



10 YEAR JOURNEY

INNOVATION, TRANSFORMATION AND IMPACT





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Message from the Chairperson



Swasti is a reflection of the vision and commitment of a dedicated group of young professionals, who are determined to make a difference. Their passion and self-belief are infectious and, frankly, I cannot wrap my mind around all the challenges they manage. I personally believe that this success story is the outcome of visionary leadership. I would not like to single out anybody but I must rather emphasize the power of the collective.

I would personally like to see Swasti not only being recognized for their ability to influence outcomes with the strength of their intellectual capability, bolstered by their enormous depth of experience and proven ability to demonstrate that they do know what they are talking about, but also for their ability to show that ‘it can be done’!

I’m privileged to be a member and chairperson of the Swasti Board. I will continue to offer my support and best wishes and act as a mentor in all sincerity to help the wonderful community of resources that Swasti represents.

—
NANDLAL NARAYANAN

*Chairperson
Swasti*

Message from CEO and President



Swasti was a dream... and a decade later, it’s a great feeling to see the dream evolving. We had envisioned Swasti as an organization that would transform the lives of the most marginalized communities by ensuring their access to quality health care. Our dream has taken us to all parts of India and more than 20 countries where we have touched lives positively, by facilitating policy change and improving the quality of programs.

Over the years Swasti has developed innovative models that have impacted communities, with some gaining international recognition. We have been able to support governments, donor agencies, foundations, and large programs through technical assistance in program management and resource mobilization that have helped make several valuable improvements in public health systems.

While this journey has given us immense satisfaction, we have faced several challenges and failures along the path. Some of the models developed did not succeed. Others have and are being scaled up. Not finding sufficient staff with attitude and commitment has affected expansion. However those with us, particularly the core staff, have stayed for over a decade, being the pillars.

I take this opportunity to thank our partners and stakeholders who have been part of this journey. I thank all our Board Members for their guidance and support all through these years. Our achievements were possible with the dedication and selfless work of all my colleagues – those who are with us and those who have moved on.

This book tries to capture glimpses of Swasti’s work in the last decade. We dedicate it to all the communities and partners we have worked with. As we present this book, I wish to see Swasti continue to transform programs and policies and thereby improving lives, particularly of the most marginalized communities.

—
SHIV KUMAR

*CEO and President
Swasti*



Transforming a dream... into reality

In 2002 Catalyst Management Services (CMS) set up a not for profit organization, Catalyst Development Initiative (CDI), to incubate ideas in development.

Swasti was one such idea. For two years CDI provided the institutional framework and guidance to move **Swasti** to a level where it could operate independently, and in 2004 the Board of CDI felt that **Swasti** had the requisite experience and recognition to be able to function as an independent organization.

Swasti was registered on 15 May 2004.

With more than a decade of service, **Swasti** has been successful in innovating, transforming, and impacting lives of people in the most marginalized communities while also influencing policies and programs. This book describes some key milestones of **Swasti's** journey.

Touching Lives... Transforming Communities... Impacting Development...

***Swasti** has touched, transformed, and impacted the lives of several thousands of people, including the most marginalized.*





Transformation of Individuals and Communities

Swasti believes in the ability of individuals and communities to evolve into agents of transformation and progress...

Swasti has had the unique opportunity to work with various communities and individuals, inspiring them to believe in themselves is a part of their journeys in making their dreams come true.

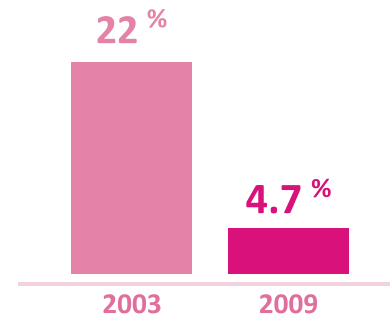
A partnership that has bloomed:

Swasti's journey of change with Swathi Mahila Sangha (SMS), a collective of female sex workers in Bangalore, has been about transforming and building a robust organization, using a variety

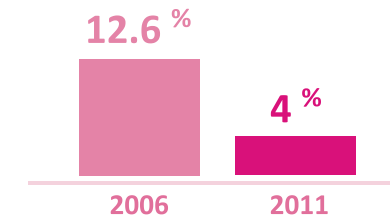
of innovative methods of capacity development including shadow leadership, Organizational development interventions and strengthening project management systems.



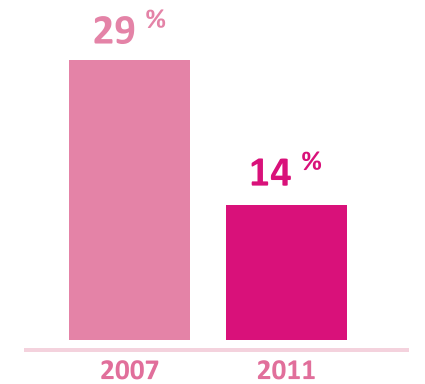
In 2005, **Swasti** partnered with **SMS** and together they touched the lives of more than 12,000 women sex workers in Bangalore. The partnership built a world-class model for empowering women sex workers and thereby addressing their risk and vulnerabilities to HIV. This transformation was achieved through the incredible leadership and participation of women in sex work.



Decrease in **HIV prevalence** among Women Sex Workers in Bangalore (Sentinel Surveillance and IBBS, KHPT)



Decrease in **Sexually Transmitted Infections (STI)** prevalence among the Women Sex Workers (IBBS, KHPT)



Decrease in **experience of physical violence** (beating) and **forced sex** among the Women Sex Workers in Bangalore (Polling Booth Survey (PBS) , KHPT)

- Swathi Jyothi, a community managed cooperative ideated and supported by **Swasti** along with Vrutti Livelihoods Resource Centre, enables financial inclusion and facilitates social protection for women in sex work in Bangalore. Formed and registered in September 2007, it has over 8,000 members and a turnover of INR. 96 million. It was recognized

as one of the best co-operatives by the Karnataka State Federal Cooperative Limited in 2012 and as the Best Urban Community Micro Enterprise in India by the Citi Foundation, USA, in 2012.

- SMS contributes to broader development and welfare goals of women in sex work through

alcohol de-addiction programs (1,846 treated), anti-trafficking work (67 rescued), creation of alternative livelihoods to reduce dependence on sex work, support for sex workers' children's education, vocational training, addressing of nutritional needs of HIV infected sex workers, and capacity building of individuals, groups and institutions.



Swasti was recognized at the ‘Capacity is Development Knowledge Fair 2010’ conducted by United Nations Development Program (UNDP) for its work with community-based organizations. **Swasti** was one of the top three finalists shortlisted for a model presentation at Global Event in Marrakech, Morocco.

Life Skills Development:

Swasti has grown from being the implementing partner for GAP Inc. in India to being its International Quality Assurance partner on the Personal Advancement and Career Enhancement (P.A.C.E.) program – cited in ‘Forbes’ online magazine in March 2013. The Impact Assessment Study on the program showed that P.A.C.E.

yields high returns for women and businesses. The evaluation report states that voluntary education and training programs for women garment workers help to boost their self-esteem, confidence to address issues at work and home, and their overall performance.



Swasti is implementing the Women in Factory program in India with the support of Wal-Mart Foundation. The key focus of the program is to empower about 60,000 women working in about 150 factories across the world. **Swasti**, as a lead partner, reaches around 9,500 women and 1500 men working in 30 factories in three states of India (Karnataka, Tamil Nadu and Gujarat).



Access to Entitlement and Social Protection:

Swasti, supported by Department of AIDS Control (DAC) and UNDP India, worked on promoting Social Protection models in India through the Utkarsha project. The purpose of the initiative was to develop effective, efficient, and scalable models focused on vulnerability reduction and AIDS impact mitigation. The initiative worked with the Key Populations of FSWs, MSM, TGs, PWID and PLHIVs in three states of India. The **single-window model that was set up through the Utkarsha project aimed at increasing access to Social protection schemes**, track who benefit and who does not, advocate changes in the program to make schemes key-population friendly and provide legal protection to those in need.

From **January to December 2012**, **Swasti** reached out to more than **20,000 PLHIVs/KPs**

More than **3,000 persons** were able to **secure schemes** worth **\$1.5 million**.

Swasti’s work with PLHIVs:

Swasti’s engagement with People Living with HIV (PLHIV) has ranged from empowerment of individuals and their families to facilitating access to comprehensive medical, social, financial and psychological care, legal support, social protection schemes, etc. **Swasti** has worked on the issue of stigma by evolving an innovative model that was recognized as good practice by the **World Bank sponsored South Asia Regional Development Market Place**.

Swasti has also supported PLHIV sex workers to form their own registered society, called **Swathi Spoorthi**, (reaching to approximately 500 PLHIV sex workers) and helped them set up a nutrition supplement production unit called **Swathi Savi**. **Swasti** also works closely with the Karnataka Network of Positive People (KNP+) and provides them with capacity building and organizational development support.

“The journey with **Swasti** in these 10 years has been great for me. The passion and the commitment I have experienced during my association with them are amazing and that has completely changed my view towards life. **Swasti** gave me the courage to face society from scathing comments. Whenever I had to take tough decisions, I looked to **Swasti** for guidance. I have emerged as a PLHIV leader and taken many difficult decisions because of timely guidance from **Swasti**.”

SAROJA P

KARNATAKA NETWORK FOR PEOPLE LIVING WITH HIV/AIDS (KNP+)



Stigma Reduction in a Gram Panchayat:

Nandi Gram Panchayat, which is located in Chikkabalapura District of Karnataka, was chosen for model-building on engaging Local Self Government in reducing HIV-related stigma and discrimination in the village. The initiative sought to identify and build Panchayat leaders and other influential stakeholders as ‘Stigma Busters’. **Swasti** identified and trained 73 people as Stigma Busters in five villages of Nandi Gram Panchayat and this initiative led to the Panchayat passing a resolution to protect the PLHIVs against stigma and discrimination.

Community Water Plant:

Thimmampalli Gram Panchayat, situated in Bagepalli Taluk of Chikkabalapura District in Karnataka, is affected by fluoride contamination, making ground water unsuitable for drinking. **Swasti** in partnership with the Gram Panchayat has set up a Community Water Plant, to provide safe and potable drinking water to 24 villages.

Building Capacities

“Swasti predominantly uses capacity building, goal setting, real delegation, open-door philosophy, regular reviews, direct feedback, and accountability as expressions of its work culture and practiced leadership style. This ensures people build their own ladders to move to more responsible roles and assignments.”

**WG CDR (RETD.) PRN MURTHY, VSM,
CHIEF TRAINER AND MANAGING DIRECTOR,
GM ACADEMY FOR LEADERSHIP SKILLS (P) LTD
AND BOARD MEMBER OF SWASTI**



Swasti has built the capacities of development professionals, community groups, and institutions in South Asia and Southeast Asia region through a variety of capacity building methods that include shadow leadership, training, learning exchange program, mentoring etc. Swasti has been also involved in conducting Capacity-Building Needs Assessment (CBNA) studies.

Capacity Building Examples

Assessing Needs

- Conducted Capacity Building Needs Assessment for Key facility Managers of Kerala Health Department
- Capacity Building Needs Assessment Study of State Level Networks of PLHIVs in India
- Capacity Building Needs Assessment for Karnataka State AIDS Prevention Society (KSAPS), India
- Capacity Building Needs Assessment for Trainers and Master Trainers on Life Skills Education at factories across India, Sri Lanka, Bangladesh, China, Vietnam and Indonesia

Developing Capacity Building Plan

- Developed Capacity Building and Technical Assistance Plan for North East India for the Joint UN Plan for HIV and AIDS
- Developed and implemented Capacity Building Plan for NGOs implementing Targeted Intervention and Care and Support programs in Karnataka, India
- Developed and implemented Capacity Building Plan for Master Trainers in India and Sri Lanka, on Life Skills Education in work place
- Developed and implemented Capacity Building plan for trainers from NGOs and factories in India, Bangladesh, Sri Lanka, China, Vietnam, Indonesia, and Cambodia on Life Skills Education

Implementing Capacity Building Initiatives

- Capacity building and organizational development of Swathi Mahila Sangha – collective of women in sex work in Bangalore, India
- Project Directors of State AIDS Control Societies in India on HIV Program management skills
- Global Fund Proposal Writing skill training - Integrating HIV and SRH for IPPF partners from India, Nepal, Sri Lanka, Iran, Pakistan, Afghanistan, Bangladesh, and Maldives held at Colombo, Sri Lanka
- Global Fund Proposal Writing for Round 11 call for proposal for key consultants of Technical Support Facility (TSF) – South Asia held at Dhaka, Bangladesh and TSF – South East Asia Pacific in Kuala Lumpur, Malaysia
- 6 Days training workshop on Global Fund programs, concepts and systems of supportive supervision and on working with Key Populations (FSW, MSM, TG, PWID) to the staff of National Centre for AIDS and STD Control, Nepal
- Pragati as a learning site has facilitated learning and exposure visits of more than 1000 visitors who include community organizations, National AIDS Program officials and Ministers from several countries

Evaluating Capacity Building Initiatives

- Operation Research for Documenting Training Models in the Six High Prevalence states for HIV response in India

Building Evidence

Swasti has developed several path-breaking tools and methodologies for effectively gathering evidence at various stages of development programs.

Formative Research Methods and Tools:

Geographical mapping is a methodology tested and implemented across India to estimate the number of Key Population Groups (Female Sex Workers, MSM, Transgender and Persons Who Inject Drugs) operating in a particular geography. **Swasti** has developed and tested this methodology. Over the past decade, it has mapped Key Population Groups in 25 states in India – covered more than 337 districts, 24,305 towns/villages, and over 813,700 respondents belonging to Key Population Groups. Besides, the methodology has been also used by partners in Pakistan, Afghanistan, and Canada.

Cross-sectoral Research:

Swasti has credibly established a strong linkage between disaster and HIV through a cross-sectoral study done in Tsunami affected districts of India with the support of Oxfam International. This led to the integration of sexual and reproductive health into disaster response.

Impact Assessment

Swasti has conducted Impact Assessment of Balasahayoga Programme, a comprehensive care and support intervention for children infected and affected by HIV and AIDS in Andhra Pradesh. The five-year program was implemented by Family Health International (FHI) with funding from Children's Investment Fund Foundation (CIFF). **Swasti** conducted the impact evaluation study in over three years, in partnership with Royal Tropical Institute (KIT) Amsterdam.

Quantitative and Qualitative Research Tools

Several methodologies have been developed and used by **Swasti** in order to get good quality evidence. Polling booth method, outcome monitoring tool, tool for estimation of children affected by AIDS, measuring vulnerability among adolescents at risk, etc. are some examples.



“Organizations like **Swasti** provide a reliable address of quality, clarity, commitment, accountability, and professionalism... As a staff member of Oxfam America, I had the opportunity to work with **Swasti** for our joint research project post the Tsunami, on sexual health issues and AIDS vulnerability in India. This unique and pioneering socio-psychological study was conducted by **Swasti** with remarkable social intelligence, sensitivity, and rigorous research methodology... The output of this research has been globally disseminated and appreciated among humanitarian organizations. The knowledge and tools developed for this research have significantly helped us in our subsequent program designs and training curricula...”

**HARI KRISHNA NIBANUPUDI, ACTION AREA TEAM LEADER-DRR,
WATER AND HAZARDS, INTERNATIONAL CENTRE FOR INTEGRATED
MOUNTAIN DEVELOPMENT**

“To me, research and practice are two wings on which knowledge takes flight. I have had the opportunity to work with several organizations. Very few bring the combination of deep commitment to making an impact at a practical level and yet being genuinely interested in finding out what works and what does not. This is what makes the **Swasti** team special... Trying to do sound research in projects run by **Swasti** is the dream for many like me. The team and the CEO cares about being intellectual leaders as much as they care about being implementation pioneers..”

**DR. PARTHASARTHY KRISHNAMURTHY, PROFESSOR,
UNIVERSITY OF HOUSTON**



Influencing Programs

“Development professionals and organizations are known for growth coupled with adaptations. Here is a story of a visionary who has magnetic powers to influence the thoughts and deeds of others, culminating in positive energy that contributes to the betterment of society... I am trying to have a pen picture of an organisation which has become synonymous with a person. **Swasti** and Shiv... I must highlight three things about them, which have had a lasting impression on me:

- Designing skills in planning process
- Emphasis on skill-development of human resources to make them capable of taking up any challenge
- Continuous effort for self-evaluation and refinement”

(LATE) MR. KRISHNA KUMAR, FORMER FINANCE CONSULTANT, NACO





Some Key India-Specific Contributions

- Developed the migrant HIV prevention policy and guidelines for Department of AIDS Control (DAC) in India
- Developed and designed HIV-sensitive social protection program in India in partnership with Department of AIDS Control and UNDP
- Helped to develop the Link Worker Guideline during National AIDS Control Program Phase- III
- Contributed to the development of various strategies of National AIDS Control Program Phase IV (NACP-IV): Mainstreaming Strategy, Rural Intervention strategy, Targeted Intervention for Female Sex Workers, HIV Sensitive Social Protection, etc
- Conducted reviews of health departments in Andhra Pradesh, Madhya Pradesh, Odisha, etc and helped in the health sector reforms through strengthening health systems

Some Key International Contributions

- Developed the National Targeted Intervention Guidelines for Nepal's National Centre for AIDS and STD Control (NCASC) with support from the World Bank
- Contributed to developing the big city HIV prevention intervention model for MSMs in Philippines
- Reviewed and developed the Philippines National Strategic Plan for AIDS- Medium Term Plan IV (HIV Country Strategic Plan)
- Prepared the Universal Access Review Report of Nepal for NCASC and UNAIDS
- Completed the gap analysis of the Zanzibar AIDS Program and helped in re-programing
- Influenced design and improvements in Asia Pacific Leadership Forum, AIDS data hub and The Global Fund projects, through reviews
- Contributed to the global strategy of reducing HIV among young people by developing a business case on HIV and Young People for UNAIDS
- Prepared the SAARC regional strategy on HIV and AIDS for 2013 to 2017 period

Improved Efficiencies and Effectiveness

Swasti has contributed to improving the efficiencies and and effectiveness of organizations working in the development sector, with particular focus on health.

Efficiencies and Effectiveness of partners and sectors

Improved - Design, decision making, efficiencies, delivery system, knowledge

Increased - Resources, capacities, application of technology, networking, alliances

Reduced - Costs, conflicts

Better - Recognition, targeting

Support - Convergence, reflection

Facilitate - Partnerships, Access

This has been largely done through technical and management support provided to grassroots level organizations, NGOs, bilateral and multilateral organizations, government departments; in order to improve their efficiencies in operation and effectiveness in results. In the last decade, **Swasti** has implemented more than 150 such assignments of strategic importance. Below are examples of key assignments that **Swasti** has undertaken.

Swasti was involved in improving the operational design and system of Technical Support Facility of UNAIDS, to streamline their technical support to country partners. Evaluation method was used extensively by **Swasti** to strengthen performance of partner organizations. These assignments include: Evaluation of AIDS data hub of UNAIDS and recommendations for effective redesigning, Review of National AIDS Control Program in Philippines, National Rural Health Mission impact evaluation in India etc. **Swasti** also supported United Nations Office on Drugs and Crime (UNODC) in developing a monitoring and evaluation framework for the H-13 project implemented in Pakistan, Bangladesh, Maldives, Sri Lanka, Bhutan, and Nepal.

Raising Resources

Swasti has helped Afghanistan, India, and several Southeast Asian countries raise close to \$343 million dollars for AIDS and Malaria programs.

Swasti team was involved in preparing case study publications for Global Fund for AIDS, TB and Malaria (GFATM) on the themes- ‘Country Coordinating Mechanism (CCM) Funding in Cambodia’, ‘Governance and Civil Society Participation in Cambodia’, ‘Harmonization and Alignment: Cambodia’, ‘Governance and Civil Society Participation in India’. This was done with the support of TSF South East Asia and Pacific.

Swasti provided technical support to Malaysian AIDS Council (MAC) with grant negotiation and contract signing with the Global Fund.

Swasti team also provided support in developing a plan document for North East Regional Office of NACO and developed Technical Assistance Needs Assessment Plan (TANA) for the Joint UN initiative in the North East.

Swasti set up the Supportive Supervision Team (SST) in Karnataka to enhance the capacity and performance of Civil Society Organizations (CSOs) implementing HIV prevention and Care and Support program, by improving access to training, providing monitoring support, facilitating learning and sharing and strengthening project systems within the CSOs.

Swasti Supported Department of AIDS Control (DAC) and UNDP India in organizing Inter-Ministerial Conference on Mainstreaming HIV in India in December 2012. This was strategic piece of work that contributed to strengthening the mainstreaming effort of DAC with approximately 20 Ministries in India.

“It has been a pleasure working with **Swasti** – the staff is technically qualified, extremely committed, and accessible. What I really appreciate is that they adopt a flexible approach to achieve what their client needs. A case in point is Transition Funding Mechanism (TFM – The Global Fund) proposal development in Afghanistan. **Swasti** staff carried out a mission to Kabul despite deteriorating security conditions because their presence in the country was key to finalizing the proposal.”

**HARSHETH KAUR VIRK, PROJECT OFFICER
(DRUG DEMAND REDUCTION), UNODC**



Innovations

Swasti has been ahead of the times in evolving new ideas and experimenting with new development concepts. **Swasti** has been a pioneer on stigma reduction project with Gram Panchayat and has developed empowerment model of HIV prevention through the Pragati project in Bangalore. Some innovative achievements are listed below:

- **Swathi Nyaya Sanjeevani:** A rapid response system to address situations of violence and harassment experienced by women in sex work
- **Swathi Jyothi:** A self-reliant, community-owned, and regulated micro financial institution, providing access to critical financial services to women in Bangalore
- **Swathi Chethana:** An alcohol de-addiction initiative for women in sex work
- **Swathi Kanunu Mantapa:** Legal aid to sex workers
- **Swathi Spoorthi:** A collective of HIV positive women in sex work
- **Swathi Savi:** An initiative for improving nutritional intake of women in sex work, particularly focusing on those who are HIV positive
- **Swathi Mahila Sangha** Elections using Electronic Voting Machine
- **Swasti** also has developed several innovative tools like – Geographical Mapping, CSO Index, Outcome Monitoring Tool for Targeted Interventions, Reach Access Service and Products (RASP) tool, Polling Booth tool, Capacity Building Needs Assessment (CBNA) tool etc
- **Swasti** also co-leads the Centre for Health Market Innovation in India to document and promote innovative practices in market-based models for advancing health

“To me **Swasti** means fresh air and anybody looking for any new method of working can look to them.”

SUSANTA KUMAR SEN,
IAS (RETD.), EX-SPECIAL SECRETARY,
DEPARTMENT OF HEALTH
& FAMILY WELFARE, WEST BENGAL



Policy Shaping and Advocacy

Swasti has played key roles in initiating action towards influencing health-related policies in India.

- Implemented a three-year project in India, in partnership with PHFI and European Commission, to help, develop and implement human resource policies, strategies, and good practices in health
- Played a role along with other organizations to influence the drafting and tabling of HIV/AIDS Bill in India
- Developed Migrant and HIV policy for National AIDS Control Program in India
- **Swasti** in consortium with other development partners, successfully advocated with the Government of India, particularly the Drugs Controller General of India (DCGI), to lift the restriction on the sale of Zinc Sulphate which helps control childhood diarrhea

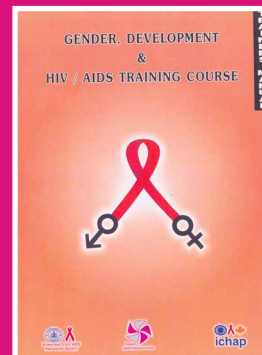
Network Facilitation

The ability to facilitate networking among multiple organizations is **Swasti's** strength. Some examples of network facilitation are listed below:

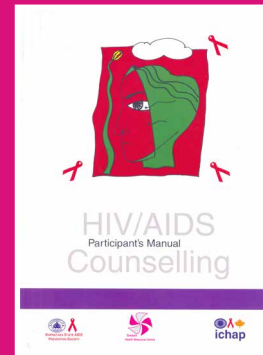
- With the support of USAID, **Swasti** set up the Centre of Excellence for Market based Solutions in Health, a platform to promote the practice area of market-based approaches and strategies in health
- Founded the Juvenile Diabetics Society, which provides information and services for juvenile diabetic community, and Network of Women's Equality and Equity (NWEE), a network of 10 community-based organizations of women in sex work in South India
- **Swasti** is a member of Global Health Workforce Alliance (GHWA). It is also part of the Asia Pacific Alliance (APA) for Sexual and Reproductive Health Rights

Sectoral Contributions

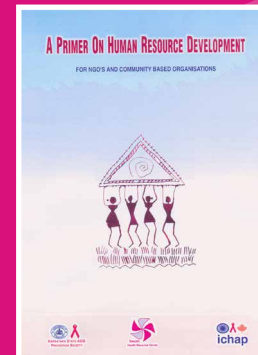
Swasti, through its work of more than a decade, has created and contributed to new knowledge, enhanced existing knowledge through its innovative models, technical support, research studies, and other initiatives. It has always strived to generate new knowledge, document, and disseminate within the sector. There are several such knowledge products that **Swasti** has proudly developed and published towards strengthening global development agenda, particularly the health agenda.



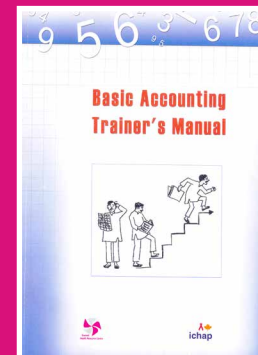
Gender Development & HIV/AIDS Training Course



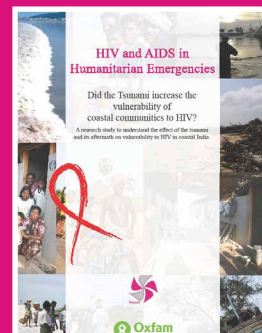
HIV/AIDS Counselling



A Primer on Human Resource Development



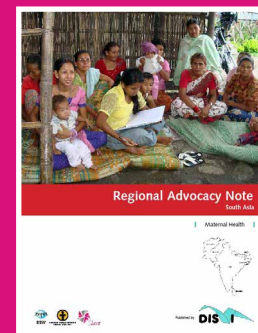
Basic Accounting Trainer's Manual



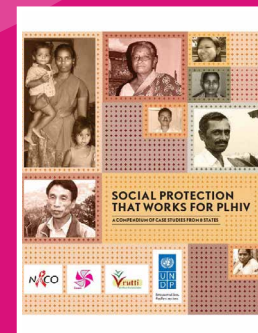
Tsunami Research



Planning for Human Resources in Health



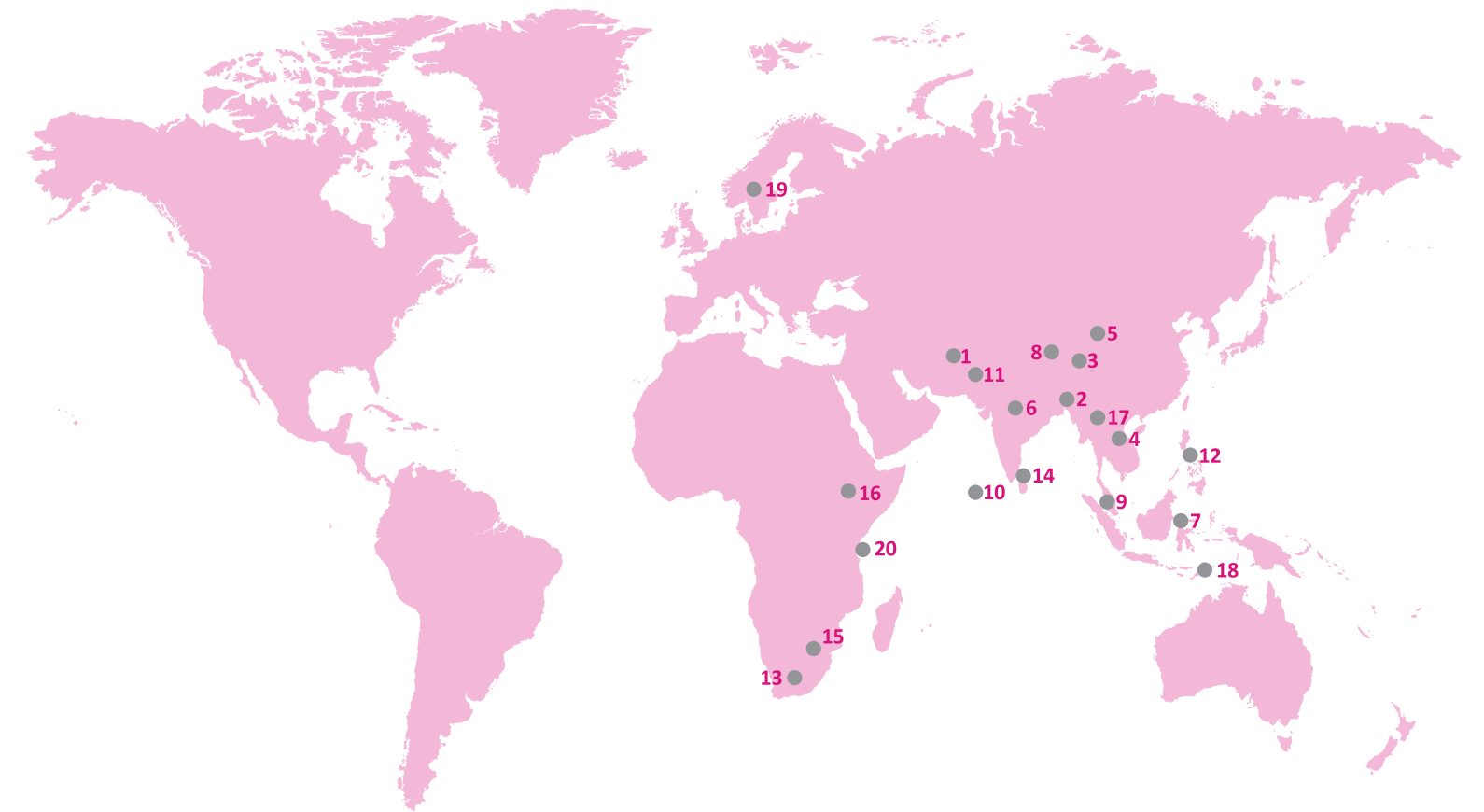
Regional Advocacy Note South Asia, Maternal Health



Social Protection That Works For PLHIV

Countries Reached

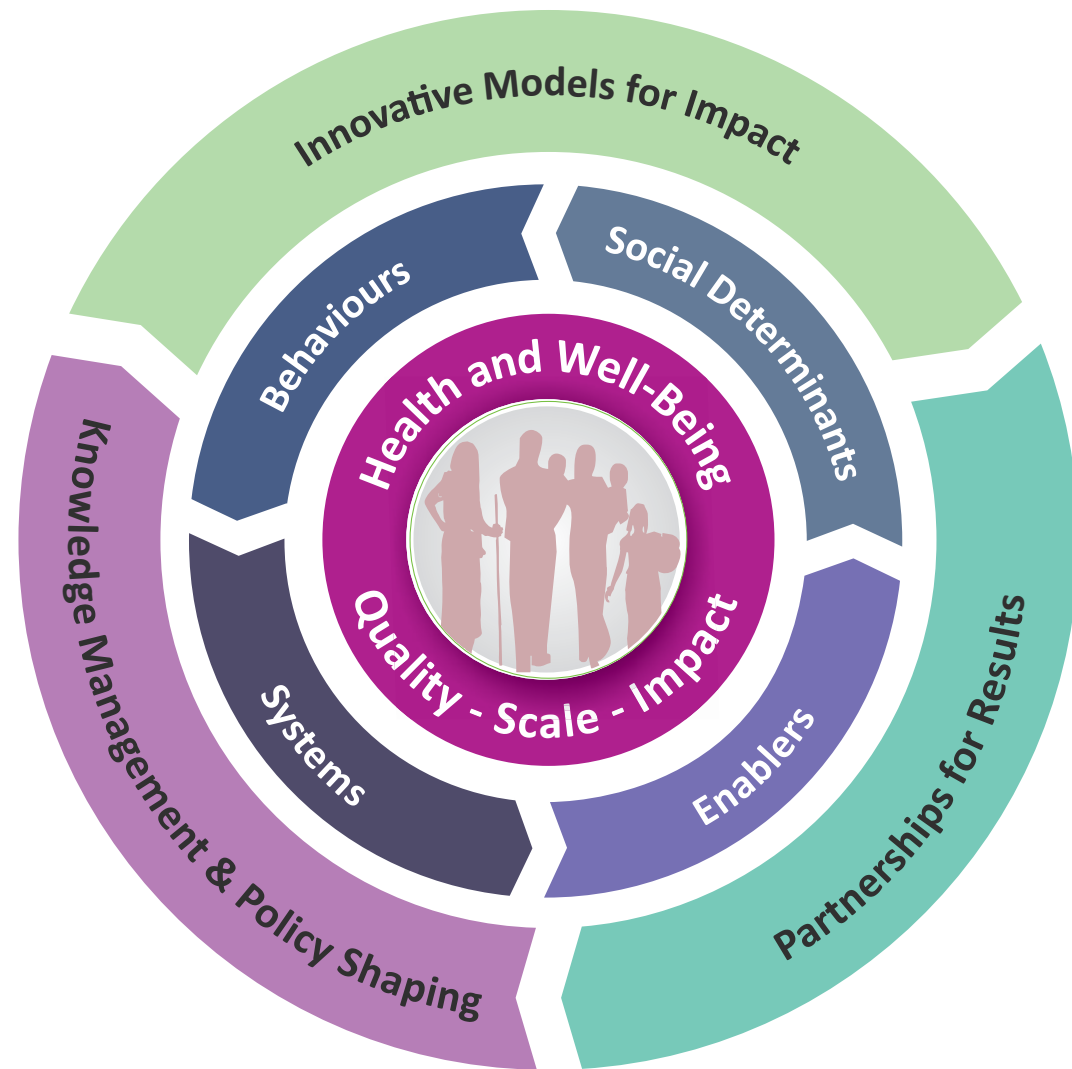
A world map and list of countries that **Swasti** has worked with



- | | | | |
|----------------|--------------|------------------|--------------------|
| 1. Afghanistan | 6. India | 11. Pakistan | 16. Kenya |
| 2. Bangladesh | 7. Indonesia | 12. Philippines | 17. Thailand |
| 3. Bhutan | 8. Nepal | 13. South Africa | 18. Timor Leste |
| 4. Cambodia | 9. Malaysia | 14. Sri Lanka | 19. United Kingdom |
| 5. China | 10. Maldives | 15. Swaziland | 20. Zanzibar |

What Made The Difference?

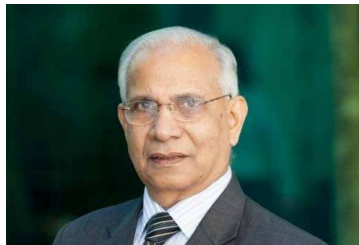
A strategic vision and goal



Thank you for being part of this journey:



Messages



I have known Swasti and its dynamic leader Mr. Shiv Kumar since the time I was leading India's national response to AIDS. I had the opportunity to work closely with them as the Regional Director of UNAIDS in Bangkok. Now as a member of the Swasti Board of Management, I have the pleasure of looking at the work of the organization from very close quarters.

Swasti is run by a young and committed band of public health professionals. It is a good business model for many civil society organizations to follow. Swasti has stayed focused on key issues like health system strengthening, stigma reduction and social protection in HIV/AIDS, anti-tobacco campaigns, and women empowerment. It has brought out innovative models for program delivery with larger focus on outcomes instead of processes.

I also understand that Swasti has joined the current national movement on prevention of all forms of violence against women and is in the process of developing innovative solutions to ensure social status and safety for them.

I wish Shiv Kumar and his dedicated team many fruitful years in Swasti.

J.V.R. PRASADA RAO

*Special Envoy on AIDS to the UN Secretary General
136, Classic Orchards,
Bannerghatta Road, Bangalore – 560076*



Swasti has become one of the most technically proficient organizations working in the field of health and social development. It has contributed significantly to the quality of implementation by providing the much-needed technical support and assistance.

It has worked with a range of CBOs, NGOs, faith-based organizations, bilateral and multilateral agencies, donors, academic institutions, private and government agencies. With experience at the grass roots and global levels, it has been a contributor to India's National AIDS Control Program.

I congratulate Swasti and hope it will continue its good work.

ARADHANA JOHRI

*Former Additional Secretary, Department of AIDS Control,
Ministry of Health and Family Welfare,
Government of India, New Delhi*



It is heartening to know that Swasti completes more than a decade of its service to humanity, especially in the field of health. Developed as a health resource center and with initial activity in southern India, it has moved forward and expanded its horizons to many countries in South Asia along with an elaborative presence in India. During the past decade, Swasti not only expanded geographically, but also in its work portfolio, which ranges from HIV/AIDS to Maternal and Child Health Services and Policy Advocacy. The ‘Pragati’ and ‘Chethana’ projects need special appreciation as they have helped in capacity building of women in sex work to respond to challenges that impact their rights, dignity, and quality of life. I congratulate the entire team of Swasti and wish them good luck for their future ventures.

—
DR AJAY KHERA

*Deputy Commissioner and Public Health Specialist
Ministry of Health and Family Welfare
Government of India*



Swasti is managing a challenging civil society project, which aims to improve human resources for health in the public sector with a focus on government workforce.

They have been working with intelligence, commitment, and professionalism along with Public Health Foundation of India (PHFI) to help the Central Ministry of Health and a few states, gain information and understanding on how to fix human resource management issues at different levels. Swasti and PHFI have mixed to the best possible effect - vision, planning, and openness to unexpected requests from State Health Departments, to provide inputs for improving health services for all.

—
LAURENT LE DANOIS

*Attaché
Delegation of the European Union to India*



Walmart and the Walmart Foundation have worked with Swasti since 2011, to empower women who work in factories in India. Prior to our work together, we had the opportunity to visit the Pragati project. Swasti had equipped and encouraged the women of Pragati to run the center. The women were enthusiastically providing services that had benefitted them. Their lives had changed. They took greater control of their health and lived a life of dignity and respect.

We wanted to work with a group that could empower women, help factory management, and create an enabling environment where development could be sustained. The Swasti team has been proactive, pragmatic, solutions-driven, skilled, innovative, thoughtful, understanding of human dynamics and relationships, humble, kind, inclusive, collaborative, and focused.

—
MR. RAJAN KAMALANATHAN

*Former Vice President of Ethical Sourcing
Walmart Stores, Inc*

Testimonials

“Swasti is a passionate organization working in the public health space... I am really proud to be associated with Swasti, because Swasti is a dynamic organization that values team work, demonstrates a strong ethical commitment to the client, and delivers on promises.”

S BALAKRISHNAN

*Regional Director-South
Vrutti, Livelihoods Resource Centre*

Swasti has made a big difference in the lives of the people they serve. Through innovative yet feasible projects, they have empowered young men and women to be productive and engaged with their communities.

MICHEL CARAEL AND AURORITA MENDOZA

International Consultants and Experts in HIV and AIDS

I can best describe the association and subsequent on and off interactions with CMS/ Swasti, as one of learning ‘how’ to implement community friendly public health initiatives, especially focusing on marginalized population. I have come a long way in both my professional and personal life. Many of these accomplishments in my life can be attributed to my learnings from CMS/ Swasti.

DR T L N PRASAD

*Technical Expert at NTSU, NACO
New Delhi*

For me working with the Swasti team brings to mind the following qualifications: creative thinking, rich discussions, team work, critically review processes, finding innovative ways and solutions for challenges, working hard in a very good atmosphere, lots of laughter, good food, hospitality, and working from heart with a big capital!

FRANÇOISE JENNISKENS

*Senior Public Health and HIV advisor at F. Jenniskens HIV and Health Advice
Netherland*

As the first Chairperson and Board member from inception, I am watching the organic growth of Swasti becoming a “BANYAN” tree, grooming many experts and becoming a centre of excellence not only in India, but also worldwide.

P RAJARETHINAM

Swasti Board Member and well wisher

I have worked with the Swasti team as partner, employee, and Board Member. From all three perspectives, the commitment of the organization to the marginalized is the stand-out feature.

REVATHI NARAYANAN

Swasti Board Member

What stands out for me, from all these years, was the dreaming exercise we had in 2004, when a group of us closed our eyes and imagined Swasti, 5 years from then. I was part of that exercise, and five years later when we took stock of the dream, it was incredible to see how a collective dream took shape.

—
SIDDHI MANKAD

Swasti Board Member

Swasti for me, is a dream. I have lived and experienced the dream for the last 10 years. The first visioning exercise was an eye opener- under a tree, dreaming to be one of the largest organizations working in healthcare. The experience changed the way I wanted to move on in my life. There have been times for me when the path was not so convincing but being part of the dream of 100 odd people, you rely on team strength. The dream is what binds the team together.

—
NITIN RAO

CEO, Catalyst Management Services

I will never stop appreciating the Swasti team who have always kept ‘community first’ approach and planned and designed all its programs and systems around it.

—
MAHESH DODDAMANE

Former employee of Swasti

In terms of the Swasti team, I feel they are better qualified and skilled to perform as expected by its clientele. Hence a person who has worked with Swasti gets better recognition across development organisations in India. The entire credit of the organisational growth goes to the head of the organization for leading the team and the team itself for taking every assignment as a challenge to perform to the best of their skills and professionalism.

—
S.B. SAOOR

Former employee of Swasti

Swasti is an organization that treats all its employees equally and provides continuous support at times of need. Work environment of the organization is very friendly.

—
DEEPIKA MASOOD

Former employee of Swasti

The team and leadership in Swasti has kept me motivated, on my toes, pushed me to newer horizons to perform better. Sometimes I feel stretched like an elastic band and then funnily enough I don’t seem to spring back just as quick, but only become longer. I love the fact that, in Swasti, you can never be blamed for trying and failing, but you can be blamed for never trying at all.

—
ANGELA CHAUDHURI

Director, Swasti

Swasti provides the platform and opportunity to drive the agenda in the healthcare space. I was able to work on issues of my interest while learning and working directly or indirectly to contribute to public health systems and policies across the world. The commitment to people, especially marginalised communities, is very strong and this guides all the work taken up at Swasti.

–
SHAMA KARKAL

Director, Swasti

Swasti has been a dream that I have shared, lived and experienced with my colleagues, in the last 10 years of my professional career. It is a dream that has influenced and changed the lives of thousands of marginalized communities.

–
JOSEPH JULIAN K G

Director, Swasti



Catalysts Group



www.swasti.org