children become catalysts for change across settings.

Train staff to coach, not control, child leaders

Leadership flourishes under guidance, not dominance.

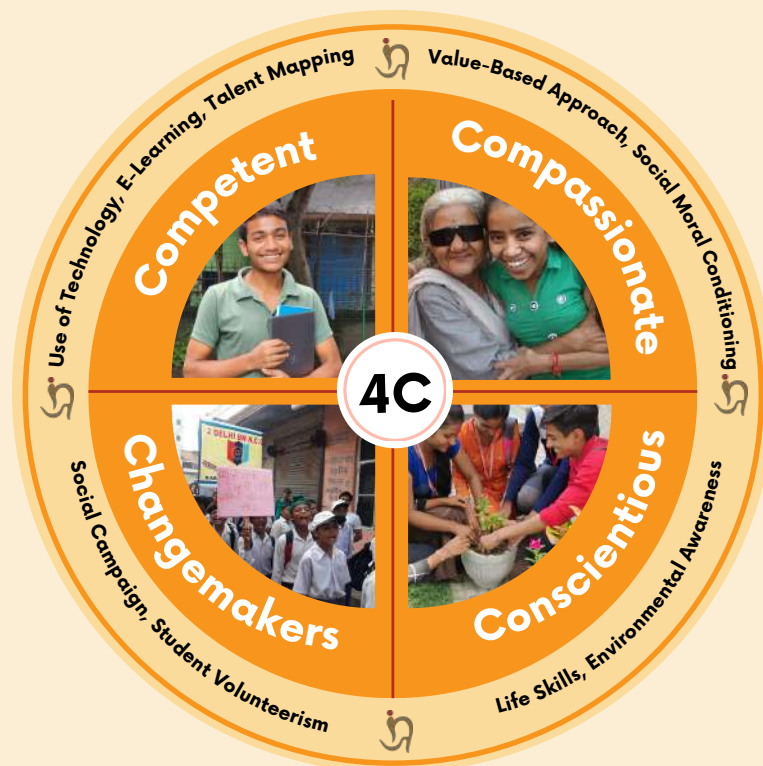
“ —————
A Bal Gurukul leader does not just
lift their own life — they lift the
spirit of a community.
————— ”

A.4.
SKILLS

Skills Training Programme Model

“Skilling is not about creating workers. It is about awakening potential.”





Using our 4C model, our Skills Academy cultivates independent youth ready to make a meaningful impact on the nation's advancement

“ Every strong skilling journey is built not on shortcuts, but on small, consistent steps of growth. ”

Every year, hundreds of young people walk into Navjyoti with dreams in their eyes and doubts in their hearts. Some come with aspirations far beyond their realities, some with no aspirations at all. But what they all carry is a quiet hope — the hope that someone will see them, guide them, and help them rewrite their futures.

In these lives, the Navjyoti Skills Training Programme becomes much more than a classroom. It becomes a journey of rediscovery — where aspirations are not imposed but understood, where abilities are not assumed but revealed, and where training is not delivered to youth and women but built with them.

A comprehensive approach makes this programme not just a skills training initiative, but a transformative life experience — one that prepares young people and women not just for jobs, but for purpose, confidence, and dignity.

Good Practices

Aspiration-Based Journey Building, Not Course Pushing

01

At Navjyoti, the skilling journey begins with listening, not teaching. Youth and women are never pushed into predetermined courses. Instead, their aspirations are understood deeply through conversations, reflective exercises, and multiple counselling sessions. Aspiration alignment is treated as a gradual process rather than a one-day orientation. This helps ensure that the direction chosen by a youth or a woman resonates with both passion and reality. Over time, aspirations are not dismissed, but reshaped, realigned, and strengthened to match aptitude and market opportunities.

“We don’t enrol youth and women into courses. We enrol into their dreams.”

02

Comprehensive Learner Profiling and Guided Aspiration Alignment

“Guidance is not about dictating choices, but illuminating possibilities.”

Profiling at Navjyoti is not a formality; it is a foundational tool. The process captures a learner’s background, aptitude, interests, fears, strengths, and dreams. Counsellors then work with students over multiple sessions to refine, reset, or redirect their aspirations in a supportive and realistic manner. This creates a strong base for the skilling journey — one where training feels personal and meaningful.

The 4C Model of Youth Development – Competent, Compassionate, Conscientious, and Changemakers

03

Navjyoti’s signature approach ensures that training is not limited to technical know-how. Competence is strengthened through the use of technology, e-learning, and talent mapping; compassion is nurtured through value-based learning and social-moral conditioning; conscientiousness is cultivated through life skills and environmental awareness; and the spirit of changemaking is ignited through student volunteerism and social campaigns. This unique blend produces not just employable candidates but responsible, confident, and compassionate individuals ready to contribute to society.

“Skills matter. But character defines success.”

04

Learning by Doing – The Core Pedagogy

“A youth remembers best what they experience, not what they are told.”

Every aspect of training — technical skills, soft skills, and life skills — is delivered through experiential methodologies. Role plays, simulations, hands-on activities, real task assignments, and peer learning form the backbone of the programme. This ensures deeper understanding, better retention, and stronger confidence among learners who often come from academic backgrounds with limited exposure.

Continuous, Confidential Feedback System

Career readiness begins early, not after Class 10 or Class 12. Navjyoti introduces adolescents to the world of careers through interactive sessions, storytelling, exposure visits, and conversations that spark curiosity. Children learn about streams, professions, technical jobs, skill trades, entrepreneurship, and modern careers. This early awareness prevents last minute anxiety and allows dreams to grow gradually and realistically.

05

“Honest feedback fuels growth when it is safe, respectful, and personal.”

“A youth’s journey strengthens when the family walks alongside.”

06

Parent Connect as a Core Stakeholder Practice

Parents remain active stakeholders throughout the training process. The Parent Connect Programme ensures that families understand market trends, youth aspirations, and potential career pathways. It helps balance parental expectations with the reality of the youth’s strengths and interests. When parents understand the journey, they become motivators, not pressure points.

Strong Industry Integration – From Day One

Employers are onboarded at the beginning of the course, not at the end. Their insights shape curriculum updates, guest sessions, exposure visits, and live tasks. This creates training programmes that are relevant, current, and aligned with real organisational needs — giving youth and women a much more confident entry point into the world of work.

07

“Industry is not a destination; it is a partner in the journey.”

“Employability is built over weeks, not moments.”

08

Placement Readiness as a Process, Not a Final Step

Placement readiness is treated as a systematic developmental process — covering communication, grooming, workplace behaviour, interview skills, digital literacy, teamwork, and problem-solving. Regular mock interviews, industry interactions, and practical tasks prepare youth and women gradually, making them truly job-ready rather than merely job-seeking.

“ —————
A model becomes replicable when its principles are universal, its processes are practical, and its impact is human-centred.
————— ”

The Emotional Core

The emotional foundation of the programme is dignity, trust, and belief in every young person's potential. Many youth and women come carrying fear, hesitation, or past failures. Navjyoti becomes a space where they feel seen, heard, and valued — and this emotional safety becomes the true catalyst for transformation.

“ At Navjyoti, we don't just skill youth and women. We stand with them until they find themselves. ”



Key Learnings/Takeaways

Aspirations need time and space to evolve

Youth and women choose better paths when they are guided over multiple sessions instead of one-time counselling.

Learning becomes powerful when it is experiential

Learning by doing” ensures deeper retention and higher confidence.

Holistic training builds long-term employability

The 4C Model ensures youth and women grow personally, professionally, and emotionally.

Stakeholder alignment (parents + industry) is non-negotiable

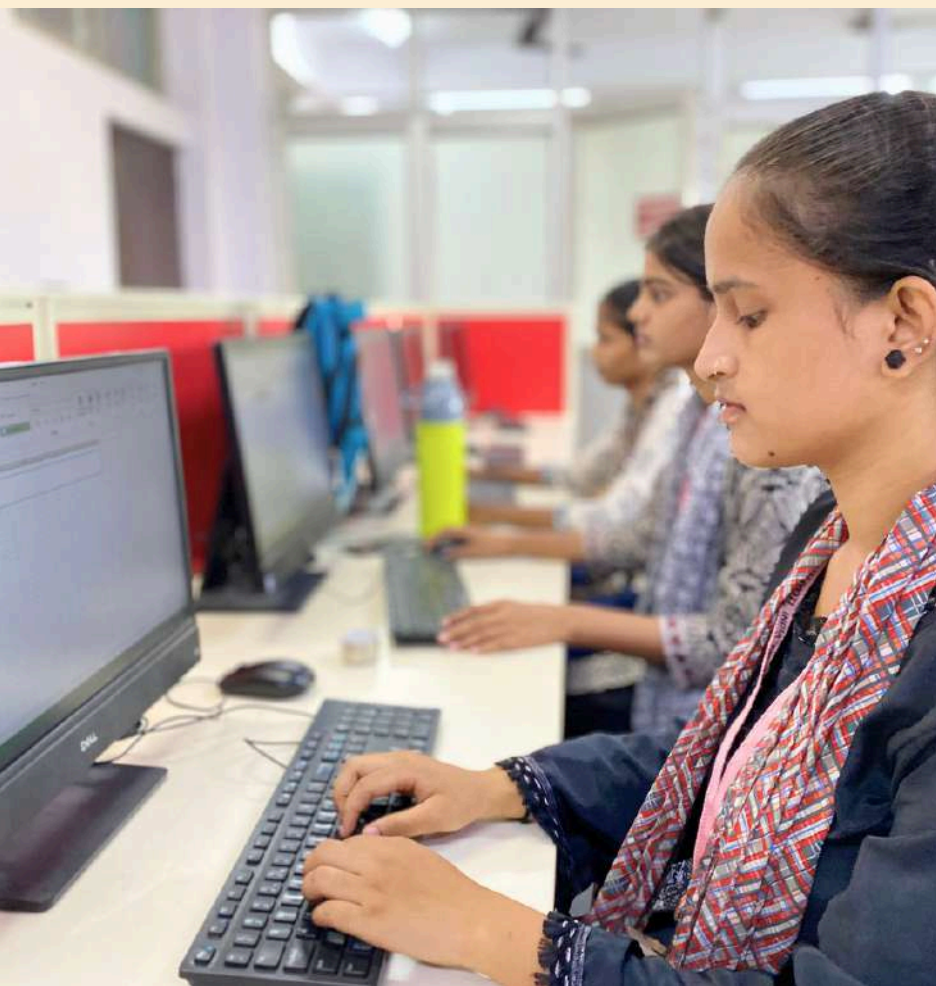
It creates a supportive ecosystem around the learner.

Confidential feedback encourages growth, not fear

Youth engage better when feedback is personal, specific, and safe.

Placement readiness must begin early, not at the end

Youth need handholding through forms, interviews, and transitions.





Replicability Lessons

Aligning skill initiatives with aspirations is key

Can be replicated in any skilling ecosystem with trained counsellors to support aspiration-aligned journeys.

Forge strong industry partnerships

Requires strong partnerships with industry to keep learning current and market-driven.

Building the confidence of youth and women is essential

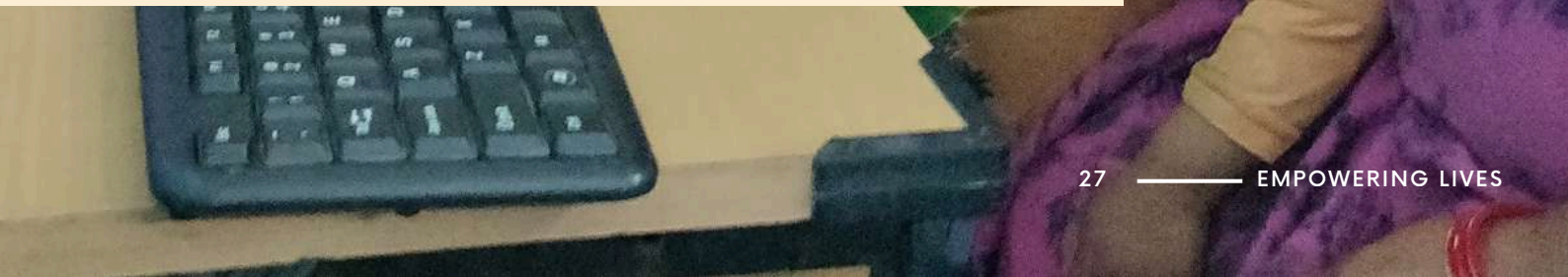
Works well in urban, semi-urban, and low-income contexts where building confidence is essential for youth and women.

Engaging parents ensures long-term impact for youth programmes

Parent engagement is universally applicable and strengthens retention and post-placement stability.

Holistic development improves competence across domains

4C Model is adaptable across domains — technical, vocational, or service-based industries.





Alumni Engagement Model

A.5.

“When children graduate, their relationship with Navjyoti does not end. It evolves.”



The Alumni Engagement Model at Navjyoti India Foundation recognises that young people who have been nurtured through years of support become invaluable assets as they step into adulthood. They are not just learners — they are ambassadors of the programme, role models for younger children, contributors to their communities, and living proof of what empathy, opportunity, and guidance can achieve. The Alumni Model ensures that these relationships remain strong, supportive, and transformative, long after formal programme participation ends.

“ Impact is measured not by how many children we support, but by how many return to support others. ”



Good Practices

1

Maintaining Lifelong Connection with Alumni

Navjyoti maintains an open, warm, and consistent connection with alumni through regular check-ins, social media groups, community visits, and events. Alumni know they can return for guidance, support, or mentorship at any time. This lifelong connection creates a sense of belonging that continues to support them emotionally and professionally.

"Belonging is not bound by age — once a Navjyoti child, always a Navjyoti child."

2

Alumni as Mentors & Role Models for Younger Children

Alumni return as mentors, motivational speakers, peer guides, and workshop facilitators. They share their journeys, struggles, exam preparation strategies, college experiences, and career pathways. This practice breaks psychological barriers for younger children. Seeing someone from their own community succeed ignites belief: "If they can do it, so can I."

"When younger children see someone like them succeed, hope becomes real."

3

Alumni Support Networks and Community Groups

Navjyoti facilitates alumni networks, WhatsApp groups, reunions, and collaborative events where alumni support each other through job referrals, exam information, emotional encouragement, and resource sharing. These alumni circles create a community of mutual support that extends across years and geographical boundaries.

"A connected community becomes a powerful support system."

4

Professional Guidance & Opportunities for Alumni

Through career counselling, resume-writing assistance, interview preparation, and job linkages, Navjyoti continues to support alumni in their higher education and employment journeys. Alumni also receive access to training partners, fellowship information, internship links, and skill-building workshops. This ensures they continue progressing and contributing meaningfully to society.

"Success grows faster when shared."

“ —————
A programme becomes timeless
when its alumni carry its spirit
forward.
————— ”

5

Alumni Engagement in Community Initiatives

Alumni voluntarily support community drives, awareness campaigns, and mobilisation events. They take on leadership roles, assist field staff, organise youth circles, and model responsible citizenship. Their presence inspires confidence and creates a powerful cycle: learners become leaders, and leaders build more leaders.

“The best change-makers are those who rise from the communities they uplift.”

6

Showcasing Alumni Success Stories

Navjyoti documents and shares alumni stories during events, social media posts, fundraising communication, and annual reports. These stories serve three purposes:

- They inspire current children and parents.
- They motivate alumni to continue excelling.
- They demonstrate impact to donors and stakeholders.

Storytelling becomes a tool for encouragement, visibility, and aspiration-building.

“Stories of success carry the power to rewrite the dreams of hundreds.”

7

Emotional Support & Guidance for Alumni During Transitions

Many alumni navigate emotional pressures — college stress, financial challenges, peer influence, workplace uncertainty, family expectations. Navjyoti counsellors maintain open doors for advice, crisis intervention, emotional support, and decision-making guidance. This ensures alumni never feel alone at crucial turning points in life.

“The transition into adulthood needs more guidance than we often acknowledge.”



“ If you want a programme to live beyond its timelines, build its future through its alumni. ”

The Emotional Core

What makes the Alumni Model powerful is not just the guidance but the emotional connection. Alumni return to share victories, seek advice, celebrate milestones, support younger children, and contribute to the very ecosystem that shaped them. They walk in with pride, with stories of transformation, and with a desire to give back. This emotional bond is the heart of the model.



“ Alumni return because they carry Navjyoti not in their memory, but in their identity. ”



Key Learnings/Takeaways



Alumni engagement sustains the programme's legacy

It creates a cycle of continuous learning, support, and inspiration.

Alumni become powerful role models for younger children

Their lived experiences act as credible pathways to success.

Strong alumni networks strengthen belonging and resilience

Peer-led support continues far beyond formal programmes.

Continued career and emotional guidance helps alumni thrive

Transitions are smoother when support does not abruptly end.

Alumni-driven initiatives enrich community participation

They become local leaders who inspire collective change.

Storytelling amplifies impact and strengthens identity

Alumni stories inspire belief, confidence, and motivation.

Emotional connection keeps alumni rooted and engaged

Relationships built over years form the true foundation of engagement.





Replicability Lessons

Build alumni engagement into programme design from the beginning

Connections must start early, not after graduation.

Create open channels for communication and long-term contact

WhatsApp groups, social media, and events help maintain continuity.

Encourage alumni to return as mentors and facilitators

Peer-led inspiration is more credible and sustainable.

Provide continued access to career and life-skills support

Alumni flourish with guidance through early adulthood.

Foster alumni networks as independent support ecosystems

Self-sustaining groups increase scalability.

Highlight alumni success stories systematically

Visibility encourages engagement from all stakeholders.

Train staff to maintain warm, consistent relationships

Emotional connection is the backbone of alumni engagement.

“ Alumni are not the end of the journey — they are the beginning of legacy. ”

A.6.

Career
Readiness
Model

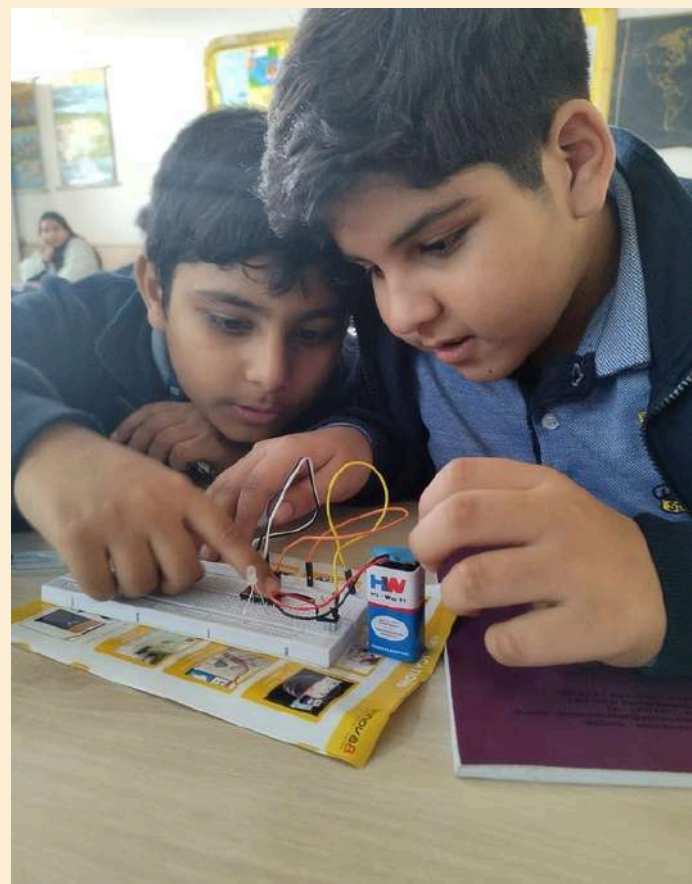
“Children do not choose
low aspirations. They
choose from the options
they can see.”





“ A young person’s future changes the moment someone helps them see it clearly. ”

The Career Readiness Model at Navjyoti India Foundation ensures that adolescents and youth — especially first-generation learners — are not left to navigate the crucial transitions from schooling to higher education, and from education to livelihood, alone. Many of them grow up in environments where career guidance is absent, information is fragmented, and aspirations are limited by exposure. This model bridges that gap with structured support, emotional counselling, informed guidance, skills training, and real-world exposure. It transforms uncertainty into clarity, and hesitation into confidence.



Good Practices

Early Awareness — Introducing Futures Before Decisions

01

Career readiness begins early, not after Class 10 or Class 12. Navjyoti introduces adolescents to the world of careers through interactive sessions, storytelling, exposure visits, and conversations that spark curiosity. Children learn about streams, professions, technical jobs, skill trades, entrepreneurship, and modern careers. This early awareness prevents last minute anxiety and allows dreams to grow gradually and realistically.

“ A child becomes what they believe is possible. ”

02

Stream & Subject Guidance — Helping Youth Make Informed Choices

“ Wrong decisions happen when young people must choose in the dark. ”

Choosing a stream is one of the most defining moments in a child's life. Navjyoti provides structured guidance that helps youth assess their strengths, interests, abilities, and long-term goals. They explore the implications of each stream — Science, Commerce, Humanities, Vocational — and understand how these align with future opportunities. This ensures that choices are informed, not influenced by pressure or misdirection.

Career Counselling & Psychometric Profiling

03

Career counselling sessions and psychometric assessments are conducted to identify aptitudes, learning styles, cognitive strengths, and personality traits. Counsellors help adolescents interpret results, reflect on themselves, and make grounded decisions. Many youth discover that they possess strengths they were unaware of. This practice builds self-awareness and confidence — critical foundations for career clarity.

“ A child's potential becomes visible when someone takes the time to understand them. ”

04

Exposure Visits & Mentor Interactions

“ Exposure turns imagination into possibility. ”

Youth interact with professionals, visit colleges, skill centres, workplaces, industry hubs, government institutions, and NGOs. Exposure removes fear, broadens thinking, and helps young people understand the real demands of different professions. When a girl steps inside a college or a boy attends a company orientation for the first time, their sense of possibility shifts dramatically.

“ A model replicates well when it builds clarity, confidence, and career pathways simultaneously. ”

Life-Skills & Employability Training

Adolescents participate in structured life-skill sessions that strengthen communication, teamwork, problem-solving, decision-making, digital awareness, workplace etiquette, and emotional intelligence. These competencies are essential for academic success, interview confidence, and career growth. Youth learn to express themselves, handle setbacks, resolve conflicts, and work collaboratively.

05

“A degree may open doors, but confidence helps you walk through them.”

“Clarity today creates opportunity tomorrow.”

06

Financial Literacy & Goal Setting

Many first-generation learners struggle with planning, budgeting, navigating fees, or understanding higher education costs. Financial literacy sessions teach savings, budgeting, scholarships, education loans, and financial planning. Youth learn to set goals, plan for exams, and visualise their next steps. This practice equips them for adulthood with clarity and stability.

Placement Assistance & Linkages with Institutions

Navjyoti partners with colleges, skill-development centres, vocational institutes, and companies. Youth receive assistance in applying for courses, enrolling in training programmes, and attending job fairs. Placement linkages ensure that career readiness leads to actual opportunities. From resume creation to interview preparation, the transition is supported at every step.

07

“The bridge between ability and opportunity must be built with intention.”

“When a young mind feels supported, their direction becomes stronger.”

08

One-on-One Counselling & Emotional Support

Many adolescents deal with fear, confusion, peer pressure, and family expectations. They often hesitate to speak openly at home. Navjyoti's counsellors provide empathetic, confidential, one-on-one support that helps youth articulate concerns, resolve dilemmas, and find emotional clarity. This practice ensures decisions are made with confidence, not fear.

Tracking Progress & Continuous Follow-Up

Field staff and counsellors follow up regularly with youth regarding exam preparation, applications, document support, college admissions, and emotional wellbeing. This continued engagement keeps youth motivated and reduces dropouts or poor decision-making. Progress tracking ensures timely intervention whenever challenges arise.

09

“Career readiness is not an event. It is a journey that requires handholding.”

“If you want a youth to succeed, stand beside them at the crossroads of their life.”



The Emotional Core

Many adolescents arrive with doubts — Am I capable?, Can I afford it?, “Will my parents agree?”, “What if I fail?”. Through awareness, guidance, exposure, counselling, and support, these doubts slowly dissolve. Their posture becomes confident. Their choices become informed. Their dreams become visible. And their future becomes self-directed. This emotional transformation — from uncertainty to self-belief — is what defines the Career Readiness Model.

“ When a young person
realises they have options,
they realise they have
power. ”

Key Learnings/Takeaways

Career guidance must start early, not at the point of crisis

Early awareness prevents misaligned decisions.

Career choices require self-awareness, not guesswork

Counselling and assessments help youth understand their true strengths.

Exposure is essential for expanding aspirations

Youth aspire based on what they can see and understand.

Life-skills are foundational for workplace success

Confidence, communication, and emotional intelligence shape careers.

Financial literacy empowers youth to plan futures responsibly

Money clarity reduces fear and enables informed decisions.

Placement support must be structured and ongoing

Youth need handholding through forms, interviews, and transitions.

Emotional support is crucial during high-stress decision phases

Guidance reduces anxiety and nurtures clarity.

Follow-ups ensure that youth remain on track and motivated

Consistent check-ins prevent dropouts and confusion.

[illegible]

Replicability Lessons

Integrate career awareness into adolescence, not after school completion

Early intervention avoids confusion later.

Use psychometric tools to personalise guidance

Accurate insights make counselling effective.

Establish strong linkages with institutions and industries

These partnerships form the backbone of career opportunities.

Combine exposure with counselling for holistic career understanding

Seeing + understanding = clarity.

Include life-skills and financial literacy as core components

These skills strengthen long-term employability.

Train staff in counselling techniques and adolescent psychology

Youth respond best to empathetic, informed guidance.

Track progress continuously, not annually

Timely follow-up enhances outcomes.

Support youth emotionally at every decision milestone

Empathy strengthens commitment and success.

“ —————
Career readiness is not about
choosing a job — it is about
discovering oneself.
————— ”



A.7.

Development

Entrepreneurship

“When a child learns to create value, they learn to shape their own future.”



EARN WHILE YOU LEARN



The Entrepreneurship Development – Earn While You Learn Model at Navjyoti India Foundation helps children develop entrepreneurial thinking, creativity, confidence, and practical financial understanding.

Through making products, pricing them, interacting with customers, and participating in entrepreneurship fairs, children learn real-life skills that are rarely taught in traditional classrooms.

The model nurtures dignity, self-belief, teamwork, and leadership — allowing children to understand both the joy of creation and the meaning of effort.

“ Children thrive when learning becomes meaningful. ”



Good Practices

1

Identifying Children With Entrepreneurial Curiosity

Navjyoti identifies children who show initiative, creativity, interest in crafts, leadership behaviours, or a desire to try new things. Many children only discover their talent after being introduced to the Earn While You Learn activity — making early identification crucial.

“Every great idea begins with curiosity.”

2

Hands-on Product Making Through Earn While You Learn

Children create handmade products such as rakhis, bookmarks, envelopes, decorative pieces, paintings, and festive items. This hands-on creation strengthens patience, problem-solving, fine-motor skills, innovation, and pride in their own craftsmanship.

“Children learn best when their imagination becomes something they can hold.”

3

Teaching Costing, Pricing & Basic Financial Understanding

The model teaches children:

- how to calculate the cost of materials
- how to price their products fairly
- how to estimate profit and loss
- how to reinvest earnings
- how to value time and labour

These foundational skills develop financial literacy in a way that is practical, simple, and empowering.

“A child who understands cost learns to value effort.”

4

Entrepreneurship Fairs & Real Customer Interaction

Navjyoti organises fairs, stalls, and sale exhibitions where children present and sell their products. They:

- explain their work
- talk to customers
- negotiate prices
- set up displays
- understand market preferences

This exposure builds communication, public dealing, and emotional strength.

“Confidence grows when children interact with the real world.”

“
A child-friendly entrepreneurship model can be replicated anywhere creativity exists.
”

5

Teamwork, Group Roles & Shared Responsibility

Children work in teams to decide roles — product creation, packaging, pricing, selling, documentation, and material management. This teaches:

- Cooperation
- Leadership
- Accountability
- Group discipline
- Appreciation for different skills within a team

“Entrepreneurship teaches that success is a shared journey.”

6

Reflection Circles After Each Sale Event

Navjyoti documents and shares alumni stories during events, social media posts, fundraising communication, and annual reports. These stories serve three purposes. They:

- inspire current children and parents
- motivate alumni to continue excelling
- demonstrate impact to donors and stakeholders

Storytelling becomes a tool for encouragement, visibility, and aspiration-building.

“Learning becomes deeper when children reflect on what happened.”

7

Celebrating Efforts & Building Identity

Navjyoti celebrates children's achievements through appreciation, acknowledgment, and certificates during gatherings. Recognition builds confidence and motivates them to continue exploring their abilities.

“When children feel seen, they feel unstoppable.”

8

Lifelong Skills Through Earn While You Learn

Children learn:

- Communication
- Financial understanding
- Resilience
- Presentation skills
- Patience
- Planning
- Emotional regulation

These skills help them in schooling, leadership, future careers, and personal growth.

“Entrepreneurship is not the end — it is the beginning of many strengths.”





The Emotional Core

They return home excited, proud, and often surprised:

"I made this... someone bought it... I earned this."

This changes how they view themselves. It changes how their families see them. It opens a door to dreams that once felt too far away.



“
For many children, earning even ten rupees from something they created is the first powerful moment of self-belief.
”

Key Learnings/Takeaways



Hands-on learning builds deep, long-lasting skills

Making products strengthens creativity and discipline.

Costing and pricing build real-world financial understanding

Children understand effort, value, and decision-making.

Real customer interaction builds confidence and communication

The marketplace becomes their classroom.

Team roles build leadership and cooperation

Responsibility teaches maturity.

Reflection develops critical thinking

Children learn to self-correct and improve.

Recognition builds self-worth and motivation

Celebration ignites confidence.

Entrepreneurship reveals hidden talents in children

It allows them to explore who they can become.

Earn While You Learn prepares them for future livelihood readiness

Life skills developed here help children across their educational journey.

“
If you want children to dream
bigger — let them earn with
dignity, even in small ways.
”





Replicability Lessons

Start with simple, low-cost, child-appropriate products

Success begins with what children enjoy making.

Teach costing and pricing through practical demonstrations

Use real materials and real numbers.

Organise small fairs or stalls in schools or communities

They do not require large budgets to be effective.

Encourage teamwork instead of individual sales

This teaches cooperation and responsibility.

Use reflection circles to build deeper learning

Simple conversations create powerful insights.

Appreciate every effort — not just high sales

The goal is learning, not revenue.

Keep the focus on skill-building instead of commercial outcomes

Profit is a motivator, but learning is the purpose.

“ Children may forget their first textbook, but they will never forget the first time they earned from their own effort.

”

●●●

“Transformation does not happen by chance. It happens by choice, by design, and by unwavering intention.”

●●●



A. 8.

Designing For
Transformation



“ Transformation becomes possible
when intention becomes design. ”

Navjyoti India Foundation’s model of Designing for Transformation is built on the belief that true change is not achieved by delivering activities—it is achieved by designing experiences that alter mindsets, strengthen capacities, and unlock human potential.

Transformation is a journey, not an event. It requires clear frameworks, deep empathy, intentional planning, and systems that nurture growth across individual, family, and community levels.

This highlights the good practices that define how Navjyoti designs programmes that are not just impactful, but transformational.



Good Practices

Designing With a Deep Understanding of Context

Transformation begins by understanding the ecosystem — the lived realities of communities, cultural rhythms, behavioural patterns, social dynamics, and resource landscapes. Navjyoti designs programmes only after listening to families, mapping needs, identifying strengths, and understanding barriers. Designing with the community rather than for the community ensures that transformation is grounded in reality.

01

“The design of a solution must emerge from the soil in which it will grow.”

“People change when they feel understood, not when they are instructed.”

02

Human-centred, Empathy-Led Design

Navjyoti applies a human-centred design philosophy that puts children, youth, women, and communities at the heart of every process. Empathy-driven conversations uncover hidden needs, fears, aspirations, and motivations. Interventions are designed to respect dignity, build confidence, and support personal agency. Everything — from classroom structure to leadership activities — is shaped around how people actually learn, behave, and grow.

Designing Clear Pathways — From Entry to Exit

Each Navjyoti programme is designed as a pathway, not a standalone initiative. Children move from Playway to Foundation, then to Academic Support, Leadership, Career Readiness, and finally Alumni Engagement. Women progress from awareness to collectivisation and leadership roles. Youth move from exposure to skill-building to placement readiness. This pathway-based design ensures continuity, predictability, and long-term growth.

03

“Transformation is strongest when the journey is intentional.”

“Transformation is never one-dimensional.”

04

Layered Interventions for Holistic Growth

Navjyoti integrates academic, emotional, social, behavioural, leadership, and livelihood components into each programme. For example, child education includes academics, life-skills, leadership, exposure, and community engagement. Women's programmes include skill-training, counselling, collectivisation, and entrepreneurship. This layered design ensures that transformation touches every domain of life — head, heart, and hands.

Designing for Agency — Not Dependency

Every intervention is designed to strengthen self-reliance. Children become leaders through Bal Gurukul. Youth make informed decisions through counselling. Parents become community resource persons. Women become entrepreneurs and peer mentors. Sustainability is embedded in the design by ensuring individuals gradually take charge of their own growth.

05

“Empowerment begins the moment people realise they can shape their own lives.”

Integrating Behaviour Change Techniques

Behavioural nudges, reinforcement, habit formation, role modelling, positive discipline, and group-based learning are embedded throughout programmes. This ensures that transformation is not superficial but rooted in long-term shifts in behaviour, mindset, and daily practice.

06

“
Lasting change
is behavioural,
not contractual.”

07

“
Design without
data is hope.
Design with
data becomes
strategy.”

Designing With Data, Monitoring, and Evidence

Navjyoti uses baseline data, attendance patterns, learning levels, counselling records, and field observations to shape designs. Monitoring tools track progress and identify gaps. Programmes evolve continuously based on learnings. This evidence-based approach ensures that transformation is measurable, adaptive, and dynamic.

Designing for Scalability and Replicability

Navjyoti ensures that each intervention is structured, documented, and systematised so it can be replicated across regions. Clear modules, training materials, pathways, and processes make scale possible. Yet, designs remain flexible enough to adapt to cultural and contextual differences — a balance essential for real transformation.

08

“
A good design
serves its
community. A
great design
can serve many
communities.”

09

“
Transformation
happens when
people feel
something shift
inside them.”

Building Emotional Resonance Into Programme Design

Beyond technical design, emotional connection is intentionally woven into all programmes through storytelling, peer circles, celebrations, recognition rituals, reflective practices, and community involvement. These emotional anchors strengthen commitment, belonging, and motivation. People stay engaged not because they are instructed, but because they feel connected.

Designing With Communities, Not Around Them

Communities participate in planning, reviewing, decision-making, and implementation. Parents co-create educational plans. Youth design leadership activities. Women build and run collectives. This practice ensures that transformation is not delivered to communities — it is co-created with them.

10

“
Co-creation is
the soul of
sustainable
change.”

“
A transformational model is one
that can take root anywhere, yet
bloom differently everywhere.”

The Emotional Core

When children begin to believe they can lead, when youth articulate their career dreams, when women step into roles of courage, and when communities begin solving their own challenges — this is the transformation Navjyoti designs for. It is emotional, behavioural, developmental, and generational. Designing for transformation is designing for dignity. It allows individuals to rise with confidence and communities to rise with pride.



“ Real transformation occurs when design touches the mind, the heart, and the self. ”

Key Learnings/Takeaways

Context must shape design — not the other way around

Understanding reality ensures that solutions fit naturally.

Human-centred design builds trust and relevance

People commit when they feel heard and respected.

Clear pathways bring direction and purpose to growth

Every stage must connect meaningfully to the next.

Holistic design transforms the entire individual

Academic, emotional, and social growth must move together.

Designs must build agency, not dependence

Empowerment is the true indicator of transformation.

Behaviour change techniques create lasting impact

Transformation is sustained when habits shift.

Data strengthens design and makes decisions objective

Monitoring ensures that programmes keep improving.

Scalability requires structure paired with flexibility

Models must be adaptable while retaining their core.



“ If you wish to replicate transformation, replicate dignity — everything else follows. ”

A background image showing students in a classroom. In the foreground, a young boy with dark hair, wearing a blue checkered shirt, is focused on writing in a notebook with a blue pen. Behind him, other students are visible, some sitting at wooden desks. The setting appears to be a typical school classroom with white walls and simple furniture.

Replicability Lessons

Start by listening deeply to communities

Replication must begin with understanding context.

Co-create designs with learners

Shared ownership accelerates transformation.

Build modular pathways that can adapt to different settings

Flexibility ensures effective replication across geographies.

Train teams in empathy, facilitation, and behavioural change

People drive transformation — not files.

Document processes clearly to make scale possible

Manuals, tools, and modules enable seamless replication.

Integrate emotional anchors into design

Engagement deepens when people feel connected.

Use data systematically to refine replication

Continuous learning strengthens the model.

Embed agency as a core design principle

People must grow stronger, not more dependent, through replication.

“

Designing for transformation means designing for lives that rise, communities that evolve, and futures that rewrite themselves.

”

A. 9.

The Navjyoti Way Of Programme Management



“When people feel seen, heard,
and held — systems transform.”



Every morning at Navjyoti starts with something far more powerful than a routine — it begins with connection. Before the first child walks through the gate, the staff gather, exchange smiles, share priorities, and unburden the anxieties of the previous day. These moments, woven quietly into the fabric of daily work, are the threads that strengthen the organisation. A home visit becomes a conversation of trust, a festival celebration becomes a shared memory, a wrap-up meeting becomes a moment of reflection, and a film show becomes a reminder of why we do what we do. Over the years, these simple, heartfelt practices have become our culture. They ensure that programmes do not run on systems alone, but on people who care deeply. This document captures the essence of these practices — the Navjyoti way of leading with humanity, purpose, and shared commitment.



Good Practices

1

Clear Goal Setting and Alignment

Every programme begins with well-defined objectives, outcomes, and success indicators. These goals are aligned across teams so that everyone — from the field worker to the programme manager — understands the direction and purpose. When goals are shared, work becomes cohesive, and impact becomes measurable.

“Clarity is the first step toward collective action.”

2

Strong Field Presence and Relationship-Based Management

Navjyoti’s programme managers remain deeply connected to the field. They observe classes, interact with families, support staff, and maintain a pulse on community needs. This ground-level presence enables real-time problem-solving and ensures that management decisions reflect field realities, not assumptions.

“The field is the classroom. The community is the teacher.”

3

Transparent and Consistent Communication in a non-hierarchical structure

Weekly meetings, field reviews, planning circles, WhatsApp updates, and monthly reflections ensure clear, fast, and transparent communication. Staff know what is expected, what priorities exist, and how to collaborate effectively in a non-hierarchical structure. This practice prevents confusion, duplication, and gaps in implementation.

“Communication turns individuals into a team.”

4

Planning, Documentation, and Tracking Tools

Programme activities are planned using structured tools — annual plans, monthly calendars, daily schedules, learning logs, counselling registers, and monitoring formats. Documentation helps track progress, identify gaps, and guide improvements. Consistent record-keeping ensures accountability and continuity even when staff change.

“What gets planned with care gets implemented with confidence.”

“ Strong programme management turns a good intervention into a great model. ”

Good Practices

5

Data-Driven Decision Making

Navjyoti collects and analyses attendance patterns, learning levels, counselling notes, follow-up data, and participation records. This information informs decisions, identifies emerging issues, and highlights areas requiring support. A data-driven culture ensures that programmes adapt dynamically rather than stagnating.

"Data turns intuition into insight."

6

Cross-Functional Coordination

Education, youth development, community engagement, counselling, skill-building, and communication teams collaborate closely. Programme management ensures that all components function like parts of a well-coordinated system — each enriching the others.

Children benefit from a unified ecosystem rather than fragmented interventions.

"Transformation requires many hands working in one direction."

7

Capacity Building and Staff Development

Regular training sessions, workshops, exposure visits, and coaching opportunities ensure that staff continuously grow in facilitation skills, counselling techniques, technical knowledge, and emotional intelligence. When staff feel strengthened, confident, and valued, they deliver programmes with greater passion and accountability.

"Well-supported staff build well-supported communities."

8

Creating a Culture of Care and Motivation

Navjyoti focuses on building a positive work culture through appreciation, recognition, emotional support, and team-building activities. Staff celebrations, shared reflections, and supportive leadership create an environment where people feel connected, inspired, and committed to the mission.

"A motivated team multiplies impact."



9

Risk Anticipation and Problem Solving

Programme managers anticipate risks such as drop-outs, migration, behavioural issues, safety concerns, and academic gaps. Early identification leads to proactive solutions — counselling, academic interventions, home visits, community meetings, or internal reviews. This reduces crisis situations and ensures continuity.

“Challenges are not setbacks — they are signals.”

10

Accountability With Compassion

Navjyoti ensures that staff accountability is accompanied by empathy. Mistakes become opportunities for learning. Honest conversations replace punitive measures. This balance strengthens performance while maintaining dignity and trust within the team.

“Hold people accountable. Hold them gently.”

11

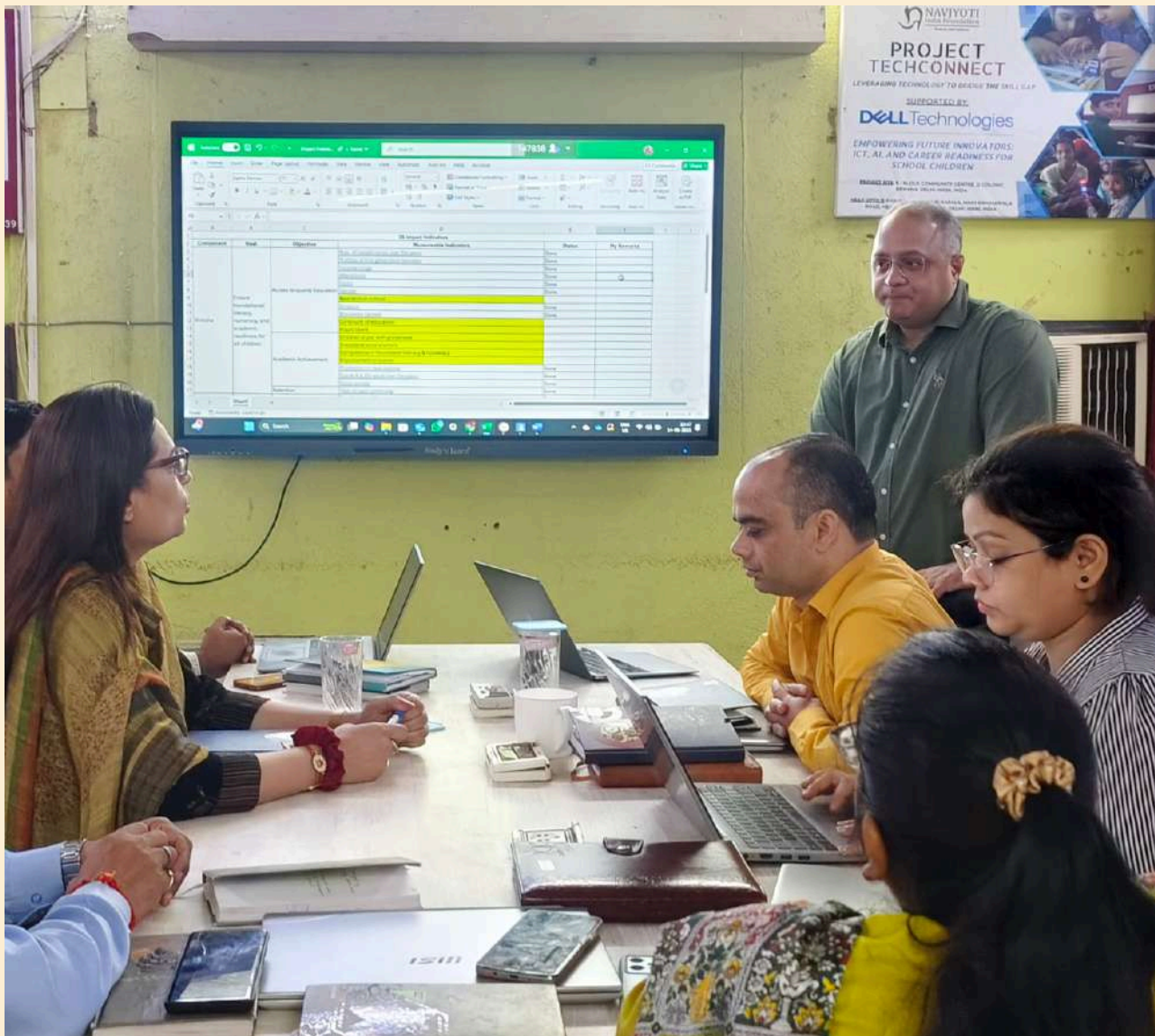
Regular Review, Reflection, and Course Correction

Reports, review meetings, field observations, and data analyses help track progress. The team reflects on what worked, what didn't, and what needs to change. Course corrections are made promptly. This culture of continuous improvement ensures that programmes stay effective, relevant, and meaningful.

“Reflection is the engine of improvement.”



“ If you want to replicate success, replicate strong systems wrapped in human compassion. ”



The Emotional Core

At the heart of all these practices lies the belief that people thrive when they feel respected, connected, and valued. Every meeting, visit, celebration, and conversation strengthens relationships and builds a culture rooted in care.

These practices weave together discipline with compassion, structure with empathy, and purpose with belonging — creating a work environment where people do not just work together, but grow together.

Key Learnings/Takeaways



Small, consistent practices create strong organisational cultures

Even short daily rituals build cohesion, communication, and discipline over time.

Clarity and communication reduce confusion and increase motivation in a non-hierarchical structure

When people understand expectations, they perform with confidence and purpose in a non-hierarchical structure.

Feedback strengthens ownership and accountability

Open dialogue empowers staff and ensures evolution based on lived realities.

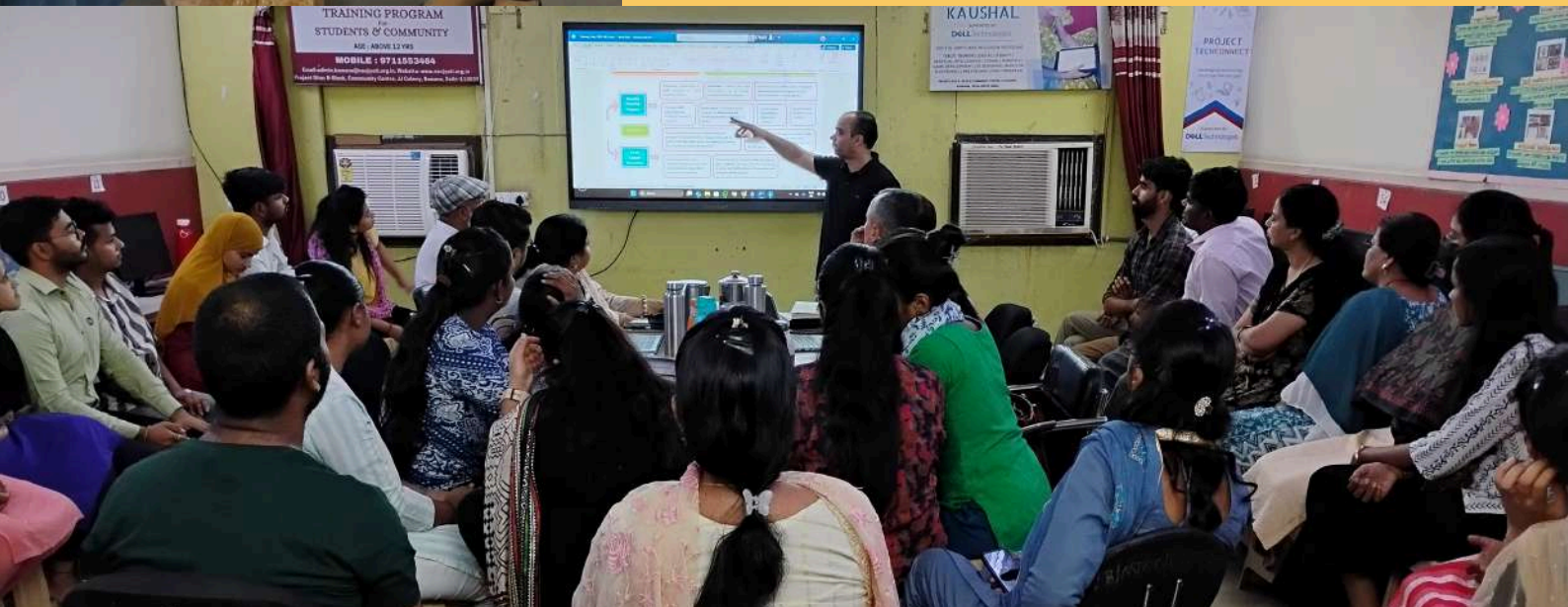
Relationships are the backbone of effective programme delivery

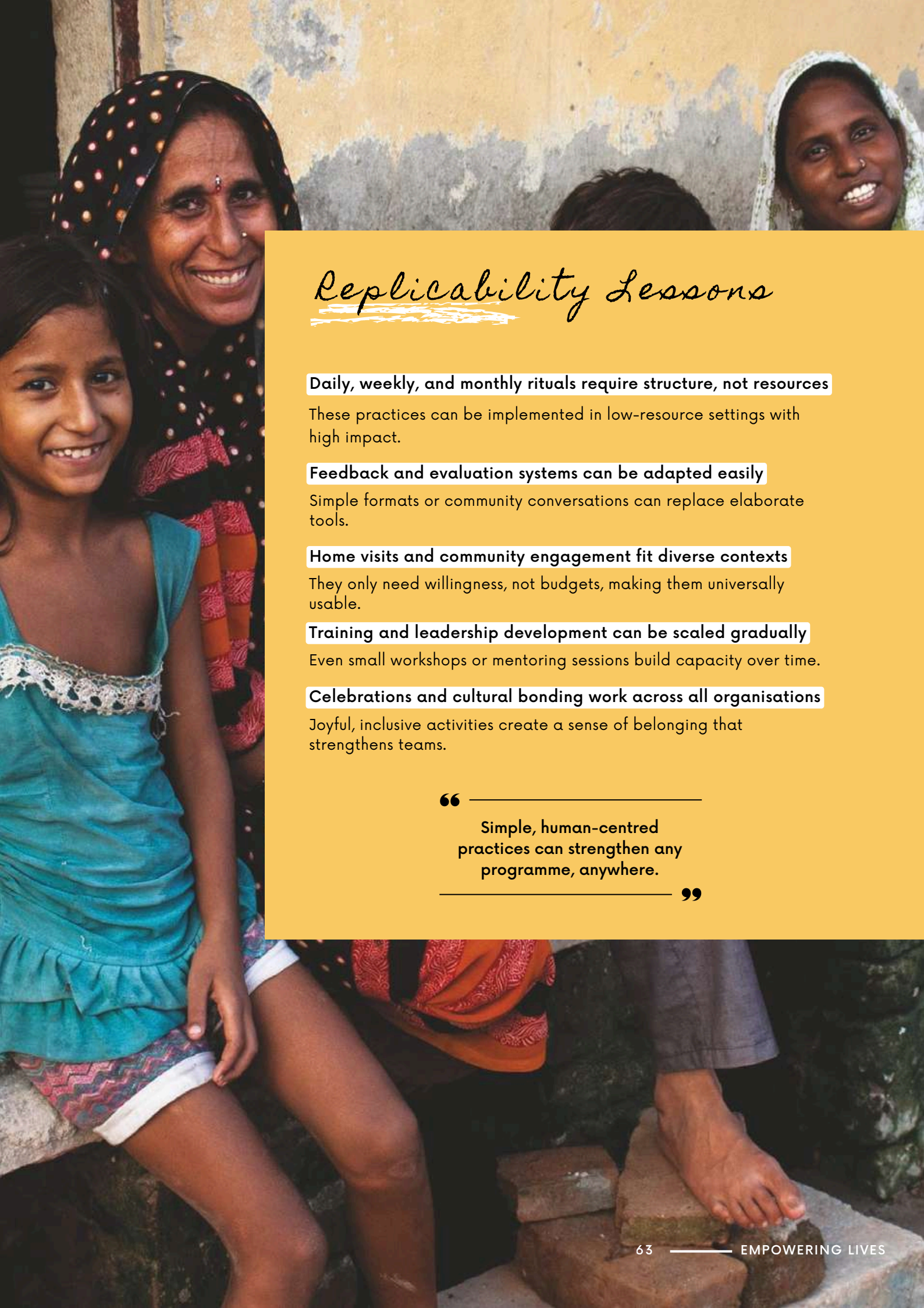
Trust with families, community, and staff enhances impact and reduces resistance.

Leadership visibility inspires alignment and commitment.

Regular interactions with leaders affirm direction and strengthen morale.

“ —————
Growth comes from reflection,
connection, and consistency.
————— ”





Replicability Lessons

Daily, weekly, and monthly rituals require structure, not resources

These practices can be implemented in low-resource settings with high impact.

Feedback and evaluation systems can be adapted easily

Simple formats or community conversations can replace elaborate tools.

Home visits and community engagement fit diverse contexts

They only need willingness, not budgets, making them universally usable.

Training and leadership development can be scaled gradually

Even small workshops or mentoring sessions build capacity over time.

Celebrations and cultural bonding work across all organisations

Joyful, inclusive activities create a sense of belonging that strengthens teams.

“ Simple, human-centred practices can strengthen any programme, anywhere. ”



● ● ●

"A programme becomes sustainable
when a community can carry its
progress even after we step back."

● ● ●





“ Sustainability grows where responsibility meets empowerment. ”

Sustainability at Navjyoti India Foundation is not an end goal — it is a design principle embedded into every stage of programme development. It ensures that children continue learning, families continue growing, youth continue progressing, and communities continue evolving long after direct support is reduced. Sustainability is a mindset that prioritises long-term strength over short-term success, capacity over dependency, and partnership over presence. This highlights the good practices through which Navjyoti ensures that transformation does not fade — it multiplies.



Good Practices

Building Community Ownership from Day One

Sustainability begins with ownership. Navjyoti ensures that parents, youth, and community members are involved from the very beginning — in decision-making, mobilisation, implementation, and leadership. When communities see a programme as “ours” instead of “theirs”, they naturally sustain it with pride and responsibility.

01

“People protect what they believe they belong to.”

02

“A programme grows stronger when its leaders live within the community.”

Strengthening Local Leadership for Continuity

Navjyoti identifies and mentors local leaders — parents, young people, bal gurukul leaders, women’s group leaders, alumni, and volunteers. These leaders take active responsibility for mobilisation, awareness, coordination, and problem-solving. Their presence ensures continuity even in the absence of external staff. Leadership becomes local, organic, and sustainable.

Building Capacities, Not Dependencies

Capacity-building workshops, skill trainings, knowledge sessions, and mentorship circles ensure that community members develop self-reliance. From academic support to community mobilisation to career decision-making, families gradually become capable of guiding themselves. This reduces long-term dependency on the organisation and strengthens community ownership.

03

“Empowerment is not giving support. It is reducing the need for support.”

04

“Sustainability thrives when systems are supported, not replaced.”

Strengthening Systems Instead of Substituting Them

Navjyoti integrates academic, emotional, social, behavioural, leadership, and livelihood components into each programme. Navjyoti works alongside schools, anganwadis, local governance structures, women’s groups, youth clubs, skill centres, and institutional networks. Instead of creating parallel systems, efforts focus on enhancing existing ones. This alignment allows mainstream institutions to continue the work independently.

Creating Alumni Ecosystems That Give Back

Alumni form the backbone of sustainable change. Navjyoti nurtures alumni groups that support each other academically, professionally, and emotionally. They return as mentors, volunteers, facilitators, and community influencers. Their involvement ensures that the cycle of transformation continues across generations.

05

“A programme sustains itself when its alumni sustain each other.”

Economic Empowerment & Livelihood Pathways

Sustainability is not only social — it is economic. Navjyoti supports youth and women in accessing skills, education, jobs, and entrepreneurship opportunities. When families become financially stable, dropout rates fall, children's education improves, and long-term community resilience increases.

06

“Financial stability strengthens the foundation for long-lasting change.”

“Sustainable change is behavioural change.”

07

Behaviour Change as a Long-Term Sustainability Tool

Programmes emphasise values, discipline, hygiene, gender equality, education, savings, emotional regulation, and civic responsibility. When behaviours change, communities sustain progress without external guidance. Behaviour change becomes the invisible engine of sustainability.

Partnerships, Collaborations & Multi-Stakeholder Engagement

Navjyoti partners with government bodies, schools, corporates, NGOs, volunteers, donors, and skill institutions. These networks strengthen resources, reduce dependence on any single actor, and broaden support systems. Multi-stakeholder collaboration creates sustainability that is shared, stable, and scalable.

08

“Sustainability is a collective responsibility — it cannot be achieved alone.”

“Reflection turns experience into long-lasting strategy.”

09

Embedding Monitoring, Evaluation & Learning Systems

Sustainability is rooted in learning. Regular monitoring, assessment, reflections, and community feedback loops ensure programmes remain relevant. Gaps are addressed early. Successes are replicated. This culture of learning allows programmes to adapt over time instead of becoming obsolete.

Emotional Connect as a Sustaining Force

Transformation is preserved not only through systems but through emotions. Navjyoti fosters an environment of respect, empathy, shared celebrations, and community cultural expression. This emotional bond ensures that families remain connected even when external involvement reduces.

10

“People sustain what they feel emotionally connected to.”

“A sustainable model is one that can live without us, yet grow because of us.”



The Emotional Core

Children start believing they can study on their own. Mothers begin taking collective decisions confidently. Youth support each other through jobs and admissions. Communities mobilise without being asked. An entire ecosystem begins to function independently. This is where sustainability reveals itself — not in the absence of the organisation, but in the presence of newfound community strength.



“ Sustainability is not the withdrawal of support. It is the rise of strength. ”

Key Learnings/Takeaways

Community ownership is the foundation of long-term change

People sustain what they build.

Local leadership ensures continuity beyond external presence

Sustainable programmes grow leaders from within.

Capacity-building reduces dependency and increases resilience

Empowered families carry transformation forward.

Systems must be strengthened, not substituted

Working with existing structures ensures longevity.

Alumni ecosystems create generational sustainability

Graduates become future mentors and mobilisers.

Economic empowerment stabilises progress

Financial security protects education and wellbeing.

Behaviour change ensures deep-rooted, lasting transformation

Values create sustainable social patterns.

Partnerships broaden the sustainability footprint

More partners = stronger, resilient outcomes.

Monitoring systems help programmes evolve over time

Learning fuels sustainability.

Emotional bonds preserve engagement and trust

People sustain what they love and respect.



“ If you want transformation to endure, plant it in people — not in paperwork. ”

Replicability Lessons

Integrate sustainability into programme design from the beginning

It is not an afterthought — it is a principle.

Prioritise training local leaders who can eventually lead without support

Leadership is the engine of sustainability.

Build capacity at every level — children, parents, youth, systems

A strong ecosystem sustains itself.

Strengthen existing institutions instead of building parallel structures

This ensures continuity across contexts.

Develop alumni networks to carry the mission forward

Alumni are natural carriers of sustainability.

Embed behavioural interventions that outlast projects

Habits sustain long after programmes end.

Create partnerships that bring collective strength

Shared responsibility ensures long-term survival.

Keep monitoring and learning systems simple and replicable

Practical tools are easier to adopt across geographies.

Build emotional connection — it strengthens long-term engagement

People remain connected to what touches their hearts.

Aim for agency, not dependency

Sustainable programmes make communities stronger, not reliant.

“ Sustainability is not the ending of support — it is the beginning of self-sustained growth. ”



We Built This Together



SECTION B

Best Practices in Coalitions & Collaborations

A.I.

Cultivating Relationships, Not Just Funds:

The Garden *of* Giving



Introduction

Being an organisation founded in 1988, Navjyoti India Foundation has had its fair share of learning experiences over the decades. One of the most important lessons we've learned is that good fundraising is the oxygen of an organisation. It is what allows every other function to breathe and thrive.

Without consistent funding, even the most impactful programmes struggle to sustain themselves. And when continuity falters, it isn't just the organisation that suffers, it's the learners who depend on steady, reliable support to move forward in their lives. Sustained funding is not merely about keeping operations alive; it's about ensuring that promises made to communities are kept, and that transformation is not interrupted halfway.

Over time, we discovered that the strength of fundraising lies not just in the amount of funds raised, but in the quality of relationships built along the way. The most enduring support doesn't come from one-time contributions but from trust nurtured patiently, through openness, gratitude, and engagement.

Just as a farmer tends to the same field year after year, enriching its soil and nurturing its crops through every season, we too must tend to our relationships with care, patience, and persistence. What began as a practical necessity has now become a guiding philosophy — one that defines how we approach every partnership, every conversation, and every act of giving.

Fundraising, for us, is not about extracting resources; it's about cultivating trust. And that makes us not hunters of funds, but gardeners of faith.

Sowing Seeds of Trust

Every garden begins with fertile soil, and for us, that soil is **transparency**. Without it, nothing sustainable can grow.

At Navjyoti, transparency is not an obligation; it's a way of life. We publish our annual reports, audited financial statements, and impact assessments publicly, ensuring that our work remains open to scrutiny and celebration alike. Each document, chart, and story represents a seed of **honesty** that we plant in the minds of those who support us.

When new donors or corporate partners approach us, they are often pleasantly surprised by how accessible and detailed our documentation is. Openness signals **integrity**. It tells them that their contributions will never disappear into ambiguity. Over the years, this commitment to transparency has not only attracted new partners but also helped us retain existing ones.

Trust, once sown deeply, continues to nourish relationships long after the first project ends.





Watering with Consistency

Seeds don't grow because they are planted once; they grow because they are watered regularly. In the same way, donor relationships flourish through consistent communication.

We make it a practice to keep every donor informed. Not just when they ask, but as a matter of principle. Our quarterly, half-yearly, and annual reports are shared proactively, accompanied by project photos, stories, and measurable impact data. This consistent communication **assures donors** that they are never forgotten and that their support continues to create change.

But our communication goes beyond reports. We celebrate their birthdays, send festive greetings, and share newsletters and updates that connect them emotionally to the communities they help uplift. Even when donors are silent, we keep the connection alive through **warmth and gratitude.**

Over the years, our donors have given us feedback on how our many reports and updates have helped them **build trust** in us. Many of our one-time donors have also turned into long-term partners simply because we never stopped reaching out. In our garden of giving, consistency is the water that keeps relationships alive, even through dry spells.

Growing Deep Roots

The healthiest gardens are perennial. A tree stands tall because of its roots. At Navjyoti, our roots are the **long-lasting and resilient relationships** we nurture.



We invest in building enduring partnerships, rather than chasing one-time donations. Quick gains may offer temporary relief, but it is through long-term, **recurring support** that programmes, and lives, truly transform.

For individual donors, this means creating simple and meaningful pathways for **continued engagement**. One example is our initiative where supporters are encouraged to sponsor a child's education yearly. It is an accessible, personal way to make a difference that feels direct and rewarding.

But we don't stop there. We invite donors for site visits to meet the children and families they support and to experience the impact with their own eyes. These **touchpoints** transform relationships from financial to emotional. When a donor sees a family become self-reliant, the act of giving becomes personal. It turns into a story they carry with pride.

For corporate partners, our approach is equally relational. We strive to build **strong personal connections** with the individuals leading CSR initiatives, understanding their goals and values. Instead of transactional discussions, we focus on creating programmes that align with their vision for impact. Many CSR representatives who have worked with us continue to stay connected even after moving to new companies, and often, they bring Navjyoti along with them. This organic continuity has helped us enter new spaces and build new connections without sending formal proposals first.

That's how deep roots work. They spread invisibly but create stability. Our strongest partnerships are those that have been nurtured like trees: with patience, care, and **commitment to long-term growth**.

Planting a Diverse Garden

Even the most beautiful garden would not survive if it were made up of a single kind of plant. Monocultures are fragile. One change in weather, one pest, one disruption, and the entire field can wither. A truly resilient garden thrives on **diversity**. The same holds true for fundraising.



At Navjyoti, one of our strongest practices is ensuring that we have a **variety of donors** — individuals, corporates, institutions, and well-wishers — each supporting different functions of the organisation. This diversity keeps our programmes strong and ensures that no single donor or funding stream holds the weight of the whole ecosystem.

This diversity also gives us flexibility. Different donors bring different energies — an individual donor may fund a scholarship, a corporate partner may support a skill-building programme, while a local business may contribute to infrastructure or events. Together, they create a **mosaic of support** that keeps every aspect of our mission alive.

This balanced approach allows Navjyoti to **remain steady** through changing donor landscapes and economic seasons. Our strength doesn't lie in one tree, but in the forest we've nurtured.

Letting the Garden Bloom

A thriving garden attracts life. When one flower is planted, it releases its seeds into the wind, spreading colour and fragrance far beyond its origin. In the same way, when one partnership blossoms at Navjyoti, it rarely stays contained. It grows, multiplies, and inspires others to take root. Our donors become our **brand ambassadors.**

Over the years, we've learned that the most powerful outreach doesn't come from campaigns or proposals, it comes from people. When donors experience our honesty, consistency, and commitment firsthand, they naturally become our **advocates**. They speak about us in their professional circles, share our work with peers, and often introduce us to new individuals or organisations who share their values. This is how our garden expands organically, through the quiet enthusiasm of those who have already seen the impact we create.

Such referrals carry a special kind of credibility. They are not the result of marketing, but of meaningful relationships that have earned trust. When someone chooses to advocate for us, they are putting their own reputation behind ours — a gesture that reflects genuine confidence and **shared purpose**.

We honour that trust by nurturing it further. When a donor brings us new connections, we make sure to appreciate and recognise their effort. It is not just the gift of funds that matters, but the gift of **faith** they extend on our behalf.



Keeping the Ground Ready

Behind every beautiful garden is a well-kept record — a gardener's memory of what was planted, when it was watered, and how it grew. For us, that memory lives in our **databanks**.

We maintain **detailed records** of donor communications, funding cycles, contact histories, and event participation. This data helps us build continuity even as teams evolve. When a new fundraiser joins, they can instantly see the complete journey of a donor from the first contact to the latest conversation.

This system allows us to revive dormant relationships and re-approach past donors with fresh opportunities. Often, it is easier and more fruitful to **re-engage** an old supporter who already knows and trusts the organisation than to start anew with someone unfamiliar.

We also ensure to use updated data and AI tools to **automate** our processes where possible. With the set-up of automatic reminders for follow-ups, tracking of our most recent communication with a donor, and more, our data doesn't just ensure that the record is kept, but that it is used effectively.

Good data is not just information, it's **insight**. It helps us predict patterns, identify loyal supporters, and plan future strategies. In our garden, data is the journal that keeps the garden rich, organised, and ready for new growth.



Harvesting Sustainability

At the heart of all this effort is one truth: fundraising is not about collecting funds, it's about collecting **faith.**

In every flourishing garden, there is one element that cannot be replaced by water, sunlight, or even the best soil — and that is care. Care transforms routine maintenance into nurture. In the world of fundraising, that care takes the form of **gratitude**.

At Navjyoti, gratitude has never been a ritual. It is the invisible sunlight that warms every relationship. Over the decades, we've learned that gratitude is not just a polite thank-you, but it's a declaration of what we value. It tells people that they matter. Not just through their contribution, but their intent, belief, and presence in our shared mission.

When we are transparent, donors trust us. When we are consistent, they remember us. When we celebrate partnerships, they take pride in being part of our journey. And when we cultivate data and relationships carefully, they stay with us for the long run.

When expressed sincerely and consistently, gratitude becomes more than a gesture. It becomes a **strategy for growth**, and the nutrient that keeps the garden alive long after the first seed is planted. Because donors stay for the way they feel when they partner with you. That is the heart of our best practice, and the soul of our sustainability.



B.2.

The Art of Stewardship:
An *Ecosystem*

Introduction

Whilst dedicated, diverse, and trustworthy donors can form a beautiful garden, it is important to remember that there is always a much larger ecosystem at play to make every plant bloom. The soil, the pollinators, the trees, and the unseen roots below the surface all play their role in making sure that the garden blooms.

Fundraising is no different. It cannot rely on donors alone; it thrives through **a network of relationships** that nourish one another.

This ecosystem includes:

- Volunteers
- Alumni
- Learners
- Community leaders
- Corporate champions
- Government partners
- Networks and well-wishers
- Past donors
- Staff members and internal teams
- Individuals who advocate informally



Each element contributes differently. Some bring sunlight (influence), some bring nutrients (expertise), some spread seeds (networks), and some provide the roots of stability (funding).

When this living network is nurtured, fundraising stops being an occasional act. It becomes a consistent cycle of growth and renewal, with one season feeding the next.

Volunteers:

The First Pollinators

Volunteers are the bees of our ecosystem. Whilst constantly moving, carrying stories and inspiration from one place to another, they are often the first to connect emotionally with the soil of our mission.

They spend time in the field, interact with learners, and experience transformation firsthand. This closeness gives them something powerful: authenticity.

A volunteer who has felt the pulse of our work becomes a natural advocate. They:

Speak about our programmes within their families and workplaces.

Bring friends and colleagues to visit our projects.

Connect us with CSR teams or local supporters.

Sometimes even host their own small fundraisers.

And, in time, often become donors themselves.

At Navjyoti, many of our long-standing supporters began as volunteers. Their enthusiasm carried our seeds of impact into new gardens — new homes, new offices, and new hearts.



Alumni:

The Perennials of the Garden

Every garden has its perennial plants, those that bloom year after year, proving that good soil never forgets its seeds. For Navjyoti, those perennials are our alumni.

Each child who studied in our classrooms, each youth trained in our skill centres, and each woman who joined our self-help groups represents a life that continues to blossom long after the initial planting season. Their stories are the most vivid flowers in our garden. They show our donors, partners, and well-wishers what true growth looks like.



Alumni help the garden flourish by:

Sharing testimonials that inspire others to give.

Speaking at donor visits and events.

Mentoring current students and guiding new saplings.

Connecting organisations or networks to support.

Returning, in time, to plant new seeds as donors themselves.

When alumni say, "This organisation shaped my life," it is more than nostalgia. It is the living evidence of transformation. Their journeys don't just validate our work; they make others believe in it.

Learners:

The Roots that Hold the Soil

In gardens, the roots are unseen, yet they hold everything together. Similarly, in fundraising, learners are often invisible in discussions about donors and strategy, even though they are the very reason the garden exists.

At Navjyoti, we see learners not as recipients but as the foundation of our work. The people because of whom the garden is actually able to grow.

When our learners and community members welcome donors into their homes, share personal growth stories, lead local initiatives, participate in events, and express their gratitude authentically, **they strengthen the roots that keeps trust standing.**



Donors may be attracted by reports and data, but they stay because of what they see: people whose lives have taken root and are growing strong. By empowering learners to take ownership, the garden becomes self-sustaining, its soil enriched by the very lives it has helped nurture.

Government:

The Sunlight of Legitimacy



No garden can thrive without sunlight. It gives direction, energy, and structure. In our ecosystem, government partnerships are that sunlight.

Even when not directly funding programmes, the government's presence adds warmth and legitimacy to everything we do. It signals to donors that our garden grows on solid, ethical ground.

Partnerships with government departments, district administrations, and local authorities bring:

1.

Credibility:

Like sunlight revealing the true colours of every bloom.

2.

Compliance:

Ensuring our roots follow ethical and statutory pathways.

3.

Collaboration:

Helping programs reach wider ground.

4.

Scalability:

Allowing new gardens to sprout across regions.

The Government is our stabiliser: steady, consistent, and vital. Its light helps all other relationships grow stronger and surer.



Staff and Internal Teams: The Gardeners Behind the Scenes

No matter how rich the soil or how bright the sun, a garden still needs gardeners, the people who care daily, prune gently, and take pride in every new leaf.

At Navjyoti, our staff and internal teams are those gardeners. They ensure that every donor interaction is handled with warmth, that data is cared for like seeds, and that transparency is maintained like clean water.

When staff members:

- Respond promptly,
- Maintain accurate records,
- Engage donors with sincerity, and
- Embody the values of integrity and empathy,

they keep the garden thriving.

A culture of stewardship within the organisation is what sustains long-term trust. Every polite email, every report delivered on time, every smile during a donor visit — these small acts together form the invisible irrigation system of the ecosystem.





Conclusion: The Garden That Grows Itself

The strongest gardens are those that can survive without daily watering — not because they are abandoned, but because their soil, roots, and ecosystem are healthy enough to sustain life.

In the same way, the strongest organisations are those that continue to grow even when one fundraiser, donor, or leader steps aside.

A well-built fundraising ecosystem amplifies through natural pollination, sustains us with deep roots, provides sunlight and energy to our plants, and maintains our garden with love and care. When every aspect of the ecosystem works harmoniously, from volunteers to learners to donors to staff, stewardship stops being a task and becomes a culture.

And when fundraising becomes culture, the garden no longer depends on one individual's contributions. It grows, joyfully, abundantly, and forever.

SECTION C

THE LEDGER OF INTEGRITY

**The best practices in Finance,
Accounts and Administration**

INTRODUCTION

Every organisation aspires to create change, but only a few sustain it across decades. Impact that endures is never accidental. It is built on systems that are sound, **ethical**, and rigorously maintained. At Navjyoti India Foundation, the Finance, Accounts and Administration functions form that backbone. They are not merely operational mechanisms; they are the structures that hold up the institution's **integrity, public trust, and long-term credibility.**

This section highlights the journey of witnessing the process firsthand, learning and exploring the essential practices that define Navjyoti's internal excellence. This journey, spanning governance, accounting, compliance, budgeting, human resources, and institutional ethics, operate together like an intricate but well-designed map. Each segment strengthens the next. Each control reinforces another. And together, they create a system that ensures every rupee is honoured, every process is traceable, and every action is aligned with the organisation's mission.



THE *Foundation* OF THE HOUSE

When anyone first walks into Navjyoti India Foundation, they expect to learn about programmes, communities, and fieldwork. What they do not expect is to be drawn into the quiet, powerful world of Finance, Accounts, and Administration.

The first experience comes when they are asked to attend a Governing Board meeting. The Board carefully reviews delegation of powers, verifies approval matrices, confirms signatory authorisations, and checks the schedule for policy reviews to ensure alignment with statutory and donor norms. They ensure that segregation of duties is maintained, multi-level verification takes place and that all authorisations are backed by documentation. They study the latest internal audit report, which was conducted quarterly by an external firm, with follow-up on compliance actions.

They review the procedures of the organisation, including the **Ethics and Code of Conduct** Procedures, the Internal Quality Audit Procedures, and the Procedure for Preventive Action, ensuring that they are institutionalised to inform decision-making, identify risks, ensure timely corrective actions, and enhance continual improvement. The structure of the organisation remains **non-hierarchical**.

And this is how we keep the foundation strong.

**Institutions endure not through hierarchy, but through integrity
—where ethics guide action and power is shared, not hoarded.**

WHERE *Numbers* TELL THEIR STORY

Later, when working on a project report, one can see how Navjyoti's accounting system functions like a perfectly laid-out map.

One can watch as the team navigates seamlessly between:

1

Double-entry accrual-based accounting in Tally ERP with separate cost centres for each project and donor

2

Voucher-backed and policy-compliant entries with appropriate supporting documentation

3

Monthly bank reconciliation statements being prepared and reviewed

4

Fixed Asset Registers being maintained with scheduled physical verification

5

Monitoring Internal Audit Trails and Preventive Checks for financial transparency

6

Strict adherence to ICAI standards, Income Tax rules, and FCRA regulations

When a donor asks for project-wise financials, the Accounts Executive generates donor-wise reports with clarity and speed.

One can see numbers not as digits, but as disciplined stories.

WALKING THE CORRIDORS OF *Compliance*

And then comes the compilation of statutory files: the annual **Income Tax Return**, the **FCRA FC-4**, and the **CSR-1**. The accounts team prepares the Fund Utilization Certificates, create Financial Reports, and design Project-wise Statements in donor-prescribed formats. Simultaneously, they check that the 80G & 12A Registrations are in place, all while dropping a quick email ensuring that audited accounts and Annual Reports are up-to-date on the website.

Then, the Accounts Executive hands over a file labelled Whistle Blower Policy. "This," they say, "must always exist, so that integrity has a place to speak." One can realise compliance isn't just an obligation, it's assurance.

THE *Art* OF PREPARING FOR TOMORROW

During budgeting season, one can witness another layer of the system. Finance and programme teams sit together, combining cost estimates with ground realities. In meetings, teams review alignment with donor guidelines, revisit assumptions, and refine numbers.

Each month, a **variance analysis** is conducted, identifying deviations, if any and supporting efficiency. There is a **Sustainability & Reserve Fund**, designed for contingencies and long-term stability. "This is how an institution survives decades," the team says. "By planning for tomorrow."

Navjyoti's budgeting is **participatory, built on ground realities**, data-driven, and donor-aligned.

THE MOVEMENT OF *Money*

Next, comes the payment workflows. When one witnesses how money actually moves through the organisation, one realises how deliberate the process feels. One would have always imagined financial transactions as quick approvals, swift signatures, and immediate transfers. But here, nothing moves without purpose. Every rupee travels through a system designed not for speed, but for security, accountability, and traceability. When one understands the review payment workflows, one can notice the precision built into every step:

1

Funds, including all receipts and payments, are routed strictly through banks.

2

Cash transactions are restricted to permissible limits

3

All payments done through cheques and online transfers require dual signatories

4

Separate FCRA bank accounts and ledgers are maintained

5

Investments follow a Board-approved policy, using only nationalised bank instruments

6

Preventive actions and internal checks are built into every step, minimising operational and fraud risk.

“This is why partners trust us. Our systems keep their confidence.”

One can note that the movement of money here is not simply about transferring funds. It is a reflection of values. It is a demonstration of responsibility. It is a commitment to ensuring that every donor rupee reaches exactly where it was intended.

THE RESPONSIBILITY OF EVERY *Purchase*

A major procurement exercise gives a closer look at the organisation's operational discipline with purchases.

The Procurement Process includes:

Obtaining a minimum of three quotations.

Preparing comparative statements.

Validating vendor/supplier empanelment with periodic review and performance evaluation.

Assigning code to each new asset and maintaining an asset register/database.

Maintaining centre-wise inventory registers for consumables, IT equipment, and other materials.

Overseeing Facilities Management, including preventive maintenance, safety audits, and environment-friendly procurement.

When an asset reaches the end of its life cycle, one can observe the procedure for policy-based disposal with Governing Board approval.

"It's not about buying," the Procurement Officer says. "It's about stewardship."

THE PEOPLE SIDE OF *Administration*

It doesn't take long for anyone to notice that while the finance team safeguards numbers, the Administrator safeguards people—and the systems that support them. This side of the organisation feels quieter, softer, and yet just as structured as the financial pathways.

The Administrator oversees:

- 1 Recruitment, appraisals, and code of conduct being enforced following the HR Policy Manual.
- 2 Monthly attendance reconciliation, payroll verification, and statutory deduction compliance (PF, ESIC, TDS).
- 3 Transparent annual appraisal and increment cycles managed with board insight.
- 4 Energy-saving and eco-conscious administrative processes such as digitisation of records and control of inventory.

One realises that the people side of administration is not just operational, but emotional.

It is the part of the organisation that ensures **every staff member feels supported, protected,** and grounded in a system that **values fairness and clarity.**

And in that structured care, one can see yet another pathway of integrity. One built not on numbers or approvals, but on people.

Preserving THE INSTITUTIONAL MEMORY

When one visits the documentation room, one finds a striking sense of order:

- All financial and administrative data maintained digitally/physically with restricted access rights.
- Weekly backups and document security protocols in place.
- All MoUs, donor agreements, and statutory filings archived systematically.
- A data retention policy of 8–10 years ensuring institutional memory.

"This is how we remain audit-ready at all times," the Administrator explains. The memory is not nostalgia here, but a structure.

THE CYCLE THAT *Strengthens* THE SYSTEM

Our Finance–Programme Review Meeting is conducted monthly at the senior management and board levels, with candid discussions about:

- Performance dashboards
- Fund flow updates
- Expenses undertaken
- Milestone achievements
- Donor audits
- Third-party evaluations
- Action Taken Reports (ATRs), which record corrective actions taken and shared with leadership

"This is our monthly monitoring. Not just checking, but improving." And one can sense the rhythm of continuous growth.

THE VALUES THAT *Hold* EVERYTHING TOGETHER

One doesn't fully grasp the depth of Navjyoti's values until one afternoon, when one pauses in front of a series of framed policies displayed along a quiet office corridor. Anyone would have walked past them before without much thought, but now, after understanding the governance, accounting, procurement, and administrative systems, one can begin to see them differently.

There are:

- **Anti-corruption guidelines**
- **Whistle-blower protections**
- **Gender equity commitments**, which is also reflected in recruitment and leadership roles
- POSH compliance and **Grievance Redressal** Procedures
- The **Child Protection Policy**
- **Environmental commitments**, including reduced paper usage, solar energy adoption, water conservation, and green office spaces
- **Diversity and inclusion practices**
- A **commitment to upgrading systems and learning** to match global standards

One realises every pathway, whether it's finance, accounts, administration, procurement, or HR, flows from these values.

Policies for us are ethics turned into action.



CONCLUSION

Behind every successful programme, is a structured pathway built by Finance, Accounts and Administration.

Its a path where governance is disciplined, accounting is transparent, compliance is timely, procurement is fair, HR is equitable, documentation is immaculate, and ethics are lived.

Navjyoti's Finance, Accounts & Administration systems are not just operational processes. They are the organisation's **ledger of integrity**, the silent architecture that has sustained trust for more than three decades.

And when one understands these pathways, one understands the institution itself.



ABOUT NAVJYOTI INDIA FOUNDATION

Navjyoti India Foundation, an esteemed non-profit organisation established in 1987, has dedicated itself to serving the marginalised segments of society, empowering them to lead lives of dignity and quality. Formally registered in 1988 by the esteemed Dr. Kiran Bedi, first woman IPS officer and recipient of Magsaysay Award, along with 15 other like-minded officials, our primary objective was to prevent crime through social development.

Our vision extends beyond addressing socio-economic inequalities, aiming to enable vulnerable communities to become self-reliant. We strive to mobilise and empower children, youth, and women, encouraging them to combat illiteracy, ignorance, and gender discrimination. By developing tailored solutions, we effectively respond to the specific needs of our community, continuously adapting to meet their ever-changing demands.

With a bottom-up approach of inclusive and sustainable development, we run interventions in Child Education, Skill Upgradation, Community Development, Women Empowerment and the Environment Programmes.



Contact Us



Khasra No. 99, Majri Karala, Main Kanjhawala Road,
Near Rohini Sector-22, Delhi-110081, India



+91 88007 71445 / 1446



info@navjyoti.org.in



www.navjyoti.org.in