



Change Initiatives

ANNUAL REPORT

2025 – 2026



24 Years of Learning, Digital Inclusion, Environment & Empowerment

CHANGE INITIATIVES · KOLKATA, WEST BENGAL, INDIA

Contents

THE ORGANISATION

Introducing Change Initiatives	3
From the Desk of the Secretary	4
About Change Initiatives	5
2025–26 at a Glance	6

OUR PROGRAMMES

1 Let's Code	7
2 Digital Literacy	9
3 Digital Classroom	10
4 Basudha	11
5 Kisholoy	12
6 Nabanna	13
7 Project Well	14
8 AI for Emerging Markets	15
9 Community Engagement, Fundraising & Volunteers	16

GOVERNANCE & ACCOUNTABILITY

Advisory Board & Board Members	17
Financial Brief Report	18
Our Partners & Recognition	19

INTRODUCING

Change Initiatives



Change Initiatives is a Kolkata-based non-governmental organisation working in the fields of education, digital inclusion, environmental sustainability, and community empowerment — with a primary focus on women, children, and youth across West Bengal and other parts of India.

During 2025–26, Change Initiatives completed its 24th year of operations — an almost quarter-century of grassroots work that began with a single computer training initiative in rural West Bengal and has since grown into a multi-programme organisation spanning STEM education, digital literacy, climate action, gender empowerment, and public health.

Over the year, the organisation focused on expanding the scale and reach of its flagship programmes while further strengthening its research, monitoring, evaluation, and institutional systems — ensuring that growth is matched by depth of impact.

24 Years

OF GRASSROOTS WORK

5 Areas

STEM, DIGITAL LITERACY,
CLIMATE, GENDER & HEALTH

3 Themes

ENVIRONMENT · EDUCATION ·
EMPOWERMENT

A MESSAGE

From the Desk of the Secretary



Dear Partners in Development,

Change Initiatives is the Story of 3Es: Education, Environment & Empowerment. The year gone by we made progress across all the 3Es. We have also entered new areas, including the world of AI and the totally separated world of fish farming.

The second phase of the Let'sCode programme is in full swing with 10 digital Labs in 10 government schools at Rajarhat-Sonarpur region. More than 9,500 students are involved in coding, tinkering robotics and 3D printing at the Labs. The highlight of the year is the inauguration of the Robotic Lab at Garia Baroda Prasad Uccha Vidyala. The project is focused on inclusive education with 58 per cent girls and 42 per cent boys.

The Digital Literacy program is our oldest running program. It started in January 2016 and is still going strong. We have trained over 3000 individuals this year, with the total learner number going up to 25,000 in the age group of 16-70. The uniqueness is the hub-and-spoke model.

The Kisholoy programme of foundational learning for new children has grown in Purulia. We now have Six Sabar Bikash Kendras in the region, where we support 300 tribal children. We also have community learning centres in Kolkata and Canning, where there are more than 50 children.

We work on 3Es with education the first of them. The second E is Environment. We are proud to say we have planted 4.5 lakh mangroves and other native species across the Sunderbans, other parts of West Bengal and even in Assam, Gurgaon and Rajasthan. The survival rate of the species is almost 80 percent.

Our third E is Empowerment. Here we are talking of Women Empowerment. The women poultry farmers of Balrampur have done a commendably over the past year as they strengthened their climate and gender resilient practices as they acquired the wherewithal to prepare the feed and administer medicines. They have now diversified to fish farming. Youth empowerment is also a pillar of our work. We have swiveled over to AI at the familiar American Centre. We are mentoring the youth of West Bengal's technical universities to make AI models for American companies.

So much has been done and still so much to do. A Big Thank You to all our Stakeholders, Donors and Well Wishers who have made this possible. But our biggest word of praise and our biggest thanks go to the children, boys and girls, women and youth who have walked hand in hand with us over the past quarter a century to make it such an eventful journey.

Thank you. Stay safe and stay well.

Mr. Suryatirtha Ray

Secretary (Honorary), Change Initiatives

WHO WE ARE

About Change Initiatives

Change Initiatives' mission is to promote learning so that everyone lives a life of dignity, is capable of exercising choices that affect their well-being, contributes to society, and nurtures the environment.

MISSION

Promoting learning for poverty reduction, with a thrust on Information and Communication Technologies (ICTs).

VISION

Change Initiatives is an organisation that takes technology to the grassroots and builds to-scale solutions for the most pressing problems of our time.

Our Objectives

01

Providing after-school education to poor children and engaging in their mental development, while interacting with their parents and community.

02

Offering skill-development training to young boys, girls, and youth.

03

Mentoring youth for entrepreneurship.

04

Empowering communities and the vulnerable through awareness and counselling on social issues, gender, and the environment.

Key Themes

ENVIRONMENT

EDUCATION

EMPOWERMENT

Strategies

- Implementing proven development solutions grounded in an evidence-based approach to poverty reduction.
- Using ICTs and proven ICT-based development solutions to accelerate outcomes and impact.
- Setting up human development centres as a single place for community development activities and a meeting place for women, children, and youth.

PRINCIPLES Working among the vulnerable sections of society — women, youth, children, the aged, and the disabled.

THE YEAR IN NUMBERS

2025–26 at a Glance

Across every programme area, 2025–26 was a year of expanding scale and deepening impact:

9,692

STUDENTS IN CODING &
STEM

25,000+

TRAINED IN DIGITAL
LITERACY

4.5 Lakh+

TREES PLANTED, 90%
SURVIVAL

500+

CHILDREN SUPPORTED,
KISHOLY

175

WOMEN POULTRY FARMERS

416 Wells

SAFE WATER FOR ~10,000
PEOPLE

3,000+

STUDENTS, DIGITAL
CLASSROOM

250

STUDENTS TRAINED IN AI
(US CONSULATE)

30 + 10

VOLUNTEERS & INTERNS
ENGAGED

Highlights of the Year

- Let's Code Phase II reached 9,692 students across 10 government schools — 58% of them girls.
- Digital Literacy completed nearly a decade of work, with 25,000+ individuals trained.
- A new Smart Digital Classroom now serves more than 3,000 students.
- Basudha crossed 4.5 lakh trees planted and monitored, with ~90% survival.
- Kisholoy expanded from five to six Sabar Bikash Kendras.
- 175 women poultry farmers supported under Nabanna; 14 received raised poultry cages.
- Project Well added 14 bio-sand wells and 60 toilets, reaching 416 of each.
- A new AI initiative began with the American Consulate, Kolkata.

01

EDUCATION & TECHNOLOGY

Let's Code

9,692

STUDENTS ENROLLED

10

GOVERNMENT SCHOOLS,
SONARPUR

6,794

STUDENTS IN PHASE I

58% GIRLS

42% BOYS

Change Initiatives continued implementing Phase II of the Capgemini-supported Let's Code programme through 2025–26. Building on three years of Phase I — during which 6,794 students were enrolled — Phase II expanded both the scale of student participation and the depth of the curriculum.

A total of 9,692 students from 10 government schools in the Sonarpur circle of Kolkata were enrolled in coding, robotics, tinkering, Python, Scratch, and 3D-printing programmes this year, with 58% girls and 42% boys — reflecting the programme's continued emphasis on inclusive participation in STEM education.

The year also saw Robotics Labs strengthened and teachers' capacities enhanced through structured training and mentoring. Science exhibitions, exposure visits, innovation showcases, and student wellness sessions were organised throughout the year, fostering experiential learning and holistic development alongside the core technical curriculum.



LET'S CODE · *In the labs and at the exhibitions*

02

DIGITAL INCLUSION

Digital Literacy

3000+

INDIVIDUALS TRAINED

16–70

AGE RANGE OF LEARNERS

~10 Yrs

OF DIGITAL LITERACY WORK

2025–26 marked a significant milestone in Change Initiatives’ digital literacy journey, with 3,000+ individuals certified during the year, bringing the organisation’s overall reach to over 25,000 individuals aged 16 to 70. These learners have been certified in digital skills, cybersecurity, internet use, productivity software, and digital payments through the organisation’s hub-and-spoke model, comprising a main centre and spoke centres across West Bengal.

The programme continues to focus on empowering participants towards digital independence, with structured awareness drives conducted within families and communities ahead of formal training. Strong emphasis is placed on helping learners stay safe and confident while navigating digital platforms in their everyday lives.

WHAT LEARNERS GAIN

Digital skills

Cybersecurity

Internet use

Productivity
software

Digital payments



03

EDUCATION & TECHNOLOGY

Digital Classroom

1

SMART DIGITAL CLASSROOM ESTABLISHED

3,000+

STUDENTS BENEFITED SO FAR

A new Smart Digital Classroom was established during the year, bringing interactive, technology-enabled learning to a government school setting. More than 3,000 students have benefited from the initiative so far, with teachers receiving dedicated training on digital teaching tools to ensure the classroom is used to its full potential.

- Promoted interactive and technology-enabled learning in government schools.

WHAT THE CLASSROOM OFFERS

Interactive learning

Technology-enabled classroom

Teacher training on digital tools



The Change Initiatives Digital Classroom, Bodra High School (H.S.)

04

ENVIRONMENT & CLIMATE

Basudha

4.5 Lakh+

TREES PLANTED & MONITORED

~90%

SURVIVAL RATE

Under Basudha, Change Initiatives planted and monitored more than 4.5 lakh trees — including mangroves and other native species — across the Indian Sundarbans and multiple other states, through community-led restoration initiatives. Regular monitoring, maintenance, and active community participation have together sustained a survival rate of nearly 90%, reflecting the long-term sustainability built into the programme’s design.

Women’s Self-Help Groups (SHGs) continued to play a pivotal role in mangrove restoration, tree plantation, and broader community-led climate resilience initiatives, reinforcing the link between environmental restoration and women’s economic and social empowerment.



05

EDUCATION & WELFARE

Kisholoy

500+

CHILDREN SUPPORTED

6

SABAR BIKASH
KENDRAS (UP FROM 5)

~320

SABAR TRIBAL
CHILDREN

~50

CHILDREN IN KOLKATA
& CANNING

Change Initiatives expanded its Kisholoy education initiative from five to six Sabar Bikash Kendras this year, providing elementary education and holistic support to around 320 Sabar tribal children.

The programme continued to operate community learning centres in Kolkata and Canning as well, supporting close to 50 more children through remedial education, life skills, and academic enrichment programmes — taking the total number of children supported under Kisholoy past 500.

Sabar Bikash Kendras

Six centres, up from five, providing elementary education and holistic support to around 320 Sabar tribal children.

Community learning centres

Centres in Kolkata and Canning supporting close to 50 more children.

Learning support

Remedial education, life skills, and academic enrichment programmes.



06

WOMEN EMPOWERMENT

Nabanna

175

WOMEN POULTRY FARMERS SUPPORTED

14

WOMEN RECEIVED RAISED POULTRY CAGES

Through the West Bengal Livestock Learning Lab, Change Initiatives supported 175 women poultry farmers this year, strengthening climate-resilient backyard poultry practices, improved flock management, and stronger market linkages. The Learning Lab continues to combine skill development and business-management training with workshops on gender equality and leadership, helping women build sustainable, income-generating poultry enterprises.

Building on lessons from previous interventions on heat-stress management, 14 additional women farmers received raised poultry cages this year, improving bird management, enhancing biosecurity, and supporting the expansion of sustainable backyard poultry enterprises even under challenging climate conditions.

THE LEARNING LAB COMBINES

Skill development

Business-management
trainingGender equality &
leadership workshops

Market linkages



07

WASH & PUBLIC HEALTH

Project Well

416

BIO-SAND WELLS IN TOTAL

416

TOILETS IN TOTAL

~10,000

PEOPLE BENEFITED

+14

NEW BIO-SAND WELLS IN 2025–26

+60

NEW TOILETS IN 2025–26

Change Initiatives continued providing safe drinking water and sanitation in arsenic-affected regions of West Bengal through Project Well. During 2025–26, 14 new bio-sand wells and 60 new toilets were installed, taking the programme's total reach to 416 wells and 416 toilets — benefiting close to 10,000 people across the affected blocks of North 24 Parganas and Nadia.



A bio-sand well installed under Project Well

08

INNOVATION & ENTREPRENEURSHIP

AI for Emerging Markets

250

TECHNOLOGY STUDENTS
TARGETED

3 Days

EXPERT-LED MENTORING PER
SESSION

2

SESSIONS COMMENCED

Change Initiatives commenced a new initiative this year — Expanding American Excellence in AI Technology Business in Emerging Markets — supported by the American Consulate, Kolkata. The programme aims to train 250 technology students from West Bengal in AI, innovation, and entrepreneurship through expert-led mentoring delivered over three-day sessions.



- Building practical skills in AI tools, project development, and essential workplace competencies.
- Showcasing AI solutions before industry representatives, with participants receiving certification from the American Consulate, Kolkata.
- Two sessions successfully commenced during this period.



COMMUNITY ENGAGEMENT

09

Community Engagement,
Fundraising & Volunteers

30

VOLUNTEERS ENGAGED

10

INTERNS FROM LEADING INSTITUTIONS

Community engagement remained central to Change Initiatives' work through 2025–26. Fundraising campaigns were conducted in support of slum and tribal children, sustaining year-round giving from individual donors and well-wishers.

The organisation engaged 30 volunteers and 10 interns from leading institutions this year, who contributed to programme delivery, monitoring, and outreach. Change Initiatives also continued its collaboration supporting young adults with disabilities, and organised online awareness quizzes for students on themes such as the environment and social issues.

Fundraising

Campaigns in support of slum and tribal children, sustaining year-round giving from individual donors and well-wishers.

Volunteers & Interns

30 volunteers and 10 interns contributed to programme delivery, monitoring, and outreach.

Inclusion & Awareness

Continued collaboration supporting young adults with disabilities, plus online awareness quizzes on the environment and social issues.

"...it is for them, and because of them, that we do this work."

— Mr. Suryatirtha Ray, Secretary (Honorary)

GLIMPSES FROM OUR WORK



GOVERNANCE

Advisory Board & Board Members

Change Initiatives is guided by an Advisory Board and a Board of Directors drawn from academia, media, finance, and social development. The composition below reflects the most recently constituted Board; any changes during 2025–26 will be reflected in the subsequent update to this report.



Board Members

Name of Board Member	Designation	Gender	Age	Profession
Sanghamitra Majumder	President (Honorary)	Female	55	Service, M.Sc. Economics, Calcutta University
Sarmistha Banik	Vice-President (Honorary)	Female	52	Associate Professor, Physics, BITS Pilani
Suryatirtha Ray	Secretary (Honorary)	Male	60	Journalist, MA in Economics, Delhi School of Economics
Sumita Mandal	Treasurer (Honorary)	Female	54	Service, M. Com, Calcutta University
Soumen Gupta	Member (Honorary)	Male	61	Cost Accountant
Sudipto Das	Member (Honorary)	Male	58	Consultant
Mrs. Sujata Chatterjee	Member (Honorary)	Female	74	B.Sc.; Former Education Worker in UK

Relationship between Board Members: None

ACCOUNTABILITY

Financial Brief Report

The table below presents the most recently audited financial summary available at the time of this report. Audited figures for 2025–26 will be incorporated once the annual audit for the year is finalised.

Year	2025-26	2024-25	2023-24
Total Income (Rs.)	1,37,14,949	1,90,26,261	1,45,83,568
Total Expenditure (Rs.)	1,32,52,981	1,47,16,740	1,42,20,800

Receipts (Last Three Financial Years, Rs.)

Source	2025-26	2024-25	2023-24
Self-generated (fees / subscriptions / interest / community contributions)	—	—	—
Donations from Indian individuals	4,16,936	221,269	95,573
Donations from foreign individuals (under FCRA)	—	—	—
Grants from Indian sources (trusts / govt / companies / foundations)	68,45,165	1,06,37,543	10,851,261
Grants from international sources (under FCRA)	54,33,323	7,807,034	3,327,421
Total Receipts	1,26,45,424	1,86,65,846	2,88,14,675

All figures in Indian Rupees (Rs.).

GRATITUDE

Our Partners

Change Initiatives' work is made possible through the continued support of institutional partners, government departments, academic institutions, and corporate collaborators. Some of the partners we work or have worked with include:



- Capgemini
- American Consulate, Kolkata
- Toronto Calcutta India Foundation
- UNESCO, Social and Human Science Sector, Paris
- UNESCO, Communication & Information Sector, New Delhi
- Department for International Development (DFID)
- European Union
- NASSCOM Foundation
- United Nations Economic and Social Commission for Asia and the Pacific
- IDPM, University of Manchester, United Kingdom
- Natural Resources Institute, University of Greenwich, UK
- InfoBridge Foundation, the Netherlands
- Radboud University, the Netherlands
- We For Hope, USA
- Community Foundation, USA
- International Rice Research Institute (IRRI)
- Schneider Electric India Foundation
- Project Well, US
- DIT, India
- IT Dept, India
- WEBEL
- Centre for Advancement of Sustainable Agriculture, New Delhi
- Deccan Development Society, Hyderabad
- Rural Agency for Social and Technological Advancement, Kerala
- National Dairy Resource Institute, India
- West Bengal Renewable Energy Development Authority
- Sarva Siksha Mission, Hooghly
- Sarva Siksha Mission, North 24 Parganas
- Panchayat & Rural Development Department, West Bengal
- Directorate of Animal Resource & Animal Health, West Bengal
- Pollution Control Board, West Bengal
- Bidhan Chandra Krishi Vishwavidyalaya
- Uttar Banga Krishi Vishwavidyalaya
- Krishi Vigyan Kendra, Nadia
- University of Burdwan
- Calcutta Municipal Corporation
- Howrah Municipal Corporation
- Bidhannagar Municipal Corporation
- IL&FS Foundation
- Jeevika Development Society
- Extension Training Centre, Rajarhat
- About 50 Gram Panchayats across Nadia, North 24 Parganas and South 24 Parganas
- 500+ Schools
- Farmers' Clubs, SHGs, and CBOs

RECOGNITION

Change Initiatives is a winner of the Gender and ICT Award (2003), presented by the APC Women's Networking Support Programme and the Global Knowledge Partnership, in the category of Community/Individual Advocacy and Networking. Nabanna has also received an Honorary Mention at Prix Ars Electronica 2004.

Thank you.

To our partners, donors, well-wishers, volunteers, and interns — and above all, to the children, students, and women at the heart of this work.



Change Initiatives

CHANGE INITIATIVES

Kolkata, West Bengal, India

Annual Report 2025–26