

Sir Ratan Tata
Trust
& Navajbai Ratan
Tata Trust

Annual Report 2011 - 2012

The Trusts' Vision



Sir Ratan Tata's 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 services 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 periodic audits and are not regularly issued and which would not be open to inspection and examination..."

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The challenges facing the world today are a complex web of circumstances arising from a few undeniable truths - the continued degradation and loss of natural resources and their insensitive management, coupled with patchy distribution amongst an increasing population. There is but one earth, whose face we are rapidly changing. These issues contribute to a mutated world increasingly facing crop losses, epidemics, floods, forest fires, drought and destruction on an unprecedented scale. The impact of this not only ruins but also eradicates those who cannot bear the risk – the poorest of the poor. Preventive action and rapid adaptation to the changing circumstances are not merely required but are essential to keep poverty levels low and increase growth rates. But, curtailing these regular large scale losses of life and property requires more than small scale efforts and individual commitments.

In an attempt to respond to this need, the Tata Trusts have, over the past 80 years, built a vision of philanthropy into a systematic programme working at a scale across the country, tying in with hundreds of non-profits and governmental organizations, individuals and programme partners. Learnings from business, particularly on issues like scaling up programmes and developing linkages with market access and capital, help develop value in local and regional community-led enterprises.

Currently, the Trusts are working in over 170 districts across the country on issues as varied as water, agriculture, education, health, sanitation and micro-finance. These programmes are aligned to fill gaps and support development needs identified in the country's current 5 year Plan. The ongoing drinking water and sanitation projects, for example, cover over 500 villages, bringing these basic facilities to over 160,000 households across the country, including salinity-affected coastal villages in Gujarat, fluoride-affected areas in Andhra Pradesh, remote Himalayan 'toks' of Uttarakhand and schools in Karnataka. In addition, efforts to enhance food security and livelihoods, quality education and health, and in revitalizing dying art forms, small as they may be, show the potential for large scale replication across different geographies. To develop and grow these programmes the Trusts have, over the past year, disbursed over Rs. 1.70 billion (US \$ 33.31 million).

The late Mr. J.R.D. Tata believed, "what came from the people must go back to the people, manifold". And that continues to be our vision for the future.

Ratan N. Tata
Chairperson

An Overview: 2011-12

The focus of the Trusts has been on implementing high quality programmes that have strong impact on the ground. Coupled with this is the Trusts' strict adherence to proper financial systems being put in place with all partner organizations.



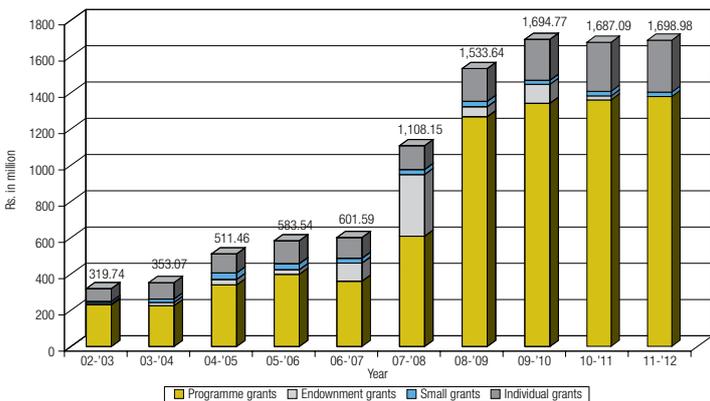
Kharif Paddy Stabilization under the Central India Initiative: Line transplanting undertaken by women from Self Help Groups in Chukripara village, Dhalbhumgar block, East Singhbhum district, Jharkhand

The year that was

During 2011-12, the Trusts completed their fifth and last year of activities based on the Strategic Plan 2011 (SP 2011). The total disbursements made by the Trusts during the year were Rs. 1,698.98 million (US \$ 33.31 million). Disbursements of Rs. 1,386.31 million (US \$ 27.18 million) were made on all programme grants during the year. While no endowment grants were made, small grants touched Rs. 23.84 million (US \$ 0.47 million). The total disbursements to individuals amounted to Rs. 288.83 million (US \$ 5.66 million).



Grants Disbursals: 2002 - 2012



Details of Grants Disbursals: 2011 - 2012

Type of grant	Rs. in million	US\$ in million
Institution: Programme grants	1,386.31	27.18
Institution: Endowment grants	0	0
Institution: Small grants	23.84	0.47
Individual grants	288.83	5.66
Total	1,698.98	33.31

Rs. 10 million is Rs. 1 crore; 1 US \$ is approximately equal to Rs. 51

The following are some of the key achievements and areas of engagement during 2011-12.

- 2011-12 marked the fifth year of joint programmatic efforts towards disbursing funds earmarked by the Sir Ratan Tata Trust and Navajbai Ratan Tata Trust. It also marked the fifth and final year of activities under the Strategic Plan 2011 (SP 2011), the Trusts' five-year guiding document. The Programmes Team focused on fund outlays of both Trusts; consequently, this Annual Report gives details about programmatic activities through joint funding by the two Trusts.
- The focus of the Trusts has been on implementing high quality programmes that have strong impact on the ground. Coupled with this is the Trusts' strict adherence to proper financial systems being put in place with all partner organizations. Further, reviews of all ongoing grants are commissioned at regular intervals so as to ensure monitoring. At the end of a grant, an independent impact review is undertaken, post which a decision to extend support through a fresh phase is considered.
- The Trusts engage directly at the field level utilising the expertise of its Programmes Team and sectoral experts. This type of sectoral engagement has ensured all round quality in the projects.
- Upto March 2012, the Central India Initiative has reached out to about 450,000 households through projects with 27 field partners in 110 districts in the Central Indian tribal belt. Collectives for Integrated Livelihood Initiatives (CINI), supported by the Trusts, has been playing the role of a nodal agency for promoting and strengthening the Central India Initiative, whilst ensuring sectoral engagement. Under the Kharif Maize Stabilization programme of CINI, 5,800 farmers were covered in partnership with 11 field partners across three districts of South Rajasthan, four districts of Gujarat and one district of Madhya Pradesh. Average productivity post intervention was in the range of 8 to 12 quintals per acre, against the baseline of 6 quintals per acre. Similarly, the Kharif Paddy Stabilization programme in the east reached out to 54,700 families in partnership with 12 field partners in 14 districts of Jharkhand, of which 46,000 families were reached directly through Professional Assistance for Development Action (PRADAN), a strategic partner of the Trusts in the region. The yields obtained by adopting improved methods and Systems for Rice Intensification were 6 tons/hectare (ha) and 7 tons/ha respectively. Further, cultivation of vegetables, wheat and oilseeds was undertaken with 914 farmers through four partners during the winter season.
- Under the Sukhi Baliraja Initiative (SBI), the Trusts are focusing on alleviating agrarian distress in six districts of Vidarbha. Enhancing crop production through improved sustainable agricultural practices is a key focus area under

the SBI. A project focusing on dissemination of validated Package of Practices (PoP) of Integrated Pest Management (IPM) was initiated with eight partner-organizations in Vidarbha. Four trainings for IPM on Cotton, Soybean, Red gram (Kharif crops) and Wheat and Green Gram (Rabi crops) were conducted by Dr. Panjabrao Deshmukh Krishi Vidyapeeth (PKV); Akola, in which around 180 Krishi Doots (village level workers) and 10 field officers from partner-organizations participated. Over 3,500 farmers treated their Soybean and Red Gram seeds before sowing for better germination and reduced possibility of diseases. In the case of cotton, IPM farmers achieved a 33 per cent higher yield compared to non-IPM farmers; their net profit was higher by 70 per cent. Similarly, in the case of Soybean, the yields were higher by 17 per cent and profits higher by 42 per cent. Soil and water conservation activities were carried out; these included contour-bunding and construction of loose bolder structures across 2,468 acres, construction of 150 new farm ponds and renovating 10 farm ponds for groundwater recharging and critical irrigation, benefiting 160 farmers and irrigating 50 acres of land. Thirteen bore wells and 19 dug wells were also renovated and equipped with micro irrigation devices to benefit 32 farmers and irrigate around 65 acres. Forty-five Livestock Development Centres continued providing breed improvement services to around 12,000 households. Over 4,200 Artificial Inseminations using the semen of Jersey Bull were undertaken in the project area, resulting in 1,906 pregnancies.

- To expand and upscale the SBI, the Trusts have partnered with the Government of Maharashtra and International Fund for Agricultural Development through the 'Convergence of Agricultural Interventions in Maharashtra (CAIM)' programme, which was operationalized in 2010 across the same six districts of Vidarbha. During the year, five mini dal mills were established in the project clusters, which collectively processed and graded 700 quintals of pulses. An initiative focusing on collective purchasing of Soybean seeds for 431 farmers and Green Gram seeds for 140 farmers was undertaken. Finally, 65 tons of good quality Red Gram was marketed in Latur through Tata Chemicals Limited, fetching Rs. 36,500 per ton – around 20 per cent more than the local market price. The Trusts also supported four sub-projects (under the CAIM programme) focusing on a market based end-to-end approach to converge agricultural interventions in around 51 villages of Akola, Wardha and Yavatmal districts. Major efforts were taken towards developing a 'Dairy Cluster', wherein 70 households received loans to the tune of Rs. 4 million from NABARD for purchasing milch animals. Over a period of eight years, CAIM is slated to cover 286,000 households across 1,200 villages through an outlay of Rs. 5.47 billion.

- Under the 'Reviving the Green Revolution (RGR)' initiative, which aims to tackle the stagnation in agriculture in Punjab by encouraging diversification, the RGR Cell undertook the IPM in Cotton initiative successfully in 300 villages, spread across the cotton belt of Punjab, in partnership with the Department of Agriculture (DoA), Government of Punjab. An impact assessment study of the interventions revealed that optimizing agronomic practices such as selection of varieties, sowing time, sowing methods, soil nutrition, weeding, irrigation, need-based application of pesticides, etc., resulted in significantly increased cotton yield. The cost of production reduced, thereby showing overall sizable economic gains of Rs. 11,210/- per hectare, translating into annual additional economic gains to the extent of Rs. 7.5 billion through additional annual production of a million bales of lint in the state. The impact led to the Government of Punjab granting Rs. 30 million to the RGR Cell to further spread this technology. Besides cotton, IPM techniques in Basmati rice were demonstrated on a large scale across 150 villages in the Majha belt of Punjab, which resulted in 60 per cent reduction in use of pesticides, along with balanced and rationalized use of fertilizers.
- The Trusts have expanded the RGR initiative to Tamil Nadu, by supporting projects with the Tamil Nadu Agricultural University (TNAU), Coimbatore. Ongoing projects focus on working with farmers in Tamil Nadu on: (a) refining IPM technologies for managing pests and diseases in Rice and Vegetables; (b) popularizing dry land technologies for enhancing the livelihood of dry land farmers through farmers' participatory approach; (c) disseminating resilient and productive varieties to improve income and livelihood security for rain-fed rice farmers; (d) popularizing small millets in hilly tribal areas and small farms; and (e) popularizing Azolla, among rural women and tribal population, as feed supplement for cattle and poultry. The project focusing on popularizing little millets in tribal areas of Javadu Hills covered 563 farmers across 603 hectares. Assessment during the first season showed that the farmers participating in the project achieved yields of over 1,750 kg per hectare – almost 39 per cent higher than yields achieved under farmers' practices. Through another project that promoted Azolla as an alternate source of income and livelihood development for rural women and SHGs, at the end of the first phase, an increase in monthly income to the tune of upto Rs. 9,400/- per family was observed. Adopting validated PoP of IPM in rice resulted in farmers achieving a yield of 3.5 tons per acre as compared to non-IPM practising farmers who managed 2.73 tons per acre. The former realized Rs. 31,950/- per acre as against Rs. 24,570/- by non-IPM practising farmers. Similarly, adopting IPM in vegetables led to an increase of Rs. 8,000/- to Rs. 10,000/- per acre per farmer.
- Within Himmothan Pariyojana – the Trusts' Himalayan rural development initiative – under the third phase of



Himmothan Pariyojana: Ms. Shirin Bharucha, Trustee, Sir Ratan Tata Trust and Mr. Subhash Kumar, Chief Secretary, Government of Uttarakhand at an event in Dehradun, celebrating the handing over of nine Light Commercial Vehicles purchased by the Women's Dairy Federations, formed under the Integrated Fodder and Livestock Development Project

the Water and Sanitation programme, another 50 villages (besides the 90 villages already covered during the first two phases) were taken up by supporting four partners in Uttarakhand and Himachal Pradesh. This phase will bring potable water to 5,000 households and develop 3,000 sanitation units. The Uttarakhand Organic Commodity Board, under which both units of the Centre for Organic Farming (COF) together cover over 15,000 farmers, brought 4,000 hectares of farmland under organic certification. The income increased approximately Rs. 25,000 a year per farmer. The second phase of the Integrated Fodder & Livestock Development Project was operationalized to include 125 new villages. The total coverage is now 15,000 families in six districts. During the year, 343 hectares of common/Van Panchayat land and 25 hectares of private land were brought under fodder plots, of which 185 hectares was under the Mahatma Gandhi National Rural Employment Guarantee Scheme and over Rs. 6 million was leveraged. Through the project, 12 women's Federations have been formed, of which 10 are running micro-dairies. Over the past two years, Federations collected nearly 700,000 litres of milk and had a turnover of over Rs.16 million. An ongoing project on bamboo for products and housing continued in collaboration with the Uttarakhand Bamboo and Fibre Development Board (UBFDB). Currently in its second phase, the project draws on previous experience to develop four regional artisan clusters into four artisan federations. A total of 32 villages are being covered under the project reaching out to 1,300 beneficiaries directly.

- Himmotthan, the Trusts' nodal agency for the Himmotthan Pariyojana, in collaboration with Tata Global Beverages Ltd., launched 'Gaon Chalo' (GC) in July 2011 in Uttarakhand. This is a rural distribution initiative, in which

villagers are roped in to sell Tata Tea products in their villages. Currently, seven partners are associated with GC, covering 700 villages across five districts. More than 1,300 SHGs are linked and their efforts generated sales of over 33 tons upto March 2012, thus directly benefiting 80 villagers, each earning between Rs. 5,500/- and Rs. 7,000/- on an average per month.

- The Trusts' North East Initiative (NEI) covers the three hill states of Arunachal Pradesh, Mizoram, and Nagaland and the main aim here is to create and enhance livelihood opportunities through: (a) improved agriculture; (b) diversified on-farm and off-farm income-generation activities; and (c) sustainable use of natural resources. Projects focusing on improving productivity of rice, maize, oranges, etc. were supported, covering nearly 2,000 households, enhancing productivity and annual incomes by 15–20 per cent. Irrigation facilities were provided by constructing weirs and nine ring wells, which enabled 53 hectares of land to be brought under permanent cultivation. Notably, adopting improved agricultural practices by farmers, coupled with enhancement of knowledge, skills and management practices have resulted in a 50–60 per cent increase in rice production and a 70–80 per cent increase in orange production. The average additional income of a farmer has gone up by Rs. 8,000-30,000/-. Piggery has been identified as a potential area for livestock development; consequently, support given to three organizations helped benefit 2,054 households across 46 villages by introducing pigs with high breed quality, low-cost housing and training on breeding pigs. Incentives were given to farmers for conserving community forests; besides, activities that indirectly motivate farmers to protect forests were encouraged. Here, the NEI supported two key activities, namely, bee-

keeping and Mithun¹ based forest conservation. The bee-keeping project covered 1,000 households in 30 villages of Nagaland and enabled bee-keepers earn an average annual income of Rs. 7,000/- through the sale of honey. Similarly, community-led Mithun conservation



District Education Initiative: A teacher at a school in Yadgir district, Karnataka introducing the concept of words to children under the Learning Improvement Programme being facilitated through the Kalike Samruddhi Upakram

¹ **Mithun** (*Bos frontalis*), a semi-domesticated free ranging cattle species from the Gaur family, is used as a ceremonial animal and plays an important role in the economical, social and cultural life of the Nagas, including tribes from the other North-eastern states. The animal is dependent on forests for its existence.



Children with Special Needs: An academic session on identification of numbers in progress at the RMKM Inclusive School in Chanchiawas village, Ajmer district, Rajasthan

project with the Government of Rajasthan and IFAD in the desert region of west Rajasthan – a geographical area hitherto unreached through SSV. The specific focus of the Trusts' participation in this Mitigation of Poverty in West Rajasthan (MPOWER) project is on replicating the learnings of the SSV projects by seeding and nurturing high-

quality microfinance programmes for 60,000 poor households by 2014. As on March 31, 2012, the Trusts' microfinance efforts in Rajasthan reached out to 99,300 households through 8,063 SHGs in 14 districts of Rajasthan. This comprises 61,118 members supported through ongoing SSV projects and 38,182 households supported under the MPOWER project. Against cumulative member savings of Rs. 176 million, institutional credit of Rs. 530 million has been mobilized till date. Of the 27 SHG federations promoted and supported so far through the initiative, 16 are covering their full operational costs.

- Within Kharash Vistarotthan Yojana (KVY), the Trusts' coastal salinity initiative in Gujarat, the Coastal Salinity Prevention Cell (CSPC) assisted the Government of Gujarat, the Trusts and its partner-organizations in coordinating and focusing efforts to mitigate salinity. The Coastal Area Development Project (CADP), supported through the CSPC, in collaboration with Water and Sanitation Management Organization, Government of Gujarat and 10 partnering Non-Profit Organizations, worked to ensure availability of safe drinking water and sanitation facilities in 300 coastal villages, spread across 21 talukas in nine districts. Notably, the Conrad N. Hilton Foundation has committed US\$ 1.08 million towards CADP. Through the CSPC, the Trusts collaborated with GE, U.S.A. on the Tata-GE Special Drinking Water and Sanitation Programme, which envisages addressing the issue of supply of safe drinking water and sanitation in 10 salinity-affected coastal villages of Porbandar and Junagadh districts, with a view to benefit 4,000 households (25,000 beneficiaries). Water quality problem, primarily the high levels of salinity, is being addressed by adopting appropriate technological solutions, namely Reverse Osmosis processes/Ultra Violet Filtration. Currently, eight villages are receiving safe drinking water through the project.
- The Centre for microFinance (CmF), Jaipur, in its nodal agency role for the Trusts' Sakh Se Vikas (SSV) – Rajasthan Microfinance Initiative, undertook several initiatives during the year to enhance the quality of existing SSV programmes. The initiative includes a collaborative

- Upscaling Kalanjiam Foundation's (KF) Community Banking Programme to reach out to one million poor by 2017 is one of the key projects supported by the Trusts for over a decade. During the third phase of support (October 2007 to May 2011), KF was able to upscale the Community Banking Programme to reach out to an additional 171,658 poor women (including 76,000 members in tribal locations) through formation of 7,780 new SHGs in 40 new locations.
- The Trusts undertook a Strategic Planning exercise for defining their work in Education for the 5-year period 2012-17, which entailed: (i) reviewing implementation of the recommendations made during 2004-05; (ii) mapping key developments in the education sector; and (iii) suggesting a way forward for the Trusts' work in Education vis-à-vis areas of engagement, role and approach to be adopted for ensuring and sustaining impact to the sector. The exercise culminated in the presentation of the Education SP 2017 to the Trustees in February 2012, who approved the same for implementation over a 5-year period beginning 2012-13.



Artists performing Kalarippayattu (training with Metal weapons) as part of the Nagarika - a seminal research series on Indian performance and physical traditions undertaken by Attakkalari

- Meanwhile, the Trusts continued supporting quality interventions that address critical and established gaps in elementary education. The thrust is on supporting projects in the field that address issues of quality of education through partnership with the government and the community and developing focused initiatives to address neglected areas in elementary education. The Trusts have concentrated efforts in four under-served districts, namely: (a) Chamrajanagar and Yadgir districts in Karnataka; (ii) Nandurbar district in Maharashtra; and (iii) Khunti district in Jharkhand. Direct implementation has been piloted in Yadgir district by the Trusts over the past three years. During the year, the second phase of support was operationalized for direct interventions, which focused on enhancing the reading and writing skills among children through the Learning Improvement Programme (LIP). Forty centres were run under the LIP and 1,009 children were enrolled. Based on the pre-mid-exit assessments, 93 per cent of the children were able to read and write Kannada.
- Under the Parag – Publication Initiative, the Trusts focused on promoting development and dissemination of quality children’s literature and educational publishing in various Indian languages. During the year, the initiative supported the publication of 50 multilingual titles (majority in Hindi, followed by English, Urdu, Marathi and Gujarati). ‘Early Literacy’ as a theme was initiated during the year under review, recognizing the centrality for early years of schooling, when children are introduced to script and transition from oral to written form of language. To kick-start the initiative, a consultation was supported by the Trusts and conducted by Organization for Early Literacy Promotion (OELP) in April 2011 in New Delhi, where over 16 renowned academic-practitioners presented papers on issues of importance of Early Literacy.
- The Health programme of the Trusts revolved around four areas: (a) Rural Health Programmes; (b) Specialized Health Care Services; (c) Human Resources and Health Systems Development; and (d) Clinical Establishment. Mental Health continued to be an important area of engagement for the Trusts and focused on: (1) Providing services for homeless individuals/general community with mental illness, through existing healthcare systems; (2) Research on mental health; (3) Capacity- Building programmes for stakeholders; and (4) Improving awareness on mental health via communication initiatives. During the year, through projects supported with three organisations, 140 mentally ill women were rescued from the streets and post treatment, 116 were reintegrated with their families. The Mental Health Initiative initiated a campaign ‘Mental Health – I Need to Know’ to reduce ignorance and neglect to Mental Health. The initiative is gaining momentum and hopes to catalyze the Mental Health movement of the country. The Trusts also continued to support organizations that work for children with developmental disabilities in the areas of Early Intervention (EI), Inclusive Education (IE) and Community-Based Rehabilitation (CBR).
- During the reporting year, the first ever independent Strategy Review of the Arts, Crafts and Culture programme was approved by the Trustees and subsequently, new interventions for the next five year period (2012-17) were developed. The portfolio now focuses on: (a) Sustaining Livelihoods in Performing Arts; (b) Conservation and Digitization; (c) Crafts Based Livelihoods Initiatives; and (d) Community Media and Livelihoods.
- The Roopantaran – Institution Building initiative – adopted a

fresh approach with an emphasis on exploring and initiating institution-building programmes with Community-Based Organizations (CBO) associated with the Trusts' affiliated organizations, mainly aligning with the Rural Livelihoods & Communities (RLC) portfolio, to start with. By the end of the year, linkages were developed through the Cells to work with CBOs promoted by three partners of the Trusts in the Central India Initiative, Himmathan Pariyojana and Sukhi Baliraja Initiative respectively. Recognising: (i) livelihood and employment needs of youth; (ii) latent potential in youth for initiating and leading social change; and (iii) the need for creating learning opportunities for youth, the Youth and Civil Society Initiative focused on enhancing the quality of life of youth, particularly from marginalized socio-economic backgrounds, by investing in their capacity building to access meaningful livelihoods, thereby augmenting incomes.

- With a major expansion of the portfolio and disbursements over the past nine years, the Trusts continued fine-tuning systems of automation within its administrative and grant-management functions, in collaboration with TCS. The portal, which forms the backbone of the automation system, aims to streamline procedures across various functions, whilst alleviating paper-work.
- Over the past eight years, the Trusts, along with its partners, have set up associate organizations called

'Cells', which are basically nodal agencies for a particular initiative within thematic areas of support. Currently, four such Cells facilitate and enhance the Trusts' engagement in the development sector within the Rural Livelihoods & Communities (RLC) portfolio. Besides, the Cells also monitor ongoing grants made by the Trusts, thereby providing crucial support. Regular meetings of the Governing Body of each Cell were held during the year. Finally, the Cells were also instrumental in tie-ups with several state governments so that successful pilots can be replicated on a broad platform.

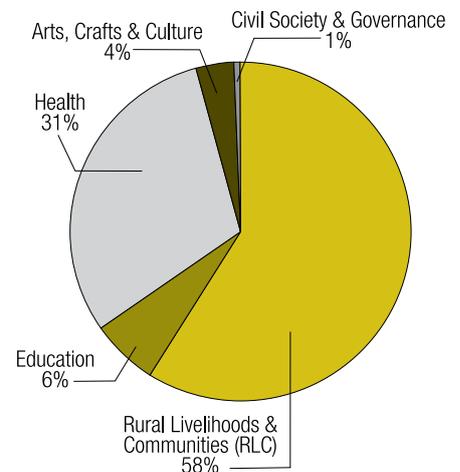
- During the year, monthly review meetings were held in Mumbai to track the physical and financial progress of various projects against plans. Quarterly review meetings were also held in the operational areas for the thematic portfolios of Rural Livelihoods and Communities, Education, and Health to take stock of the progress and chalk out the way forward.
- The Audits Department of the Trusts continued undertaking due diligence in the form of financial systems checks of all new organizations to be supported, besides end-to-end grant utilization reviews. During the year,

Programme grant disbursements (Theme wise): 2011-2012**

Thematic Area	No. of grants	Rs. in million	US\$ in million
Rural Livelihoods & Communities (RLC)	118	817.40	16.03
Education	31	87.92	1.72
Health	21	423.00	8.29
Enhancing Civil Society & Governance (CS&G)	10	50.83	1.00
Arts, Crafts & Culture	4	7.16	0.14
Total	184	1,386.31	27.18

**The figures in the table reflect programmatic disbursements in the financial year.

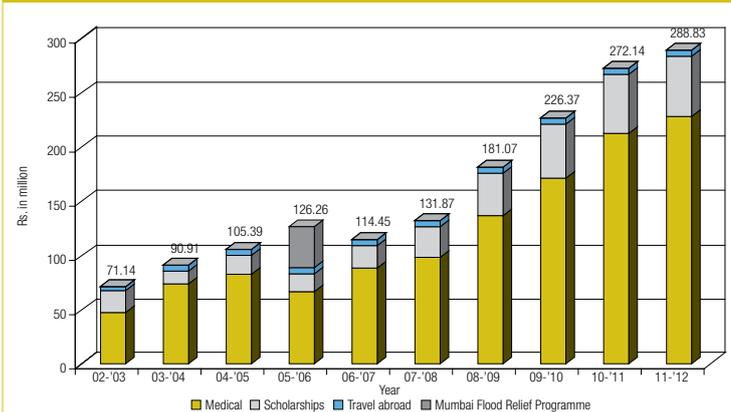
Programme grant disbursements: 2011-2012



Individual grant disbursements: 2011-2012

Type of grants	Rs. in million	US\$ in million	%
Medical	227.73	4.47	78.85
Education	61.10	1.19	21.15
Total	288.83	5.66	100.00

Grants Disbursements: 2002 - 2012



58 audit exercises were undertaken, which included 23 Systems/Grant Utilization checks, 20 Systems checks, 13 Compliances/Grant Utilization checks and a Compliance audit. The Audits Department also conducted capacity development workshops for non-profit organizations, as well as the Trusts' Programmes Team to help them strengthen their financial systems as well as internal control management.

Looking Ahead

- The Trusts would complete strategic reviews across all thematic portfolios to gauge the impact of its work over the past five years. These thematic reviews would analyze and inform the development of the Strategic Plan 2017 of the Trusts, which would be the guiding light behind grant-making activities for a five-year period beginning April 2013.
- With a view to ensuring quality in the field and achieving visible impact, the Trusts will increasingly adopt a cluster-based approach for implementation of projects. This involves identifying a cluster of contiguous villages within a particular initiative where the Trusts support interventions. Subsequently, over the next 5-7 years, these various interventions such as agriculture, drinking water, sanitation, animal husbandry, etc. would be dovetailed, thereby providing the beneficiary households with a basket of livelihood options for enhancing livelihoods and ensuring food sufficiency. Efforts would be made to streamline the matrix approach, wherein the activities within the different thematic portfolios would complement the work being supported under the Rural Livelihoods & Communities portfolio.
- Within the Central India Initiative, CInI proposes to upscale its experiences over the coming three years in identified food insecure zones. It would develop clusters comprising 100-150 households for Food Security, Income Enhancement and Nutrition Security through stabilizing agriculture systems of tribal families. In the process, it would also develop a prototype for stabilizing paddy and other agriculture crop production systems. Inclusive family-based approaches for livelihood stabilization will be followed, by working with the agriculture system of the tribal households. Efforts will be made to reach the poorest sections of society and emphasis will be on strengthening the grassroots institutions and building capacity of local community, thus laying the foundation for sustainable development.



- Considering the success of IPM dissemination work under SBI in Kharif 2011, the Trusts would expand its efforts across 400 villages, covering around 30,000 farmers during 2012-13. It will also set up 200 additional Village Information Centres to disseminate relevant knowledge to farmers. Besides, the Trusts plan to execute an ambitious rainwater harvesting programme in 182 villages, spread across nine talukas of four districts, namely, Yavatmal, Wardha, Akola and Washim. Under the project, 5,900 farmers would be benefited and 7,500 acres will be brought under irrigation by constructing 3,275 Water Harvesting Structures; widening over 23 kilometres of drainage lines; and construction of 30 check dams, nine Lift Irrigation Schemes and 20 'Phad' irrigation schemes. The Trusts also aim to expand their current livestock development work to around 1,200 villages of the area. Consequently, 40,000 households having approximately 80,000 breedable cattle will be covered.
- The RGR Cell would continue disseminating IPM technology, adopting a 'cluster' approach model, by covering cropping systems; namely, the Cotton-Wheat cropping system, with a view to ensure better productivity. Four clusters extending over 100 villages across two districts in the cotton belt of Punjab would be covered. The module of operation for Rice-Wheat cropping system would be validated through the Punjab Agricultural University, Ludhiana. The Cell would also upscale IPM in Basmati across 150 villages in the districts of Amritsar, Tarn Taran and Gurdaspur, in collaboration with the DoA. Similarly, Nutrition Gardening would be upscaled in 20 districts in Punjab (with a matching grant from the Directorate of Horticulture), along with forming agricultural marketing linkages through collective marketing by farmers groups for Summer Moong, Groundnut and vegetables. The RGR Cell also plans to provide technical assistance to agricultural projects in other initiatives of the Trusts.
- Under the Himmothan Pariyojana, the focus will continue to be on geographical integration of projects and programmes to enhance impact and output. Ongoing projects on water and sanitation, fodder and livestock, nettle fibre, organic agriculture, bamboo, livelihoods, etc., will continue according to workplans. Planning is ongoing for several projects – a goater project for the poorest, an agriculture project which will focus on increasing farm production and post-harvest activities, a watershed plus project in Kumaon, alternate energy use in agriculture, ecologically safe tourism, several research projects and others.
- As the scale of operations in the NEI is increasing, the Trusts initiated the process of setting up and registering the NEI Cell to allow for more local engagement of the team in the states and set up a local team, which can directly reach

out to local institutions, the state governments, develop a strong base in the region and build local expertise. The Cell (to be named as North East Initiative Development Agency (NEIDA)) would be operationalized in the first quarter of 2012-13 and would particularly focus on: (a) capacity development of farmers; (b) showcasing and adopting improved practices; and (c) developing linkages with the state governments and key institutions.

- In the coming years, SSV aims to work intensively on deepening the financial and livelihood services being rendered through the federations. Piloting and upscaling would be done for financial services, such as promoting savings, social security and risk-mitigation instruments. In terms of reaching out to the poor in the state, there is still a lot of ground to be covered by the SSV initiative. The Trusts, along with CmF, are actively exploring possibilities of working with government development programmes such as the National Rural Livelihoods Mission (NRLM) to upscale the learnings of the SSV field projects across the state.
- Mission Swach Jal – the Drinking Water Initiative of the Trusts - will intensify efforts to create awareness among the communities about safe drinking water across the country and its impact on health, whilst also providing alternative sustainable water supply systems. The Trusts would also work to spread its water and sanitation interventions across tribal areas in the north-east, covering the states of Nagaland and Himachal Pradesh.
- The Elementary Education portfolio would continue to focus on systemic reforms in the districts of Khunti, Nandurbar and Yadgir by supporting strategic partners as well as through direct implementation. With a view to enhance activities under Kalike Samruddhi Upakram – the Learning Enhancement Initiative of the Trusts – in Yadgir and Chamrajanagar districts, a separate associate organization is being seeded by the Trusts. Plans on this front are at an advanced stage and the new entity, to be named 'Kalike', will be registered early next year in Bengaluru. In Khunti and Nandurbar districts, direct implementation would be facilitated by setting up a team, which would work closely with CInI, as part of ongoing work in the Central Indian tribal belt.
- Early Childhood Education, which caters to the needs of children from 3-6 years of age, is increasingly being seen as an important area of focus, which has not really attracted the attention of society. This domain of education suffers from absence of a strong regulatory supervision and also a dearth of professional courses for preparing teachers.



Based on the experience of the Trusts in this space through supporting work of partners and also after undertaking some district-level initiatives, Early Childhood Education is being conceptualized as a focused thematic area for interventions. This will be operationalized next year and will allow the Trusts to develop a careful understanding of the space, thereby leading to more focused interventions for ensuring sustainable impact on the beneficiaries and also the field of Early Childhood Education. Also, over the next few years, the Early Literacy Initiative will be evolved to cover several crucial aspects.

- Malnutrition in children has been identified as an issue of public health importance for the Trusts' intervention. Consequently, 10 villages in Khunti district, Jharkhand, where the Trusts are already engaging in under the District Education Initiative and the Central India Initiative were selected for intervention. At the outset, an exploratory study based on scientific parameters is planned to determine the factors responsible for child malnutrition in the region, following which, the intervention strategy would be designed and implemented. Long-standing partners of the Trusts will also be involved in the intervention, which would mark one of the first attempts by the Trusts to converge the work of its three largest portfolios to benefit the rural poor in a specific region.
 - Focus on the three core areas of EI, IE and CBR of children with special needs will continue, along with establishing strategic linkages in locations where the Trusts have ongoing interventions. A programme for scaling-up of Early Intervention Centres in small towns will be undertaken to extend services to families living far from urban centres. Besides, Mental Health would continue to be a key area of focus through the Mental Health Initiative that is gaining momentum across India.
- The Youth & Civil Society Initiative will focus on promoting livelihood opportunities for youths through specific skill-building interventions and linkages with the existing agriculture and allied livelihood interventions. Over the next five years, the Initiative will develop capacities of 25,000 rural youths (comprising atleast 30 per cent women) from socio-economically marginalized backgrounds in the Trusts' focused geographies and enhance employability and livelihoods. Within Roopantaran, the Trusts will operationalize and take forward three institution-building pilots developed through the Cells towards working with CBOs promoted by Sadguru Foundation, Himalayan Institute Hospital Trust and Indian Grameen Services, and based on learnings and results; it will plan for the coming years.

The Trusts' work is spread across the country, through different environments and economic systems, including relatively isolated and sparsely populated areas. The realization that sustainable development is only possible using an integrated approach

Rural Livelihoods & Communities

The Trusts' rural development programme has, for over several years now, focused increasingly on enhancing livelihoods as its major goal. The Rural Livelihoods and Communities Programme, or RLC, as it is more commonly known, is working on a variety of issues related to the sustainable use of natural resources, agriculture and rural crafts and enterprises. New technologies, innovation and market development through village-level institutional systems contribute directly to increased production and better marketing.



North East Initiative:
Staff of Eleutheros
Christian Society conduct
an on-field training
for farmers in Longra
village, Tuensang
district, Nagaland, in
collaboration with the
Krishi Vigyan Kendra

and with strong involvement of the communities concerned, allowed the Trusts to develop a bottom-up approach to rural development. Programmes are designed in close consultation with village folk, involving them at every step, insuring ownership and sustainability. With time, however, the changes have become visible. Traditionally centered

on the exploitation of land-intensive natural resources, changes in availability of resources, production networks and increased urbanization are altering the character of rural India. Tourism, niche manufacturers and cultural events are now finding place as dominant economic drivers in many areas.

During the year under review, the Trusts disbursed Rs. 817.40 million (US \$ 16.03 million) towards 118 grants as compared to Rs. 1,030.30 million towards 133 grants during 2010-11. (Please see graph overleaf) Through this grant outlay, the Trusts' reached out to over a million households

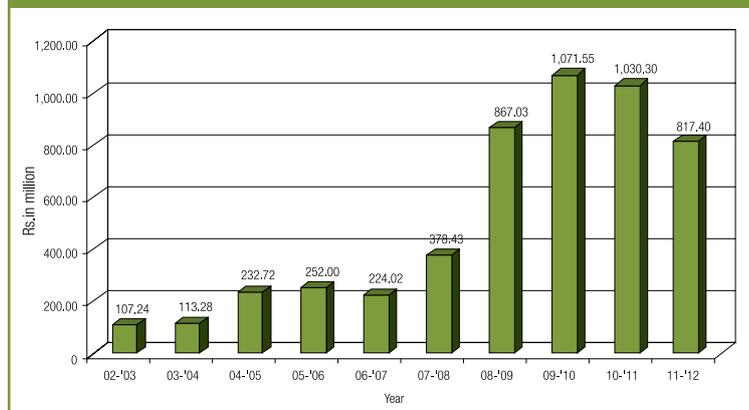


Furthermore, education, entrepreneurship, physical and social infrastructure, all play an important role in developing rural regions. The RLC portfolio now encompasses projects as varied as agriculture, forest resources, alternate energy and eco-tourism.

across 15 states, through eight regional initiatives directly or in partnership with over 100 non-profit organizations.

**INSTITUTIONAL GRANTS:
RURAL LIVELIHOODS AND COMMUNITIES**

**Grants Disbursals for Rural Livelihoods and Communities:
2002 - 2012**



Central India Initiative

2011-12 marked the seventh year of field implementation under the **Central India Initiative**, which is one of the flagship initiatives of the Trusts. This initiative focuses on enhancing tribal livelihoods through Natural Resource Management based livelihood approaches. The Central India Initiative is spread across tribal dominated districts in the states of Orissa, Jharkhand, Chhattisgarh, Andhra Pradesh, Madhya Pradesh, Gujarat, Maharashtra and south Rajasthan. The initiative works towards: (i) ensuring year-round food security of tribal communities across the Central Indian states; (ii) promotion

of allied livelihood interventions such as forest-based livelihoods, animal husbandry, improved agriculture, etc.; (iii) promoting microfinance through community-based institutions; and (iv) developing strategic partnerships with various stakeholders for promoting livelihood of tribal communities.

Collectives for Integrated Livelihood Initiatives (CInI), Jamshedpur has been promoted by the Trusts as a resource agency for the Central Indian tribal belt. It incubates new ideas and brings together stakeholders of the region, whilst proactively building on the experiences of the Central India Initiative to inform policies and practices for the Central Indian tribal belt. Food

security is one of the areas of focus for CInI, which initiated its work in 2008 with partners of the Central India Initiative.

Under its **Kharif Maize Stabilization** programme, **CInI** reached out to 5,800 farmers along with 11 field partners across three districts of south Rajasthan, four districts of Gujarat and one district of Madhya Pradesh. Average productivity achieved post-intervention was in the range of 8 to 12 quintals per acre, against the baseline of 6 quintals per acre. There were some losses due to high rainfall and water logging in some of the clusters. Seed production was undertaken in approximately 500 acres with six Community-Based Organizations (CBO) across Gujarat and Rajasthan.



Central India Initiative: Flower cultivation is promoted by Sadguru to enhance livelihoods of women in Kambhoi village, Dahod district, Gujarat

Success from Best Agricultural Practices

How Toljibhai Patel of Jhakodiya Natha village in Rajasthan benefited from growing more farming produce through best agricultural practices.

Farmer Toljibhai Patel from Banswara district in Rajasthan was obliged to temporarily migrate to cities such as Ahmedabad and Jaipur for about seven months a year in search of livelihood. A marginal farmer, with 1.5 acres land, he could barely make both ends meet from cultivation.

"My family was cultivating maize and small quantities of vegetables for domestic consumption," states Patel, "and there was nothing left for selling in the village bazaar. We were leading a very poor life." But change was round the corner.

Thanks to the efforts of N. M. Sadguru Water & Development Foundation (Sadguru), Dahod, a long-standing partner under the Central India Initiative of the Trusts, Patel was motivated to take up soil conservation on his farming plot. He received substantial inputs and proper farming techniques to grow high-value crops. Armed with this newly acquired knowledge, Patel set about labouring with his family on his farmland.

Today, the family produces a large variety of food stock such as maize, fenugreek, brinjal, chilies, garlic, onion, tomato and cabbage which not only keeps the hearth sizzling but also yielding sufficient surplus to sell in the open market. "I am using good quality seeds and following best agricultural practices now," says



Toljibhai Patel with his bumper produce of vegetables

a contented Patel. He continues to grow maize in the Kharif season. He makes an additional income of Rs. 10,000-15,000/- a month for almost five to six months each year by growing vegetables. Happily enough, forced migration is a thing of the past for Patel who can now bond with his family all year long.

Approximately 3,500 quintals of certified seed is projected to be available from seed producers, which would be used to upscale the programme with a large number of farmers. The **Kharif Paddy Stabilization** programme reached out to 54,700 families in partnership with 12 field partners in 14 districts of Jharkhand, of which 46,000 families were reached directly through **Professional Assistance for Development Action (PRADAN)**, a strategic partner of the Trusts. The yields obtained through adoption of improved methods and Systems for Rice Intensification (SRI) were 6 tons/hectare (ha) and 7 tons/ha respectively. Further, the cultivation of vegetables, wheat and oilseeds was undertaken by 914 farmers and four partners during the winter season.

This experience of focusing on one crop during Kharif season has highlighted the need for: (a) creating multiple cropping options as per land type for effective utilization of their resources; (b) bridging yield gap through effective Package of Practices (PoP), demonstrations and intensive

capacity-building of partners, farmers and service providers; (c) factoring in water control as part of the overall strategy; (d) strengthening existing CBOs in the area; and (e) bridging the input gaps, namely, credit, seed, etc.

CInI proposes to upscale its experiences over the coming three years in identified food-insecure zones. It would develop clusters comprising 100-150 households for Food Security, Income Enhancement and Nutrition Security by stabilizing agriculture systems of tribal families. In the process, it would also develop a prototype for stabilizing paddy and other agriculture crop production systems. Inclusive family-based approaches for stabilizing livelihood will be followed, by working with the agriculture system of the tribal households. The process would be initiated with micro planning at the village level, which would integrate water-centric livelihoods, inclusive land-based crop planning and credit for overall productivity stabilization. Efforts will be made to reach the poorest section of society and emphasis

INSTITUTIONAL GRANTS: RURAL LIVELIHOODS AND COMMUNITIES

will be on strengthening the grassroots institutions and building capacity of the local community, thus laying the foundation for sustainable development.

Cini sees community-based microfinance as an important means to alleviate poverty. During the year, it initiated an intensive engagement with four partners in Jharkhand, namely, **Network for Enterprise Enhancement & Development Support (NEEDS)**, **Deoghar; Rural Development Association (RDA)**, **Medinipore; Society for Upliftment of People with People Organisation and Rural Technology (SUPPORT)**, **Hazaribag; and Pravah, Deoghar** to facilitate deepening of the microfinance programme. These partners identified areas for engagement, including stocktaking of existing groups, development of quality indicators, accounting and MIS, systematic training for capacity enhancement of organization field staff, etc. Based on an exposure visit, numerous discussions and field engagement, an action plan was finalized, which includes building human resources at the partners' level, strengthening and promoting clusters and federations, engagement of institutions in livelihood promotion, books and accounts, mainstreaming linkages of groups and documentation and studies. Over the coming year, this action plan would be operationalized. Further, in Gujarat and Rajasthan, the focus would be on strengthening the CBOs, including Self Help Group (SHG) federations institutionally, with special focus on agriculture interventions.

Studies on the impact of irrigation indicate a clear and significantly positive relationship between access to irrigation and reduction in poverty. Diversion-based irrigation is important, as it enables poor farmers living in difficult terrains to increase their incomes, by cultivating a second crop using diverted water flows through gravity, in addition to ensuring assured irrigation for Kharif crops. **Cini** continued its engagement with **ART, Yavatmal** to build its capacity on the Phad programme in Vidarbha. The groundwater project in Jharkhand continued with field partners to understand the groundwater situation, whilst also building capacities of the partner organizations on issues related to groundwater. While drinking water continued to remain an area of interest and preparatory work was undertaken, a full-fledged plan could not be rolled out during the year.

With up to 40 per cent of the area covered under the Central India Initiative being forests, generating income from forest produce is a significant area of intervention for **Cini**. Its strategy comprises: (i) understanding potential interventions on non-timber forest produce; and (ii) undertaking pilots with



Central India Initiative: Promotion of high yielding variety of Maize in Bara Varda village, Pratapgarh district, south Rajasthan under the Kharif Maize Stabilization programme

partners for demonstration of commodities, which add value to the food security and have potential for market linkages, which could be upscaled substantially. During the year, **Cini** initiated two pilot projects, focusing on honey and Mahul leaf as commodity-focused interventions, in Mandla and Chhindwara districts of Madhya Pradesh in partnership with two local Non Profit Organizations. The overall experience indicated that these commodities add to the livelihood basket of tribal communities.

For **Cini**, 2011–12 was the initial year vis-à-vis understanding interventions on Tassar sericulture, with **PRADAN** providing technical support. A partnership was initiated with **Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA)**, **Nashik** focusing on Tassar sericulture in Gadchiroli district, Maharashtra. **Cini** also contributed to the programme design being developed by the Central Silk Board, for scaling up of pre-cocoon Tassar, in collaboration with the Ministry of Rural Development, Government of India and **PRADAN**.

In order to consolidate and facilitate effective monitoring of programmes, seven baseline and impact studies were undertaken during the year. Besides, MIS on Food Security was created to support Kharif plans and covered 6,192 farmers.

Upto March 2012, the Central India Initiative had reached out to about 450,000 households through projects with 27 field partners in 110 districts encompassing the states of Gujarat, Rajasthan, Maharashtra, Madhya Pradesh, Chhattisgarh, Jharkhand, Orissa and Andhra Pradesh. The initiative plans to cover a million tribal households by 2014–15.

Sukhi Baliraja Initiative (SBI)

In 2008, the Trusts operationalized the **Sukhi Baliraja Initiative (SBI)** to alleviate agrarian distress prevailing in six districts of Vidarbha, i.e. Amravati, Yavatmal, Washim, Wardha, Buldana and Akola. The initiative covers around 25,000 households in 320 villages across these districts. Concurrent to the Trusts' SBI, the Government of Maharashtra (GoM) initiated a bilateral programme in 2010 called 'Convergence of Agricultural Interventions in Maharashtra Programme (CAIM)' with the support of International Fund for Agriculture Development (IFAD). The overall goal of the project is to contribute to the development of resilient production, sustainable and diversified household incomes, on-farm and off-farm livelihoods, allowing households to face production and market risks without falling back into poverty and distress. The initiative comprises four major components, namely: (a) enhancing crop production through improved sustainable agricultural practices; (b) microfinance support and promotion of micro enterprises; (c) market development and linkages; and (d) social support mechanisms for distressed families.

The first component of the programme encompasses: (i) Sustainable Agricultural Development (SAD); (ii) in-situ Soil and Water Conservation (SWC); and (iii) livestock and dairy development. 20,000 farmers have been covered so far under SAD, where interventions include promoting the adoption of Low External Input for Sustainable Agriculture

(LEISA) practices, crop diversification, developing tree-based farming systems, Integrated Pest Management (IPM) and implementing scientific PoP for various agricultural crops and ensuring technical support from specialists appointed by the Trusts and agricultural universities/institutions. A project focusing on dissemination of IPM has been initiated with eight partner organizations in Vidarbha. Four training sessions on IPM for Cotton, Soybean, Red gram (Kharif crops) and Wheat and Green Gram (Rabi crops) were conducted by **Dr. Panjabrao Deshmukh Krishi Vidyaapeeth (PDKV); Akola**, in which around 180 Krishi Doots (village level workers) and 10 field officers from partner-organizations participated.

Over 3,500 farmers treated their Soybean and Red Gram seeds before sowing for better germination and reduced possibility of diseases. Over 5,000 farmers applied basal fertilizers during the sowing of Cotton, Soybean and Red Gram, followed by application of micro nutrients for controlling the reddening of cotton crop and improving growth and yield and ensured recommended sprays of DAP and Urea for better boll formation of cotton, thus ensuring better yield. Besides, plantation of mango, lemon, orange, guava, gooseberry, papaya, pomegranate, sapota, custard apple and forest species like teak and bamboo were propagated with 3,171 families.

Under SWC, activities like contour bunding and construction of loose bolder structures were carried out across 2,468 acres. New farm ponds numbering 150 were dug and 10



Sukhi Baliraja Initiative: Validated Package of Practices under Integrated Pest Management in Soybean being disseminated in a field camp organised by Swayam Shikshan Prayog in Pardi village, Washim district, Maharashtra

Savvy Rural Marketing Wins the Day

How a marketing tie-up between Farmers in Akola and Tata Chemicals Limited (TCL) is a win-win situation for both.

Driving past the stark landscape of Vidarbha, we stop at the wayside dhaaba for a cuppa. A diminutive turbaned figure squatting on the charpoy looking pensively at the cloudless sky. "Hey...this man seems to have a lot on his mind; must be one of those distressed farmers that we read about the other day" exclaims the lone lady in our group. Whilst the brew is on the boil, we start our conversation with the gentleman, who introduces himself as Gianchand Shinde. Yes, he is a farmer and owns eight acres of land in the nearby Jamti village in Akola district, Maharashtra.

Shinde's story speaks of grit...an individual that has made it despite the odds. Not too long ago, farmers such as Shinde were desperate. "My primary income is from agriculture," he says, "and I cultivate cotton and red gram depending on the rainfall" However, the weather Gods were unkind and the harvests unrelenting. To make things worse, Shinde did not have adequate space to store red gram and hence had no choice but to sell the produce at prevailing non-competitive market prices through unscrupulous middlemen that took advantage of the situation. "A measly market price of Rs. 2,800/- per quintal of red gram," recalls Shinde, "and, after factoring additional costs for loading, transport, unloading and agent's commission, I would have netted just about Rs. 2,700/- per quintal at the end of the day."

In early 2010, Indian Grameen Services (IGS) – a non profit supported by the Trusts under the Sukhi Baliraja Initiative (SBI) – set up a community-based Producer Company called 'Akola Cotton & Soya Producer Company Limited (ACSPCL) which, within a year, attracted over 1,500 members. "I joined this producer company eighteen months ago and presently, I am on its Board of Directors" informs Shinde.

At the outset, the Producer Company employed various



Collective marketing of Red Gram to ensure better prices for the farmers

Livelihood Service Providers, whose role has been paramount in mobilizing farmers and strengthening the Producer Groups, each comprising 10-20 members. These groups are engaged in thrift and credit activities, along with providing services on livestock development and agriculture. IGS conducted various exposure visits for the members of these groups and impressed upon them the need and importance of registered farmer institutions like Producer Companies. Subsequently, various collective activities were undertaken and meetings and workshops were conducted for these groups. Post deliberation amongst themselves, the members of the groups agreed to form a company.

And then, Lady Luck smiled. Tata Chemicals Limited (TCL), collaborated with ACSPCL to market the red gram produced by the members under its 'Grow More Pulse' programme. TCL offered ACSPCL the price prevailing in Latur district. "Our producer company determined that the price offered in Latur was much more competitive than that in Akola," explains Shinde. "Many farmers like me wisely sold red gram to TCL rather than in the local market; in fact, I sold 15 quintals to the company. They offered me Rs. 3,775 per quintal, at my doorstep," he adds beaming from ear to ear, whilst revving up his old motorcycle and leaving the dhaaba in a cloud of dust.

As man and machine are but a blur in the desolate landscape, we perform a simple back-of-the-envelope calculation, which reveals that the farmers like Shinde have reaped demonstrable benefits –almost Rs. 975 per quintal. Thanks to the marketing tie-up with TCL, he is richer by nearly Rs. 14,500 as compared to last year.

Tea done, its time for us to make a move.

farm ponds were renovated for groundwater recharging and critical irrigation, benefiting 160 farmers and irrigating 50 acres of land. Thirteen bore wells and 19 dug wells were also renovated and equipped with micro irrigation devices to benefit 32 farmers and irrigate around 65 acres. Under livestock development, 45 Livestock Development Centres continued providing breed improvement services to around 12,000 households. About 4,237 Artificial Inseminations (AI) using the semen of Jersey Bull were undertaken in the project area, resulting in 1,906 pregnancies. Vaccination camps held attracted over 2,200 beneficiaries who received 5,683 doses of vaccines for their livestock. Besides, 100 health check-up camps and 623 de-worming camps were organized wherein 3,518 and 480 beneficiaries respectively got their livestock treated.



Sukhi Baliraja Initiative: Plucking cotton and ensuring that it is free of contaminants leads to better price realization

The Trusts are focusing on microfinance assistance and developing micro-enterprises with a view to enhance affordability and accessibility of households to various financial services (savings, credit, insurance, etc.) and also provide a platform for enhancing livelihood opportunities. Up to March 2012, 1,910 CBOs comprising 24,615 households have been formed and strengthened. The SHG members have saved Rs. 45 million. Further, the credit leveraged from formal institutions was Rs. 55.55 million, which was mainly used for agricultural purposes and allied activities. To ensure critical finance support to poor households during Kharif 2011, around 200 families were supported by SHGs through bridge finance of Rs. 1,000/- per family for buying timely inputs for agriculture. Four Producer Companies comprising 450 producer groups have been registered. Finally, the Trusts supported three implementing agencies towards setting up 48 SHG federations in 48 talukas of the six districts under CAIM.

SBI/CAIM adopts an end-to-end linkages approach, by enhancing agricultural produce on one end and marketing on the other. The aim is to help marginal and distressed farmers market their crops at best prices to enhance their income by value addition and marketing. During the year, five mini 'dal' mills were established in the project clusters, which collectively processed and graded 700 quintals of pulses. An initiative on collective purchase of Soybean seeds for 431 farmers (538 bags) and Green Gram seeds for 140 farmers (190 bags) was undertaken. Finally, 65 tons of good quality Red Gram was marketed in Latur through Tata Chemicals Limited, fetching Rs. 36,500/- per ton which is around 20 per cent more than the local market price.

The Trusts also supported four sub-projects (under the

CAIM programme) focusing on a market-based end-to-end approach to converging agricultural interventions in around 51 villages of Akola, Wardha and Yavatmal districts. Major efforts were taken towards developing a 'Dairy Cluster', wherein 70 households received loans to the tune of Rs. 4 million from NABARD for purchasing milch animals.

The Trusts have contracted KPMG to conduct a third party monitoring exercise of the SBI/CAIM project on a regular basis. A preliminary fact finding visit of KPMG was completed and based on the observations, the third party monitoring exercise has been fine-tuned.

Considering the success of IPM dissemination work in Kharif 2011, the Trusts would expand its efforts across 400 villages, covering around 30,000 farmers during the coming year. It will also set up 200 additional Village Information Centres to disseminate relevant knowledge to the farmers. Besides, the Trusts plan to execute an ambitious rainwater harvesting programme in 182 villages, spread across nine talukas of four districts – Yavatmal, Wardha, Akola and Washim. Under the project, 5,900 farmers would be benefited and 7,500 acres will be brought under irrigation by constructing 3,275 Water Harvesting Structures; widening over 23 kilometers of drainage lines and construction of 30 check dams, nine Lift Irrigation Schemes and 20 'Phad' irrigation schemes.

The Trusts also aim to expand their current livestock development work to around 1,200 villages of the area. Consequently, 40,000 households having approximately 80,000 breedable cattle will be covered. Under the microfinance component, the Trusts would operationalize 64 Community Managed Resource Centres and integrate agriculture and allied interventions through SHGs, whilst ensuring credit for agriculture through Farmers Groups.



Reviving the Green Revolution: Demonstration on treatment of nurseries undertaken by the Reviving the Green Revolution (RGR) Cell and the Department of Agriculture in Khokhar Rajputan village, Gurdaspur district, Punjab

Reviving the Green Revolution (RGR)

The 'Reviving the Green Revolution' initiative was operationalized by the Trusts in April 2002, to promote diversification in agriculture, thus making it sustainable and economically profitable, especially to small and marginal farmers. In Punjab, the initiative focuses on, amongst other things: (a) promoting agricultural diversification by demonstrating and popularizing alternate cropping systems to the presently widely prevailing practice of cultivating rice – wheat; and (b) demonstrating the benefits of IPM in Cotton, Basmati, Maize, etc. All efforts in this endeavour are directed to minimize over-exploitation of groundwater, improve soil health and reduce cost of cultivation by judicious use of agro chemicals.

The Trusts' chief partners within the initiative have been the various departments of **Punjab Agricultural University (PAU)**, Ludhiana, involved in development and demonstration of various innovative concepts to farmers and the **Department of Agriculture (DoA)**, Government of Punjab (GoP), Chandigarh, which has been instrumental in upscaling the dissemination of the technologies to a large number of farmers. In order to upscale the initiative, the Trusts seeded the 'Reviving Green Revolution (RGR) Cell' in 2008. The Cell is now a registered body housed in **PAU** with formal institutional structure and is responsible for

prioritization of thrust areas of funding for Trusts, besides monitoring progress of ongoing projects.

During 2011-12, the **RGR Cell** implemented four projects on disseminating IPM technology for Cotton and Basmati in association with the **DoA**. It also implemented a nutrition gardening project in association with **Directorate of Horticulture (DoH), Punjab**, whilst exploring alternate marketing channels for selected crops.

Under the IPM Cotton project, 300 villages, spread across the cotton belt of Punjab, were adopted in partnership with the **DoA**. A consolidated impact assessment study carried out by a panel of experts revealed that optimizing agronomic practices such as selection of varieties, sowing time and methods, soil nutrition, weeding, irrigation, need-based application of pesticides, etc., resulted in significantly increased cotton yield, whilst the cost of production reduced, thereby showing overall sizable economic gains of Rs. 11,210/- per hectare, translating into annual additional economic gains to the extent of Rs. 7.5 billion through additional annual production of a million bales of lint in the state. Such was the impact that the Government of Punjab sanctioned Rs. 30 million to the **RGR Cell**, besides sanctioning another Rs. 41 million to **PAU** and agencies like Punjab State Cooperative Supply and Marketing Federation Ltd. (MARKFED) and **DoA** to spread this technology further.

Besides cotton, IPM technologies in Basmati rice were

demonstrated on a large scale across 150 villages in the Majha belt (Amritsar, Gurdaspur and Tarn Taran districts) of Punjab, thus substantially reducing use of pesticides (60 per cent), along with balanced and rationalized use of fertilizers. The average gain to farmers adopting IPM compared to non-IPM farmers for cultivation of Pusa 1121 (a variety of Basmati) and Basmati 386 was Rs. 7,146/- and Rs. 4,330/- per acre respectively.

The Trusts also supported the **Department of Entomology (DoE), PAU**, to validate IPM technologies in Rice, Maize and Vegetables. For maize, IPM technology was demonstrated and disseminated in five villages of Hoshiarpur district in Punjab during Kharif 2011. The project concluded that clean cultivation and seed treatment, along with judicious use of insecticides at the recommended time can help control pests such as Maize Shoot Fly and Stem Borer. Farmers

adopting IPM observed a 39 per cent decrease in spray costs; consequently, the net returns were to the tune of Rs. 34,500/- per hectare – higher by over Rs. 7,000/- per hectare as compared to non-IPM farmers. These farmers also reaped higher profits (over 20 per cent). Similarly, IPM in vegetables (Cauliflower and Tomato) was also validated and resulted in about 38 per cent reduction in the number of sprays.

The **Department of Plant Pathology (DoPP)** focused on popularizing Integrated Disease Management in Potato and Wheat. During the first phase of the project, intensive surveys of the disease-prone areas in Hoshiarpur district were undertaken and the potato farmers were educated on disease management techniques. Similarly, for disease management in Wheat, widespread campaigns were undertaken in Ropar, Gurdaspur and Hoshiarpur during the first phase of the project to identify foci of infection of yellow

Farming Cottons on to Technology!

The Reviving the Green Revolution (RGR) has been engaged in disseminating Integrated Pest Management (IPM) technology in the south-western districts of Punjab where cotton is a major crop over the last decade. Most farmers in this region were following ineffective agricultural process that yielded a modest crop at high input costs. "The farmers were sowing unapproved varieties and indiscriminately using insecticides, thus pushing them into distress," discloses a source in the RGR Cell.

The RGR Cell, together with its chief partner – Department of Agriculture, Punjab – decided to identify and adopt villages to share effective agricultural practices developed by the Punjab Agricultural University. Currently, the RGR Cell has covered half of the cotton-growing villages in the state and, happily enough, the initiative has begun yielding salutary results. The farmers are satisfied to see enhanced produce, increased profits coupled by low input costs.

Take the case of Beant Singh of Maur village, Muktsar district, whose average yield was 4-5 quintals per acre before the IPM interventions. In 2009, a reluctant and skeptical Singh commenced participation in the Cotton IPM programme through regular follow ups from the Scouts, Field Officers and experts, but when he saw a sharp rise in production he



Disseminating validated Packages of Practices for cotton to farmers

became a devout believer in the new technology. "I regularly take part in the meetings and training camps organized by the agricultural experts," says a smiling Singh.

Today, Singh prefers sowing high-yield, pest-tolerant Bt cotton hybrids and implementing the prescribed farming practices. In fact, he has curtailed spraying insecticides from seven or eight times earlier now

down to four or five! "I spray potash during the fruiting phase," says Singh, whose farm now produces 10-12 quintals per acre. Seeing Beant Singh's high yields, fellow farmers have also taken to emulating him.

"Thanks to the additional income of almost Rs. 10,500 per hectare, I have added three rooms to my house and have sufficient money to support my children's technical education," states Singh with contentment.

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rust and efforts were made to arrest the initial inoculums of the yellow rust pathogen in the sub-mountainous areas, from where it spreads to entire wheat growing areas of the state. This helped the farmers in obtaining higher yields, ranging from 2-3 quintals/acre. The projects are now being upscaled. The Wheat project would cover the sub-mountainous belt in Kandi area from where the rust inoculums first move to other wheat growing areas of Punjab. Similarly, a large concentric belt that comprises the potato growing region in Jalandhar and Hoshiarpur districts would be covered.

Through the Trusts' support, **AVRDC-World Vegetable Centre, Taiwan** focused on improving vegetable production and consumption in Punjab. The project concentrated on two components, namely: (i) safer vegetable production through nethouse cultivation; and (ii) popularizing home gardens for diet diversification and better health. Under the first component, 18 on-farm demonstration trials on coriander and spinach were conducted; besides, 68 demonstrations on improved varieties of tomato, capsicum and cucumber were carried out. Under the second component, improvised home garden models were demonstrated at 500 household sites and seed kits were distributed to 432 newly identified families.

One of the key constraints in successful adoption of alternate crops has been the poor marketing facilities,

contrary to Paddy and Wheat, which come under government policies (such as Minimum Support Price) and government-sponsored procurement. Consequently, marketing has been identified as one of the key areas of operations by the **RGR Cell** to address the issues related to successful diversification. The Cell adopts a cluster-based development approach, involving the organization of 'clusters' of producers for selected crops in marked regions of Punjab, with a view to build their capacity as a group, improve their bargaining power and consequently, increase their profitability. Accordingly, for Summer Moong, Amritsar has been identified as a Potential Cluster Region (PCR), whilst the districts of Patiala, Sangrur and Fatehgarh Sahib have been identified as potential regions for vegetable clusters. Similarly, two clusters have been established for Groundnut, where farmers are being organized to ensure sufficient quantity of seed and for collective marketing.

During 2007-08 the Trusts supported the **Tamil Nadu Agricultural University (TNAU), Coimbatore**, to strategically expand its engagement in the agriculture sector to different parts of the country. The projects, targeting over 1,800 farmers in Tamil Nadu, focus on: (a) refining IPM technologies for managing pests and diseases in Rice and Vegetables; (b) popularizing dry land technologies for enhancing the livelihood of dry land farmers through farmers' participatory



Reviving the Green Revolution: A project farmer from Melnellimarathur block, Thiruvannamalai district, Tamil Nadu, cultivating high yielding little millet CO 4 (Samai) variety. Popularization of Samai is being undertaken in partnership with TNAU, Coimbatore with tribal farmers and farmers having small holdings

approach; (c) disseminating resilient and productive varieties to improve income and livelihood security for rain-fed rice farmers; (d) popularizing small millets in hilly tribal areas and small farms; and (e) popularizing Azolla as feed supplement for cattle and poultry among rural women and tribal population. The approach adopted is to develop and disseminate sustainable technologies, particularly IPM, and promote suitable crop varieties, which have enhanced yield and fitted into different agro-climatic zones. Implementing this through project interventions will result in sustainable usage of natural resources, stabilizing productivity and increasing yield and profitability of small farms, particularly under dry land situations. Subsequently, in October 2010, the '**Reviving the Green Revolution (RGR) Cell, Regional Centre (RC)**' was set up in **TNAU** to act as a central coordination point for the RGR-Tamil Nadu Initiative.

Projects supported by the Trusts with various departments at TNAU have borne exciting results. The project focusing on popularizing little millets in tribal areas of Javadu Hills covered 563 farmers across 603 hectares. Assessment during the first season showed that the farmers participating in the project achieved yields of over 1,750 kg per hectare – almost 39 per cent higher than yields achieved under farmers' conventional practices. Through another project that promoted Azolla as an alternate source of income and livelihood development for rural women and SHGs, at the end of the first phase, an increase in monthly income to the tune of upto Rs. 9,400/- per family was observed. Market linkages were developed between Azolla growers and local poultry/cattle farms. Further, Avin Milk Producers Union and the Poultry Owners Association also entered into an agreement with the SHGs for purchase of dry Azolla at Rs. 50/kg and wet Azolla at Rs. 10/kg; thus providing Azolla growers with an assured market. Based on these results, the project was upscaled to cover 1,500 households in three districts of Tamil Nadu.

The adoption of validated PoP of IPM in rice resulted in farmers achieving a yield of 3.5 tons per acre as compared to non-IPM practicing farmers who managed 2.73 tons per acre. The former realized Rs. 31,950/- per acre as against Rs. 24,570/- by non-IPM practising farmers. Similarly, adopting IPM in vegetables led to an increase of Rs. 8,000/- to Rs. 10,000/- per acre per farmer. Yet another project popularized a resilient rice variety (Anna R-4) in rainfed areas of Tamil Nadu. An average yield of 1.5 tons per acre was achieved under rainfed conditions, in comparison to a previous average of 0.8 tons per acre for land races. Further, the increase in yield through cultivating Anna R-4 has resulted in farmers achieving increasing their income by Rs. 3,000/- – 5,000/- per hectare vis-à-vis hybrid rice varieties and above Rs. 13,000/- per hectare vis-à-vis traditional varieties. IPM technologies were also demonstrated to farmers to manage pests and diseases in Cotton, Maize, Coconut, Cashew Nut, Banana and

Mango. Significant increase in yield was observed in the case of each of the crops.

In 2008, the Trusts collaborated with **Cornell University** and the **TNAU** to support the development and implementation of two Masters in Professional Studies (MPS) programmes in Food Science Technology and Plant Breeding & Genetics (Agricultural Biotechnology) respectively. During the year under review, three students were admitted into this programme (one from Plant Breeding and Genetics and two from Food Science Technology) and they are presently completing the Cornell component of the degree.

Over the coming year, the **RGR Cell** would continue disseminating IPM technology, adopting a 'cluster' approach model by covering the Cotton-Wheat cropping system to ensure better productivity. Four clusters extending over 100 villages across two districts in the cotton belt of Punjab would be covered. The module of operation for Rice-Wheat cropping system would be validated through **PAU**. The **Cell** would also upscale IPM in Basmati across 150 villages in the districts of Amritsar, Tarn Taran and Gurdaspur, in collaboration with the **DoA**. Similarly, Nutrition Gardening would be upscaled in 20 districts in Punjab (with a matching grant from the Directorate of Horticulture), along with forming agricultural marketing linkages through collective marketing by farmers groups for Summer Moong, Groundnut and vegetables.

The **RGR Cell** also plans to strengthen the outreach and capacity of the **RGR Regional Centre** and provide technical assistance to agricultural projects in other initiatives of the Trusts such as Sukhi Baliraja Initiative, North East Initiative, Central India Initiative, Sakh Se Vikas – Rajasthan Microfinance Initiative and Kharash Vistarotthan Yojana. The **RGR Regional Centre** plans to build partnerships with the State Department of Agriculture and Department of Animal Husbandry, besides non-profit organizations which have the potential to reach out to a larger section of the farming community in Tamil Nadu. Like in Punjab, a more intensive field-level engagement will be undertaken by introducing the Scout Model.

Himmothan Pariyojana (HMP)

The Trusts' central Himalayan programme, the Himmothan Pariyojana (HMP), has been ongoing since 2001 and focuses on addressing some of the major rural development issues of this region, mostly related to developing sustainable community institutions working towards ecologically and environmentally sustainable livelihoods, in a natural resource-rich state. In 2004, this involvement was strengthened by a MoU, signed between the state government of Uttarakhand and the Trusts for an initial period of 10 years, to collaboratively work on issues of rural development. As an outcome of the MoU, a Strategic Plan was developed, and as per its recommendations, a local management



Himmothan Pariyojana: Women extracting nettle fibre from dried and cut plants in the Van Panchayat forests in Molta village, Chamoli district, Uttarakhand

body, the **'Himmothan Cell'**, came into existence. The Cell was developed to facilitate activities of HMP and to play a knowledge management and ideas incubation role in the state. The Cell was registered as an independent society under the Societies Registration Act, 1860, as the **'Himmothan Society'**, in December 2007. Current HMP programmes and projects fall under five main initiatives, namely: (i) water & sanitation; (ii) agriculture; (iii) livestock; (iv) forests; and (v) communities.

The water and sanitation initiative comprises two areas – 'conservation' and 'wise use'. A conservation-focused project is training villagers and non-profits to understand the geo-hydrology of local streams. As an extension to this, geo-hydrological studies are now mandatory in the baseline for drinking water projects. The work on 'conservation' links directly to the second sub-initiative - 'wise use', where the ongoing Water & Sanitation (WATSAN) programme and a traditional gharat (water mill) revival project for power generation and value addition continue. The gharat at Ganeshpur village was upgraded and post-harvest instruments (installation grinders, paddy de-husker, etc.) have been installed. A village federation was formed to manage gharat-based enterprises. Over 385 families benefitted from the grinding of grain, spices and de-husking

of paddy. Work is in progress at a second site at Bon village, Uttarkashi. During 2011-12, under the third phase of the WATSAN programme, another 50 villages (in addition to the 90 villages already covered during the first two phases) were taken up by supporting four partners in Uttarakhand and Himachal Pradesh. This phase will bring potable water to 5,000 households and develop 3,000 sanitation units.

The focus in agriculture is on diversification and niche products including organics, herbs, medicinal, culinary and aromatic plants, local value addition and market linkages, research and piloting. In the past year, a high altitude pilot on High Value-Low Volume (HVLV) crops was implemented in 19 villages in two districts. Sixty-six SHGs comprising 636 members saved over Rs. 0.84 million. More than 936 farmers were trained in various agronomic practices of HVLV cultivation. On-farm trials were conducted on 14 different crops including rosemary, peppermint, parsley, basil, etc; besides, medicinal herbs (Kuth, Kutki, etc.) were grown by 83 farmers across seven hectares.

Rosemary and tulsi were cultivated by 64 farmers across 2.72 hectares, producing 25 kg of rosemary leaves and 2.6 tons of tulsi. Eight hectares were brought under spices by 400 farmers and the total spice production crossed 7 tons. Over 1,700 beneficiary households are involved with the

project. Twenty-eight products were developed and are on sale in the market, over six steady market linkages are in place, four major sub-clusters operate and one green restaurant is in the process of being developed. Four pilots on plant protection technologies, community development of solar driers, increased honey production and bio-fertilizers continue at the **Dr. Y.S. Parmar University of Horticulture and Forestry, Solan, Himachal Pradesh**. Results are

expected in the coming year.

Traditionally, an integral part of hill farming systems, livestock form a major component of the rural economy, contributing to household income, family nutrition, biomass needs and draught power. Pilots on fodder cultivation were initiated by Himmotthan in 2007. The initiative now include issues of fodder shortage, lack of improved breeds, modern feeding practices, non-availability of animal

Empowering Women in Uttarakhand

Life in the rural central Himalayan regions is highly labor intensive. Women, particularly, spend most of the day collecting water, fuel wood and fodder from the forests and grasslands, tending to the animals and of course, finishing those household chores! The verdant forests provide many items of daily use in the form of fodder, fuel wood, fruits, seeds, fiber, etc. Human survival here is thus closely linked to continued existence of the forests and of the local livestock, which are the backbone of Uttarakhand's agro-ecosystem. Almost every rural family keeps livestock for manure, draught power and meeting domestic milk requirements. However, over 90% of the cattle are of non-descript, local breeds; hence, milk production is poor and there is little surplus to develop a market upon. A greater impediment to improved yields is inadequate good quality fodder.

Manisha Devi, her husband Dilbar Singh and their two children reside in Siroli village, Chamoli, located in the upper reaches of the Uttarakhand Himalayas. Siroli is about 15 km from Gopeshwar, the district headquarter – a potential market for various village goods, particularly farm produce, including milk. The family struggled to make a decent living, based mainly on agriculture and livestock. To supplement the meagre family income, Dilbar worked as a driver earning Rs. 3,000/- a month.



Collection and marketing of milk through groups fetch better prices

When the Integrated Fodder and Livestock Development Project (IFLDP) project started in Siroli, Manisha Devi enrolled as a member of the Vyomkesh Livestock Producer Group (LPG) in August 2008. Initially she sold two litres of milk through middlemen fetching her a modest monthly income of Rs. 780/-. Later that year, 22 female members of LPG belonging to three villages of the Mandal cluster came together to form a dairy federation called 'Maa Ansuya' aimed at eliminating middlemen.

In 2009, the 'Maa Ansuya' federation began collecting and marketing milk. Manisha Devi too began selling milk to the federation at Rs. 20/- per litre thus enhancing her monthly income to Rs. 1,200/-. Besides, she also applied for a loan from the federation to purchase a high-yielding milch cow. Her loan was approved for Rs. 10,000/- and with some financial assistance from beneficent relatives, she became the proud owner of a cow which produced 10 litres a day. She sold eight litres to the federation which led to her income rising to Rs. 4,800/- a month.

Seeing the welcome enhancement in the family income, husband Dilbar Singh gave up driving to join his wife in the family business and they are now looking forward to buy more cows to make for a happier and fulfilling life in future.

The Integrated Fodder and Livestock Development Project (IFLDP) operationalised by Himmotthan, Dehradun, in partnership with different government departments and non-profits, to increase fodder availability, decrease wastage, improve health and breeds, and enhance livestock based livelihoods has wrought beneficial changes in the lives of over 8,000 rural households from 80 villages across seven hill districts in Uttarakhand.

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health infrastructure, and marketing. In 2008 the Phase I of the '**Integrated Fodder-Livestock Development Project (IFLDP)**' was initiated in collaboration with state departments, institutions, and non-profit organizations, creating an atmosphere of confidence in over 125 villages. Following this, the project's second phase (2011- 2014) was initiated last year, adding 125 new villages. Total coverage is now 15,000 families in six districts. In 2011-12, 343 hectares of common/Van Panchayat land and 25 hectares of private land were brought under fodder plots, of which 185 hectares was under the Mahatma Gandhi National Rural Employment Guarantee Scheme and over Rs. 6 million was leveraged. Lateral collaboration documents were signed with the International Livestock Research Institute (ILRI), Uttarakhand Livestock Development Board and **Himmothan** for breed development.

Over Rs. 3 million was mobilized from banks to buy nine Tata Ace vehicles as milk vans under the Gol-sponsored 'Dairy Entrepreneurship Development Scheme' (DEDS) implemented by NABARD. A 10 per cent discount was approved by Tata Motors. Overall, 236 decentralized fodder nurseries were established over 4 hectares of private land, 314 Livestock Producer Groups (LPG) with 3,261 members were formed and a total of 738 community meetings were

organized. Federations formed in Phase I were strengthened and 230 LPGs with over 2,400 members linked to them. Para-vets conducted over 500 artificial inseminations. Through the project, 12 women's Federations were formed, of which 10 are running micro-dairies. Over the past two years Federations collected nearly 700,000 litres of milk and had a turnover of over Rs.16 million.

Promoting sustainable Non-Timber Forest Produce (NTFP), including bamboo, planting of commercially important varieties, artisan training and interventions promoting conservation to rejuvenate springs, form the core of the 'forests' initiative. An ongoing project on bamboo for products and housing continues in collaboration with the **Uttarakhand Bamboo and Fibre Development Board (UBFDB)**. Currently in its second phase, the project draws on previous experience to develop four regional artisan clusters into four artisan federations. A total of 32 villages are being covered under the project reaching out to 1,300 beneficiaries directly. Five self-reliant cooperatives have been formed and 2,746 hectares of bamboo/ringal plantations have been carried out. The artisan clusters registered sales of Rs. 2.5 million.

The **UBFDB** is further positioning itself to demonstrate suitable models of farm structures like poly-houses and poly-



Himmothan Pariyojana: Villagers constructing a Gabion check dam as part of the catchment protection works at Silogi village, Tehri Garhwal district, Uttarakhand

tunnels at the state level. Action research has been conducted on identifying suitable bamboo preservative against decay fungi in bamboo stored in yards and in products. A project on the development of natural fibre from wild Himalayan nettle is underway in 25 high-altitude villages in Chamoli district and will reach 500 households in 26 villages over a three-year period. One hundred and eleven kgs. of nettle seed were collected during the year and sown on 110 hectares of community land. Raw nettle fibre amounting to 3,533 kgs., was collected by Fibre User Groups (FUG); consequently, 205 FUG members generated an income of Rs. 0.44 million from seed and fibre collection and processing, seed sowing and spinning activities.

In this region, men generally migrate in search of employment, while women remain behind to look after the family and fields. Women from poor households therefore usually work together and social bonding amongst them is high. This provides the basic foundation for the formation of village-level institutions, especially SHGs. All projects under the Himmothan Pariyojana necessarily have strong community development aspects. Building community confidence through meetings, trainings, group development, federations and markets linkages is at the core of all interventions. In the year under review, **Himmothan** initiated the project 'Integration of Microfinance: Livelihood Finance within Himmothan Pariyojana through Cluster Approach'. The project is active across different ongoing projects and focuses on financial understanding and discipline, credit and loan facilities.

In the coming year, the focus will continue to be on geographical integration of projects and programmes to allow for accumulated impacts and outputs. Ongoing projects on water and sanitation, fodder and livestock, nettle fibre, organic agriculture, bamboo, livelihoods, etc., will continue according to focused workplans. Planning is ongoing for several projects – a goatery project for the poorest, an agriculture project which will focus on increasing farm production and post-harvest activities, a watershed plus project in Kumaon, alternate energy use in agriculture, ecologically safe tourism, several research projects and others.

North East Initiative (NEI)

North East India comprises eight states – Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. Subsistence agriculture is the dominant economic activity in the region, engaging 55 per cent of the population. This is supplemented with limited horticulture, animal husbandry and handicrafts. Forest and wildlife resources also contribute substantially towards meeting the gaps in income. However, the region is held back from progressing in its development due to its isolation and ethnic sensitivity.

The **North East Initiative (NEI)** was launched in 2008 as part of the Trusts' state immersion strategy in North East India; consequently, Arunachal Pradesh, Mizoram and Nagaland were identified as three states to be taken up in the first phase. These three states have similarities in their geographical features, socio-economic and cultural practices and profile. The NEI identified better land use, diversified on-farm and off-farm income generation and natural resource management as the main thematic areas, with capacity-building as an over-arching need across these interventions.

Whereas better land use has been the overall focus, improvement of agricultural practices in rice and maize cultivation, showcasing simple and low-cost technologies to improve agricultural productivity and better management practices in cultivating oranges have been identified as specific areas of intervention within NEI. Projects were implemented by **Rural Volunteers Centre (RVC), North East India Committee On Relief and Development (NEICORD), Eleutheros Christian Society (ECS), Prodigals Home (PH) and Rural Agricultural Development Programme (RADP)**, in Arunachal Pradesh, Mizoram, and Nagaland that covered nearly 2,000 households, enhancing productivity and annual incomes by 15–20 per cent. Provision of irrigation facilities through construction of weirs and nine ring-wells enabled 53 hectares of land to be brought under permanent cultivation. Notably, adopting improved agricultural practices, coupled with enhanced knowledge, skills and management practices have resulted in a 50 – 60 per cent increase in rice production and a 70 – 80 per cent increase in orange production. The average additional income of a farmer has gone by Rs. 8,000/- - 30,000/-.

Among livestock activities, pig production is the chief contributor to household cash income in the north-east region. The NEI has therefore identified piggery as a potential area for livestock development and piloted projects in Nagaland and Mizoram. The projects, implemented by **Nagaland Empowerment of People through Economic Development (NEPED), Goodwill Foundation (GF), and Prodigals Home (PH)**, have benefited nearly 2,054 households across 46 villages. Introduction of quality breed pigs, low-cost housing and training on breeding pigs were some of the key activities of the projects. The dependence on piglet supply from outside these states has been minimized by at least 10 per cent.

The **International Livestock Research Institute (ILRI)** continued providing technical backstopping support on piggery to NEI partners; besides, a survey on swine fever of pigs was carried out in these two states. A pilot on developing 'Livelihood Service Providers' commenced and is expected to directly benefit about 200 farmers across 20 villages through enhanced incomes by upto 25 per cent through piggery. Notably, the projects on piggery have introduced the concept

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of an improved pig sty, leading to supply of quality breed of animals and adopting scientific knowledge in breeding pigs. Armed with the enhanced knowledge, the pig farmers' annual household income has grown by Rs. 30,000/- - Rs. 36,000/-.

The North Eastern region has rich natural resources, especially forests. Consequently, the NEI has promoted profitable forest-based livelihood activities to encourage sustainable forest management and conservation. Incentives are given to farmers for conserving community forests; besides, activities that indirectly motivate farmers to protect forest are encouraged. NEI supports two key activities such as bee-keeping and Mithun¹ based forest conservation. The project implemented by **Nagaland Bee-keeping and**

land, which otherwise was used for Jhum cultivation. Mithun farmers have also earned an average annual income of Rs. 30,000/- - 40,000/- by selling their animals.

The scarcity of potable water, coupled with the absence of sustainable drinking water supply systems and sanitation, often lead to poor hygiene and ill health in the villages. To address this, the NEI has identified water and sanitation as an area for potential intervention over the coming year with technical guidance from the team based at Himmotthan. Fifteen villages in the Noksen Block of Tuensang district (where the Trusts already support interventions) have been identified and distributed to two clusters for implementation of a pilot water and sanitation project, which, upon completion in 2012-13, would benefit 1,169 households. Besides, the NEI



North East Initiative: Farmers harvesting banana in Longra village, Tuensang district, Nagaland. Banana suckers are intercropped with orange saplings to provide additional income to farmers, as they wait for the oranges to mature and start bearing fruits

Honey Mission (NBHM), covered 1,000 households in 30 villages of Nagaland. Bee-keepers are earning an average annual income of Rs. 7,000/- through the sale of honey.

The NEI has also supported community-led Mithun conservation projects, implemented by **Entrepreneurs Associate (EA)**, and **Krishi Vigyan Kendra (KVK)**, benefiting 100 Mithun owners in three villages across Phek district, Nagaland and Papumpare district, Arunachal Pradesh. Further, due to the intervention of the Trusts, an estimated area of 20 square kms., were declared conserved forest

¹ **Mithun** (*Bos frontalis*), a semi domesticated free ranging cattle species from the Gaur family, is used as a ceremonial animal and plays an important role in the economical, social and cultural life of the Nagas, including tribes from the other North-eastern states. The animal is dependent on forests for its existence.

will continue to focus on improving agricultural practices of the rural farmers and popularizing projects in the surrounding villages.

As the scale of operations in the NEI is increasing, the Trusts initiated the process of setting up and registering the **NEI Cell** to allow for more local engagement of the team in the states and set up a local team, which directly reach out to local institutions, the state governments, develop a strong base in the region and build local expertise. The Cell (to be named as **North East Initiative Development Agency (NEIDA)**) would be operationalized in the first quarter of 2012-13 and would particularly focus on: (a) capacity development of farmers; (b) showcasing and adopting

Improved Cultivation Practices Make Perfect!

K. Pazova, 80, of Baktawng village in Mizoram is quite active and energetic. He has a family of five including two grandchildren. His son is a farmer and helps run the family with a meagre farming income. About 40 years ago, Pazova noticed some orange trees in the jungle. Back then, orange farming was uncommon in Mizoram, but with a view to supplement his income he decided to cultivate oranges. With insurgency in the region at its peak, he migrated from his native village and set up an orchard in 1988 at Baktawng.

An agent selling orange saplings was passing through the village; Pazova bought 50 saplings at Rs. 7/- each. His orchard began yielding a rich produce ten years later in 1998, leading to a stable income. Feeling that he had a good thing going, Pazova gradually increased the orange plantation to 300 completely through his own efforts



Pazova at work in his orange orchard

A few years later, he was disappointed to discover that the yield was dwindling and was at a loss to determine its cause. He also found that other orange growers too faced a similar situation. A self-taught orange grower, he did not know that by just following the traditional method of letting the trees grow on their own was not enough; a proper management practice was the solution. Consequently, over a five year period (2005-10), his annual returns from the orchard stagnated at Rs. 5,000.

The year 2011 proved to be a turning point for Pazova. The Trusts initiated their support to Rural Agricultural Development Programme (RADP), Serchhip, under the North East Initiative, to focus on improved management practices for cultivating oranges in Serchhip district, Mizoram. RADP organized training programmes for farmers such as Pazova, which taught them ways to improve productivity. Initial scepticism soon turned into positive smiles when they applied the recently learned skills which wrought significantly better yields.

A smiling Pazova glowingly stated, "My yield has gone up by more than 100 per cent and I earned an income of Rs. 35,000/- in 2011. I look forward to providing better education to my grandchildren and invest in a better livelihood."

improved practices; and (c) developing linkages with the state governments and key institutions.

Kharash Vistarotthan Yojana

Increasing salinity of land and water resources in coastal areas is one of the serious environmental problems in Gujarat over the past 30 years. The prolonged use of saline water for irrigation has led to a decline in agricultural yields and decreased soil fertility, rendering the land unsuitable for future cultivation. Salinity has also affected underground water aquifers, leaving over 1,500 villages with drinking water unfit for human consumption. In 2002, in an effort to resolve this environmental problem, the Trusts, along with their partner-organizations, launched the **Kharash Vistarotthan Yojana (KVY)**. Subsequently, the initiative also

helped evolve an umbrella organization, namely, the **Coastal Salinity Prevention Cell (CSPC)**, its uniqueness further enhanced by the state government joining as a partner. Recognizing the complexity and multi-faceted nature of the problems lying within KVY's purview, the joint efforts of both, government and civil society organizations, seemed more pertinent in order to work towards effective and realistic solutions.

The ongoing field programmes within KVY now reach out to over 151,000 households in 516 coastal villages of Gujarat and focus on: (a) minimizing the impact of salinity by recharging groundwater; (b) promoting sustainable farming systems under saline conditions; (c) promoting non-farm based livelihoods; and (d) providing safe drinking water and sanitation in distressed villages.

Harvesting Rainwater in Junagadh

“Five years ago, if you came to my village and asked for a glass of water, people would have turned you down. They would give five glasses of milk, but not water,” says Nathabhai Rawaliya of Khambadia village in Junagadh, Gujarat.

Till 2008, a typical day in the life of Nathabhai included pedalling 7 kms to fetch water. The return journey was excruciatingly arduous. Hauling two 20-litre cans of water for 7 kms took a terrible toll on his back and legs. The bicycle that wore out in a year would be replaced with a new one. He would spend two hours a day for this critical errand; that’s two hours spent less in his farm. All villagers would pedal the distance to ferry water as the local wells had turned saline.

For Amiben Kamadiya (Nathabhai’s sister-in-law) it was even more back-breaking. She would trek the 7 km stretch twice a day with a pile of pots on her head. “I worked from 4 am to 9 pm daily,” states Amiben.

In 2008, the family built a roof rainwater harvesting system in their home; the harvested water lasts for five months



Nathabhai’s efforts at harvesting rainwater have ensured adequate water for drinking

after the monsoons. Water bought from passing tankers tides them over till the next rains. Today, Amiben toils in the family farm thus saving Rs. 250/- per day wages that she would earlier pay to a labourer.

In 2009, the Trusts’ supported Kharash Vistarotthan Yojana (KVY) offered financial support to

Nathabhai and other farmers in the village to construct a recharge bore-well, which helps in not only replenishing the natural groundwater reserves but also collects rainwater, thereby adding to the reserves and significantly reducing the salinity.

“An ordinary bore-well merely pulls water from the groundwater reserve,” according to an expert, “while a recharge bore-well actually leads the rainwater into the underground aquifer, thereby reducing the salinity in the groundwater. The increase in groundwater level has led to the wells in fields filling up faster. “We can now plant groundnut within two days of rain as my well is flush with water,” says an elated Nathabhai.

Building recharging bore-wells is no rocket science. All it takes is a 40-foot recess, 2x2 feet, lined with concrete – simple and effective. Yet, at first, it was difficult to convince the sceptical farmers. But once the recharging bore-well produced visible benefits, Khambadia is dotted with over a 100 such wells.

The Trusts are supporting field projects being implemented in partnership with four major organizations, namely **Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad; Ambuja Cement Foundation (ACF), Kodinar; Tata Chemicals Society for Rural Development (TCSR), Mithapur; and Foundation for Ecological Security (FES), Anand.** Besides, **CSPC** has also been actively involved in developing new project concepts and exploring possibilities of collaboration with other potential partners in the coastal areas. The efforts on mitigating salinity and prevention have shown good results. Total Dissolved Solids (TDS) has reduced from 4,000 parts per million (ppm) to 1,500 ppm and the water table has risen by almost 10 feet in places.

The partnership with **TCSR** resulted in enhanced economic returns ranging from Rs. 8,000/- to Rs. 12,000/- per year for 270 farmers by increasing their agricultural productivity through diversification to alternative crop practices, enhanced water availability through construction of water resource structures and drinking water security at the household level through roof rain water harvesting structures.

KVY is gradually intensifying its focus on promoting sustainable agriculture in saline conditions. This revolves around adopting low water-intensive and high salinity tolerant crops without compromising on the economic gains. With technical backstopping support from Central Soil Salinity Research Institute (CSSRI), technological options generated

for low water-intensive and high salinity tolerant crops and weather insurance were demonstrated to over 3,000 farmers from 65 villages across five districts. These demonstrations were positively received by the farmers, especially in the case of wheat, cluster bean and spinach.

Since April 2009, **CSPC**, along with the Water and Sanitation Management Organization (WASMO), Government of Gujarat (GoG) and Conrad N. Hilton Foundation (CNHF), USA is implementing the **Coastal Area Development Project (CADP)** in 300 coastal villages, spread across 21 talukas in nine districts integrating in-village drinking water facilities, water resources management, sanitation, sewerage and rooftop rain water harvesting. It is expected to provide drinking water to over 100,000 households, besides sanitation facilities to 15,000 households.

The Trusts are supporting the **CADP** and so far 300 village-level water committees have been formed. Physical work has been completed in more than 186 villages and work is under progress in the remaining villages. Under the sanitation component, 106 villages have been identified for achieving 'Open Defecation Free' status, where 100 per cent of the households would be covered through construction of sanitation units. In these villages, the construction of 7,052 sanitation units has been completed. Notably, the CNHF has committed US\$ 1.08 million to **CADP**. The support from CNHF (for a period of three years, effective August 2010) will add value to the **CADP** through activities related to integrated water resource management, water quality monitoring, protecting drinking water sources from contamination and hygiene awareness training. The project has been recognized by the GoG and a state-level MoU signed with the Rural Development Department, which would help in mobilizing around Rs. 32 million from the GoG's Total Sanitation Campaign Programme to support rural households for construction of sanitation units.

Through the **CSPC**, the Trusts are collaborating with GE, USA towards the TATA-GE Special Drinking Water and Sanitation Project, which envisages addressing the issue of supply of safe drinking water and sanitation in 10 salinity-affected coastal villages of Porbandar and Junagadh districts, with a view to benefit 4,000 households (25,000 beneficiaries). Water supply and safe hygiene practices go hand in hand and promoting the latter is also an integral component of the overall project. Water quality problem, primarily the high levels of salinity, is being addressed by adopting appropriate technological solutions, namely Reverse Osmosis processes/ Ultra Violet Filtration. As on March 2012, Reverse Osmosis plants have been commissioned in eight villages and water supply has been commenced to rural communities. Water is being provided at costs ranging from Rs. 0.10/- to Rs. 0.15/- per litre. Water Committees formed in these villages are successfully operating and managing the plants and

Developing Mini Water Quality Laboratory

Salinity is a major cause of concern in coastal villages and in the absence of any alternative safe source of drinking water, the communities have to consume saline water, which leads to health issues; mainly, kidney stone and skin diseases. It has been observed that on an average, a household has to spend around Rs. 8,000/- to Rs. 10,000/- per year to maintain good health due to consumption of saline water. The rural communities are not aware about the quality of saline water and hence, cannot choose the sources from where they need to collect water, even though safe water sources are available within the village. With a view to creating awareness on safe drinking water and its impact on human health, 'Mini Water Quality Laboratories' were established at five different project locations for monitoring water quality and surveillance. These laboratories are linked with the AKRSP's District Level Laboratory, established at Sayla in Surendranagar district, for providing backstopping support. The laboratories undertake sampling and analysis of bacteriological and chemical parameters from water samples collected in the villages under CADP and other coastal villages on a periodic basis and subsequently develop a detailed database.



Pre-monsoon water testing was done in 130 villages by these five laboratories. Over 200 water samples were collected from village wells, ponds, roof rain water harvesting structures, household taps, etc. and tested. It was observed that out of these 225 samples, 134 were unfit for consumption. Subsequently, water testing was done in 148 villages post-monsoon, wherein out of 502 samples collected and tested, 204 were found unfit for consumption.

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generating revenues from the sale of water. Consumption of safe drinking water has led to reduced water-borne diseases and incidences of kidney stones in the community.

Sakh Se Vikas – Rajasthan Microfinance Initiative

Seeded in 2002, Sakh-Se-Vikas (SSV) – the Trusts’ regional development initiative in Rajasthan seeks to address the complex livelihood issues faced by rural communities by ensuring their access to basic financial services of savings, affordable credit and insurance, as the first step. This is followed by interventions to help enhance returns from existing and new livelihood sources and develop strong community-led institutions to build leadership and bridge linkages with mainstream. The initiative gained impetus post inception of a major collaborative project with the Government of Rajasthan in the desert region of west Rajasthan – a geographical area hitherto unreached by the Initiative. The specific focus of the Trusts’ participation in this Mitigation of Poverty in West Rajasthan (MPOWER)² project is to replicate the learnings of the SSV projects by seeding and

² This six-year project ending in 2014-15, seeks to work with 86,800 poor households across 1,040 villages of six poorest blocks in the region and enable them to enhance incomes from current levels of Rs. 28,000/- – 30,000/- to Rs. 48,000/- – 50,000/- per annum through a series of interventions focused on microfinance and livelihoods.



Sakh Se Vikas: Chairperson of Chetna Federation (promoted by Ibtada), presenting the status of her federation in the Annual Cluster meeting at Samara village, Alwar district, Rajasthan

nurturing high-quality microfinance programmes for 60,000 poor households by 2014. Another major focus area of the Trusts in the project would be to develop livelihood models with complete value chain interventions in select project blocks, which can later be replicated in the entire project with government support. The **Centre for microFinance (CmF), Jaipur**, the nodal agency of the Trusts, provides technical and handholding support to selected field implementing agencies for ensuring quality of the microfinance interventions.

As on March 2012, SSV reached out to 99,300 households



Sakh Se Vikas: Cultivation of mustard is promoted by Ibtada as an agricultural intervention for enhancement of income of families living in Narhait village, Alwar district, Rajasthan

Cultivating Tomatoes for Enriching Livelihoods

Makna Ram and his wife Sakribai of Meenachapar hamlet, Nichalagarh village, Abu Road in Rajasthan own a farm approximately measuring 2.1 acres. They grow maize and wheat to fulfill their domestic consumption. The family was faced with perennial cash flows which led to Makna Ram migrating to Gujarat as a daily wage earner. Sadly, his efforts as a migrant labourer having failed to yield fruitful results, he returned home to Abu Road – a humble dwelling that leaked during the monsoons and provided little comfort in winter.

In 2011, Sakribai joined the Sundha Mata Self Help Group in her village. Soon thereafter, she participated in the vegetable cultivation intervention – an initiative of Professional Assistance for Development Action (PRADAN) as part of the Mitigating Poverty in Western Rajasthan (MPOWER) project being supported jointly by the International Fund for Agriculture Development (IFAD), Government of Rajasthan and the Trusts. The project focuses on promoting Self Help Groups and building their livelihoods through various livelihood opportunities in six blocks of western Rajasthan.

Sakribai earmarked a small parcel of her farm to grow tomatoes with technical and material support provided by PRADAN and the Centre for microFinance (CmF) – the Trusts' nodal agency for Sakh Se Vikas. "I scrupulously followed the guidance and advice of the project personnel. Of the 850 tomato saplings planted by me, 700 survived," recalls a gratified Sakribai.

Four months of proper care and industrious nurturing, the plants began bearing tomatoes and she was in business! Sakribai's labours yielded a bumper harvest of 28 quintals which translated into earnings of Rs. 33,000/- in the Kharif season. Indeed, thanks to the high-yielding seeds, some of the plants produced up to 15 kgs of tomatoes!

The outcome from growing tomatoes has sparked new hope in the family. Encouraged by the prospect of assured yields, the family purchased a pump set for Rs. 18,000/- to irrigate the field. They are also setting aside more money for their children's education and other needs.

"We are planning to renovate our house and say goodbye to leaking roofs! We also propose to invest in a motorcycle," says a smiling Sakribai.



Bumper crop of tomatoes ensures happier times for Sakribai and her family

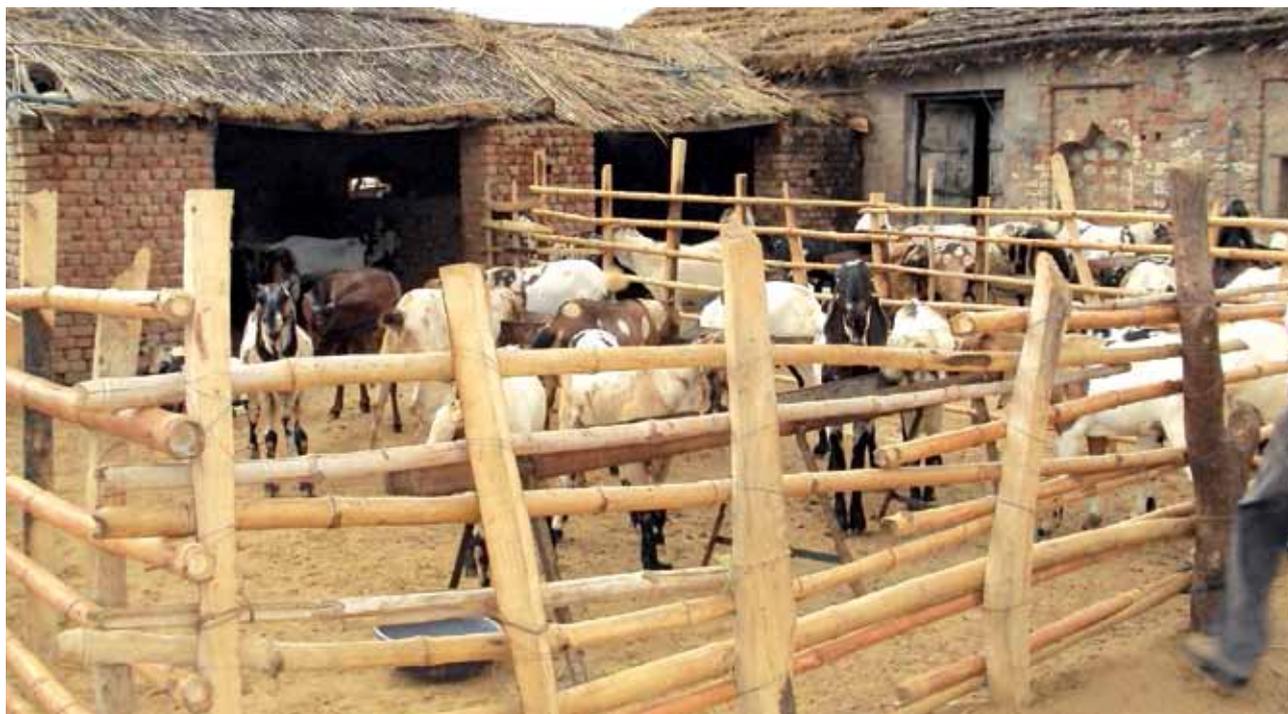
through 8,063 SHGs in 14 districts of Rajasthan. This comprises 61,118 members supported through ongoing SSV projects and 38,182 households supported under the MPOWER project. Against cumulative member savings of Rs. 176 million, institutional credit of Rs. 530 million has been mobilized. Of the members within the ongoing SSV projects, 25 per cent are supported through livelihood support services for agriculture and livestock, ensuring access to quality inputs, extension services for productivity enhancement, veterinary care and marketing linkages. About 23 per cent of the total member households have at least one adult member covered under a life insurance product. Of the 27 SHG federations promoted and supported so far through the initiative, 16 are covering their full operational costs.

The focus of the SSV initiative during the year was on strengthening agriculture and livestock-based livelihoods in ongoing field projects, piloting the SHG-MIS software

developed by **CmF** to streamline MIS across all projects and operationalizing the MPOWER project in partnership with the Government of Rajasthan (GoR). Engaging with partners, SSV covered 15,460 families under livelihood interventions (7,168 families under agriculture and 8,292 families under dairy and goat rearing). Area specific PoPs were developed for Pearl Millet (Bajra), Lucerne, Wheat and Mustard. Seed replacement was the major intervention mandated within the PoP, along with seed treatment, line sowing and fertilizer use. The intervention has resulted in an incremental yield (20 to 35 per cent) in Pearl Millet and Maize. Under livestock interventions, more than 50 women were trained as 'Pashu Sakhis' (animal attendant) and offered their services vis-à-vis preventive care and better feeding practices to families involved in rearing dairy animals.

SSV also worked towards enhancing credit flow to SHGs by engaging with banks, including ICICI, YES Bank, State Bank

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Sakh Se Vikas: Goat rearing is promoted as an income generation activity by Ibtada in Rasgan village, Alwar district, Rajasthan

of India and cooperative banks, which provided loans to the SHGs promoted by the SSV partners.

In the coming years, SSV aims to work intensively on deepening the financial and livelihood services being rendered through the federations. Piloting and upscaling would be done for financial services, such as promoting savings, social security and risk mitigation instruments. In terms of reaching out to the poor in the state, there is still a lot of ground to be covered by the SSV initiative. The Trusts, along with **CmF**, are actively exploring possibilities of working with government development programmes such as the National Rural Livelihoods Mission (NRLM) to upscale the learnings of the SSV field projects across the state.

Upscaling **Kalanjiam Foundation's (KF)** Community Banking Programme to reach out to one million poor by 2017 is one of the key projects supported by the Trusts for over a decade. During the third phase of support (October 2007 to May 2011), **KF** was able to upscale the Community Banking Programme to reach out to an additional 171,658 poor women (including 76,000 members in tribal locations) through formation of 7,780 new SHGs in 40 new locations.

A study was undertaken to gauge the impact of interventions during the last phase of support and highlighted several encouraging trends. These, very briefly, are: (a) Credit accessed from SHGs: During the period 2008-11, members of SHGs of self-managed, graduating and promotional locations accessed an average credit of Rs. 14,108/-, Rs. 4,717/- and Rs. 4,116/- (per HH) respectively from their groups; (b) Credit from SHGs vis-à-vis non-SHG sources: Across SHGs, loan outstanding from non-SHG sources is nearly twice the

loan outstanding from SHGs. While loans from SHGs are mainly being used for agriculture, dairy and small enterprises, loans from non-SHG sources are being used for marriages and house construction/renovation purposes; (c) Income: Compared to an average household income of Rs. 47,128/- in promotional locations, average incomes in graduating and self-managed locations stand at Rs. 52,738/- (12 per cent higher) and Rs. 62,910/- (33 per cent higher); (d) Savings in SHGs and non-SHG avenues: Across stages of locations, savings in both SHGs and non-SHGs have shown a 100 per cent increase during 2008-11; (e) Quality of life: Against 70 per cent members in 2008, 79 per cent members now have their own house. Against 7 per cent in 2008, 13 per cent households now have a toilet in their house premises. Moreover, 81 per cent of the members' houses are electrified now as against 56 per cent in 2008. Storage facilities for water have also improved significantly in tribal areas from 7 per cent to 43 per cent. Besides, 20 per cent of the tribal households are now using LPG gas for cooking; this was not existent in 2008; and (f) Increased access to public facilities, services and institutions: 68 per cent of women members reported accessing health services from government and private practitioners, as against 40 per cent members in 2008. Against 45 per cent members in 2008, 68 per cent members are now accessing banks. A fresh phase of support to **KF** has been operationalised to expand its programme to 55 new locations, increasing its outreach from existing 0.55 million to 0.72 million households and initiate and upscale livelihood, health and education initiatives.

Programme, Planning and Partnership Cell

The **Programme, Planning and Partnership (PPP) Cell** was set up in July 2008 in Mumbai with the aim of: (a) providing resource support to enhance the quality of the Trusts' RLC programmes; (b) supporting initiatives under the Trusts' RLC portfolio; and (c) acting as an anchor between the Trusts' management, Cells and associate organizations. The PPP Cell initiates and leads activities under three broad heads, namely: (a) Programme – where the focus is on supporting the various teams to further strengthen their field programmes, along with conducting field reviews, besides bringing in new areas such as Knowledge Management; and Information and Communication Technology to build different initiatives. (b) Planning – which looks at incubating ideas on new interventions including Management Information Systems, new pilots, various important events and operationalizing the SP 2011. (c) Partnership – which includes facilitating strategic partnerships with stakeholders (donors, government, civil society, academic institutions, etc.) and various Tata Trusts and Corporate Sustainability arm of Tata Group companies.

During the year, the **PPP Cell** engaged in the designing and fine-tuning of various segments of the Automation exercise at the Trusts, i.e. Grant Management, Knowledge Management, Document Management System (DMS), to name a few. It also led the development of Management Information Systems across different initiatives, in close coordination with the various programmes teams. These would be consolidated at the Trusts' level and will be the basis for providing important indicators vis-à-vis outputs and outcomes of various projects across portfolios. The Trusts' Portal, which is fully operationalized, has ensured: (a) streamlining of grant management and monitoring processes at the Trusts; (b) easier management and retrieval of data of all grants made by the Trusts; and (c) bolstering the monitoring process of teams and projects. Data generated will be of significant assistance in providing better analysis of initiative/grant-wise progress and identifying areas in need of further engagement to achieve the goals set out in the Strategic Plan 2011.

Providing potable water and promoting sanitation to enhance the health of rural communities forms an integral part of the Trusts' grant-making efforts across many major initiatives and is presently coordinated by the **PPP Cell**. The Drinking Water and Sanitation programme of the Trusts adopts a twin pronged approach, wherein community- and individual-based drinking water interventions are dovetailed with sanitation and hygiene education. Along with community-based decentralized water supply systems, the Trusts' approach is to provide effective low-cost technologies for household water treatment, which can ensure that water is safe at the point of consumption. Currently, the Trusts

support drinking water and sanitation projects in around 430 villages across the country; including salinity-affected villages in coastal areas of Gujarat, fluoride-affected villages in Andhra Pradesh, Himalayan regions of Uttarakhand, school water supply in Karnataka, etc.

With a view to brand all water and sanitation projects under one umbrella, the Trusts launched the 'Mission Swachh Jal'. Primary objectives of 'Mission Swachh Jal' (which will be a new and separate initiative of the Trusts from 2012-13) are to create awareness among the communities about safe drinking water across the country and its impact on health, whilst also providing alternative sustainable water supply systems. This campaign would be operationalized through support to projects over the coming year. In the near future, the Trusts would also work to spread its water and sanitation interventions across tribal areas in the north-east, covering the states of Nagaland and Mizoram, besides Himachal Pradesh.

The Trusts are in the early stages of developing a comprehensive project for providing access to safe water for around 175 tribal villages of Jharkhand and Orissa. The Trusts have also initiated projects to improve water and sanitation facilities in schools covered under its District Education Initiative, starting with a pilot across 10 schools in Yadgir district, Karnataka and subsequently scaling up interventions across Nandurbar and Khunti districts in Maharashtra and Jharkhand, respectively.

The Trusts are influential players in the field of development work and philanthropy in India. Given its experience and profile, the Trusts have the potential to play a critical role in highlighting issues affecting the community at large. This can be done in partnership with other grant-making agencies, with civil society organizations, academic institutions, the government and the media. Successful partnerships could lead to co-funding, leveraging funds for associate organizations, exchanging information on best practices, commissioning studies and other networking activities to help position the Trusts as a strategic grant-maker. During the year, partnerships were strengthened with American foundations such as the Hilton Foundation and Safe Water Network, besides Tata Group companies including Tata Steel and Tata Chemicals.

Over the coming year, the **PPP Cell** will facilitate exploring linkages and collaborative work between the Trusts and the Corporate Sustainability arm of various Tata companies. It will also take the lead in implementing the Strategic Planning 2016-17 exercise of the Trusts.

Finally, The Trusts would continue strengthening their operations across different locations in the country in their attempts to engage with the sector and strengthen regional initiatives, with the ultimate goal of enhancing rural livelihoods.

List of Partners:

Central India Initiative (CII)

- Collectives for Integrated Livelihood Initiatives (CII) Cell, Jamshedpur
- Gramin Vikas Trust, Jhabua
- AVRDC-The World Vegetable Centre, Hyderabad
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Hyderabad
- Professional Assistance for Development Action (PRADAN), New Delhi
- Society for Upliftment of People with People Organization and Rural Technology (SUPPORT), Hazaribag
- Network for Enterprise Enhancement & Development Support (NEEDS), Deoghar
- Agrarian Assistance Association (AAA), Dumka
- Sri Ramakrishna Sarada Math and Mission, Hazaribag
- Tata Steel Rural Development Society (TSRDS), Jamshedpur
- Krishi Gram Vikas Kendra (KGVK), Ranchi
- Nav Bharat Jagriti Kendra (NBJK), Ranchi
- Naandi Foundation, Hyderabad
- Watershed Support Services and Activities Network (WASSAN), Hyderabad
- Foundation for Ecological Security (FES), Anand
- Sahayog Community Coordination Network (CCN), Vishakhapatnam
- Indian Grameen Services (IGS), Hyderabad
- Chaitanya, Pune
- Shristi, Bhubaneswar
- Maharashtra Institute of Technology Transfer for Rural Areas (MITTRA), Nashik
- Watershed Organisation Trust (WOTR), Ahmednagar
- Just Change Trust, Nilgris
- N. M. Sadguru Water & Development Foundation (Sadguru), Dahod
- Action for Social Advancement (ASA), Bhopal
- Vikram Sarabhai Centre for Development Interaction (VIKSAT), Ahmedabad
- Pravah, Deoghar
- Agrarian Association Assistance (AAA), Dumka
- Rural Development Association (RDA), Medinipore

Sukhi Baliraja Initiative

- Dilasa Sansthan, Yavatmal
- Chetna Samajseva Mandal (CSM), Yavatmal
- Vikas Ganga Samajsevi Sanstha (VGSS), Yavatmal
- Indian Grameen Services (IGS), Hyderabad
- Narottam Lalbhai Rural Development Fund (NLRDF), Ahmedabad
- Apeksha Homeo Society, Amravati
- Swayam Shikshan Prayog, Mumbai
- Maharashtra Institute for Technology Transfer for Rural Areas (MITTRA), Nasik
- Dr. Panjabrao Deshmukh Krishi Vidyapeeth (PDKV), Akola
- Swayam Shikshan Prayog (SSP), Mumbai
- Ashwattha Advisors Pvt. Ltd., Mumbai
- Action for Food Production (AFPRO), Ahmednagar
- Development for Human Action Foundation (DHAN), Madurai
- Dharamitra, Wardha
- SUPA Agriculture Research Group (SARG), Nainital



Central India Initiative: Adoption of improved techniques in maize cultivation in Damor village, Limkheda taluka, Dahod district, Gujarat

Kharash Vistarotthan Yojana (KVY) (Gujarat Coastal Salinity Ingress Prevention and Mitigation Initiative)

- Coastal Salinity Prevention Cell (CSPC), Ahmedabad
- VIKAS - Centre for Development, Ahmedabad
- Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad
- Ambuja Cement Foundation (ACF), Kodinar
- Tata Chemicals Society for Rural Development (TCSR), Mithapur
- Foundation for Ecological Security (FES), Anand

Himmothan Pariyojana

- Himmothan, Dehradun
- Department of Entomology and Apiculture, Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan
- Department of Environmental Science, Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan
- Department of Soil Science and Water Management, Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan
- Department of Vegetable Science, Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan
- Himalayan Gram Vikas Samiti (HGVS), Gangolihat
- Himalayan Institute Hospital Trust (HIHT), Jolly Grant
- Shri Bhuvneshwari Mahila Ashram (SBMA), Anjansain
- Institute of Himalayan Environmental Research & Education (INHERE), Masi
- Centre for Organic Farming, Uttarakhand Organic Commodity Board (UOCB), Dehradun
- Uttarakhand Bamboo and Fiber Development Board (UBFDB), Dehradun
- Peoples' Science Institute (PSI), Dehradun
- Social Awareness Through Human Involvement (SATHI), Thakurdwara, Uttarakhand

North East Initiative

- Nagaland Empowerment of People through Economic Development (NEPED), Kohima
- Nagaland Bee and Honey Mission (NBHM), Government of Nagaland, Kohima
- International Livestock Research Institute (ILRI), New Delhi
- Entrepreneurs Associate, Kohima
- Eleutheros Christian Society (ECS), Tuensang
- Centre for Environment Protection (CEP), Aizawl
- Krishi Vigyan Kendra (KVK), Papumpare
- Goodwill Foundation (GF), Aizawl
- Rural Volunteers Centre (RVC), Dhemaji
- North East India Committee on Relief & Development (NEICORD), Shillong
- Dice Foundation (DF), Dimapur
- Prodigals Home (PH), Dimapur
- Rural Agricultural Development Programme (RADP), Serchhip

Reviving The Green Revolution

- Reviving the Green Revolution (RGR) Cell, Ludhiana
- Department of Entomology, Punjab Agricultural University (PAU), Ludhiana
- Directorate of Extension Education, Punjab Agricultural University (PAU), Ludhiana

- Department of Soils, Punjab Agricultural University (PAU), Ludhiana
- Department of Plant Pathology, Punjab Agricultural University (PAU), Ludhiana
- Centre for Plant Breeding and Genetics, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Department of Plant Molecular Biology and Biotechnology, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Department of Environment Science, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Centre for Plant Protection Studies & Centre for Agricultural Rural Development Studies, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Agro Climate Research Centre, Directorate of Crop Management, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Department of Agricultural Microbiology, Tamil Nadu Agricultural University (TNAU), Coimbatore
- Centre for Plant Protection Studies, Tamil Nadu Agricultural University (TNAU), Coimbatore

Drought Proofing In West Rajasthan

- H.H. Maharaja Hanwant Singhji Charitable Trust (MHST), Jodhpur
- School of Desert Sciences (SDS), Jodhpur

Sakh Se Vikas (Rajasthan Microfinance Initiative)

- Centre for microFinance (CmF), Jaipur
- Jan Shiksha Evam Vikas Sangathan (PEDO), Dungarpur
- Ibtada, Alwar
- Association for Rural Advancement through Voluntary Action & Local Involvement (ARAVALI), Jaipur
- ACCESS Development Services, New Delhi
- Self-Reliant Initiatives for Joint Action (SRIJAN), New Delhi
- Professional Assistance for Development Action (PRADAN), New Delhi
- Grameen Development Services, Lucknow
- Kalanjiam Development Financial Services (KDFS), Madurai

Development And Microfinance

- Kalanjiam Foundation, Madurai

Programme, Planning And Partnership Cell

- IWMI-Tata Water Policy Research Programme, Hyderabad
- Safe Water Network India (SWN), New Delhi
- Cornell – Sathguru Foundation for Development, Hyderabad
- The World Zoroastrian Organisation Trust, Navsari

Others

- Tata Education and Development Trust (TEDT), Mumbai
- BAIF Development Research Foundation (BAIF), Pune

Policies such as the Sarva Shiksha Abhiyan (SSA) and the Right to Education Act (RTE), have led to significant changes in the education scenario of our country. The literacy rate has climbed from 64.8 per cent (Census 2001) to 74 per cent (Census 2011), while the gender gap in literacy has reduced (although still significant). Accessibility to schools has risen to almost 90 per cent.

Education

The Trusts have continued their efforts to improve the quality of education by focusing on key gap areas in a small yet significant way.



District Education Initiative:
Children engrossed in a picture matching activity at an Anganwadi supported by Jeevan Vidya Trust in Patlipada village Nandurbar district, Maharashtra

The National University of Educational Planning and Administration, in collaboration with the Ministry of Human Resources and Development, has undertaken the challenging task of collecting and disseminating school-level data. This

data will assist in monitoring and evaluating the progress made under the SSA-RTE. Although the budget for Education has been steadily increasing annually and stood at Rs. 212 billion in FY 2011-12, progress on the ground has been slow. Whilst the Act was passed by the Central Government in 2009, the states have responded with their own guidelines to the provisions mentioned in the act only during the last

levels, poor quality of teachers, improper infrastructure are some of the problems that have been identified by various research studies from time to time. Sadly, the mandate of 'Quality Education for All' still remains a widely unfulfilled dream in India.

Post the RTE and National Curricular Framework for Teacher Education, the 12th Five Year Plan for Education



year or so. Many of these state guidelines are still in the draft form and are yet to be finalized.

There are plenty of gaps in implementation which need to be urgently addressed. High absenteeism, low learning

has put lot of emphasis on teacher education, as well as strengthening district and sub-district level institutions responsible for teacher education. Key players, ranging from civil society organizations, communities and institutions

of higher learning are required to closely work with the government for reforming elementary education.

The Trusts have continued their efforts to improve the quality of education by focusing on key gap areas in a small yet significant way.

partnership with the government and the community. The areas of focus include improving access to education in underserved areas, teacher development, and development of children's literature and educational material.

The key areas of engagement for grants under the

Strategic Planning Exercise for the Education Portfolio (Education SP 2017) of Sir Ratan Tata Trust and Navajbai Ratan Tata Trust

The first thematic Strategic Planning exercise for the Education portfolio was undertaken in 2004-05 by a team led by Prof. Krishna Kumar and implemented from 2005-06 post approval of the Trustees. In 2011-12 the Trusts undertook a fresh Strategic Planning exercise for defining their work in Education for the 5 year period 2012-17, which entailed: (i) reviewing implementation of the recommendations made during 2004-05; (ii) mapping key developments in the education sector; and (iii) suggesting a way forward for the Trusts' work in Education vis-à-vis areas of engagement, role and approach to be adopted for ensuring and sustaining impact to the sector. The exercise was commissioned to a two-member team comprising Prof. Padma Sarangapani from the Centre for Studies in Sociology of Education, Tata Institute of Social Sciences (TISS), Mumbai and Mr. Gopinath Menon, Ex-State Head, UNICEF-Maharashtra, Mumbai.

The Strategic Planning report notes that several key recommendations made during 2004-05 have been taken forward by the Trusts. Several thematic initiatives of the Trusts were found to be significant in addressing sectoral needs and regional work in the form of District Initiatives, focusing on last mile issues in education, was also found pertinent in the light of need on the ground. The report suggested further developing of the following thematic thrust areas, based on significant sectoral outcomes over the past six years: (a) development and promotion of children's literature in various Indian languages, as part of the Parag Initiative;

(b) efforts to build elementary education as a discipline through seeding a Masters Programme in Elementary Education and linking higher education institutions with school education; (c) Early Literacy Initiative working on acquisition and development of reading/writing skills in Indian languages; and (d) upscaling successful working models of Teacher Resource Centres. Along with these, pre- and in-service teacher education is suggested as an important area for future engagement, given the requirement of trained teachers and teacher educators in the light of the Right to Education Act.

The report has highlighted the need for the Trusts to rethink the design and scope of their ongoing work in government schools and regional work. Some of the key suggestions made are: (i) focusing on community ownership for educational work, youth participation and local capacity-building; (ii) establishing systemic inter-linkages and investing in institution building; and (iii) developing linkages with higher education institutions for action research and knowledge building. It also recommends the Trusts to focus on Early Childhood Education for children in the age group of 3-6 years, which is not covered under the Right to Education, co-curricular and extra-curricular areas such as art and sports, which are neglected in the school curriculum, whilst also focusing on livelihood and vocational education in schools.

The Education SP 2017 was presented to the Trustees in February 2012 and approved for implementation for a 5-year period beginning 2012-13.

The Education portfolio of the Trusts has two sub-sections, i.e. (a) Elementary Education; and (b) Higher Education. During the year under review, Elementary Education comprised over 90 percent of the total disbursements of the Education portfolio and consequently has been the main area of focus. Within Elementary Education, the Trusts support several initiatives within the following two sub-themes:

- Reforming Elementary Education
- Nurturing Education as a Discipline

Grants within the 'Reforming Elementary Education' sub-theme focus on supporting quality interventions that address critical gaps. The thrust is on supporting projects through

sub-theme of Systemic Reform revolve around: (a) intensive involvement in government schools to improve learning levels of children through direct engagement with children by trained local youths, working in/after school; (b) development of supplementary curricular material and promoting its use among students and teachers; (c) intensifying community involvement to strengthen the functioning of schools; (d) teacher trainings with follow-up/classroom support in order to facilitate change in pedagogic practice among teachers; and (e) engagement with cluster/block/district level authorities to enhance effectiveness of school-based support and supervision.

Systemic Reform through District Initiatives

The Trusts concentrated efforts in four underserved districts, namely: (i) Chamrajanagar and Yadgir districts in Karnataka; (ii) Nandurbar district in Maharashtra; and (iii) Khunti district in Jharkhand. Working in the government schools and/or with school-going children for improving the learning levels in the core subjects is a key component across these districts. In Yadgir and Chamrajanagar districts, there is a special focus on empowering the community to play an active role in ensuring the functioning of schools.

Like wise, interventions within Nandurbar have a unique component that focuses on life skills education in middle / high schools, while in Khunti, along with supporting special bridge courses and hostels for adolescent girls to

help them continue secondary education, the focus is also on piloting an initiative to improve quality of education, by working closely within the government schools and with SHG women group members promoted by PRADAN to enhance the children's basic reading and writing skills.



District Education Initiative: Learning how to operate computers under the ambit of the Disha project, facilitated by Vikas Bharati in Khunti district, Jharkhand, has boosted the morale of adolescent girls

In 2007, the Trusts operationalized the 'Kalike Samruddhi Upakram (KSU)' (Learning Enhancement Initiative) in Karnataka, focusing on Yadgir and Chamrajanagar districts. The literacy levels of these districts lag behind overall literacy rates in Karnataka. Here the Trusts have been engaged in direct implementation over the past three years.

During the year, the second phase of support was commenced under KSU, which focused on enhancing the reading and writing skills among children through the Learning Improvement Program (LIP). Forty centres were run under the LIP and 1,009 children were enrolled. Based on

the pre-mid-exit assessments, 93 per cent of the children were able to read and write Kannada. The Early Childhood Care and Education (ECCE) intervention was started in 33 centre/villages run by the Integrated Child Development Services (ICDS).

Thematic workshops on safe water, sanitation and personal hygiene were conducted for children from 20 schools. Construction of rain water harvesting structures in two schools commenced and over the next one year, all 20 schools will have safe drinking water facilities, wash basins,



District Education Initiative: Teachers preparing science learning aids with low cost materials at a cluster level interaction programme in Kolipalya village, Chamrajanagar district, Karnataka, facilitated under the Kalike Samruddhi Upakram

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functional toilets and kitchen gardens. Fifty school libraries were set up in collaboration with the National Council for Children Literature and books from reputed publishers were distributed. Currently, teachers and children are using these books. Notably, separate periods have been assigned within school hours for accessing books. Reading corners are also promoted in the LIP centers, which allow children to borrow books. A series of capacity-building workshops was organized during the year to help upgrade skills of the KSU team.

Besides, the team in Yadgir participated in a pilot research project – Literacy on Regional Indian Languages – as part of the Trusts' collaboration with a literacy expert from the Azim Premji University, Bengaluru, wherein initial data collection of

children learning Kannada was completed. The data would be analyzed over the next year, to be followed up with a longitudinal study for probing deeper into language-learning issues of children. Also on the cards is an intervention on Information Communication Technology that will be initiated in 36 high schools, for which two organizations have been selected to provide technical support. Finally, with a view to enhance activities under KSU, a separate associate organization is being seeded by the Trusts. Plans on this front are at an advanced stage and the new entity, to be named 'Kalike', will be registered by early next year in Bengaluru.

The Trusts supported **Centre for British Teaching & Education Services (CfBT), Hyderabad** to enhance English language proficiency amongst teachers and children in

Promoting Inclusive Education at the Grassroots

Rangamma, daughter of Ishappa and Chettamma (both working as porters), was studying in the fifth standard at a local school. Given the extremely modest family background, the child had developed an inferiority complex and turned into a shy introvert. This resulted in Rangamma playing truant from school.

The Trusts' supported Kalike Samruddhi Upakram (KSU) has been organizing the Learning Improvement Programme – Kalika Chetana – in Yadgir district, Karnataka. Devamma, an animator associated with the KSU's centre in Abbetumkur within the Yadgir Station Area cluster, decided to take Rangamma under her wing. "When we conducted a baseline assessment of Rangamma," states Devamma, "it was revealed that she knew only 12 alphabets in Kannada and she could barely form sentences using these letters."

The child showed little interest in attending school or participating in group activities with other pupils. "In the beginning my daughter regularly went to school," says Chettamma, "but lost interest as she had difficulty in reading and writing. The situation worsened as her classmates made her the butt of nasty jokes which resulted in her dreading at the prospect of attending school." KSU's Animator visited Rangamma's house several times and finally convinced the child as well as the parents to enroll at Kalika Chetana under the Learning Improvement Programme (LIP).

The centre's congenial ambience rekindled Rangamma's interest in studying and she was soon taking part in the activity-based learning and other events. That she was coming out of her shell was evident from the manner in which she began absorbing lessons and completing her homework regularly. She soon mastered all the alphabets and could construct whole sentences with ease. Her parents too contributed with increased tender loving care; they also attended the LIP meetings for their daughter's benefit.

Proud of his daughter's progress, Ishappa says with a smile, "Rangamma can now read and write properly and is happy to attend classes at Kalika Chetana. She has developed a curiosity for learning more and has grown in confidence. She has successfully passed the Navodaya examination and I thank Devamma for this outcome!"

Headmaster Sujata is all praise for Rangamma. "I am very happy for her. She has improved a lot and regularly attends all classes. Kudos to KSU," she states.

Kamalabai, a teacher, echoes Sujata by saying, "Rangamma's progress is indeed truly remarkable and due credit must go to KSU's Learning Improvement Programme."



Rangamma learns to read and write



Community involvement in education: Building capacity of parents during a trip to Pargaon village, Pune district, Maharashtra, organised by Palakneeti Pariwar

30 schools of Yadgir block. The project adopts a unique storyboard approach. An orientation workshop was carried out for 33 government school teachers and relevant resource material provided. Teachers consequently used the material whilst teaching English. Workbooks were also developed for students studying in grades V to VIII. An English Language Resource Center (ELRC) was established for teachers, children and interested individuals in Yadgir, comprising: (i) an audio section with headphones; (ii) a speaking section with recording and playback facilities; (iii) a reading corner with books; and (iv) a writing corner.

The Trusts also supported **Community Development Foundation (CDF), Bengaluru** to strengthen the ECCE interventions in 30 ICDS centres in Yadgir block. Finally, **Deenabandhu, Chamrajanagar** focused on enhancing learning of children through capacity-building/development of teachers in 36 schools of Chamrajanagar district. Four School-based Resource Centres and one Teacher Resource Centre were established and various activities, workshops and trainings are planned through these centres. The District Education Resource Centre (DERC) at the District Institute for Education and Training (DIET) continued to attract a significant number of users – teachers, education functionaries, student teachers and school children – to access a range of well-stocked education resources. The DERC is also working towards strengthening block and cluster-level resource centres in the district in order to provide schools in the vicinity with easier access to educational resources.

Whilst initiating education interventions in Jharkhand in 2009, the Trusts selected Khunti district for providing access

to education, improving learning levels among children and increasing the participation of community members. Some of the problems of education in the district include non-functioning schools, poor school environment, inadequate facilities for secondary education, rampant teachers' absenteeism, and high dropout rates among girls, coupled with the larger problem of poverty.

The Trusts have supported **Nav Bharat Jagriti Kendra (NBK) Hazaribag**, over two phases, to provide education to 3,000 children who are not effectively reached by the system. In the first phase (completed in August 2010), 950 students were covered under different programme components. During the second phase, which started immediately thereafter, another 950 students were taken up. The Matriculation exam results of Jharkhand Academic Council over 2010 and 2011 have been positive and the overall passing percentage of children studying in the Remedial Coaching Classes was 83 per cent in 2010 and 76 per cent in 2011, as against the district average of 77 per cent and 64 per cent during the same years.

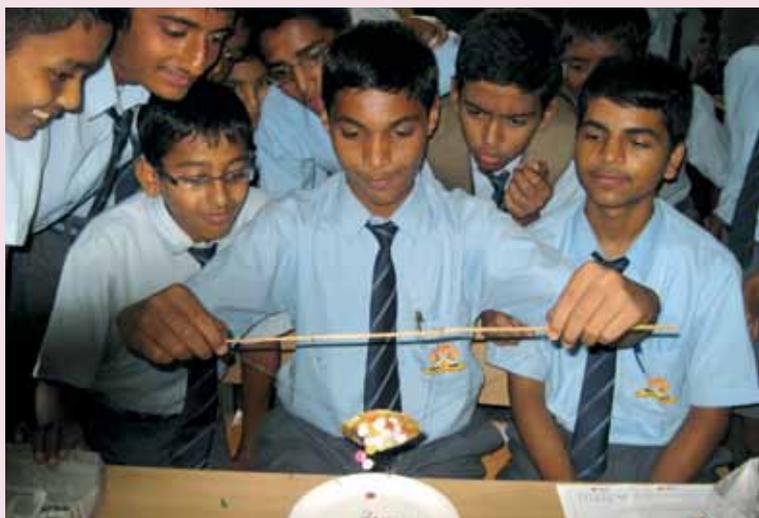
The Reading Skill Improvement Programme implemented by **Bhartiya Kisan Sangh (BKS), Ranchi**, in 20 government schools, covering 400 children in Arki block revealed that despite an extremely poor baseline and multiple hurdles in programme implementation, 69 per cent of the children were able to read with comprehension. A review of the programme highlighted the need for using the local language in order to increase comprehension skills among children, besides active community involvement to increase the effectiveness of the programme.

Exploring Science Through Toys

The author of the world famous novel 'The Little Prince', Antoine de Saint-Exupery observed, "True happiness comes from the joy of deeds well done, the zest of creating things new." That is exactly what the small but intensely passionate team lead by Mr. Arvind Gupta at Inter University Centre for Astronomy and Astrophysics (IUCAA), Pune, has been doing.

In 2004, IUCAA set up a Children's Science Centre called Mukhtangan Vidyan Shodhika (MVS) with the objective of popularizing science. The Centre is equipped with a small auditorium-cum-lecture hall, library-and-computer centre, science laboratory, roof-top telescope, mobile planetarium and a science park.

Encouraging the importance of questioning and the joy of finding out, IUCAA holds numerous science workshops for students, pre-service teachers, in-service teachers and anyone who is curious and has the desire to know. These workshops give an insight on how science can, and should, be actually taught in schools. Different toys, made from low cost, easily available, local waste material, demonstrate a variety of science concepts like electricity, magnetism, light, pressure, mechanics and sound etc. Lately, chemistry and biology toys/experiments have also been added to the list. The best



Science can be such fun

part about IUCAA's team is their constant desire to make newer, fascinating toys and trying to successfully disseminate their 'mechanism of making', to as many people, all over the world, as possible.

In the last year itself, MVS conducted 98 workshops, 50 school visits in addition to another 33 rural school visits. They digitized around 140 new books, which have been uploaded on its website. Around 25,000 people participated in these workshops. They have also uploaded videos which demonstrate how to make these toys. These are present in around 20 Indian and foreign languages on YouTube, which have been viewed by over 15 lakh people in the last six months alone. The website <http://www.arvindguptatoys.com/> is a treasure house of resources – books, toys, photos, videos and is a must visit for anyone interested in progressive education.

The Trusts have been supporting MVS since its inception. The project incorporates the following components: (i) Organizing hands-on activity based science workshops at MVS and reaching out to children and teachers from Pune and surrounding regions; (ii) Rural Outreach in the form of science workshops in schools in rural areas; (iii) Piloting the setting up of Science Activity Centres (SAC) in schools; and (iv) Development and dissemination of Resource Material (science toys/experiments, books, translations, short films) on science education.

Mr. Nitin from Quality Education Support Trust (QUEST), Thane (a partner of the Trusts focusing on enhancing quality of Elementary Education), who attended a workshop in Pune says, "The toys work extremely well in capturing the attention and imagination of the children. The science behind them comes later but that, when combined with the joy of creation, can really make a difference in children's level of thinking." Quest has replicated these teachings at Sonale, a tribal area in Wada block in Thane and outreach activities held from the Block Resource Centre in Dhadgao block of Nandurbar district by holding regular toy-making science workshops for middle school children.

IUCAA's initiative, despite its modest size, has created ripples of joy, wherever and whenever they have held a workshop. If science has to be taught in such an interesting way in every school, there is still a long way to go.

Based on these learnings, in July 2011, the Trusts initiated direct implementation of the Reading Skill Improvement Programme in 36 government schools in Khunti, Murhu and Torpa blocks, covering 862 children studying in elementary grades (II-V). The mid-term assessment and child-wise tests conducted in December 2011 has shown positive

improvement in reading skills among all children. Notably, the letter and word identification skills were enhanced by 35 per cent, reading and decoding skills enhanced by 36 per cent, writing skills enhanced by 28 per cent and reading with comprehension skills enhanced by 21 per cent as compared to the baseline.

The 'Kishorika' and 'Disha' programmes being implemented by **Vikas Bharati, Bishunpur**, were aimed at piloting innovative approaches. Under 'Kishorika', 40 girls were enrolled for a three year residential programme. Remarkably, 39 of them passed their matriculation examinations through National Institute of Open Schooling (NIOS). Thirty-five girls were enrolled in the 'Disha' programme, which supports academically challenged adolescent girls to clear matriculation exams. Subsequently, 24 out of 35 girls passed their board examinations in the first attempt, obtaining an average of 50 per cent marks. The 11 remaining students appeared for supplementary exams and four students cleared on the second attempt, taking the overall pass percentage of the program to 80 per cent. Looking at the positive outcomes of both programmes, the Trusts initiated fresh support to **Vikas Bharati** towards a new programme titled 'Punararambh', with similar objectives.

Support was provided to **Sinduartola Gramodaya Vikas Vidyalaya (SGVV), Ranchi** (under the Trusts' Small Grant Programme) for capacity-building of their field staff to implement Community Based Rehabilitation (CBR) for children with special needs. A review noted the improvement in the quality of life among these children and the capacity of the **SGVV** staff to handle CBR. During this pilot intervention, 52 children with multiple disabilities were screened and 31 were identified for regular interventions. Out of the 31, six children were supported with referral services, 21 supported with intensive therapeutic services and four were provided guidance and counselling.

The Trusts have been supporting projects in two blocks in Nandurbar district – Dhadgao and Nandurbar – since 2008-09, focusing on improving the quality of education at pre-school and primary school and introduction of agriculture based life skills in middle schools. During the year, the Trusts supported three projects being implemented by **Maharashtra Institute of Technology Transfer for Rural Areas, Nasik; Quality Education Support Trust (QUEST), Thane; Gram Mangal, Thane** and **Jeevan Vidya, Nandurbar**, reaching out to 39 Anganwadis in Waghale and Kothada clusters in Nandurbar block and nine Bal Bhavans (academic support centres) in Dhadgao block (in eight Ashram Schools and one Zilla Parishad school) catering to class I and II students and

nine Bal Bhavans in Zilla Parishad schools in Nandurbar block, catering to class I to IV students. A middle/high school life skills programme was operational in 49 Ashram Schools in the district. Around 900 children were reached through the Anganwadi interventions, while the outreach of the Bal Bhavans was around 1,350 students. The life skills programme covered around 6,250 students.

With a view to enhance the reach and effectiveness of the interventions and also to capitalize on the synergies from interventions carried out by the other portfolios of the Trusts, it has been decided to take up direct interventions in the district through **Collectives for Integrated Livelihood Initiatives (CINI)**. The proposed interventions would have a wider mandate in terms of community participation and engaging the government agencies, apart from carrying out ongoing academic interventions.

The Trusts have been supporting education initiatives in Madhya Pradesh since many years through organizations including Bhopal based **Eklavya, Muskaan** and **Samavesh**, whose work reach out to both rural and urban areas of Madhya Pradesh, particularly in districts of Bhopal, Dewas and Harda. The Trusts have also supported **Lokmitra**, in Rae Bareilly, Uttar Pradesh. **Muskaan** has been able to extend education opportunities to children from extremely deprived backgrounds like rag pickers in urban slums and its interventions include Balwadis, alternate schools for the drop outs and periodic camps for providing inputs in vocational education, life skills and literacy development. **Muskaan** works in 10 different slums in Bhopal and has been able to impact the lives of children in over 800 households. It also provides remedial education to children with learning difficulties in 19 public schools.



Promoting activity based learning through low cost material at a workshop organised by IUCAA at the Chhatrapati Sambhaji Raje Vidyalaya, Haveli taluka, Pune district, Maharashtra

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Samavesh has been able to work with public schools with children in grades I and II to develop their skills through activity-based learning. Through sustained efforts and in-house capacity in the sphere of education, the organization has demonstrated the impact of its teaching/learning methods. Dewas and Harda are two of the districts where **Samavesh** is actively involved in enhancing the quality of education. Lokmitra works in implementing the Right to Education by strengthening parents collectives, promoting peer learning of teachers and nurturing a culture of multi-stakeholder dialogue for building accountability and a sense of ownership of schools. Amongst other attainments during the year, **Lokmitra** successfully promoted 500 School Monitoring Committees in seven rural blocks and two urban areas. It also promoted a learning culture through a Teacher Forum whilst conducting 19 block level meetings in 10 blocks.

Teacher Development Initiative

The **Teacher Development Initiative (TDI)** of the Trusts recognizes the key role of teachers in the process of education and the need to invest in their professional development, if any reform in education has to be sustained. TDI supports professional development of in-service teachers, as well as interventions with pre-service student teachers. Key

strategies adopted in the past were by setting up of Teacher Resource Centres (TRC) for professional development of teachers. With the Trusts' support, **Tata Institute of Social Sciences (TISS), Mumbai** is conducting action research on TRCs in collaboration with three partners of the Trusts in Karnataka, where a baseline of resource centres was conducted and shared with collaborators. Information on users, their profiles and feedback was collected throughout the year through usage records, Focused Group Discussions, interviews, etc. This information is being systematically analyzed. **TISS** also set up a Policy Planning Evaluation Desk (PPED) to engage at the policy level in teacher education and support the Teacher Development Initiative. The Ministry of Human Resource Development (MHRD) commissioned PPED to develop guidelines for developing Block and Cluster Resource Centres for strengthening sub-district level institutions. The guidelines were accepted by MHRD and shared with states.

Parag – Publication Initiative

Relevant and age-appropriate literature plays an important role in the overall development of children. The last decade has seen many new entrants in the field of children's literature in terms of new Indian publishers as well as



Parag – Publications Initiative: Children eagerly perusing books published by Eklavya at the books fair organised in Uttarkashi district, Uttarakhand

international publishers setting up units in India and an increase in publication of material in some of the major Indian languages, besides emerging emphasis on setting up libraries in schools. However, children's literature and its promotion in Indian languages continue to be a gap area, especially considering diverse contexts and languages. 'Parag', the publication initiative of the Trusts, promotes development, publication and dissemination of quality children's literature and educational publishing in various Indian languages. The initiative also invests in capacity building of key stakeholders, networking among writers, illustrators, publishers and educationists.

During the year, the initiative supported the publication of 50 multilingual titles (a majority in Hindi, followed by English, Urdu, Marathi and Gujarati), which included four new publications from the 'Damroo' project being undertaken by the **Industrial Design Centre (IDC), IIT, Bombay**. 'The Seventh Sun' - an Oriya book developed during a workshop in Bhubaneswar was published in multiple languages by Pratham Books, 'Monster Slick', written by Sanket Petkar as part of the student fellowship programme, was published by Scholastics India, while three books and animated CDs based on children's writing would be co-published with **Eklavya**. Three books were developed as part of the Faculty Project of Prof. Raja Mohanty, in collaboration with folk artists from Gondi, Patachitra and Madhubani, respectively. Two of the books have been published, whilst the third is in print. The first edition of the workbook set 'Lihave Netake' published by **Vanasthali, Pune** in collaboration with Jyotsna Prakashan sold 4,000 copies during the year, encouraging a reprint. The book has won a number of literary awards, including one given by Marathi Abhyas Parishad. An independent review of publications under Parag over the past three years rated them at 4 on a 5 point scale.

Sanjeevani Readers Clubs were set up across 50 elementary schools in Yadgir, Karnataka, as part of a collaboration of KSU and Parag with the National Centre for Children's Literature (NCCL) of the National Book Trust. The clubs promote the reading habit among children and also increase access to quality children's literature. Teachers and members from the School Development Monitoring Committees were given a select set of books by different publishers for setting up libraries and readers' clubs. A two-day training-cum-workshop on story-telling, activities with books and management of readers' clubs was also organized at Yadgir for school teacher and village animators, followed by a two-day book fair.

The Trusts supported a three-day international seminar at the IDC, which showcased the diverse experiences and approaches of writers, artists, educators, and publishers, all of who are working to provide interesting and exciting content for children. The seminar attracted eminent artistes,

including Suzy Lee, Anushka Ravishankar, Athanu Roy, Madhuri Purandare, Gieve Patel, etc.

Over the next one year, **Parag** will continue to support the publication of children's literature in multiple languages and aims to launch 30 to 40 new titles. A resource portal on children's literature will be developed and launched, which will act as a one-stop shop for information on children's literature for librarians, teachers, parents, teacher educators, student teachers, authors, illustrators and publishers. Simultaneously, a list of annotated books in Hindi and English for 3-8 year-olds will be developed. Support to libraries in 50 schools in Yadgir will continue and expand to 33 Anganwadi centres. Promoting reading and library work is proposed in government and low-income private schools in Mumbai in partnership with two field organizations. Finally, a six month course for librarians, teachers and education practitioners will be developed and piloted.

Early Literacy

'Early Literacy' as a theme was initiated during the year under review, recognizing the importance of early years of schooling, when children are introduced to script and transition from oral to written form of language. Early literacy is an emerging set of relationships between reading and writing. These relationships foster a broader communication network of speaking and listening, whose components work together to help the learner negotiate the world and make sense of experience. How reading and writing is introduced in pre-school/early grades of primary schools, kind of curriculum that is used and more importantly, the quality of teacher preparation have significant bearing on children's experience of schooling and notions they form about the written word. However, there are significant gaps in our understanding of how children acquire literacy skills in Indian languages, key stages of development, effectiveness and suitability of instruction, curriculum and co-curricular material, for children from diverse backgrounds among others. It was in this light that the theme was launched.

To kick-start the initiative, a consultation was supported by the Trusts and organised by Organisation for Early Literacy Promotion (OELP) in April 2011 in New Delhi. Over 16 renowned academic-practitioners presented papers on issues relating to the importance of Early Literacy. The Trusts' partners working with Early Literacy issues too participated in the event. The combination of practitioners and theoreticians, facilitated by a professional team, produced substantial insights that more than met its main objectives, which were to: (a) build an understanding of the Indian context to engage effectively with programmes for Early Literacy; (b) define a broad framework for work in Early Literacy, based on common understanding; (c) define some non-negotiable elements within programmes for Early

Professionalizing Elementary Education Through MAEE

For Sayonika Sengupta, two years of studying Masters programme in Elementary Education (MAEE) at Tata Institute of Social Sciences (TISS), Mumbai, was challenging and a fulfilling experience. Armed with a Bachelors degree in History, she chose the MA programme to develop a closer understanding of research methodologies.

Explains Sayonika, "I never thought of making a long-term career in education. The MA programme gave me opportunities to understand global perspectives on education at large and how the Indian system has evolved over the years. Before joining the programme at TISS my view on education was myopic, but the two-year journey transformed me completely." She now sees the relationship between caste, gender and education and their mutual interplay in society.

"I hope I can make some contribution in lifting the quality of education in Indian schools," she continues, "in whatever way I can. The TISS faculty has been remarkable, providing impeccable support to students like me who have no formal understanding or experience in the education field. They were sensitive to my needs as a learner and mentored me throughout."

After graduating from TISS in May 2012, Sayonika continues to follow her new-found passion and interest in elementary



A recent batch of students at the TISS campus

education by joining a non-profit agency in Andhra Pradesh (AP) called 'The Timbaktu Collective' which develops models that address the rights of the most marginalized rural people – women, children, dalits and others. Timbaktu has deputed her to Anathapur (AP) – India's second most drought-prone district. She is a part of the Timbaktu Collective's alternative education project team and will take the lead in developing curriculum that focuses on ecological rights of children.

The MA programme in Elementary Education (MAEE), started in 2005, is a unique and innovative effort to produce well-trained professionals in the elementary education sector to address the dearth of such professionals in this space. The programme aims at promoting professionalism in

elementary education by developing knowledge and appropriate skill-sets relevant to the Indian context. It also focuses on imparting the importance of theory and field experiments.

Launched six years ago, this was the first ever Masters level programme in Elementary Education in India. The programme was developed and is being implemented as a collaborative endeavour of four educational institutions that have contributed significantly to education research and innovative practices in the country. These include Homi Bhabha Centre for Science Education, Mumbai; Digantar, Jaipur; Eklavya, Bhopal and TISS. The National Institute of Advance Studies was the incubating partner.

The collaborative venture of the MAEE programme has enabled it to retain its academic rigour by addressing the challenges and needs in the field. The programme faculty is drawn from TISS, collaborating institutions, independent researchers, Universities and practitioners in the area of elementary education. As a faculty member of TISS observed, "The programme has transcended the limits of conventional institutions, to bring together faculty resources which no single institution could have offered".

The MAEE programme is offered in dual mode (a combination of contact period and distance learning) allowing students to combine work with study. The programme has attracted a diverse set of learners with wide ranging experience in the development and education sector. This diversity in experience and background of student group is optimally utilized as case examples in the teaching of different course modules. A total of 100 students have graduated so far and are contributing to the elementary education sector in various capacities.

After five years of continuous financial support from the Trusts, in April 2011 TISS was successful in institutionalizing all core programme costs, especially faculty appointments. While the numbers of core faculty has increased over the years, TISS has alongside been successful in retaining visiting faculty which includes some renowned scholars in the field. An independent impact assessment of the programme conducted in 2011 revealed that 92 percent of alumni rated MAEE as a significant transformational experience that changed their vision and belief. A robust curriculum, peer learning opportunities and high quality faculty support were seen as critical pillars of the programme.

Literacy; and (d) identify important aspects of classroom-based practice/approaches which equip young children to build strong foundations for reading and writing.

The consultation resulted in: (a) a stronger understanding of issues and challenges in the field vis-à-vis theory; (b) networking and sharing of work and practices with a wider group; (c) a paper articulating a broad strategic framework for Early Literacy work that can provide a well-defined plan for the Trusts to develop further; and (d) audio-visual documentation of the consultation on a compact disk. Participants in the consultation agreed that the event resulted in a significant impact on existing perceptions on Early Literacy issues and has amounted to some shifts in work and methodology on the ground.

Nurturing Education as a discipline

The Strategic Review Plan of Education (2005) laid emphasis on focusing on building education as a discipline. In the light of this, with the objective of addressing knowledge gaps and continuing to support field-based programmes, the Trusts invested its resources in: (a) knowledge building on select themes/issues; (b) linking university departments with school education; and (c) building a cadre of trained professionals in the field of elementary education. With over five years of seed support from the Trusts, the Masters programme in Elementary Education offered by **Tata Institute of Social Sciences, Mumbai** is now largely institutionalized within the Institute. Conceived six years ago by premier educational institutions, the programme attracts a diverse set of learners with extensive experience and background in the development and education sector. A

total of 100 students have graduated and through different role profiles, are all working to make a positive impact in the elementary education sector.

To better understand complex process of acquiring and developing literacy skills in Indian languages, the Trusts continued supporting **Pragat Shikshan Sanstha (PSS), Phaltan**. Over three years, **PSS** developed and produced a variety of quality educational material which included: (a) two story books in Marathi; (b) manuals for teaching English as a second/other language; and (c) two seminal books on second language development, translated in Marathi, among others. The Trusts also continued supporting **Nirantar, Delhi** for bringing out high quality educational publications which included: (a) a learning package addressing different issues on Sexuality and Education in three volumes; (b) two publications on Women's Education titled 'Kalaam- e-Niswaan: An Anthology of Muslim Women's Writing' and 'Muslim Women' Education Narratives', the latter documenting the role of education in influencing Muslim women across different sections, regions, classes, etc; and (c) two readers, which focus on different kinds of perspectives and kinds of writing on gender and education in the Indian context.

Nirantar also conducted its third annual residential ten-day 'Gender and Education' course in collaboration with the Faculty of Education, Delhi University, which saw 36 participants from eight different states of India, of which 50 per cent were students from seven universities. The course was appreciated by all participants.

Looking Ahead

Early Childhood Education, which caters to the needs of children from 3 to 6 years of age, is increasingly being seen as an important age bracket which has not really attracted the attention of society that it rightfully deserves. This domain of education suffers both from absence of a strong regulatory supervision and also a dearth of professional courses for preparing teachers. Based on the experience of the Trusts in this space through supporting work of partners and also after undertaking some district level initiatives, Early Childhood Education is being conceptualized as a focused thematic area for interventions. This will be



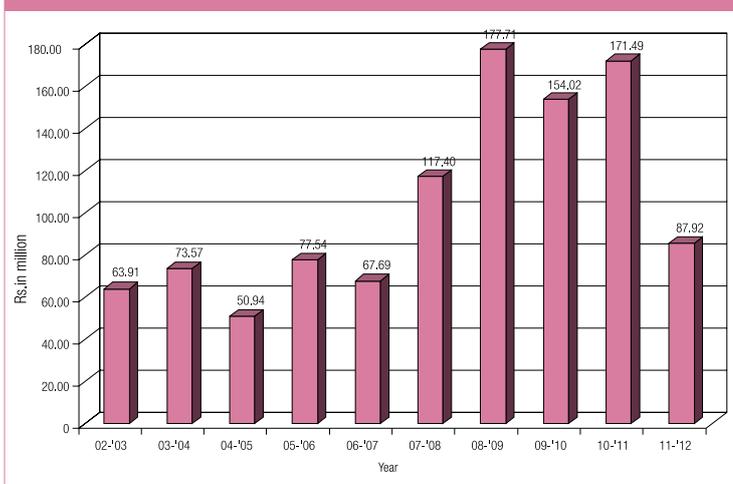
Mr. S. Ramadorai, Vice Chairman – Tata Consultancy Services confers a degree on a student at the 72nd Convocation held at TISS in May 2012.

operationalized next year and will allow the Trusts to develop a careful understanding of the space, thereby leading to more focused interventions to ensure sustainable impact on the beneficiaries and also the field of Early Childhood Education.

Also, over the next few years, the Early Literacy Initiative will be evolved to cover several crucial aspects. At the Disciplinary and Knowledge-Building level, it is expected that the Early Literacy Chair or programme is seeded within the University. Besides, an associate organization would be set up and supported by the Trusts to upscale direct implementation in KSU in Yadgir district. Finally, in Khunti and Nandurbar districts, direct implementation would be facilitated by setting up a team which would work closely with CInI, as part of ongoing work in the Central Indian tribal belt.

During the year under review, the disbursements towards programme grants amounted to Rs. 87.92 million (US \$ 1.72 million) towards 31 grants, as compared to Rs. 171.49 million towards 46 grants during 2010-11. This constitutes a steep

Grants Disbursements for Education: 2002 - 2012



49 per cent decrease compared to last year's disbursements, which may be attributed to: (a) the focus during the year being on developing the Education Strategic Plan 2017, and (b) considerable restructuring within the Higher Education portfolio within which some grants were terminated.

List of Partners:

Elementary Education

(A) Reforming Elementary Education

Systemic Reform Through Collaborative Projects to Improve Quality of Elementary Education

Karnataka (Kalike Samruddhi Upakram (KSU) – Learning Enhancement Initiative)

- Bharat Gyan Vigyan Samiti (BGVS), Chamrajanagar
- Deenabandhu, Chamrajanagar
- Community Development Foundation (CDF), Bangalore
- Centre for British Teaching & Education Services (CfBT), Hyderabad

Maharashtra (Nandurbar District Initiative for Elementary Education)

- Maharashtra Institute of Technology Transfer for Rural Areas, Nasik
- Quality Education Support Trust (QUEST), Thane
- Gram Mangal, Thane
- Jeevan Vidya, Nandurbar

Jharkhand

- Nav Bharat Jagriti Kendra (NBJK), Hazaribag
- Vikas Bharati, Bishunpur
- Sinduartaola Gramodaya Vikas Vidyalaya (SGVV), Ranchi
- Bhartiya Kisan Sangh (BKS), Ranchi, Jharkhand

Madhya Pradesh / Uttar Pradesh

- Naandi Foundation, Hyderabad
- Samavesh, Bhopal
- Lokmitra, Rae Bareli

Early Childhood Education

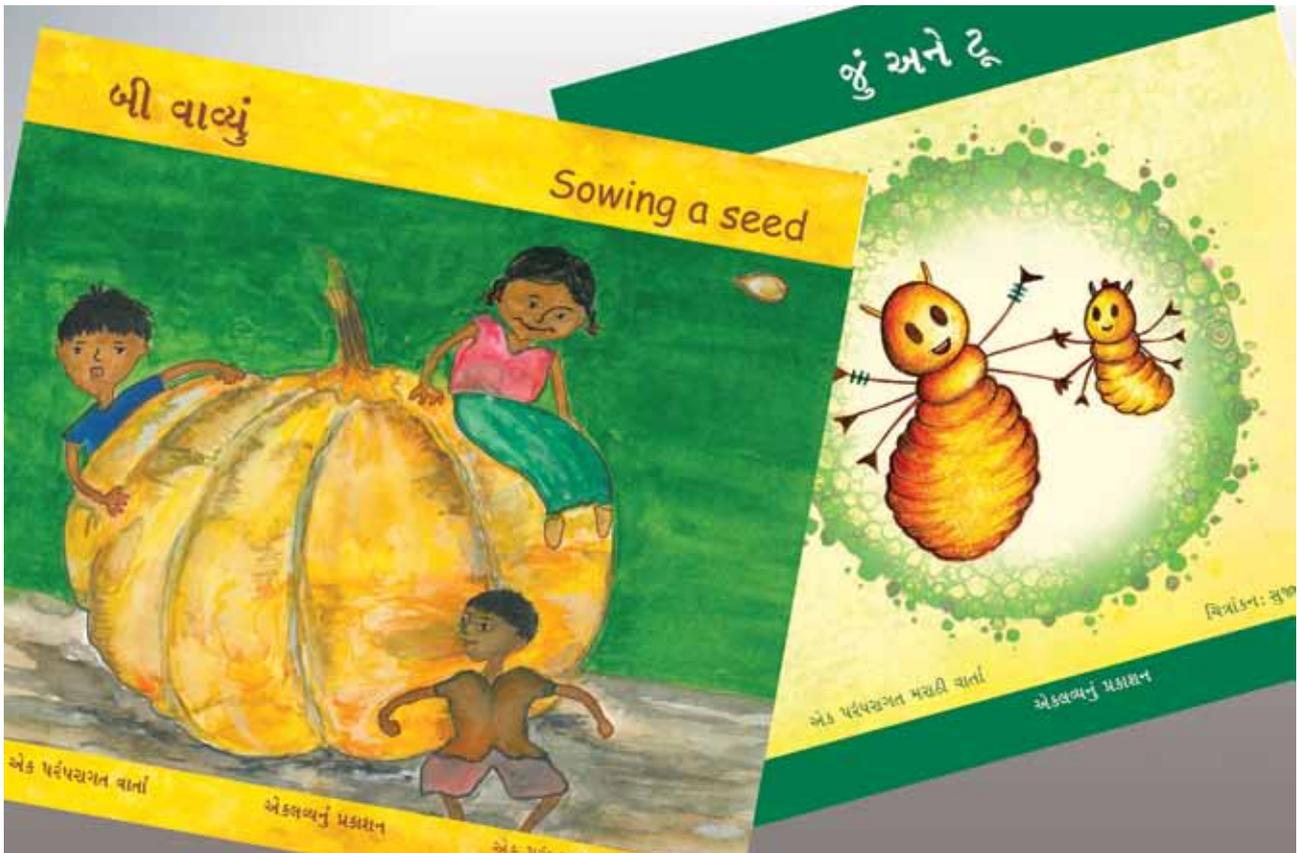
- Centre for Learning Resources (CLR), Pune

Improving Access to Quality Education

- Urmul Jyoti Sansthan (UJS), Nokha
- Muskaan, Bhopal
- Palakneeti Pariwar, Pune
- Inter University Centre for Astronomy and Astrophysics (IUCAA), Pune
- Quality Education Support Trust (QUEST), Mumbai

Teacher Development Initiative

- Rashtreeya Vidyalaya Educational Consortium (RVEC), Bangalore
- The Teacher Foundation (Shraddha Trust), Bengaluru
- Pravah, New Delhi
- Tata Institute of Social Sciences (TISS), Mumbai



Parag – Publications Initiative: A couple of recent publications from Eklavya

'Parag' - Publication Initiative

- Nirantar, New Delhi
- Vanasthali Rural Development Centre, Pune
- Eklavya, Bhopal
- Bombay Community Public Trust (BCPT), Mumbai
- Industrial Design Centre, Indian Institute of Technology, IIT, Mumbai

(B) Nurturing Education As A Discipline

University School Resource Network (USRN) - Linking Higher Education with Elementary Education

- Institute of Home Economics (IHE), New Delhi

Professionalizing Elementary Education

- Tata Institute of Social Sciences (TISS), Mumbai

Knowledge Building for Informed Action and Policy

- Centre for Studies in Social Sciences (CSSSC), Kolkata
- Pragat Shikshan Sansthan (PSS), Phaltan

Higher Education

- Centre for Contemporary Studies, Indian Institute of Science, Bengaluru
- Centre for Studies in Social Sciences (CSSSC), Kolkata
- University of Pennsylvania Institute for the Advanced Study of India (UPIASI), New Delhi
- Krantijyoti Savitribai Phule Women's Studies Centre, University of Pune, Pune
- School of Women's Studies, Jadavpur, Kolkata

Others

- Society for Assistance to Children in Difficult Situation (SATHI), Raichur
- Vishwa Bharathi Vidyodaya Trust, Gudalur
- Govind Dham Shikshan Sadhana Trust (GDSST), Belgaum

As we reflect, the year gone by saw significant developments in India's health scenario. Notably: (a) the tenacious efforts to eradicate polio resulted in the country's remaining free of polio cases for over a year. The World Health Organization (WHO) took India

Health

Though efforts to strengthen the healthcare services in the country are being made, India's healthcare is far from equitable or affordable. The Trusts are trying to address critical gaps in the healthcare scenario through a multi-pronged approach.



Children with Special Needs: Children participating in games, during the Children's Day Celebration at ComDEALL, Bengaluru

off its endemic polio list - a major milestone achieved; (b) the government set up a name-based tracking of mothers and children, whereby children and pregnant women can be traced for Ante-Natal Care and immunization; and (c) as per the annual report of the Ministry of Health & Family Welfare (2011-12), mental health will be accorded greater priority

by expanding the National Mental Health Programme and framing a Mental Health Policy for the country.

Although efforts to strengthen the healthcare services in the country are being made, India's healthcare is far from equitable or affordable. The Government's expenditure for

health portfolio of the Trusts is in line with government's approach to strengthen the health infrastructure of the country. Yet, the Trusts pick up vulnerable geographical areas and pertinent health issues that do not feature as priority in national and international health agenda.



health is very low and has risen only slightly during the past decade. The Trusts, therefore, are trying to address critical gaps in the health scenario through a multi-pronged approach. Certain aspects in bridging the ever-increasing demand-supply gaps in the existing health services in the country have been finalized. The selection of sub-themes within the

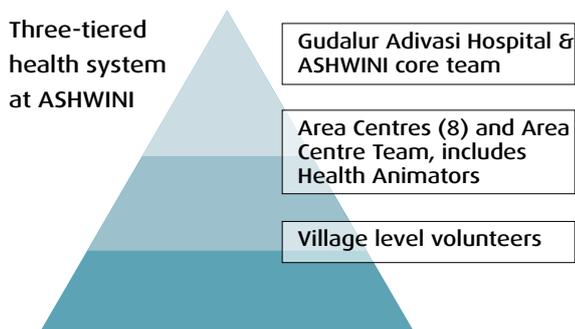
The Trusts believe that one-size-fits-all policies fail to resolve local issues as solutions need to be context-based. The idea is to 'Think Local and Act Local'. Consequently, efforts are being made in testing the waters with pilot projects, with the idea of creating models and replicating them in other geographical areas, if the desired objectives are met.

During the year under review, the Health programme of the Trusts revolved around four focus areas, namely: (a) Rural Health Programmes; (b) Specialized Health Care Services; (c) Human Resources and Health Systems Development; and (d) Clinical Establishment.

Rural Health Programme

The Trusts support programmes that serve rural, including tribal, populations. These address mother and child health, infectious diseases and the emerging problem of non-communicable diseases such as diabetes and hypertension amongst the poor. Further, there are also efforts to include the community in decision-making and programme delivery.

The Trusts' support to **Association for Health Welfare in the Nilgiris (ASHWINI), Nilgiris District, Tamil Nadu** entered its final year. It addresses the health needs of 25,000 tribals, in the Gudalur and Pandalur talukas of the Nilgiris district, Tamil Nadu, by developing capacities of eight Area Centre Teams (ACT). A typical area centre caters to a cluster of hamlets and comprises teams that look after education, health, tribal rights, savings and other issues. Integrated Area Centre Plans were made for all Area Centres (replacing stand-alone health plans). Across the villages, alcoholism was seen as a major and widely prevalent problem, sometimes seen amongst women too. While infectious diseases and infant deaths showed a steady decline, child malnutrition rates (less than four years) show an increase, which is a worrying finding.



The Area Centre infrastructure is being upgraded. The aim of all Area Centres is to have buildings and a primary healthcare set up (laboratory and pharmacy). Three of the eight centres started basic lab tests during the year. Another centre would be operationalized in June 2012. A prerequisite to preparing Area Centre plans was to collect accurate and complete village level information such as total population, deaths, births, new pregnancies, etc. This helps monitoring activities by the government, such as Child Immunization and tallying records. The population that is left out is then covered in collaboration with the government. Of the total 403 children (aged 12-23 months) identified, 339 (84 per cent) were found to be completely immunized; the remaining were taken to the respective Primary Health Centres and

immunized.

Child malnutrition was identified as an issue of public health importance for the Trusts' intervention. Consequently, 10 villages in Khunti district, Jharkhand, where the Trusts are already engaged under the **District Education Initiative** and the **Central India Initiative**, were selected for intervention. At the outset, an exploratory study based on scientific parameters has been planned to determine the factors responsible for child malnutrition in the region, following which the intervention strategy would be designed and implemented. Longstanding partners of the Trusts such as **Professional Assistance for Development Action (PRADAN)** and **Bhartiya Kisan Sangh (BKS)** will also be involved in the intervention, which would mark one of the first attempts by the Trusts to converge the work of its three largest portfolios to benefit the rural poor in a specific region.

The Trusts will continue to augment the existing healthcare system in rural areas to reach out in underserved areas, with the aim of empowering communities to understand and tackle their own health issues collectively.

Specialized Health Care Services

The two major components under this theme are: (a) Children With Special Needs; and (b) the Mental Health Initiative.

Children with Special Needs

Under this theme, the Trusts support organizations such as **Rajasthan Mahila Kalyan Mandal (RMKM), Ajmer; Communication DEALL (Developmental Eclectic Approach to Language Learning) Trust, (Com-DEALL Trust), Bengaluru** and **Latika Roy Foundation (LRF), Dehradun** that work with children having developmental disabilities in the areas of Early Intervention (EI), Inclusive Education (IE) and Community Based Rehabilitation (CBR). EI includes multi-disciplinary services provided from birth to six years, the objectives being to: (a) improve child health and well-being; (b) remedy existing or emerging disabilities; (c) minimize developmental delays; (d) promote adaptive parenting and overall family functioning; and (e) prevent functional deterioration. The overarching goal is to prepare the child for mainstream schools by overcoming gaps in developmental milestones.

RMKM runs two inclusive schools (from lower kindergarten to class V) in Ajmer and Beawar, where children with and without disabilities study together. During the year, a total of 128 children (including 38 with developmental disabilities) studied at these schools. In addition, **RMKM's** CBR programme provided home-based interventions to 322 children with special needs in select villages in Ajmer and Beawar districts. As part of the grant, an activity bank (for language, mathematics and environment science) for classes



Children with Special Needs: A CBR worker affiliated with the Rajasthan Mahila Kalyan Mandal spreading the message of Inclusive Education amongst the community through a puppet show in Aradaka village, Ajmer district, Rajasthan

I to V was completed. A special CBR kit was also developed, the need for which emerged out of the experience of CBR workers. Through CBR, children with disability who would have been otherwise left out due to a reduced access to services attributable to poverty, severity of the disability, and distance from the service centre, get access to basic minimum services. The materials in the kit aim at making learning fun for the children.

RMKM also held quarterly meetings for parents in their centres in Beawar and Ajmer in order to interact and exchange ideas. The parents formed support groups, coming together and giving vent to their emotions, discussing apprehensions and addressing their concerns. In the past year, 285 parents participated in the 'Parents Milan Samaroh' and discussed issues like vocational guidance, assessment procedures and various government schemes available for children with disability. The idea of this group is not only to derive strength from each other's experiences but to become a dynamic collective that can come together and fight for their children's rights.

The Trusts are supporting **Com-DEALL Trust's** early intervention programme for children with communication disorders—Specific Language Impairment (SLI), Developmental Verbal Dyspraxia (DVD), Pervasive Developmental Disorder (PDD) and Autism Spectrum Disorder (ASD). A

multidisciplinary team of speech-language pathologists, occupational therapists, psychologists and educators provides comprehensive services. During the year, efforts were made to replicate the DEALL model across the country. Two organizations were trained to set-up independent DEALL units at Bengaluru and Gwalior, the latter with the support of the Trusts. Both these units have started working. Awareness programmes on ASD and therapy were organized in Kochi, Guwahati and Manipal attended by parents, educators, local autism societies and parent support groups. As part of strengthening the Early Intervention Programme at **Com-DEALL**, a Pre-DEALL program for children below 30 months of age was initiated. A Social Communication Programme to enhance the social skills of children was initiated with eight children who have completed the DEALL programme. Alongside, six families of children with autism were trained in the home-based Family Mediated Intervention Program (FMIP), in which children who need EI, but are unable to enroll due to distance and other family related issues, are provided home-based therapy through their parents/care givers. Finally, associations of parents were formed during the year with the purpose of providing mutual support and facilitating exchange of information.

Under the Early Intervention Programme for Children with Special Needs (CWSN) being conducted by **LRF**, during

Overcoming Global Developmental Delay

Eighteen-month-old Pratap Goyal (name changed) was diagnosed to have Global Developmental Delay (GDD) – a condition whose onset is between 0-18 years and results in most development milestones (such as rolling over, walking, imitating speech, babbling, ability to process information, ability to interact with others, etc.) getting delayed. Early identification and intervention enables the child to maximise its potential and improve quality of life. Sustained intervention at the Early Intervention Centre (EIC), set up in Dehradun by Latika Roy Foundation (LRF), ensured that Pratap is now capable of carrying out routine activities on his own.

It has been an arduous journey towards success for young Pratap and his mother. The duo would attend the one-hour session at the EIC. In addition to GDD, he also had congenital cleft palate for which a surgical intervention was undertaken. Due to hypotonicity, his joints seemed lax; his lower limbs were over-abducted at the hip. Consequently, this excessive (abnormal) movement of the hip joint resulted in Pratap's inability to sit or crawl properly.

Says his mother, "Pratap would cry during the initial session, which was heart wrenching, but I did not give up." It was imperative to carry out EIC's therapeutic programme. The medical team provided appropriate guidance to the parents on proper handling and positioning Pratap's posture when at home. He was made to wear mermaid pyjamas to alleviate the over-abduction. Gradually, the young tot grew comfortable with the Centre's staff and commenced participating in various activities and recreation.

In time, Pratap could manage to sit on a stool independently and could crawl about properly. The over-abduction of the hip also reduced. He was gently guided to stand on his feet and walk with support. "Of course, there were several instances when he fell," recalls Pratap's mother, "but with tender care and affection he developed enough confidence." It was time to put him through further paces. Walking on uneven surfaces not only improved his strength, motor planning but also swelled his self-confidence.

Pratap was also guided in the art of improving attentiveness, identification and matching. An eye check-up revealed a squint that was patched and he began wearing eyeglasses recommended by an eye specialist.

Today, Pratap runs around without falling and is also capable of verbalizing first sounds of the words to indicate his needs and can carry out quite a few activities independently. He enjoys playing with other children and follows instructions from elders. "A truly overwhelming and magical transformation," states his mother with a contented smile.



"Which one do I have first?" Pratap, during a meal break at the Occupational Therapy session conducted at the Latika Roy Foundation in Dehradun

the year, 58 CWSN received services at LRF's EI centre. Thirty children were provided specific speech and language inputs, while 30 children received orthotic devices and 50 children received sensory integration services. Under the home-based programme, seven children were assessed for their individual needs and parents were taught about exercises for their children. LRF also operates a helpdesk at Doon Hospital, Dehradun and one of its functions is to refer cases to the Chief Medical Officer for getting disability certificates. Overall, 1,655 persons approached the helpdesk during the year. Recognizing the paucity of, and the need for, trained professionals in the disability field, LRF organized 30 career and awareness workshops to spread information to young students about a career in rehabilitation; 2,051

students attended these workshops and other awareness programmes.

In the coming financial year, the Trusts would continue to focus on the three core areas of EI, IE and CBR of children with special needs, along with establishing strategic linkages in locations where the Trusts have ongoing interventions. A programme for scaling up early intervention centres in small towns will be undertaken to extend services to families living far from urban centres.

In spite of the Right to Education Act enforcing "zero rejection policy", few schools have inclusive environments. Therefore, before developing strategies to promote inclusion of children with disabilities, a review has been commissioned by the Trusts to understand the present scenario of inclusion

in India. The review specifically looks at inclusion for children with disabilities, along with the benefits of inclusion for children without disabilities.

Mental Health Initiative

The Mental Health Initiative (MHI) was launched by the Trusts in 2011. Its mandate is to improve provision of Mental Health services in underserved regions and ensure quality care and treatment for homeless populations with Mental Illness. Currently, MHI focuses on four areas: (1) Provision of services for mental illness, focusing on: (a) homeless people with mental illness, and (b) the general community through existing healthcare systems; (2) Research on mental health; (3) Capacity Building programmes for stakeholders; and (4) Improving awareness on mental health via communication initiatives.

The Trusts are supporting projects of **The Banyan, Chennai**; **Ashadeep, Guwahati**; and **Karuna Trust, Bengaluru**, all of which focus on identifying, rescuing, treating and rehabilitating homeless women with mental illness. One hundred forty women were rescued during the year under review, of which 116 were reintegrated with their families post treatment. Of those reintegrated, 84 are under ongoing follow up.

Outreach camps organized by **Ashadeep** recorded

a footfall of 1,082 individuals with mental illness. The organization conducts two of its three outreach clinics at a Primary Health Centre (PHC) in Chandrapur and Community Health Centre at Abhayapuri. The Out Patient Department organized by **Ashadeep** at Guwahati for follow-up with reintegrated homeless women saw 559 patients during the year. The organization conducted several training programmes, including one for Auxiliary Nurse-Midwives of Kokrajhar in association with a local non-profit; besides, it offered training interventions to staff members of the State Home for Women at Jalukbari to identify symptoms of mental illness. A dedicated helpline for individuals with mental illness, operationalized in 2007, continued its operations. In recognition of **Ashadeep's** stellar efforts, the Government of Assam disbursed a grant of Rs. 10 million for renovating a Government property, besides meeting the recurring expenditure for setting up and running a 40-bed rehabilitation home for homeless men with mental disorders.

During the year, **The Banyan** admitted 31 women into its Transit Care Facility, of which 18 were reintegrated. Most of the patients come for follow-up treatment at outreach clinics organized in Chennai and Kovalam (rural Kerala). Around 167 new patients in urban and 147 patients in rural areas were identified and received



Mental Health Initiative: Inmates and caregivers share a smile in the Transit Care Centre of The Banyan, Adaikalam, Chennai



Mental Health Initiative: Inmates engaged in pen making and sewing at Iswar Sankalpa, Kolkata, thereby enhancing their productivity

Claiming a Rightful Place in Society

About four years ago, social workers of Iswar Sankalpa (IS) - a Kolkata based non-profit that lends a helping hand to those (especially the underprivileged) with mental health problems - spotted Jolly Nath, a woman in her mid-thirties, with a young boy on her lap, in Iswar Ganguly Street, located in the densely populated Kalighat area of Kolkata. Jolly and the child were extremely dishevelled and scruffy. "She was morose, uncommunicative and it was difficult to draw her into conversation," says a concerned social worker of IS. "Despite the fact that the child was old enough to walk, the mother was excessively possessive and was treating her son like a babe-in-arms," the social worker added.

Over the next two years, the volunteers from IS tried to build a rapport with Jolly and their persistence paid off when she finally consented to be admitted to a nursing home in 2010. But when the hospital staff separated her son from her, Jolly fled from the nursing home and was back on the streets. An overarching maternal instinct and distrust made her relocate to a different location. The social workers, however, kept a keen eye out for Jolly and her hapless son.

In September 2011, the Kolkata branch of CHILDLINE tracked her at Sealdah station and informed IS, saying that the mother appeared to be mentally unstable and that the child had severe skin infection with maggots festering on his hands. Taking the help of the local police station, and assisted by activists from CINI Asha (the urban unit of Child In Need Institute (CINI), which is a non-governmental organization that focuses on improving children's health in the rural areas of West Bengal), Jolly was brought to Sarbari, which is a night shelter run by IS. The child was administered clinical intervention.

There was, however, no let up from the mother and son. Any attempt to physically separate them was furiously warded off by both. The mother's symbiotic connect with the son was clearly hampering the young child's natural growth. The sustained efforts of a care giver, who assumed the role of a mother figure, proved beneficial as Jolly finally yielded to persuasion. Babul (the son's name, as the care givers later learnt) could neither walk nor talk properly. Intense and extended hand-holding sessions spanning over a fortnight culminated in Babul walking on his own and successfully responding to toilet-training. His wound also began to heal and he soon began to interact with other inmates - a heart-warming sight! "In order for the child's development," stated a social worker, "it was necessary to admit him to a centre with educational facilities."

But Jolly was unrelenting and refused this suggestion. Sustained and persuasive counselling gradually made her change her mind and she finally consented to the Child Welfare Committee's placing Babul in a centre managed by the Hope Foundation. But the separation was extremely stressful for the mother, who had to resort to medication to overcome the pangs of staying away from him.

In February 2012, the transformation of Jolly into a normal person became apparent. "She expressed a desire to do something constructive," revealed a source in IS. "She happily immersed herself in taking care of newborn babies in the shelter" the source exclaimed. It was around this time that a private hospital in Kolkata offered to impart primary training in nursing to the shelter's inmates, an opportunity that was gladly seized by Jolly. She also meets her son once a month.

Babul has happily settled in his new environment and is carrying out a host of activities independently. He is also taking part in the cultural events of the school. The mother and son have claimed their rightful place in society.



Jolly taking care of a patient at Iswar Sankalpa, Kolkata

mental health services. Cumulatively, 3,523 and 2,658 patients were examined at outreach clinics in urban and rural areas respectively. Similarly, **Karuna Trust** admitted 54 women into its Transit Care Facility and 38 were reintegrated. All the reintegrated patients were followed up through home

visits. **Karuna Trust** also extended its mental health services to the Beggar's Home in Mysore, which screened all their 156 inmates; subsequently, 52 residents were identified and treated. The organization's integration programme reached out to 3,244 patients. All the 27 PHCs identified mentally

ill cases in their catchment population and provided mental healthcare through trained medical officers.

During 2010-11, under its Small Grant Programme, the Trusts supported **Iswar Sankalpa, Kolkata**, towards documentation of its existing model to address Homeless Populations with Mental Illness (HPMI) and conducting a baseline study for its proposed Urban Mental Health Programme (UMHP) in Kolkata. The study was conducted by Jayaprakash Institute of Social Change (JPISC) in five selected wards of Kolkata. The study examined underlying socio-cultural and psychiatric problems and, amongst other things, concluded that mental health problems had a substantial impact on people living with affected persons, indicating a hidden burden. Subsequently, a new grant was given to **Iswar Sankalpa** towards continuing its programme with HPMI and piloting an UMHP for the low socio-economic group living in slums in Kolkata, covering 50,000 people.

The **Banyan Academy of Leadership in Mental Health (BALM), Chennai** was set up in 2007 to give a strategic thrust to **The Banyan's** work through research, organizing seminars, conducting trainings, volunteer management, stakeholder's expansion, advocacy and building sectoral knowledge. During 2011-12, the organization completed six research papers, organized two seminars and conducted a number of trainings. Research was conducted on linkages between mental health and employment, as well as case studies of 100 socio-economically disadvantaged clients of **The Banyan**. A study was conducted on care practices of discharged clients of transit care and improving follow up rates for reintegrated clients of **Ashadeep, Karuna Trust's Manasa Project** and **The Banyan**. Along with its academic partners, Tata Institute of Social Sciences and University College of London, **BALM** entered into a MoU to offer Diploma at Master's and Doctoral level programmes. **BALM** also organized a number of training programmes for community workers and mental health nursing staff on rational emotive behaviour therapy, case intake management, etc.

The **MHI** has initiated a campaign 'Mental Health – I Need to Know' to spread awareness on mental health issues. Launching the Mental Health website and calendar has evoked a favourable response thus augmenting the Trusts' engagement with more stakeholders and igniting a positive perception towards the mentally ill. The MHI is gaining momentum and hopes to be a catalyst in the mental health movement of the country.

Human Resources & Health Systems Development

Under this theme, the Trusts provide fellowships in specialist institutions for skill development, especially for those working in the non-profit and government sectors. The emphasis on skill enhancement is in line with the recommendation of the National Health Policy, 2002.

Through the Trusts' support, the **Children's Kidney Care Centre (CKCC), St. John's Medical College Hospital, Bengaluru** trains pediatricians in pediatric nephrology (two years duration), organizes annual meets to discuss and debate issues of providing service, care and support concerning renal disease in children, besides raising awareness and knowledge of general practitioners on early identification and prevention of chronic kidney disease in children. **CKCC** also runs a weekly chronic kidney disease clinic. During the year, one Fellow joined the programme. At the Annual Fellows Meet held in October 2011, 19 past and current Fellows participated and debated on issues relating to juvenile kidney disease and treatment. There was a consensus on poor availability of clinical and support services and the need to train more service providers.

CKCC also organized a one-day workshop on 'Infections and the Kidney: A Pediatrician's Perspective' in collaboration with the Bengaluru chapter of Indian Academy of Pediatricians. At this event, 132 delegates (pediatricians, general practitioners, nephrologists, pediatric urologists

Comprehensive Data Compilation

A study was undertaken to understand the follow-up status of women with mental illness reintegrated from transit care centres, besides focusing on the data recording systems for follow-up services at Ashadeep, The Banyan, Karuna Trust and BALM. The study concluded that: (a) clients prefer living in community living facilities rather than psychiatric hospitals; (b) post-discharge adherence to treatment presents challenges, especially when the client is relocated to an area where there is an absence of community mental health services; (c) the treatment continuum extends after reintegration, and the organizations use different methods to follow-up with their clients like provision of outpatient and readmission services, referral to other organizations for outpatient treatment, postal delivery of medicines, home visits and telephonic contact; (d) these services need the support of a reliable documentation system and a computerized data base; (e) the organizations have lost contact with a large number of clients due to poor documentation; and (f) maintenance of follow-up services beyond the area of operation poses challenges on account of insufficient financial and human resources.

INSTITUTIONAL GRANTS: HEALTH

and infectious disease experts) from 10 states in India participated. During the year, approximately 230 children were provided service through the weekly chronic kidney disease clinic. At these clinics, counselling services were provided to patients and their families by the social worker at CKCC. The Trusts also continued support to the **Medical Research Foundation, Chennai (Sankara Nethralaya)** for the Sir Ratan Tata Community Ophthalmology Fellowships.



Human Resources & Health Systems Development: A doctor examining a patient with the fellows of Pediatric Nephrology at Children's Kidney Care Centre, Bengaluru

This fellowship provides hands-on training on phaco-cataract surgery at **Sankara Nethralaya**. More than 37 ophthalmic surgeons completed the fellowship during the year; besides, a novel virtual reality surgery module at the **MRF** was used by the Fellows to hone their skills.

Under its Transplant Coordinators Training Programme, **Multi-Organ Harvesting Aid Network (MOHAN) Foundation, Chennai & Hyderabad**, trained more than 80 transplant coordinators to promote cadaveric organ donation in India and popularize the concept of organ donation. During the year, 65 cadaveric transplants were facilitated by various coordinators trained by **MOHAN Foundation**. The contribution of trained transplant coordinators in Tamil Nadu was acknowledged by the Convener of the Cadaver Transplant Programme of the State Government. **MOHAN Foundation's** one-year transplant coordinator training course was also reviewed and approved by the Indira Gandhi National Open University, New Delhi under its community college scheme.

To spark interest in organ donation among the student community, the organization conducted an organ donation rally 'Share Life... Save Life' at the Marina Beach in Chennai in January 2012, which drew an enthusiastic response from corporate houses and colleges.

The training of District Health Managers (DHM) by **The Institute of Public Health, Bengaluru** is a pilot project, in the Trusts' first interaction with the Government of Karnataka's health system. Intensive handholding of the DHMs of four out of 10 talukas of Tumkur district, Karnataka was done,

World Kidney Day 2012 Celebrations

CKCC celebrated World Kidney Day on March 8, 2012 in Bengaluru on the theme of Transplantation. The event was conceived and executed by children who had undergone kidney transplants. The celebrations began with an art competition, followed by an exchange of experiences between recipients (children) and donors (parents) on the journey pre- and post-transplantation. The event helped parents to share their anxiety and find courage and solace from others, after hearing similar experiences. This emotionally charged session soon made way for a light entertainment session.

The children gave a scintillating performance through music, dance and other cultural presentations. The kids had a message for everybody – parents, nurses, health workers, paramedical staff and doctors – that they were no different from normal children. They left no doubts in the audience's minds that children with renal ailments can lead fully functional lives even after undergoing transplants.



Human Resources & Health Systems Development: Celebrating the World Kidney Day at Children's Kidney Care Centre, Bengaluru



Human Resources & Health Systems Development: Students participating in 'Share Life, Save Life', a rally for promoting organ donation by MOHAN Foundation, Chennai

to better implement their learnings from the 'Professional development course on District Health Management'. An Accounts Management Training Workshop for staff of PHCs of the district was also conducted, to enable them to comply with the requirements of the National Rural Health Mission. Further, workshops focusing on team work, conflict resolution and negotiation were conducted with 190 of 210 Tumkur District Hospital staff (95 per cent) at the request of the District Surgeon. Two e-learning modules for Block Programme Managers (BPM) were developed, giving Health perspectives to persons mostly from Management backgrounds, which have the potential to be used by other BPMs in the country.

Based on a Right to Information petition filed by **The Institute of Public Health, Bengaluru**, the Registrar General of India has released an order to all state statistical officers to place the births and deaths data on a website for public consumption. Finally, under the Community Health Programme run by the **Community Health Cell (CHC), Bengaluru**, six professionals were trained on aspects of community health to facilitate

their entry into the public health arena. A mix of theoretical inputs during class-room orientation sessions, field visits, viewing of documentary films and mentored placements with organizations suited to an individual's learning objectives helped on this journey.

Capacity-building of people's skills is a very challenging task. Even as the Health Portfolio engages with the issues of Mental Health and Children with Special Needs, there is a dire need for more trained human resources in this space.



Rural Health Programmes: A Health Animator trained by ASHWINI explains the procedure of conducting blood tests to volunteers at the Gudalur Adivasi Hospital, Gudalur, The Nilgiris

Clinical Establishment

The Clinical Establishment (CE) theme aims to improve hospital services in the rural and sub-urban areas of different states in India. The focus is on poorer subsets of population who are unable to access quality healthcare services.

Through the Trusts' support, **ASHWINI** is improving the existing health infrastructure of the **Gudalur Adivasi Hospital** whilst also training Adivasi community members on hospital management systems. The objective of the project is to bridge the treatment gap by relocating and upgrading from the existing 25-bed hospital to a 60-bed new facility that would cater to over 25,000 tribals scattered across the verdant Gudalur valley. During the year, the construction work on outpatient and inpatient blocks, new operation theatre block and staff quarters commenced. Equipment for the labour theatre, investigative lab and intensive care unit has been ordered and is expected to be operational shortly. The Trusts also supported **Marrow Donor Registry (India), (MDRI) Mumbai** to develop a bone marrow registry in India – the first of its kind. **MDRI** conducted 1,085 HLA typing tests at 12 camps during the year. Currently, **MDRI** has HLA Typing reports of 8,000 donors, which it wishes to make available online, so that patients can access the information from anywhere in the world.

The Trusts are also supporting the **Chottanikkara Medical Relief Society, Kerala** to augment facilities at the Sir Dorabji Tata Trust-aided Hospital, which currently caters to over 150,000 people in the Mulunthuruthy block of Ernakulum district, Kerala and adjoining areas. This has enabled the hospital to address an annual increase of 10 per cent OPD load, attend to a 10 per cent annual increase in admissions, transport at least 100 critical patients to other hospitals or nearby medical facilities annually and provide intensive care to nearly 200 patients during the year. The grant to **Bangalore Hospice Trust, Bengaluru** towards the Karunashraya Project helped enhance end-of-life care of terminally ill patients. Finally, the Trusts' support to the **Tata Medical Centre Trust, Mumbai** continued to the Tata Medical Centre Hospital in Kolkata, which was commissioned in 2011 – a 167-bed facility specializing in the detection and treatment of cancer and the first of its kind in the eastern region.

The health needs of the country are ever-

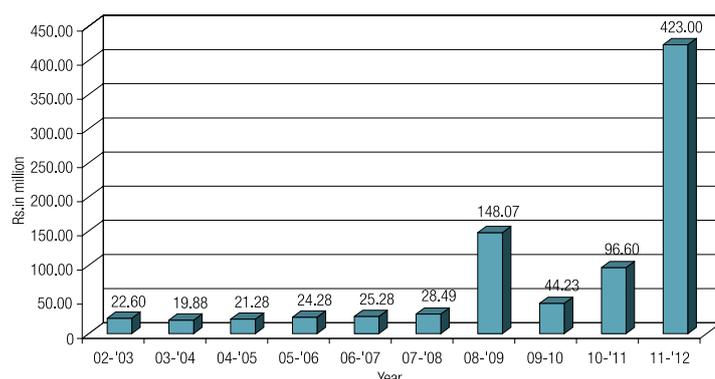


Clinical Establishment: Gudalur Adivasi Hospital sees further expansion of the much needed infrastructure for increasing its capacity

expanding and its wide-ranging nature poses even more serious challenges. Even though health as an issue does not discriminate and affects people irrespective of their caste, creed, colour or socio-economic condition, the Trusts would be focusing on underserved people and expand its presence in hard-to-reach areas as people there are vulnerable and have less access to quality healthcare services. With lifestyle and non-communicable diseases enveloping the nation, the Trusts are gearing themselves to confront the health challenges in the country. However, the Trusts would carefully select issues which are left out of the ambit of regular funding due to socio-political reasons and draw attention to them. The Trusts will also carve out ways and means to deal with human rights issues and work towards reducing the stigma and discrimination of people affected by health issues.

During the year, the Trusts disbursed Rs. 423 million (US \$ 8.29 million) for 21 grants, as against Rs. 96.60 million to 21 grants during 2010-11. However, it is pertinent to note that these disbursement figures include Rs. 290 million to the **Tata Medical Centre Trust, Mumbai**. Thus, excluding this grant, the financial disbursements of the year under review indicate an increase of 38 per cent, when compared with the last fiscal.

Grants Disbursements for Health: 2002 - 2012



List of Partners:

Rural Health Programmes

- Association for Health Welfare in the Nilgiris (ASHWINI), Gudalur

Specialised Health Care Services

- Rajasthan Mahila Kalyan Mandal (RMKM), Ajmer
- Ashadeep, Guwahati
- The Banyan, Chennai
- Banyan Academy of Leadership in Mental Health (BALM), Chennai
- ComDEALL Trust, Bengaluru
- Latika Roy Foundation (LRF), Dehradun
- Karuna Trust, Mysore
- Indian Medical Association Blood Bank Society of Uttarakhand (IMABBSU), Dehradun
- Bapu Trust, Pune
- Iswar Sankalpa, Kolkata

Human Resources And Health Development Systems

- MOHAN Foundation, Chennai
- Community Health Cell (CHC), Society for Community Health Awareness, Research and Action (SOCHARA), Bengaluru
- Children's Kidney Care Centre (CKCC), St. John's Medical College Hospital, Bengaluru
- Medical Research Foundation (MRF), Chennai
- Institute of Public Health (IPH), Bengaluru

Clinical Establishment

- Jehangir Hospital, Pune
- Bel- Air Hospital, Panchgani
- SPJ Sadhana School (SPJSS), Mumbai
- Marrow Donor Registry (India) (MDRI), Mumbai
- Bangalore Hospice Trust (BHT), Bengaluru
- Tata Medical Centre Trust (TMCT), Kolkata



Children With Special Needs: Community Based Rehabilitation kit created by Rajasthan Mahila Kalyan Mandal to empower community workers to conduct assessment and interventions during their field visits

The Enhancing Civil Society and Governance portfolio was formed following a recommendation of the Strategic Plan 2006, which encouraged the Trusts to give thrust to its efforts in strengthening the non-profit sector. During the year under review, the portfolio

Enhancing Civil Society and Governance

The Enhancing Civil Society and Governance portfolio focuses on encouraging youth action and professionalizing the non-profit sector.



Youth & Civil Society: Children enjoying themselves at the Kishor-Kishori Mela organised in Dharamshala, Himachal Pradesh by Jagori Rural Charitable Trust

focused on two key initiatives, namely:

- Encouraging youth action for development through the 'Youth and Civil Society initiative'
- Professionalizing the non-profit sector through the 'Roopantaran Initiative', focusing on Human Resource and Organization Development.

Youth & Civil Society Initiative

The Youth and Civil Society (YACS) Initiative has the mandate to enhance quality of life of youth, particularly from marginalized socio-economic backgrounds, by investing in their capacity-building to access meaningful livelihoods,

The Trusts support educational programmes with key partners such as **Pravah, New Delhi; PUKAR, Mumbai; Youth Collective, New Delhi; Akshara, Mumbai; JRCT, Kangra; and Foundation for Education and Development, Jaipur.** The initiative also develops approaches that combine



thereby augmenting incomes besides taking leadership roles to effect local community development positively. The Initiative fosters: (i) livelihood and employment needs of youth; (ii) latent potential in youth to initiate and lead social change; and (iii) the need to create learning opportunities for youth.

livelihood concerns of youth with training on issues related to labour, migration and rural livelihoods. The key partner in this component is **Ajeevika Bureau, Udaipur.** Finally, the Initiative works towards mainstreaming youth development as an approach to overall community development. For this, it encourages organizations – particularly those working

Changing Lives Step by Step

Moving from Lucknow to Mumbai at 15 was a cultural shock for Sheeba Khan. Her father had migrated to Mumbai in search of livelihood a few years ago and having found one, he brought his family comprising his wife and eight children to join him in Govandi, a Mumbai suburb. In Lucknow, the siblings studied at a Hindi-medium school and learnt Urdu in a Madarsa, but in Mumbai most of them were engaged in house work. Sheeba longed to do something different.

Mustering sufficient courage she gently broached her desire to her father, who not only fell in with the idea but also did not insist her wearing the burka! A jubilant Sheeba quickly joined Pratham, and later the Niramaya Foundation that works on issues related to health. It was here that she heard of Partners for Urban Knowledge, Action and Research (PUKAR) and was keen on pursuing a fellowship.

She formed a group of 10 Muslim women, two of whom were associated with a non-profit organization within her precinct, while two others were gainfully employed. Six members of the group were school drop-outs and were confined to their homes as their conservative parents were not disposed to their mingling with the world outside. A persuasive Sheeba convinced the parents to allow the six to pursue the fellowship.

"Many members of the group had never stepped out of the community," recalls Sheeba. "Their parents were averse to educating them and felt that learning household chores would stand them in good stead after marriage," she says. For most of the group, the visit to PUKAR by a suburban train was the first ever instance of venturing out of the comfort zone of their homes. They were very excited to see the sea, Gateway of India and the Mount Mary church for the first time in their lives and broke out in sheer whoops of joy!

PUKAR's open house events and workshops gave them the opportunity to interact with men and women from

varied backgrounds and religions. The biography workshop opened new vistas of thought and self-discovery for Sheeba's group, which looked forward to the Sunday visits to PUKAR.

"We clearly noticed that the women learnt to share their feelings and they evinced a keen interest in developing verbal communication and other skills such as photography. They also enthusiastically participated in the gender workshop," notes a member of PUKAR.



Sheeba and her youth group are deeply absorbed in analyzing the findings of their research on inter-religious marriages

The one-year fellowship

programmes helped Sheeba hone her leadership skills as well as stimulate her innate curiosity. These helped her in persuading many more reluctant parents to allow daughters to step forward and join the fellowship programme. "I give full credit to PUKAR for instilling in me greater self-dignity and confidence, whilst making me a stronger person," states an elated Sheeba.

Sheeba is now pursuing the PUKAR Advance Research fellowship programme and, with a new group, is engaged in exploring the complex issue of inter-caste marriage and its impact on women and families; she is putting together case studies on this subject. Three members of her original group are now married while three others are now contributing constructively to community development through polio campaigns.

Sheeba is pursuing higher studies through the Indira Gandhi National Open University and hopes to "start a community centre in her locality for the upliftment of Muslim women. PUKAR is committed to assist her in raising funds from agencies for this purpose. "I have acquired the necessary skills to present my case to prospective sponsors, thanks to PUKAR," declares Sheeba confidently.



Youth & Civil Society: A street play on gender sensitization organised by Akshara under the 'Youth for Change' programme in Mumbai

in themes of interest to the Trusts – to integrate youth development into their programmes by providing technical and programmatic support through innovative pilots, which work on specific themes (such as health, education and

livelihoods) and in specific contexts (such as in the North-Eastern region and in the Central Indian tribal belt) with youth. **Pravah's** Streaming Programme is an example of this approach, along with other nascent initiatives being explored

in Jharkhand and the North-Eastern region of the country in partnership with ongoing programmes in the area. During the reporting year, **Pravah** strengthened and expanded its strategic collaborations and incubations with support to six new organizations under the Streaming¹ programme.

As part of **Pravah's** Change Looms² programme, 11 new teams from across the country were selected for team-building and leadership skills development. Pravah also



Youth & Civil Society: Girls enjoying playtime at a residential camp organised by Foundation for Education and Development in Desuri block, Pali district, Rajasthan

¹ Through the Streaming programme, Pravah aims to identify start-up organizations with an interest in youth development. The programme also identifies existing organizations, which want to deepen their engagement with youth.

² Change Looms is a programme that supports those young people (18-27) and teams who have set up and are running independent initiatives and projects for social change.

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entered into a partnership with NSS-Delhi University (DU) to work with students in DU colleges. Support to **Community-Youth Collective (CYC), New Delhi** was renewed for a further two years, through which **CYC** extended fellowship support to eight of the 25 Fellows from the first year and 25 Fellows for its third batch for building their leadership skills. It also developed its media-based programme, working through comics, video films, written text and the use of virtual social networks for youth development.

The Trusts' support to **Janvikas, Ahmedabad** came to an end and the impact assessment recommended: (i) systematizing the livelihood programme by strategically identifying training areas, industrial demands, building internal capacity and developing better institutional linkages through the programme; (ii) better integration of the various components of the programme such as the livelihood training, para-legal training, etc.; and (iii) strengthening

and governance processes. The grant to **Aajeevika Bureau, Udaipur** supports integration of youth development in their work on building capacities of migrant youth. During the year, among other things, **Aajeevika Bureau** aided in the registration and issuing of cards to 13,719 migrant workers, besides counselling 494 youth on employment opportunities and directly placing 77 of them.

The support to **Thoughtshop Foundation, Kolkata** also came to an end and the impact assessment concluded that: (i) the 10 neighbourhood-level Youth Resource Cells formed to undertake local action in areas of gender violence, environment, human rights and water and sanitation, were found to be effective in youth mobilization and engagement; and (ii) youth had increased awareness on gender, environment, sanitation, etc., as against the baseline. Subsequently, the Trusts renewed their support to **Thoughtshop Foundation** for expanding the programme to



Youth & Civil Society: Participants during a session at Pravah's Change Looms Collective Learning event hosted by Change Looms Alumni organization, Synergy Sansthan, at Harda, Madhya Pradesh

the participation of young women in the programme and engaging with economic activities. A fresh phase of support is presently under consideration with emphasis on developing the skills of youth for livelihood and employment.

The grant to **Foundation for Education and Development (FED), Jaipur** was also renewed, through which the organization reached out to adolescents in two blocks of Jaipur district to help them attain essential learning skills besides mobilizing youth groups and women's groups. These groups actively participate in local community development

four adjoining districts.

The Trusts also supported **Jagori Rural Charitable Trust (JRCT), Kangra**, which mobilized 75 youth groups in Kangra and Chamba districts of Himachal Pradesh, whilst also training 40 youth leaders to work in the community, instituting community radio in its work area, and strengthening its school intervention which focused on making them gender-sensitive. During the year, **PUKAR, Mumbai** launched the second phase of its Youth Fellowship programme, which is expected to reach out to more than 1,000 youths across



Youth & Civil Society: Youth Fellows showcasing their final product at an Annual Event organised in Mumbai by PUKAR

Mumbai city and its surrounding districts over three years, by engaging them in action research projects. Finally, **Dhriti, New Delhi** trained 84 youths from the University of Delhi under its 'Entrepreneur of Tomorrow' programme, whilst initiating work in Jharkhand and undertaking training on entrepreneurship for youth in Jamshedpur.

However, recognizing the unaddressed livelihood needs among youth and India's rapidly changing socio-political-economic landscape, the YACS Initiative has learnt that an integrated/holistic approach is needed to impact well-being by addressing economic concerns of youth as its top priority. Consequently, the YACS Initiative proposes to focus on promoting livelihood opportunities for youth through specific skill-building interventions and linkages with the existing agriculture and allied livelihood interventions (the Community Resource Person, Service Provider based approach). Over the next five years, the initiative will develop capacities of 25,000 rural youths (comprising at least 30 per cent women) from socio-economically marginalized backgrounds in the Trusts' focused geographies and enhance employability and livelihoods.

Roopantaran: Institutional Building Initiative

The Roopantaran (meaning "Transformation") initiative of the Trusts works with a vision to enable the non-profit sector to realize the potential for facilitating social change

through human and institutional development. Roopantaran works with existing partners of the Trusts which include non-profits and community-based organizations. The overall goal of the Roopantaran Initiative gave the base for evolving the programme over the last three years (2008-2011). The initiative has made many strides in educating organizations for planned institution-building in order to improve the efficiency of their development programme through organizational development, strengthening financial and human resource systems and knowledge-building support.

From 2010-11 onwards, the Roopantaran focus became non-financial as the number of independent grants to organizations on institution-building decreased; consequently, during 2011-12, the initiative adopted a fresh approach. The emphasis was on exploring and initiating institution-building programmes with Community-Based Organizations (CBO) associated with the Trusts' affiliated organizations, mainly aligning with the Rural Livelihoods & Communities (RLC) Programme, to start with. Roopantaran sees these as more than instruments for delivering services. It recognizes that to sustain and effectively carry out social change programmes, it is important to build institutional capacities of CBOs and their parent institutions.

In the year under review, the objectives were to: (a) introduce the institution-building programme to the different Cells seeded and supported by the Trusts, focusing on strengthening the CBOs; (b) explore the need through

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field visits; and (c) to clearly identify and agree on areas of joint work with the selected Cells. The processes required intensive discussions, exploratory field visits, selecting the partners, planning the interventions and preparing roll-out plans to achieve the objectives of strengthening the CBOs. By the end of the year, linkages were developed through the Cells towards working with CBOs promoted by Sadguru Foundation, Himalayan Institute Hospital Trust and Indian Grameen Services, which are partners of the Trusts in the Central India Initiative, Himmothan Pariyojana and Sukhi Baliraja Initiative respectively.

Roopantaran will operationalize and take forward the three institution-building pilots identified above and based on learnings and results, it will plan for the coming years. The Initiative does not plan to add any more fresh goals this year; rather, it will focus on the three pilots to ensure demonstrable outputs. The planned actions are collaborative, but at the same time, clear roles and outputs will be defined for all actors.

Support to the **Human and Institutional Development Forum (HIDF), Bengaluru**, to provide vital organization-building technical support to partners came to end, following which another phase was initiated in March 2012. Notably, **HIDF** completed the third batch of its Organizational Change Facilitation Programme (OCFP) in November 2011 and the certification of the participants is ongoing.

The Trusts have provided two phases of support so far to **Professional Assistance for Development Action (PRADAN)** for strengthening human resource development systems and upgrading the selection, induction and training of new professionals. In the year under review, the second phase of support to **PRADAN** came to an end. An impact assessment of the second phase of support highlighted these key points: (1) PRADAN's HR strategy for increasing the number of professionals resulted in an increase of executives in the field to 188 in 2011 from 131 in 2008. The productivity of the field executives vis-à-vis the number of households that each executive manages, increased from 1,088 in 2008 to 1,201 in 2011. This has shown an impact in the incremental income generated by the families covered by PRADAN. Out of a total of 225,803 families, 11 per cent have managed to generate an income of more than Rs. 15,000, 39 per cent generated between Rs. 7,500 to Rs. 15,000 and 50 per cent generated less than Rs. 7,500. (2) This quantitative impact was achieved through the "reasonably strong" 14,285 SHGs formed by PRADAN in 44 districts. (3) PRADAN's introduction of 2,307 community-based resource persons trained by PRADAN's HR unit on components such as negotiating release of funds from the block authorities, carrying out participatory group processes in the SHGs, providing guidance on legal issues, etc. have contributed to facilitating the development tasks in a smooth manner



Roopantaran: A team building workshop being conducted for a Trusts' partner in Bhopal



Roopantaran: A Learning Event at the Fellowship Programme facilitated by HIDF in Bengaluru

within the communities. Hence, there is a renewed sense of ownership among the communities towards the tasks. (4) The HR unit's most pivotal contribution is on the staff, popularly known as a 'PRADANite', both as a professional and as a human being. The assessment highlighted that the PRADANite not just promotes livelihoods or catalyzes communities, but works through ideas and innovation adaptable to communities; thereby, increasing self and community ownership. The Trusts' support to PRADAN's HR unit has been extended for another three years.

During the year under review, the Trusts disbursed Rs 50.83 million (US\$ 1.00 million) for 10 grants as against Rs. 55.68 million for 20 grants during 2010-11, which is a decrease of 9 per cent in the disbursements figures.

List of Partners:

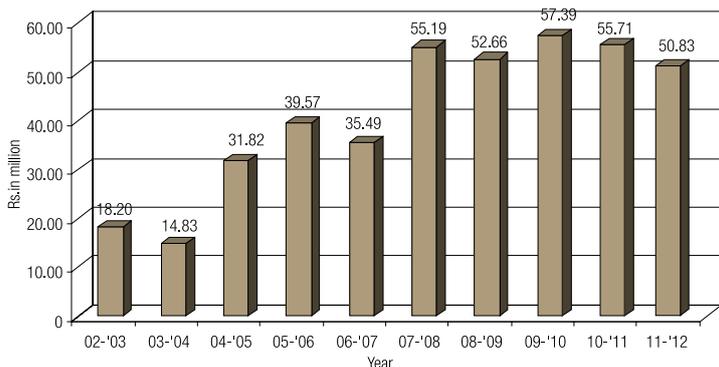
Youth And Civil Society

- Pravah, New Delhi
- Partners for Urban Knowledge, Action & Research (PUKAR), Mumbai
- Thoughtshop Foundation, Kolkata
- Jagori Rural Charitable Trust (JRCT), Kangra, Himachal Pradesh
- Aajeevika Bureau, Udaipur
- Janvikas, Ahmedabad
- Foundation for Education and Development (FED), Jaipur
- Akshara, Mumbai
- Commutiny - The Youth Collective, New Delhi

Roopantaran – Institution Building Initiative

- Professional Assistance for Development Action (PRADAN), New Delhi
- Human and Institutional Development Forum (HIDF), Bengaluru

Grants Disbursements for Civil Society and Governance: 2002 - 2012



The Trusts are one of the leading funding organizations in the fields of Arts, Crafts and Culture in India. The year 2011-12 was crucial for the Arts, Crafts and Culture (ACC) programme, this being the final year of the Trusts' Strategic Plan 2011. Consequently,

Arts, Crafts & Culture

The key purpose that guides the Trusts' Arts, Crafts and Culture initiatives is to protect and enhance livelihoods and quality of life of artists, artisans and craftsmen, which in turn will sustain the diverse arts, crafts and culture of our nation. Simultaneously the Trusts also support conservation and digitization of culture and encourage the use of community media for development.



Attakkalari received core institutional support from the Trusts to undertake a slew of activities, building a bridge between pedagogy and practice. A glimpse of the Dance diploma class in progress at Attakkalari, Bengaluru

the Trusts had two key priorities; namely: (1) in terms of its grant-making efforts, concluding the final stages of initiatives undertaken during the five-year Strategic Plan 2011; and (2) developing and rolling out its strategy for the portfolio for the next five years, to ensure that support to the sector

could have lasting impact.

During 2011-12, the first ever independent Strategy Review of the ACC programme was approved by the Trustees and subsequently, new interventions for the next five-year period (2012-17) were developed. Consequently,

portfolio now focuses on:

- Sustaining Livelihoods in Performing Arts
- Conservation and Digitization
- Crafts-Based Livelihoods Initiatives
- Community Media and Livelihoods



grant-making over the next five years will be guided by this purpose: 'To enhance livelihoods and quality of life of artists, artisans and craftsmen through support for design innovation, creation of new practices, training and networking that can lead to new products and new audiences and markets'. The

The ACC programme, during 2011-12, focused on developing an implementation plan for converting the strategy into operational initiatives. Efforts were also made to identify and support new initiatives that look at crafts and culture in a holistic and comprehensive manner, with

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livelihoods as the key focus. Additionally, a bulk of the ACC programme's time went into bringing the initiatives that were in final stages of the last Five-year operational plan (2006-11) to their logical conclusion.

Sustaining Livelihoods in Performing Arts

The purpose of this Initiative is to attempt a revival of the performing arts with a strong emphasis on creative livelihoods. This will be achieved through support to: a) promoting networks of artist communities; b) encouraging collective learning and self-help; c) cultivating markets and

of nine books in Marathi on various aspects of performing arts. These books would form an important resource for under-graduate students of performing arts in Maharashtra. CPA launched these books at a public ceremony in 2011-12. A significant achievement of the Trusts within the Indian performing arts sector is the seeding of India Theatre Forum through support to the **Shri Prithviraj Kapoor Memorial Trust and Research Foundation, Bombay**. The core purpose of this forum was to create a network amongst artists across urban and rural India and to enhance the visibility of the performing arts sector to attract more financial support. In 2011-12, the India Theatre Forum's



A Midsummer Night's Dream: Play staged by the Puppet House at the College Theatre Workshop held in Dharwad, Karnataka

audiences; and d) enhancing the artists' abilities to attract financial support and increased performance avenues.

Over the last five years, the Trusts have committed significant funding for the performing arts in Maharashtra and Karnataka and are hoping to carry the experience and learning into the other states. Through the Trusts' support, the **Centre for Performing Arts (CPA), Pune**, also popularly known as the Lalit Kala Kendra, created performance opportunities for about 100 young artists across the state of Maharashtra. Further, in collaboration with various local organizations located in various cities and towns in Maharashtra including Pune, Mumbai, Latur, Ahmednagar, Kolhapur, Kankavli, Ichalkaranji and Pandharpur, CPA opened up new performance avenues and cultivated audiences for performing arts in the region.

The Trusts also supported the production and publication

website (www.theatreforum.in) was launched as part of the project's attempt to network various stakeholders and theatre artists. The Trusts' support also ensured successful publication of three issues of the only bi-monthly e-journal on theatre, namely, e-Rang. **Puppet House, Dharwar**, continued its focus on theatre training for children, college students, teacher-trainers and teachers. As part of its Teacher Training programme, the organization collaborated with DIET College, Bassel Mission D.Ed. College, Anjum D.Ed. College and Mahila Vidyapeetha College in Dharwad and trained 230 teacher trainees in using theatre and puppetry in education. Various short-term training programmes were organized with the Trusts' support in rural villages of North Karnataka like Konandur, Bislakoppa and Shimoga.

Some of the key outcomes of the Trusts' support to the Performing Arts sector include: a) arts outreach to

400 underprivileged children across northern districts of Karnataka; b) strengthening the livelihood of 100 young artists by creating and cultivating new performance spaces across small cities and towns in Maharashtra; c) creating a national network of theatre groups and a web platform for regional theatre artists from across India; and d) publication and public launch of 12 quality books on various aspects of performance arts and arts management.

It should be noted that the approach to the Performing Arts has changed since the last year with a critical emphasis on sustaining livelihoods of artists. Based on the learnings from these projects and with renewed focus on livelihoods, the Trusts have developed two new projects during 2011-12, based in coastal regions of Andhra Pradesh and Kutch region of Gujarat. In the coming year, these projects will be rolled out and are expected to qualitatively impact the livelihoods of nearly 200 poor artists in Andhra Pradesh and about 350 artists in rural Kutch. Further, the ACC portfolio will devise and implement a Maharashtra-based initiative to strengthen the creative capacities of 150 artists to enhance their livelihoods.

Conservation and Digitization

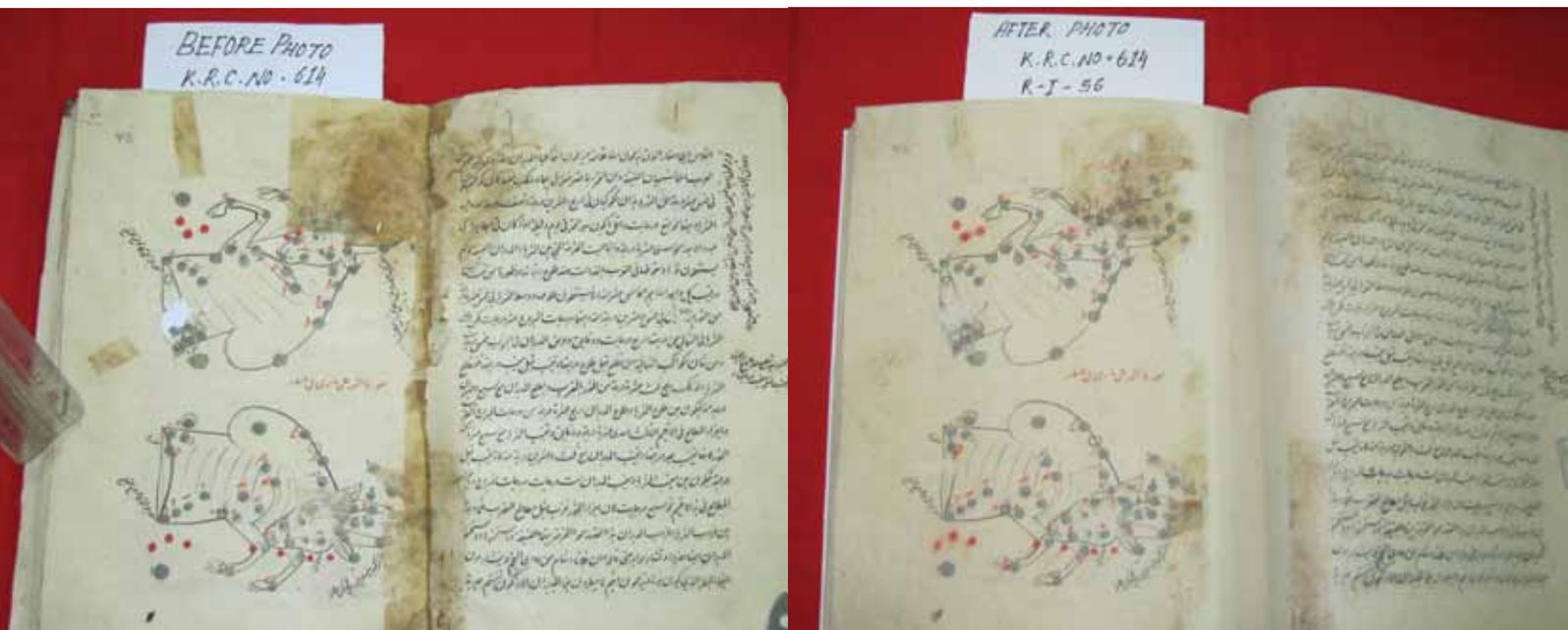
Through this Initiative, primarily, the Trusts support projects to devise strategies to conserve national art treasures, and enhance public use and access to endangered material. Under



Ramu plays the Ghangli (an instrument sculpted from a gourd) and recites the Warli Myth of Creation at Kasa village, Thane district, Maharashtra. Grant made to Tamarind Tree under the Trusts' Small Grant Programme

this Initiative, support was extended to three projects during 2011-12. Significant amongst these is the incubation of the **Media Lab** at the **Department of Film Studies, Jadavpur University**. It partners conservation efforts with projects that would restore films, train teachers in digital archiving techniques, and convert the archived objects into materials that can be taught in the under-graduate classroom. With the Trusts' support, the **Media Lab** evolved as an archival hub of Indian cinema. Three databases on Indian cinema – (i) History of Indian Cinema; (ii) Sound Cultures in Indian Cinema; and (iii) Law and Image – have acquired a sizeable quantity of new items.

Media Lab has attracted the attention of the larger community of media scholars, critics and artists from



Conservation of manuscripts undertaken by the K. R. Cama Oriental Institute: Comparison between manuscript pre and post conservation

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across India. During 2011-12, it revamped its website www.medialabju.org with increased archival content. It also organized two outreach programmes with under-graduate colleges in small cities and towns of West Bengal to equip the media teachers with current debates and pedagogic practices in the disciplines of Media and Film studies. Through these outreach initiatives, **Media Lab** has also been successful in enhancing public use and access of the digitized content.

Another project supported by the Trusts is the collaboration between the **British Library, London** and

an Indian partner-organization. The key purpose of this initiative is to use the British Library's formidable collections as a core, and its archival experience as a resource, to build databases of precious archival material on key areas of Indian history. The project also investigates the research opportunities that result from the resources being digitized and made accessible online. The Trusts have also supported the conservation of over 14,700 sheets of paper manuscript folios of rare literature from around the world preserved at the **K. R. Cama Oriental Institute, Mumbai**.

Easier Public Transport through Fort Pheri

"Since 1993, the Urban Design Research Institute (UDRI) has been engaged in several community-based improvement initiatives," informs an official of UDRI, "that have resulted in restoring heritage structures and implementing legislative protection in Mumbai's historic neighborhoods. However, the civic infrastructure in the area remains greatly overburdened, thus limiting the success of conservation efforts." Mumbai's Fort precinct is the Central Business District and has significantly contributed in shaping the city as a metropolis.

The Fort Management Plan, initiated by UDRI in 2003, is the outcome of various area-wise studies of the Fort precinct as well as surveys of heritage structures that commenced in the nineties. "The plan was undertaken by UDRI in collaboration with the Federation of Residents Trust and supported by the Tata Trusts and other institutions," states a UDRI source. The study covers four key aspects such as heritage management, open spaces, solid waste management, traffic and transport.

A salutary outcome of the study is the introduction of Fort Pheri by the BEST – Bombay Electric Supply and Transport – in November 2011. "The Fort Pheri is a circular route operating at four minutes' frequency in Mumbai's Fort area," declares a senior official from BEST, "servicing the commuting needs of the large volume of passengers alighting at CST and Churchgate railway termini. It has resolved the perennial travails of citizens facing refusal from errant taxi drivers who are reluctant to undertake short journeys in the precinct." It presents an ideal option for the



A Fort Pheri does its rounds through the Central Business District in downtown Mumbai

commuter trying to board regular BEST buses which are packed to the seams. A flat fare of Rs. 5/- is charged for a journey in this bus.

Twenty four Star buses are currently plying two circular routes (one clockwise and the other counter-clockwise) that cover CST, Ballard Estate, Shahid Bhagat Singh Road, Mantralaya, Vidhan Sabha, Marine Drive, Churchgate and Dr. D.N. Road. The low floor is disabled-friendly and easy for the elderly, while the seating is configured to make for a spacious area for standees.

The Fort Pheri service was launched with plenty of promotional initiatives and awareness campaign. The graphic and branding of the service was funded by the Mariwala Charity Trusts and the Urban Design Research Institute. "Interestingly, all the buses have been creatively hand-painted," states an official from BEST, "thus giving a welcome fillip to an almost lost art. We are actively considering replicating this service in other parts of Mumbai."

Crafts-Based Livelihoods Initiatives

Following the strategy review recommendations, the ACC portfolio launched this programme to offer catalytic support to the crafts sector in India. During 2011-12, efforts were made to scope the field for potential intervention possibilities under this programme. A detailed scoping study was undertaken during this year, which noted that to impact livelihoods in the crafts, the sector would require sustained field-level engagement. Keeping this in mind, it was decided to adopt a predominantly grant-making approach with systematic and continuous monitoring in developing interventions in the crafts sector. During 2012-13, the ACC portfolio has proposed to develop four crafts initiatives with a focus on south and central India.

Community Media and Livelihoods

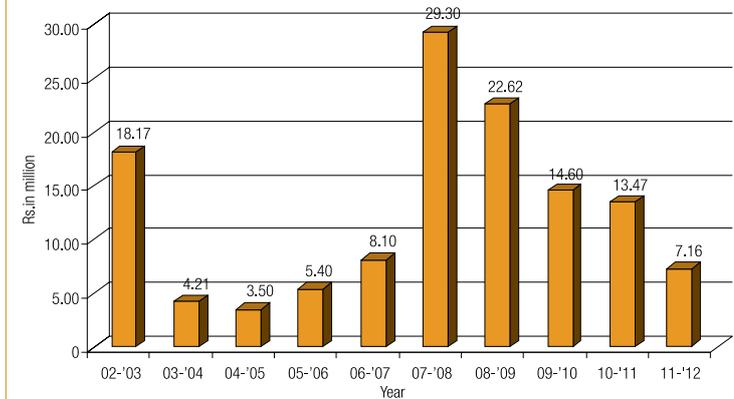
The ACC programme also completed a major study of the Community Radio in India under this initiative. Based on the study recommendations, the Trusts will support the setting up of four Community Radio Stations in geographical areas where the former has made significant investments.

In addition to the above, the Trusts gave institutional support to **Urban Design Research Institute (UDRI), Mumbai** through which it undertook a slew of implementation and advocacy activities focusing on the betterment of Mumbai's urban infrastructure and planning. A key impact of **UDRI** during 2011-12 is the implementation of the Fort

Management Plan, as part of which the popular 'Fort Pheri' was introduced. The implementation of this circular bus route has helped in decongesting traffic in the Fort area. **UDRI** also organized various public lectures on urban planning and infrastructure issues during the year, while continuing its advocacy and research work. Notably, Mumbai Reader 2011 was also publicly launched by **UDRI** with the Trusts' support.

During 2011-12, the Trusts disbursed Rs. 7.16 million (US \$ 0.14 million) towards four grants, which is lower than the previous year's disbursements of Rs. 13.47 million towards ten grants. This steep 47 per cent decline in disbursements may be attributed to a slew of grants that came to an end during the fiscal, coupled with a couple of grants that were terminated for non-compliance of grant conditionalities. However, with plans for new grants in the pipeline, the ACC portfolio looks forward to a focused engagement with the livelihoods of artists and artisans in the crafts and performing arts sector in 2012-13.

Grants Disbursements for Arts, Crafts & Culture: 2002 - 2012



List of Partners:

Sustaining Livelihoods In Performing Arts

- Department of Theatre Arts, University of Hyderabad, Hyderabad

- Centre for Performing Arts, University of Pune, Pune
- Shri Prithviraj Kapoor Memorial Trust and Research Foundation, Mumbai

- Puppet House, Dharwad, Karnataka
- KHOJ International Artists' Association, New Delhi

Conservation & Digitisation

- Centre for the Study of Culture & Society (CSCS), Bengaluru
- K. R. Cama Oriental Institute, Mumbai
- Department of Film Studies, Jadavpur University, Kolkata

Others

- The Psychoanalytic Therapy and Research Centre (PTRC), Mumbai
- Urban Design Research Institute (UDRI), Mumbai



Teachers try their hand at making puppets at an Art Training Workshop conducted by Puppet House at the Tungal School in Jamkhandi village, Bagalkot district, Karnataka

Small Grant Programme

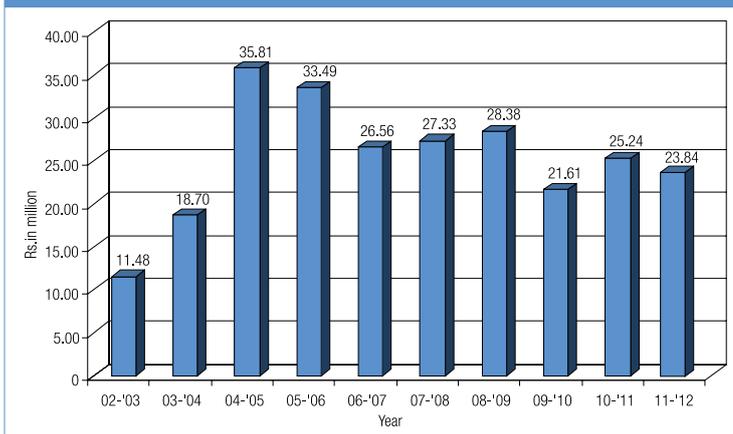
Launched in 1998-99, the Trusts use the Small Grant Programme to test new ideas and innovations, amongst other things.

The Small Grants Programme (SGP) of the Trusts disbursed over Rs. 268 million (US \$ 5.25 million) through 708 grants sanctioned upto March 31, 2012. Launched in 1998-99, the SGP was originally conceptualized to cater to the needs of small welfare-oriented organizations and subsequently amended to include larger organizations in need of support for strategic planning or evaluation, conducting reviews and appraisals and strengthening internal systems.

Grants made under the latter head have been classified under 'special' category, as against 'regular' grants made to smaller organizations. The Trusts also use the SGP to test new ideas and innovations, support preparatory phases prior to major long-duration projects and conduct workshops, events and external reviews within key programmatic initiatives.

During the year, the Trusts disbursed Rs. 23.84 million (US \$ 0.47 million) for 69 grants, as compared to Rs. 25.24 million disbursed during 2010-11 for 52 grants, which constitutes an decrease of 7 per cent. Around 60 per cent of the total number of grants made under the SGP fell within the 'regular' category.

Grants Disbursals for Small Grants: 2002 - 2012



List of Partners:

Rural Livelihoods & Communities

Central India Initiative

- *Collectives for Integrated Livelihoods Initiatives (Clnl), Jamshedpur*

Sukhi Baliraja Initiative

- *Chetna Samaj Seva Mandal (CSSM), Yavatmal, Maharashtra*

Himmothan Pariyojana / Himalayan Region

- Institute of Himalayan Environment Research & Education (INHERE), Masi, Uttarakhand
- Central Himalayan Environmental Association (CHEA), Nainital, Uttarakhand
- Rural Initiatives for Social Engineering (RISE), Almora, Uttarakhand
- Himalayan Gram Vikas Samiti (HGVS), Gangolihat, Uttarakhand
- Himalayan Sewa Samiti (HSS), Uttarakhand
- Voluntary Association for the Development of the Hills of Uttarakhand (VADHU), Almora, Uttarakhand
- Kasturba Mahila Utthan Mandal (KMUM), Almora Uttarakhand
- General Rural Advancement Society (GRAS), Lohaghat, Uttarakhand
- Central Himalayan Rural Action Group (CHIRAG), Sitla, Uttarakhand
- Shri Bhuvneshwari Mahila Ashram (SBMA), Anjansain, Uttarakhand
- Centre for Ecology Development & Research (CEDAR), Dehradun
- Himalayan Institute Hospital Trust (HIHT), Dehradun
- Himmothan Society, Dehradun

Reviving the Green Revolution

- Reviving Green Revolution Cell, Ludhiana, Punjab

North East Initiative

- Centre for Peace & Development (CPD), Aizawl, Mizoram
- Eleutheros Christian Society (ECS), Tuensang, Nagaland
- Youth Action for Rural Development (YARD), Kohima Nagaland
- Open Doors (OD), Aizawl, Mizoram
- Centre for Community Development through Network, Education, Research, Training, Resource Mobilization & Capacity Building (CODNERC), Aizawl, Mizoram

Kharash Vistarotthan Yojana

- Aga Khan Rural Support Programme (AKRSP(I)), Ahmedabad
- Coastal Salinity Prevention Cell (CSPC), Ahmedabad

Sakh Se Vikas / Microfinance

- Centre for micro Finance (CmF), Jaipur
- Gramin Mahila Vikas Sansthan (GMVS), Ajmer
- Grameen Evam Samajik Vikas Sanstha (GSVS), Ajmer
- International Network of Alternative Financial Institutions (INAFI) India, Madurai

Education

- Vidya Bhawan Society, Udaipur
- Jan Sahas Social Development Society, Dewas, Madhya Pradesh

- Pravah, New Delhi
- Organisation for Early Literacy Promotion (OELP), New Delhi
- Jan Sahas Social Development Society, Madhya Pradesh
- Mind Genius Charitable Trust (MGCT), Mumbai
- Karadi Cultural Alliance Trust (KCAT), Chennai
- Sevadaan Special School, Mumbai
- Sampurna Trust, New Delhi
- Gyanoday (Sardar Sewa Singh Rajinder Singh Memorial Charitable Educational Trust), Meerut, Uttar Pradesh
- Children's Movement for Civic Awareness (CMCA), Bengaluru
- The A. D. Shroff Memorial Trust, Mumbai
- Visamo Kids Foundation, Bopal, Gujarat
- Pardada Pardadi Educational Society (PPES), New Delhi

Health

- Tata Memorial Centre, Mumbai
- Saraswati Mandir Trust, Mumbai
- Xavier's Resource Centre for the Visually Challenged, Mumbai
- Indian Head Injury Foundation (IHIF), New Delhi
- Jawaharlal Nehru University, New Delhi
- Bharat Vaidyaka Sanstha (BVS), Nashik
- Schizophrenia Awareness Association, Pune
- Sutradhar, Bengaluru
- Maraa, Bengaluru

Arts, Crafts & Culture

- Tamarind Tree, Dahanu, Maharashtra
- Punjab Folk Art Centre, Gurdaspur, Punjab
- The Marg Foundation, Mumbai
- Marappachi Trust, Chennai

Civil Society & Governance

- Ajit Vyas Foundation for Social Development, Bikaner

Others

- Zoroastrian Trust Funds of India (ZTFI), Mumbai
- The Dhobi Talao Parsee Association (DTPA), Mumbai
- Welham Boys School, Dehradun
- National Foundation for Communal Harmony (NFCH), New Delhi
- New Social Organisation on Various Aspects (SOOVA), Mayurbhanj, Orissa
- Institute for Resource Analysis & Policy (IRAP), Hyderabad
- Hand in Hand India, Kanchipuram, Tamil Nadu
- Shah Bhikamchandji Gambhirmalji Chhajer Education Society, Phansa, Gujarat
- Lokmanya Shikashan Shanstha's Late R. S. Berde Vidyalyay, Ratnagiri, Maharashtra
- Mahila Sewa Trust, Ahmedabad
- Khemani & Sorabjee Charitable Trust (KSCT), Mumbai

Individual Grants

The Individual Grant Programme provides financial assistance to individuals to meet major medical expenses and for higher education.

In keeping with the benevolent nature of Sir Ratan Tata and Lady Navajbai Tata and their inclination to help individuals in need of assistance, the Trusts have, since inception, laid great emphasis on its Individual Grants Programme. What characterizes this Programme are the continuous efforts expended by the Trusts to hone systems that ensure a comprehensive, systematic and most importantly, fair and humane approach to identify needy individuals.

The Individual Grant Programme provides financial assistance to individuals for:

- Meeting medical expenses during critical illnesses.
- Educational needs for higher education in India and assistance for education-related travel overseas.

Medical

A medical emergency, for most families, causes tremendous emotional and financial stress. Escalating hospitalization bills and medicine costs have rendered decent medical attention beyond the realm of even the middle class population of the country. Though medical insurance has been gaining popularity in India, it does not cover the entire cost of treatment, especially for cases like cancer, heart ailments, cochlear implants and kidney diseases, etc. Charitable trusts and benevolent individuals have been the only recourse for these families to help them overcome their

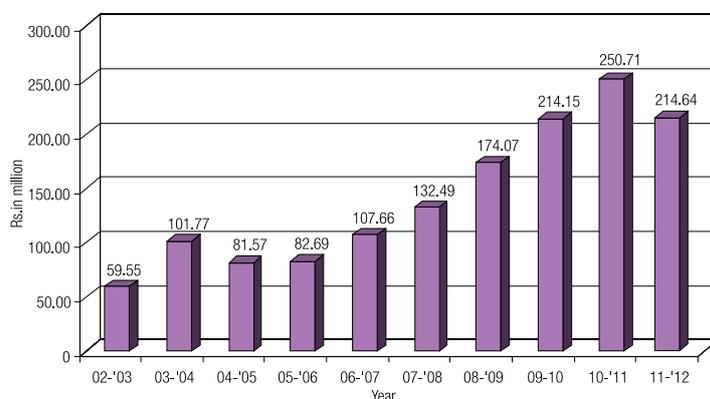


financial burden.

The Trusts are utilizing their spreading network of medical professionals and social workers at various prominent government, municipal, private and charitable hospitals within the country. The total number of such linkages now stands at 30. All new linkages established by the Trusts are valid for a specific time period, post which a review is undertaken to decide on further action.

During 2011-12, the Trusts sanctioned Rs. 214.64 million

Sanctions of Medical Grants: 2002 - 2012



Medical: Details of grants sanctioned from April 2011 to March 2012

	No. of applications	No. sanctioned	Rs. in million*	%
Heart	912	401	36.42	16.97
Kidney	420	89	7.07	3.29
Cancer	1,045	592	113.69	52.97
Burns	35	26	5.41	2.52
Tuberculosis	38	20	1.33	0.62
Others	1,265	396	50.72	52.97
Total	3,715	1,524	214.64	100.00

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

(US \$ 4.21 million) towards medical grants, a 14 per cent decrease over the amount sanctioned during 2010-11.

Education

The Trusts support students through:

- Scholarships to meritorious students to pursue higher and professional studies in India.
- Travel grants to provide part-travel assistance for studies and professional development abroad.

The mainstay of the Studies in India Programme is the linkages formed by the Trusts with educational institutes, including colleges of repute in the country in the fields of

engineering, medicine, pharmacy, nursing and management. During the year, the Trusts sanctioned scholarships to 1,017 students under the Studies in India Programme. Apart from the institutional linkages, the Trusts also accepted direct applications from students pursuing under-graduate courses in the fields of architecture, law, fine arts, etc., subject to pre-set eligibility/cut-off percentages.

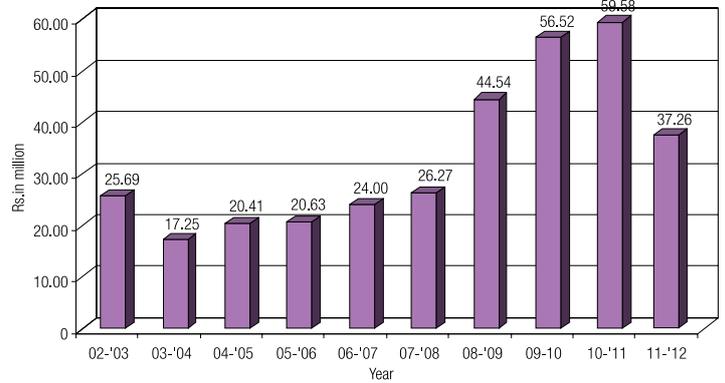


The Trusts continued the Sir Ratan Tata Fellowships for Masters in Development

Studies, with special focus on Developmental Economics, Science-Technology-Society Studies and Public/Community Health. The purpose of this initiative is to fill a long-felt gap in the field of Development Studies, and provide opportunities for exploring significant new work being done in this area in some universities in Britain and the United States. Four Fellows were supported through Trusts' funds, wherein grants of the Rupee equivalent of £ 60,000 were awarded.

During 2011-12, the Trusts enabled 1,781 individuals to pursue their dreams of higher education through a grant outlay of Rs. 37.26 million (US \$ 0.73 million), as against Rs. 59.58 million to 1,714 applicants in 2010-11, which constitutes a steep 37 per cent decrease in the amount sanctioned. The main reason for this was the decrease in the number of applications considered from pharmacy and nursing students in the Studies in India Programme, with the Trusts ceasing to accept direct applicants, preferring them to be routed through the linked colleges only.

Sanctions of Education Grants: 2002 - 2012



Education: Details of grants sanctioned from April 2011 to March 2012

	No. of applications	No. sanctioned	Rs. in million*	%
Studies in India	1,046	1,017	28.13	75.49
Studies abroad**	215	76	6.94	18.63
Short term courses/				
Mid-career training abroad	53	9	0.43	1.14
Conferences/presentations	449	38	1.58	4.27
Others	18	4	0.18	0.47
Total	1,781	1,144	37.26	100.00

*The amount mentioned is for grants sanctioned and may vary from actual disbursements.
 **This includes funds sanctioned to four individuals under the Sir Ratan Tata Fellowships for Masters in Development Studies.

Finally, the Trusts' sanctioned Rs. 0.44 million to six individuals under the Sports Grant Programme, which was operationalized during 2010-11. Through this programme, the Trusts hope to encourage potential sportsmen in their endeavour to excel.

A New Lease of Life

A Mumbaikar, Rekha Shinde is a 35-year-old working mother doing odd jobs as a domestic servant. She supports her two children, aged 16 and 18 years through a monthly income of around Rs. 3,500/-. "My husband was an alcoholic and he passed away in 2010," states Rekha matter-of-factly.

Shortly after his death, her son met with a serious road accident. "He was rushed to a hospital and after he was discharged he required prolonged domiciliary treatment," she says adding, "and I was obliged to cut down my assignments to look after him."

But more calamity was lurking around the corner. In 2011, her own health took a turn for the worse when she developed breathing complications owing to rheumatic heart disease. "She was brought to our hospital and we advised her to undergo Balloon Mitral Valvoplasty at Holy Family Hospital," discloses a doctor attached with Mumbai's Karuna Hospital who suggested the surgical procedure.

Holy Family Hospital, which is linked to the Trusts, estimated that the surgery would cost Rs. 75,000/- and assisted her in making an application for a medical grant from the Trusts. After evaluating her case and looking into fact that Rekha had already spent over Rs. 65,000 towards her treatment, the Trusts took an altruistic view and accorded sanction of Rs. 70,000/- to carry out the surgery.

"I am grateful to the Tata Trusts who have given me a new lease of life. Earlier, they also sanctioned Rs. 25,000 for my son's treatment," reveals Rekha with a smile of relief.

Sir Ratan Tata Trust 2011-2012

Income

April 2011 – March 2012

2010-2011			Particulars	2011-2012		
Rs. in million	US \$ in million*	%		Rs. in million	US \$ in million**	%
693.96	15.78	83.42	Dividend Income	790.52	15.50	83.26
133.18	3.03	16.01	Interest Income	151.76	2.98	15.98
0.12	0.00	0.01	Property Income	0.12	0.00	0.01
3.73	0.08	0.45	Refund of Programme Grants / Charities	6.77	0.13	0.71
0.91	0.02	0.11	Miscellaneous Income	0.36	0.01	0.04
831.90	18.91	100.00		949.53	18.62	100.00

Expenditure

April 2011 – March 2012

2010-2011			Particulars	2011-2012		
Rs. in million	US \$ in million*	%		Rs. in million	US \$ in million**	%
720.58	16.38	86.62	Programme Grants / Charities	703.66	13.80	74.11
22.31	0.51	2.68	Administrative Expenses	26.52	0.52	2.79
0.65	0.01	0.08	Property Expenses	0.80	0.02	0.08
1.67	0.04	0.20	Depreciation	1.53	0.03	0.16
86.69	1.97	10.42	(Deficit) / Surplus	217.02	4.25	22.86
831.90	18.91	100.00		949.53	18.62	100.00

* 1 US \$ is approximately equal to Rs.44

** 1 US \$ is approximately equal to Rs.51

Liabilities

As on March 31, 2012

March 31, 2011		Particulars	March 31, 2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
757.98	17.23	Trust Fund	762.98	14.96
407.37	9.26	Investment Reserve Fund and Other Funds	407.99	8.00
6.55	0.15	Other Credit Balances	3.96	0.08
447.23	10.16	Income and Expenditure Account	664.25	13.02
1,619.13	36.80		1,839.18	36.06

Assets

As on March 31, 2012

March 31, 2011		Particulars	March 31, 2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
7.13	0.16	Immovable Properties	6.53	0.13
2.58	0.06	Movable Properties	2.39	0.05
1,442.34	32.78	Investments	1,523.64	29.87
4.63	0.10	Other Debit Balances	3.95	0.08
8.66	0.20	Outstanding Income	0.61	0.01
153.79	3.50	Bank Balances	302.06	5.92
1,619.13	36.80		1,839.18	36.06

* 1 US \$ is approximately equal to Rs. 44

** 1 US \$ is approximately equal to Rs. 51

Navajbai Ratan Tata Trust 2011-2012

Income

April 2011 - March 2012

2010-2011		Particulars	2011-2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
1,154.78	26.25	Dividends	1,246.34	24.44
78.98	1.80	Interest	123.87	2.43
1.33	0.03	Other Income	13.66	0.27
1,235.09	28.08		1,383.87	27.14

Expenditure

April 2011 - March 2012

2010-2011		Particulars	2011-2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
966.50	21.98	Charities	995.32	19.52
8.39	0.19	Administrative Expenses	9.77	0.19
0.44	0.01	Depreciation	0.34	0.01
259.76	5.90	Surplus	378.44	7.42
1,235.09	28.08		1,383.87	27.14

* 1 US \$ is approximately equal to Rs. 44

** 1 US \$ is approximately equal to Rs. 51

Liabilities

As on March 31, 2012

March 31, 2011		Particulars	March 31, 2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
4,861.54	110.49	Trust Fund	4,861.54	95.32
11,029.70	250.68	Other Funds	11,029.97	216.27
509.92	11.59	Revenue Accumulation Account	888.37	17.42
16,401.16	372.76		16,779.88	329.01

Assets

As on March 31, 2012

March 31, 2011		Particulars	March 31, 2012	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
1.80	0.05	Movable Properties	1.67	0.03
16,077.64	365.40	Investments	16,464.64	322.84
3.54	0.08	Other Debit Balances	4.64	0.09
318.18	7.23	Cash and Bank Balances	308.93	6.05
16,401.16	372.76		16,779.88	329.01

* 1 US \$ is approximately equal to Rs. 44

** 1 US \$ is approximately equal to Rs. 51

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The Trusts are grateful to its grantees for the photographs used in this report.

Cover Photograph: Clean drinking water – the elixir of life: A young lad quenches his thirst at a standpost in Dangla village, Tehri Garhwal district, constructed through a grant made to Himalayan Institute Hospital Trust under the Himmothana Pariyojana.

Cover Photo Credit: Dean Forbes

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