

Child In Need Institute (CINI)

Child Welfare and Development

June 27, 2006

For the Cause of Malnourished Poor Children and Women

Recommendation: Donate

Rating: 25/30 (Good)

**Revenue: Rs.192,204,431 (USD
4,243,392) – FY 2005.**

***Sustainable Development in
Health, Nutrition and
Education for the child,
adolescent and woman in
need***

Child In Need Institute (CINI) works for the sustainable development of severely malnourished children and their education. CINI also serves the cause of poor women and problems of adolescents.

- **Wide Network and Out Reach**

CINI works for the upliftment of malnourished children of slums in India. It has reached more than 8,00,000 people in urban as well as rural areas of Kolkata, India.

- **Excellent Management**

We are impressed with the calibre of CINI's management team. The organization's senior managers hold advanced degrees in medicine and social sciences, and also bring the benefit of professional experience to their work for the cause of poor children and people in Kolkata, India.

- **Efficient Resource Allocation**

The system of resource allocation is very good at CINI. CINI spends 80% of its funds in its projects and mission and rest of 20% is used to maintain the overheads of CINI.

- **Availability of Financial Information**

We have experienced that CINI provides public access to its financial statements. It has a fair system of displaying its financial statements which shows its commitment to fair and transparent financial dealings.

- **Access of Information to Public**

We have seen that in many cases and wherever essential, CINI has given the details of the people and children for whom it has worked. This keeps the donors aware about the use of their funds and hence providing more transparency.

Mission

CINI is committed to the sustainable development in health, nutrition and education of children, adolescent and women in need. CINI's programmes target to: attain a good and suitable nutrition status for poor children; involve the community to employ positive health actions in order to achieve a sustainable change; and work as an interface between the local self government and the State Government's health system. CINI seems to be living its mission on all fronts which is reflected by its reach to about 8,00,000 people in rural as well as urban regions in India. To address different problems in various segments, CINI has come up with various thematic divisions at national as well as international level.

Malnutrition is a multifaceted problem which exists even after 58 years of independence

Environment

In India, malnutrition or undernutrition has remained a problem even after 58 years of independence. Fortunately, CINI realized it in way back 1974. At that time, a high level of malnutrition was prevalent in the children in Kolkata. Malnutrition was followed by the incidences of outburst of diarrhea and chest infection in children in the age group of 0 to 2 years. CINI was founded on the assumption that elimination of malnutrition problem will help in the overall development of children which consequently bolster the foundation of a strong nation. Although, the problem of severe malnutrition has come down due to several initiatives at the national level and the Infant Mortality Rate (IMR) has come down from 146 in 1951-61 to 67.6 in 1999*, there are still a lot of things to be done. CINI is putting its endeavours for this cause and it seems that with this pace CINI would accomplish its mission of sustainable development in health, nutrition and education of children. CINI's Nutrition Rehabilitation Centre (NRC) and Emergency Ward had admitted many malnourished children along with their mothers. A graphical representation shows the root causes for the number of children (in the age group of 0-11 months) admitted in NRC and Emergency Ward during of January–December 2005.

Source:

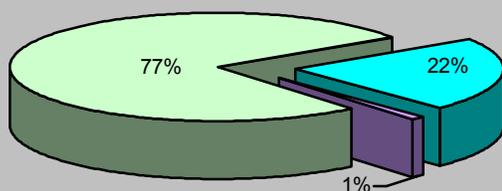
History of Organization

CINI is a leading Mother Non Government Organization (MNGO) of India founded in Kolkata, India in 1974. CINI has been relentlessly working for the cause of poor women and malnourished children of the society. With the endeavours of Dr. Samir Chaudhuri, Father John Henrichs, and Sister Pauline Prince, CINI came into existence. CINI recognized the multi-faceted problem of malnutrition, and its initial programs were concentrated on the elimination of problems of malnutrition. CINI started its first effort in 1974 in the form of a Saturday clinic at the Loreto Convent at Thakurpukur, Kolkata. The clinic gained popularity and became a success in terms of providing health treatment to malnourished children below 5 years. The major focus of the program was to create nutritional awareness among the mass.

Business Model

CINI's average revenue income during the period from 2003 to 2005 is 39.46%. The main sources of revenue are: Grants from foreign contributions and non-foreign contributions; Donations from foreign contributions as well as non-foreign contributions, and Other Incomes (income from interest etc.) from foreign contributions and non-foreign contributions. It appears from the data shown below that the major source of revenue comes from foreign contributions. Interestingly in 2005, donations and other income constitute of 100% foreign contribution.

With a sustainable revenue income CINI can carry on its mission of helping malnourished and poor children of slums

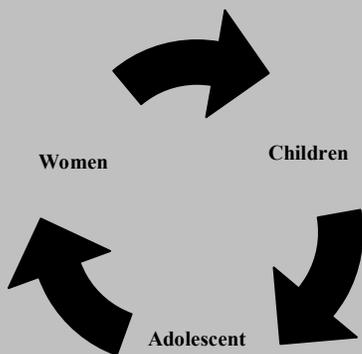


- International Contributions
- Indian Contributions
- Fund Raising

	March 31, 2005	March 31, 2004	March 31, 2003
Revenue (INR)	192,204,000	104,231,000	97,999,000
Revenue Growth	0.844%	0.064%	--

With a high rating score in Resource Allocation and Management Quality, CINI has ensured the proper use of funds that it raises for various projects

Criteria	Score	Range
Disclosure of Information/Transparency	5	1-5
Clear Strategy	4	1-5
Execution Against Strategy	3	1-5
Resource Allocation	5	1-5
Management Quality (Experience & Qualification)	5	1-5
Ethics	3	1-5



Our Rating

Our rating gives CINI an overall score of 25 on a scale of 30. The highest score is in the category of Resource Allocation. It allocates 80% of funds for projects and 20% for its own management and expenditure.

Operational Assessment

Disclosure/Transparency

CINI evaluates its internal work and projects in order to keep them rectifying through mid-course corrections. It also provides the relevant information to donors about the progress of the project in order to keep its dealings fair in all terms.

Clear Strategy

CINI promotes the spirit of learning through the process of decentralization so that the smaller units of CINI can participate in the decision making process. Decentralization helps to maintain a better coordination among the various units of an organization. The more decentralized an organization or system is, the more it relies on lateral coordination and relationships.

Execution on Strategy

CINI closely examines its projects and programmes, and ensures the involvement of all stake holders. The layout of a programme is first prepared and then tested at ground levels with the community, field teams and professionals. CINI works to accomplish its objective through the Life Cycle Approach (LCA) strategy whereby the health, nutrition and education services are made certain or sure during the critical period of the human life cycle such as pregnancy, the first two years of childhood and adolescence. LCA can be summarized by the diagram on the left-hand side:

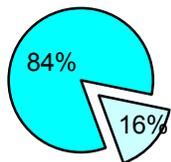
The LCA intervention aims to crack the intergeneration cycle of poverty, malnutrition and ill health; to reduce the incidences of birth of underweight infants; and to improve awareness regarding nutrition and reproductive and sexual health issues among adolescents. HIV/AIDS intervention, which is a burning issue of present time, is also being addressed in the LCA. The concept of LCA has received a boost with its involvement in several innovative initiatives with support from international bodies like Centers for Disease Control and Prevention (CDC) Atlanta, USA, and Department for International Development (DFID), UK.

Resource Allocation

CINI generated total revenue of Rs. 229,121,074 (USD 5,041,932) in 2005, of which 83.65% was contributed through donations and grants and rest 16.34% was from other receipts such as interest and dividend, service charges and other miscellaneous receipts. Foreign donations constitute a major share of revenue for CINI. This shows that CINI is able to raise funds and grants from foreign and it is getting donation constantly through which it is able to sustain the execution of its programmes.

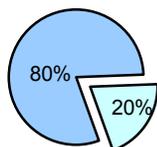
CINI had a total expenditure of Rs. 211,978,775 (USD 4,670,865), of which 80% was over programme costs and rest of 20% was over administrative costs. Both programme costs and administrative costs constitute of revenue expenses and capital expenses. The difference of revenue and expenditure generated a surplus of Rs. 17,142,298.58 (USD 377,724). The expenditure structure shows that CINI spends a large amount toward the cause it is working for and at the same time it has got enough surplus to meet any emergency funding. The surplus amount can also be used to start a new programme without waiting unnecessarily for a grant.

Revenue/Receipts for 2005



■ Grants/Donations ■ Others

Disbursements/Expenditure for 2005



■ Programme Costs ■ Administrative Costs

Quality of Management

The quality of management in CINI is reflected by the background of the people in the governing body. The governing body consists of highly qualified people. Their professional background helps them to prepare better plans and programmes. This is in fact reflected in the initiatives taken by CINI. CINI has been entering into the second phase of its operation as it has started to address the adolescent problems like HIV/AIDS.

A brief introduction of the governing body of CINI:

Dr. Samir N. Chaudhuri, M.D. Paediatrics from the All India Institute of Medical Sciences (AIIMS), New Delhi, is the founder Director of CINI. Dr. Chaudhuri could have a lucrative medical career but he opted to serve the cause of malnourished children of slums.

Dr. Kaliprasad Pappu is the Additional Director in CINI. He is a bachelor of Medicine & Surgery (M.B.B.S.) from Calcutta University which is the oldest University of India. He also holds a Masters in Community Health from Liverpool School of Tropical Medicine, UK, and was a Gates Post Doctoral Research Fellow in Johns Hopkins Bloomberg School of Public Health.

Dr. Nupur Basu Das is the Assistant Director in CINI. He is a Ph. D. in Social Anthropology from Calcutta University. With such a meritorious academic career, he is working with an organization that works for underprivileged and malnourished children of slums.

Ethics

CINI takes care in projecting and maintaining its image of a transparent organization. We believe that the conduct of moral and business ethics are the fundamental principles of CINI due to which it is still going strong in terms of making its mission possible and shaping the lives of many poor and malnourished children of slums.

Milestones

During the course of its mission transformation CINI has reached many milestones and has already stepped into a new phase where as a Mother NGO it has been providing financial and social network to other NGOs working for the same mission of sustainable development of poor and malnourished children.

A brief of CINI's success during the past many years:

- 1983—CINI initiated child sponsorship and school welfare programmes to ensure primary education of poor and financially weak children. The programme helped 299 promising poor children from 294 families to pursue and continue their education.
- 1989—“Adopt a Mother and Save Her Child” project started with the help of Amici di CINI, Italy. The program provides a mother from a disadvantaged family with nutritional and healthcare support during her pregnancy and the child's first two year's of life. The program gives a start to a child to lead a healthy life. Under this programme a total of 666 pregnant mothers were sponsored out of 1162 women.
- 1998— CINI started a 24 hour Childline telephone service in order to provide emergency services to children. The Helpline has reached out to around 355 children.
- 2000— CINI set up Adolescent Resource Centre (ARC) to address the issue of Sexual Health and Rights of the youth of disadvantaged section of the society. ARC coordinates with 20 NGOs in 18 districts of West Bengal. The step was taken keeping into mind the vulnerability of poor children to HIV/AIDS. 43 youth

groups were formed under the intervention with 233 male and 355 female members.

Projects for which CINI Intends to Raise Funds

- “Adopt a Mother and Save her Child”—The project aims to curb the problem of chronic malnutrition in India. The project provides a woman from a disadvantaged family with nutritional and healthcare support during her pregnancy and the child's first two year's of life. \$325 (USD) is enough to support such poor mothers and their malnourished children for the first two years of life. Sponsoring such programs is a good investment in terms of economic and human costs because reduction in the levels of malnutrition can raise the productivity and reduce health care expenditure. This gives a chance to poor families to shuttle out of poverty.
- CINI is working to raise awareness about the importance of education among the parents of underprivileged children. Under this program the institute organizes education camps in order to equip children with the academic support so that they can attend mainstream schools. \$9,416 (USD) is required to sponsor a single education camp for one academic year and such a camp will serve the purpose for 50 children between the age groups of 9 to 14 years. Such an effort is helpful in changing the attitudes of parents of these children and it would eliminate the problem of child labour.
- CINI is working on HIV/AIDS intervention and is raising awareness on the prevention and cure of this disease. The focus of the intervention is the health issues of rural women in the district of South 24 Parganas, West Bengal. The institute is also fighting the issue of prejudice against HIV people and trying to bring a social equality among HIV patients and the public.
- CINI is coming up with two new projects “Primary & Upper Primary Education for vulnerable children in urban areas” and “Maternal and Child Health Intervention to achieve the millennium development goals” for which it is seeking prospective donors.

Conclusion

CINI has been working relentlessly and is living by its mission of sustainable development of poor and malnourished children in India. It appears that CINI is entering into a new phase of challenge as it has already started addressing the problems of HIV/AIDS among youth in India. CINI has a model of transparency in its dealings and projects and it publishes its annual financial reports on regular basis to ensure its commitment to information disclosure and accountability.