



## ANNUAL REPORT











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"Like a colony of ants, we moved ahead as a community to make a better tomorrow."

# From the CEO's Desk

The year 2021 - 22 was a year of movement. The second wave of the Covid-19 pandemic revealed serious gaps in the capacity of the Indian healthcare system. I hope we never forget the scramble for hospital beds - the reality of millions of Indians everyday. But there were also those who moved all of us out of this - the community of doctors, nurses, hospital staff, healthcare workers, frontline workers, caregivers at home, citizen volunteers. Thank you. You inspired us to move.

We moved to sustainably tackle malnutrition through a systemic lens. On a daily basis, it's hard to see these movements, but when we take stock of the entire year, we see how far we have come. Below are three major movements for us in the previous year:

#### **NuTree App V2**

We launched an updated version of the NuTree App. This has a protocol to handle cases of severely and moderately malnourished children. We also added a scheduler that enables the frontline worker to plan her work more efficiently.



Launching a new version takes immense planning, patience. coordination and some humour. For about 6 months prior to the launch of V2, there was relentless work by various team members. It has been an incredible experience to be a part of this team. The new changes have resulted in timely counselling for 99% of the families, reducing malnutrition to under 4%. Our sincerest gratitude Koita Foundation supporting us through this process.





Being a part of the Nudge Accelerator Program supported by Meta helped us immensely in this process. All our mentors and the Nudge team have played a significant role in helping us get this clarity. Thank you for being on this path with us!

#### **Strategy**

3.3 million - that is the number of malnourished children in India. Its the population of a small European country. This year, scale and quality were two words we used often. We piloted new programmes with the Anganwadi workers. This pilot came after four months of stakeholder interviews, design led exercises and brainstorming.



The results are encouraging, and we are excited to scale this in multiple locations in next couple of months.

Various mentors and donors have given us time generously to be thought partners in this process. Thank you for being with us!

#### **Theory of Change**

Our work empowers women. It builds confidence in an FMCH field officer, builds the skills and knowledge of a government frontline worker and builds agency and support for mothers in the community. We have stories that all point to this. We asked ourselves - how do we measure the impact that we have on the mother? How do we show the journey of grit and resilience of each family to move a child from undernourished to fully nourished? We have been working on advancing our Theory of Change to include some of these pieces. Being a part of the Nudge Accelerator Program supported by Meta gave us access to mentors who played a significant role in helping us get this clarity.

When we reflect on the year, the animal that aptly represented us was a colony of Ants. Ants working together is a symbol of unity, and an endorsement of the greater good. Ants also symbolise carefulness and responsibility. Like a colony of ants gathers and stores food, the FMCH community plans and moves to make a better tomorrow. We moved forward in our goal, gathered to learn new ways of working, and our programmes moved the needle in malnutrition. And we continue to forward towards move malnutrition-free India!

– SHRUTHI IYER









### Our Year at a Glance





- Food distribution
- Covid-19 second wave
- Internal capacity building



- Nudge Accelerator
- Preparation for new version of app
- New team members joined
- Shruthi made Co-founder
- SAM/MAM protocol for programme strengthening

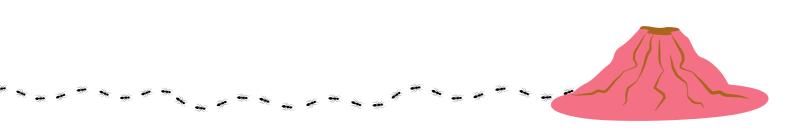


- Scaling preparation
- Process documentation
- V2 of NuTree App
- New donors



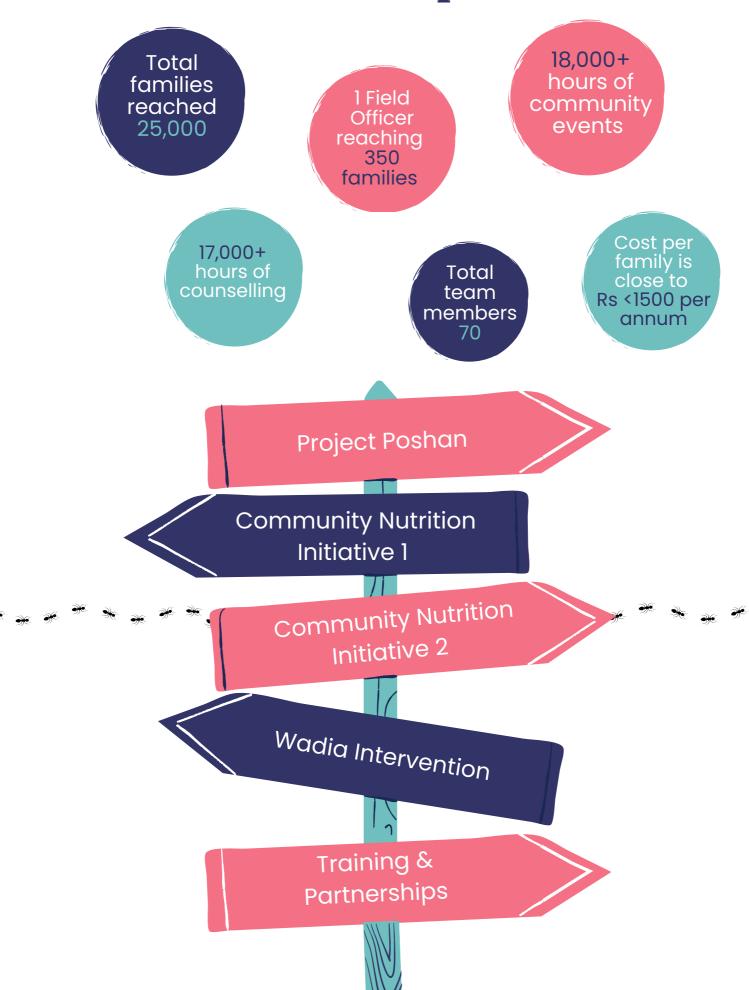


- Anganwadi Accelerator programme (AAP) pilots
- Full team meetings
- Strategy for 2022





### **Our Impact**



## **Our Interventions**

### Home-based counselling

through the NuTree App









#### **Systems Support**

through Anganwadi trainings and anthropometry such as nutrition courses, pregnancy clubs and community events











#### **Educational Sessions**



**Nutrition Course** 



**Pregnancy Club** 



**Community Events** 

## **Enablers: Technology**

FMCH NuTree app, released in June 2020, is a decision-tree and data collection app developed in collaboration with medical specialists, technology experts and our insights from the field. The app helps field officers schedule their visits for the day. The counselling points are target specific and now on the fingertips of our field officers.

We **capture real-time data** and use it for monitoring - enabling us to track programme progress and outcomes.

With the help of the NuTree app, the field officers save a lot of time – they spend less time in planning and more on the field, thus catering to more families and reducing the cost per family.

The IEC or Information Education Communication materials added on the app help the field officers in engaging with mothers more efficiently. In December 2021, we launched NuTree app version 2.0. The new features include scheduling visits for a user, updated information and communication resources, multilingual (decision trees, media) and improved flow of counselling.



The current satisfaction score of the app across all users

Field officers are able to spend more time on the field

**350** 

No. of families per Field Officer

App makes scheduling easy, reducing missed visits

99%

Visits done on time











## **Trainings and Partnerships**

For a malnutrition-free India, we partner with community-based organisations and the government systems, reaching across geographies sustainably and contextually. This is possible only when we work in collaboration with existing intelligence and expertise in this field of work.





## The FMCH Woman:

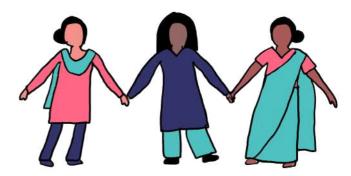
## **Stories of Impact**

This year we are highlighting our impact through stories. All these feature the FMCH woman - the mothers we work with, our frontline workers, Anganwadi teachers. They represent every woman who is bringing about change for her family and community.

In the following pages, we narrate 4 stories of resilience, leadership, agency and choice, and the role we played in it. It's a celebration of the collective.



A woman showed agency by taking decisions about her life situations



A field officer built an ecosystem for the mother by sharing knowledge



A field officer changed the behaviour of a family through perseverance



A mother showed community leadership and joined the FMCH team







## "My daughter is a fighter"

Yasmeen, our frontline worker from Kurla, met Indu\* when she was about 6 months pregnant. Indu was working as a nurse at a local hospital, almost without a break. Yasmeen helped Indu understand the importance and practice of self-care.

Indu delivered a premature baby weighing 1.6 kg. "Every time Yasmeen came home to weigh my child, I would cry. She kept saying she is with me - and she was! My daughter is a fighter!"

Yasmeen fondly talks about Indu and her family. "If the family is supportive, it becomes easy. The sister-in-law and mother-in-law helped with Kangaroo mother care and everyone ensured Indu and the baby got the best environment possible."

Indu is one of the 2000+ mothers whose children moved to a healthy status as a result of our intervention, specifically the SAM/MAM protocol.

Each child who is diagnosed with severe malnutrition is visited each week and a child who is diagnosed as moderately malnourished is visited every alternate week. In each visit, the child is weighed and counselled based on need. In 2021-22, we conducted anthropometry measurements for ~10000 children.



## 75,000+ anthro measurements conducted in FY 21-22

We have been able to bring down malnutrition from 25% to under 5% in our communities. By the end of 2021, 92% of our children were 'healthy', marking an increase of 10% in healthy children from 82% at the start of the year. 77% children diagnosed as SAM/MAM moved to healthy status.

In total, we moved 431 children out of SAM status to better health, reducing overall SAM by 3.5 percentage points; 981 children who were MAM moved to a healthy status, reducing MAM by almost 7 percentage points to 4%. Moreover, 79% of the children who were healthy continued to be healthy as a result of regular counselling and parents' efforts.

4 out of every 5 identified SAM or MAM children moved to a better health status



The FMCH team has always guided and supported to implement the activities in an effective way. The team has good knowledge about nutrition and the NuTree app. The field facilitators have also acquired the skills to use the digital-based application and effectively participating in providing right information to the community to address the malnutrition in their community.

It is a new experience for us to implement and provide the counselling services through the digital app. The NuTree app is very helpful and also the informative videos and the pictorial representations were very interesting and the community felt very happy about it as it is very simple and user friendly.

The virtual training and weekly reviews with a field coordination team helped to deliver the effective quality counselling services to the pregnant mothers, lactating mothers and children.

We look forward to delivering more quality services and addressing malnutrition together with the community.

## Children of India, affiliate organisation of Terre des Hommes Netherlands

**Partner** 

## "We need to change with time"

We met Riza\* in the slums of had just Bhiwandi when she delivered a baby and was asked to rest completely. When our field officer Raveena asked about feeding the child, Riza's mother-inlaw believed that the child should sleep so that they can work. So, the baby was wrapped up and put to sleep for 5-6 hours at a stretch! The mother was not able to breastfeed child the properly. Raveena explained to the mother-in-law that this was dangerous, but she was not willing to listen. "I visited them a few times, even told the mother-in-law how she can support Riza. I think what finally stuck was when I told her that we need to change with time. It will be a huge time and money cost if the child falls sick. She understood and started taking better care of Riza and the baby. Riza was happy that she had some support."

In the last year, we worked with close to 25,000 families, bringing about behaviour change in each of them. We recorded an increase in early initiation of breastfeeding -74% from 59% in 2020-21. The national average is 57%. Breastfeeding within one hour of birth protects the newborn from acquiring infection and reduces newborn mortality. It facilitates emotional bonding of the mother and the baby and has a positive impact on duration of exclusive breastfeeding.



#### 70% mothers started complementary feeding on time, as compared to the national average of 53%

Around the age of 6 months, an infant's need for energy nutrients starts to exceed what is provided by breast milk, and complementary foods are necessary to meet those needs. An infant of this age is developmentally ready for other foods. This transition is referred to as complementary feeding.

#### 98% pregnant mothers take IFA tablets regularly

73% of pregnant mothers visited health post for Antenatal Care at least four times, resulting in better care and early identification high-risk pregnancies. reports only 51% of mothers have four Antenatal Care visits.



I have been mentoring the FMCH team in building their impact narrative and showcasing their work to a wider audience. They are a very motivated and committed team. My work with them required a lot of debating, relearning and challenging the existing definitions. What stands out about FMCH is their openness, willingness to learn, innovative thinking and willingness to question existing practices. This applies to all team members I work with. They are also a very diligent and professional team – always prepared for meetings with pre-work. I enjoy working with the team as they challenge me and my understanding as well. I see a lot of potential in their work both in terms of contribution to the Maternal and Child Health space as well as scope for replicability. My sincere hope for them is that they emerge as leaders not only in the intervention but also in the impact space.

#### **Archana Pillai**

Director, Social Impact Advisory, & Social Audit Network, India & Impact Advisor@The/Nudge

## "Pregnancy clubs are like maika"

Eighteen-year-old Pallavi had just moved from her village to Bhiwandi. She did not know anyone in the community and stayed mostly to herself. When our frontline worker Iram met her, she was 6 months pregnant, lonely and homesick. Iram invited her to our pregnancy club. Pallavi reluctantly attended a session. She did not speak in the first two sessions. By the third session, she opened up and started speaking to other mothers.

"In the third session, I saw her coming with other mothers and going to their homes for *nashta*. It made me so happy to see her smile. It is hard for someone so young to be pregnant alone for the first time. The mothers in the pregnancy club generously supported Pallavi. They were around her for the rest of the pregnancy and helped take care of her and, once the child was born, they took care of the child too," shares Iram.

"Pregnancy clubs and Nutrition courses have the power to do this. They bring women together and they become a support for each other. A lot of women say these clubs are like their *maika* or mothers' homes. They feel safe and comfortable here," says Iram.

After a hiatus during the lockdown, we resumed the pregnancy clubs and nutrition courses. We conducted 271 pregnancy clubs and 378 nutrition courses through the year.

## Pregnancy Clubs and Nutrition courses

We also created support groups for mothers to have an ecosystem of support to reach out to after we exit the communities.

## In the next 5 years, we want to impact 1 million families



In 2021-22, we impacted ~ 25,000 families and worked with 500+ Anganwadis in Mumbai slums

## Our Achievements in 2021-22

Achievement	NHFS 5	Mumbai	Thane	Overall FMCH	
Institutional deliveries	88%	98%	93%	90%	
Early initiation of breastfeeding	41%	57%	54%	74%	
ANC Visits (>4)	58%	72%	70%	73%	
IFA Tablets: 100 tablets	44%	55%	55%	98%	
Complementary feeding on time	46%	NA	NA	70%	





I have been mentoring FMCH India for a year now, through The/Nudge Institute. I have seen them come a long way, especially in organisational leadership and capacity. The focus of FMCH is on deep intervention, which they want to scale – and they are willing to experiment to find the best model to scale. I have seen how far they have come in finding solutions. I wish them all the best for the future!

#### Surendra (SK) Jain

Founder & Managing Partner, RatnaTraya Capital Impact Advisor@The/Nudge

## "It is true: knowledge is power"



Lakshita got introduced to FMCH in 2018. She came to us like the many other mothers we meet in our community visits. She had a child of about 7 months and lived with her in-laws. Lakshita had little to no say at her home. She attended our nutrition course and slowly

developed the confidence to voice

her opinion.

In her own words, "Before I came for the FMCH sessions, I had no confidence to say anything because I did not know anything. It is true knowledge is power. I started talking to my mother-in-law about various things, including practising what I learnt at the FMCH sessions. I felt so good and saw that change in myself."

Soon Lakshita became a part of the support group, as well as the community leader of that group. This helped her carve a place for herself in the community. Her inlaws started listening to her.

When we were were expanding our work, Lakshita got an opportunity to work with us as a Field Officer or frontline worker. She worked with us for about 2 years.

Not just my family members, but also people in my neighbourhood come to me for advice

"When my mother-in-law heard from the community about my work, she was deeply affected. She understood how times have changed and the old thoughts need to change too. I also see how the mothers around me are more aware now and their children are also growing well."

This was Lakshita's first job and she learnt all about being a professional health worker. She impacted close to 1000 families. In 2022, she moved up the ladder, to an Associate, managing about 7 field officers.

Lakshita's journey from being a beneficiary of our programme to becoming an Associate makes us proud of all that we have been able to accomplish. Today, she inspires not just her family members, but other women in the community. She has encouraged many women to speak up and take ownership of their health and their children's health.







As donors, it fills us with immense happiness and relief to see that everyone in the team, right from the CEO to field volunteers is very thorough with their knowledge of systems and the community. The connection that FMCH has with the community is very assuring - we saw community members' faces light up at the mere sight of FMCH team members.

What stood out for us is the space for growth that the organisation provides to its employees, internally. A field volunteer can aspire to and become a programme coordinator and that is the reality of many at FMCH!

We have witnessed first-hand the organisation be proactive and pivot its strategies wherever need be. Accommodating our concerns as donors whilst ensuring that it is the benefit of children that remains their priority is a commendable quality.

FMCH has proven its mettle during Covid-19 when medical systems were troubled and continue to do so, with greater rigour. We regard FMCH for its strong presence in the community and for building up on the same.

## MCKS Trust Fund Donor





# Message from the Managers



#### BHAGYADA JAMSANDEKAR

The year 2021-22 can be called the year of innovations! It was a year where we made our programmes modular and moved one step ahead for scaling. Some of the highlights included the roll out of version 2 of our tech innovation -NuTree app. We added a new 1st 1000 days protocol in the programme 'Home based management of Acute Malnutrition'. This enables the frontline workers to provide need-based counselling to children mothers whose are identified as malnourished. Success of this protocol has been remarkable at different project locations.

Through creative and participative processes, and working with artists in our own team we worked on developing short videos on various topics on health and nutrition in 1st 1000 days. All these videos were added to the NuTree app, which can also be shared on WhatsApp. We developed training modules for our frontline workers that give them knowledge on nutrition in the first 1000 days, help with professionalism and how to conduct each FMCH programme.

We got 2 partners on board: Aadhar Sanstha and Children of India. Aadhar Sanstha is based in Amalner, Jalgaon and Children of India works extensively in Banglore. Both the partners have a total reach of 1000 families.

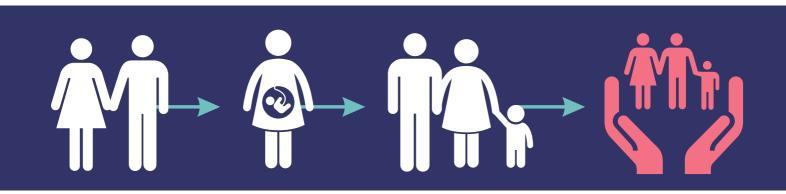
#### **SHUBHANGI BHOITE**

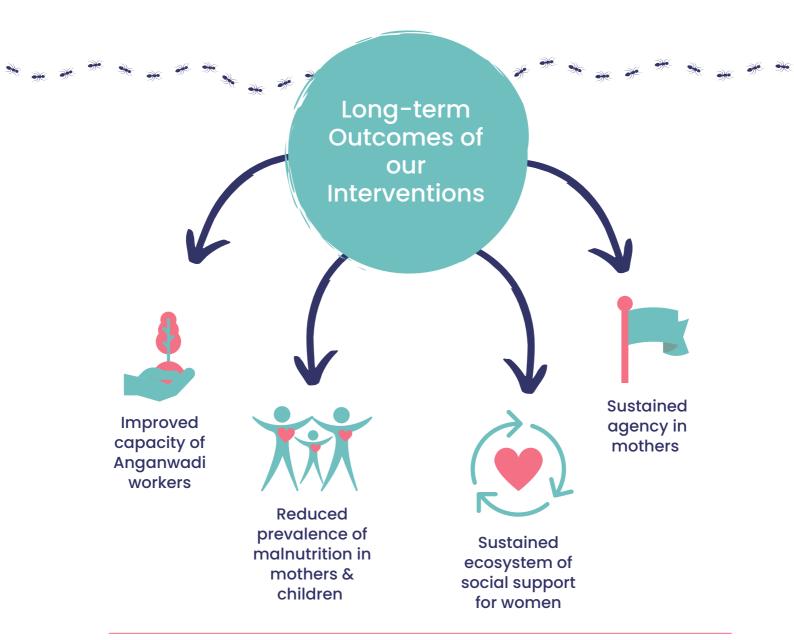
continued our community activities engagement Anganwadis in the communities under our Kurla Poshan Initiative programme. We reached close to 5000 families! We worked in 123 Anganwadis through direct community intervention. The FMCH team engaged with mothers. families and stakeholders through innovative ways and reached 10000+ community members. We saw 3% reduction in malnutrition in the Kurla community due to our interventions.

At the Wadia Hospital, besides conducting regular anthropometry for all children who come to the OPD, we referred the malnourished children to Nutrition Rehabilitation Centre for immediate treatment. The team focused on improving IYCF practices and the importance of good nutrition for children.

## **Theory of Change**

Sustainably manage the burden of preventable malnutrition by developing resilient mothers & healthy children through an ecosystem of support in the first 1000 days.







I have been supporting FMCH for about 2 years and have nothing but praise for the entire team. I first interacted with them in a zoom meeting, and subsequently met with their head, Shruti Iyer, during her visit to Mumbai early this year. She is a dedicated, capable individual and has led her team to achieve their goals of providing guidance to young women on pregnancy and caring for their newborns for the crucial first 1000 days. FMCH has done an outstanding job in their first location – Kurla in Mumbai. I am impressed with the results and will continue to support them as they raise funds to move to the next location.

#### Suneeta Vaswani Bluestar India

# What to look forward to in 2022 - 23



New direct interventions



Building out indicators for our new theory of change ++++









"To achieve our promise of full support, we serve as a sounding board for the CEO..."

# Message from the Board

The stated objective of the FMCH Board is to ensure the CEO has the necessary support to achieve the agreed upon goals set by the organisation each and year approved by the Board. To achieve our promise of full support, we serve as a sounding board for the CEO to work through new ideas problems, solutions to donor support and fiscal and compliance oversight through subcommittees, 1:1 involvement, mentorships senior staff, regular board meetings with the CEO and an open forum for dialogue and participation.

Although our Board members come from various backgrounds providing a wide range of skills and connections, we strongly encourage and seek out advisors to the CEO and/or Board to bring skills and knowledge to address specific challenges. The challenge the Board has faced this year is ensuring we evolve at a pace equal to the

organisation and, therefore, engaged Anant Bhagwati as an advisor to the Board to help us identify where we have been and where we need to be. Through various sessions, the Board identified its strengths and areas for change and improvement as we face the next phase of the organisation's welcome outside growth. We involvement and are always looking interesting and committed people to join the Board or serve as an Advisor.





The focus at FMCH is and continues to be the eradication of malnutrition. Over the history of the organisation, we know it is critical to adapt our programmes and models in approaching this issue as we expand our reach, involve more stakeholders and operate in an ever-changing environment. Over the past few years, our CEO, Shruthi lyer, has worked to develop three key factors crucial to FMCH in achieving our goal of one million families by 2025.

First, she has worked to develop, implement and improve our technology and outreach through the NuTree app and social media; second, she has nurtured and strengthened FMCH's involvement with government agencies and the Anganwadi system; and, last, she data-driven has created a environment for all team members to use real-time information for optimum results. She has set up FMCH for success as we enter a large growth phase and it is for this reason

that the Board has named her Co-Founder of FMCH in recognition of her work and her commitment to the future of the organisation.

This year we want to add a special thank you to our FMCH staff for following all safety and vaccination protocols and proficiently using the variety of tech tools developed to ensure our mothers and children, whether they were able to visit in person or only contact remotely, were supported and informed during the second Covid-19 wave that was devastating for the people in the communities where we work. The Board is hugely grateful and always humbled by their dedication to the organisation and its beneficiaries.

Our belief is that by empowering mothers with knowledge and confidence to not only solve the problem within their families but also become leaders within their own communities so that malnutrition ends not only for today's children but for future generations. We look forward to your continued support in partnering with us to make this happen!

#### - DOROTHY WAGLE Board Chairperson







## **Income and Expenditure**

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	Adjustment during the year	19			Additions during the year	3	
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				020	Depreciation up to date	72	2
	Other Earmarked Funds				1	3	
	Depreciation Fund	12		121	Investments		82
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	Reserve Fund	39			Furniture & Fixtures		
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2	For Advances		2		Advances		
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	727			5 <u>2</u> 0	To Contractors		92
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				2,62,758	To Others		2,62,3
					Income Outstanding		
925000000	Income And Expenditure Account			850	Rent		
3000 30 65 1	Balance as per last Balance Sheet	60,06,714		383	Interest		13
	Less : Appropriation, if any	72		(1-)	Other Income		-
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63,10,384	Add : Surplus as per Income and	48,08,133		V69-020203	Cash and Bank Balances		10052762115
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	Less : Deficit as per Income and			3,63,657	In Fixed Deposit Account with		3,82,7
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SCHEDULE IX [ Vide rule 17(1)] The Bombay Public Trusts Act, 1950 FOUNDATION FOR MOTHER AND CHILD HEALTH Registration no. F - 31760(Mumbai) INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2022 2020-2021 EXPENDITURE 2021-22 2020-2021 INCOME 2021-22 To Expenditure in respect of properties By Rent Rates , Taxes , Cesses Repairs and Maintenance Realised Salaries/Honorarium By Interest (accrued & realised) Insurance Depreciation On Securities (by way of provision of adjustments) On Loans Other Expenses 4,68,412 On Bank account 7,28,119 7,28,119 11,14,629 To Establishment Expenses 38,23,466 By Dividend To Remuneration ToTrustees 2,82,49,977 2,56,11,091 By Donation To Remuneration (in the case of a math) By Donations In Cash or Kind to the head of the match, including his household expenditure, if any By Grant To Legal Expenses 1,23,773 By Income from other source 1,76,870 70,800 To Audit Fees By Transfer from Reserve To Contribution and Fees To Amounts Writeen off (a) Bad Debts (b) Loans Scholarships (c) Irrevocable Rents (d) Other items To Miscellaneous expenses 6,40,564 To Depreciation 13,28,313 To Amount transferred to Reserve or Specific Funds To Expenditure on objects of the trust:-(a) Religious (b) Educational (c) Medical Relief (d) Relief of Poverty 1,91,95,054 (e) Other Charitable Objects 1,80,66,899 1,91,95,054 1.91.95.054 63,10,384 Excess of Income Over Expenditure 48,08,133 Carried to Balance Sheet 2,62,03,276 TOTAL RS 2,91,54,966 2,62,03,276 TOTAL RS 2,91,54,966 AS PER OUR REPORT OF EVEN DATE FOR FOUNDATION FOR MOTHER AND CHILD HEALTH FOR S. P. GUPTA & ASSOCIATES CHARTERED ACCOUNTANTS Firm Reg no 103445W

(Preeti Parasrampuria)

Partner Trustee Trustee Trustee Trustee

Membership No 131204

Mumbai Date: 02/09/22



## **Our Supporters**





























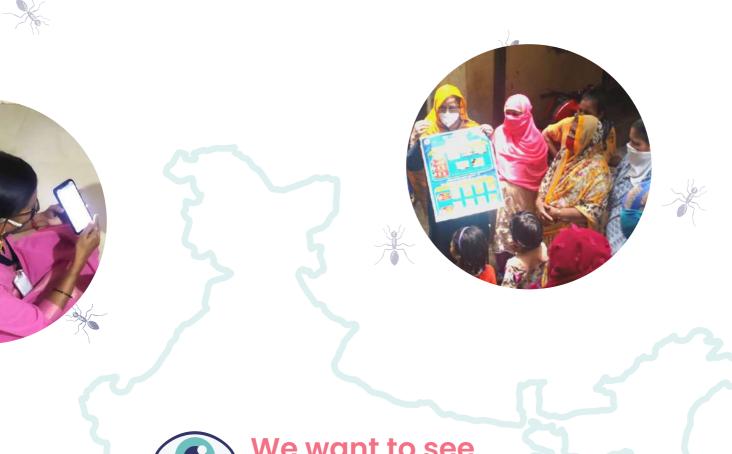














We want to see an India where no child is limited by poor nutrition.



We will eradicate child malnutrition by **building** resilience in mothers.











#### **Meet us**

Safed Pool, Tanaji Nagar, Sai Krupa Rahiwasi Society, Jarimari, Kurla West, Mumbai 400 072

#### **Contact us**

Phone (+91)9101069135 Email contact@fmch-india.org

#### **Get Social with us**

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Instagram @indiafmch
LinkedIn FMCHIndia
Twitter @FMCHIndia
Website www.fmch-india.org

















