



133 Centres

**11716** Children

458 Teachers

**2182** Parents



Makkala Jagriti is a non-profit organization, working in the development sector since 2003. The organization strives towards making quality education accessible to every child. We adopt a holistic approach towards learning; integrating the same within the public education system and various communities. Makkala Jagriti facilitates children and youth through a journey of self-discovery, which encourages them to explore their innate strength and potential.

To make this a social movement, Makkala Jagriti partners with parents, teachers, communities and collaborates with like-minded organizations and the government.

# **Leafing Through**

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# From the Chief's Desk

Greetings,

Another magical year has passed by!

Words cannot express what a transformative journey it has been for us at Makkala Jagriti. It has been an incredible year that saw tremendous changes and a lot of positive results.

Children and youth across our learning centres, have shown commendable growth and continue to inspire us every day.

I am pleased to share Makkala Jagriti's Annual Report for 2018-2019.

We have witnessed transformation in Schools and Anganwadis, which led to transformation in communities through our interventions. This paved the way for collaborations with the Department of Education, Government of Karnataka to expand our work to more schools and communities across the state.

We had effective involvement from various stakeholders such as government teachers, BEOs, CDPOs, DDPI and local communities. Many organizations have shown great interest in our cause and are collaborating, to scale our work to reach more children. We are humbled by all this positive response.

As an organization, we also focused inwards and in developing our team and their capacities. It is truly heartening to see how our team members, have grown to be such positive contributing forces in the community.

We believe, our success is the community's success. We would have not been able to achieve it without the support of our donors, advisors, mentors, volunteers and their trust in us.

This report of 2018-19 captures the best of our journey, brings to life some of the most memorable moments and the most inspiring narratives through these pages. I hope you will find it to be an engaging read!

Thank you

Murali. M,

**Chief Functionary** 

### **Notable Moments Of The Year**



Makkala Jagriti successfully completed 15 years, and has been instrumental in transforming the lives of thousands of children and youth



In collaboration with the
Department of Education, we
set foot into **Tumakuru District**by establishing our learning
centres in government schools



Makkala Jagriti has been chosen out of **11,400** organizations, for the **YES, I Am The Change Grant** by YES foundation

Advisory board for Makkala Jagriti was formed, with eminent personalities who bring in their expertise and counsel to bolster our programmes. The Advisory board now includes Mr. Aroon Raman, Dr. Gururaj Karajagi, and Mr. SriKrishna



The Department of Education,
Government of Karnataka,
recognizing our work and its
impact, has signed two
Memorandums of
Understanding (MOUs) for
Makkala Jagriti to work with
more schools and Anganwadis
across the state



Makkala Jagriti's Anganwadi intervention in Dodaballapura, emerged as one of the best, in the improvement of children's early learning and development in the IDELA assessment by Save the Children



Ms. Joy Srinivasan, Founder,
Makkala Jagriti, was bestowed
with the Eastern Bhoomika
Iconic Woman of the year
Award 2019, by Eastern Group
for outstanding contribution in
the social sector

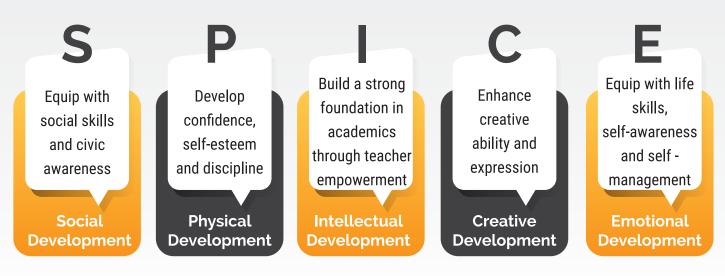
# **Holistic Development Programme**

#### In Government Schools, Urban poor communities and Government Shelter homes for Children

India is far from becoming an educated nation. ASER¹ report 2018, states that Indian students, especially those in elementary school (Classes I-VIII), are **not learning enough.** Children are struggling with basic literacy and numeracy. To cite an example, less than half of the students studying in 5th Standard can satisfactorily read a 2nd Standard text and less than a third, can do simple two-digit division.

We found that one of the primary reasons, was the lack of an enabling environment and supportive teaching-learning methodologies, suited for children who are mostly first-generation learners.

To address this issue, Makkala Jagriti has set up learning centres, wherein children between the age of 6-14 years, access opportunities for quality learning and overall development. Makkala Jagriti's work stretches beyond learning centres, and the programme works with parents and teachers to help them become more child centered in their approach and be positive contributors, to the child's development.





1 ASER Report 2018 is a nation-wide household survey that provides a snapshot of children's schooling and learning for a representative sample of children across India.

### **Approach**



Setting up learning centres with a non-threatening, and child centered learning environment



Building capacity in teachers to enhance the teaching-learning experience in classrooms



Empowering parents to effectively support their children's development

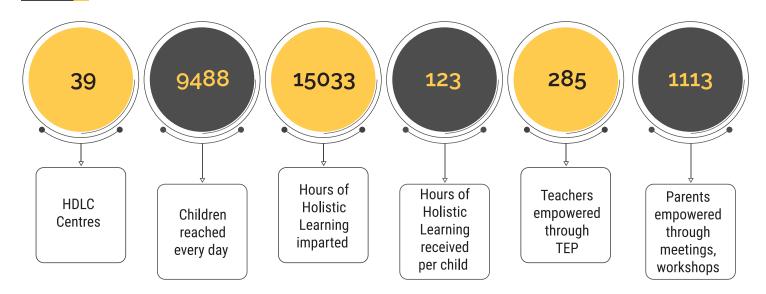
# **Highlights**

- **Hub for Learning:** Makkala Jagriti is happy to have started a new Hub Learning Centre, at Kumara Park, in association with Sharada Stree Samaja. Through this initiative, we are catering to children from the surrounding poor communities.
- Teachers' enrichment: Makkala Jagriti ensured that the teachers across all our intervention schools are equipped to effectively use teaching-learning resources, such as audio-visual tools and innovative teaching methodologies.
- Cross Cultural Exchange: Children from Makkala Jagriti's community centres had meaningful and exciting exchanges with Dutch children from Kleine Helden, a Foundation in the Netherlands, our long-standing partners.
- Visioning for positive transformation: A shared visioning and capacity building programme brought together the children and staff at Balamandira children's homes (State home for children in need of care and protection) and has set the tone for positive transformation.

I have noticed that our children have started taking leadership and initiatives at school and even at forums outside. My classrooms have become more exciting and I am able to explain complex concepts easily by using audio-visual teach kits. I am proud to say that we are no less than a private school today.

Premalatha, Teacher, Government School Malleswaram.

### Reach



# **Impact**

Through Makkala Jagriti's intervention this year, we saw children exploring and honing their abilities, which had a positive impact on their personalities and learning outcomes. We also witnessed teachers incorporating creative teaching techniques in every day classes. Our programme also ensured increased ownership towards education in marginalized communities we work with.

**Back to school**: Makkala Jagriti in pursuit to ensure education for all, successfully re-enrolled 100 dropouts back to school.

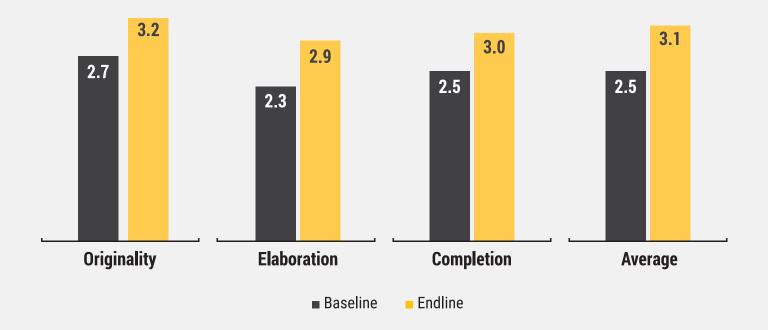
**Socio-emotional development**<sup>2</sup>: Holistic Development Programme's socio- emotional module is designed to equip children with essential life skills through relevant activities. The children's socio-emotional ability as per Makkala Jagriti's assessments has shown significant improvement over the past year, especially in self-awareness and coping with stress.



2 Baseline and endline assessments are conducted, at the beginning and end of the year on a 5 point rating scale.

**Strengthening creative quotient<sup>3</sup>:** Through the creative development module, the children explore their creative abilities. They were able to express the same through their original and innovative styles, in fine and performing art mediums.

Their creative ability was assessed and in the endline assessment, we saw a significant growth of 20%.



**Enhancing Linguistic Abilities:** Holistic Development Programme's Intellectual development module strengthens children's grasp over English and Kannada, which increases their confidence and competence. Through Makkala Jagriti's continuous observation, children have shown significant improvement in their language proficiency.

**Fun Learning classrooms:** The Teachers' Empowerment Programme has been instrumental in kindling teachers to make their classrooms a fun, engaging and effective learning space for children.

**Enhancing child centric parenting approach:** Through Makkala Jagriti's exclusively designed Parents' workshop, parents understood themselves, their children and began to inculcate an effective child centered approach towards parenting. One of the key changes witnessed, was parents supporting their children to take the Taekwondo Belt Exam. 135 children having performed well, have moved to the successive belt levels.

"My mother never used to spend time with me, I used to feel very alone when I moved to Bangalore. After the parents' workshop, my mother spoke to me more and spent less time on her phone which made me really happy. I also like attending Makkala Jagriti's sessions. Now, I am able to talk to my classmates more confidently."

Manoj, 7th standard, Government Model Primary School, Ulsoor

<sup>3</sup> Baseline and endline assessments are conducted, at the beginning and end of the year on a 4 point rating scale.



"My children participated in the summer camp at Kumara Park. They were so excited to go to the learning centre every day and would get ready at 8 am sharp, on their own! When I visited the centre, I learnt that this organization believes that children from marginalised communities are no less than the privileged; and nurture their talent so well through a well-rounded approach."

Punitha, Parent, Kumara Park learning centre

# What's Ahead for 2019-2020

- Reaching more children: With the addition of 14 schools this year, Makkala Jagriti will have a total reach of 53 Learning Centres.
- Establishing Resource Centres: Makkala Jagriti will be establishing cluster level Teacher Resource Centres, to increase access to innovative teaching tools and materials.
- Strengthening School Systems: Makkala Jagriti wiil be launching a series of workshops for headmasters and school leaders. It aims to build leadership to bring about overall development of the school and children and to ensure sustainability of growth.

### **Story Of Change**

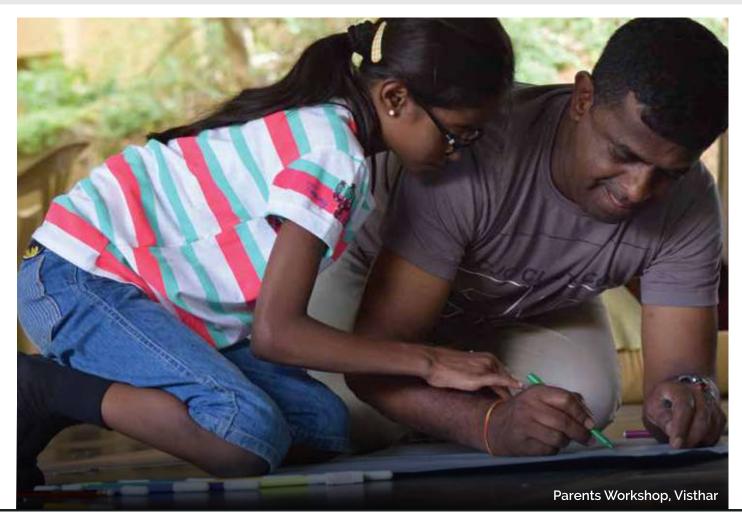


Manoj a 12-year-old boy originally from Andhra Pradesh, hails from family of garment workers. He moved to Bangalore and joined the government primary school, Ulsoor in 2018. This drastic change in his environment and culture left him feeling withdrawn, sad and fearful of his new situation. He refused to speak or participate in any activity. Over time, he confided in our facilitator about his difficult circumstances and how he feels neglected by his parents.

To give an opportunity for Manoj's parents to learn about themselves and about better parenting approaches, our

facilitator convinced Manoj's mother to travel to Bangalore from Andhra Pradesh, to participate in the parents workshop. The two-day residential workshop allowed her to reflect on her behaviour and her relationship with her son.

At the end of it, she took a conscious decision to work on rebuilding and restoring her relationship with Manoj. At school, our facilitator noticed that this, had a direct impact on his personality, he was more participative and also improved in his academics. Manoj later shared with the facilitator that he now has a more harmonious relationship with his mother.



# **Early Childhood Care and Education**

### In Anganwadis

Evidence from neuroscience shows that over 85% of a child's cumulative brain development occurs prior to the age of 6, indicating the critical importance of developmentally appropriate care and stimulation of the brain in a child's early years. (Draft National Education Policy, 2019). One of the biggest challenges Makkala Jagriti noticed in government schools, is how children at the age of 6 are **not school ready**.

Makkala Jagriti's ECCE programme, works towards bridging this existing gap in Early Childhood Care and Education in the Anganwadis, by focusing on improving learning levels and school readiness for children between the age of 3-6 years. To achieve this, Makkala Jagriti has a sustainable approach, which works towards enhancing the pre-school learning environment for children, teacher's skills and increasing community involvement and ownerships towards the Anganwadis.





# **Highlights**

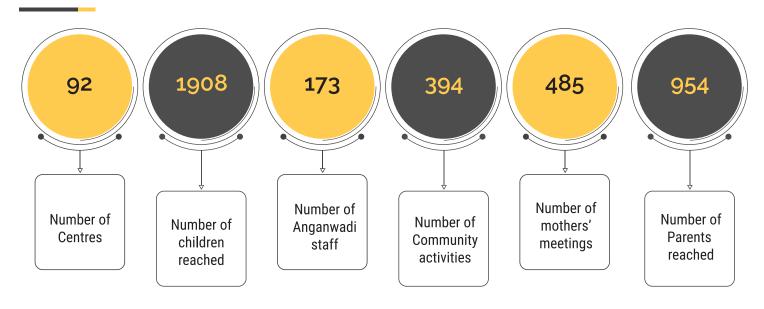
- —O International Applause: Makkala Jagriti's ECCE intervention in Doddaballapur Anganwadis has shown significant results in children's learning outcomes. Save the children, US presented it as a case study at the CIES Conference in San Francisco, USA.
- **Government Recognition:** Makkala Jagriti established a Hub Learning Centre to equip Anganwadi staff with better understanding of the purpose of quality pre-school learning. Bashettihalli Panchayat appreciated the design of the hub learning centre, which was then acknowledged by the Government of Karnataka with the Gandhi Puraskara Award.
- Aiding Parents for early learning: Makkala Jagriti conducts monthly mothers' meeting as one of the mediums to empower parents to support child development. Early Learning at home was introduced as part of these meetings, which has helped mothers to engage and aid their children in holistic learning, with available materials at home.
- -O Encouraging community ownership: Our community engagement activities have resulted in stronger support for Anganwadi development from local governing bodies such as panchayats, leading them to contribute a cumulative of more than 10 lakhs in creating a safe environment in 20 plus Anganwadis.

"Earlier, my son did not speak and didn't really engage with me. After going to the Anganwadi, he is recognizing letters and colours and even telling me every day, what the teacher does in the Anganwadi"

Nagomi, Mother of Joshua from Kumbena Agrahara Anganwadi



# Reach

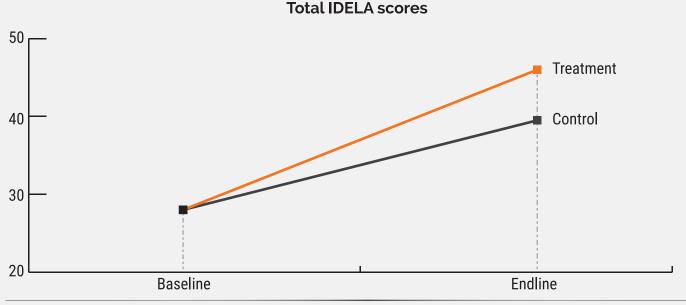


### **Impact**

Makkala Jagriti's interventions has led to Anganwadi teachers spending more time on learning domains, prioritizing their time for quality pre-school learning acivities for children. This change in their behaviour has really transformed the Anganwadis into effective learning spaces for the children. Another major change that we have witnessed, is the community and parents taking ownership of children's development.

**Emphasis on learning outcomes:** Makkala Jagriti conducted a control- treatment group study (25 Anganwadis each) using IDELA in Doddbalapura, Karnataka. The study aimed to understand the impact of our intervention on children's outcomes.

The children were measured on four key developmental domains, Literary, Numeracy, Motor and Socio-emotional skills. The children in the treatment group showed 50% improvement in comparison to the children in the control group, in the IDELA assessment. Children showed most significant results in the Numeracy domain.



**Capacity Building:** As an effect of Makkala Jagriti's capacity building workshops on ECCE, Anganwadi teachers are able to effectively prioritize pre-school learning activities and spend more quality time on holistic learning and development.

**Multiplier Effect at Anganwadi:** Witnessing the successful transformation of Anganwadis we are working with, neighbouring Anganwadis are requesting our support and intervention.

The hub learning model has inspired and motivated Anganwadi teachers to replicate model practices in their anganwadis.

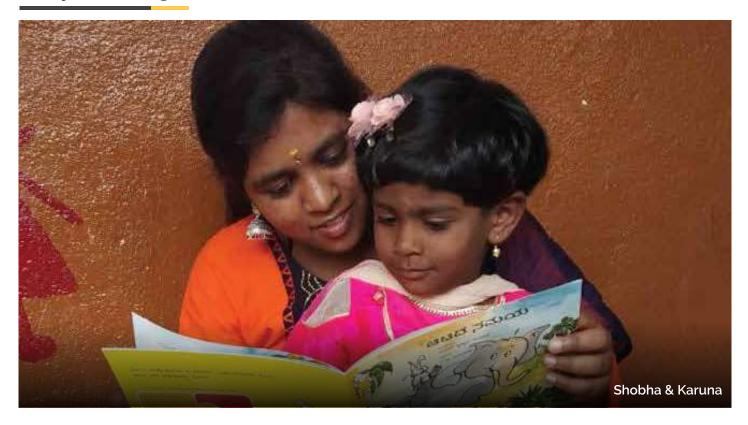
"The training was refreshing and new. We haven't received such training in all my years of experience in Anganwadis. We can easily adopt and follow, all these learnings in our Anganwadi. I look forward to doing this with my children."

Teacher, Horamavu Anganwadi

### What's Ahead for 2019-2020

- Scaling the programme: Intervene with 100 new Anganwadis to leverage the best practices from the existing intervention Anganwadis. This will be achieved through a low-cost approach.
- Platforms for awareness: Conduct symposiums and exhibitions, to showcase the best practices and the importance of early childhood and development.
- Toy libraries in every Anganwadi: Set up public toy libraries in Anganwadis, in an effort to ensure assess to Early learning materials and toys for every household in the community.

# **Story Of Change**



Before coming to these meetings, I had never realised or thought of the fact that, mothers can develop a relationship with the child, when they are in our wombs itself. It had not occurred to me, that the first three years of my child's life are very important in her growth and development. I used to hesitate to attend the mothers meeting but after one of the coordinators asked to give one meeting a chance, I did. Ever since then, I've been attending the meetings regularly. I've learnt so much from it and the Early Learning activities have really helped me find creative ways, to engage my child at home.

My daughter Karuna is learning so much at the Anganwadi. Every day, she comes home and is teaching her grandmother to read and write. Nowadays, I encourage other mothers to attend these meetings regularly.- **Shobha, mother of three year old Karuna** 

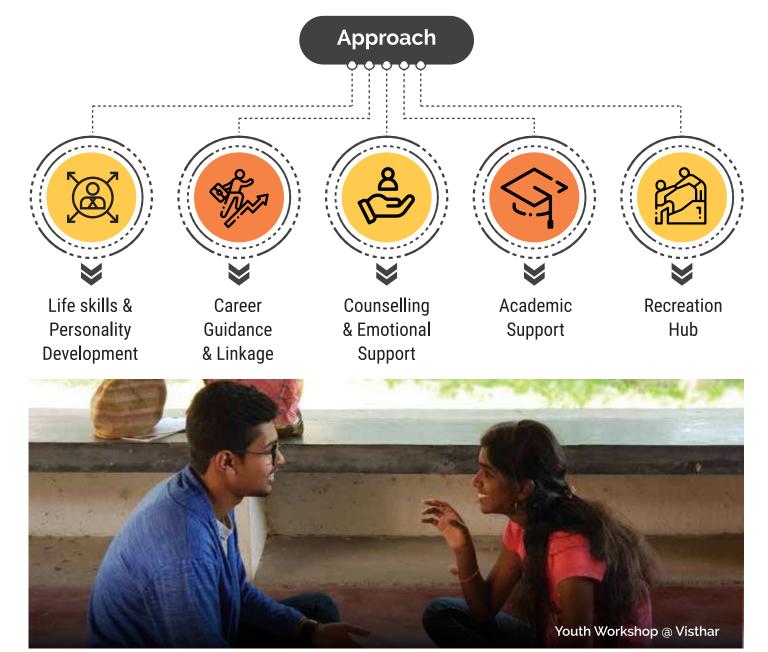
# Yuva Jagriti

#### In Urban poor Communities

The recent ASER report (Beyond Basics, 2017) highlights that one of the primary reasons for children dropping out of school is because, schools fail to provide not just with quality education but also do not cater to necessary life skills like confidence, and imagination that can help them work towards a better future.

In India, on one side there exists a high rate of unemployment and on the other side, there are abundance of vacant college seats and plenty of job vacancies. One of the main reasons, is that there is a gap in information and required skills but bridging them is not so straight forward.

Our experience has helped us understand that a shift in attitude among the youth and availability of right information, can be the start to the solution of this problem. Yuva Jagriti Programme creates a platform for marginalized youth to explore their individual selves, recognize necessary **life skills** and facilitate **access to opportunities** to fulfil their aspirations.



# **Highlights**

As a part of the Yuva Jagriti Programme, two Yuva Cafés have been set up close to urban poor settlements. Since their establishment, it has become a platform for the youth to express themselves openly and feel comfortable in being themselves. This has led the youth to own the space as their own.

- -O Emotional Wellness: Recognizing the need for emotional support, the Yuva Cafes provides counselling, which has helped many students not just on a personal level, but also has had a positive impact on their academics.
- **—O Leadership Development:** The youth took part in a two day experiential learning leadership programme at Srishti adventure camp, through which they worked on understanding their leadership skills and setting goals for themselves.
- —O Broadening Horizons: Exposures provide unique learnings and generates aspirations among youth the cohort of last year were taken to a varied set of exposures from corporate visits to science museums, from folk art to nature walks.

# **Impact**



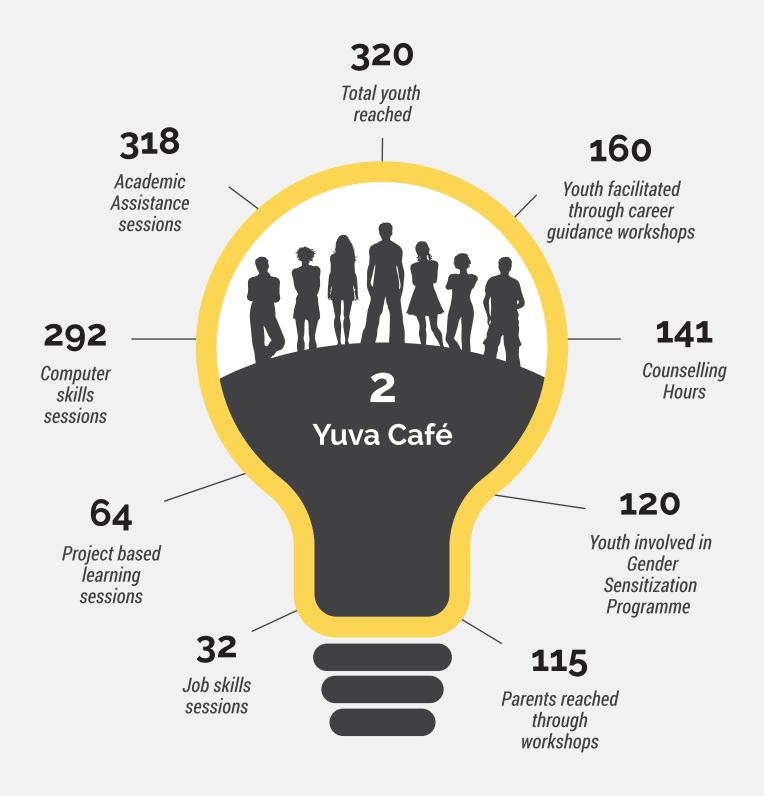
**Breaking Gender Barriers:** Through the gender sensitization workshops that were conducted, the youth gained a deeper understanding and awareness on gender related issues such as sexuality and adolescence.

Academic Support Initiative: This year, Makkala Jagriti had a specific academic support programme through which, we not only helped them prepare for exams, but also helped few students re-enroll. At the end of the year, majority of students cleared their exams.

Youth Taking Ownership: Through project-based learning activities, the youth were able to proactively take initiatives, plan and implement ideas. Through this, they also improved their decision making and collaboration skills.

Landing First Jobs: In last year's cohort, youth who were searching for jobs were able to successfully gain employment with constant support and guidance from Makkala Jagriti faculty.

#### Reach



<sup>&</sup>quot;I have been to the classroom after two years, I'm happy to go to school and I want to thank the Yuva Jagriti team for convincing my parents. Now, I am a part of the Yuva Café and learning new things, the team is friendly and welcoming. I was able to clear my SSLC examination because of the support I got from Yuva Café, I'm more confident and feel connected to the space."

Angel, Youth, Cohort 2018-19



# What's Ahead for 2019-2020

- **Launching Scholarship Programme:** We will launch a scholarship programme for youth from low income communities to pursue higher studies, with the support of the Naresh Bala Scholarship Fund and other donors.
- Focused mentoring module: Through a structured mentoring and career guidance programme, Makkala Jagriti aims to bridge the gap between aspirations, reality, knowledge and information.
- Women Entrepreneurship Initiative: As an integral part of community engagement and development, Makkala Jagriti will initiate a women's livelihood programme. The programme aims at strengthening their skills and capabilities.
- Introducing Foundation Programme: To enable the youth to build on existing skills and explore their abilities and opportunities, Makkala Jagriti will start the foundation module, that will cater to sharpening their life skills, honing their basic computers and communication skills.

"I myself come from a low-income community, and understand the plight of our youth. I have seen transformational journeys of various youth through program of Yuva Jagriti. The youth now have a clear understanding about the civic issues and how they can be a part of the change. I have seen sincere commitment from the youth towards several tasks and their ownership inspires me to do more."

Arockia Doss, Facilitator, Yuva Jagriti

# **Story Of Change**

Late last year Ajay, pursuing his 2nd PUC, came into our Yuva Café, Ulsoor. Shy and reserved, he always kept to himself. Having grown up in a disadvantaged environment, he had not had the opportunity to explore himself and his capabilities.

Through several workshops, our facilitators recognised his potential and assigned him to be the leader of his group, for the project-based learning activity. Through this he was able to realise that leadership was an innate quality in him. As he worked on understanding himself and his strengths, we saw him taking part more actively and dawning more roles. He himself came forward to facilitate dance classes for the Boys of Balamandira Boys' Home and was also a co-facilitator, for the Summer Camp at the Yuva Cafe, Ulsoor.

Ajay gradually is embracing his authentic self, which has now empowered him to be more empathetic and inclusive. He is now thinking about how he can constructively contribute, to the best of abilities for a bigger cause; his community. He now has a bigger purpose towards which he continuously works. This transformation from 'My family to our family' is a great example and an inspiration to many.



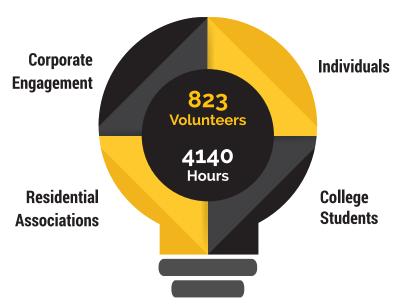
"Yuva Café is a hub for support in our community. My son Shantha Kumar is showing leadership and community involvement after he started going to the Yuva cafe. Now he has a clear career goal of becoming an IAS officer. Not only for the youth, but it has helped many parents like me to understand and support our children better. We feel more connected with the community around because of various parent workshops by Yuva Jagriti."

Gayatri, Mother of Shantha Kumar

# Volunteers @ MJ

Volunteers form an important pillar of Makkala Jagriti's intervention. At Makkala Jagriti, we had a wide range of volunteering opportunities. Volunteers engaged with our children in extracurricular activities, helping them in academics, supporting us during exposure visits. They also aided us in making our school more child friendly through murals, and helped us in operational works such as data entry, documentation and case studies.





Goldman Sachs, Shell, Groupon, Allegis, Intel, Tally, Amadeus, Myntra and General Electric (GE). Students from Christ University, Mount Carmel College and other prestigious universities volunteered and interned with us. Apart from this, we have had enormous support from individual volunteers, and residential associations in strengthening our programmes. This also develops long lasting, meaningful relationships between the children and the volunteers.

"Makkala Jagriti's holistic development for underprivileged children, and the efficacy of their involvement in the empowerment of these children is stupendous. We at Groupon, look forward to our long term association with Makkala Jagriti and hope that our collective efforts bring about a positive impact in the children."

Sargam, Volunteer, Groupon

"Volunteers always introduce new fun activities, from which I learn a lot. One of my favorite activities is when we together made fun science things out of water bottles, balloons, sticks and pencils. They are so nice, friendly and we always sing and dance together."

Abhishek, 5th standard student, Malleshwaram



"After a tiring day in college, I would go to the kids in the schools because they helped lift my spirits. I have always loved teaching because it involves a two-way process- you teach and you learn simultaneously. I can definitely find some changes in me today, thanks to the little, innocent children, I had the privilege to engage myself with."

Pooja, Volunteer, Christ University

# Pillars of Makkala Jagriti



Our strength is our people – a group that has a strong foundational ground that's built on commitment, passion, collaboration and incredible dedication. We are proud to share that, we have been growing and the key to our growth is, continuous learning. This has helped us create a high-performance work culture – a passionate team with hardworking individuals, whose prime focus is to deliver quality results through a child centered approach.

Our people are truly the life and blood of the organization and the main reason for Makkala Jagriti's growth. The team is driven by the organization's values and commitment to enable access to quality education to every child.

"What I love the most about my job is that, it's a space for me to grow as a person and showcase the best of my abilities. This organization gives an individual the opportunity to learn, contribute and express one's true self and potentials. It recognizes everyone's capacity and skills and gives everybody the chance to participate. I'm proud to be a part of Makkala Jagriti"

Chaitra Gowda, HDLC Facilitator

# **Financial Statement**

LIABILITIES	TOTAL
Capital Fund	19,47,549.00
General Fund	40,14,565.00
Corpus Fund	50,01,001.00
Provisions	5,07,561.00
Total	1,14,70,676.00

ASSETS	TOTAL
Fixed Assets	19,47,549.00
Deposits	4,78,815.00
Loans and Advances	1,29,713.00
Investments	50,00,000.00
Cash and Cash Equivalents	39,14,599.00
Total	1,14,70,676.00

EXPENDITURE	TOTAL
Programme Expenses	2,59,84,935.00
Admin Expenses	19,07,480.00
Depreciation	11,03,065.00
Total	2,89,95,480.00

INCOME	TOTAL
Grants	2,77,58,489.00
Other Incomes	1,27,847.00
Excess of Expenditure over income transferred to Balance Sheet	11,09,144.00
Total	2,89,95,480.00

# **Our Supporters**

THANK YOU! to all our supporters this year. Your support means the world to us, and Makkala Jagriti has achieved so much because of your encouragement. We could not have reached and impacted so many lives if not for you.

#### **Donors**

We have received consistent and continued support from many Corporates and Foundations for our programmes,





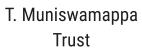














There are also many individuals who have stood shoulder to shoulder with Makkala Jagiriti's incredible journey,				
Hema Ashok Hattangady	Ashok Mouli & Gayathri	Ganesh D Prabhu		
Aroon Raman	Mira Parasuram	Kamala Parasuram		
Karin Steffens	Rathnam Sridhar	S Shankaran		
Paulien Weikamp	Perichiappan Lakshmanan	L Shrihari		
Nirupa Jain	Divya Shrivastava	Ramachandran A		
Satya Prabhakar	Kaleel M Ahmed	Vidya Rajagopalan		
Abhijit Bhide	Y Ananthanarayanam	Sanjeev		
Amita Bala	Seetharamakrishnan	Preetha Rajanish Gopinath		

#### We are happy to onboard our new partner



#### **Partners**

We are thankful to many likeminded organizations, who have partnered with us and enriched our work.

#### **Programme Partners**

























#### **Strategic Partners**









"Our experience with Makkala Jagriti has been really wonderful. We are drawn to their model, active engagement with the young learners and the organizations deep connect with the community. The team too is quite committed and each year its only getting better."

Shubhrata, Wipro Cares

#### Legal information

### **Registered Trust No.**

IV / 188/2003-04

# 80 G Exemption No.

DIT (E) /BLR / 80G/91 / AABTM2340N / ITO (E) -2/VOL-2009-2010

# 12A Registered No.

DIT (E) /12A / VOL -II / M604 / W -2 / 2004-05

### **FCRA Compliant No.**

094421333

# **Governing Board**



Joy Srinivasan, Managing Trustee

Founder & Chairperson - Makkala Jagriti, Director - Paripoorna Learning Foundation, OD consultant and Leadership trainer

# Viswanath Gopalakrishnan, Trustee

Founding Director - Organisations & Alternatives Consulting Pvt. Ltd.,

OD consultant





### Rangarajan Padmanabhan, Trustee

Former COO - Appnomic systems and was part of the initial leadership team at RubanBridge. Angel investor and Advisor to startups.

# **Advisory Board**

#### **Aroon Raman**

Managing Director - Telos Investments, former CII Karnataka Chairman, Author of Skyfire, The Treasure of Kafur and the national bestseller - The Shadow Throne





# Dr. Gururaj Karajagi

Educationist, well-known columnist and Founder Chairman - The Academy for Creative Teaching, Author of immensely popular book "Karunalu Baa Belake", visiting professor at Harvard.

### Srikrishna Sridhar Murthy

Founder and CEO - Sattva Consulting, he has worked with senior management teams of leading non-profits, social enterprises, corporates and funders to make their social impact initiatives sustainable and scalable.





#### **Contact Details**

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