



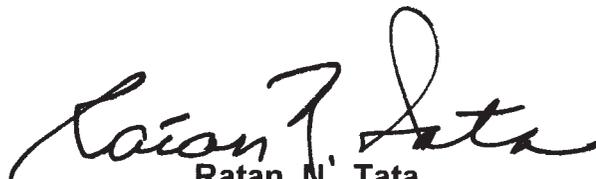
June 15, 2001

MESSAGE

It gives me great pleasure to present this Annual Report of the Sir Ratan Tata Trust for the year 2000-2001.

Over the last five years, the Trust has successfully repositioned its programming efforts in alignment with the recommendations of the Strategic Plan 1995-2000. This plan identified critical focus areas including education, health, rural livelihoods and communities, arts and culture, and public initiatives, where the Trust, as a forward-looking philanthropic organization, could make a positive difference to the lives of people, particularly those residing in rural India. Now, in keeping with the need to remain relevant to the changing needs of the communities the Trust serves, a review is being planned of the Strategic Plan formulated in 1995, which is expected to culminate in a new Plan for the next five years.

This Trust is increasingly convinced that the time is right for strategic collaboration between non-profit organizations, the Government, industry, and grant-making philanthropic organizations such as ourselves, to consciously build and strengthen civil society initiatives. We have also observed the noticeable improvement in disclosure practices within the non-profit sector, which coupled with an orientation towards results, would lead, in our view, to a stronger and more vibrant civil society movement in India. We believe our results-based philanthropy contributes to this movement, and are committed to continuing to encourage innovations and initiatives in this direction.



Ratan N. Tata
Chairperson

The Last Moments¹ A KEEN SENSE OF DUTY POONA, February 20, 1915

The Hon'ble Mr. Gokhale passed away peacefully on Friday night at 10-25 p.m. The news spread over the town like wildfire. For the last five days he was prostrated with an acute attack of cardiac asthma. The trouble began with a choking fit on the evening of Saturday, the 13th instant, when he arranged a fruitarian party in honour of Mr. Gandhi which he attended with very great difficulty, but had to leave immediately. Successively for four days the attacks continued with varying virulence, and his health became a matter of great anxiety and later developments, which prevented him going to Delhi for the Imperial Legislative Council meeting showed that his condition was serious. Even three hours early on Wednesday morning in being an important public duty, and this fact may be taken as the best illustration of the keen sense of duty that animated all his life. The doctors attending on him did all they could, but in spite of their efforts his case grew worse since.

Mr. Gokhale had the consciousness that his end was near, but the calm and composure which he maintained all through was remarkable. His only regret was that the work of the Royal Commission on which he had set his heart and to which he wanted to devote his best energies for the next four months would remain unfinished so far as he was concerned. He was extremely sorry that members of the Servants of India Society, which was his dearest child and the embodiment of his desire to serve the Motherland, were not only by his side to receive his last message. He has charged the members with the duty of continuing his work and mission round which his spirit will always hover and that he thought, was the best way to keep his memory alive. In his last moments he was surrounded by his friends whose leave he just took fifteen minutes before he passed away.

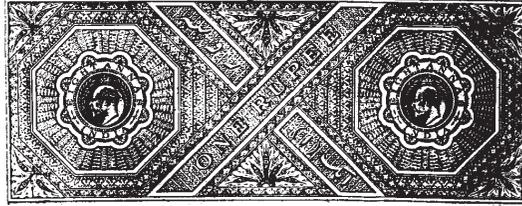
Gokhale at Twickenham⁴

The interval between his first and second visits to Vichy he spent in a quiet little cottage at Twickenham as the guest and neighbour of Mr. and Mrs. Ratan Tata, to whom the nation already owes so many debts of gratitude, and the monotony of the long hours of his temporary and interrupted convalescence was often brightened by the presence of his friends.

New aspect of charity⁵

Sir Ratan J. Tata's munificent donation of Rs. 1,11,000 to the Servants of India Society showed what political wisdom he had. He discerned that what India wanted was, not politicians of the arm-chair, or of the bear-garden, or of the market-place, but politicians like the late Mr. Gokhale, - man of constructive thought, sober action, patient and preserving toil and with large vision, who did not think that all progress was confined to mere politics. He took a large view of the progress of the country and thought it was their duty to march towards their goal of self-government by gradual and well-secured paces.

"The Servants of India Society will train men prepared to devote their lives to the cause of the country in a religious spirit, and will seek to promote by all constitutional means, the national interests of the Indian people. Its members will direct their efforts principally towards (1) creating among the people, by example and by precept, a deep and passionate love of the motherland, seeking its highest fulfillment in service and sacrifice; (2) organising the work of political education and agitation basing it on a careful study of public questions and strengthening generally the public life of the country; (3) promoting relations of cordial good-will and co-operation among the different communities; (4) assisting educational movements especially those for the education of women, the education of backward classes and industrial and scientific education; (5) helping forward the industrial development of the country; and (6) the elevation of the depressed classes."²



The Servants of India Society;

We, the undersigned, agree to associate ourselves to form a Society, called "The Servants of India Society," and we agree to be bound by the articles set forth below and the rules and regulations that maybe made thereunder.

We also agree that Mr. G. K. Gokhale, B.A. C. 90, shall be the first first member of our Society.

In testimony of this our agreement we put our signatures to this document this day, the 11th June 1905.

G. K. Gokhale
M. D. Desai
A. M. Bhandarkar
M. T. Devadhar

Facsimile of the historic pledge.⁶

SIR RATAN TATA supported the Servants of India society with a multi-year grant of Rs 1,11,000 spread over ten years from 1905 onwards. The purpose of the grant was to support its welfare work for the weaker sections of society.⁸

SIR RATAN TATA told me of two incidents which might be recalled in this connection. You all remember how the compulsory education bill introduced by Gokhale was opposed by the industrial magnates and business interests of Bombay, and I believe their opposition was due to the widespread education would lead to labour unions, strikes and all those labour developments that are the nightmare of capitalists. At Calcutta Gokhale and Sir Ratan had a conversation on the subject, when Gokhale, as Sir Ratan himself told me with a laugh. Used violent language, left him, and within half an hour sent a nice note of apology and made it all up. Sir Ratan said, "I never could get angry with Gokhale because he was so true, so good and so saintly. The curse of a saint is better than the blessing of a hypocrite;" and they remained firm friends to the end.....⁷

A REPRESENTATIVE PLATFORM³

Among those present at the meeting were the Sheriff (Mr. Noratom Morarji Gokaldas), Sir Jamssetji Jeejibhoj, Sir Henry Procter, the Hon. Mr. C.H. Armstrong, the Rev. Dr. Mackichan, Dr. Stanley Reed, Sir Cowasji Jehangir Readymoney, Sir Shapurji B. Broacha, Mr. Ratan J. Tata, the Hon. Sir Vithaldas D. Thackersey, the Hon. Sir Ibrahim Rahimulla, Sir Bhalchandra Krishna, the Hon. Mr. Lalubhai Samuldas, the Hon. Mr. Manmohandas Ramji, Mr. Jamssetji A. Wadia, Mr. Hormasji A. Wadia, Mr. N. N. Wadia, Mr. C.N. Wadia, Professor N. G. Velinkar, Mr. K. Natrajan; Mr. Chunilal V. Mehta, the Hon. Mr. Fazulbhoy M. Chinoj, Mr. Jehangir B. Petit, Mr. Haji Yusuf Haji Ismail, Mr. Hormusji J. Bhabha, Mr. Salebhoy Barodawalla Dr. Dinshaw Master, and many others. Mr. Mudholkar from Amraoti wired as follows:- "I cordially join citizens of Bombay in welcoming the Hon. Mr. Gokhale on his return from South Africa, and in thanking him for great and valuable services rendered to the country in undertaking at great trouble the investigation of Indian question in South Africa and for endeavouring to bring about a better understanding between Indians and Colonists". Mr. Dadabhoy Naoroji wrote: "I am sorry I shall not be able to attend the meeting tomorrow. Mr. Gokhale is an earnest worker for the good of India and he well deserves our acknowledgements. Other letters regretting inability to be present and sympathising with the movement were received from Sir Currimbhoy Ebrahim and the Hon. Mr. Fazulbhoy Currimboj.

Sir Jamssetji Jeejibhoj who was voted to the chair on the motion of Sir Cowasji Jehangir, seconded by the Hon. Mr. Manmohandas Ramji, briefly opened the meeting. Sir Jamssetji Jeejibhoj, who was voted to the chair on the motion of Sir Cowasji Jehangir, seconded by the Hon. Mr. Manmohandas Ramji, briefly opened the meeting. He said: - Gentlemen, - I have much pleasure in offering a cordial welcome on your behalf to our distinguished countryman, the Hon. Mr. Gokhale, who has returned to our shores after an absence of several months. I propose to be very brief, for it is not long since I had the privilege of speaking about Mr. Gokhale and his work, and it was only the other day that in this very hall I dwelt to some length upon the South African question, his views upon which we have gathered here to learn. I have not, therefore, much to say this evening, but I think I should be failing in my duty if I did not draw particular attention to the fact that our friend's visit to the Transvaal has been accomplished at much personal sacrifice.

Source: ¹ Extract from *The Times of India*, February 22, 1915. ² Extract from the book - *Gopal Krishna Gokhale* by T. V. Parvate (Navjivan Publishing House). ³ Extract from *The Times of India*, December 16, 1912. ⁴ Extract from the book *Gopal Krishna Gokhale (Political Thinkers of Modern India)* Edited by V. Grover (Deep & Deep Publications). ⁵ Extract from *The Times of India*, December 10, 1919. ⁶ Facsimile from *The Hitavada*, May 8, 1966. ⁷ Extract from speech delivered by Mr C Ramalinga Reddy, distinguished educationist and the first Vice Chancellor of Andhra University, Waltair, on March 4, 1920. This is extracted from one of the publications in the *Gokhaleana* series by Mr S R Venkataraman published in May 1965. ⁸ Extract from papers available at Tata Central Archives, Pune.

Sir Ratan Tata's vision

His thoughts, in 1913, on the manner in which the Trust's funds could be used:

"... for the advancement of Education, Learning and Industry in all its branches, including education in economy, sanitary sciences and art, or for the relief of human suffering or for other works of public utility...."

"To engage qualified and competent persons to investigate into matters that pertain to the social, economic or political welfare of the Indian community, the object being to design schemes of a practical nature calculated to promote the welfare of the said community, care being taken that such work is not undertaken from the stereotyped point of view but from the point of view of fresh light that is thrown from day to day by the advance of science and philosophy on problems of human well being...."

Further, he also directed that:

"No experiment and no venture should be aided or undertaken unless the scheme thereof is carefully prepared..."

"No institution or organisation should be aided of which the accounts are not subject to periodical audits and are not regularly issued and which would not be open to inspection and examination..."



Shri Gopal Krishna Gokhale
with Sir Ratan Tata

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Mr. N. A. Palkhivala

Mr. H. N. Sethna

Mr. N. A. Soonawala

Mr. J. N. Tata

Mr. K. B. Dadiseth

Mr. R. K. Krishna Kumar

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Programme Adviser	Ms. Deanna J. Jejeebhoy
Programmes Manager	Mr. Sudhir Rao
Programme Officer - Individual Grants	Ms. Nandini Janardhanan
Programme Associate - Institutional Grants	Ms. Reno Ann Cherian Ms. Vartika Jaini
Programme Associate - Individual Grants	Ms. Kumudini Kudalkar
Accounts	Mr. Freddie P. Movdawala Ms. Sanober N. Charna Mr. Micky B. Billimoria
Executive Assistants	Ms. Razia Khan Ms. Meher Raghina
Office Assistants	Ms. Jasmine D. Billimoria Ms. Gool D. Lavangia Mr. Ravi M. Shetty Mr. Ramesh V. Thingalaya Mr. Navin D. Thingalaya

The Trust is grateful to the following for their valuable contributions during the year:

Resource Persons/Consultants	Ms. Kavita Anand Ms. Mona K. Dikshit Mr. Rajiv Khandelwal/Mr. Sudhir Katiyar Ms. Daman Singh
Bankers	American Express Bank, Mumbai State Bank of India, Main, Mumbai UTI Bank, Main, Mumbai
Auditors	Mr. D. D. Bhatena, Partner M/s. Damania, Panday and Bajan Chartered Accountants
Solicitors	Mr. Jehangir N. Mistry, Partner M/s. Mulla & Mulla & Craigie Blunt & Caroe



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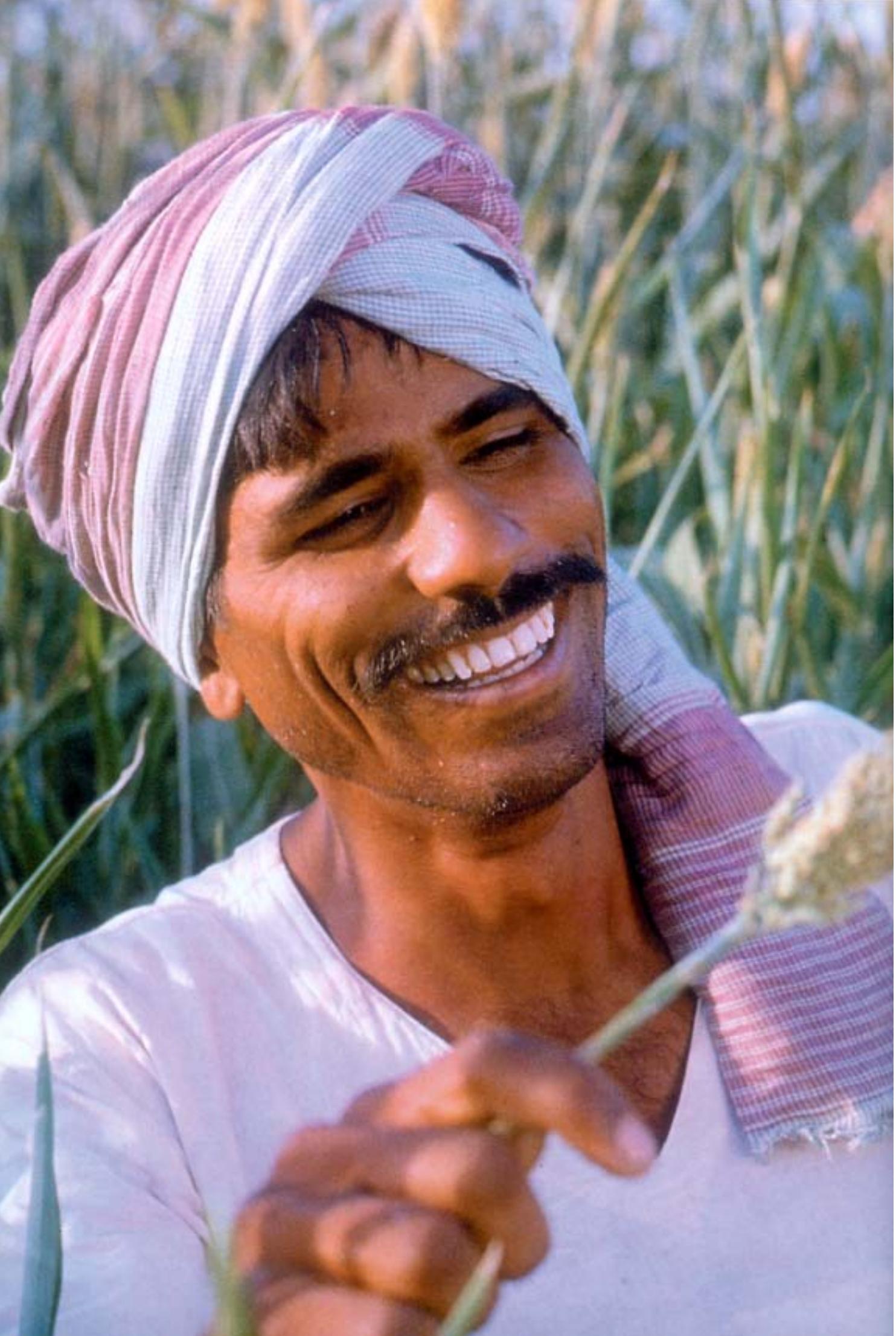
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Building Civil Society : A Guide to Action

The Bangalore declaration is the statement prepared by the Eleventh Annual Hopkins International Philanthropy Fellows Conference. The conference was held in July 1999 and the declaration was published in March 2000, by the India Civil Society Collective, Bangalore for wide dissemination. The Trust has reproduced this guide for action for the readers of this annual report. The statement reflects the work of more than 100 non-profit, philanthropic, government, and business leaders from over 19 countries. The publications relating to the International Philanthropy Fellows Conference were supported by the Trust under the Sir Ratan Tata Small Grant Programme during 1999-2000.

Bangalore Declaration

The past twenty years have witnessed a remarkable upsurge of organised citizen activism throughout the world and a new recognition of the contribution that private, non-profit organizations can make to the solutions of the serious social, economic, environmental, and human rights problems that continue to plague the world community.

For all its significance, however, this development has also served to underline an important reality about what it will take to make meaningful progress on these problems; for, the institutions of the civil, or non-profit sector are no more able to solve these problems on their own than was government or the business sector before. If serious progress is to be made in reducing poverty, ensuring social justice for all particularly the women, children, dalits, tribals and all disadvantaged and marginalised, achieving equality of life chances, and improving the quality of life for all people, ways must be found to forge productive alliances among the sectors. In other words, a new phase in social problem solving and sustainable development has arrived. The key to this new phase is the building of effective partnerships among government, business, and the non-profit sector. We can refer to this new phase as the building of a civil society.

The building of civil society in this sense is not without its risks, to be sure. Non-profit organizations are rightly concerned that cooperation with the state and with business may erode their independence, co-opt their leadership, drive wedges between leaders and grassroots communities, and blunt their opposition to structures that harm their constituents. Politicians may be concerned that strengthening non-profit organizations can cost them political support and create rivals for citizen affections. And business may have concerns about legitimizing institutions that may challenge them in the future.

Despite these risks, however, the imperatives of cooperation are more compelling. Indeed, the central challenge of the future is to make such cooperation work, to build true “civil society”, that is, societies in which the non-profit business, and government sectors not only have a right to exist, but also to work together to solve pressing problems.

The present statement is an effort to identify some of the steps that will be needed to build such civil societies. The statement reflects the work of more than 100 non-profit, philanthropic, government, and business leaders from over 19 countries who took part in the Eleventh Annual Johns Hopkins International Fellows in Philanthropy Conference from July 3 to 9, 1999, in Bangalore, India. Included were past and incoming participants in the Johns Hopkins International Fellows in Philanthropy Program from Europe, Asia, Africa, North America and Latin America: Indian non-profit, government, and philanthropic leaders: and other leaders in philanthropic and non-profit action from around the world. The Statement is presented here in the hope that it may provide some fruitful insights to people everywhere who are concerned to build societies in their own countries.

I

COMPLEMENTARITIES

It has been said that partnerships can work only where participants share a congruence of interests and compatibility of perspectives. Such congruence and compatibility can arise, however, only where significant complementarities exist in the objectives, strengths, and limitations of the potential partners.

Fortunately such complementarities exist in abundance among non-profit organizations, government, and business. To be sure, these complementarities are often overlooked by the respective parties. What is more, they differ significantly in scope and scale among organizations, across countries, and over time. At the same time, without downplaying these variations, some general features of these complementarities can be identified.

NON-PROFIT ORGANIZATIONS

Strengths

Non-profit Organizations bring enormous potential attributes to cross-sectoral partnerships. Among these attributes are the following:

- 1) **Credibility.** Non-profit Organizations often enjoy a high degree of credibility and “moral authority” as legitimate voices of the disadvantaged and excluded. In many countries non-profit organizations are one of the major vehicles through which disadvantaged populations and overlooked issues can gain effective expression. In addition, non-profit organizations have a reputation for relative selflessness and altruism that adds to the trust that people have in them.
- 2) **Responsiveness.** Non-profit organizations are often close to, and therefore especially sensitive to, community needs and therefore in a position to help identify local priorities and tailor assistance to real local needs. They can also serve as effective channels for popular participation and democratic self-expression.
- 3) **Innovativeness.** Because of their scale and focus, non-profit organizations are often especially flexible and innovative in their approach to problem-solving and less bureaucratic in their operation. They can also function as agents of change, challenging established ways of doing things and bringing new issues to the fore.
- 4) **Mobilization capacity.** Non-profit organizations are adept at empowering people and building their capabilities, developing local leadership in the process. They thus engage citizen energies, promote participation, and mobilize untapped human potentials, all of which can enhance the prospects for success of both political and economic initiatives.
- 5) **Transparency.** Non-profit organizations are often more transparent in their operations than are their counterparts in the other sectors. They can thus offer models of democratic practice that can carry over into political life more generally, encouraging governments to increase their own transparency and accountability.
- 6) **Knowledge and experience.** Non-profit Organizations often have considerable knowledge and experience with social and economic problems. They can thus bring considerable professional and practical expertise to the design and implementation of effective public policies and programs.
- 7) **Leverage.** By virtue of their unique position as private agencies imbued with a public purpose, non-profit organizations often have special access both to local communities and to external sources of support, and hence to special financial, human and political resources. They thus offer leveraging possibilities unavailable to other institutions.
- 8) **Diversity.** Non-profit organizations provide avenues for the involvement of diverse groups and interests in the framing of public problems and the search for solutions to them. They thus keep the channels of public life open to new perspectives and excluded groups.

Limitations

Despite their strength, however, non-profit organizations are also prone to important weaknesses that can limit the contribution they can make. Among the more important of these are the following:

1. **Insufficient resources.** Non-profit organizations often lack the resources - both human and material - to carry out the programs they conceive. This limits their ability to implement their ideas on a scale that can really make a difference and makes them vulnerable to donor priorities.
2. **Perceived ineffectiveness.** Partly because of their limited scale, non-profit organizations are often perceived as well-meaning but ineffectual, lacking professionalism and the managerial skills required to be fully effective and unable, because of limited resources, to attract the talent they need.
3. **Invisibility.** The role and functions of non-profit organizations are generally not well understood on the part of business and the general public. There is a general lack of information about non-profit organizations, and non-profits are not good at “marketing” what they do or effectively articulating their missions, objectives and goals. This creates ambiguities and uncertainties about what non-profit organizations do and how they can fit into inter-sectoral partnerships.
4. **Competitiveness and fragmentation.** The non-profit sector often suffers from internal rivalry and competitiveness, especially where resources are limited. As a result, information is sometimes not shared and opportunities for joint action not seized.
5. **Lack of political sophistication.** Non-profit organizations are often aware of the governmental process and how power works. In addition, they often have stereotyped views of both government and business that make it difficult for them to perceive opportunity for cooperation.
6. **Personalism.** Though generally dedicated to the public good, non-profit organizations can also become personal fiefdoms of particular leaders. What is more, charismatic leaders sometimes fail to make provision for succession, leaving the organization vulnerable if they leave. This makes non-profit organizations seem less reliable to potential partners.

GOVERNMENT

Strengths

Fortunately, a number of the limitations of the non-profit sector are nicely balanced by strengths in the other sectors. In the case of government, for example, these strengths include the following :

1. **Resources.** Perhaps the major strength of government is its access to resources both financial and human. By virtue of their taxing power, governments have the ability to raise and allocate public funds. They also have access to sizable numbers of professional personnel. Resources of government are often more limited than is widely assumed, but they are still considerable.
2. **Authority.** Governments also have the ability to issue authoritative rules and compel compliance with them. They can thus bring an important element of legitimacy to partnership operations and help ensure that partnership decisions are carried out.
3. **Access.** Governments also have their own forms of special access – to international lending agencies, to other governments, and to leading businesses. They are thus often in a position to help to put partnerships together and promote their success.

Limitations

Against these strengths, however, governments too have important limitations. These include the following:

1. **Bureaucratization.** Though well-endowed with personnel, governments are often excessively top-down and bureaucratic in their operations, leading them to misread local needs, alienate local citizens, and miss opportunities to mobilize local energies. They also frequently operate through large-scale programs that have a high risk of failure.
2. **Risk-aversion.** Related to their bureaucratization, governments have a tendency to be risk-averse. This leads them to avoid innovation and to shy away from arrangements in which they may risk losing control.
3. **Insularity.** Governments often fail to provide the kind of transparency that fosters real trust. In far too many settings, government leaders fail to share power, choosing to consult within a very narrow circle and therefore becoming prisoners of mutual reinforcing messages. As a consequence, they engender considerable suspicion among those they might seek to help.
4. **Fragmentation.** Despite the opportunities they have for broad coherent approaches, governments are often highly fragmented in their operations, with policies and programs operating at cross-purposes or in isolation from each other. This makes forging partnerships with government far more confusing and disjointed than it would otherwise be.

BUSINESS

Strengths

Government is not the only potential partner of non-profit organizations in coping with public problems. Increasingly, businesses are joining in such efforts as well. In doing so, businesses bring their own unique strengths to the table. These include:

1. **Resources.** Business has command of exceptional human and financial resources to help in the solution of public problems. To be sure, these resources are far from unlimited and their use for social problem solving must be weighed against their use for economic investment and reward to entrepreneurs. Yet, the financial and in kind resources that business can bring to social problem-solving are considerable.
2. **Organizational skills and capacities.** Businesses also possess managerial skills that can usefully power social problem-solving efforts and help ensure effective results. In addition, they have stable organizational structures that can provide an institutional base for joint action.
3. **Access.** Business typically has solid access to government and economic elites, which can be important in stimulating government support for cooperative initiatives and in legitimizing these initiatives in government's eyes.
4. **Technical knowledge.** Finally, businesses often bring important technical knowledge to collaborative efforts. This can include knowledge of finance, communications technology, marketing and similar topics and gain the power to generate employment.

Limitations

Despite their considerable strengths, however, business also face important limitations in responding to public needs. This can translate into strong incentives for cooperation with non-profit organizations and the State in pursuing public purpose. These limitations include the following:

1. **Poor Public image.** The image of business in many countries continues to be poor. Even when they act in publicly positive ways, business motives remain suspect. This threatens the long-term viability of business enterprises and their ability to attract the most highly skilled and committed workers.

2. **Market constraints.** Business is also constrained by the market system within which it functions. This mandates concern with profits as the order of business in order to cover cost, meet shareholder expectations, and satisfy debts. While many businesses have come to recognize the importance of good community relations to the long term success of their business, the tension between community and more narrowly “business” considerations remains real.
3. **Limited comprehension of community problems.** Businesses are often isolated from the problems that communities are facing. In addition, they often have limited mechanisms for interacting with community leaders and frequently operate across a divide of considerable mistrust.
4. **Internal diversity.** Finally, business is internally diverse, just as the non-profit sector is. Some businesses may actively engage in socially responsible behavior and yet suffer from impressions created by firms with far less enlightened approaches. This makes it difficult to forge a unified business approach or ensure that positive actions will be recognized and rewarded.

II

RESULTING COMPLEMENTARITIES

What the pattern of strengths and limitations outlined above makes clear is that important complementarities exist among government, business, and the non-profit sector in dealing with public problems. Limitations on the part of one sector are nicely matched by strengths of the others. Important opportunities thus exist for productive cooperation among the three. Illustrative of these “win-win” opportunities are the following:

- 1) **Cooperation with non-profits can serve the needs of business by :**
 - Improving business’ public image through involvement in visible, socially responsible projects;
 - Helping to produce stable and “healthy” communities, which are highly conducive to business success;
 - Promoting trust, confidence, and social peace, which are highly conducive to business success;
 - Encouraging open and honest government and helping to preserve “free spaces” for private action, which ensures fair policies for business as well as non-profits;

- Stimulating improvements in workforce quality (e.g. through better education and nutrition)
- Creation of fair trade practices

2) **Cooperation with non-profits can also serve the needs of government by:**

- Identifying problems before they become more severe and helping to fashion solutions to them;
- Providing a more effective and responsive delivery system for government financed services;
- Improving the political popularity and public image of government;
- Providing access to charitable resources, voluntary energies, and external support;
- Meeting the requirements of international funding agencies for citizen participation and civil society enablement;
- Offering links to local communities;
- Improving policy by providing information and expertise.

3) **Non-profits, in turn, can benefit from cooperation with both business and government. Such cooperation can:**

- Offer non-profits added resources and the capabilities to “scale up” pilot projects so that they come to have a national reach;
- Contribute useful in-kind assistance - space, facilities, technical assistance, marketing help to non-profit undertakings;
- Help give legitimacy to non-profit activities and access to business and government elites;
- Improve the management and marketing of non-profit activities.

III OBSTACLES

While significant complementarities exist among non-profit organizations, governments and business, important opportunities consequently arise for cooperative action, such action remains far more limited than it could be. The reason for this is that a variety of obstacles also stand in the way of such cooperation. Some of the more important of these obstacles include the following:

1. **Mistrust and misperceptions**

Considerable mistrust still characterizes relations among the sectors. Lack of working relationships leads all sides to stereotyped views of the others. This is particularly true where corruption or lack of transparency undermines faith in one or the other of the partners. As a consequence important opportunities for cooperative action are never seized.

2. **Lack of clarity about goals**

Given the prevailing stereotypes, there is a widespread failure to perceive the commonalities in the goals of the various potential partners. Indeed, the common tendency is to believe such commonalities do not exist.

3. **Lack of Communication**

Few regular channels of communications exist between business and non-profits, and often between non-profits and government. The significant inequalities in power and resources among the sectors intensifies the communication problems, making it difficult for non-profit organizations, in particular, to gain the hearing they desire. This complicates the task of defusing stereotypes and makes it more difficult to locate suitable partners and enlist them in the collaboration.

4. **Conflicts of Interest**

Some real conflicts of interest also exist among the sectors. Thus governments and non-profits are often in competition for funds. Non-profits frequently pursue policies in such spheres as environmental protection and workers' rights that challenge the interest of business. Similarly, non-profit mobilization of grassroots participation can often threaten entrenched political regimes. The task of partnership-building is thus to find areas of potential cooperation despite these significant conflicts.

5. **Lack of partnership experience**

Too few opportunities often exist for business, government, and the non-profit sector to get to know each other and learn to work together. In addition, there is a dearth of guidelines and models of collaboration to explore.

IV STRATEGIES

To overcome these barriers and take advantage of the complementarities that exist, a number of strategies are available. Based on the experience to the date, the following seem most promising:

1) **Begin with dialogue**

Good partnership begins with good communications. Given the mistrust and lack of understanding that currently exist among governments, non-profits, and business in many parts of the world, such communication is a special priority. To achieve it, special *mechanisms* should be created to allow these potential partners to get to know each other and share common interests. These can take a variety of forms:

- Regular bilateral forums between non-profits and their potential partners in business and government respectively, to share information and identify possible areas of cooperation;
- Specialized working groups and task forces to explore critical issues and develop joint plans of action;
- Marketing of non-profit programs and activities to the business sector to set the stage for potential partnerships;
- Special efforts to recruit business leaders and other influential persons to non-profit boards so that they can facilitate possible collaborations.

Underlying all of these efforts must be a sincere effort to alter mindsets on all sides, including those of non-profits, which are often antagonistic to cooperation with business and government.

2) **Identify appropriate partners**

Partnerships are strongest when they are based on a mutuality of interest. To identify such mutualities, however, serious “homework” is needed. Non-profits therefore cannot afford to assume that “business” or “government” in general is the appropriate partner for their efforts. Rather careful research is needed to identify which business partners or government agencies are most likely to share the non-profit's objectives and concerns. This requires working at many different levels - national, regional, local and establishing direct personal relationships with business leaders and government officials likely to be sympathetic to collaborations. It may also require the identification of potential partners *within* the respective sectors.

3) **Find common ground**

Even after the appropriate partners have been identified, it is still necessary to locate the appropriate common ground for collaboration. This requires identifying *specific issues* on which cooperation might be possible. Such issues must offer “win-win” possibilities for all partners – i.e. all parties must be able to identify advantages to be drawn from the cooperation. In addition, all parties must have particular strengths that they can bring to the collaboration.

4) **Clarify objectives and roles**

Even when common ground has been identified, further efforts are needed to clarify the objectives of the collaboration and the contributions to be made by the respective partners. This is best done in advance and in as much detail as possible. All partners must be involved in collaboration from the outset so that all feel “invested” in the strategy and approach. Care must also be taken to bring considerable creativity to the definition of partner roles so as to build on the mutual comparative strength of the partners in an effective way.

5) **Provide positive feedback**

Partnership thrives on effective feedback among the partners, and on the mutual recognition of the contributions that the partners are making. Non-profit organizations engaged in partnerships therefore, need to acknowledge publicly the good deeds of their partners and find other ways as well to “incentivise” cooperation. This can be done in a variety of ways:

- By mobilizing the media to publicise the role that business and government is playing in joint ventures;
- By offering “good corporate citizenship” awards to businesses engaged in collaborations;
- By utilizing “challenge grants” by one set of donors to stimulate cooperation from others;
- By informing international donor agencies of the role that government agencies are playing in collaboration;
- By providing public recognition to the individuals involved in collaborations;
- By enlisting the support of universities and research bodies to lend credibility to joint ventures.

6) **Jointly evaluate results**

The results of partnership projects should be carefully evaluated and assessed. This is best done collaboratively as well. Joint monitoring and evaluation systems should be developed as part of the partnership design and should be implemented on a collaborative basis to the extent possible.

7) **Build the foundations for future cooperation**

Partnerships need to be specific and focused. At the same time, they need to be constructed with one eye on potential future collaborations as well. This can be done in a number of ways, including:

- Institutionalizing support for non-profit organization in the regular programs of government and businesses;
- Enlisting partners in ensuring public recognition and a favourable legal environment for non-profit activity;
- Generating support for the basic infrastructure of the non-profit sector, including training, basic information resources, and umbrella groups;
- Establishing appropriate standards for internal non-profit operations.

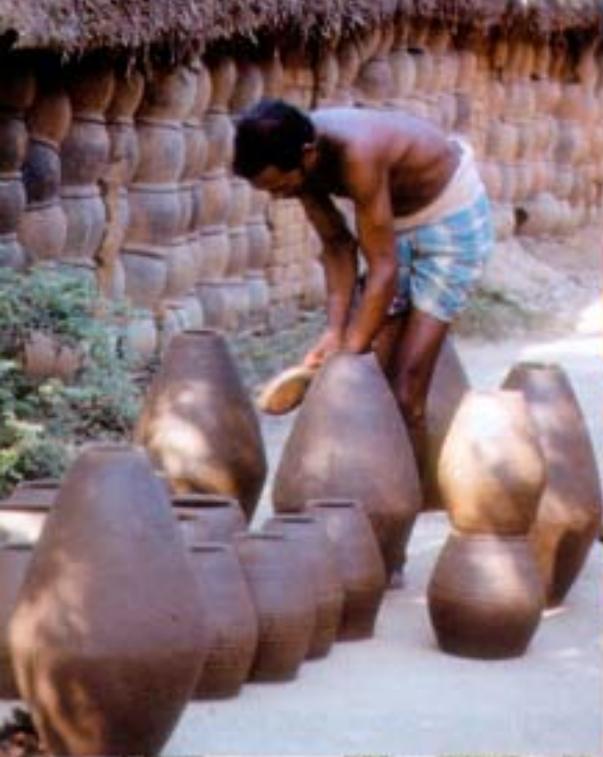
CONCLUSION

As the new millennium dawns, a new approach to problem-solving is gaining momentum throughout the world. After decades of ideological conflict pitting government against business and voluntary action as the vehicle for coping with serious public problems, the recognition is growing that collaboration among the sectors, no conflict between them, offer the best hope for effective progress. The problems facing the world are simply too large and complex, and the resources available to any sector too limited, to believe any other course will work.

Building such partnerships is far from simple, especially given the suspicions that now exist on all sides. Collaboration involves risks as well as opportunities and the balance of risk and opportunities will differ in different places and times.

Nevertheless, we are convinced that the collaboration route offers most promising one for non-profit organizations, as well as business and government, to pursue. It is in this way, we believe, that truly civil societies can be built.

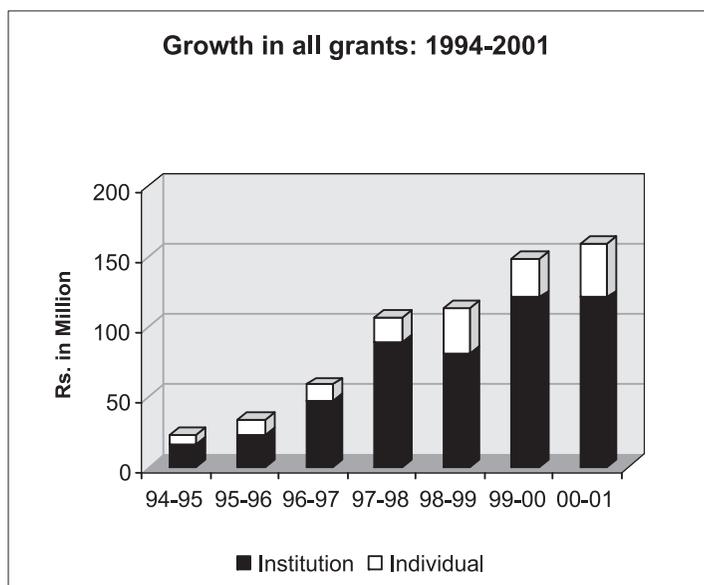
ADOPTED ON JULY 9, 1999 IN BANGALORE, INDIA.



AN OVERVIEW

- I. **The year that was:** 2000-2001 has been a year of building new programmatic partnerships for the Trust. 64 new grants were sanctioned during the year with multi-year commitments of Rs. 371.1 million (\$7.9 million). In addition,

41 new grants were sanctioned under the Sir Ratan Tata Small Grant Programme. The total sanctions under the grant programme to Individuals increased by 45% to Rs. 44.86 million (\$955,000). Although, only one new endowment grant was sanctioned during the year,



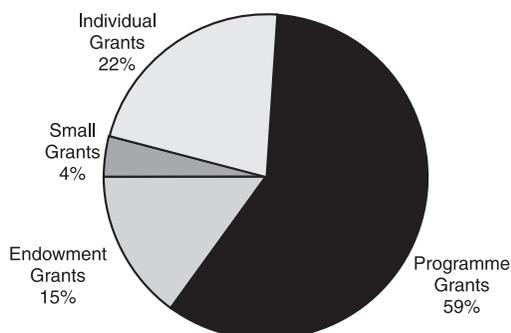
the Trust developed and refined the new grant product of a deferred endowment. The Trust continued to invest in grants that are expected to contribute to, and enrich, the human resource base of India's non-profit sector. The Trust also created the Sir Ratan Tata Trust draw down fund at a specialist grant making philanthropic organisation which will enable it to make grants in the area of arts and culture. Work has begun on reviewing the Strategic Plan 2000 and formulating the Strategic Plan for the years 2001-2006. The total disbursements made by the Trust during 2000-2001 amounted to Rs. 159.85 million (\$3.4 million), a growth of 10% over the previous year.

Grant Disbursements: 2000-2001

Type of grant	Rs. in million*	US\$
Institutions: Programme Grants	104.81	2,230,000
Institutions: Endowment Grants	25.64	546,000
Institutions: Small Grants	7.23	154,000
Individual Grants	38.92	828,000
Amount returned from Grantees	(16.75)	(356,000)
Total	159.85	3,402,000

* Rs. 100,000 indicates Rs. 1 lakh; Rs. 10 million indicates Rs. 1 crore; and 1 US\$ is approximately equal to Rs. 47.

Grant Disbursals: 2000-2001



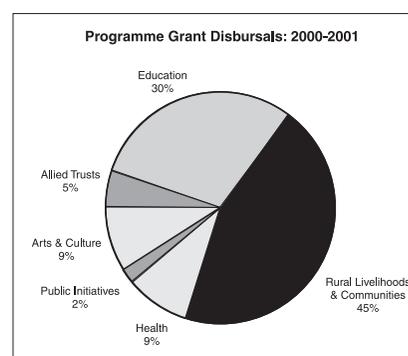
The Trust made progress on a number of fronts and a few of these are highlighted below:

- Institutional database:** The Trust's theme of rural livelihoods and communities has diversified and includes a number of grants focussing on relief for rural people whose livelihoods have been affected by drought which has been prevalent in many parts of India since 2000. The Trust is developing an institutional base of learning on drought management operations by monitoring the efficacy of these interventions.
- Working with institutions of advanced learning and social science research:** Building on the grants made earlier to institutes of advanced learning and research; including to social science research institutions, two new grants were made to Bangalore based institutions. The Trust is now better informed on organisational issues, and the intricacies of the problems faced by these institutes.
- Reviews and Evaluations:** A number of desk and field reviews of grants were made during the year. The evaluation of the Endowment grants portfolio of the Trust has been delayed and is expected to be completed by July 2001. In order to enable the Trust to move to the next stage in its evolution as a philanthropic organisation, the review of the Strategic Plan 2000 has begun and is expected to culminate in the preparation of the Strategic Plan for the years 2001-2006 by October 2001.
- Collaborations with village level institutions:** The Trust has now developed a number of grants which are directed at village level institutions, with a track record of fiscal discipline and sound governance structure. This grant-making endeavour has been possible as a result of collaborations with professionally managed non-profit organisations of repute which provide the much needed hand holding to these village based institutions.
- Health portfolio:** A beginning has been made in putting into operation the 2000 Health Strategy with nine new grants sanctioned during the year.

II. **Programme grants:** Since 1995, the Trust has been focussing on the following programmatic themes as suggested in the Strategic Plan 2000:

- Rural Livelihoods and Communities
- Education
- Health
- Arts and Culture
- Public Initiatives

The programme grant disbursements increased to Rs. 104.81 million (\$2.2 million) from Rs. 98.52 million (\$2.1 million) in the previous year. The number of grants increased from 70 in the previous year to 91. 64 new grants were sanctioned during the year as compared to 37 during the previous year. Rural Livelihoods and Communities continued to be the core theme of the Trust accounting for 45% of the programme grant disbursements. In terms of comparative increases over the previous year, the theme of Arts and Culture led the rest with a seven fold increase mainly on account of the creation of the Sir Ratan Tata Trust draw down fund at the India Foundation for the Arts. Unfortunately, the grant made to the Naandi Foundation last year as a part of the Public Initiatives portfolio of the Trust was terminated during the year, at the request of the grantee.



Programme Grant Disbursements: 2000-2001

Thematic area	No. of grants	Rs. in million	US\$
Rural Livelihoods & Communities	42	47.4	1,008,000
Education	25	31.3	666,000
Health	14	9.5	202,000
Arts & Culture	4	8.9	190,000
Public Initiatives	3	2.5	53,000
Allied Trusts	3	5.2	111,000
Total	91	104.8	2,230,000

The Trust continued to stress on the need for improving governance structures, accountability systems, improving disclosure practices, enhancing transparency and ensuring cost-effectiveness among its grantees as a part of its post approval grant monitoring. The Trust has increased its geographical coverage within the four states of Tamil Nadu, Gujarat, Rajasthan and Madhya Pradesh which together account for 49% of the disbursements. Of the 91 grants, Rajasthan had largest number of grants.

Geographical Coverage: 2000-2001

State	No.of grants	Rs. in million	US\$	%
All India*	7	34.1	726,000	32.5
Tamilnadu	9	16.9	359,000	16.1
Gujarat	6	15.2	323,000	14.5
Rajasthan	24	9.9	210,000	9.4
Madhya Pradesh	7	9.3	198,000	8.9
Andhra Pradesh	12	3.6	76,000	3.4
Maharashtra	6	2.4	52,000	2.3
Others	20	13.4	286,000	12.9
Total	91	104.8	2,230,000	100

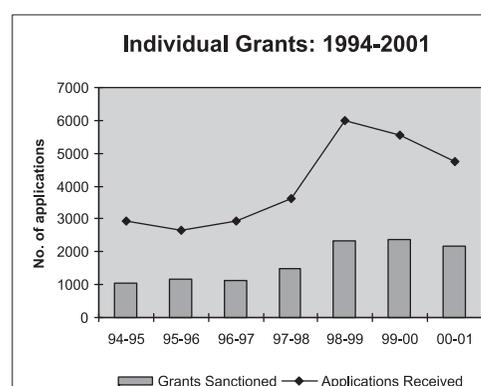
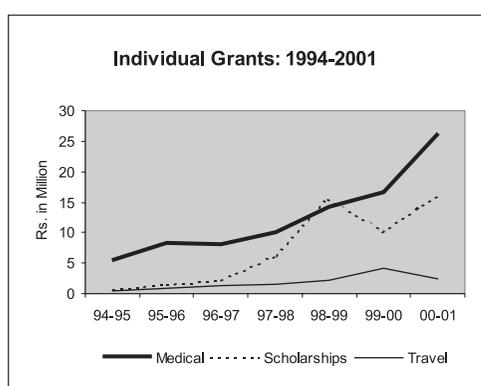
- III. **Endowment grants:** 2000-2001 was the second year of consolidation for the endowments portfolio of the Trust. Only one new endowment grant was sanctioned during the year with a total disbursement of Rs. 10 million (\$213,000). In addition a deferred endowment grant was sanctioned to the Institute of Social and Economic Change (ISEC). The Trust released instalments to six institutions as they were able to meet the mutually agreed upon fundraising challenges in accordance with the sanctions made in earlier years. The disbursements during 2000-2001 totalled Rs. 25.6 million (\$547,000) as against Rs. 17.2 million (\$366,000) in the previous year. The Trust was pleased to accord permanent status to the conditional endowment grant made in December 1997 to the Madhya Pradesh based Eklavya Foundation. Over a three year period, this institution was able to raise Rs. 12 million (\$255,000), including Rs. 4 million (\$85,000) from concerned individuals, for their endowment over and above the Rs. 10 million (\$213,000) sanctioned by the Trust. There have been instances of inadequate and untimely reporting on some of the endowment grants made by the Trust. Based on this experience, the Trust has evolved two models of grant making: (a) multi-year endowment grants; and (b) deferred endowment grants. The Trust believes that these models have built in incentives for grantees to implement a mutually agreed upon monitoring and reporting framework. The deferred endowment grant is designed so as to enable the Trust to assess the institutions on the criteria for endowments, including satisfactory grant performance, over a three year period.

* The All-India grants include those made to organisations like ICRIER, ISEC and NCAER; these span more than one state.

- IV. Sir Ratan Tata Small Grant Programme:** The small grant programme was conceptualised during 1998-99 to address the funding needs of small organisations including those with a welfare oriented approach which were outside the ambit of the Trust's programming strategy. 2000-2001 was the year of growth for the Sir Ratan Tata Small Grant Programme. 48 grants were made with disbursements totalling Rs. 7.71 million (\$164,000), that was 50 per cent more than the previous years disbursements of Rs. 5.12 million (\$109,000) which covered 33 organisations. Programming workshops were conducted in Rajasthan and Madhya Pradesh to enable the smaller organisations to plan their proposed activity and complete their grant applications with assistance from the Trust's representatives.
- V. Individual grants:** The Trust provides grants to individuals for medical assistance; to students to pursue undergraduate and postgraduate courses within India; and part-travel assistance to students and professionals going abroad for advanced education or specialised training. Of the 4,735 applications received from individuals during the year, 2,177 or 46% were sanctioned. The total sanctions during the year amounted to Rs. 44.86 million (\$955,000). In March 2001, the Trust organised a meeting with the representatives of the Mumbai based hospitals in the network. This enabled the Trust to receive feedback on the functioning of the hospitals and also assisted in dissemination of the criteria for appraisals of grant applications.

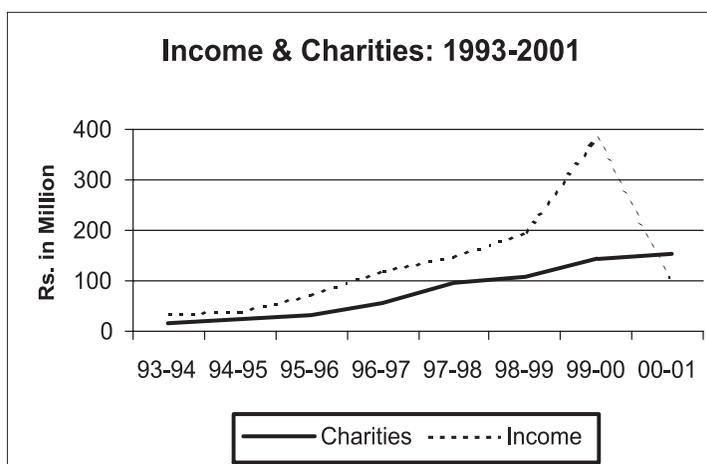
Individual Grants: 2000-2001

Type of grants	No. of persons	Rs. in million*	US\$	%
Education	1,322	18.66	397,000	41.6
Medical	855	26.20	558,000	58.4
Total	2,177	44.86	955,000	100



* The amount mentioned is for grants sanctioned and may vary from actual disbursements.

VI. Finance, property and administration: There was a fall in the income of the Trust this year from Rs. 378.5 million (\$8.05 million) to Rs. 108.8 million (\$2.3 million). The difference is mainly on account of the dividend for the current year amounting to Rs.157.1 million (\$3.35 million) being received by the Trust in the previous year i.e. before March 31, 2000. However, the Trust was able to meet its commitments and the Trusts grants programme



disbursement for the year 2000-2001 was Rs.159.9 million (\$3.4 million). This records the highest level of disbursals in the history of the Trust. The programme and general administration cost decreased from 5.8% to 5.5% of the total disbursals. The accounts for the year ending March 31, 2001, have been finalised and the statutory audit completed. The computerisation of the books of accounts is now complete, resulting in improved management information systems. The Trust's notification under 10(23C) (iv) of the Indian Income Tax Act is valid till March 31, 2002, and the Trust has set the process of its renewal during 2001-2002 with the Central Board of Direct Taxes, New Delhi. The status of all immovable properties of the Trust remains unchanged.

VII. Human resources: It is important for grant-making institutions like the Trust to invest in enhancing its human resource base. In addition to the full time programme staff, the Trust employs resource persons and consultants as a part of its human resource development strategy. During 2000-2001, the tenure of many of the resource persons based in non-Mumbai locations came to an end. The Trust is revisiting its strategy of employing field based resource persons and a preliminary review indicates that while external resource persons have performed high quality work in appraisals of new proposals and evaluations of completed grants, locational and other constraints prevent them from taking on day to day grant management responsibilities.

VIII. Experiences and lessons learnt from grant-making: As a part of its internal accountability systems, the Trust prepares a document focussing on the status of all ongoing grants. This document is based on the reports and correspondence received from the grantees and is compiled for the period ending March 31st and September 30th every year. The Trust attempts to draw out lessons for grant-making from these documents. Difficulties in recruitment and retaining of human resources, poor management and fiduciary systems, delays in preparation of financial and narrative reports, late start-ups, and neglecting some projects in favour of others in multi-donor funded organisations are some of the problems that have been identified. The Trust is addressing these through careful design of grant sanction letters and monitoring systems.

IX. The future: The Trust views 2001-2002 as the year of consolidation. In 1995, the Trustees made a critical decision to commission a Strategic Plan in order to reposition the Trust's programming efforts to focus on the contemporary needs of the Indian society. This plan was formulated by Mr. Vijay Mahajan, a leading development professional. In quantitative terms, there has been considerable progress over the five years. In 1995-96, the Trust's expenditure on programmes was Rs. 31.6 million (\$672,000) which has grown to Rs. 159.9 million (\$3.4 million) in 2000-2001. The total programme

The Trust's view of the relationship with a grantee is that of a partnership that provides scope for mutual learning. The Trust has found that some grantees pay only lip service to this idea and are not, always frank and forthcoming, in their dealings with the Trust. While this is not true for a majority of the grantees, it appears appropriate to share two of the Trust's negative experiences with grantees during the year under review. These examples of negative experiences from which the Trust has learnt to exercise a high degree of caution and care in reviewing the audited financial statements of potential grantees during the appraisal process. It is also important to analyse financial reports before release of instalments. It is the Trust's belief that improved financial disclosure practises would help the non-profit organisations to become stronger, receive larger quantum of funding and achieve quality oriented growth in the long run.

In December 1997, a multi-year grant of Rs. 3.4 million was approved to an organisation working in the field of education. The primary purpose of the grant was to set up a resource unit to provide teacher training and curriculum development support to primary education initiatives. After the initial disbursement of Rs. 1.65 million, periodic reports from the organisation indicated that the programme could not get off the ground, as a result of problems in recruiting and retaining human resources and apparent lack of demand for the training courses. In early 2000, based on a review of the grant performance, a decision on termination was taken and the grantee was requested to return the money already disbursed by the Trust. It was then that the grantee informed the Trust that it had utilised the money for interim funding of other projects, without seeking or obtaining prior permission from the Trust. A meeting was organised to discuss the modalities of returning the unutilised balance. As the money is locked up in government supported projects, the grantee is facing an uphill task to return the money. However, the Chairman of the organisation personally visited the Trust and has given his assurance that the organisation would return Rs. 1.1 million due to the Trust.

Sometime in 1999, the Trust received a proposal from another non-profit organisation working in the same state since 1993. The focus of the planned activities was on development of 769 families belonging to the Banjara community. After a field-visit in May 1999, the Trust sanctioned a two-year grant of Rs. 325,000 to be released in four instalments based on project performance. Two instalments totalling Rs. 200,000 was released till April 2000. In December 2000, the Trust received information that some staff members of the organisation had lodged a complaint with the authorities and alleged that its head had embezzled funds. An enquiry team representing different donor agencies conducted a rapid scrutiny of the vouchers which revealed that there were discrepancies between the financial statements sent to the Trust and the vouchers maintained. It appeared that salaries were being drawn from multiple sources and that the organisation had attracted funding from a number of new donors in the year 2000 far beyond their implementation capacity. The Trust is awaiting details from an independent audit enquiry initiated by another funding agency. In the interim, an audited statement of accounts for the Rs. 200,000 disbursed by the Trust has been requested for. The Trust has suspended all further disbursements on this grants.

expenditure since 1995 has been more than Rs. 600 million (\$12.8 million). There is need for the Trust to evaluate its performance using the Strategic Plan 2000 document as a baseline.

Mr. Deep Joshi, the Programme Director of the Professional Assistance for Development Action (PRADAN) - a leading non-profit organisation, has been commissioned by the Trust to undertake this exercise; which includes a fresh needs assessment. The research and evaluation will attempt to look at the following issues: (a) should the mission of the Trust be re-examined in the context of the external environmental changes between 1995 and 2001?; (b) should the programme focus and themes be re-visited?; (c) what are

emerging grant-making opportunities for the Trust?; (d) is there any particular unexplored niche available for grant-making? It is hoped that this exercise, to be completed by October 2001, will enable the Trust to enhance its grant making endeavours during the period 2001-2006.

No man of vision will seek to tie the endowment which he gives to a fixed cause. He will leave to the judgement of his trustees, as time goes on, the question of modifying or altogether changing the nature of the trust, so as to meet the requirements of the time. Any board of trustees is likely to become indifferent or careless or to make wrong decisions. In the perpetual trust, as in all human institutions, there will be fruitful seasons and slack seasons. But as long it exists there will come, from time to time, men into its control and management who have vision and energy and wisdom, and the perpetual foundation will have a new birth of usefulness and service.

Andrew Carnegie

While the Strategic Plan 2006 is expected to give recommendations on the growth trajectory of the portfolio, the Trust expects that during 2001-2002 work relating to management of old grants will need to be given priority over encouraging and appraising new proposals. The following are the key challenges identified by the Trust for the immediate future:

- Given the large number of new grant sanctions during 2000-2001, the Trust now needs to improve the monitoring systems for the ongoing grants on its portfolio. Field visits need to be intensified and systems for mutual learning with the grantees need to be enhanced.
- A rapid analysis of the portfolio of rural livelihoods and communities indicates that the exposure of the portfolio to grants focussing on strengthening savings and credit groups has increased substantially. The Trust now needs to impose a ceiling on such grants and declare a moratorium on new sanctions; pending a detailed analysis of the impact of the grants sanctioned in the earlier years
- In order to ensure that the grants made in earlier years have been used for the designated purposes, there is need to organise a detailed audit of select grants made in the past.

The Trust is aware that the business of grant-making has inherent risks. Not all grants made can always be successful, and grant-making institutions like the Trust whose raison d'etre is to provide the seed for new initiatives will surely find solace in reading the parable of the sower from the Bible:

“And he spake many things unto them in parables, saying, Behold, a sower went forth to sow; And when he sowed, some seeds fell by the way side, and the fowls came and devoured them up: Some fell upon stony places, where they had not much earth: and forthwith they sprung up, because they had no deepness of earth: And when the sun was up, they were scorched; and because they had no root, they withered away. And some fell among thorns; and the thorns sprung up, and choked them: But others fell into good ground, and brought forth fruit, some an hundredfold, some sixtyfold, some thirtyfold. Who hath ears to hear, let him hear.”

- Mathew 13:3-9.

Finally, the Trust dedicates this report to Shri Gopal Krishna Gokhale, the Founder of the Servants of India Society which was set up in 1905, to train men prepared to devote their lives to the cause of the country. The Trust hopes at least one of the grants targeted by it towards improving the quality of human resources in the Third Sector would bear fruit not thirtyfold, nor sixtyfold, nor hundred fold, but atleast a thousand fold and produce a large group of professionals who would dedicate their lives to be the servants of modern India to enable her to solve the complex problems of poverty, hunger, disease, illiteracy and inequality and help India to emerge as a strong and vibrant nation.



RURAL LIVELIHOODS AND COMMUNITIES

Traditionally, and more particularly since the Strategic Plan 2000 was put in operation in 1995, the theme of enhancing livelihoods for people living in the rural areas of India and strengthening rural communities, has formed the core of the Trust's programme funding.

During 2000-2001, the Trust supported 42 grants with disbursements amounting to Rs. 47.4 million as against 22 grants made with disbursements of Rs. 38.4 million in the previous year.

A rapid portfolio analysis of the theme of rural livelihoods and communities at the end of 2000-2001 indicates that the Trust has five broad focus areas of interest:

- non-farm activities, particularly credit operations of women's groups.
- rural based communities, including local *panchayati raj* institutions.
- natural resources management for improving agricultural productivity.
- relief to communities affected by natural calamities.
- research on critical problems in the rural sector.
- human resource development in the under-managed rural sector

The Trust continued to promote community based savings and credit groups and strengthen them to access support from the mainstream banks and financial institutions. 14 such grants were made during the year 2000-2001 including a large grant to create

It was May 2000 and Gujarat was reeling under a severe drought. The situation for Manubhai Shivabhai Ughreja of Dhamrasala village in Sayla block, was particularly dire. Landless, he survived on work as a labourer. His wife Vasantben, bartered *datun* - neem twigs used for cleaning teeth - for leftover food. As part of the Trust supported grant, the **Aga Khan Rural Support Programme, India (AKRSP(I))**, a non-profit organisation working in Gujarat since 1984, announced drought relief work for employment generation. Manubhai and his wife joined up immediately and together with other villagers, renovated Hanumanvala Talav, the percolation tank in Dhamrasala village. The renovation began on May 22, 2000 and was completed by June 9, 2000. During this three week period, Manubhai and Vasantben received Rs. 1,150, with which they brought grain, clothes and basic grocery items. A total of 4,610 person-days of employment was generated and the storage capacity of Hanumanvala Talav was increased by 180,000 cubic feet. Over the seven month drought period 2,725 villagers provided labour to renovate tanks in eight villages. This enabled them to earn over Rs. 1.3 million and increased the storage capacity of the tanks by 924,000 cubic feet. The drought relief work created a platform for dialogue with the villagers about the usage of the water in their percolation tank which dried up every summer. **AKRSP(I)** and the community discussed that if the tank water was not used for irrigation purposes, it would not dry in the summer. The community accepted the validity of this hypothesis and decided to use the tank water only for drinking purposes. As a result, in March 2001, the tank is still filled with water at a time when most neighbouring villages have begun to suffer a shortage of drinking water. Around the same time, the Trust supported a drought relief programme operated by **Ambuja Cement Foundation (ACF)**, when a severe drought in the Junagadh and Amreli districts had called for emergency relief measures. **ACF** had provided water through tankers to thirty three villages in Kodinar, Sutrapada and Veraval blocks and distributed fodder in an additional eleven villages of Jafarabad block to prevent starvation deaths of cattle. The Trust's support to **AKRSP(I)** and **ACF** was based on the belief that proactive measures should be taken regarding the chronic drought problem in the country. Based on the learnings from the grants in the year 2000, the Trust decided to support a series of planned initiatives to combat drought in 2001. Six organisations in Rajasthan and three in Gujarat have been supported with grants for drought relief with a total outlay of Rs. 13.9 million.

federations of women's credit and savings groups. These federations are organised on a build, operate and transfer basis with the management moving to the hands of the women members in due course of time. Given the considerable investment made in rural savings and credit, a moratorium on funding to new organisations is proposed till the Trust undertakes focused evaluation of the grants including an assessment of the impact on the final beneficiary.

With the promised devolution of power to the *panchayati raj* institutions under the 73rd amendment to the Constitution of India, it becomes imperative for grant making institutions to invest resources in strengthening rural community based organisations, including panchayati raj institutions. Towards this end, six grants were made to different organisations located in Andhra Pradesh, Kerala, Madhya Pradesh, Rajasthan and Uttar Pradesh to strengthen community based organisations. The Trust also encouraged the creation of village-level funds in order to enable the communities to create common assets at the village level.

A large multi-year grant was sanctioned to an experienced organisation with a successful track record in natural resource management.

This would enable a large number of the tribal farmers of Gujarat, Madhya Pradesh and Rajasthan to increase their incomes through irrigation and watershed development. Other grants included one focussing on watershed management activities in three villages in Jhabua district of Madhya Pradesh and another to revitalise defunct small-scale irrigation schemes in Maharashtra. However, a large multi-year grant to an all-India organisation for taking up watershed development activities in Bihar and Jharkand developed setbacks during 2000-2001 on account of indifferent attitude of the government funding sources.

12 families form the Talai hamlet of Phila village in Girwa block of Udaipur district. This is a chronically drought prone area and the women of this hamlet have formed themselves into a savings and credit group since 1998. In 2001, the bleating of goats has become music to their ears. Two years ago, the monthly contribution of the members, at Rs. 20, was inadequate to set up a livelihoods enhancement programme. **Prayatna Samiti** used the grant from the Trust to provide Rs. 29,000 which helped the group to get a loan of Rs.16,000 from the bank. The capital accumulated was used to buy goats. By March 2001, the loan taken from the bank, had not only been repaid but 29 of the original 36 goats bought by the women, were still in Talai and the had given birth to 26 kids, of which ten were male. The current market value of the 55 goats with the group, is Rs. 57,000 and over time the market value of their 'movable' asset is expected to grow to Rs. 100,000. The women of Talai now experience a sense of security that had been alien to them. The Trust has found that grants to organisations that empower communities to work together to better their circumstances have proved rewarding in terms of their visible outcomes. These grants also appear to have enabled the poor to increase control over their lives. Another example of this, is the story of Ramdhakeli, a harijan widow with three children, living in Kalsara village in Alwar district, a widow with three young children. Offered a roofless hut within the village by her husband's family for the princely sum of Rs. 4,500, Ramdhakeli turned for help to the Mahila Bachat Vikas Samiti, Kalsara - a savings and credit group promoted by **lbtada** an Alwar based professionally managed non-profit organisation. This group applied for a loan of Rs. 14,000 to the Alwar Bharatpur Anchlik Gramin Bank, for Ramdhakeli and two other members. The loan was sanctioned. Ramdhakeli secured a roof over her hut, and can pay back the capital and interest in affordable monthly instalments of Rs. 300. Women like Ramdhakeli have become knowledgeable about the power of collectives and are taking leadership positions in the community to influence others to come together.

The effect of natural calamities on the people living in the rural areas is always a cause of concern for the Trust. Three grants were made on an emergency basis during the year under review to organisations located in Gujarat to help people combat the hardships caused by the drought of 2000. With a drought anticipated in 2001, the Trust has taken proactive steps in identifying existing grantees to take on drought relief activities. Three grants have been sanctioned in the state of Gujarat, while six organisations in Rajasthan will be taking up drought relief activities. Provision of drinking water and creation of employment generation through construction of water harvesting structures are two of most common themes across these grants.

The Trust believes that it is critical to invest both monetary and human resources into well designed research programmes so that fresh

light is thrown on various problems in the rural sector and to seek innovative solution to counter these. Continuing the focus on water, the Trust proactively sought a collaboration with the International Water Management Institute (IWMI) in Colombo, Sri Lanka to set up a mission bound five year IWMI-Tata Water Research and Policy Programme. This grant, over time, is expected to build a portfolio of research grants on various water related issues starting with groundwater. Another grant on groundwater management in the Sabarmati river basin is expected to contribute to the body of knowledge on policy issues. In addition, a New Delhi based social science research institution is undertaking a focused research programme on rural infrastructure.

The Trust has always believed that attracting and retaining high quality and dedicated professionals to the rural development sector is one of the key challenges for all Third sector organisations. Towards this, the Trust sanctioned five grants during 2000-2001. The focus has been on training programmes to enhance communication and documentation skills, to develop entrepreneurship, and for setting up new rural livelihood initiatives. The Trust has also supported secondment costs of professionals to small organisations at the grassroots.

Chinnapillai is one of the leaders who has emerged as a result of the Kalanjiam Community Banking Programme which is the savings and credit programme of the Madurai based **DHAN Foundation**. She was instrumental in getting Kalanjiam the right to fish in the village tank at Pulluseri village, which was controlled by local landlords and corrupt politicians for the last 15-20 years. She was also involved with setting up the **Vaigai Vattara Kalanjiam (VVK)**, a federation of women's savings and credit groups based at Appantirupathi. **VVK**, a former grantee of the Trust has emerged as a strong and viable people's organisation, owned and managed by the women themselves. It unleashed the innate leadership potential of hundreds of poor, illiterate women who are now able to take forward initiatives for their development on their own. In recognition of this, Chinnapillai had the distinction of receiving the Stree Shakthi Puraskhar award from the Prime Minister of India. She is also the recipient of the Janaki Devi Bajaj Puraskhar by the Indian Merchants Council, Mumbai and "Porkizhi" by the Government of Tamil Nadu. The Trust has been delighted to directly support these community managed, people's institutions. The Trust believes that the future of philanthropy should lie in providing opportunities for the poor women like the women led by Chinnapillai, to take charge and improve the lives of their communities, emerging as role models for the next generation.

Rural Livelihoods & Communities: Details of Grants made in 2000-2001

	Rs.
1. Action for Social Advancement (ASA), Dahod <i>For a comprehensive land and water management programme in Mandavgarh, Rathmalia and Vekalgaon Choti villages of Jhabua district.</i>	1,000,000
2. Adarsha Social & Health Services Association (ASHA), Jharsuguda <i>Towards formation of 150 new savings and credit groups and strengthening the existing 150 groups. The grant is expected to benefit a total of 3,300 women of rural Orissa.</i>	200,000
3. Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad <i>Towards their drought relief programme in the year 2000, generating 30,000 person-days of employment in eight villages of Sayla and Chotila blocks of Surendranagar district, through renovation of water harvesting structures.</i>	1,200,000
4. Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad <i>For an integrated drought relief programme in the year 2001 for Surendranagar and Junagadh districts.</i>	2,500,000
5. Ambuja Cement Foundation (ACF), Ambuja Nagar <i>To provide emergency relief, in the year 2000, to the drought hit population of Kodinar and Jafrabad blocks.</i>	1,500,000
6. Ambuja Cement Foundation (ACF), Ambuja Nagar <i>For the provision of drinking water and distribution of fodder in Kodinar, Veraval and Sutrapada blocks, as a part of the drought relief programme in the year 2001.</i>	800,000
7. Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI), Jaipur <i>Towards strengthening various non-profit organisations in Rajasthan, through the placement of nine young professionals graduated from Tata Institute of Social Sciences and Xavier's Institute of Social Sciences.</i>	800,000
8. Centre for Development Communication (CDC), Hyderabad <i>For training programmes focussing on improving the communication skills of personnel working in the non-profit sector.</i>	150,000
9. Centre for Entrepreneurship Development - Andhra Pradesh (CED-AP), Hyderabad <i>Towards a training programme in entrepreneurship; focussing on setting up of rural based enterprises.</i>	300,000

	Rs.
10. Centre for Youth and Social Development (CYSO), Bhubaneswar <i>Fellowship support for ten individuals to enable them to undergo a training programme. This grant is expected to launch grassroots oriented development initiatives in Orissa.</i>	400,000
11. DHAN Foundation (DHAN), Madurai <i>Towards institutional support focussing on: (a) their community banking programme; (b) start-up of the Dhan Academy for training professionals; and (c) exploring applications of information technology for rural areas.</i>	12,000,000
12. Development Support Centre (DSC), Ahmedabad <i>To strengthen village level institutions in 30 villages in Bhavnagar and Amreli districts, focussing on activities relating to watershed development through a network of locally based non-governmental organisations.</i>	800,000
13. Gram Swaraj Seva Trust (GSST), Wardha <i>Towards revitalisation of 15 community managed lift irrigation schemes, leading to irrigation of over 100 hectares of land.</i>	400,000
14. Hanuman Van Vikas Samiti (HVVS), Sakroda <i>Towards consolidation of micro-credit operations through strengthening of 100 women's savings and credit groups in 15 villages..</i>	170,000
15. Hanuman Van Vikas Samiti (HVVS), Sakroda <i>Towards their programme for drought relief work in the year 2001, in order to generate over 1,500 person-days of employment and for provision of safe drinking water.</i>	250,000
16. Ibtada, Alwar <i>To set up and strengthen 50 women's savings and credit groups, benefiting 750 poor families of the Meo community of Mewat area of Rajasthan.</i>	318,500
17. India Natural Resource Economics & Management Foundation (INREM), Anand <i>To facilitate research on institutional policy regimes that help establish sustainable ground water management in river basins, using the Sabarmati river basin as the reference.</i>	800,000

	Rs.
<p>18. IWMI-Tata India Water Research Programme, Anand <i>Towards the IWMI-Tata India Water Research Programme to engage Indian and global scientific and research management institutions in water sector research and policy discussion, designed to support Indian efforts to forestall the impending water crisis.</i></p>	9,000,000
<p>19. Jamgoria Sevabrata, Gopal Nagar <i>For the formation of 450 women's savings and credit groups in Purulia district.</i></p>	400,000
<p>20. Jan Shiksha Evam Vikas Sangathan (PEDO), Dungarpur <i>Towards formation and strengthening of 240 women's rural credit groups in the Simalwara and Aspura blocks of Dungarpur district. The activities include training in leadership and book-keeping, exposure visits and training camps for the women members.</i></p>	1,050,000
<p>21. Jan Shiksha Evam Vikas Sangathan (PEDO) <i>Towards their programme for drought relief work in the year 2001, in order to generate over 7,500 person-days of employment and for provision of safe drinking water for both people and cattle.</i></p>	350,000
<p>22. Kotra Adivasi Sansthan (KAS), Kotra <i>For drought relief activities in ten villages in Kotra block. This will result in 6,000 person-days of employment through the creation of small water harvesting structures and deepening of existing wells.</i></p>	150,000
<p>23. Kovel Foundation, Vishakhapatnam <i>Towards their programme for enhancing livelihoods of the tribal community through training on scientific gum extraction in Parvathipuram area of Vizianagaram district.</i></p>	100,000
<p>24. Mukti Dhara Sansthan (MDS), Jaipur <i>Towards settlement of a nomadic community and providing them access to various government schemes. This multi-year grant was terminated.</i></p>	100,000
<p>25. Navchetna, Yavatmal <i>Organisation of 60 savings and credit groups. This grant is expected to benefit 900 women from 64 villages.</i></p>	218,900

	Rs.
26. Navinchandra Mafatlal Sadguru Water & Development Foundation (SWDF), Dahod <i>A multi-year grant, focussing on community managed integrated land and water resources development activities in 250 villages in Gujarat, and neighbouring states of Madhya Pradesh and Rajasthan. The grant also includes a drought relief component for the year 2001.</i>	5,000,000
27. Participative Watershed and Rural Development Agency (PRAWARDA), Basavakalyan <i>Towards organisation and strengthening of 100 savings and credit groups benefiting 2,800 families in 10 villages of Basavakalyan block.</i>	500,000
28. Prayas, Chittorgarh <i>For the rural credit activities of tribal women through strengthening the organisational capacity of 150 groups in Pratapgarh and Dhariyawad blocks. The grant is expected to benefit 3,000 women in 112 villages.</i>	230,000
29. Prayas, Chittorgarh <i>Towards their programme for drought relief work in the year 2001, focusing on revival of five ponds and provision of drinking water through two new wells. This is expected to generate employment for 300 families.</i>	400,000
30. Prayatna Samiti, Udaipur <i>Towards training and skill building inputs to 13 women's credit and savings groups for income generating activities in four villages of Girva block.</i>	569,000
31. Prayatna Samiti, Udaipur <i>For drought relief work in the year 2001, focussing on the deepening of 23 wells and natural resource management activities generating over 3,500 person-days of employment.</i>	300,000
32. Professional Assistance for Development Action (PRADAN), Purulia <i>For part support of a watershed development programme in Purulia district.</i>	400,000
33. Rajasthan Forest Produce Collectors & Processor Groups Support Society (Samarthak Samiti), Udaipur <i>Towards core organisational support of this federation of tendu leaf pickers co-operatives. This grant is expected to result in the consolidation, expansion and diversification of its livelihood generation activities.</i>	440,000

	Rs.
<p>34. Rashtriya Gramin Vikas Nidhi (RGVN), Guwahati <i>Towards the operating costs of development support teams that provide financial support to voluntary agencies engaged in enhancement of livelihoods in the eight states of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim.</i></p>	500,000
<p>35. Sahbhagi Shikshan Kendra (SSK), Lucknow <i>For strengthening of panchayati raj institutions in eight districts of eastern Uttar Pradesh through a network of eight organisations.</i></p>	1,000,000
<p>36. Sahayi Centre for Collective Learning and Action (Sahayi), Trivandrum <i>To build leadership in women for strengthening local self governance in 19 panchayats, located in Chitumala, Lalam and Sultanbattery blocks.</i></p>	750,000
<p>37. Sahyog Sansthan, Udaipur <i>Towards their integrated drought relief programme, in the year 2001, in Bhindar block, expected to create 6,000 person-days of employment. The activities include deepening of 25 wells and building of small water harvesting structures.</i></p>	350,000
<p>38. Samarthan, Bhopal <i>To strengthen panchayati raj institutions in two districts of Madhya Pradesh. The grant also includes support towards the creation of a plan implementation fund for creating common assets at the village level.</i></p>	1,000,000
<p>39. Samgra Gram Vikas Sanstha (SAGRAS), Pusad <i>Towards formation and strengthening of 90 savings and credit groups, benefiting 1,350 members from 40 villages.</i></p>	150,000
<p>40. Society for Sustainable Development (SSD), Karauli <i>Programme for initiation and strengthening of 34 savings and credit groups in Karauli district, benefiting 800 families in 18 villages.</i></p>	100,000
<p>41. Tata Chemicals Society for Rural Development (TCSR), Mithapur <i>To provide drinking water in five villages of Okhamandal block as a part of their emergency drought relief programme in Jamnagar District in the year 2000.</i></p>	330,000

	Rs.
42. Vikas Anusandhan avam Shekshanik Pragati Sansthan (VASPS), Indore <i>Towards formation of 100 women's savings and credit groups in Umarban block of Dhar district. The grant is expected to benefit 2,000 women belonging to the tribal communities.</i>	400,000

Ongoing multi-year grants: No disbursements during 2000-2001.

43. **Grameen Development Services (GDS), Lucknow**
Towards fellowship support to 15 individuals for a one year programme focussing on management of rural livelihood initiatives.
44. **National Council of Applied Economic Research (NCAER), New Delhi**
Towards creation of the Centre for Infrastructure Studies and Economic Regulation focussing on a three year research programme on rural infrastructure.



EDUCATION

Increasingly the discourse on education in the country voices the trend that in future privatised education is likely in the face of the government's inability to provide equal access to quality education for the entire population of the country. In conjunction with this scenario, is a growing body of data that suggests the option of community controlled education. This is exemplified by the Education Guarantee Scheme of the Government of Madhya Pradesh that encourages the increasing involvement of the panchayat in rural education. In the experience of the Trust, village education committees supported by non profits are showing that they can, in fact, ensure a better education for their children than that provided by a poorly monitored government school. If this is a pointer, then marginalised communities may possibly have no choice but to take on the task of educating their children or at least in improving the quality of the schooling available. They may of necessity have to equip themselves to become administrators and managers of schools, even if unlettered themselves, in order to enable the next generation to access better quality schooling especially at the primary level.

During 2000-2001, the Trust's grants in the area of education focussed on two broad categories i.e. school related education and advanced education.

Under school related education, the Trust emphasised on innovations in service delivery in order that a large number of children were reached in a meaningful manner. The community as the locus of responsibility, was an important factor identified in most of the grants supported. The grants aimed to provide quality education by

A door to door survey called the Lok Sampark Abhiyan (LSA), was undertaken in 34 of the most educationally backward districts of the State of Madhya Pradesh. An innovative programme, the Education Guarantee scheme (EGS) was launched by the **Rajiv Gandhi Prathamik Shiksha Mission (RGPSM)** to address the findings of the LSA. The programme design ensures that RGPSM guarantees a school in any village that meets given criteria, within 90 days of receiving a formal demand from the community. Thereafter, the community is expected to manage these schools, with teacher salaries and training support from the government. Since 1997 over 30,000 such schools have been opened. **RGPSM** uses the internet (www.fundaschool.org) for raising funds for each of the schools under their fund-a-school scheme. In line with the Trust's strategy for encouraging new development paradigms of the State governments, 100 schools of Dhimpur, Ghoradongri and Chicholi blocks of Betul district were supported by the Trust with grants of Rs. 16,000 each to meet their operating costs. RGPSM provided the Trust with performance reports of the students and group photographs of the students in the schools. In November 2000, the Trust commissioned an independent evaluation. Field visits without any advance intimation were undertaken to 30 of the schools and spot interviews were conducted with the teachers and the education committees. The evaluation report revealed that on the day of the visit, which coincided with Diwali celebrations, approximately 2/3rds of the schools were functioning. In terms of demand, the schools met the criteria in that they were needed in the areas where they were located, and so had been accessed by children that may never have gone to school. The attendance was around 45% but in terms of actual numbers, the children exceeded the lowest limit of 25 children per school by a 100%. Another evaluation has been commissioned by the Trust to monitor the usage of the funds sanctioned to the schools. The Trust believes that the functioning of rural schools would demonstrate continuous qualitative improvement through supportive monitoring by external donors and regular supervision by village education committees to supplement systems instituted by government promoted organisations such as **RGPSM**.

continually building the knowledge base of the teachers through in-service training and classroom monitoring. One of the reasons for children dropping out of school is their inability to keep pace in academics, with the rest of their class. In order to ensure that children stay in school, after-school programmes were funded by the Trust that supplemented the education in the classroom.

Most grantees were encouraged to closely monitor the efficacy of their programmes while others conducted action research in order to build a database on workable strategies in the field of education. The Trust observed that many of the grantees in the field of school based education faced the challenge of: (a) recruiting and retaining quality personnel; (b) developing skills in financial and other grant management systems; and (c) raising resources for the programme, from other sources, for long term sustainability.

The Trust has also encouraged grants which provide value addition to school curriculum. Some of the grants in this category included: (a) teacher training and support in the area of environment education; (b) a sensitisation programme for students on issues of social and economic development; and (c) the use of drama in the syllabus. In each case the grantee expects to transfer its' knowledge to teachers in order to ensure the sustenance of the innovation in the system.

In order to facilitate the spread of school based innovations, the Trust encouraged the development of multimedia training material that will be used by organisations to enable them to undertake

Social science research organisations need to respond to current issues and research trends, understand implications and make a prognosis of the situation at hand. Often, more so in India, such organisations are stymied by shortage of government funds. Critical issues however, need quick action. In this context a grant from the Trust has enabled **Indian Council for Research on International Economic Relations (ICRIER)** to launch a three-year programme of research on World Trade Organisation (WTO) related issues for the Indian economy. WTO has become one of the most important and powerful institutions today and has emerged as a forum for perpetual negotiations on complex issues which have direct ramifications on trade and thereby the overall growth and direction of the Indian economy. The WTO cell at **ICRIER** conducted research, organised seminars and initiated policy dialogues which have helped to begin changing the perception among academicians and policy makers about the impact of the WTO Agreement on Indian agriculture. On this front, **ICRIER** collaborated with the Centre for Management in Agriculture at the Indian Institute of Management, Ahmedabad and the Gujarat Economic Association. In creating a clearer understanding of the issues the research is enabling the government to move from defending agricultural policies to proactively attempting to secure a reform in the policies and practices of the major industrialised countries. Dumping has become a major area of concern for the Indian industry and has led to extensive discussions with officials of the anti-dumping cell of the Ministry of Commerce. Studies on the impact of the WTO on the Indian textiles sector and impact of tariff and non tariff barriers on industrial performance are some of the major studies currently under way with the help of the Trust grant. The Trust believes that support to this research programme is critical because WTO decisions directly and indirectly affect a large number of livelihoods especially those relating to agriculture, small enterprises, dairy and social issues like child labour and environment.

in-service training programmes for their teachers. This would ensure the retention of the essential pedagogy and training approach of the pre-service trainer. Support for school based teacher training programmes could help popularise a new pedagogy that nurtures the emotional life of the child in school.

Out-of-school children were reached through programmes that focussed on the street child and working children, support to mentally challenged children and vocational training to adolescents from low-income groups primarily from the tribal communities.

During 2000-2001, the Trust strengthened its portfolio of grants in the theme of advanced education with grants to four institutions. The Trust, in its Annual Report for 1998-99, had identified grants to social science research institutions as an emerging theme for grant-making. In line with this, a deferred endowment grant was made to a Bangalore based social science research institution. In the initial period of the grant, the interest income is to be used for enhancing its library services. The Trust will monitor this grant closely, and based on grant performance, will take a decision on converting the grant into a permanent endowment in 2004.

The Trust continued to support research activities on micro-level implications of the macro level changes taking place on account of WTO related issues. As a part of the Trust's interest in promoting initiatives that seek to improve the quality of human resources available, a grant was made to a leading management institute at Bhopal that will enable professionals to take up mid-career executive education programmes. The Trust is also in the final stages of collaborating with the Gujarat Co-operative Milk Marketing Federation to jointly fund the Amul Tata deferred fellowship programme for potential rural managers at the Institute of Rural Management, Anand (IRMA).

During the year under review the Trust made disbursements of Rs. 31.3 million spread over 25 grants in education, maintaining the same level as in the previous year when a similar amount was disbursed for 26 grants.

Education: Details of Grants made in 2000-2001

	Rs.
1. Aarangan, Udaipur <i>To provide shelter and support for street and working children in Udaipur city.</i>	200,000
2. Anveshi Research Centre for Women's Studies, Hyderabad <i>Towards a research programme focussing on curriculum in government schools and its implications for students.</i>	160,000
3. Apna Sansthan, Bhuwana <i>Towards an after-school teaching programme to supplement learning of high school children in Bhindar block of Udaipur district.</i>	175,000
4. Atma Vidya Educational Foundation (AVEF), Malakkara <i>Towards their training programme for teachers and school administrators.</i>	100,000
5. Bharat Gyan Vigyan Samiti (BGVS), Jaipur <i>Towards strengthening post-literacy activities in Baran and Dholpur districts through the promotion of 50 reader forums benefiting 750 neo-literates.</i>	300,000
6. Centre for Environment Education (CEE), Ahmedabad <i>Towards a multi-year programme for environmental education in 1,000 schools of Andhra Pradesh. A collaborative programme with the government of Andhra Pradesh.</i>	600,000
7. Education Support Organisation (ESO), Ahmedabad <i>Towards a programme planning grant for the Gyan Shala Project</i>	250,000
8. Education Support Organisation (ESO), Ahmedabad <i>Towards the Gyan Shala project which seeks to evolve a low cost education programme for out of school children through setting up schools in the urban slums of Ahmedabad.</i>	500,000
9. Eklavya, Bhopal <i>Continued support to their expansion and consolidation work in elementary education in rural and government schools of Madhya Pradesh, Orissa, Rajasthan and Gujarat. The Trust support will focus on building and strengthening their internal management systems. A bridge fund has also been created to help them to tide over cash-flow problems as a result of delays in release of sanctioned government funds.</i>	3,000,000

	Rs.
<p>10. Indian Council for Research on International Economic Relations (ICRIER), New Delhi <i>Towards research on, and dissemination of, World Trade Organisation (WTO) related issues focussing on their implications for India.</i></p>	1,000,000
<p>11. Indian Institute of Forest Management (IIFM), Bhopal <i>Towards fellowship support for mid-career professional development of executives working in the non-profit sector. Also towards enhancement of curriculum through development of relevant case-study material.</i></p>	500,000
<p>12. Institute for Social and Economic Change (ISEC), Bangalore <i>Towards creation of the Sir Ratan Tata deferred Endowment Fund. Initially the income of this fund will be used towards enhancement of the library of this social science research institution.</i></p>	15,000,000
<p>13. National Council of Applied Economic Research (NCAER), Delhi <i>To enable graduates from the United States to study different facets of the Indian economy through research and field work in India.</i></p>	200,000
<p>14. Pravah, New Delhi <i>Towards setting up a resource centre to implement a sensitisation programme for high school students of 25 schools located in Delhi and neighbouring towns.</i></p>	600,000
<p>15. Rishi Valley Rural Education Centre (RVREC), Madanapalle <i>Last instalment of the multi-year grant towards research, development and documentation of innovative teaching/learning practices, vocational training for young adults, and outreach to the community in 16 villages as well as surrounding government schools. This grant complemented the operation of 16 rural schools supported by the Ministry of Human Resources.</i></p>	200,000
<p>16. Rishi Valley Rural Education Centre (RVREC), Madanapalle <i>Towards the preparation of a training package for trainers in multi-grade education programmes for rural schools.</i></p>	383,000
<p>17. Rajasthan Mahila Kalyan Mandal (RMKM), Ajmer <i>Towards their programme for education and training assistance to 100 mentally challenged children in Beawar block.</i></p>	200,000

	Rs.
<p>18. Rajiv Gandhi Prathamik Shiksha Mission (RGPSM), Bhopal <i>Towards enhancement of education services provided by 100 schools located in tribal areas of Betul district under the Education Guarantee Scheme (EGS) in Madhya Pradesh.</i></p>	1,600,000
<p>19. Sambhav Shiksha evam Janonnayan Samiti (Sambhav), Jaipur <i>Introducing a drama-based supplementary curriculum in 54 primary schools of Rajasthan.</i></p>	400,000
<p>20. Society for Education Welfare & Action-Rural (SEWA-Rural), Jhagadia <i>Towards a vocational training programme for tribal students. This grant is expected to benefit 225 students and assist them to secure employment in various industries located in the Bharuch-Ankleshwar industrial belt.</i></p>	1,300,000
<p>21. Sir Albert Howard Memorial Trust (SAHMET), Secunderabad <i>To improve rural school education in 40 villages of Hoshangabad district in Madhya Pradesh through involvement of youth in educational activities, community interface and supplementary teaching with the objective of increasing enrolment rates and reducing dropout rates.</i></p>	1,300,000
<p>22. Society for Assistance to Children in Difficult Situation (SATHI), Raichur <i>Towards their programme for resettlement of runaway children living on railway platforms in Raichur and neighbouring railway stations.</i></p>	800,000
<p>23. Urmul Jyoti Sansthan (UJS), Nokha <i>Towards their programme for education of adolescent girls through residential camps.</i></p>	750,000
<p>24. Vidya Bhawan Society (VBS), Udaipur <i>Towards their programme for action research in pedagogical innovations, consolidating the gains made during the first phase of the project supported by the Trust. The Trust will focus on strengthening Vidya Bhawan Society's project management capacities. The grant includes a challenge component for raising funds from other sources.</i></p>	845,000
<p>25. Viswa Bharathi Vidyodaya Trust (VBVT), Gudalur <i>Towards an integrated education programme for children of tribal communities. The grant also includes a start-up contribution to the Adivasi Munetra Sangam (AMS) Education Fund.</i></p>	900,000

Ongoing multi-year grants: No disbursements during 2000-2001.

26. **Centre for Education Management and Development (CEMD),
New Delhi**
Towards research and analysis of existing educational experiments to enhance a reform intervention in government schools.

27. **Entrepreneurship Development Institute of India (EDI), Ahmedabad**
Enables the institute to award fellowships to fresh graduates or experienced professionals for pursuing a one-year management programme designed specifically for the development sector.

28. **Institute of Economic Growth (IEG), Delhi**
Towards the establishment of the Sir Ratan Tata Fund for fellowships to young social scientists. The income from the fund, over a three year period, will be used to award fellowships to young social scientists to pursue focussed research activity.



HEALTH

During 2000-2001, the Trust attempted to put into operation the health strategy developed in 1999-2000. The strategy primarily focusses on improving the health of women and children. In operational terms it suggests that the Trust considers support to a range of community based initiatives, selective collaborative ventures between the public and private sectors, capacity building of health care practitioners and developing a cadre of public health professionals. The recommendations of the strategy paper also include grant-making to focussed community health activities of networks/professional associations of doctors; and towards training programmes for health practitioners.

Although the Trust made several proactive attempts to operationalise the health strategy 2000, there was a dearth of good-quality proposals. One of the major reasons is the plethora of donors, both national and international, who have interests in supporting health. Most high-performing institutions appear to be well funded. Despite this, the Trust did make some headway during the year. 14 grants were made with total disbursements at Rs. 9.5 million which was 61.2% more than the disbursements of Rs. 5.9 million spread over 11 grants in the previous year.

The new sanctions during the year included grants towards: (a) conservation of rare and endangered medicinal plants in hilly regions of Lahaul valley; (b) part operational costs of a shelter for 160 mentally ill destitute women in Chennai; (c) strengthening capacities of 20 non-profit organisations in Orissa to combat spread of malaria; (d) limb conservation programme for young adults afflicted with cancer; and (e) providing diagnostic aid to a hospital run by a municipal corporation for patients suffering from epilepsy. In order to build capacities of eye-care professionals, a grant was made to a Hyderabad based non-profit hospital. A second phase of support was extended to an organisation in Uttaranchal state for providing primary health care services in ten villages.

Subject to the recommendations of the Strategic Plan 2006, the Trust needs to proactively seek proposals from select organisations to enhance and improve the portfolio of grants. The challenge lies in locating those organisations who have the core competencies, experience and the desire to implement programmes which have been articulated in the Trust's health strategy document.

Hema is a 25 year old woman residing in the remote village of Dungroo, in Nainital district of Uttaranchal. She has one five year old son and was expecting another child. In labour for almost 48 hours, she was unable to deliver the child out of sheer exhaustion. There was no traditional birth attendant - *dai*, in the village to help her. Dungroo is about an hours journey to the roadhead, over steep mountain terrain. Evacuation to the roadhead would have entailed gathering of people to transport her in a '*doli*', a traditional stretcher and arranging for cash for hospitalisation, which the family would have had great difficulty in arranging. They would then have to wait for transport to take them to the district hospital at the town of Almora, which is another 20 kms away. Luckily for Hema, a *dai* from the neighbouring village was summoned. The *dai* realised that she could not help, and immediately referred to the primary healthcare centre (PHC) operated by the non-profit organisation **Aarohi**. The medical team of **Aarohi** reached in the late hours of the evening and assisted the delivery of the child. But for the *dai*'s intervention and the mobility of the medical team, cases like Hema's would have resulted in maternal and infant death. The *dai* had undergone a seven month training on safe delivery with **Aarohi**, with support from the grant from the Trust. She therefore knew when to refer a case to the PHC. The grant from the Trust was made to extend the health intervention of **Aarohi** to seven new villages through an integrated programme of health education, training and exposure visits for traditional birth attendants and enhancement of curative healthcare services. The Trust feels that support to such programmes signifies its value for human life.

Health: Details of Grants made in 2000-2001

	Rs.
<p>1. Aarohi, Mukhteshwar <i>Towards up-scaling their primary health programme in seven new villages in Nainital and Almora districts through training of traditional birth attendants, health education and awareness building among village communities and exposure visits of staff.</i></p>	150,000
<p>2. Aarohi, Mukhteshwar <i>A second grant towards provision of primary health care services in ten villages of Uttaranchal state.</i></p>	400,000
<p>3. Action Research and Training for Health (ARTH), Udaipur <i>Towards improvement of maternal and neonatal survival of the rural tribal population of 30 villages of Rajsamand district by equipping and training village level workers and providing emergency services.</i></p>	1,000,000
<p>4. Cancer Institute, Adyar <i>Towards their limb conservation programme for young adults.</i></p>	1,000,000
<p>5. Hyderabad Eye Institute, Hyderabad <i>Fellowship support to enable 108 eye-care professionals to undergo training on low vision related issues.</i></p>	500,000
<p>6. Indian Council of Medical Research- Tuberculosis Research Centre, Chennai <i>Towards a research programme on post-treatment lung disorders of tuberculosis patients.</i></p>	175,000
<p>7. King Edward Memorial Hospital & Seth G.S. Medical College, Mumbai <i>Towards enhancing the functioning of the Epilepsy Care Centre.</i></p>	1,350,000
<p>8. Medical Research Foundation (Sankara Nethralaya), Chennai <i>Towards the Sir Ratan Tata Trust Community Ophthalmology Fellowship Programme enabling 120 ophthalmologists to undergo a three-month training focussing on the technical, managerial and financial aspects of implementing a community outreach programme. The grant also includes a provision for support to conduct 3,000 sight restoring cataract surgeries on poor patients from rural areas.</i></p>	2,000,000

	Rs.
9. Pragya, Gurgaon <i>Conservation of rare and endangered medicinal plants in the Lahaul valley of Himachal Pradesh.</i>	900,000
10. Ramakrishna Mission Ashrama, Narainpur <i>Towards identification of tuberculosis patients among the residents of 150 villages of Bastar district, to conduct diagnostic tests, distribute medicines to cure the disease and control its spread.</i>	300,000
11. Rural Unit of Health & Social Affairs (RUHSA), Vellore <i>Building capacities of 20 development agencies to conceptualise an anti-malaria programme in Orissa.</i>	600,000
12. Society for Education, Action & Research in Community Health (SEARCH), Gadchiroli <i>Towards programme planning for developing a health care intervention in ten villages while preparing them for participation in future health programmes.</i>	150,000
13. The Banyan, Chennai <i>Towards part operating costs of a shelter for 160 mentally ill destitute women.</i>	800,000
14. The W.Z.O Trust Funds, Navsari <i>Towards partially subsidising the per resident cost at the Bai Maneckbai P.B. Jeejeebhoy Centre for Senior Citizens, Navsari.</i>	180,000

Ongoing multi-year grants: No disbursements during 2000-2001

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|--|--|
| 15. Bangalore Hospice Trust (BHT), Bangalore
<i>Towards the operating costs of Karuna Shreya, a fifty bed hospice, and continuation of the home care service for terminally ill cancer patients.</i> | |
| 16. Bhoruka Charitable Trust (BCT), Churu
<i>Towards training of 80 local healthcare providers, Gram Chikitsaks, from 50 villages of Rajgarh and Taranagar blocks of district Churu, in collaboration with the Indian Institute of Health Management Research (IIHMR), Jaipur.</i> | |



ARTS AND CULTURE

The Trust has made concerted efforts to activate its strategy of funding the thematic area of arts and culture through diverse grants for the protection and preservation of archival material and dying art forms. In the process of learning more about funding in this thematic area, the Trust has realised that the promotion of artistic growth needs to occur in conjunction with the artist's efforts to make the art form self sustaining by garnering and enthusing audiences. In line with this, the Trust has made a grant to an institution for music and dance promoted by the Government of Madhya Pradesh.

During the last two decades, easy access to television, popular music and cinema as well as personality based 'stage shows' have demonstrated increasing mass appeal. Our rich traditions of performing arts, music and the fine arts, on the other hand, are getting marginalised, and tend to receive attention at occasional events. It is therefore strategic to provide ongoing sustenance to these art forms and encourage them to reinvent themselves in order to reclaim their place in the lives of the people.

The Trust entered into another phase of collaboration with the India Foundation for the Arts (IFA). IFA's track record in funding projects under their thematic areas of Arts Collaboration, Arts Research and Documentation and Arts Education, led the Trust to invite a proposal for programme funding. IFA is working concurrently on popularising the work of their grantees by providing platforms for interface with small and large audiences. The Trust has created the Sir Ratan Tata draw-down fund for grant making at IFA. IFA would be utilising the fund for grant-making only when it raises matching funds from Indian sources.

Pudumaippithan was a noted short story writer and essayist. He was part of a group of writers, the Manikkodi group, patronised by a literary magazine of the same name. He struck a modern note into Tamil literature by introducing contemporary themes rooted in the social climate of colonial Tamil Nadu. His style of vigorous realism was a break from the didactic and romantic inclinations of his predecessors such as the famed Kalki. Pudumaippithan's repertoire also included fantasy, myth, satire and parody, all of which he used well in his short stories, essays, reviews, criticism, poetry, letters and translations, now scattered in various issues of largely defunct literary journals found in private and public collections. **Kalachevadu Trust**, with a mission to promote Tamil art and literature undertook the documentation of the work of this writer. 350 pages of some of Pudumaippithan's unpublished work is already with this Trust. The entire collection of writings of Pudumaippithan will be microfilmed at the Raja Muthiah Research Library and then digitised as well as documented as a complete, annotated anthology of his work. This will be available to researchers and other interested individuals, and a copy will be preserved with the Regenstein Library, University of Chicago. What makes the work of **Kalachevadu Trust** more difficult, is that Pudumaippithan wrote under a variety of pseudonyms and habitually revised what he wrote, even after the piece had appeared in print. This has resulted in more than one version of several of his short stories. The anthology will include a detailed appendix that will discuss the changes these stories have undergone, to follow the maturing of the writer's style. A major challenge for **Kalachevadu Trust** has also been in convincing individuals and institutions that own the back issues of journals carrying Pudumaippithan's writings, to loan them for microfilming. The relevant volumes have been located in Delhi, Chennai, Karaikudi, Thanjavur, Pudukkottai and Mannargudi. Grants such as the one to **Kalachevadu Trust** enable the Trust to support documentation of important archival material that preserves our rich cultural heritage. This grant was made through the **India Foundation for the Arts**.

The Trust also plans to diversify its portfolio further, by identifying new art forms that draw from Indian traditions and organisations that encourage the interface between artists and the audience.

The disbursements made by the Trust during 2000-2001 amounted to Rs. 8.9 million to four institutions, which is substantially higher than the disbursements of Rs. 1.2 million to three institutions in 1999-2000. In addition, two institutions have been supported through the Arts Collaboration Programme of IFA. For these grants, IFA used the income earned from the endowment grant made by the Trust in 1997-98.

Arts and Culture: Details of Grants made in 2000-2001

	Rs.
1. The Asiatic Society of Bombay, Mumbai <i>To enable the society to preserve 1,000 rare books over a three year period, using conservation and microfilming techniques, under their 'adopt a book' programme.</i>	160,000
2. Bala Balaga Srujansheela Shikshana Trust, Dharwad <i>Towards operating costs of their programme to sustain and promote shadow puppetry, a traditional folk art form of Karnataka. The grant is expected to aid the renewal of puppetry as a contemporary performing art for children.</i>	250,000
3. India Foundation for the Arts (IFA), Bangalore <i>Towards the creation of the Sir Ratan Tata Trust draw-down fund for grantmaking at IFA. This would enable IFA to enhance their portfolio across all their thematic areas. The grant includes a challenge for IFA to raise matching funds from Indian sources. The draw-down fund is expected to be replenished in March 2004.</i>	7,500,000
4. Ustad Allauddin Khan Sangeet Academy, Bhopal <i>A multi-purpose grant, which will enable this academy promoted by the Government of Madhya Pradesh, to train 20 young musicians and dancers, extend fellowship support to promising musicians to train on rare vocal styles and musical instruments, and organise performances of established artists in ten small towns of Madhya Pradesh.</i>	1,000,000
<p><i>Grants made by the India Foundation for the Arts, Bangalore, during 2000-2001, utilising the income earned from the endowment grant made by the Trust in 1997-98</i></p>	
<ul style="list-style-type: none"> • Kalachevadu Trust, Nagercoil <i>Towards the preparation, microfilming and digitisation, of the complete annotated edition of the writings of Pudumaippithan, the first modern Tamil writer.</i> 	221,500
<ul style="list-style-type: none"> • The Academy for Arts Research Training and Innovation, Trivandrum <i>A collaborative multimedia stage production, created by a dancer/choreographer, a music composer/stage designer and a poet.</i> 	200,000



PUBLIC INITIATIVES

The Public Initiatives portfolio encourages citizen participation in the initiation and operation of community action. The Trust believes that both, persons that act as catalysts and citizen's collectives formed in order to effect change in the social and economic fabric of their lives, need to be supported.

Grant-making under this theme focusses on either individual or collective voluntary action to: (a) promote common good; (b) catalyze the disadvantaged into action; (c) contribute new knowledge or perspectives; (d) conduct research on issues relating to civil society; and (e) promote and advance philanthropy.

New grants made by the Trust during the year include institution of a chair at a leading management institute. The incumbent will undertake research and provide support to civil society institutions in terms of training, planning, networking and policy advocacy. Another grant is to an old partner, which is expected to proactively encourage citizens' involvement in governance and democratic reforms in Andhra Pradesh.

A large grant made to a new philanthropic initiative in Andhra Pradesh in the year 1999-2000 was terminated at the request of the grantee. As a result the Trust's disbursements in 2000-2001, at Rs. 2.5 million, was much lower than in the previous year.

The Johns Hopkins Comparative Non-Profit Sector Project is an effort to analyse the scope, structure, finances/revenues and role of the private non-profit sector across 43 countries by Johns Hopkins University (JHU), Baltimore in co-ordination with local institutions. The research in India is being conducted by the **Society for Participatory Research in Asia (PRIA)**. The study focusses on strengthening the information base on the sector through analysis of secondary data and institutional surveys. A large part of **PRIA's** work over the year was gathering data on some of the quantitative aspects of the sector, from national accounts statistics, National Sample Survey Organisation (NSSO), Central Statistical Organisation, enterprise surveys, lists of institutions registered by statutory registration authorities and directories published by government departments and non-profit organisations. **PRIA** has brought out a number of papers based on the data collection, on availability of data, on defining the sector in India, on the legal background, and history of non-profit organisations in India. Data will be generated through surveys on non-profit organisations in six states. In addition surveys on Individual Giving and Individual Volunteering are also planned. The project will culminate in a workshop to share the findings. The Trust believes that the role of non-profits has been increasing in recent years, and the comparative documentation of the sector will facilitate the flow of information across countries. Grants like these are expected to invigorate the role of non-profits in the overall development context.

Public Initiatives: Details of Grants made in 2000-2001

	Rs.
<p>1. Foundation For Democratic Reforms (FDR), Hyderabad <i>Promoting citizen's initiatives for better governance through a multi-level training programme.</i></p>	1,200,000
<p>2. Indian Institute of Management (IIM), Bangalore <i>Instituting the Sir Ratan Tata Chair on Civil Society and Globalisation for a period of five years.</i></p>	900,000
<p>3. Mahila Punarvaas Samooh Samiti (MPSS), Jaipur <i>Towards a documentation unit to raise women's issues of rural Rajasthan in diverse forums and strengthening Ujala Chhadi, a newspaper for rural neo-literates.</i></p>	411,000

Ongoing multi-year grants: No disbursements during 2000-2001

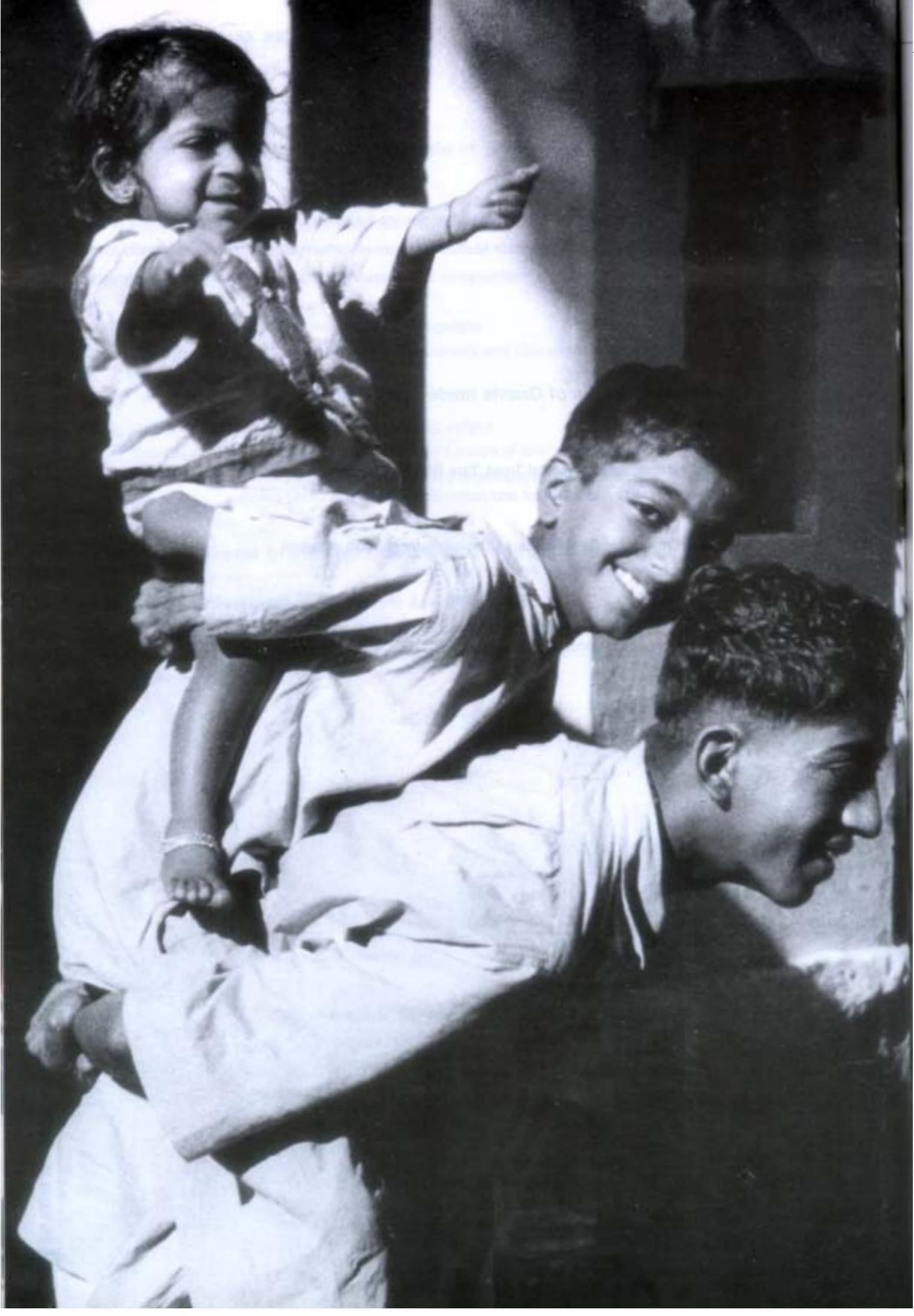
4. **Society for Participatory Research in Asia (PRIA), New Delhi**
Towards the Johns Hopkins comparative research project on the non-profit sector. The project will strengthen the information base on the non-profit sector in India.

ALLIED TRUSTS

As in the previous years, the Trust continues to provide support to upgrade the housing and other estates managed by the Allied Trusts in Mumbai, Navsari and other places. This essentially includes provisions for repair, restoration, maintenance and operating costs. During the year, three grants were made.

Allied Trusts: Details of Grants made in 2000-2001.

	Rs.
1. Bai Hirabai Tata Memorial Trust, Tata Blocks, Bandra, Mumbai <i>Towards part costs of repair and restoration work of a housing colony.</i>	2,500,000
2. Bai Hirabai J.N. Tata Navsari Charitable Institution, Navsari <i>Towards the construction of a compound wall.</i>	2,500,000
3. Sir Ratan Tata Institute, Mumbai <i>Towards reimbursement of operating costs.</i>	260,000



ENDOWMENT GRANTS

Four years ago, the Trust developed its strategy for making endowment grants to select organisations in the non-profit sector. The 1997 endowment strategy paper, prepared by Dr. Tushaar Shah, had made a strong case for sanctioning grants to those institutions that have: (a) a far-reaching impact on society or are strategic in a sector or field; (b) demonstrated staying power; (c) had a satisfactory programmatic relationship with the Trust; (d) an established tradition of collective leadership or a successful succession in leadership; and above all (e) a proven track record of being mission-driven. The paper cautioned that endowment grants may be counter productive in some organisations, by providing respite from having to constantly prove the social value of their work.

As on March 31, 2001, the Trust's endowment portfolio, consisting mainly of corpus and in some cases capital grants sanctioned since 1995-96, includes the following institutions:

1. Professional Assistance for Development Action, (PRADAN), New Delhi
2. Ratan Tata Foundation at the London School of Economics (LSE), United Kingdom
3. University of Pennsylvania Institute for the Advanced Study of India (UPIASI), New Delhi
4. Indian Centre for Philanthropy, (ICP), New Delhi
5. N.R. Tata Bandra Agiary Trust, Mumbai
6. Sir Ratan Tata Buildings, C.J Colony, Mumbai
7. National Council of Applied Economic Research, (NCAER), New Delhi

In January 2000, the Trust sanctioned a multi-year grant of Rs. 5 million to support the creation and strengthening of endowments of 500 Tank Farmers Organisations through **DHAN Foundation**. It was expected that these grants would motivate the Tank Farmers Organisation to improve their governance systems, organisational sustainability, concern for maintenance of the tanks and other small water bodies in their respective village eco-systems. Till March 2001, about 70 Tank Farmers Organisations has sought the endowment grant from **DHAN Foundation**. Of these, 46 Tank Farmers Organisations were supported with a total disbursements of Rs.720,000. These organisations have in turn invested equal amount of their contribution and put the entire fund in a bank fixed deposit for a period ranging from 5 to 7 1/2 years with expected annual returns of 10.5%. 90% of the annual income would be spent on tank repairs and maintenance, desilting of feeder channels and repairing leaking sluices. One such association is the **Vellithangal Neerpasana Vivasayigal Sangam (VNVS)** located at Chinnakalakattur in Thiruvallur district of Tamil Nadu. This association was promoted by Thiruvallur office of the **DHAN Foundation** in 1997. The association has 15 members, all of them belong to Scheduled Caste community. Five of the members are women. The association was promoted with the objective of regenerating people management in the tank systems maintenance, poverty alleviation through improved tankfed agriculture, and general development of the village. **VNVS** has an elected President and the other members - *Pangalis* - trust him to the core and this has enabled **VNVS** to take bold initiatives to safeguard the land owned by them when the government set up a navy institute by acquiring the land in the vicinity of the tank. Vellithangal eri is a rainfed tank with a command area of over 12 hectares. The renovation work costing Rs. 150,000 was taken up during the year 1997-98 with support from the District Rural Development Agency and contribution from its members. **VNVS** has received the first installment of the endowment grant for Rs. 5,000 by contributing an equal amount. The entire amount has been invested in a bank deposit which matures in 2005. The Trust views grants such as the one made to **VNVS** as a small beginning to strengthen member-controlled community-based organisations.

8. Eklavya Foundation, Bhopal
9. Child Relief and You (CRY), Mumbai
10. Visva-Bharati, Santiniketan
11. Co-operative Development Foundation (CDF), Hyderabad
12. Indian Grameen Services (IGS), Hyderabad
13. Centre for Advancement of Philanthropy (CAP), Mumbai
14. India Foundation for the Arts (IFA), Bangalore
15. Eight rural schools/balashalas set up by the Society for Integrated Development of the Himalayas (SIDH), Mussoorie
16. Amar Seva Sangam, Ayikudy
17. Navinchandra Mafatlal Sadguru Water and Development Foundation (Sadguru), Dahod.
18. Centre for Science and Environment (CSE), New Delhi
19. Society for Rural Urban and Tribal Initiatives (SRUTI), New Delhi
20. Children's Book Trust (CBT), New Delhi
21. Various tank farmers associations in south India through the DHAN Foundation.
22. Vrindavan Charitable Trust (VCT), Mumbai

2000-2001, like the previous year, was a year of consolidation for the Trust's Endowment portfolio.

The only new grant was made to a Mumbai based trust to construct a *Gurukul*, which when constructed, would enable the advancement of Indian classical music through training under the *guru-shishya parampara*. In addition, the Trust also made a deferred endowment grant to the Institute of Social and Economic Change (ISEC), Bangalore, akin to the grant made to the Institute of Economic Growth (IEG), New Delhi in the previous year. As both grantees have not had a programmatic relationship with the Trust, the deferred endowment grants will function as programme grants for a three year period and on successful completion, be converted into permanent

Amar Seva Sangam is a non-profit society set up in 1981 at Ayikudy in Tamil Nadu. In 1998-99, the Trust sanctioned an endowment grant of Rs. 10 million to **Amar Seva Sangam** and this was the culmination of eight years of successive programme grants that benefited a large number of disabled individuals through village based rehabilitation initiatives. It has organised health camps, awareness drives, vocational training programmes, physiotherapy and appliance making centres, and institution based rehabilitation such as a school for integrating disabled and normal children. The grant is transforming **Amar Seva Sangam** from a service delivery organisation to an institution that manages services for the disabled. This is being accomplished through the strengthening of its human resources in order to achieve the endowment goal of Rs. 30 million to be raised by the year 2004. Rs. 5 million was disbursed as the first instalment, with the condition that 100% of the interest would be reinvested by the institution for at least one year. In addition, it was to raise an amount of Rs. 5 million from other sources, in order to access the balance amount of Rs. 5 million from the Trust. **Amar Seva Sangam** designed a multi-pronged fund-raising plan which included approaching corporate bodies, sending proposals to funding agencies and organising fund-raising programmes such as shows and concerts, campaigns targeted at individuals, ticket campaigns by schools, special release of books, sponsorship of children and schemes for non-residential Indians. By March 2001, **Amar Seva Sangam** has been able to raise the matching contribution of Rs. 5 million and the value of the Sir Ratan Tata Trust endowment fund at **Amar Seva Sangam** would now stand at Rs. 10 million. This is another successful example of an institution which, through a combination of a well conceptualised fund-raising strategy and hard work, has responded to the fund-raising challenge grant designed by the Trust.

endowments. This innovation is so designed to enable the Trust to assess the institutions on the criteria for endowments, specifically satisfactory grant performance over a predetermined period.

During 2000-2001, the Trust also released instalments to six institutions as per sanctions made in the earlier years. These were made on the basis of review of the Institutions ability to raise funds from other sources. The Trust was pleased to accord permanent status to the conditional endowment made to a Madhya Pradesh institution, which successfully raised the matching amount from other sources over a three year period. In the experience of the Trust, grant designs that provide a challenge to the grantee play a critical role in helping an institution to unlock hidden reserves of dynamism and creativity.

The disbursements during 2000-2001 totalled Rs. 25.6 million as against Rs. 17.2 million in the previous year.

The Trust has started the process of evaluation of the endowment grants during the year under review. In addition, the Trust is closely monitoring the progress and impact of the grants made to farmers initiatives in south India and schools in eight villages of Uttaranchal, both of which are managed and controlled by the community.

Endowments: Details of Grants made in 2000-2001

	Rs.
<p>1. Amar Seva Sangam, Ayikudy <i>The second instalment released, against an equivalent amount raised from individuals and institutions. The income from this grant is to be used towards strengthening the human resource base of the organisation.</i></p>	2,500,000
<p>2. Centre for Science and Environment (CSE), New Delhi <i>Two instalments released against matching amounts transferred by CSE from its publications unit towards its endowment fund.</i></p>	5,000,000
<p>3. Eklavya Foundation (Eklavya), Bhopal <i>Final instalment of the grant sanctioned in 1997-98. This would part support the construction of a training centre at Hoshangabad.</i></p>	2,500,000
<p>4. Navinchandra Mafatlal Sadguru Water & Development Foundation (Sadguru), Dahod <i>Two instalments released against matching amounts transferred by them to their endowment.</i></p>	2,000,000
<p>5. Society for Integrated Development of Himalayas (SIDH), Mussoorie <i>Endowment grant to the village level committees located at Matela, Nautha, Garkhet, Bhediyan, Kandikhal, Talogi, Thal and Kandi Talli villages in Uttaranchal, towards operating costs of eight rural primary/pre-primary schools. The grant is managed by SIDH and has a component of funding from other donors.</i></p>	1,500,000
<p>6. Society for Rural, Urban and Tribal Initiatives (SRUTI), New Delhi <i>Two instalments released against matching amounts raised by them. The income from the grant is to be used for strengthening the organisation, including its human resources.</i></p>	2,000,000
<p>7. Visva Bharati, Santiniketan <i>Towards a capital grant for the repairs and restoration of Ratan Kuthi Guest House at Santiniketan.</i></p>	141,389
<p>8. Vrindavan Charitable Trust (VCT), Mumbai <i>Towards a capital grant that will enable VCT to undertake construction of a Gurukul, which will contribute towards advancement of Indian classical music through the guru-shishya parampara.</i></p>	10,000,000

Ongoing multi-year grants: No disbursements during 2000-2001**9. Children's Book Trust (CBT), New Delhi**

This ongoing capital grant is towards their proposed Shankar's Centre for Children and is conditional on CBT's ability to raise funds from other sources.

10. Dhan Foundation, Madurai

This ongoing multi-year grant enables Dhan Foundation to provide performance based endowment grants to three Tank Farmers' Federations and 500 Tank Farmers' Associations in Tamil Nadu, Andhra Pradesh and Karnataka.



SIR RATAN TATA SMALL GRANT PROGRAMME

The Sir Ratan Tata Small Grant Programme was launched by the Trust in 1998-99 with a modest beginning of three grants with disbursements of Rs. 575,000. The purpose of this programme is to cater to the needs of small welfare oriented organisations and those which need seed support for implementing new and innovative ideas. The criteria of those eligible to apply are well defined: (a) they have to be registered non-profits in existence for at least one year; (b) their annual expenditure has to be less than Rs. 1 million; and (c) they should have less than 20 individuals on their payroll as full time staff. The Small Grant Programme sanctions are based on rapid appraisals of application forms.

During 1999-2000, the Trust modified the criteria to include grants to larger organisations that express a need for funding for the following purposes: (a) strategic planning and/or evaluation; (b) focussed research activities; (c) mainstreaming of innovations; and (d) setting up or strengthening of internal systems.

2000-2001 was the year of growth for the Sir Ratan Tata Small Grant Programme. During the year 48 grants were made with disbursements totalling Rs. 7.23 million which was 50% more than the previous year's disbursements of Rs. 5.12 million to 33 organisations. The grant purposes included a range of activities across the five thematic areas of the Trust and the theme of Rural Livelihoods and Communities had the largest share with 23 grants. The geographical areas of coverage included Rajasthan, Madhya Pradesh, Chattisgarh, Jharkhand, Tamil Nadu, Gujarat and Maharashtra.

Kurunji Vattara Kalanjiam (KVK) is located at Palemedu in Madurai district. A federation of women's self-help groups, **KVK** conducted a study on the alcohol addiction levels of the husbands of their members, many of whom had evidenced a heavy drain of incomes as a result of this problem. A proposal to address this problem was designed, focussing on 50 addicted persons, with the help of **DHAN Foundation** and approved by the Trust under the Sir Ratan Tata Small Grant Programme. The **KVK** team went through a vigorous training programme on ways of identification of addicts, motivation methods, providing counseling and follow-up strategy. 261 addicts from 41 villages were identified of whom 104 agreed to undergo the 15 day de-addiction programme. Four counseling centres were established at cluster offices to provide counseling at least twice a week. Besides counselling, these centres were used to educate the people on the impact of addiction on the family, especially on the women and also on the society. **DHAN Foundation's** de-addiction centre's provided the treatment. An addict goes through at least ten sittings of counseling before treatment begins, 15 sittings of therapeutic counseling during the treatments and six sittings, spread over six months, for follow-up. A specialist team at Madurai is guiding and backstopping support to the **KVK** team. It will probably take four to five years to eradicate the drinking habit from the **KVK** area of operation. Till March 2001, 13 members have completed the treatment. Their medication would be continued for next six months with regular follow-up. One of these, is Palani, a cobbler by profession, the husband of Palaniammal, a member of Rajamani Kalanjiam of **KVK**. Addicted to alcohol for thirty years, he would spend his entire earnings on alcohol. As a result, he suffered from a continuous stomach-ache and developed chronic insomnia. He also ran up a debt of Rs.16,000. After successfully completing the de-addiction programme, he has regained self-respect and self-esteem. He has also repaid Rs.6,000 till March 2001 and is now motivating others to kick the habit of alcohol addiction. Alcohol addiction is one of the major impediments that prevent families from breaking out of the poverty cycle in many parts of India.

Five of the grants made previously, were encouraged to develop proposals for programme grants, all of which were sanctioned. A beginning was made in extending the programme to larger organisations as per the modified criteria. The Trust also conducted workshops in Rajasthan and Madhya Pradesh to enable smaller organisations to detail their programmes and complete their grant applications with assistance from the Trust's representatives.

Muskaan, located at Bhopal, is attempting to ensure that basic human touch and sensitivity of individuals towards other human beings is not lost in their quest towards being a better organised and professional non-profit organisation. The primary focus of this organisation is on activities with children belonging to poorer sections of society and who are mostly out of school. Ten year old Balak, started coming to the **Muskaan** center in August 1998. Being a keen learner, he was able to catch up with others of his age within a few months, even though he had never been to any kind of school before. Encouraged by **Muskaan**, he was enrolled in a formal school in Standard III in July 1999. But he could not adjust to this change, and in spite of efforts of his mother and Muskaan he dropped out within a month. Balak continued to visit the **Muskaan** centre and in July 2000, expressed a desire to join the school. He was then enrolled in Standard V. At the end of his first year in school, his teachers are amazed with his personal and academic growth and expect him to perform well in the forthcoming Board examination. The Trust's grant made to **Muskaan** under the Sir Ratan Tata Small Grant Programme has been designed to ensure that over 100 children, including rag-pickers, have options and opportunities through an educational programme housed at their centre.

Sir Ratan Tata Small Grant Programme: Details of Grants made in 2000-2001

	Rs.
1. Abhivaykti Media for Development, Nashik <i>Towards an evaluation of their programmatic and organisational performance.</i>	40,000
2. Ananya, Bangalore <i>For operating and teacher training costs of a school for 30 children living in the slums.</i>	300,000
3. Ankur Vanvasi Vikas Sangathan (AVVS), Gajargota <i>To strengthen this federation of village institutions. Also, supports building its organisational capacity under the guidance of the Aga Khan Rural Support Programme (India).</i>	160,000
4. Bal va Mahila Chetna Samiti, Bhilwara <i>For an action based and awareness generation programme designed to support women in distress in rural areas of Bhilwara district.</i>	160,000
5. Bodh Shiksha Samiti (BODH), Jaipur <i>Towards a research study to assess the quality of education provided by ten private schools set up by educational 'entrepreneurs' in urban slums of Jaipur.</i>	50,000
6. Chemould Publications and Arts Trust, Mumbai <i>To print a colour brochure as a fund-raising tool for their programme for preservation of rare photographs and paintings as part of the Parsi heritage.</i>	40,500
7. Citizen, Consumer and Civic Action Group (CAG), Chennai <i>Introducing a newly designed consumer education programme in schools of Chennai.</i>	85,000
8. Craftsworld, Tripura <i>Support for capacity building of eight voluntary organisations of Tripura. This is a collaborative grant with Rashtriya Gramin Vikas Nidhi (RGVN), Guwahati.</i>	200,000
9. Directorate of Vocational Education and Training (DVET), Mumbai <i>For a curriculum enhancement programme which will help in providing appropriate course material for the Marathi speaking students of select Industrial Training Institutes (ITIs) in the state of Maharashtra.</i>	100,000

	Rs.
<p>10. The Enabling Centre, New Delhi <i>To support a rehabilitation programme for disabled and disadvantaged adolescents.</i></p>	215,000
<p>11. Friends Society, Vadodara <i>To revitalise this student managed organisation, housed in the Maharaja Sayajirao University (MSU), which provides an interactive platform for young persons to take up voluntary work.</i></p>	150,000
<p>12. Gramothan Sansthan Nagar, Mandiyawada Khurd <i>Towards their programme for formation and strengthening of 20 women's savings and credit groups.</i></p>	130,000
<p>13. Gyandoot Samiti, Dhar <i>Setting up 'healthy child' and 'milk productivity' competitions to encourage the usage of Information Technology in 30 kiosks located in rural areas of Dhar district. The winners will receive Sir Ratan Tata and Lady Navajbai Tata Awards in the form of national savings certificates..</i></p>	175,000
<p>14. Janadhar Sewa Samiti, Sheosinghpura <i>To set up 20 new savings and credit groups and build their capacity..</i></p>	123,000
<p>15. Jeevan Chetna Sanstha, Majaam <i>To promote 12 savings and credit groups among the tribal population.</i></p>	70,000
<p>16. Jeevan Sanskar Kendra, Beed <i>Part-operational costs of a residential education programme for 75 children from the rural areas.</i></p>	100,000
<p>17. Jhalod Talukani Udvahan Sinchai Sahkari Mandaliono Sahkari Sangh Ltd., Jhalod <i>Towards strengthening this community owned lift irrigation co-operative federation. A grant made in collaboration with the Navinchandra Mafatlal Sadguru Water and Development Foundation.</i></p>	100,000
<p>18. Kamalpur Adibasi Mahila Unnayan Samity, Rangametya <i>To promote 80 women's savings and credit groups in Bankura district.</i></p>	220,000
<p>19. Kisan Sabha Trust, Karkala <i>Towards the operating cost of the Mahatma Gandhi Residential High School for children from the tribal areas.</i></p>	170,000

	Rs.
20. Kshitij, Mumbai <i>Towards introduction of block printing activities at a workshop for the mentally challenged.</i>	142,000
21. Kurunji Vattara Kalanjium (KVK), Palamedu <i>For an alcohol de-addiction programme for families of 50 women members of this federation of savings and credit groups.</i>	280,000
22. Kurtade Panchkroshi Shiksha Prasarak Mandal, Mumbai <i>Towards operating costs of a high school in Kurtade village.</i>	90,000
23. Lokmitra, Rae Bareli <i>To strengthen education initiatives with community participation.</i>	290,000
24. Madurai Green, Madurai <i>For a tree plantation and awareness generation programme of this citizens' collective.</i>	250,000
25. Mahila evam Paryavaran Vikas Sansthan (MPVS), Laporiya <i>Towards strengthening and promoting 26 women's savings and credit groups,</i>	120,000
26. Mahila Siksha Kalyan Evam Prashikshan Parishad, Bilaspur <i>Towards promotion of rural livelihoods through setting up of women's savings and credit groups.</i>	40,000
27. Margdarshak Seva Sansthan, Surguja <i>Towards community mobilisation in ten tribal villages through formation of women's savings and credit groups.</i>	160,000
28. Muskaan, Bhopal <i>To promote education among children from low income families in Bhopal city through expansion of their outreach programme to cover 180 children.</i>	200,000
29. Pashupati Kalyan Parishad, Udaipur <i>Towards a time-bound shelter programme for 200 animals in five villages around Udaipur to combat the effect of drought during 2001.</i>	220,000

	Rs.
30. Prayas Kendra Sanstha, Harsoli <i>Towards participatory natural resource management activities, including farm bunding, desilting of pond and deepening of wells, in three villages of Dudu block.</i>	150,000
31. Purna Pragna Trust, Alanahali <i>For operating costs of a school, modelled on the David Horsborough pattern of alternate schooling, for children living in the rural areas.</i>	20,000
32. Regional Institute for Education, Development and Health (RIEDH), Khanpura <i>Towards operating costs of a middle school for girls of Khanpura village.</i>	116,000
33. Regional Institute of Development, Surguja <i>To build the capacity of women representatives in 17 Panchayats.</i>	150,000
34. Sadachar Sansthan, Kedariya <i>For support to a citizen's action forum in Bhindar Block.</i>	100,000
35. Samanvaya Samiti Bisalpur Bandh Kshetra, Ajmer <i>To help rural people to access food and employment programmes of the government for drought relief in Kekri block.</i>	100,000
36. Sambal Vikas Sansthan, Dangikhera <i>Towards strengthening of their micro-credit programme in 13 villages of Sarada block.</i>	115,000
37. Sandarbh Society, Pune <i>Towards publication of a science education bi-monthly in Marathi, 'Shaikshanik Sandarbh'.</i>	250,000
38. Sanjeevini Rural Development Society, Vishakapatnam <i>Towards capacity building of tribals in eight villages of Vizianagaram district through strengthening of savings and credit groups, joint forest management activities, development of wastelands and health interventions.</i>	100,000
39. Saurashtra Education Foundation, Mumbai <i>Towards a science teaching programme in 98 rural schools of Saurashtra region.</i>	245,000

	Rs.
40. Shri Gandhi Seva Ashram, Ambikapur <i>To install a borewell and a distribution system that will enhance agricultural operations in Lambidand village of Gangri block.</i>	140,000
41. Shri Prince Yashwant Library, Khargone <i>Towards operating costs of this public library including support for purchase of books and periodicals.</i>	110,000
42. Shubham Mahila Prashikshan Sansthan, Alwar <i>To promote 20 women's savings and credit groups .</i>	120,000
43. Social Work and Environment for Rural Advancement (SWERA), Farkiya <i>Towards the formation of 20 savings and credit groups.</i>	129,000
44. Society for Promotion of Grass Root Environment and Social Action, (PROGRESS), Banswara <i>To enhance livelihood options through income generating activities and formation of 50 savings and credit groups.</i>	200,000
45. Srajamyham Hast Kala Sansthan, Jaisalmer <i>Towards promotion of entrepreneurship among women artisans who were refugees from Pakistan.</i>	240,000
46. Srijan Kendra, Dabhara <i>To strengthen panchayati-raj institutions through awareness generation and project planning activities in 30 villages of Dabhara block of Jangir Champa district.</i>	125,000
47. Velugu Association, Kotturu <i>Towards capacity building of tribals in 15 villages of Srikakulam district through formation of various user groups, including savings and credit groups.</i>	140,000
48. Xavier Labour Research Institute, Jamshedpur <i>For a research study on the potential for micro-enterprises in Ranchi and East Singhbhum districts of the state of Jharkhand.</i>	300,000





EDUCATION

The Trust's programme of grants to Individuals for education has a two pronged operational strategy:

- To provide assistance for travel abroad, to pursue advanced education, mid-career short term refresher courses, or to attend relevant and meaningful workshops, seminars or conferences.
- To offer merit scholarships covering tuition fees only, for higher studies in India.

Ahmed Sarif Amirmshah, a student pursuing bachelors in mechanical engineering applied for the Trust's scholarship. He lost his parents when he was young and since then is supported by his grandmother. His grandmother sells *vadas* and earns an annual income of Rs. 24,000. After his matriculation, he did his diploma in engineering and secured admission for his degree course at the Parshwanath College of Engineering, Thane. In spite of scoring 83.74% in his diploma, he could not secure a free seat for degree in engineering. He had to opt for a payment seat and paid Rs. 50,500 towards his tuition fee. Muslim Educational Social Cultural Organisation (MESCO) gave him a repayable interest free loan of Rs. 41,132. Appraising his application form and based on his academic excellence and the financial status of the family, the Trust sanctioned Rs. 50,000 towards his tuition fee.

Assistance for international travel is primarily targeted at students going abroad for postgraduate and doctoral courses. Doctors from municipal and government hospitals and other professionals who are interested in sabbatical breaks to pursue short term mid career programmes are also encouraged by the Trust. The primary criteria for award of travel assistance is pre-determined. First, the course has to be relevant and useful in the Indian context. Secondly, the applicant should have received admission from a reputed university abroad. Finally, the University should have provided financial assistance to the applicant. The Trust continued its linkage with the British Council, to provide travel assistance to scholars awarded the British Chevening Scholarships. Three Chevening scholars were supported under this arrangement during the year. The Trust also offers assistance, in limited numbers, to those individuals who are invited for conferences, workshops and seminars.

The merit based scholarships to students for pursuing higher studies in India, are awarded to students primarily for undergraduate professional courses in engineering and medicine. In addition awards are also given to scholars pursuing postgraduate courses in management, architecture, law, social sciences, catering and hotel management, information technology, education and fine arts and literature. The Trust continues its institutional linkages with premier educational institutes like the Indian Institute of Management (IIMs), Xavier Labour Research Institute (XLRI) and National Institute of Design (NID).

Given the increase in the tuition fees, as a result of inflation and reduced support from the Government to Institutes of advanced education, the maximum sanction per student was enhanced to Rs. 50,000 from Rs. 35,000 in the previous year. During 2000-2001, applications were received from 2,226 individuals and of these 1,322 were awarded scholarships. The total sanctioned amount during the year was Rs. 18.66 million which was 31% more than the previous year. The total number of applications received during the year was 26% less than those received during the previous year. This was mainly as a result of strict enforcement of deadlines and change in the merit and other norms for grant applications.

The Head of Department of French at the Elphinstone College, Mumbai, Dr. Vidya Vencatesan, approached the Trust for travel assistance to enable her to attend a seven day International Conference organised by the Centre Cultural International de Cerisy-la-Salle in France. She also wanted to carry out research at the Bibliothique Nationale de France, Paris for a period of two months. While the two host institutes were providing her with free boarding and lodging, she required approximately Rs. 85,000 towards her international travel and living expenses. The Trust sanctioned Rs. 25,000 towards her travel. According to Dr. Vencatesan, her stay in France: *"...was a great learning experience. Besides the academic and intellectual benefits, a research scholar acquires a clearer understanding of the oneness of humankind inspite of the difference of colour, caste, creed and custom"*.

Education: Details of grants made in 2000-2001

	No. of applications	No. sanctioned	Rs. in million*	%
Studies in India	1,794	1,212	16.26	87.2
Studies Abroad	305	83	1.77	9.5
Short term courses/ mid-career training abroad	26	11	0.25	1.3
Conference	65	11	0.23	1.2
Others	36	5	0.15	0.8
Total	2,226	1,322	18.66	100

* The amount mentioned is for grants sanctioned and may vary from actual disbursements.

MEDICAL

A large number of people in India, especially those from the poorer sections of society, are not able to afford basic medical services. This, coupled with the inadequate reach of government supported healthcare services, makes it strategically important for charitable trusts to provide medical assistance to individuals in distress. In addition to directly receiving and processing applications from individuals in need of medical assistance, the Trust over the years has established institutional linkages with hospitals. This linkage is put into operation through contact with medical social workers, doctors or officials in hospitals/institutions. Through this network, the Trust receives and processes applications from patients as per the guidelines. This enables the Trust to process the applications faster. Similar linkages were established with the Holy Spirit Hospital, Mumbai and the St. John's Medical College, Bangalore, during the period under review, taking the total number of hospitals to 14. The Seth G.S. Medical

College and King Edward Memorial Hospital honoured the Trust during their Foundation Day ceremony on January 22, 2001 with a memento, as recognition of support to the patients of the hospital.

In March 2001, the Trust organised a meeting with the representatives of the Mumbai based hospitals. This meeting enabled the Trust to receive feedback on its functioning from the hospitals and also assisted in dissemination of the Trust's criteria for appraisal and sanctions for grant applications. Also, this meeting, which is expected to become a regular feature, served as a forum for interaction within the social worker community across the different hospitals. As a part of the Trust's post-sanction management systems, the programme staff visited the homes/hospitals to meet the patient undergoing treatment. Although geographically restricted to Mumbai, the Trust expects to increase the number of such visits in the future.

Mohammed Ali, 45 years old, was transferred from a private hospital in Mumbai to the Harkisondas Nurrotumdas Hospital and Research Centre, Mumbai for undergoing a major abdominal operation for duodenal tumour. Unfortunately, the patient developed postoperative infection and bile leakage. He was in the intensive care unit (ICU) for more than one and a half months. The hospital bills amounted to Rs. 400,000 and were being partly settled through personal savings, sale of jewellery, and loans from friends and relatives. When the family approached the Trust for financial assistance, the patient was still in the ICU. The patient is employed as a hawker and was the only earning member of the family of four. But as a result of his illness, for last couple of months there has been no income in the family. His children are young and studying. The family approached various trusts and received Rs. 8,000 from one trust. The Trust sanctioned Rs.100,000 towards the patient's treatment expenses. On receiving the sanction of Rs.100,000 from the Trust, both the medical social worker of the hospital, who recommended the case to the Trust, and the patient's wife sent a letter thanking the Trust for sanctioning higher amount towards the medical expenses. The medical social worker of the hospital wrote, *"your compassionate efforts towards patient welfare are commendable. No doubt, the efforts you have spent have far reaching effects on the lives of the needy."*

During 2000-2001, the Trust revised the implementation guidelines for its individual medical programme. Current criteria for appraisal of application forms include: (a) number of dependents on the patient; (b) family income; (c) medical reimbursement facility available; and (d) duration and cost of the treatment. As a part of the revision of the implementation guidelines, the maximum amount of sanction per patient was increased, to help offset the increased cost of medical treatment, based on a slab system. As a result of this, there was a 58% increase in the medical assistance provided during the year. In all, 855 patients were sanctioned grants totalling Rs. 26.2 million.

Hemant, a 13 year old student, suffering from Thalesaemia Major was advised a bone marrow transplant at the Christian Medical College Hospital, which costs Rs. 800,000. Rs. 700,000 was raised by Hemant's family through personal savings and loans. They also received help from other charitable Trusts and performed the bone marrow transplant. Unfortunately, the bone marrow transplant failed and the patient had to undergo a second transplant, for which the family had no source of finance. Moreover, there were post-surgical complications. The doctors certified that the expenditure had exceeded over Rs. 1 million and that the patient would require further treatment. Considering the fact that the family has taken loans for the transplant and that the expenses after both the surgeries had exceeded Rs.1.8 million, the Trust sanctioned Rs. 200,000 for the transplant.

Medical: Details of grants made in 2000-2001

	No. of applications	No. sanctioned	Rs. in million*	%
Heart	1,362	429	12.07	46.0
Kidney	399	72	1.58	6.1
Cancer	332	171	7.89	30.1
Burns	6	5	0.32	1.2
Tuberculosis	27	16	0.28	1.1
Others	383	162	4.06	15.5
Total	2,509	855	26.20	100

* The amount mentioned is for grants sanctioned and may vary from actual disbursals.

Income

April 2000 - March 2001

1999-2000		Particulars	2000-2001	
Rs. in million	%		Rs. in million	%
320.8	84.8	Dividend Income	35.4	32.5
55.7	14.7	Interest	68.9	63.3
0.1	–	Others - Property Income	0.1	0.1
–	–	Others - Donation	–	–
1.6	0.4	Others - Rebate/Incentive on Investment	4.3	4.0
0.3	0.1	Others - Interest on IT Refund	0.1	0.1
378.5	100		108.8	100

Expenditure

April 2000 - March 2001

1999-2000		Particulars	2000-2001	
Rs. in million	%		Rs. in million	%
144.1	38.1	Grant Programmes/ Charities	159.9	146.9
8.4	2.2	Programme and General Administration	8.9	8.2
0.5	0.1	Others - On Properties	0.3	0.3
2.2	0.6	Others - Contribution to Charity Commissioner	5.4	5.0
0.7	0.2	Others - Depreciation	0.5	0.5
222.6	58.8	Excess of Income over Expenditure	–	–
		Excess of Expenditure over Income	(66.2)	(60.9)
378.5	100		108.8	100

Liabilities

As on March 31, 2001

Mar-00 Rs. in million	Particulars	Mar-01 Rs. in million
42.4	Trust Fund	42.4
318.1	Investment Reserve Fund and Other Funds	328.5
0.3	Other Credit Balances	0.2
489.0	Income and Expenditure Account	423.4
849.8		794.5

Assets

As on March 31, 2001

Mar-00 Rs. in million	Particulars	Mar-01 Rs. in million
15.2	Immovable Properties	15.2
2.7	Movable Properties	2.4
625.4	Investments	741.7
4.8	Other Debit Balances	0.9
17.9	Outstanding Income	24.2
183.8	Cash and Bank Balances	10.1
849.8		794.5

The Trust is grateful to the following for contributing towards the production of this report:

Photographs: Centre for Development and Communications, Hyderabad and grantees of the Trust.

Photograph of Sir Ratan Tata with Shri Gopal Krishna Gokhale: Tata Central Archives, Pune.

Essay on Building Civil Society - A Guide to Action: Indian Civil Society Collective, Bangalore

Printing and Processing: M/s Impress, Mumbai

Guidelines for Grant Applicants

The Strategic Plan 2000 of the Trust identified Education, Health, Rural Livelihoods and Communities, Public Initiatives and Arts and Culture as its five thematic areas.

The Trust makes the following grants to institutions:

- Programme Grants
- Endowment Grants
- Small Grants

For programme grants, the Trust gives preference to projects that:

- Are from emerging organisations, willing to innovate
- Are based in or have a close link with the rural community
- Enable the advancement of women and children
- Build in long term sustainability in design and cost-effectiveness in delivery
- Have clear reporting parameters and monitoring milestones
- Make effective use of human resources

Organisations seeking programme grants should write to the Trust with a concise concept note which clearly outlines the purpose for which funding is sought, the problems to be addressed, outline of the project including its approach, rationale and the estimated budget. In the experience of the Trust, a proposal document that clearly states objectives, links them with strategies and specifies the milestones and expected outcomes, tends to be more effective in operationalising than one which is merely a narration of planned activities. In grants that are to be disbursed in instalments, the release of instalments is subject to a review of the grant performance. Reports and proposals by e-mail are not encouraged.

The concept note should be accompanied by the following documents:

- Narrative report and audited statement of accounts for the previous year
- Registration certificate under the Societies Act or the Public Trust Act
- List of present funding agencies
- List of members of the Board
- The Curriculum Vitae of the project leader

Endowment grants are made selectively, usually after a programmatic relationship with the Trust, to those mission driven institutions which have exhibited enterprise and initiative for at least ten years, who meet the criteria laid down in the 1997 Endowment Strategy, and after a rigorous and thorough appraisal of the institution.

During 2001-2002, the Trust plans to undertake a strategic planning exercise and therefore the number of new programme and endowment grant sanctions are expected to be minimal.

Grants under the Sir Ratan Tata Small Grant Programme are made to small organisations, with annual expenditure of not more than Rs. 1 million and employing not more than 20 people, which need start-up funding for innovative or welfare oriented programmes. A letter of enquiry should be sent to the Trust along with a brief description of the past and present activities of the organisation and the purpose for which the funds are sought.

All communication should be addressed to:

The Secretary
Sir Ratan Tata Trust
Bombay House
24, Homi Mody Street
Mumbai 400 001.