

Sir Ratan Tata
Trust
&
Navajbai Ratan
Tata Trust



The Trusts' Vision

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

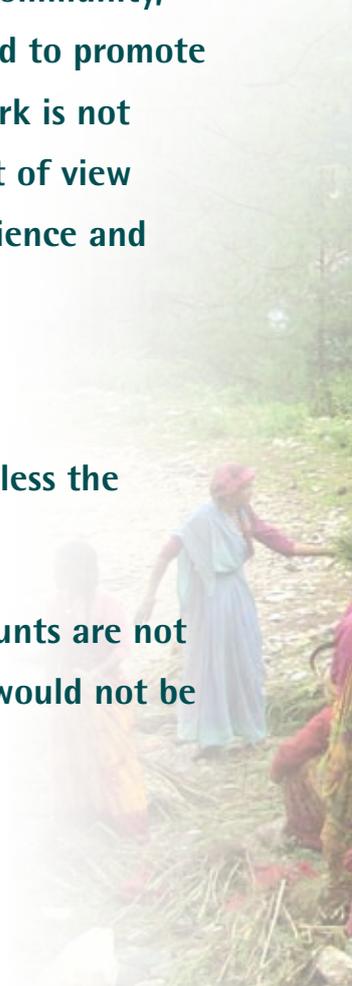
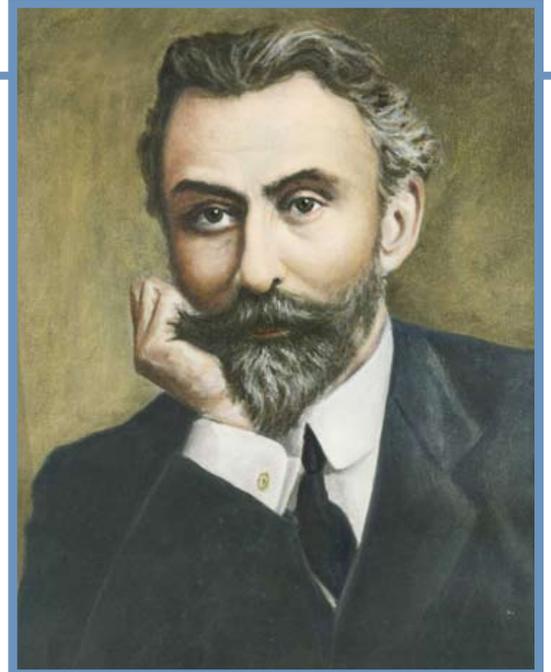
"... for the advancement of Education, Learning and Industry in all its branches, including education in economy, sanitary services and art, or for the relief of human suffering, or for other works of public utility...."

"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..."

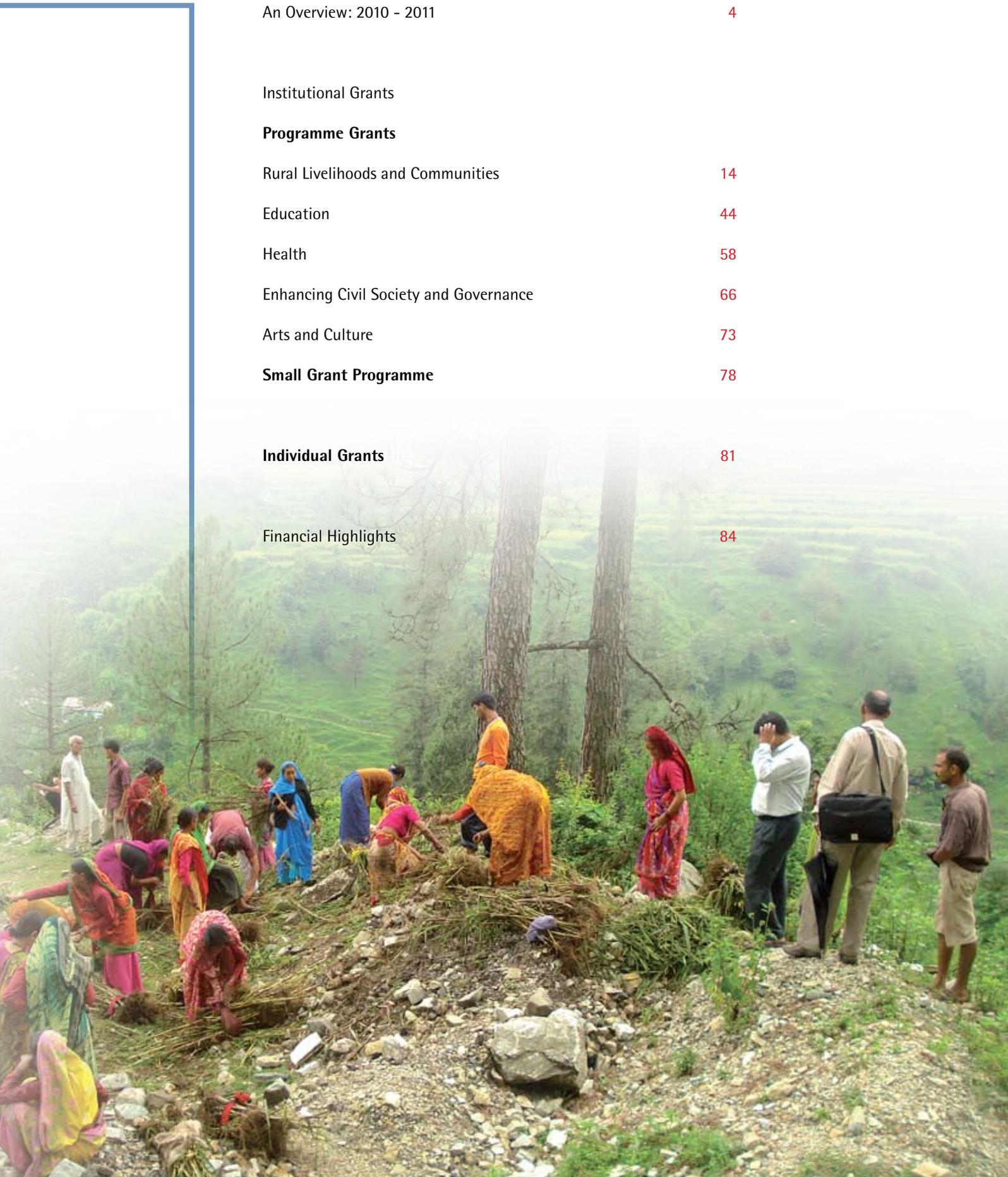
Further, he also directed that:

"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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In his will, Sir Ratan envisioned the Trust as an institution, which would advance the sectors of its engagement – going beyond conventional approaches and ensuring high standards of public accountability. The relevance of these values for private philanthropy could not be more relevant in the evolving social fabric of the country. India's growth figures, enhanced female literacy rates and citizen action are heartening; at the same time, increasing disparities, civil unrest, etc., highlight the need for developmental organisations like the Trusts to develop a comprehensive, long term and integrated development approach, focusing on the marginalized and vulnerable.

In the year gone by, the Sir Ratan Tata Trust and Navajbai Ratan Tata Trust have catalyzed development with several hundred partners through grants amounting to Rs. 1.69 billion, whilst leveraging at least twice as much from other sources, including several State Governments, banks and other funding organisations. High performance ethics have been adhered to, thus bringing about sustainable change in the lives of some of the most vulnerable communities in the country.

The Trusts continued supporting quality interventions that address critical and established gaps within elementary education, the thrust being on supporting projects that address issues of quality of education through partnership with the government and the community and developing focused initiatives to address neglected areas in this field. The Trusts also continued their long term investment in the districts of Chamrajanagar and Yadgir (Karnataka), Khunti (Jharkhand) and Nandurbar (Maharashtra), thereby enhancing the quality of education for deprived communities, whilst also providing insights in systemic reform with the potential to inform policy and action on a larger scale.

2011-12 is a significant year for the Trusts as they commence their fourth strategic planning process. The Strategic Plan 2016 would be the guiding light for grant making operations over a five year period, enabling the Trusts take on further challenges as significant development players in the field. I extend my best wishes to the teams at the Trusts, its associate organizations and its partners to pursue this worthy but difficult task with conviction, humility and resolve.



Ratan N. Tata
Chairperson

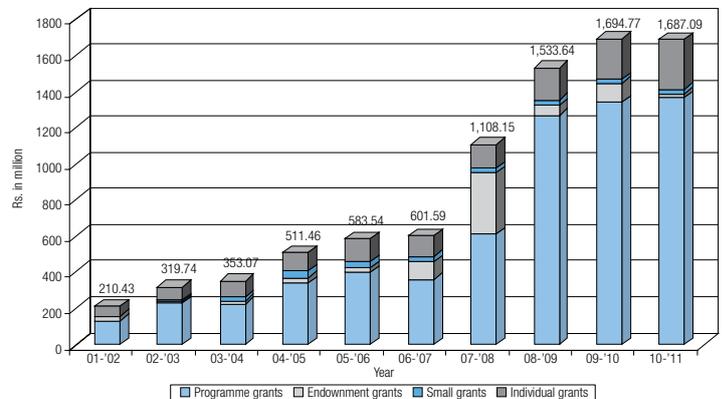
REVIEW 2010-11

IN 2010-11, THE TRUSTS ADDED 56 NEW PROGRAMME GRANTS TO THEIR PORTFOLIO, IN ADDITION TO ONE ENDOWMENT GRANT AND 45 NEW SMALL GRANTS. 2011-12 WOULD BE THE FINAL YEAR UNDER THE STRATEGIC PLAN 2011. CONSEQUENTLY, THE TRUSTS HAVE COMMISSIONED REVIEWS ACROSS ALL THEMATIC PORTFOLIOS TO GAUGE THE IMPACT OF ITS WORK OVER THE PAST FIVE YEARS.

THE YEAR THAT WAS

During 2010-11, the Trusts completed their fourth year of activities based on the Strategic Plan 2011 (SP 2011). The total disbursements made by the Trusts during the year were Rs. 1,687.09 million (US \$ 38.34 million). Disbursements of Rs. 1,367.54 million (US \$ 31.08 million) were made on all programme grants during the year. Endowment grant disbursements totalled up to Rs. 22.17 million (US \$ 0.50 million). Small grants touched Rs. 25.24 million (US \$ 0.57 million). Fifty six new programme grants, one endowment grant and 45 new small grants were added to the Trusts' portfolio during the year. The total disbursements to individuals amounted to Rs. 272.14 million (US \$ 6.19 million).

Grants disbursements: 2001-2011



Details of grant disbursements: 2010-2011

Type of grant	Rs. in million	US\$ in million
Institution: Programme grants	1,367.54	31.08
Institution: Endowment grants	22.17	0.50
Institution: Small grants	25.24	0.57
Individual grants	272.14	6.19
Total	1,687.09	38.34

Rs. 10 million is Rs. 1 crore; 1 US \$ is approximately equal to Rs. 44

The following are some of the key achievements and areas of engagement during 2010-11.

- 2010-11 marked the fourth year of joint programmatic



Integrated Fodder and Livestock Development Project under the Himmothan Pariyojana: Women add compost in the fodder plots for enhanced farm yields in Dewal village, Chamoli district, Uttarakhand

efforts towards disbursing funds earmarked by the Sir Ratan Tata Trust and Navajbai Ratan Tata Trust. It also marked the fourth 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.

- Up to March 2011, the Central India Initiative has 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. Collectives for Integrated Livelihood Initiatives (CInI), supported by the Trusts, played the role of a nodal agency for promoting and strengthening the Central India Initiative, whilst ensuring sectoral engagement. During the year, the interventions in Kharif Paddy Stabilization were planned with 57,339 families supported by 10 partners across eight districts in Jharkhand. However, due to poor

rainfall, only 20,789 families could transplant paddy as per recommended Package of Practices. The average yield obtained was 4 tons/hectare as against an average baseline of 1.5 to 2 tons/hectare, thereby increasing food security from six months to nine months.

- Within the Sukhi Baliraja Initiative (SBI), the Trusts are focusing on alleviating agrarian distress in Vidarbha's six districts' on-going projects with local implementing partners. Enhancing crop production through improved sustainable agricultural practices was a key focus area under the SBI. During the year, around 10,000 farmers benefited through the demonstration of improved Low External Input Sustainable Agricultural (LEISA) practices, crop diversification to enhance cultivation of food crops, tree-based farming for promoting horticultural crops, use of quality seeds, etc. Validated Integrated Pest Management (IPM) techniques for cultivating wheat and green gram were disseminated to over 3,500 farmers by approximately 160 trained village level workers (Krishi Doots) and eight field officers from five partner organizations. Relevant

information material for dissemination of scientifically validated agricultural practices for cotton, soybean and red gram was displayed in the Village Information Centres (VIC) in around 170 project villages. Around, 2,250 hectares were covered under soil and water conservation activities, benefiting 2,425 farmers. Finally, 45 Livestock Development Centres (LDC) were established benefiting farmers of 680 villages. Around 3,000 calves were born and health services provided to cattle of around 10,000 households.

- 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. The programme covers the same six distress districts where SBI has been operationalized. During the year, the Programme Management Unit of CAIM was operationalized and approval for six sub-projects was obtained from IFAD. Subsequently,

a joint review mission from IFAD reviewed the overall progress under CAIM and, as per recommendations, Mahila Arthik Vikas Mandal (MAVIM) has been integrated under CAIM along with two additional agencies for executing SHGs and Community Managed Resource Centres. Over a period of eight years, this ambitious programme is slated to cover 286,000 households across 1,200 villages through an outlay of Rs. 5.47 billion.

- Under Reviving the Green Revolution (RGR) initiative, which aims to tackle the stagnation in agriculture in Punjab by encouraging diversification, the RGR Cell operationalized the Integrated Pest Management (IPM) in Cotton project 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 optimization of agronomic practices such as selection of varieties, sowing time, sowing methods, soil nutrition, weeding, irrigation,



North East Initiative: Woman from Mizoram picking pods of pigeon pea



Kharash Vistarotthan Yojana: A farm pond constructed in Hadmatiya village, Jamnagar district, Gujarat, ensures water for irrigation

need-based application of pesticides, etc., resulted in overall reduction in the cost of production and 22 per cent reduction in use of pesticides, whilst increasing production and net economic returns for the farmers to the tune of Rs. 11,800/hectare. The impact led to the Government of Punjab into awarding a Rs. 10 million grant to the RGR Cell to further spread this technology. Besides cotton, IPM technologies 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 its engagement within the agricultural sector to Tamil Nadu, through 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 of rainfed rice farmers; (d) popularizing Small Millets in hilly tribal areas and small farms; (e) popularizing Azolla as feed supplement among rural women and tribal population; (f) control of Mealy Bug in papaya, mulberry and tapioca; and (g) developing micro-enterprises for rural women through village level bio-fertilizer production. During the year, an 80 per cent increase in yield of Little millets (Samai CO 4 variety) was recorded in the hilly areas of Vellore, in addition to over 60 per cent increase in yield of Small and Kodo millet in Cuddalore and Erode districts. This can be significantly attributed to the complete scientifically validated Package of Practices (PoP) for millet cultivation, which was implemented in these districts by the Centre for Plant Breeding and Genetics, TNAU, as well as the availability of improved high yielding seed varieties. The improved Anna 4 rice variety, which was piloted for its high drought tolerance, has yielded extremely positive results with a yield of approximately 2,200 kg/acre, as compared to the land races which yield upto 1,400 kg/acre or the hybrid varieties which yield approximately 1,700 kg/acre.



North East Initiative: A farmer in Kiphire district, Nagaland, with a harvested honey comb of rock bees

- Within Himmothan Pariyojana, Phase 2 of the water and sanitation component is currently underway, facilitated through grants to four organisations, which would reach out to 2,208 households (15,209 beneficiaries) covering 47 villages across Garhwal and Kumaon regions of Uttarakhand. Construction of 1,677 sanitation units and 68 water supply schemes are going on. Activities under this component spread to the neighbouring state of Himachal Pradesh. Consequently, 10 villages in Sirmour district have been taken up for undertaking drinking water and sanitation interventions over the coming year. Himmothan, the nodal agency for the initiative, was involved in the implementation of the 'Integrated Fodder and Livestock Development Project' (IFLDP). During the first phase of the project that ended during the year, 260 Livestock Producer Groups (LPG) were set up and 12 Dairy Federations established, of which 10 are running micro-dairies. Overall, the average increase in incomes due to selling milk was Rs. 1,000/month per family. Bank linkages have been established for value addition and to fund better breeds. A notable development was a Rs. 12.5 million loan

from NABARD to 125 project households for purchasing cattle. A total of 8,000 households have benefited from the project.

- The Trusts' North East Initiative (NEI) addresses livelihood issues of the North-eastern states. In the first phase, the three hill states of Arunachal Pradesh, Mizoram, and Nagaland have been taken up and opportunities for partnerships with state governments and local organizations are being explored in these states. Agriculture plays a vital role in the economy here; however, agricultural operations are confined to only about 4 per cent of the total geographical area, of which, 62 – 65 per cent is in the form of shifting cultivation (Jhum). Due to reduced cycle of the Jhum, productivity has fallen; further, soil erosion has led to environmental degradation. Due to the fragile ecology and the poor infrastructure of the region, promoting alternate sources of livelihoods through livestock, bee-keeping and horticulture is important. Piggery projects in Mizoram and Nagaland have large potential; consequently, the initial pilot projects have supported 130 households for rearing quality breed of pigs, using modern techniques and thereby

earning an annual average income of Rs. 20,000/-. Bee-keeping is also seen as an alternate source of income for farmers in Nagaland. Hundred and fifty households in 10 villages of Kiphre district enhanced honey production using modern tools and equipment. Each household is now earning an additional average income of Rs. 1,600/- by selling honey and wax. Furthermore, there has been a revival of traditional practices, with the youth being involved in honey harvesting. Projects under NEI also focused on optimizing land use for enhanced agricultural yields. Consequently, adoption of simple agricultural technologies like contour hedge row, vermi compost, rain water harvesting, polyfilm nursery, trellis cultivation, etc. will enhance productivity of crops by 10-20 per cent.

- 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 towards ensuring 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. towards 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 through the adoption of appropriate technological solutions, namely Reverse Osmosis processes/ Ultra Violet Filtration, and the extensive technical expertise and backup support of GE provides the technical backbone for the establishment of water supply systems in the identified problem villages. Currently, six villages are receiving safe drinking water through the project.
- The Centre for microFinance (CmF), Jaipur, in its role of nodal agency for the Trusts' Sakh Se Vikas (SSV) – Rajasthan Microfinance Initiative, undertook several initiatives during the year to enhance quality of the existing SSV

programmes. The initiative achieved a key milestone during the year in the form of inception of a major collaborative 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 would be on replicating the learnings of the SSV projects through seeding and nurturing high quality microfinance programmes for 60,000 poor households by 2014. As on March 31, 2011, the Trusts' microfinance efforts in Rajasthan reached out to nearly 83,000 households through 6,432 Self Help Groups (SHG) across 15 districts. This comprises over 65,240 members supported through ongoing SSV field projects and 17,600 households supported under the MPOWER project. Against cumulative savings of Rs. 138 million, an institutional credit of Rs. 441 million has been mobilized till date. Of the 65,240 members within the ongoing SSV projects, 53 per cent have availed credit for livelihood activities. Of the 25 SHG federations promoted and supported so far through the initiative, 13 are covering their full operational costs.

- The Trusts continued supporting quality interventions that address critical and established gaps within 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 within four underserved districts, namely: (a) Chamrajanagar and Yadgir districts in Karnataka; (ii) Nandurbar district in Maharashtra; and (iii) Khunti district in Jharkhand. Direct implementation was piloted in Yadgir district by the Trusts over the past two years. Key activities revolved around improving the reading and writing skills of school-going children having difficulty in reading and writing. Of the 1,430 children enrolled in the programme, nearly 92 per cent have acquired reading and writing skills. 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, Eklavya – a key partner within Parag – set up eight outlets (called 'Pitaras') to distribute children's literature and educational publications in as many cities/towns in Rajasthan, Uttarakhand and Uttar Pradesh.

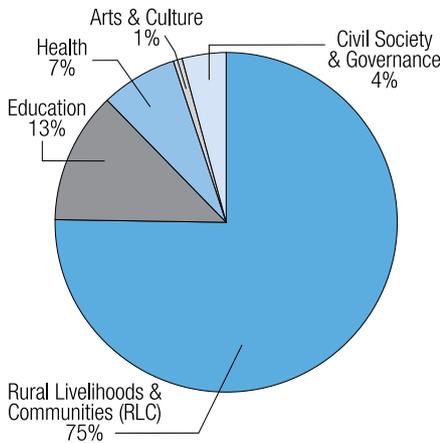
- The Health programme of the Trusts revolved around the following four areas, namely: (a) Rural Health Programmes; (b) Specialized Health Care Services; (c) Human Resources and Health Systems Development; and (d) Clinical Establishment. Mental Health continued to be an important area of engagement for the Trusts, culminating in the launch of the 'Mental Health Initiative' in February 2011, a dedicated platform to collectivize stakeholders and provide momentum to the country's response to Mental Health through action at different levels. World over, research has supported early diagnosis and Early Intervention (EI) for children with developmental disabilities as a crucial form of intervention, resulting in favourable outcomes. The Trusts have been supporting EI efforts at project areas across diverse socio-economic regions, with such services having reached out to nearly 500 children till date.
- With a major expansion of the portfolio and disbursements over the past eight years, the Trusts focused on 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 seven 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, six such Cells facilitate and enhance the Trusts' engagement in the development sector within the Rural Livelihoods & Communities (RLC) and Education portfolios. Besides, the Cells also monitor ongoing grants made by the Trusts, thereby providing crucial support. Regular meetings of the Governing Body



Kharash Vistarotthan Yojana: Micro-sprinklers for judicious use of water in Mangrol village, Junagadh district, Gujarat

- During the year, the Roopantaran – Institution Building initiative brought about greater synergies with the grant making process of the Trusts. The collaboration with the Human and Institutional Development Forum (HIDF), Bengaluru, to provide vital organizational building technical support to partners continued. The Youth and Civil Society Initiative focused on building social perspective and life skills of youth by creating opportunities for enhanced self-awareness, deepening understanding of societal context and role of youth in bringing change.
- 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 Livelihood and Communities, Education, and Health to take stock of the progress and chalk out the way forward.
- The development sector remains largely unorganized and plagued with issues stemming from a limited knowledge base on statutory compliances, coupled with inadequate financial and internal control management systems. Consequently, the Audits Department of the Trusts undertook due diligence in the form of financial systems checks of all new organizations to be supported, besides end-to-end grant utilisation reviews. The Audits Department also conducted capacity development workshops for non-profit organisations to help them strengthen their financial systems as well as internal control management.

Programme Grant Disbursals: 2010-2011



Programme grant disbursals (Theme wise): 2010-2011**

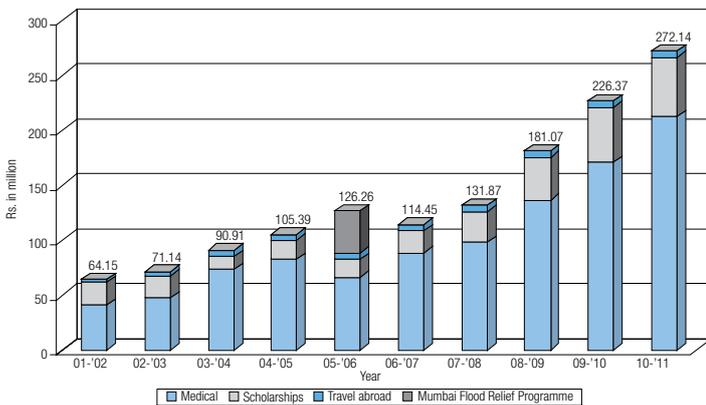
Thematic Area	No. of grants	Rs. in million	US\$ in million
Rural Livelihoods & Communities (RLC)	133	1,030.30	23.42
Education	46	171.49	3.90
Health	21	96.60	2.19
Enhancing Civil Society & Governance (CS&G)	20	55.68	1.26
Arts & Culture	10	13.47	0.31
Total	230	1,367.54	31.08

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

Individual grant disbursals: 2010-2011

Type of grants	Rs. in million	US\$ in million	%
Medical	212.10	4.83	77.94
Education	60.04	1.36	22.06
Total	272.14	6.19	100.00

Individual grants: 2001-2011



LOOKING AHEAD

- 2011-12 would be the final year under the SP-2011; consequently, the Trusts have commissioned reviews across all thematic portfolios to gauge impact of its work over the past five years. To be undertaken during 2011-12, these thematic reviews would feed into and inform the development of the Strategic Plan 2016-17 of the Trusts, which would be the guiding light behind grant making activities of the Trusts for a five year period beginning April 2012.

- Within the Central India Initiative, the Trusts would continue to work on specific themes, which would enhance the livelihood of tribal communities. Under its Kharif Maize Stabilization programme, CInI proposes to increase food and fodder sufficiency security of 35,700 households through stabilizing maize production at 10 – 12 quintals/acre, whilst also increasing the income of these farmers by at least Rs. 5,000/- in the Kharif season and establishing good agricultural practices in over 175 villages across the backward tribal districts of Gujarat and Rajasthan. In the area of microfinance, CInI proposes to: (a) build knowledge through cash flow studies in eastern and western India projects; (b) pilot with four partners for quality enhancement in the context of larger programme on Kharif Paddy Stabilization, reaching out to 700 SHGs; and (c) focus on credit requirements of business institutions with a particular focus on seed institutions, as these are central to the Kharif Maize Stabilization programme. Finally, CInI will take forward pilots to gain hands-on experience towards interventions in Non-Timber Forest Produce, whilst also establishing community based models on Tassar Sericulture in specific regions.
- Over the coming year, validated IPM techniques for growing cotton, soybean and red gram during Kharif 2011 would be disseminated to farmers across 186 villages in distressed villages of Vidarbha through an extension system comprising trained Krishi Dhoots and field officers, village information centres and relevant Information Education Communication (IEC) materials. This would be further increased to cover over 300 villages during Rabi 2011 for

growing wheat and green gram. Also on the cards is the setting up of state-of-the-art integrated cotton ginning and oil extraction units in Vidarbha that would help farmers in realizing maximum value for their produce. Plans are afoot to expand the livestock development work in 300 additional villages under CAIM, other than the villages already covered through SBI. Finally, dissemination of improved Package of Practices for cotton, soybean, wheat, red gram and green gram through trained Krishi Dhoots and field officers will be expanded to an additional 125 villages other than those covered under SBI.

- The RGR Cell would continue disseminating IPM technology, covering 300 villages across the cotton belt of Punjab. It would also upscale IPM in Basmati across 150 villages in the districts of Amritsar, Tarn Taran and Gurdaspur, in collaboration with the DoA. Also on the cards is an expansion of the RGR initiative through setting up a second regional centre in Vidarbha. Simultaneously, the nutrition gardening project would be upscaled in 20 districts of Punjab, with a matching grant from the Department of Horticulture (DoH), Punjab. The Cell would also try developing linkages with State Agricultural Universities in Haryana and Uttar Pradesh. The RGR Cell would also implement marketing interventions in agriculture and leverage additional resources from various government departments, whilst also discussing research issues, lobbying and advocating on policies governing agriculture in Punjab and other states where it plans to expand its activities. In Tamil Nadu, a second phase project would be supported to scale up cultivation of Azolla, with a focus on creating market linkages between women and tribal Azolla growers and nearby commercial poultry units and milk producers' union in selling Azolla fern at the best possible price. Besides, the Trusts would also support dissemination of IPM techniques in papaya, tapioca and mulberry in three districts of Tamil Nadu and development of micro-enterprise for Arbuscular Mycorrhizal Biofertiliser production at villages, through empowering rural women.
- Under the Himmothan Pariyojana, the Trusts would support a second phase of the IFLDP through which approximately 15,000 households in over 225 villages of Uttarakhand will benefit directly from a significant increase in incomes through project interventions. A third phase of projects under the water and sanitation component will be operationalized and will focus on scientifically planning

and managing catchment area protection works. An integrated and cluster approach has been adopted while selecting new villages under this phase, wherein priority is given to those villages wherein Himmothan Pariyojana has a presence through different programmes, thereby ensuring comprehensive development of the identified village. Integration of ongoing projects through the development of a comprehensive microfinance programme is planned under Himmothan Pariyojana over the coming year. A second phase of support for Himmothan's 'Commons, Livelihoods and Markets' project will take forward new pilots and research concepts. Pilots which have been tried out successfully will be scaled up – in issues ranging from goatery establishment, carbon credit markets, climate change adaptations, hydro-geology of mountain streams, non-timber forest produce and high value-low volume cropping. Significant work has been initiated in Himachal Pradesh in water and sanitation, which will be upscaled.

- Through its engagement in piggery, honey harvesting and horticulture, the North East Initiative would cover 3,400 households in Mizoram and Nagaland. Projects focusing on preservation of Mithuns would cover 300 households of Arunachal Pradesh and Nagaland. Focus will also be on popularizing low-cost agriculture technologies with over 900 households in 30 villages of Mizoram and Arunachal Pradesh. As the scale of operations in the NEI is increasing, the Trusts would begin 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 on the region and build local expertise. The Cell would particularly focus on: (a) capacity development of farmers; (b) showcasing and adoption of improved practices; and (c) developing linkages with the state governments and key institutions.
- The Trusts would focus on: (a) expansion in West Rajasthan under the MPOWER project and ensuring quality in the field-level implementation; and (b) livelihood interventions in mature field projects and providing necessary technical backstopping through CmF. Another key challenge for the SSV would be to strategize an effective role for CmF and SSV partners in the upcoming National Rural Livelihood Mission (NRLM) in the state. NRLM is a major programme being rolled out by the Central Government across all the states to promote SHGs and livelihood interventions through

federations of SHGs. An active partnership developed with NRLM in the state would help mainstream the learnings of SSV in Rajasthan and also reduce the likelihood of possible conflicts between SSV projects and the government officials of NRLM in the respective districts.

- With a view to brand all water and sanitation projects under one umbrella, the Trusts have initiated the 'Mission Swach Jal'. Primary objectives of 'Mission Swach Jal' 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 over the coming year. The Trusts would also work towards spreading 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 its focus on systemic reforms in the districts of Khunti, Nandurbar, Chamrajanagar and Yadgir through supporting strategic partners as well as through direct implementation. Besides, it would strengthen and consolidate work across different projects in Madhya Pradesh. A new area of engagement would be Early Child Education (ECE) and would cater to the educational and developmental needs of children in the age group of three to six years. The Initiative would comprise field projects, development of relevant teaching-learning material and capacity building and also create a knowledge base (in the Indian context) to capture best practices, outcomes of ECE programmes on children's growth and development as well as subsequent learning in school. In 2011-12, the Elementary Education portfolio would commence a planning exercise to frame a five-year Strategic Plan. The focus would be on developing work on select cross-cutting themes across geographies of interest, the themes being: (i) early literacy; (ii) early childhood education; (iii) middle/high school interventions with focus on life skills as well as English, Mathematics and Science; and (iv) teacher education at pre- and in-service levels. Efforts would be made to increase engagement with the sector as well as field level implementation to ensure impact. Rather than expanding, the aim would be to intensify existing work.
- Over the coming year, the Trusts will substantially strengthen its team for the Health portfolio, with a 'Health Cell' (so as to speak) being set up in Bhopal. Mental Health

would constitute a key area of focus through the Mental Health Initiative that has recently been launched. The Trusts would continue to focus on the three core areas of early intervention, inclusive education and community-based rehabilitation of children with special needs. A programme for scaling up of the Early Intervention Centre in Dehradun will be started, which will benefit children from rural and semi-urban areas. In addition, the Trusts propose to commission research to understand barriers and facilitators to inclusive education for children with special needs in mainstream schools. Integration with other themes, especially elementary education (in the district initiative) and RLC to combat child malnutrition will be a prominent call of engagement inside the Trusts over the next fiscal. Within the sub-theme of Clinical Establishment, the Trusts propose to support the construction of the Gudalur Adivasi Hospital, Nilgiris with the aim of providing total healthcare to the tribals of the region. Support would also be provided to hospitals that provide eye care with special emphasis on cataract surgeries.

- The Youth and Civil Society Initiative would prepare ground for well-defined interventions, whilst dovetailing work with other thrust areas of the Trust in Jharkhand and Nagaland. It will focus on enhanced quality of life of youth through: (a) creating safe spaces for young people to come together and express themselves freely and find opportunities for association; (b) enhancing livelihood opportunities for youth; and (c) promoting self-development in young people who have been left out of the formal learning process. Finally, a revised approach to Roopantaran will be initiated in 2011-12, where it will be more of a cross cutting initiative, partnering with the programmes team and Cells of the Trusts to work towards institutionalization of Community-Based Organizations. Consequently, the focus would be on: (a) community focused approaches that are contextual; (b) building capacities of the Trusts' staff vis-à-vis Institutional Development; (c) human resource development and knowledge building on facilitating Institutional Development; and (d) strengthening non-profits and other forms of civil society organizations. Additionally, organizational development of the Trusts' partners will continue to receive attention through HIDF (Bengaluru), the strategic partner of the Roopantaran portfolio for capacity building.

RURAL LIVELIHOODS

THROUGH ITS RURAL LIVELIHOODS AND COMMUNITIES PORTFOLIO, THE TRUSTS ADDRESS SOME OF THE NATIONAL CHALLENGES THROUGH MICRO-ACTION, HELPING ESTABLISH DELIVERY SYSTEMS THAT WORK AT THE FIELD LEVEL, WHILE EMPOWERING COMMUNITIES TO DECIDE THEIR PRIORITIES.

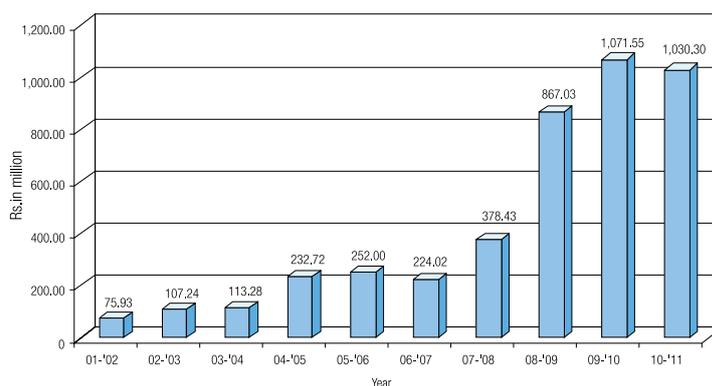


AND COMMUNITIES

The financial resources available for development, coupled with the pressure to provide access to basic services and ensure gainful employment, have increased manifold over the past few years. The State is enabling citizens by recognizing their right to food, education and work. The need to bring these resources



Grants Disbursals for Rural Livelihoods and Communities: 2001 - 2011



to communities, particularly in more under-served areas, and ensure effective delivery has only increased. Through its Rural Livelihoods and Communities (RLC) portfolio, the Trusts address some of the national challenges through micro-action, helping establish delivery systems that work at the field level, while empowering communities to decide their priorities.

During the year under review, the Trusts disbursed Rs. 1,030.30 million (US \$ 23.42 million) towards 133 grants as compared to Rs. 1,071.55 million towards 124 grants during 2009-10. Through this grant outlay, the Trusts' reached out to nearly a million households across 15 states, through nine regional initiatives directly or in partnership with over 100 non-profit organisations.

CENTRAL INDIA INITIATIVE

The year under review marked the sixth 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 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)

Central India Initiative: Tribal community farmers on their way to a mango plantation in Kheng village, Dahod district, Gujarat



Central India Initiative: A field in Wagdhara village, Yavatmal district, Maharashtra where inter-cropping of soybean with pigeon pea has been undertaken for enhancing crop production

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 is the nodal agency for the initiative, promoted with the support of the Trusts, to ensure close engagement with various stakeholders working together to enhance tribal livelihoods. As an associate organization of the Trusts, CInI is involved in implementing the key recommendations of SP 2011. CInI has developed state-specific strategies to raise tribal livelihoods, which, along with the thematic initiatives are being implemented in partnership with different field partners.

Food security is one of the core focus areas for CInI. While Maize is the staple food of the tribal communities in most tracts of western India, paddy is the staple crop in the eastern region. The chief objectives of the Kharif Maize Stabilization

programme are to: (a) secure food grain sufficiency of tribal households by stabilizing the production of Maize; (b) develop community-based systems to facilitate easy availability of certified composite variety of Maize seeds, through promoting seed production at community-based seed institutions; (c) establish a community-based system to extend diversified agricultural practices to the small and marginal farmers; (d) upscale and mainstream the adoption of the improved practices of sustainable maize cultivation methods; and (e) explore possibilities of processing, product diversification and realizing the full value chain potential of Maize and associated products. A field pilot in 2009 with 500 farmers was followed up by a validation programme in 2010 with 720 farmers. The average production was as high as 13 to 17 quintals/acre, against the average of 5 to 7 quintals/acre under traditional cropping systems. Ninety-three per cent of the 575 seed plots were accepted and approved by the seed certification agency. As per a preliminary estimate, 3,800 quintals of certified composite variety seeds will be produced, generating an average income of Rs 20,000 for seed producers. Over the

coming year, CInI proposes to reach out to over 2,000 acres of seed production and 10,000 acres of crop demonstration with its implementing partners in four districts of south Rajasthan (Udaipur, Dungarpur, Banswara and Pratapgarh). Further, through partnership with the Government of Gujarat, CInI

would cover at least 30,000 families in equal acreage.

During the year, the Kharif Paddy Stabilization intervention was planned with 57,339 families with 10 partners over eight districts in Jharkhand. Applying the Package of Practices, 20,789 families transplanted paddy. Despite poor rainfall,

A-maize-ing Returns Through Improved Farming!

The Central India Initiative's Kharif Maize Stabilization (KMS) programme covers north Gujarat, south Rajasthan and south-west Madhya Pradesh, where the staple crop is maize.

The present yield of maize here is about 5-6 quintals/acre – approximately half the national average. Old generation seeds, traditional cultivation and the farmers' low capacity are the reasons for low yields, thus driving them to distress migration to nearby cities for livelihoods. Since 2009, Collectives for Integrated Livelihood Initiatives (CInI), Jamshedpur, supported by the Trusts under the Central India



Adopting KMS practices has enhanced Bhemabhai's fortunes

Initiative, is working with its partners to stabilize the production levels of maize through improved cultivation practices, using better quality of seeds and promoting village institutions for long term management of resources.

UTTHAN, a CInI partner, is working with a group of over 120 farmers in Dahod district, Gujarat, to validate various cropping practices and distill best practices for cultivating maize. It initiated village-level seed production within this farming group and a local federation of the Self Help Groups was promoted as the institutional interface for producing seeds. The group is now upbeat seeing the enhanced maize production as well as beholding the prospect of taking up the seed production as an enterprise at the local level.

Manifold Yield

Take the case of Bhemabhai and his wife Sanchiben of Pipodara village, Dahod district, who implemented KMS. Earlier, their yield was about 7-8 quintals of maize and 2 quintals of pigeon pea as

the intercrop. A reticent Bhemabhai participated in a few meetings organised by UTTHAN, which exposed the participants to the concept of low input and high output. Perceiving real advantages,

he registered himself for a field demonstration of improved KMS practices, which included improved composite variety seeds, proper preparation of the field, plant spacing and timely application of fertilizers in appropriate quantities. He gave up the earlier exercise of mixing and sowing the maize and pigeon pea seeds. An activity card given by the service provider helped Bhemabhai to track outcomes including

cost inputs. The couple attended all the meetings as well as the monthly farmer field schools organised in the village, which gave them a clear perspective of the yield from KMS-enabled farming vis-à-vis conventional cultivation methods.

The couple was overjoyed to notice that some of the plants bore more than one cob that held out the promise of a bumper crop. Come harvest time, the outcome indeed was gladdening – a 60 per cent increase in maize and doubled yield in pigeon pea! Thanks to the KMS practices, their annual farm income increased by 45 per cent. The ripple effect of their success rubbed off on their friends and relatives who began replicating Bhemabhai's practices. Recalls Bhemabhai, "Well before the harvest, my friends and relatives started booking the high-yield composite seeds. They also requested me to share our maize grains, which can be used as seeds in the next season." When he is not laughing his way to the bank, Bhemabhai is a brand ambassador for the KMS programme in the community, which is spreading fast as the mantra for agricultural success in the region.

the average yield was 4 tons/hectare as against an average baseline of 1.5 to 2 tons/hectare. Adopting Systems for Rice Intensification (SRI) boosted the average yield even further to 5.5 tons/hectare. Most of the success was seen in areas having irrigation. This experience has highlighted: (a) the need for promoting water harvesting structures across the project areas to ensure water during critical irrigation and also for promoting rabi cultivation by optimizing water resource; (b) the importance of pest management as a pest attack, coupled with drought conditions led to low productivity; and (c) the need for a cautious approach to SRI since, despite ensuring higher yields, it requires extensive training and providing capacity-building inputs to farmers. However, promoting SRI is only possible in medium uplands and, in the initial stages, needs intensive labour. Consequently, a significant reworking of the approach towards KPS is on the anvil for the coming year.

CInI sees microfinance as an important means to alleviate poverty. During the year, CInI revisited its strategy to focus its work on: (a) streamlined systems and processes for existing groups; (b) demonstrating through the Deoghar district initiative – this being the poorest district in Jharkhand; (c) knowledge-building on financing requirements for livelihood interventions; and (d) developing a regional presence in sectoral issues in states of Jharkhand, Orissa and Maharashtra. A new project with Pravah in Deoghar district was approved under the Central India Initiative. CInI also initiated a pilot to engage and strengthen the microfinance programme with four partners in Jharkhand. In the coming year, the following direction is being proposed: (a) building knowledge through cash flow studies in eastern and western India projects; (b) piloting with four partners for quality enhancement in the context of larger programme on Kharif Paddy Stabilization, reaching out to 700 SHGs; and (c) focusing on credit requirements of business



Systems for Rice Intensification under the Central India Initiative: Harvesting paddy in Nawadih village, Deogarh district, Jharkhand

institutions with particular focus on seed institutions, as these are central to the Kharif Maize Stabilization programme.

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, in addition to ensuring assured irrigation for Kharif crops. During the year, CInI launched a state action research programme on ground water management. Based on engagement with projects, it has now decided to plan on: (a) limiting its engagement with Ahar Pyne¹ programme and revisiting it as and when a regional presence in Palamu region can be built, and (b) focusing on building capacity of partner organizations to undertake the Phad programme in Vidarbha on its own in the future. CInI would also take its ground water action research project forward over the coming year whilst initiating a drinking water pilot with Tata Steel.

CInI also focuses on developing Non-Timber Forest Produce (NTFP) as a sustainable supplementary source of income for stabilizing the livelihoods of the tribal communities. During the year, pilots were developed with two organisations on Mahul Leaf and Honey. Notably, seven studies were undertaken with managers of the Tata Administrative Service (TAS) to map the potential of NTFPs in partners' work areas. Based on this experience, CInI further focused on interventions on select commodities (Honey, Mahul Leaf, Tassar, Sisal Fibre and Lac), which are on scale and has a greater contribution to household-level food security and generating income. Over the coming year, CInI will take forward the pilots to gain hands-on experience towards interventions in NTFP, whilst also establishing community-based models on Tassar Sericulture in specific regions, possibly in Gadchiroli, Maharashtra in partnership with MITRA.

Upto March 2011, 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 2011-12.

SUKHI BALIRAJA INITIATIVE (SBI)

The Vidarbha region, located in the northeastern part of

Maharashtra consists of 11 districts, of which six, i.e. Amravati, Yavatmal, Washim, Wardha, Buldana and Akola districts have been declared as distress districts by the Government of Maharashtra, owing to a spate of farmer suicides over the past decade. Presently, approximately 90 per cent of the total cropped area is rain-fed, with cotton, soybean and pigeon pea in Kharif and wheat and gram in Rabi being the main crops grown in the region. However, a few drought years coupled with lower yields, poor market access, lack of institutional credit and dependence on money-lenders led to severe agrarian distress. The presence of middlemen and unfair trade practices further aggravated the situation. The unpredictable monsoon adds more woes, often causing complete crop failure, delayed sowing and crop loss due to untimely showers. Additionally, the region's agricultural extension services are virtually absent, leaving farmers to rely on the advice of local suppliers of pesticides, fertilizers and seeds, who entice farmers into using new products, especially on a credit basis. Bereft of scientific advice, the farmers tend to follow non-recommended and excessive dosages of fertilizers and pesticides leading to increased input cost without significant net gain.

Consequently, in 2008, the Trusts operationalised the Sukhi Baliraja Initiative (SBI), which focuses on alleviating agrarian distress, covering around 25,000 households in 320 villages of six distressed districts – Akola, Amravati, Buldana, Wardha, Washim and Yavatmal. The initiative comprises four major components: (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.

Enhancing crop production through improved agricultural practices is a key focus area under the SBI. During the year, around 10,000 farmers benefited through the demonstration of improved Low External Input Sustainable Agricultural (LEISA) practices, crop diversification to enhance cultivation of food crops, tree-based farming for promoting horticultural crops, use of quality seeds, etc. Validated Integrated Pest Management (IPM) techniques for cultivating wheat and green gram obtained from the Dr. Panjabrao Deshmukh Krishi Vidyapeeth (PDKV), Akola were disseminated to over 3,500 farmers by approximately 160 trained village level workers (Krishi Dhoots) and eight field officers from five partner organizations. Relevant information material on scientifically validated agricultural practices for cotton, soybean and red

¹A traditional irrigation system prevalent in south Bihar.

Riya Shows the Way

One of the key focus areas under the Trusts' Sukhi Baliraja Initiative (SBI) is providing micro-credit support and development of micro-credit enterprises, which aim at facilitating active participation from the farmers/families lacking access to institutional credit. This is done by building microfinance linkages, promotion of Self Help Groups (SHG), Federations, Producers Groups, Cooperatives and Producers Companies. Under the SBI, Mumbai based Swayam Shikshan Prayog (SSP) promotes savings and credit groups as a platform for poor



A women's SHG meeting in progress

women to organize themselves, expand income options, ensure future security through savings, access credit and livelihoods and participate actively in local planning and development. Its Sakhi Samudaya Kosh (SSK) – the community driven microfinance institution – grants small loans for the business needs of marginalized farmers.

Take the case of Riya Sheikh and her husband living in Pardi (Asat) taluka, Washim district. A strict husband, he was not in favour of Riya's venturing out of the house; though, as farm labourers, they were obliged to work in nearby farms and survive on the meagre income. Having heard of the work carried out by the neighbourhood SHG, set up by SSP, she evinced a keen interest to learn more. Sharing the aspirations of countless other rural folk, Riya too looked forward to a better way of life.

She longed to attend the SHG meetings and learn to save money. Unknown to her family, Riya enrolled herself in the group and regularly took part in the meetings. Happily enough, she could also save Rs. 50/- per month!

An impoverished landless family, the Sheikhs were looking at opportunities to enhance the family income. Most small farmers in the region, without land of their own, usually take an orange

farm on lease, raise the fruit and sell the produce for a reasonable profit. Riya's husband decided to work on this idea. But bereft of any savings, he needed to raise a loan for the lease. He began seeking the necessary funds from a variety of sources.

Riya sensed that it was an opportune moment to bring up the SHG's activities and her hitherto concealed interaction with it. "I have an idea," Riya told her husband. "Let us approach the SHG of SSP for your loan," she suggested and recounted her happy experience with the SHG. The husband, now convinced, set off

to apply a bank loan of Rs. 20,000/- jointly with Riya. The bank, however, sanctioned Rs. 5,000/- only. The SSK granted them Rs. 9,000/-, thus enabling the couple to put up the lease money for the orchard. The Sheikhs toiled hard all through the season and the end of it earned a good profit from which they repaid with interest the bank loan as well as the money borrowed from SSK.

Relief to the distressed farmers

Within the Sukhi Baliraja Initiative (SBI), the Trusts are focusing on alleviating agrarian distress in the 300 villages, spanning six districts of Vidarbha, touching the lives of about 25,000 households.

The Trusts are supporting SSP promote the livelihoods of rural women in Vidarbha by helping create new markets and setting up women-led retail distribution chains to home-deliver goods in remote villages. It also institutes SHGs and trains the members on how to run them efficiently as well as puts in place clusters to facilitate sharing a mutual learning between SHG members. Furthermore, health insurance mutuals are promoted to ensure timely availability of medical care and to counter the risk of exploitative indebtedness caused due to ill health.

gram was displayed in the Village Information Centers (VIC) in around 170 project villages. Around, 2,250 hectares were covered under soil and water conservation activities, benefiting 2,425 farmers. Finally, 45 Livestock Development Centres (LDC)

were established, benefiting farmers of 680 villages. Around 3,000 calves were born and health services provided to cattle of around 10,000 households.

The Trusts are focusing on microfinance support and

developing micro-enterprises with a view to enhance accessibility to various financial services (savings, credit, insurance, etc.) and also provide a platform for enhancing livelihood opportunities. Around 1,000 Community-Based Organizations (CBO) like Self Help Groups (SHG), farmer groups, producer groups and a Producer Company were formed/strengthened having approximately 11,000 members (8,000 households) with savings of Rs. 10.46 million and accessed credit of Rs. 27 million from various financial institutions like banks, Micro Finance Institutions (MFI) and community-owned MFIs. A health insurance product was piloted, covering around 1,000 households and linkages formed with three hospitals to provide timely health services to all households. Furthermore, efforts were initiated for ensuring financial literacy and counseling of members of various community institutions.

Ensuring Market Development and Linkages comprised the third area of focus under SBI. During the year, a study was undertaken to determine the value chains and processing of major commodities of Vidarbha, namely cotton, soybean and red gram. Based on the studies, five small scale pulses processing centres/mini dal mills have been established at the village level and will undertake processing and marketing of red grams. In the case of cotton, direct linkages were formed with a ginning unit, which facilitated the marketing of around 2,000 quintals of contamination-free cotton, due to which the farmers were able to get a premium of Rs. 120-200 per quintal. Finally, a techno-economic feasibility study was undertaken by TATA Strategic Management Group (TSMG), Mumbai, exploring the benefits of setting up an integrated ginning cum oil extraction unit in Vidarbha.

Concurrent to SBI, the Government of Maharashtra (GoM), in 2010, initiated the bilateral Convergence of Agricultural Interventions in Maharashtra (CAIM) Programme in partnership with International Fund for Agriculture Development (IFAD), Rome. The project's overall goal is to contribute to the development of resilient production, sustainable and diversified household incomes, on-farm and off-farm livelihoods. It also allows households to face production and market risks without regressing into poverty and distress. The programme is being implemented over eight years with a total outlay of Rs. 5.47 billion, jointly co-financed by IFAD, GoM and the Trusts. With a total outreach of 286,000 households across 1,200 villages, located in the same six distress districts wherein SBI is currently operating, CAIM provides an opportunity for the

Trusts to jointly upscale and intensify efforts in the region.

The innovative character of CAIM charts a definitive movement away from superficially alleviating farmer distress through government schemes. It seeks to develop end-to-end projects focusing on production, technology transfer and farmer training, besides forward and backward linkages with the state and/or the private sector, thereby providing long-term sustainable solutions. During the year, the Programme Management Unit of CAIM was operationalised and approval for six sub-projects was obtained from IFAD. Subsequently, a joint review mission from IFAD reviewed the overall progress under CAIM and as per recommendations, Mahila Arthik Vikas Mandal (MAVIM) has been integrated under CAIM along with two additional agencies for executing SHGs and Community Managed Resource Centres.

Over the coming year, validated IPM techniques would be disseminated to farmers by 180 Krishi Dhoots and eight field officers for growing cotton, soybean and red gram during Kharif 2011. A further 300 trained Krishi Dhoots and 15 field officers would disseminate these techniques for growing wheat and green gram during Rabi 2011. These local village level resource persons would also provide farmers with correct technical advice on sound agricultural practices. Also on the cards is the setting up of state-of-the-art integrated cotton ginning and oil extraction units in Vidarbha to help farmers realize maximum value for their produce. Plans are afoot to expand the livestock development work in 300 additional villages under CAIM other than the villages already covered through SBI. Finally, sharing of improved Package of Practices for cotton, soybean, wheat, red gram and green gram through trained Krishi Dhoots and field officers will be expanded to additional 125 villages other than the villages covered under SBI.

REVIVING THE GREEN REVOLUTION (RGR)

The 'Reviving the Green Revolution' initiative was operationalised by the Trusts in April 2002, to promote diversification in agriculture to make 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 Integrated Pest

Rice and Shine!

One languid afternoon in Punjab's Bhakna Kalan village, Amritsar district, finds farmer Indervir Singh yawning under a Banyan tree. Tired after a strenuous day in his farm he is chewing the fat with fellow villagers and can't help notice an all smiling Dalwinder Singh, a farmer from the neighboring village, attired in spotless white pajama and kurta. Out of curiosity Indervir asks, "Ha, Dalwinder kidha? Aj vaade khush ho?" Dalwinder continues to smile enigmatically. Upon further prodding, the beaming Dalwinder strokes his beard and twirling his moustache utters, "I hit the jackpot with Basmati this season." "Oh! That's great, come on tell us more," exclaims Indervir.

"The Tata Trusts," Dalwinder says, "adopted our village under the Integrated Pest Management (IPM) on Basmati Programme. They selected 20 farmers in our village under this IPM programme and I was one of them. And scout Kashmir Singh's advice was very useful. He has set up an Information Centre purveying comprehensive information on improving Basmati yield, using charts and more. He advises us on the finer aspects of growing a bumper crop such as exact period for sowing specific strains of the rice in the nursery, proper seed treatment, correct usage of fungicides and pesticides and other crucial details. Do you know that the plant cluster should not be less than 33 per square meter?" concludes Dalwinder.

"This season I earned Rs. 8,000/- per acre more..."

Dalwinder resumes sharing his knowledge with the knot of villagers who are now all ears as he explains the recommended dosage levels of urea for optimum results. "Excessive use of urea can be counter-productive because it attracts disease-causing insects," he states with the air of a guru imparting spiritual wisdom. Officials from the Department of Agriculture and the

Reviving the Green Revolution (RGR) Cell, Ludhiana, organize periodic training camps for farmers to educate them on IPM and proper usage of fungicides, pesticides and fertilizers. The results are there for all to see. "This season I earned Rs. 8,000/- per acre more than other farmers who don't use IPM," exclaims Dalwinder with satisfaction.



Spraying pesticides as per the Package of Practices prescribed under IPM

Unstinting efforts to educate farmers on the benefits of IPM technology developed at the Punjab Agricultural University (PAU), Ludhiana and rationalizing other inputs for Basmati cultivation are responsible for the successful transfer of technology from institution to farm level. The IPM programme of the RGR Cell, supported by the Trusts since 2009, presently covers 150 villages of Amritsar, Gurdaspur and Taran Taran districts. And as the sun begins packing up for the day, a pepped up Indervir wraps up the impromptu tête-à-tête saying that farmers in Bhakna Kalan must capitalize on the knowledge of its own village scout, to which Dalwinder ripostes, "Do not merely listen but convert the advice into action!"

Management 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 through judicious use of agro chemicals. The Trusts' chief partners within the initiative have been the various departments at the Punjab Agricultural University



Reviving the Green Revolution: Adoption of improved Package of Practices for growing cotton in Veppanhattai taluka, Perambalur district, Tamil Nadu

(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. Over the last nine years, much has emerged from

research undertaken and then piloted at field level by PAU. The sustainability of production and economic profitability through management of water resources, especially groundwater and soil fertility, reduced cost of production and competitive alternate channels of marketing have become the thrust areas of the Trusts' interventions.

The overall success within the initiative, coupled with a major expansion and coverage, encouraged the Trusts to

upscale the level of funding individual projects to a centralized organization with a dedicated team through operationalizing the "Reviving Green Revolution (RGR) Cell", which is a registered body housed at the PAU. With formal institutional structure, it is responsible for prioritizing thrust areas of funding, besides monitoring progress of ongoing projects. Moreover, the RGR Cell also functions as an idea incubator. During 2010-11, the RGR Cell commenced the Integrated

The Lady who Bought a Car!

Venila, 35 years, belongs to a six-member farming family with a monthly income of about Rs. 12,000/-. Living on the foothills of Kolli Hills in Ernapuram village,

Namakkal district, Tamil Nadu, the family has 7.5 acres of land. However, given the agrarian-related constraints such as lack of irrigation and risk of crop failure, the family grew groundnut in only 2.5 acres, while the rest was used to produce fodder.

Until 2008, the family had never considered cultivating millets, which possess a high nutritious value. It was Dr. A. Nirmala

Kumari of Tamil Nadu Agricultural University (TNAU), Coimbatore, who convinced Venila to venture into growing millets in 1.25 acres of land, which is irrigated by rainfall. Dr. Nirmala Kumari offered regular guidance and training to all farmers in the village on scientifically validated package of practices for cultivating millet.

The efforts of TNAU and Venila paid rich dividends. She achieved a yield of 1,200 kilograms of millet, which was sold at Rs. 22/- per kilogram. Moreover, Venila and other women in the community, leveraging on their expertise, are rustling up ragi biscuit and savouries such as ribbon pakoda, murukku, puttu, noodles and flakes for sale in the open market. Impressed with their efforts, the District Collector of Namakkal, with the cooperation of the Department of Agriculture and TNAU, has made space available at the State's marketplace, free of cost, to enable them hawk their produce every evening. The villagers operate 60-70 such shops where they earn up to Rs. 1,500/- per day.



Two farmers all ears... learning how to get more from millet

Today, Venila is a changed woman whose monthly income has increased by almost Rs. 10,000/- from both, value addition as well as yield increase. "With my new-found confidence, I convinced

Indian Bank to grant a loan to buy a Maruti van that is adding more value to my business. My two children now go to a high school and I have a bore-well for irrigation," Venila concludes with a twinkling eye. Now that her world revolves around millet, she has given up raising fodder as the millet stalks are a highly nutritious source of nourishment for cattle.

Reviving the Green Revolution

Millets are important food crops for tribals and small farmers with modest productivity, whilst also an important source of cattle fodder. Finger millet, little millet and Kodo millet are the three main varieties ideal for early, normal and even late sowing conditions. With the discovery of nutritional superiority in small millet grains, the minor millets are now considered as 'nutri-cereals'. The Trusts are supporting the TNAU under the Reviving the Green Revolution Initiative through a three year project that aims to popularize small millets in hilly tribal areas and small farms of Tamil Nadu. The project is witnessing cost-effective transfer of technology, enhanced productivity, sustainability of small farms and nutritional security. Improved seed variety is resulting in additional annual income of up to Rs. 10,000/- per hectare, with yields rising up to 60 per cent.

Pest Management (IPM) in Cotton project successfully in 300 villages spread across the cotton belt of Punjab in partnership with DoA. 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 22 per cent reduction in the cost of sprays in Cotton. The project not only resulted in noticeable reduction in use of pesticides, but also increased production and net economic returns for the farmers. The impact spurred the Government of Punjab into granting a Rs. 10 million grant to the RGR Cell, along with an equal amount to agencies like Punjab Agricultural University and Punjab State Co-Operative Supply and Marketing Federation Ltd. (MARKFED) to further spread this technology. 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, which resulted in substantial reduction in use of pesticides (60 per cent), along with balanced and rationalized use of fertilizers.

Integrated Pest and Disease Management is also being promoted for other crops, including wheat, potato, groundnut, maize and vegetables. To address key issues affecting speedy transfer of technology to a large number of farmers, the RGR Cell embarked on a project on mobile-based agro advisory services in Punjab in collaboration with Tata Consultancy Services, which purvey IPM technologies for cotton, Basmati, wheat and potato crops. A survey of the project in Mansa district revealed savings to the tune of Rs. 7,500 per acre owing to timely use of advisory services by cotton growers through cutting pesticide and input costs.

The Trusts also supported the Department of Entomology (DoE), PAU, in developing a website on IPM in cotton, through which about 1,200 farmers, scouts and other extension personnel were trained. The DoE also worked on developing management strategies for the control of Mealy Bug, which has emerged as a major threat to cotton in the past four years. Removal of weeds from around cotton fields and waste lands and spot treatments were recommended for the control of Mealy Bug, thereby checking the carryover of this pest and cutting down the costs of sprays. Sowing of 'barrier crops', such as jowar, bajra and maize around the cotton crop was also recommended for effective management of this pest. Yet another project with the DoE focused on evolving non-chemical management strategies for the controlling Varroa

mite in honey bees, which has become a serious threat to commercial bee keeping.

The Department of Plant Pathology (DoPP) focused on popularizing integrated disease management in potato through seed treatment, appropriate cultivation practices and fungicides spray technology. It conducted 10 demonstrations at farmers' fields in Hoshiarpur district. This resulted in successfully controlling various diseases such as late blight, black scurf and common scab. It emphasized the use of disease free seed and proper disposal of diseased seed tubers, besides seed treatment of potato tubers with recommended fungicides before sowing. Similarly, demonstrations for the management of common diseases in wheat were carried out across 30 acres of selected farmers' fields in three villages in Gurdaspur and Hoshiarpur districts. In spite of a serious epidemic of yellow rust in wheat, the farmers in the project areas successfully controlled the disease with timely application of fungicides at the right stage. The Trusts also supported the Directorate of Extension Education (DoEE) for cultivating summer moong through 300 demonstrations across 16 districts. Similarly, through support, the Department of Agronomy popularized management of crop residue (which is otherwise burnt, leading to atmospheric pollution). The results have encouraged the Government of Punjab to provide 100 Happy Seeders for incorporating rice residue when sowing the next cycle of wheat. A new project, promoting an accelerated method of breeding durum and bread wheat was initiated during the year. Consequently, a beginning has been made to produce cross combinations through hybridization during the off-season and further crossing with maize to produce crosses of wheat with the aim of developing new varieties in the shortest possible time.

Through the Trusts' support, AVRDC-World Vegetable Centre, Taiwan focused on improving vegetable production and consumption in Punjab. A modified net-house design, suiting the local conditions, was developed for cultivating vegetables under protected conditions. Experiments are on for cultivating vegetables such as Capsicum, Brinjal, Tomato, Okra, Garden Pea, Cucumber and French beans in net houses. Some non-traditional vegetables like Kangkong and Basella have also been introduced to provide additional sources of nutrition and vegetables for year-round use of net houses. An annual sequence for cultivating vegetables has been developed by AVRDC, which is now being targeted at kitchen gardens.

From time immemorial, due to good soil health and

copious water availability, the farmers of Tamil Nadu have a set cropping pattern in command areas, tank-fed areas and well-irrigated areas, which predominantly consists of paddy, sugarcane, coconut and other hydrophilic crops. However, due to the changing rainfall pattern over the past few years, ground water depletion, lack of flows in the perennial rivers, scarcity/high cost of labour etc., the existing cropping pattern has ceased to be economically viable. Currently, Tamil Nadu is facing second generation Green Revolution issues, similar to that in Punjab, which creates immense scope for replicating the success achieved by Punjab in Tamil Nadu. Hence, the Trusts expanded its engagement within the agricultural sector to Tamil Nadu, by supporting projects with the **Tamil Nadu Agricultural University (TNAU), Coimbatore**, with an overall view to encourage diversification in agriculture as well as improve the rice-centric daily diet of locals, that has resulted in the removal of highly nutritious millets and severely threatening the level of nutrition, especially for women and

children. The initiative also focuses on reducing the area under hydrophilic crops such as rice, sugarcane and banana, in order to accommodate other less water-intensive crops like oilseeds, pulses, cotton and maize over a greater area.

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 of rainfed rice farmers; (d) popularizing small millets in hilly tribal areas and small farms; (e) popularizing Azolla as feed supplement among rural women and tribal population; (f) control of Mealy Bug in Papaya, Mulberry and Tapioca; and (g) developing micro-enterprises for rural women through village level bio-fertilizer production.

During the year, an 80 per cent increase in yield of little millets (Samai CO 4 variety) was recorded in the hilly areas of



The Tamil Nadu Drip Irrigation Capacity Building Programme (TND RIP) being implemented through the Trust supported IWMI-TATA Programme Phase II in Annur block, Coimbatore

Vellore, in addition to over 60 per cent increase in yield of small and Kodo millet in Cuddalore and Erode districts. This can be significantly attributed to the complete scientifically validated Package of Practices (PoP) for millet cultivation, which was implemented in these districts by the **Centre for Plant Breeding and Genetics**, TNAU, as well as the availability of improved high yielding seed varieties. Further, the beneficiary women's groups have started first level value-addition of millet by de-husking and selling for better farm gate price. With departmental stores in Coimbatore showing their keenness to purchase noodles/puttu from millet flour, these women's groups have started preparing products to be sold in the open market. For women's groups involved in Azolla production, permanent links with local poultry and cattle units have been developed for sale of dry/wet Azolla, which is an extremely nutritious cattle/poultry feed. The dry feed fetches women Rs. 10/kg whilst the wet feed fetches Rs. 50/kg, thus providing a minimum increase of Rs. 2,000 per month per woman. The improved Anna 4 rice variety, which was piloted for its high drought tolerance, has yielded extremely positive results with a yield of approximately 2,200 kg/acre, as compared to the land races which yield upto 1,400 kg/acre or the hybrid varieties which yield approximately 1,700 kg/acre.

These positive results encouraged the RGR Cell to set up a Regional Centre in Tamil Nadu to provide impetus to the initiative in South India. The centre is currently located in the TNAU campus in Coimbatore.

During 2011-12, the RGR Cell would continue disseminating IPM technology, with a view to covering 300 villages across the cotton belt of Punjab. It would also upscale IPM in Basmati across 150 villages in the districts of Amritsar, Tarn Taran and Gurdaspur, in collaboration with the DoA. The Cell will explore linkages between TCS and PAU for developing a self-sustaining business model for mKrishi mobile based agro advisory services, which would concentrate on paid services to farmers for crop advisory on pest management, weather forecasting, fertilizer dose, information on mandi (market) price, etc. Also on the cards is an expansion of the initiative through setting up further regional centres in central India. Finally, the RGR Cell would implement marketing interventions in agriculture and leverage additional resources from various government departments, whilst also discussing research issues, lobbying and advocating on policies governing agriculture in Punjab and other states where it plans to expand its activities.

HIMMOTHAN PARIYOJANA (HMP)

The Trusts' central Himalayan programme, the Himmothan Pariyojana (HMP), has been ongoing since 2001. The programme 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 and the Trusts for an initial period of 10 years, to collaboratively work on rural development issues. As an outcome of the MoU, a Strategic Plan was developed, and as per its recommendations, a local management 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 critical programme is working on mapping the geo-hydrology of mountain streams, training villagers and non-profits to understand bedrock, sub-surface hydrology, seepage and recharge zones, without the necessity of 'external experts'. This work directly links to the second sub-initiative of 'Wise Use of Water' where a well-recognized drinking water and sanitation programme of the Trusts has been ongoing in remote villages of the state, and also a gharat (traditional water mills) revival project for power generation and product value addition. In the first phase of the Water and Sanitation (WATSAN) project (2002-2007), 45 villages were covered and over 3,035 households and 19,000 beneficiaries reached. In the second phase (2008-11) another 50 villages are ongoing, facilitated through grants to Himalayan Gram Vikas Samiti (HGVS), Gangolihat, Himalayan Institute Hospital Trust (HIHT), Jolly Grant, Shri Bhuvneshwari Mahila Ashram (SBMA), Anjanisain and Institute of Himalayan Environmental Research & Education (INHERE), Masi. These four organizations are in the process of reaching out to 2,228 households (15,209 beneficiaries) covering 47 villages across Garhwal and Kumaon regions of Uttarakhand. Construction of 2,500 sanitation units and 68 water supply schemes are



Himmothan Pariyojana: A health camp being conducted for villagers in Simalkote, Pithoragarh district, Uttarakhand

in the process. Water availability is expected to increase from between 4 and 15 Litres Per Capita per Day (LPCD) to 40 LPCD at public stand posts and 70 LPCD for individual connections. Planning for the third phase of this project has begun with over 100 applications already received from villages. This project has now been extended to Himachal Pradesh and the Government of Himachal Pradesh has approved work in 10 pilot villages.

The Agriculture initiative focuses on diversification and niche products including organics, Himalayan herbs, medicinal, culinary and aromatic plants; on developing strong village level institutions; on local value addition and market linkages; backed by constant research and piloting new ideas. The initiative's programmatic design therefore focuses on three sub-initiatives: (a) Cultivation and Marketing; (b) Irrigation; and (c) Research and Pilots. Under the first, is work of the Uttarakhand Organic Commodity Board (UOCB), Dehradun, under which the Centre for Organic Farming (COF) covers 15,000 farmers and has brought 4,000 hectares of farmland under organic certification. Income increase has

been approximately Rs. 33,000/year/farmer. Twenty-eight products are on 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. In the second sub-initiative, a project on 13 mid-to-high altitude sites with micro-irrigation systems was completed last year. This needs to be taken forward as production results were encouraging. Under 'Research and Pilots', a high altitude "High Value-Low Volume" (HVLV) cropping system is being piloted in 10 villages, all above 2,500 metres. A climate change survey of high altitude villages was completed last year, and is now being followed up by an analysis of ongoing rural schemes and programmes for Carbon sequestration studies, looking for links of rural activities to the Carbon credit market. These pilots are to be followed up with a workshop in the coming year which will bring together government, non-profit and research organizations to discuss issues on climate change adaptations in the central Himalayan region.

Himmothan is now in the process of undertaking the second phase of the Integrated Fodder and Livestock



Himmothan Pariyojana: Woman threshing organically grown coriander in Dudheli village, Kumaon, Uttarakhand

and Livestock Development Project (IFLDP). The project endeavours to promote rural livelihoods and enhance incomes of about across 8,000 households from 80 villages in 15 project areas, spread over seven hill districts of Uttarakhand, through an environmentally sustainable, integrated livestock management programme. The first phase of the project has developed 240 Livestock Producer Groups (LPG) and eight Dairy Federations, of which five are running micro-dairies. Bank linkages have been established for value addition and to fund better breeds. Over the last year, which was the final year of this project, focus was on consolidating activities, strengthening institutions, designing and seeking funding for the second phase, besides evaluations and impact assessments of the past three years' activities. A six-month detailed impact analysis study highlights significant outcomes and suggests upscaling and further emphasis on linking to the market. A notable development was a Rs. 12.5 million loan from NABARD to 125 project households for purchasing cattle. A total of 8,000 households have benefited from the project. The initiative will expand in the coming year to include a larger

focus on value-addition and markets, and will also spread out across the state to newer areas.

The Forest Initiative works on conservation, sustainable use and production and marketing of forest products. Planting of commercially important varieties of bamboo, training bamboo artisans, promoting sustainable Non-Timber Forest Produce (NTFP) use, and interventions promoting forest conservation to rejuvenating springs supplying water for domestic and farm use, form the core of the initiative. It further promotes innovative research in Natural Resource Management (NRM) and institutional development. Successful experiments are scaled up to large regional programmes. An ongoing Trusts' supported programme on bamboo used 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 focus on developing four regional clusters of artisans into four artisan federations. UBFDB will be reaching out to 1,300 direct and 5,000 indirect beneficiaries in 32 villages spread across four districts of Uttarakhand, helping enhance household

Securing a Brighter Future in Uttarakhand

Amaravati, wife of Amar Singh, in village Bhitara, dared to dream. And today, she lives in a large house with a colour television in the drawing room and biogas in the kitchen. Her family is a proud owner of a tractor, motorbike and more. From abject penury, Amaravati scaled up to a better life with determination and thanks to the initiatives of Uttarakhand Bamboo and Fiber Development Board (UBFDB)

Studied up to the eight standard, Amaravati, 36, and mother of two sons, says the family's 2.5-acre farm was insufficient for survival and she was obliged to work as a farm labourer elsewhere. When the resource persons from Jalagam Pariyojana (JP) – a watershed development programme of the Government of Uttarakhand (GoUA) – visited her village to persuade them to form a Self Help Group (SHG), the villagers bonded to create it within two days. They received training in stitching, carpet-weaving, fiber-work, mushroom farming, etc. The JP team also provided subsidized rice and wheat seeds for sowing. A loan from the SHG enabled Amaravati to redeem her agricultural plot pledged to the village money lender. Under the Bhoomi Sudhar Pariyojana (a soil conservation programme run by the GoUA), several villagers like her received a loan

for purchasing bullock carts and things began looking up for the livelihood of the community. Narrating the economic turnaround wrought by UBFDB she says, "My fate changed the day the Board stepped into our village. I was involved in several training programmes and became a skilled artisan earning up to Rs. 1,200 a month. Our elder son now works as a bamboo craftsman in CFC, Bhitara while my husband is engaged in making bamboo houses and earning between Rs. 3,000-7,000/-. I am now heading the village cooperative society."

Trainer Neetu

The story of 23-year-old Neetu from Chintimajhara village is equally dramatic. Belonging to the Tharu tribe, and keenly interested in fiber handicraft, she seized on the opportunity arising from the UBFDB programmes. Giving up the sickle and winnow, she completely immersed herself in learning grass (bamboo) and fiber work. Within two years, she graduated to a master trainer drawing a daily allowance of Rs. 200/- travelling across villages

to impart handicraft training to women. "Till date," exclaims a proud and elated Neetu, "I have grossed up to Rs. 20,000/-!" She looks forward to continue teaching even after marriage.

Trusts' Support to UBFDB

The UBFDB was promoted as an autonomous agency in 2003 by the GoUA in Dehradun to sustainably utilize, manage and develop the existing resource base of bamboo and natural fiber in the state, besides promoting bamboo and fiber based livelihood options. Starting with the basic assumption that the economic backwardness of a region is characterized by the co-existence of unutilized or under-utilized man-power on the one hand and unexploited natural resources on the other, UBFDB has made efforts to devise a system where both these factors are utilized to their potential, thereby transforming common folk like Amaravati and Neetu into entrepreneurs.



Trainer Neetu demonstrates the art of making articles from straw

Under the Himmothan Pariyojana, the Trusts have supported UBFDB, Dehradun since 2004. The bamboo and fiber-based enterprise provides hope to the rural poor of Uttarakhand through sustainable employment avenues. The Board has been

working with the Tharu tribal community who are engaged in producing bamboo handiwork. The Board's integrated project includes activities such as spreading awareness, building capacity, upgrading skills, infrastructure development, marketing and promotion. It also sets up grass root community-based SHGs and cooperative societies. The artisans create articles such as coasters, fruit and flower baskets, dustbin, wall hangings and mirrors with fiber border. They also produce folding chairs and tables; mini stools, magazine boxes and furniture for children.

Aided by a host of key activities, including setting up of artisan centres, craft-centric training and capacity building, the average additional income levels have risen between Rs. 18,000/- and Rs. 30,000/- per annum. The bamboo utilization rate too has gone up from 30-40 percent to 80 percent.

The programmes have helped redraw the economic scenario in the region and the wallet share has reflected this change. The artisans are now carving out a respectable niche in society, standing tall as equals to other citizens of India.



Himmothan Pariyojana: A woman from Mangroli village, Chamoli district, Uttarakhand holds spun nettle yarn, which is ready for weaving

incomes by upto Rs. 30,000 annually. Four Community Facility Centres (CFC) have been established and nearly Rs. 800,000 worth of products developed in these community clusters have been sold so far.

The agricultural economy of the region is so intertwined with natural resources that sustainable development here calls for simultaneous attention to both. All projects therefore necessarily have strong ‘community’ development aspects. Most projects within HMP work the entire chain – community livelihoods, production, value addition, and the market. Developing confidence of the community through meetings, trainings, group development, federations and markets linkages is at the core of all interventions. Furthermore, the microfinance component, which is being integrated across all programmes and seen as a part of institution and enterprise building, is now focusing on developing financial understanding and discipline, credit and loan facilities, and in developing linkages with banks and other finance options.

It is functioning in several integrated projects, and also as a stand-alone in a pilot cluster of remote villages in the border district of Pithoragarh. In the long run, this will contribute to reducing human impact on the forests and other ecosystems of the region. By 2012, approximately 420 institutions will be built across the state in various projects, both village level and inter-village, e.g. the dairy and artisan federations, producer and farmers groups, tourism committees, etc. Over the past two years about 300 institutions have either been developed or are in the process.

In the coming year, integration of ongoing projects through the development of a comprehensive microfinance programme is planned. A second phase of support for Himmothan’s ‘Commons, Livelihoods and Markets’ project will be designed and will take forward new pilot and research concepts. Pilots which have been tried out successfully will be scaled up – in issues ranging from goatery establishment, carbon credit markets, climate change adaptations, hydro-geology of mountain streams, non-timber forest produce and high value – low volume cropping. The push made last year in Himachal Pradesh will continue. Significant work has also been initiated in Himachal in water and sanitation, which will maintain momentum. Areas of work are being explored with the G.B. Pant University of Agriculture and Technology, Pantnagar, and hopefully will develop into a new initiative.

NORTH EAST INITIATIVE

North East India comprises eight states – Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. The region occupies 262,179 square kilometers with a population of 39 million (2001 Census) and is socially, culturally and politically very complex. Subsistence agriculture is the dominant economic activity (2001 Census) 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 to 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 2008-09 as part of the Trusts’ regional immersion strategy. In the first phase, the states of Arunachal Pradesh, Mizoram and Nagaland were identified because of various strategic reasons. These three states, inhabited by 90 per cent tribal population, have

similar terrain and climatic conditions as well as problems associated with such physio-geographic regions. With the aim of enhancing livelihood opportunities through improved agriculture and sustainable use of natural resources, the NEI

focuses on: (a) better land use for improved agriculture; (b) diversifying and enhancing on-farm and off-farm income; and (c) natural resource management.

More than 66 per cent of the region is mountainous and

Agricultural Development through Appropriate Technologies

Till recently, farmer Z.D. Dengliana of Mizoram was producing crops that would feed his family for just six or seven months a year. By introducing simple, low-cost and appropriate technologies he is now a happy man, for, not only has he succeeded in achieving food sufficiency but has seen his income rise in 2010. Eighty per cent of households in Kangmun South village, Lunglei, in the hilly state of Mizoram, depend solely on agriculture for their sustenance. Farmers, like Dengliana, in this state use 'jhum' cultivation. 'Jhum', or shifting cultivation, is the local name for slash and burn agriculture practised by the tribal groups in the north-eastern states of India.

The sole bread-winner for a family of five, Dengliana had been witnessing reduced farm productivity due to constantly shifting to new places for cultivation, incurring additional expenditure on labour for pulling down trees and clearing the jungle.

In 2010, the Trusts supported the Centre for Environment Protection (CEP), Aizawl, under the North East Initiative to focus on showcasing simple, low-cost, appropriate technologies to improve 'jhum' cultivation thereby enhancing rural livelihoods. Dengliana and other farmers were trained on bio-composting, contour hedgerow farming system, rain-water harvesting and polyfilm nurseries. The farmers' initial trepidation soon turned into positive confidence thanks to CEP's hand-holding and moral support. Dengliana set contour hedgerow with pigeon pea to reduce soil erosion and added nitrogen to the soil. He raised crops such as rice, maize, colocasia, mustard and a range of vegetables in between two contours. Adding compost and adequate watering resulted in higher crop yields.



Dengliana and his wife make a happy picture amidst their field

Adopting the trellis system and pitcher drip irrigation, he cultivated pumpkin, okra and French beans during winter – a first ever effort as he now had enough water thanks to rain-water

harvesting! Says a gratified Dengliana, "My yield has gone up by 20-30 per cent and now I can feed my family all the year round!" "My income has also risen by Rs. 25,000/- and I look forward to educating my children and invest in a better lifestyle," he smilingly adds. His family is proud that he has become the bellwether in the community.

Dengliana plans to use the same plot for re-cultivation and expects to save about 80-90 man-days by not shifting to a new field and leverage this saving to produce winter crops. He hopes to build a house near his field – the demonstration site.

New Agricultural Model

CEP showcased a new sustainable agricultural model for 'jhum' cultivation aimed at increasing production and improving productivity of crops. Four demonstration sites were set up in Aizawl, Kolasib, Lunglei and Serchhip to illustrate and disseminate appropriate cultivation practices. Farmers from a cluster of five villages in these four districts received an opportunity to learn better farming methods. 'Lead farmers' from these districts that were trained in new farming technologies would, in turn, share these practices with other peers in the community.

The new farming techniques, such as bio-composting, contour hedgerow farming system, rain-water harvesting and polyfilm seedbed, have led to increased yields and richer wallets in the region.

despite intensive labour inputs, the yield is comparatively low due to the difficult terrain, high runoff, and soil erosion. Efforts are being made to support projects on soil and water conservation. A low-cost and simple agriculture technology project was implemented by the **Centre for Environment Protection (CEP)**, Aizawl, in 20 villages across four districts of Mizoram. The project reached out to 280 households who practise shifting cultivation. The farmers were trained to adopt simple agricultural technologies like contour hedge row, vermi compost, rain water harvesting, polyfilm nursery, trellis cultivation, etc. These technologies would enhance productivity of crops by 10-20 per cent. With the project taking off, a farmer is expected to earn an additional average annual income of Rs. 8,000-10,000/-. Considering the potential of rice and maize cultivation, the **Rural Volunteers Centre (RVC)**, Dhemaji, and **North East India Committee on Relief and Development (NEICORD)**, Shillong are implementing projects in 11 villages across the districts of East and West

Siang and Papumpare, Arunachal Pradesh. The production of rice and maize is expected to increase by 15-20 per cent, giving an additional average annual income of Rs. 10,000/- to a household. A micro-irrigation system is being set up in the Dhansaripar block of Dimapur district, Nagaland that will provide irrigation to over 150 households spread across 200 hectares. The resultant 10-15 per cent increase in production of rice ensures sustainable food availability to the farmers.

Due to the fragile ecology and the poor infrastructure of the region, promoting alternate sources of income through livestock, bee-keeping and horticulture is important. Piggery projects in Mizoram and Nagaland have large potential. One hundred thirty households have started rearing quality breed of pigs, using modern techniques through the project being implemented by **Nagaland Empowerment for Peoples Economic Development (NEPED)**, Kohima. Pig breeding farmers are earning an annual average income of Rs. 20,000/-. The support to **Eleutheros Christian Society (ECS)**,



North East Initiative: Mithun-based forest conservation in Thetsumi village, Phek district, Nagaland

Tuensang, and Rural Agricultural Development Programme (RADP), Serchhip, helps in reaching out to 190 orange and banana growers in one village of Tuensang district, Nagaland and three villages of Serchhip district, Mizoram respectively. Through systematic techniques and proper maintenance of orchards, it is expected that each farmer will earn additional average annual income of Rs. 12,000/-. Bee-keeping is also seen as an alternate source of income for farmers in Nagaland. The project implemented by Nagaland Beekeeping and Honey Mission (NBHM), Kohima covered 150 households in 10 villages of Kiphre district in Nagaland, introducing the use of modern tools and equipment to enhance production of honey. Each household is now earning additional average income of Rs. 6,000/- by selling honey and wax. Furthermore, there has been a revival of traditional practices, with the youth being involved in honey harvesting.

Preservation of Mithun² is seen as an innovative means to promote forest conservation. Through the Trusts' support to Entrepreneurs Associate (EA), Kohima and Krishi Vigyan Kendra (KVK), Papumpare, more than 100 households in six villages across Phek district, Nagaland and Papumpare, Arunachal Pradesh respectively have been provided with fencing to rear Mithuns in community forest land. The project has enabled 3,000 hectares of forest land to be declared as protected forest. Awareness among the villagers of preserving their environment has increased and a Mithun farmer is earning an average annual income of Rs. 25,000/-.

As the scale of operations in the NEI is increasing, the Trusts would shortly begin the process of setting up and registering the NEI Cell. This will 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 regional base and build local expertise. The Cell 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.

Over the coming year, the focus will be on popularizing low-cost agriculture technologies in over 900 households in 30 villages of Mizoram and Arunachal Pradesh. Through its engagement in piggery, honey harvesting and horticulture, NEI would cover 3,400 households in 30 villages of Mizoram and Nagaland. Finally, the projects on preserving Mithuns

²Mithun (*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.

would cover 300 households in 14 villages of Arunachal Pradesh and Nagaland.

KHARASH VISTAROTTHAN YOJANA (KVY)

Increasing salinity of land and water resources in coastal areas is one of the serious environmental problems in Gujarat over the past 30 years. 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 facilitate a solution to this environmental catastrophe, the Trusts, along with their partner organizations, launched the 'Kharash Vistarotthan Yojana (KVY)', earlier known as the 'Gujarat Coastal Salinity Prevention & Mitigation Initiative'.

In recognition of the complexity and the multi-faceted nature of the problems of coastal salinity, it was felt that an effective solution required joint efforts of both, government and civil society organizations. Consequently, in February 2005, the Trusts set up the Coastal Salinity Prevention Cell (CSPC) in Ahmedabad, which has since developed detailed baseline information depicting the extent and nature of the problems caused due to salinity ingress, thereby helping in: (a) identifying key issues relating to salinity and its impact on rural livelihoods in coastal Gujarat; (b) planning need-based, community-centric appropriate interventions; (c) establishing linkages among the government, civil society organisations and communities; and (d) measuring the impact of interventions made, and then replicating them.

Salinity being a complex issue, there is a need to adopt innovative solutions to address the problem. Innovations provide scope to deviate from the tried and tested and work out issue-specific solutions. As the damage to the underlying aquifers has had an adverse impact, various partners have come together to share their experiences and thereby come up with solutions that can help break down the intensity at various levels. CSPC has played a pivotal role in bringing all stakeholders on one platform and is effectively established as a knowledge resource centre on salinity issues. It has incubated new ideas in the areas of natural resource management, drinking water and non-farm based interventions. Over the years, these efforts have yielded favourable results.

The ongoing field programmes supported by the Trusts

within KVV now reach out to over 143,000 households in 498 coastal villages of Gujarat and focus on: (a) minimizing 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 distress villages. The Trusts are supporting field projects, being implemented in partnership with five 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; Vikas - Centre for Development, Ahmedabad; and Foundation for Ecological Security (FES), Anand.

Broad quantifiable impact at household or individual level and other intangible impact of various interventions through the second phase of support to AKRSP(I) and ACF that came to an end during the year can be summarized as follows: (1) Promotion of micro irrigation systems reduced consumption of irrigation water by 70 per cent resulting in 50 per cent decrease in power consumption. Further, it also helped in

Waterrr...relief!

Dari village in Veraval taluka, Gujarat, has always been a peaceful and harmonious place populated by about 600 Muslim and 400 Hindu families. The only spiking point was water. The village received water at one outlet in the village, courtesy the Regional Water Supply Scheme. But inequitable distribution of the life-sustaining liquid would often trigger friction among the residents and during summer, the villagers frequently engaged in pugnacious exchange of words and much more. Water supply, the villagers agreed, must flow into each and every household.

In 2009, the Coastal Salinity Prevention Cell (CSPC), Ahmedabad, along with the local Implementing Support Agency Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad selected Dari for setting up drinking water infrastructure under the Coastal Area Development Programme (CADP). At the outset, 20 meetings were held in different hamlets to create awareness of the programme. Spearheading the cause were two local lads, Jagdish Bamaniya and Faruq Hasan Aakani, both selected by AKRSP(I) for their eagerness to help in solving the problem, coupled with their existing rapport with the community. The duo also contributed towards planning and organizing workshops and exposure visits for the villagers.

The drinking water scheme, estimated at around Rs. 1.8 million, was designed with the help of engineers from AKRSP(I).

Once the scheme was approved, Jagdish and Faruq initiated the task of collecting contribution from the community. They collected contribution from 350 households and deposited the amount in the bank. Thanks to their efforts in getting the village

folk together and ensuring communal harmony, the drinking water scheme was operationalised soon thereafter, bringing clean water directly to each household in Dari.



Work in progress: Construction of the drinking water scheme by the villagers

Water ever it takes!

Under the Kharash Vistarotthan Yojana, the Trusts are supporting the CADP, which was operationalized in 2009 and is implementing

drinking water schemes in 300 coastal villages across 21 talukas in nine districts of Gujarat, besides sanitation interventions in 100 villages. CADP will cover 100,000 households and aims at putting in place water supply and sanitation infrastructure, water quality and testing, community-level capacity building and imparting awareness of hygiene and sanitation to the target group. It also focuses on other key issues relating to water management. Villages, which hitherto had access to around 15 Litres Per Capita Per Day (LPCD) of water (quality not assured) are expected to receive 40 LPCD for drinking and domestic use after commissioning of the schemes; similarly, villages having water quality problems would receive at least 5 LPCD of treated water through Reverse Osmosis (RO) units.



Kharash Vistarotthan Yojana: Explaining the benefits of adoption of drip irrigation in Jantrakhedi village, Junagadh district, Gujarat

increasing production of groundnut by 20 per cent and summer crop by 50 per cent. (2) Recharge of bore-wells led to improvement in water quality. Total Dissolved Solids (TDS) has reduced from 4,000 ppm to 1,500 ppm and the water table has risen by 10 feet. (3) Well sealing led to a 400 per cent increase in cultivated area for Rabi crops, besides a 50 per cent increase in area under cultivation during summer. (4) Promotion of Rooftop Rainwater Harvesting Structures has ensured availability of drinking water at doorsteps of houses, thereby sparing women the drudgery of fetching from distances as far as five kilometers. This resulted in an increase of 100-150 productive employment days per household, besides a 25 per cent reduction in water-borne diseases. (5) Farm bunding has resulted in conservation of over 20 million cubic feet of water through runoff checks. This in turn resulted in an increase in yield of wheat (25 per cent), groundnut (100 per cent) and summer crops (25-30 per cent). (6) Promotion of Water Harvesting Structures helped recharge groundwater, thus leading to increase in water availability by 3-4 months, improvement in water quality and reduction in salinity levels of ground water.

The partnership with TCSR resulted in enhanced economic returns for farmers by increasing agricultural productivity through diversification to alternative crop practices and reducing input costs. Support to **Vikas – Centre for Development** resulted in the setting up of the Salinity Resource Centre in Talaja taluka, Bhavnagar district, which provides complementary services to various stakeholders like primary producers engaged in agriculture, animal husbandry, fisheries, etc. It also disseminates information on salinity to villagers and helps develop a common understanding on the extent, trends, causes and impacts of salinity. Finally, support to FES aims to evolve a sustainable and people-centric model to reduce the impact of salinity ingress on agriculture and consequently enhance livelihoods of the communities living along the coast. The villagers have worked to create a shelter belt to reduce the impact of salt-laden winds and reclaim saline-affected farmlands. Appropriate water management practices were adopted by farmers through construction of farm ponds to conserve water, promotion of appropriate technologies and alternatives for drinking water.

Since April 2009, CSPC, along with the Water and



Coastal Area Development Project under Kharash Vistarotthan Yojana: A newly constructed sanitation unit in Junagadh district, Gujarat

Sanitation Management Organisation (WASMO), Government of Gujarat, 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 roof top rain water harvesting. It is expected to provide drinking water to over 100,000 households, besides sanitation facilities to 25,000 households. The Trusts are supporting the CADP and so far 300 village-level water committees have been formed. CADP prepared 271 Detailed Technical Reports that have been accepted by these water committees in the Gram Sabha. Community contribution to the tune of over Rs. 27 million has been deposited by 249 villages and physical work has been completed in more than 40 villages and work is under progress in remaining villages. Under the sanitation component, 106 villages have been identified for achieving 'Open Defecation Free' status where 100 per cent households would be covered through construction of sanitation units. In

these villages, construction of 3,093 sanitation units has been completed and work on 1,640 toilets is in progress. Notably, the Conrad N. Hilton Foundation (CNHF) has committed US\$ 1.08 million towards CADP. The support from CNHF (for a period of two 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.

Through the CSPC, the Trusts are collaborating with GE, U.S.A. on 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), of which 40 per cent are classified as Below Poverty Level. 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 through adopting appropriate technological solutions, namely Reverse Osmosis processes/Ultra Violet Filtration, and the extensive technical expertise and backup support of GE provides the technical backbone for the establishment of water supply systems in the identified problem villages. Currently, six villages have started using safe drinking water and the community of these villages has successfully initiated operation and management of these plants with technical back-stop support from field implementation organisations.

SAKH SE VIKAS- RAJASTHAN MICROFINANCE INITIATIVE

For nearly a decade now, the Trusts through their regional microfinance initiative in Rajasthan i.e., *Sakh-Se-Vikas (SSV)* have sought to demonstrate the relevance of community-owned and managed microfinance programmes in impacting the quality of life of some of the poorest sections of

society in rural areas. The overall approach of programmes supported under the initiative is to invest in the promotion of community-based institutions, namely Self-Help Groups (SHG) and their federations, facilitate linkages with banks for credit, provide access to business development services for livelihood enhancement and micro-enterprise promotion and, over a period of time, help the community institutions achieve financial viability through offering fee-based services to members.

The initiative achieved a key milestone during the year in the form of inception of a major collaborative project with the Government of Rajasthan in the desert region of west Rajasthan – a geographical area hitherto unreached through the Initiative. The specific focus of the Trusts' participation in this Mitigation of Poverty in West Rajasthan (MPOWER)³ project would be on replicating the learnings of the SSV projects through seeding and nurturing high quality

³This six years 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: Presentation by Federation members during a training session on Federation Self Regulation Management, Badakheda village, Ajmer district, Rajasthan

Improving Lives of Poor Women through Self Help Groups

Sangharsh Mahila Manch' is a federation of women Self Help Groups (SHG) in Ramgarh block of Alwar district of Rajasthan. The Manch is empowering its women members, most of whom belong to poor and socially deprived sections in the area. It was promoted in 2004 with support from IBTADA, a well-known non-profit organisation in Alwar that is supported by the Trusts under the Sakh Se Vikas – Rajasthan Microfinance Initiative.

The federation is now partnering with IBTADA to provide extension services to members for livelihoods such as goat and dairy promotion and even agriculture. It has helped to identify and train a cadre of 30 active SHG members as pashu sakhis and krishi sakhis who respectively provide routine animal health care services and extension services on various crops to members. Since 2009, the Manch has been helping interested SHG members to purchase good quality seeds and other agri-inputs for various crops. Since 2010, the federation also became actively involved in facilitating life and health insurance linkages among members. It also provides audit services to the member SHGs. It has recently started a health programme for its members wherein with support from IBTADA, it will try to address health issues of women through training a cadre of Swasthya Sakhis from among its members.

As on March 31, 2011, the federation has a membership of 1,636 women organized in 146 SHGs and 13 clusters. It has a staff cadre of four Munshis, one Accountant, Assistant Manager and a Manager to carry out its operations. It is now able to cover its full operational costs including salaries of staff from the fee paid by member SHGs for its various services. The federation leaders meet every month and review their work. Annual plan and budget are prepared for each financial year and the books of accounts are audited annually by an external auditor. The federation has a Board of 13 members comprising one representative each from the member clusters. The Board, in turn, elects a Chairperson, Vice-Chairperson and Treasurer from among itself. Elections are

held every three years. The federation is registered under the Trust Act.

While the achievements may seem impressive, the journey of the past 7-8 years has been full of challenges for the federation. Explains Meena, the feisty 35 year old Chairperson of the federation, "The women members and especially the leaders faced huge resistance from their families and villages as they came out to hold meetings, interact with outsiders and involved in a large number of activities. Conflicts within the groups also led to setbacks from time to time." For IBTADA, building the capacities

of illiterate women to understand accounts and finances and take decisions on financial and operational issues was a huge challenge. "But the women took up the challenge and are now proud of the fact that they are not dependent upon anyone for grants to run their operations. However, they still look up to IBTADA for mentoring and guidance," she adds with a grin.



Women participating in their SHG meeting

A unique feature of the Sakh-Se-Vikas initiative of the Trusts is the 3-tier model of SHGs, clusters and federations across all its projects. Promotion of higher tier institutions of SHGs, i.e., clusters and federations has helped to sustain the quality of the SHGs and also helped them become financially sustainable. Of the 25 federations supported under the initiative, 13 cover their full operational costs and the remaining are in the process of achieving the same. The focus within the initiative for mature federations is to help them play a significant role in livelihood promotion for members and also address other development concerns of members – such as health and establishing access to government programmes.

Intensive capacity building of members and leaders of the SHGs, clusters and federations is one of the most critical inputs required to achieve the above. Also, ensuring transparency in operations, democratic governance and adhering to high level of financial and institutional quality standards have been instrumental in this direction.

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.

Centre for microFinance (CmF), Jaipur, the nodal agency of the Trusts is providing technical and handholding support to 15 selected field-implementing agencies for ensuring quality of the microfinance interventions. During the year, CmF successfully facilitated MoUs with State Bank of Bikaner and Jaipur and UCO Bank for timely delivery of credit to SHGs formed as part of the project. Other preparatory work undertaken during the year included completing a comprehensive baseline for the six blocks where the project is to be implemented. Findings of the baseline have guided the formulation of an implementation strategy in each of these blocks.

The SSV experience has shown that financial services are growth drivers; however, besides credit, the poor also require support by way of knowledge, technology adoption and marketing linkages for enhancing and stabilizing incomes from existing and new livelihoods. Therefore, an emerging focus area in mature field projects is the emphasis on implementing comprehensive agriculture and livestock-based livelihood programmes in the five field projects in Ajmer, Alwar, Dholpur, Dungarpur and Tonk, support to three of these was renewed during the year. Agriculture component focuses on improving productivity of staple food crops like pearl millet and wheat by improving access to quality inputs and imparting knowledge about better agricultural practices. Livestock component focuses on enhancing milk yields through breed improvement, enhancing fodder security, better feeding etc. Adequate technical inputs to partner organizations for the same were provided by CmF.

As on March 31, 2011, the Trusts' microfinance efforts in Rajasthan reached out to nearly 83,000 households through 6,432 SHGs across 15 districts. This comprises over 65,240 members supported through ongoing SSV field projects and 17,600 households supported under the MPOWER project. Of these, 72 per cent households belong to Scheduled Castes and Scheduled Tribes (SC and ST) communities. Against cumulative savings of Rs. 138 million, an institutional credit of Rs. 441 million has been mobilized till date. Of the 65,240 members within the ongoing SSV projects, 53 per cent have availed credit for livelihood activities. One per cent of the total

members are supported through livelihood support services for agriculture and livestock, ensuring access to quality inputs, extension services, veterinary care and marketing linkages. 16 per cent of the total member households have at least one adult member covered under a life insurance product. Of the 25 SHG federations promoted and supported so far through the initiative, 13 are covering their full operational costs.

Achieving and maintaining high quality in field-level microfinance programmes has been a primary objective of SSV. However, as programmes expand to bring more members under their fold, regular monitoring of SHGs and federations on certain financial and institutional parameters becomes imperative to identify problem areas and take corrective measures so as to maintain the quality. For this to happen, regular and timely flow of data from all field projects is required as the first step. During the year, CmF standardized the existing Management Information System (MIS) for the SSV field projects and partnered with a technology service provider to develop an Information Technology (IT) enabled SHG-MIS software. By end of 2011, it is planned to implement the software across all ongoing and new SSV projects, thereby enabling generation of quality reports centrally and better monitoring.

CmF organized its Annual Microfinance Colloquium in October 2010 to highlight the key issues faced by the microfinance sector in the state and deliberate on ways to address the same. Over a three-day period, exclusive sessions were held with senior officials of banks, community institutions, and government and non-government agencies associated with microfinance in the state. Declining rate of credit flow from banks to SHGs emerged as a major concern among all, as also the poor quality of SHGs promoted under the various government schemes. However, both banks and government officials appreciated the efforts of CmF and the Trusts in successfully demonstrating the merits of community-based microfinance in the state as reflected in the notable quality of SSV field programmes. Quite a few nationalized banks expressed interest to work with CmF to develop district level partnerships wherein special focus would be provided on enhanced credit flow to SHGs. Discussions between CmF and two such banks are in advanced stages and expected to materialize in the form of joint district level initiatives in the coming year. A key outcome of CmF's continued dialogue with the Government of Rajasthan on the need for SHG bank linkages and community-based microfinance has been the

allocation of Rs. 450 million in the state's budget for 2011-12 towards strengthening the SHG movement in the state.

Over the coming year, the Trusts would focus on: (a) expansion in West Rajasthan under the MPOWER project and ensuring quality in the field-level implementation; and (b) livelihood interventions in mature field projects and providing necessary technical backstopping through CmF. Another key challenge for the SSV would be to strategize an effective role for CmF and SSV partners in the upcoming National Rural Livelihood Mission (NRLM) in the state. NRLM is a major programme being rolled out by the Central Government across all the states to promote SHGs and livelihood interventions through federations of SHGs. An active partnership developed with NRLM in the state would help mainstream the learnings of SSV in Rajasthan and also reduce the likelihood of possible conflicts between SSV projects and the government officials of NRLM in the respective districts.

Another significant microfinance programme being supported by the Trusts for over a decade now is the **Community Banking Programme of Kalanjiam Foundation, Madurai**. The year marked the end of the third phase of support. As on March 31, 2011, the programme reached out to 5 million poor women spread across 181 locations in 37 districts, spread across 11 states, including Karnataka, Tamil Nadu and Andhra Pradesh, to name a few. The members' own funds stand at Rs. 1.97 billion and credit worth Rs. 45.7 billion has been mobilized so far. The mature federations are now addressing other needs of the members such as providing business development services for livelihoods as also civic initiatives on health, de-addiction, etc.

PROGRAMME, PLANNING AND PARTNERSHIP (PPP) 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) developing 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 programme monitoring and impact assessment; Knowledge Management; and Information and Communication Technology. (b) Planning – which looks at incubating ideas, handling key projects and operationalizing

the SP 2011. (c) Partnership – which includes facilitating strategic partnerships with stakeholders (donors, government, civil society, media, academic institutions, etc.) and various Tata Trusts and Corporate Sustainability (CS) arm of Tata Group companies.

During the year, the PPP Cell was involved in operationalising the CAIM programme in Vidarbha in close liaison with the SBI team based in Amravati. Within the North East Initiative, the PPP Cell was involved in monitoring of the on-going projects besides identifying potential partners and development of new projects. In the absence of a Team Leader within the Kharash Vistarotthan Yojana, the PPP Cell took charge of the overall management of the initiative. The PPP Cell was also involved in coordinating activities under the Drinking Water Initiative of the Trusts. The PPP Cell also 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. The Trusts' Portal, which was fully operationalised 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 in order 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



Providing drinking water to salinity affected coastal villages in Gujarat under the Tata GE Special Drinking Water Project: A Reverse Osmosis unit constructed in Lojaj village, Junagadh district

under one umbrella, the Trusts have initiated the '*Mission Swachh Ja!*' Primary objectives of '*Mission Swachh Ja!*' 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 operationalised over the coming year. In the near future, the Trusts would also work towards spreading 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 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 that they and the development community at large, have a stake in. 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, exchange of 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 explored 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 (CS) 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 its attempts to engage with the sector and strengthen regional initiatives, with the ultimate goal of enhancing rural livelihoods.

List of Partners

Central India Initiative

- Collectives for Integrated Livelihood Initiatives (CInI) 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

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
- TechnoServe, Mumbai

Kharash Vistarotthan Yojana (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
- Water and Sanitation Management Organisation (WASMO), Gandhinagar

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
- Ambuja Cement Foundation (ACF), 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), Kohima, 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
- Rural Development Association (RDA), Medinipore
- 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 Plant Breeding and Genetics, 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 (MHSCT), 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

Development And Microfinance

- Kalanjiam Foundation, Madurai

Programme, Planning And Partnership Cell

- IWMI-Tata Water Policy Research Programme, Hyderabad
- Society for Integrated Land & Water Management (SOFILWM), Ahmedabad
- Safe Water Network India (SWN), New Delhi
- Cornell – Sathguru Foundation for Development, Hyderabad
- The World Zoroastrian Organisation Trust, Navsari
- Tata Institute of Social Sciences (TISS), Mumbai

Others

- Tata Education and Development Trust (TEDT), Mumbai

EDUCATION

ACHIEVING UNIVERSAL PRIMARY EDUCATION FOR ALL CHILDREN BY 2015 IS ONE OF THE MILLENNIUM DEVELOPMENT GOALS IDENTIFIED BY THE UNITED NATIONS. HOWEVER, IN INDIA, DESPITE SIGNIFICANT EXPANSION OF SCHOOLS TO REMOTE AREAS, PARTICIPATION, RETENTION AND LEARNING LEVELS OF CHILDREN FROM MARGINALIZED BACKGROUNDS REMAIN A MAJOR CONCERN.





Work is needed at multiple levels to ensure equity and quality in school education. Despite progressive policies, as well as the Right to Education Act 2009, there are a lot of gaps which need to be addressed at the ground level. The National Knowledge Commission, in its Report to the Nation, 2009, cites that there is a shortage of around 1.2 million teachers across the country. Appointing teachers notwithstanding, equipping them to create an enabling learning environment for children from diverse backgrounds is a critical challenge. Pre- as well as in-service teacher education needs to be reformed. Universalizing access to early childhood care and education for children below six years, reforming curriculum

and the examination system are pressing challenges. Besides, ensuring community involvement in running of schools is another major challenge that needs to be addressed. The Trusts' work in the field of education aims at addressing some of these issues through various interventions it supports.

The Trusts' Education portfolio has two sub-sections: (a) Elementary Education, and (b) Higher Education. Presently, Elementary Education comprises about 90 per cent of the total disbursements of the Education portfolio. During the year, the Trusts focused its grant-making efforts within Elementary Education through the following two sub-themes:

(a) Reforming Elementary Education, and (b) Nurturing Education as a Discipline

Grants within the 'Reforming Elementary Education' sub-theme focus on supporting quality interventions to address critical and established gaps in elementary education. The thrust is on supporting projects that address issues of quality of education through partnership with the government and the community and developing focused initiatives to cover neglected areas in elementary education. Improving access to education in under-served regions, teacher development, and creating children's literature and educational material are some of the key focus areas. Grants under the sub-theme of Systemic Reform revolve around: (a) intensive involvement in government schools to improve the learning levels of children through directly engaging with them by local youth trained by the organisations, working in and after school; (b) developing supplementary curricular material and promoting its use among students and teachers; (c) intensifying community involvement in beefing up the functioning of schools; (d) training teachers with follow-up/classroom support in order to facilitate change in pedagogic practice among teachers; and (e) engaging with cluster/block/district level authorities for enhancing effectiveness of school-based support and supervision.

SYSTEMIC REFORM THROUGH COLLABORATIVE PROJECTS

The Trusts have concentrated efforts in four under-served districts: (i) Chamrajnagar and Yadgir districts in Karnataka, (ii) Nandurbar district in Maharashtra, and (iii) Khunti district in Jharkhand. The key component across these districts is working with government schools and/or school-going children to improve learning levels in the core subjects. The focus is also on enhancing the quality of classroom transactions. In Yadgir and Chamrajnagar districts, there is a special focus on empowering the community to play an active role in ensuring the functioning of schools. Likewise, interventions in Nandurbar uniquely focus on life skills education in middle/high schools, while in Khunti, the emphasis is on supporting special bridge courses and hostels for adolescent girls to help them continue secondary education.

In 2007, the Trusts operationalised the 'Kalike Samruddhi Upakram (KSU)' (Learning Enhancement Initiative) in Yadgir and Chamrajnagar districts of Karnataka. The literacy



Learning with clay: Children at the school in Harchandpur village, Rae Bareilly district, Uttar Pradesh

Jamana Badal Gaya!*

Maharashtra Institute of Technology Transfer in Rural Areas (MITTRA), Nasik, an associate organisation of Bharat Agro Industries Foundation (BAIF) took a school – Mahatma Gandhi Jeevan Shikshan Mandir, in Jamana village, Nandurbar district – under its programme 'Shikshan-MITTRA' in 2005 under the guidance of Mr. Nana Pawra – the local coordinator of MITTRA. Situated in north-western Maharashtra, Nandurbar is largely barren with very little tree cover. The school was set in an arid patch of land with little vegetation.

Feisty Mr. Pawra and other resource persons from MITTRA taught the children the techniques of the art of growing trees.

With the students' tree and health committees in place, they set about creating five more councils for medicinal plants, flowers, fruits, kitchen gardens and vermi-compost. In due course, the school was filled with the fragrance of jasmine, rose and more, while the fruit plants' committee produced goose berries, mango, guava, tamarind, custard apple, red berries, etc. The kitchen garden council came up with lady's-finger and fresh fenugreek, with the vermi-compost committee providing the wherewithal for the green-fingered children!

The members of the students' cleanliness committee resolutely monitor a schedule of keeping the school campus spotless, organizing a special drive every Thursday. The health council declared war on scabies; and within a short span, through regular application of medicine, successfully eliminated this disease from the school.

Water Relief

Before MITTRA stepped into the school, there was an acute scarcity of water. Experts from MITTRA felt that this challenge could be overcome by canalizing water from a perennial stream located 2 kilometres away. While MITTRA supplied the piping and materials, the parents voluntarily laboured to construct the pipe within two days.

The tree saplings were devoured several times by intruding cattle and goats. A makeshift fencing by children could not stop the intruders. Consequently, whilst MITTRA provided the school

with barbed wire, the students and teachers worked together to erect the fencing for the school compound.

The salutary change in the Jamana school soon sparked keen interest among other schools in the region, with many replicating this model. MITTRA believes that tribal children should be taught agricultural development as part of the school curriculum, given its relevance to their context.

Shikshan MITTRA Programme

The Trusts are supporting the Shikshan MITTRA programme under the 'District Level Initiative' in Nandurbar district, with the

aim of improving the quality of education. Specifically, efforts would focus on: (a) enhancing teaching - learning and introduction of a life skills component in 50 government schools, resulting in improved learning levels and exposure to life skill issues among over 6,000 children; (b) strengthening performance and capacities of 40 Anganwadis, leading to the development of over 2,600 children; and (c) early literacy



Students at work in the school garden

work with around 1,500 students from Zilla Parishad and Ashram Schools in Nandurbar and Dhadgao to ensure foundational literacy skills in primary school children by running academic support classes. It is hoped that such investment would: (i) have visible impact on enhancing the quality of education for most deprived communities; and (ii) provide insights in systemic reform, which will have potential to inform policy.

The Shikshan MITTRA programme aims at equipping tribal boys and girls with information and skills in appropriate, eco-friendly agricultural technology, health, social awareness and environment, in order to make education relevant for life outside school. MITTRA's key deliverables include reaching out to about 50 'Ashramshalas' covering 6,000 students, imparting improved agricultural skills relevant to the rural context, blending the Shikshan MITTRA programme with the existing school curriculum and offering vocational and livelihood training avenues. It is also engaging with the Tribal Development Department and other government authorities to usher in a brighter future for the region.

**Times have changed in Jamana!*

levels in both districts lag behind the overall literacy rates in Karnataka.

The Trusts are directly implementing a pilot in Yadgir district over the past two years. Key activities revolve around improving reading and writing skills of school-going children having difficulty in these skills. Of the 1,430 children enrolled in the programme, nearly 92 per cent have acquired these skills. KSU conducted 13 capacity-building programmes for 288 School Development and Monitoring Committees/ community members at the Gram Panchayat level. It engaged in building knowledge of the members on their roles and responsibilities in schools functioning in their respective villages. The training programmes were not only successful in sensitizing the members about their roles, but also identified issues at the field level. Sixty per cent of the respondents found positive changes in the functioning of the schools, post the training period.

Construction of rain water harvesting structures and repairs of existing water and toilet structures were carried out in eight schools. School Health and Hygiene Committees were formed in all the eight schools to educate children on good

health and hygiene practices, whilst monitoring the effective usage of drinking water and toilets during school hours. An independent impact study carried out on behalf of the Trusts suggests that overall, the project has created an environment for: (a) expanding the scope of the Learning Improvement Programme to include core subjects like Mathematics, Science and English; (b) including Urdu and Telugu medium schools on a priority basis; (c) recruiting, retaining and investing in capacity-building of programme staff; (d) undertaking further research studies to provide inputs for framing region-specific and more effective strategies; and (e) considering an integrated approach towards livelihood, education and health interventions.

A key grant within KSU made to **The Teacher Foundation (TTF), Bengaluru**, ended during the year. Over a three-year period, the Trusts' support enabled the organisation to provide professional inputs to around 200 school teachers in Yadgir block benefitting about 6,000 school children through outreach. The grant also led to the establishment of one block- and one cluster-based resource centres, which act as composite nodal centers for the other schools in the vicinity.



Learning can be fun: Children studying in a primary school in Balrampur district, Uttar Pradesh, where the emphasis is on improving the quality of education

An impact study indicated that there was a change in classroom transaction process by teachers vis-à-vis parameters developed by TTF. The school transformation programme implemented in seven schools brought about positive changes. The programme developed a holistic school plan, improving coordination among teachers to create lesson plans. It also facilitated changes in the teaching-learning process by using teaching-learning materials. The study reiterated that there is a need for continuing such efforts in highly backward areas like Yadgir.

A second phase of support to direct interventions under KSU will be operationalised from the next financial year, where the coverage will be expanded to 11,600 children across 149 schools and 32 Anganwadis (pre-school centres) in seven clusters in 22 Gram Panchayats. The Learning Improvement Programme will cover 3,750 children in 50 Centres; besides, efforts would be made to ensure that 80 per cent of the girls in the age group of 10-14 years in 20 schools use toilets. Finally, ICT interventions in 35 higher primary and high schools would cover 110 teachers and 2,600 children.

Whilst initiating education interventions in Jharkhand in 2009, the Trust 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 larger problem of poverty. A comprehensive baseline exercise was completed in the district to understand status of education from pre-school to high school and the report shared with different stakeholders. With the goal of demonstrating models to improve access and quality of education among tribal children in Khunti, an overall Impact Monitoring Framework has been developed which has three major components – pre-school, high school and innovation and research.

The pre-school component includes piloting model Balwadis and providing training and material support to Anganwadis operating under the Integrated Child Development Scheme. Presently, 616 children are being covered through grants to two Ranchi-based organisations, namely, **Foundation for Emancipation of Marginalised (FEMALE)**, and **Bhartiya Kisan Sangh (BKS)**. The high schools' component focuses on running remedial coaching classes for Grade X students

and providing hostel facilities/bridge courses for adolescent girls. The aim is to provide quality education to over 3,000 children who have not been effectively reached by the existing education system. Consequently, the Trusts' support to Nav Bharat Jagriti Kendra (NBJK), Hazaribag, led to 950 students presently accessing quality education through Remedial Coaching Centres. Notably, as highlighted in the SSC results declared by the Jharkhand Education Board for the academic year 2009-10, 392 out of 473 (82 per cent) children attending the Remedial Coaching Centres have passed their exams, whereas the overall percentage of students passing out in Khunti district is only 77 per cent. A programme for improving the reading skills is underway in 20 government schools covering over 400 children.

Meanwhile, **Vikas Bharati, Bishunpur**, through the Trusts'



District Education Initiative: Girl students work in a kitchen garden at the Chalagi Hostel in Khunti district, Jharkhand



Systemic Reform to Improve Quality of Elementary Education: An official from a school in Sheopur district, Madhya Pradesh interacting with parents

tutelage has piloted innovative approaches for achieving foundation skills and reaching out to vulnerable adolescent girls through the Kishorika and Disha programmes. Whilst 33 girls under the Kishorika programme have appeared for their Grade X exams through National Institute for Open School (NIOS), 36 girls will appear for exams under the Jharkhand Education Board.

In Madhya Pradesh, 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 Trust's support to Naandi Foundation, Hyderabad ended during the year under review. The four-year grant supported a district-level educational intervention for enhancing quality of education in 220 elementary government schools in three blocks of Sheopur district of Madhya Pradesh in cooperation with the district administration and the community. An impact assessment of the grant revealed that 22,345 children from 220 schools

received direct intervention during the grant period. The enrolment, attendance and retention figures for children have increased in schools, along with learning levels. Average attendance increased to 75 per cent, average class performance in Language and Maths increased to 32 per cent and 26 per cent respectively as compared to the baseline. The overall achievement mean score (performance) of the students from intervention schools falling under the project was 53.42 for class IV and 46.92 for class V. On the other hand, in control schools, the mean scores for classes IV and V were 11 and 9.53 respectively. Thus, the performance was significantly higher across the project schools in both subjects and classes as compared to the control schools. The support to Nanhi Kali (small girl child) has resulted in an enhancement of attendance from 48 per cent to 68 per cent at primary level and from 60 per cent to 72 per cent at upper primary level in two years. The dropout rate has also reduced substantially from 23 per cent to 2 per cent, while the absentee rate for those not writing the exam has reduced from 14 per cent to 5 per cent.

“I want to be a Doctor”

Young Tasvir belongs to a poor family of rag-pickers in Bhopal. Despite facing enormous hardships, including the occasional police brutality, he looks forward to forging a brighter future thanks to Muskaan's initiative. This is his first-person account.

One night in January 2009 my father and I were asleep at home when the police barged in and began assaulting us. My mother, sister Sanjana and brother Jasbeer were away at our village. We were arrested for robbery along with eight others from the neighbourhood. We were in police custody for four days until local activists and teachers from Muskaan persuaded the Human Rights Commission to depute its representatives to investigate. After a medical examination I was sent to a jail for juveniles along with two others. My father was also sent to judicial custody.

While I was released after a month, my father could get bail only three months later. Fearful of more visits from the police, my mother arranged for me to stay with several families in the neighbourhood. I also headed to my village for a few days. Gradually, things returned to normalcy, but the very sight of a policeman would send shivers down my spine. They view our community in a very dim light and call us all thieves. I once assayed the role of a policeman in a play and my lines had the audience later asking me who wrote the dialogue. No one but me, I responded, as I have had a close encounter.

As a child I began going to school, but since a teacher would beat me I discontinued my education. This saddened my parents and they tried teaching me at home. I loved studying and joined Muskaan. I begin my day setting off to collect waste at dawn, return home to sort the pickings. Despite being tired I am off to Muskaan. My parents and the teachers at Muskaan encourage me to join a 'big' school but am not sure if I will receive the same kind of education imparted at Muskaan. Currently, I am preparing

for my Standard VIII examinations. My brother Jasbeer and sister Sanjana too pick waste in the morning and later venture out to Muskaan. I am glad that my life is unlike the other children of our colony who do not study. My father wants me to learn computers, but I want to be a doctor!

The Muskaan Edge

Under its sub-theme 'Reforming Elementary Education', the Trusts have supported Muskaan, a non-profit organisation based in Bhopal, since its initial stages through three consecutive grants for building capabilities of the community that will lead to supporting children's education, setting up a study centre for children beyond the ambit of mainstream education system and assisting government schools improve the quality of teaching, besides running 'balwadis'.

The Trusts' grants are enabling Muskaan to expand its scope and deepen its impact through a twin strategy of working directly with the community and strengthening the government system. Muskaan is carrying out its mission through 'basti'-based centres, Jeevan

Shiksha Peהל, community-based crèches, residential camps and tutorials for adolescent school dropouts. Muskaan is reaching out to about 1,350 marginalized children to ensure that 90 per cent of them acquire grade-specific competencies, involving 50 per cent adolescents in community work and getting 70 per cent of ex-balwadi children to pursue formal schooling. The organisation is also strengthening the government system by working in 25 government schools and one Cluster Resource Centre, resulting in improved teaching and learning practices. Besides developing resources, it highlights the issues of urban poor children. To succeed in its endeavours it is engaged in enhancing internal systems and reinforcing the capacity building of the core team.



Tasvir aspires to be a doctor

IMPROVING ACCESS TO QUALITY EDUCATION FOR UNDERPRIVILEGED COMMUNITIES

The Trusts are supporting organisations providing service delivery in urban slums, remote rural locations and areas where the government system has not reached or is unable to serve

certain communities. During the year under review, the grant to Aga Khan Foundation (AKF), New Delhi, towards supporting its educational interventions in Nizamuddin through a Public Private Partnership model, with support from Government of Delhi, came to an end. An impact assessment of the three-year support revealed that 555 children received direct intervention

at the Municipal Corporation of Delhi's (MCD) school run in the Nizamuddin basti. The enrolment, attendance and retention figures for children increased, along with learning levels. There was a significant improvement in using the school as a learning space, resulting in a positive change in the perception of the students, teachers, parents, community and other stakeholders. Average attendance increased by nearly 35 per cent; besides, average class performance in Language and Mathematics increased by 27 per cent and 30 per cent respectively as compared to the control group. Notably, the teachers of the school perceived a significant change and were proud to be part of this transformation. An important outcome was that the children became more confident, able, independent and self reliant.

TEACHER DEVELOPMENT INITIATIVE

The Teacher Development Initiative of the Trusts recognizes

the key role of teachers in the process of education and the need to invest in their professional development, with a view to sustaining educational reformation. The Initiative supports professional development of in-service teachers, as well as interventions with pre-service student teachers. Key strategies adopted in the past included setting up of Teacher Resource Centres (TRC) for professional development of teachers. TRCs provide access to resources, training, fellowship support and mentoring for enhancing professional skills of teachers, educators and student teachers. The Trusts are supporting six different organisations under this initiative. During the year, the grant to PRAVAH, New Delhi ended and an impact assessment was carried out. Data was collected through questionnaires, interviews and Focus Group Discussion from a sample comprising 85 teachers, six Principals and 40 students. The key findings: (i) 91 per cent trained school teachers reported confidence in facilitating life skills sessions with students and 86 per cent teachers indicated confidence to deal with social



Improving Access to Quality Education for slum communities around Pune, Maharashtra: Children at the newly opened Khelghar – an activity cum learning centre being run by Palakneeti Pariwar

justice issues; and (ii) the TRC was successful in transforming common school spaces into sites for promoting life skills.

Action research on TRC and development of the Policy Programme Evaluation Desk at Tata Institute of Social Sciences (TISS), Mumbai, is another key development within the Teacher Development Initiative. Tracking impact and strengthening TRCs supported by the Trusts in the past was an area of concern. The action research focuses on assessing impact of the TRCs, knowledge-building and providing informed wherewithal for taking policy-level decisions for creating and nurturing TRCs. Six of the Trusts' partners are collaborators in the action research, along with all the TRCs. In the past year, the action research was initiated, instruments developed with the collaborating partners and data for a baseline study was collected. Post analysis, the baseline study findings will be shared with the action research collaborators. Subsequently, the collaborators will focus on action points, which will help in strengthening the TRC. The Policy Programme Evaluation Desk focuses on strengthening the quality of documentation and implementation in the Trusts' projects in the area of teacher development. It will play a key role in linking field-

level experiences to policy-level advocacy, thus impacting policy on teacher development.

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 international publishers setting up units in India. There has also been 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 the diversity of 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.



Improving Access to Quality Education in Nokha, Bikaner district, Rajasthan: Girls have been equipped with vocational skills to enhance their livelihoods



Parag – Publication Initiative: Children busy in an activity at the opening of a Pitara at Jodhpur, Rajasthan

Through the Trusts' support, Bhopal-based Eklavya's publication programme entered its third year of implementation, during which the organisation collaborated with establishments and institutions to set up eight outlets (called 'Pitaras') to distribute children's literature and educational publications in Rajasthan, Uttarakhand and Uttar Pradesh. Through the Learning Enhancement Programme of Sarva Shikshan Abhiyan, 34 titles of Eklavya were selected for distribution to over 100,000 primary schools across 70 districts in Uttar Pradesh. Given the importance of Eklavya and the Parag initiative to penetrate rural markets, hitherto unreached, a detailed mapping study was undertaken in 15 to 20 select villages of Ujjain, Devas and Betul districts in Madhya Pradesh to understand the spending pattern of rural households. The study also revealed the response to Eklavya publications, besides identifying channels and strategies for reaching rural communities. This would be piloted by Eklavya

in the coming year.

Vanasthali Rural Development Trust, Pune published 4,000 copies of a set of two workbooks titled "Lihave-Netake". The workbooks, developed to aid understanding of the language structure, while building Marathi writing skills amongst middle school children as well as adults, have been well received by teachers, schools and non-profit organisations. As part of the grant to Industrial Design Centre at the Indian Institute of Technology (IIT), Mumbai, three faculty projects were undertaken to develop communication material for children, apart from organizing artist residencies at IDC where folk artists were invited to work on campus and interact with design students. A seven-day workshop for creating communication material for children was organized. Over 30 professionals, including illustrators, designers and authors came together to design content for children.

NURTURING EDUCATION AS A DISCIPLINE

Acting upon one of the key recommendations of the Strategic Review of Education towards ‘Nurturing Education as a Discipline’, the Trusts have focused its resources in: (a) linking higher education with elementary education through collaborative networks, fellowships and research; (b) knowledge-building for informed action and policy; and (c) professionalizing elementary education. Over the past four years, the Trusts have supported three Delhi-based higher education institutions that constitute the ‘University – School Resource Network (USRN)’, to create meaningful linkages between institutes of higher learning and elementary schools. These include Jawaharlal Nehru University (JNU), New Delhi, Institute of Home Economics (IHE), New Delhi and Delhi University.



Gender Initiative under Higher Education: Participants at the residential workshop conducted at the School of Women’s Studies, Jadavpur University, Kolkata

An impact assessment of the Trusts’ support to the Regional Resource Centre for Elementary Education (RRCEE) at Delhi University under the USRN revealed the following: (a) Teacher Fellowship: 26 fellowships were awarded to elementary school teachers, including one full-time annual fellowship for conducting classroom- based research. Almost 85 per cent of the teacher-fellows felt that the overall fellowship programme was very satisfactory, giving a rating of 4.5 for mentorship support on a five point scale. (b) Resource Generation and

Library: The resource centre was found to be effective and equipped with a collection of around 900 titles, including journals, articles and children’s literature, all of which are extensively used by the teachers. Twenty-five articles/books/ journals were translated from English into Hindi to cater to a wider audience. (c) Web Portal: This is a unique and pioneering effort of RRCEE to support continuing teacher professional development. The portal has over 1,100 articles/ texts, both in English and Hindi and there are 950 registered users, a figure which is steadily increasing. Space is made available for discussions on teaching–learning processes in the classroom, besides on issues ranging from education policy to self reflection by teachers.

LOOKING AHEAD

In 2011-12, the Elementary Education portfolio would commence a planning exercise to frame a five-year Strategic Plan. The focus would be on developing work on select cross-cutting themes across geographies of interest, the themes being: (i) early literacy; (ii) early childhood education; (iii) middle/high school interventions with focus on life skills as well as English, Mathematics and Science; and (iv) teacher education at pre- and in-service levels. Efforts would be made to increase engagement with the sector as well as field level implementation to ensure impact. Rather than expanding, the aim would be to intensify existing work.

HIGHER EDUCATION

The Higher Education Cell was set up in July 2007 by the Trusts as a joint initiative with the Centre for the Study of Culture and Society, Bengaluru with the aim of deepening the former’s engagement with the Higher Education (HE) sector in India. The Cell’s key objective is to develop strategic solutions and scalable programmes for improving the quality

of higher education in the country. The interventions of the Cell work through five sectoral and thematic initiatives, namely, Networked Higher Education, Regional Language Resources, Gender, Social Justice in Higher Education and Integrated Science Education. Each initiative is designed to address a significant gap in the sector, and to achieve qualitative reforms through producing resource materials, curriculum development, teacher training initiatives, and capacity-building for students. The Cell's future plans include the incubation of scalable models for generating knowledge, human resource development and institutional design.

The **Networked Higher Education** initiative seeks to address the digital divide as it exists in India's HE system by building consortial resource-sharing models. In 2010-11 the initiative operationalised a partnership with the **British Library (BL), London** to provide technical support for digitization programmes across the country, which is in sync with the British Library's digitization priorities for South Asia. Three workshops on digitization relating to: (i) archival resources; (ii) early Bengali materials; and (iii) historical records on climate change, were completed in 2010-11. In 2011-12, the Networked Higher Education initiative will be re-designed to provide value-added support to the other initiatives in the portfolio. Key areas where support will be provided are development of archives and digitization of resources, e-resource databases, and peer-to-peer networking between students and teachers for transferring knowledge. A memorandum of understanding with **Information and Library Network (INFLIBNET) Centre, Ahmedabad**, is on the anvil to provide metadata support for hosting Indian language materials on digital platforms for the use of students and teachers in Indian universities.

The **Regional Language Resources** initiative of the HE Cell intervenes in HE contexts where students do not have adequate access to English, the mandated medium of tertiary education in India. In 2010-11 the initiative, as part of its materials production component published 10 volumes in four disciplines and three languages, and field-tested new resources in six institutions. Ten workshops in three language contexts were completed as part of the teacher training component. The initiative is now also looking at the production of e-content and digitization of regional language materials, whilst also planning to develop partnerships with key institutions in Karnataka, Maharashtra and Kerala over the next two years.

The key objective of the **Gender** initiative is to effectively

tackle issues of gender inequality in society by strengthening the requisite processes of knowledge production and reproduction. The Initiative seeks to develop innovative teaching and research programmes in order to influence policy and advocacy efforts as well as to build successful models for training and strategic implementation. In 2010-11 the **School of Women's Studies (SWS-JU), Jadavpur University and Krantijyoti Savitribai Phule Women's Studies Centre (WSC), Pune University** conducted seminars and workshops to build and enhance capacities of students and researchers in this space. Three readers on Gender Studies by SWS-JU are under publication, while WSC brought out eight books under its Gender Studies Translations Series. During the year under review, the Gender Initiative was reviewed by educationist Prof. Maithreyi Chaudhuri. Drawing on the findings of the review, the initiative will be revamped and over the coming year, the HE portfolio will gradually move towards including Gender as a theme in all its interventions and projects.

The objective of the **Integrated Science Education (ISE)** initiative is to enhance the social relevance and innovation potential of general arts and science students by bringing natural and social sciences together in challenging and innovative ways. In 2010-11, the initiative continued support to the **Centre for Contemporary Studies (CCS), Indian Institute of Science, Bengaluru**. The third edition of the course on 'Production of Knowledge in the Natural and Social Sciences' was completed successfully by CCS. This time, the course was also cross-listed with the PhD courses at the **Centre for the Study of Culture and Society, Bengaluru**. ISE modules were field-tested and reviewed in **Indian Institute of Science Education and Research (IISER), Pune**. In 2011-12, a collaborative pilot project in partnership with **Central University of Jharkhand, IISER, Pune; Ashoka Trust for Research in Ecology and Environment (ATREE), Bengaluru; Ambedkar University, Delhi and Indian Institute of Science, Bengaluru** is being planned. The project will involve curriculum development, resource production, teacher training and student capacity-building in the area of ISE for 3,000 undergraduate students, 100 teachers and 25 colleges.

Additionally, furthering its objective of strengthening inter-institutional collaborations, with a focus on Asia, the Trusts continued to support scholarship programmes in diverse institutions. In 2010-11, grant support to **University of Pennsylvania Institute for the Advanced Study of India (UPIASI) Asia Fellowship** was renewed upon availability

of additional funding from the institution. The Trusts also continued to support the Centre for Studies in Social Sciences (CSSSC), Kolkata, which completed all grant activities during the year under review.

During the year under review, the disbursements towards programme grants amounted to Rs. 171.49 million (US \$ 3.90 million) towards 46 grants, (which includes Rs. 10.61 million towards Higher Education grants) as compared to Rs. 154.02 million towards 51 grants during 2009-10. This constitutes a 11 per cent increase compared to last year's disbursements.

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
- The Teacher Foundation (TTF), Bengaluru
- Centre for the Study of Culture & Society (CSCS), Bengaluru
- Deenabandhu, Chamrajanagar
- Vishwa Bharathi Vidyodaya Trust, Gudalur
- Community Development Foundation (CDF), Bangalore
- Centre for British Teaching & Education Services (CfBT), Hyderabad

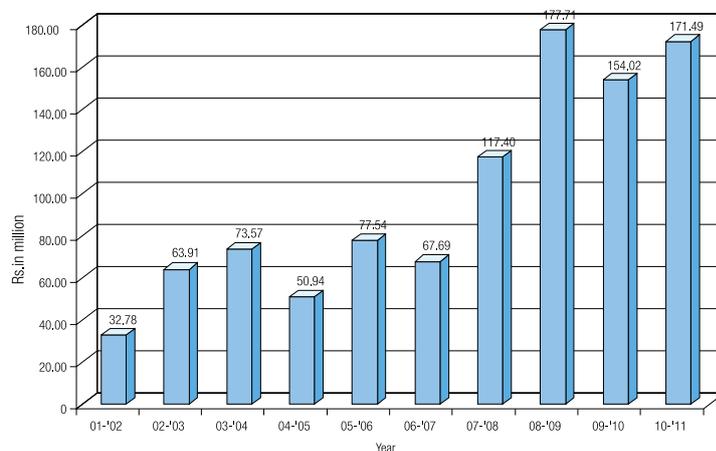
Maharashtra (Nandurbar District Initiative for Elementary Education)

- 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

Grants Disbursements for Education: 2001 - 2011



- Foundation for Emancipation of Marginalised (FEMALE), Jharkhand
- Bhartiya Kisan Sangh (BKS), Ranchi, Jharkhand

Madhya Pradesh / Uttar Pradesh

- Naandi Foundation, Hyderabad
- Samavesh, Bhopal
- Lokmitra, Raebareli
- Better Education through Innovation (BETI), Lucknow

Improving Access to Quality Education

- Urmul Jyoti Sansthan (UJS), Nokha
- Aga Khan Foundation, New Delhi
- 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), Bengaluru
- The Teacher Foundation (Shraddha Trust), Bengaluru
- Pravah, New Delhi
- Tata Institute of Social Sciences (TISS), Mumbai

'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

Curricular Interventions / Others

- Inter University Centre for Astronomy and Astrophysics (IUCAA), Pune

(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

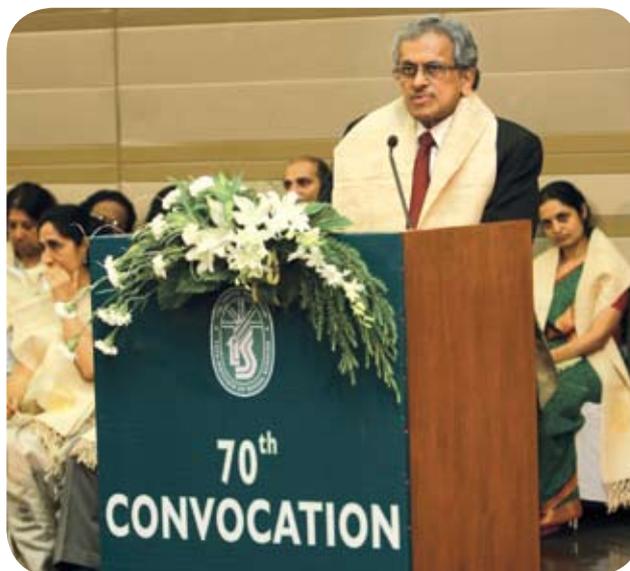
- Centre for Studies in Social Sciences (CSSSC), Kolkata
- Pragat Shikshan Sansthan (PSS), Phaltan

HIGHER EDUCATION

- Higher Education Cell, Centre for the Study of Culture & Society (CSCS), Bengaluru
- Centre for Contemporary Studies, Indian Institute of Science, Bengaluru
- Centre for Studies in Social Sciences (CSSSC), Kolkata
- Cornell-Sathguru Foundation, Hyderabad
- University of Pennsylvania Institute for the Advanced Study of India (UPIASI), New Delhi
- Krantijyoti Savitribai Phule Women's Studies Centre, University of Pune, Pune

OTHERS

- Society for Assistance to Children in Difficult Situation (SATHI), Raichur
- Bai Navajbai Tata Zoroastrian Girls' School, Navsari
- Govind Dham Shikshan Sadhana Trust (GDSST), Belgaum
- Vishwa Bharathi Vidyodaya Trust (VBVT), Gudalur



Mr. R. K. Krishna Kumar addresses fresh graduates at the 70th convocation at the Tata Institute of Social Sciences (TISS), Mumbai

HEALTH

TWO MAJOR EVENTS IN THE HEALTH PORTFOLIO MARKED THE YEAR: SECTORAL INVOLVEMENT IN MENTAL HEALTH AND THE CREATION OF A SUBJECT-SPECIFIC TEAM FOR THEMATIC ENGAGEMENT.

Mental Health Initiative: At Adaikalam, a Transit Care Centre run by the Banyan in Mogappair, Chennai, care and support is provided in a congenial environment



For the Health portfolio of the Trusts, the year was marked by two significant events – sectoral involvement in mental health and creating a subject-specific team for this engagement that will go beyond managing grants. In addition, support systems were put in place for improved and efficient grant-making. Functions were also streamlined, making the process more efficient and transparent. The Health programme of the Trusts centres on four focus areas: (a) Rural Health Programmes; (b) Specialised Health Care Services; (c) Human Resources and Health Systems Development; and (d) Clinical Establishment.

RURAL HEALTH PROGRAMMES

The Trusts support programmes for rural and tribal population. These attend to mother and child health, infectious diseases and the emerging problem of diseases like diabetes and hypertension amongst the poor. The programmes also focus on including the community in decision making and service delivery. 2010-11 marked the roll out of a tribal health system with active participation of the tribals themselves.

The Trusts continued its partnership with Association for Health & Welfare in the Nilgiris (ASHWINI), nestled in the Nilgiris District of Tamil Nadu, which is addressing the health needs of 25,000 tribals, mostly from four Primitive Tribal Groups, scattered over distant hillocks. The project uniquely attempts to establish an accessible, effective and sustainable health system, owned and managed by the tribals themselves. Through capacity-building and infrastructure support, a team of local tribal health workers is being groomed to plan for the health needs of their own tribal communities. Grouped into eight Area Centres (AC), teams at all ACs have the necessary service delivery system – a pharmacy, good management information system, etc., and are being trained to make specific village health plans. In addition, they are being trained to manage financial resources (Area Health Fund), conduct trainings for village health volunteers and act as a link between the tribals and the referral Gudalur Adivasi Hospital. Emphasizing on community participation, ASHWINI is trying to address the issues of health and disease juxtaposed with related issues like livelihood, education and culture. ASHWINI continued to use all available forums to advocate for tribal



Rural Health Programme: A Health Animator learns to perform basic laboratory tasks

rights, including interacting with the Tamil Nadu government and other Non-Profit Organisations.

The World Health Organisation (WHO) recommends the creation of a distinct health care system to allow for timid, indigenous groups to receive the benefit of modern medicine, without being turned away, overwhelmed or exploited by dominant non-tribals. Consequently, the Trusts would continue to involve and support the overall design of a system to provide direct health services whilst simultaneously empowering tribals to address their own health issues. Over the coming years, the Trusts will contribute towards developing the tribal health system to a mature level.

SPECIALIZED HEALTH CARE SERVICES

This theme concentrates on subject-specific engagement such as mental health, safe blood, etc. Another area within this theme is the Trusts' work with children with special health care needs, which focuses on Early Intervention.

Mental Health continued to be an important area of engagement for the Trusts, culminating in the launch of the 'Mental Health Initiative' in February 2011, a dedicated platform to bring together stakeholders and provide momentum to the country's response to Mental Health at different levels. Karuna Trust, Mysore, hosted a workshop on 'Strategic Planning for Improvements in Mental Health Care System in India', drawing more than 40 participants to

discuss and deliberate on mental health issues. Presentations and discussions centered on current approaches of work with homeless mentally ill persons and community mental health, amongst others. Ideas for a communication strategy for the mental health sector and its human resource requirements were also elaborated upon.

Fourteen per cent of the Global Burden of Disease is caused by Mental Disorders, and Mental Illness is one of the 10 leading causes of disability in Asia.¹ A significant majority of the mentally ill belong to low income groups who are poor and homeless. The predicament of women amongst the homeless is worse, given the potential of sexual abuse and their low status in society in general. Zeroing in on this 'invisible' group, the Trusts have been supporting a model of rescue, care, treatment and support of Homeless Women with Mental Illness since the past decade through grants to The Banyan, Chennai, Ashadeep Society, Guwahati and Karuna Trust. Of the approximately 200,000 homeless people in the three states of Tamil Nadu, Karnataka and Assam combined, 49 per cent live in urban areas. It is estimated that 8,000 of these would be homeless women with a severe mental disorder living in a city. In the model practised by the three organisations, homeless women suspected with a mental disorder are rescued from the streets (referred in by police and the public), taken to a Transit Care facility for assessment,

diagnosed (mostly schizophrenia) and treated appropriately. While at the Transit Care Centre (mean duration of stay is nine months), the women are taught various vocational skills to help them earn a living and build self-confidence. Simultaneously, efforts are made to trace their families for reintegrating them post-stabilization. Approximately 75 per cent of the rescued women were successfully reintegrated over the years across projects. A rigorous follow up of reintegrated patients is required to ensure that they are able to maintain themselves in the family and community settings. The Trusts commissioned a 'Follow-up Study of Reintegrated Women' to understand the issues post-reintegration and the challenges of follow up. The study is expected to be completed in 2011-12.

These projects provide free mental health out-patient services; many of such services are provided at private and government premises. Ashadeep trains other civil society organisations in the North-East to provide mental health services to people in remote areas of the region. Based on recommendations of the external evaluations of these three partners, the Trusts advocate the use of standard methodologies and tools for diagnosis, treatment and rehabilitation, besides supporting the development of a common database for all mental health programmes to allow easy collation and comparison of information. It is hoped that standardization will ensure that the homeless receive the best quality of care

¹ World Health Organisation. Global Burden of Disease Report. 2004.



Strategic Planning for Improvement in Mental Health Care Systems in India: A workshop held in February in Mysore to discuss ways to improve mental health in the country

Payal Walks the Talk

Seven-year-old Payal Gurjar of village Chachiyawas in Ajmer district was congenitally weak. When she turned two, she still did not show signs of toddling or talking which alarmed her parents. After spending a couple of years obtaining opinions from several doctors (which is a common occurrence with most parents and an area of concern as it hampers Early Intervention), the child was finally diagnosed as suffering from cerebral palsy and was advised physiotherapy. Providentially, young Payal was taken under the wings of Rajasthan Mahila Kalyan Mandal, Ajmer (RMKM), which undertakes capacity building and renders service to marginalized groups. Its constituency comprises



Art from the heart: A painting session in progress in an Inclusive Class at Sanjay Special School, Beawar

women, children and the elderly. The organisation specially focuses on Children with Special Needs (CWSN) through its special schools and Community-Based Rehabilitation (CBR) programmes. It currently works in 80 villages in four blocks of Rajasthan's Ajmer district and a few adjoining areas.

A driver by profession, Payal's father Chaturbhuj would escort her to the RMKM's rehabilitation centre for therapy but seeing little progress other than she being able to sit up on her own, he stopped coming after six months. Being the only bread-winner in the family, coupled with his occupation's itinerant nature, further fueled Chaturbhuj's decision to discontinue. However, RMKM's resource persons convinced him that the curative process, albeit slow, would yield substantive results over a sustained period. She was enrolled in the CBR programme, and in due course Payal began standing on her feet on her own, which filled her parents with joy! Encouraged by this success, they enrolled her in Minu

Manovikas Mandir (MMM), an inclusive school run by RMKM, to learn the 3Rs – reading, writing and arithmetic. After school hours, Payal stayed back for speech- and physio-therapy sessions at the RMKM's day-care centre, all under one roof.

The Payal of today is a far cry from the weak, quivering, orally-challenged girl of five! It was unimaginable that a girl who could not take a single step till that age is now up and running as an eight-year-old. Amazingly, she is now able to go to school on her own and mingle with normal kids of MMM; Payal has also picked up the rudiments of Hindi and English and boldly participates in regular school activities.

Moreover, as an eight-year-old she won the second prize in the 50-metre race!

Making 'Inclusion in Practice' Work at the Grassroots

As part of the 'Inclusion in Practice' sub-theme under the Health portfolio, the Trusts extended support to RMKM's 'Pahla Kadam' project, which focuses on inclusivity of normal as well as special children in Ajmer and Beawar districts. It is using effective tools such as phase cards, teacher learning materials, activity banks and more, to achieve set objectives. Its CBR services are aimed at enhancing the quality of life of children with special needs, thereby translating social inclusion and therapeutics into mantras that work. As a resource centre, the organisation has been providing vocational and functional literacy to aid Activities of Daily Living.

through proven, valid and reliable processes.

The projects undertaken by Bapu Trust, Pune attempt to provide objective evidence on the mental health outcomes of development programmes, whether inclusion of mental health work will actually improve yield of development work and

pilot a roll-out of counselling services as a low cost social support system.

Action in Mental Health is only possible if a reasonable estimate of the current situation is available. Towards this, the Trusts commissioned a situation analysis of mental health in

the states of Assam and Tamil Nadu. The **Banyan Academy of Leadership in Mental Health (BALM)**, Chennai and **Ashadeep** took up the challenge of preparing a participatory report of the current status. The report, to be published in 2011-12, will include both primary and secondary information involving several stakeholders. This pilot will inform on the methodology, costs and feasibility of undertaking such an exercise, which consequently could be replicated in other states of the country. BALM also undertook other research, besides hosting workshops and seminars on various topics such as 'The Art of Expressive Art Therapy' and 'Social Entitlements and Mental Illness'.

The Trusts supported inclusive education at two centres of the **Rajasthan Mahila Kalyan Mandal (RMKM)**, Ajmer, where 34 children with various developmental disabilities study alongside other children through an individual approach, with teaching methods being altered to suit each child. RMKM also provided Community Based Rehabilitation services to 332 children at their homes in rural and urban communities in Ajmer district, when it was not convenient for them to come to therapeutic centres.

Through support from the Trusts, **Communication Developmental Eclectic Approach to Language Learning Trust (ComDEALL Trust)**, Bengaluru, completed four intervention manuals for children in the age groups of 0-3 and 3-6 years. The manuals focus on development of motor, cognitive, social and emotional skills, besides alternative and augmentative communication and communication skills. An efficacy study of the therapeutic programme carried out in 2008-09 was published in Indian Journal of Paediatrics in September 2010, which noted a statistically significant increase in all eight child developmental domains and statistically significant decrease in behavioural symptoms of children with Autism Spectrum Disorder as measured by the Children's Autism Rating Scale. The external Impact Assessment of **Latika Roy Memorial Foundation**, Dehradun commended its General Medical and Developmental Assessments of the children, even as the organisation entered into a Public Private Partnership with the Government of Uttarakhand to open a state-of-the-art Early Intervention Centre (EIC) at the district hospital in Dehradun.

A total of 99 Children With Special Needs (CWSN) study in special classes across the Trusts' supported projects. Ten per cent of the children who underwent therapy at the various EICs were reintegrated into mainstream schools. Encouragingly,

all these programmes now observe a reducing trend in age at which children are first diagnosed with a developmental disorder. This is in keeping with research the world over, which cites early diagnosis and early intervention for children with developmental disabilities as a crucial means to facilitate child health and well-being.

In the coming financial year, the Trusts would continue to focus on the three core areas of early intervention, inclusive education and community-based rehabilitation of children with special needs. A programme for scaling up of the EIC will be started to benefit children from rural and semi-urban areas. In addition, the Trusts propose to commission research to understand barriers and facilitators to inclusive education for children with special needs in mainstream schools.

HUMAN RESOURCES & HEALTH SYSTEMS DEVELOPMENT

The Trusts' support in this theme helped in improving the capacities and skills of both organisations and individuals, for careers in Public / Community Health. The Trusts have also encouraged specialist institutions to offer skill development programmes, especially for those working in the non-profit and government sectors.

The National Health Policy (NHP) 2002 emphasized the need to train more personnel in Public Health, citing that the discipline has an interface with many other developmental sectors. The NHP also held that specialization in Public Health may be encouraged not only for medical doctors, but also for non-medical graduates from allied fields. Further, the Government of India proposed a National Council for Human Resources within its Health Draft Bill, 2009. The Trusts too continued to invest in training and building human resources in public health. Eleven young professionals were taken on a journey of health and its determinants by the **Community Health Learning Programme of Community Health Cell (CHC)**, Bengaluru, as they were groomed to enter Public Health. The **Children's Kidney Care Centre (CKCC)**, **St. Johns Medical College Hospital**, Bengaluru initiated two fellows into the two-year university² approved fellowship programme in pediatric nephrology, a one-of-its-kind course in India to train medical professionals on the nuances of treating children with kidney ailments. The project would also sensitize the medical

² Rajiv Gandhi University of Health Sciences (RGUHS), Bengaluru

“Let My Son’s Organs Live on in Somebody”

Donating organs is not a well-entrenched concept in India. Despite a huge number of brain-dead patients in India arising from a high incidence of road accidents, not even one per cent of these have been converted into potential organ donors.

MOHAN (Multi Organ Harvesting Aid Network) Foundation, a public charitable trust in Chennai, is involved in facilitating organ donation and transplant from cadavers and brain-dead patients. The Foundation organises awareness programmes, motivates families of brain-dead patients to donate organs, liaises with the government for favourable legislation and networks with other organisations engaged in a similar activity. To promote the cause of organ donation, MOHAN Foundation conducts Transplant Coordinators (TC) workshops with a view to fostering a cadre of professionals to assist hospitals which carry out transplants in furthering this crusade. Niveditha Sankaran, Transplant Coordinator, Apollo Hospitals, Chennai was conferred the Best Transplant Coordinator Award at a workshop in Hyderabad.

Sharing her experiences as a TC, Niveditha says, “In 2006 I joined Apollo Hospital as a staff nurse in the Critical Care Unit and soon got interested in transplants. Two years later, I was in the transplant unit and hearing words like ‘cadaver’ and ‘organ donation’. I was intrigued to learn more. I then received training in MOHAN Foundation as a TC and since January 2010, I have been working on the deceased organ donation programme in right earnest.” She counselled 25 families on the beneficial attributes of donating organs and received positive response from 12 of them. Subsequently, she successfully coordinated transplants from 10 deceased donors within a short span of eight months.

Niveditha is a product of MOHAN Foundation’s maiden Transplant Coordinator Training Programme held in December 2009 – an initiative supported under the thematic area of ‘Human Resources & Health Systems Development’ of the Trusts. As a TC, she makes presentations to the nursing community on organ donation and management, the legal formalities, etc. Perceiving the emotional connect between families of brain-dead patients and the nurses, she feels the route to upping the conversion rate lies more with nurses. She also visits colleges to share information

on the subject and distributes donor cards to students.

Take the case of Darshan Raj, an eleven-year-old accident victim, for instance. Recalling the moment Niveditha states, “Late night I got a call from a stranger offering a kid’s organs. I thought it was a crank call. I patiently explained to him the moral and legal propriety regarding organ donation. He phlegmatically responded that according to the attending neurologist, the child indeed was brain-dead, having sustained injuries in a road mishap.” Since there have been several instances of destitute parents offering organ donations from their mentally-challenged children, transplant coordinators have to be doubly sure and extremely diligent.

Niveditha immediately rushed to the childcare ward of Apollo Hospital to discover that the person who had called her was the kid’s uncle and the child’s seriously injured mother was the lone survivor. Fully aware of the legalities surrounding the matter, Niveditha successfully put forth her considered views to the mother on the matters at hand and gave her a few hours to decide. The brave mother immediately said, “Let my son’s organs live on in somebody else. I know the trauma of loss.”

Innovative Helping Hands

The Trusts have always been committed to contributing to new ideas and innovative endeavours, and the cadaver organ donation programme in India is an idea whose time has definitely arrived, despite the concept having been around for 15 years. The concept needed a new thrust... fresh impetus such as trained transplant coordinators to bridge the disconnect between donors and the recipients, erasing the sorrow and trauma affecting both parties and emotionally enriching the donors’ and recipients’ families in equal measure.

Through the Trusts’ support, MOHAN Foundation is addressing the training needs of this cadre of healthcare professionals to give a healthy shot in the arm for the cause of organ donation – ethically, efficiently and effectively. It also offers effectual armour against unscrupulous exploiters who target the rural and urban poor. The TC training programmes are substantively enhancing the cause of cadaver organ donations in India.



Transplant coordinator Niveditha at work

fraternity on the urgency of early Chronic Kidney Disease (CKD) detection and directly contribute to both saving lives as well as improving the quality of life for children suffering from kidney diseases. Thirty five ophthalmic surgeons were trained at Medical Research Foundation (MRF), Chennai under the ‘Sir Ratan Tata Community Ophthalmology Fellowship’ on conducting cataract surgeries. Under the fellowship, MRF uses the novel virtual reality surgery to train surgeons in phaco surgeries. An independent review of these three grants commended the quality of work being undertaken whilst noting their important role in the health sector. However, it stressed that candidates from remote areas and government doctors need to be encouraged to apply for the fellowships.

The Institute of Public Health, Bengaluru was supported to train district health managers of Tumkur district, Karnataka

in management practices and public health principles. It is envisaged that with the District Health staff being the direct beneficiaries of the training programme, the outcome of their work will be visible in the improved health of the population in Tumkur. Similarly, Multi Organ Harvesting Aid Network (MOHAN) Foundation, Chennai and Hyderabad, was supported to train transplant coordinators in order to improve cadaveric organ donation throughout the country and popularize the concept of organ donation.

Investing in people and building their skills to counter health challenges is a demanding task. Even as the Health Portfolio of the Trusts engages more deeply with the issues of Mental Health and Children with Special Needs, the dearth of trained human resource in general or in some specific skill or application becomes stark and can no longer be ignored. Several long-standing partners of the Trusts, notably LRMF,



Human Resources & Health Systems Development: Young fellows from CHC discuss sanitation issues with women from Kota village, Raichur district, Karnataka

RMKM, ComDEALL Trust, ASHWINI, BALM and Ashadeep, are evolving into Resource Centres in their respective fields and locations.

CLINICAL ESTABLISHMENT

The demand for curative care in India is high, but the supply is limited. For the poor subsets of population who cannot pay for the range of treatment, seeking health care becomes difficult and burdensome. The Trusts support construction and up-gradation of hospital facilities (including equipment) so that the capital costs are not a deterrent to hospitals serving the poor, in a bid to improve their services and also to keep the fee low, since cost recovery is not a burden. The Trusts continued to support Bel Air Hospital, Panchgani, a leading Tuberculosis and HIV/AIDS care and support centre, to renovate its buildings and other structures to provide quality health care services to people. Besides, the Trusts also commenced support to SPJ Sadhana School, Mumbai to augment its facilities, with the aim of creating an institution that could emerge as an important resource centre in working with children with developmental disabilities. In the coming years, the Trusts propose to expand this area of engagement.

List of Partners

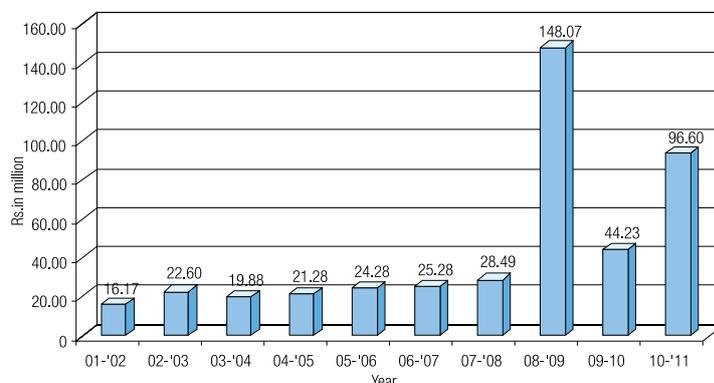
Rural Health Programmes

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

Specialised Health Care Services

- Rajasthan Mahila Kalyan Mandal (RMKM), Ajmer
- Ashadeep Society, Guwahati
- The Banyan, Chennai
- Banyan Academy of Leadership in Mental Health (BALM), Chennai
- ComDEALL Trust, Bengaluru
- Latika Roy Memorial Foundation (LRMF), Dehradun
- Setu Developmental Intervention Centre, Ahmedabad
- Karuna Trust, Mysore
- Indian Medical Association Blood Bank Society of Uttarakhand (IMABBSU), Dehradun
- Bapu Trust, Pune

Grants Disbursals for Health: 2001 - 2011



A research study has been commissioned to understand the provision of low-cost dialysis centres and the results are expected in 2011-12.

During the year, the Trusts disbursed Rs. 96.60 million (US \$ 2.19 million) to 21 grants, as against Rs. 44.23 million to 19 grants during 2009-10. This indicates an increase of 118 per cent, when compared with the last fiscal and can be attributed to increased engagement, besides large disbursals in clinical establishments.

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. Johns Medical College Hospital, Bengaluru
- Medical Research Foundation (MRF), Chennai
- Institute of Public Health (IPH), Bengaluru

Clinical Establishment

- Jehangir Hospital, Pune
- Bel-Air Hospital, Mumbai
- SPJ Sadhana School (SPJSS), Mumbai

ENHANCING CIVIL SOCIETY AND GOVERNANCE

THE ENHANCING CIVIL SOCIETY AND GOVERNANCE PORTFOLIO WAS FORMED AS A RECOMMENDATION OF THE SP 2006, WHICH ENCOURAGED THE TRUSTS TO GIVE THRUST TO ITS EFFORTS IN STRENGTHENING THE NON-PROFIT SECTOR.



The prominence of civil society initiatives across India has evolved over the last 20 years. During the year under review, the portfolio 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 Institution Development.

YOUTH & CIVIL SOCIETY INITIATIVE

The initiative recognizes the potential role of young people as change agents. Youth, popularly defined as aged between 15 and 28 years, is a diverse group. The five key transitions identified for youth in the World Development Report 2007 are learning, working, staying healthy, forming families and exercising citizenship. These are inter-related in that achieving one is linked to the fulfillment of the other.

Youth, as a demographic group, show openness, have the capacity for bringing change and challenge prevailing societal trends. In a complex world, there is a need to build spaces for young people to develop a critical perspective on global and local issues. Enhancing their skills to initiate effective action must back the building of young people's perspective. Building value-based democratic institutions is an integral part of youth-led action. Commenced in 2003, the initiative focuses on building social perspective, attitude and life skills of youth, leading to their overall development. It also creates opportunities for enhanced self-awareness, deepening understanding of the societal context and their role in ushering change.

Youth & Civil Society: A Puppet making workshop organised by a Commutineer at Lucknow



The Trusts' support to Pravah, New Delhi was renewed in September 2010. As part of Pravah's Change Looms¹ programme, 12 teams were selected for team building and developing leadership skills. Pravah strengthened and expanded its strategic collaborations and supported other organizations under the Streaming² programme. Through the Sir Ratan Tata Trust Fund for Youth Focused Action, Saher, Mumbai; Patang, Sambalpur; and Pravah's Jaipur Initiative were supported. Pravah also entered in partnership with NSS-



Youth & Civil Society: Participants undertake group work at a workshop organised by Pravah under the Changelooms Programme

Delhi University and started work in seven colleges. The grant to Janvikas, Ahmedabad has helped to establish 20 Youth Development Centres with an overall outreach of 6,500 youths across nine districts of Gujarat covering 20 blocks. Apart from building the perspective of young people through training, creative campaigns and conventions, it also supported youth-led community development in their villages. Funding to Commutiny-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 selected 25 Fellows for its third batch for building leadership skills. It has also developed its media-based programme, working through comics, video films, written text and the use of virtual social networks, for youth development. The grant to Foundation for Education and Development (FED), Jaipur was also renewed, which reached out to adolescents

¹Change 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.

²Through 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.



Youth & Civil Society: Young women participating in a Perspective Development Camp held by Jan Vikas

in two blocks of Jaipur district to help them attain essential learning skills, besides mobilizing youth groups and women’s groups. These groups participate actively in local community development and governance processes.

Vidya Poshak continued to support 2,050 students from north Karnataka. It is providing financial assistance to 2,100 additional students from poor families, to enable them complete their professional education. It also developed its campus-based youth-leadership programme by working with 100 college students. The grant to Aajeevika Bureau (AB) works on building capacity in migrant youth at the source location as well as the destination. Since the project’s inception in August 2010, AB has registered 1,130 migrants, imparted one-to-one employment counselling to 185 youths and facilitated direct employment to 18 youths. Dhriiti trained 84 youths from the University of Delhi under its ‘Entrepreneur of Tomorrow’ programme. It also initiated its work in Jharkhand and undertook training on entrepreneurship for youths in Jamshedpur.

The support to Thoughtshop Foundation ended in the year under review. An impact assessment has been commissioned and would be completed shortly. Through the grant, Thoughtshop Foundation set up neighbourhood-level Youth Resource Cells to undertake local action in areas of gender violence, environment, human rights and water and sanitation. It has so far instituted 10 such Cells across rural and urban areas of West Bengal, by training youth Fellows, their groups and the community. The support to Jagori Rural Charitable Trust is towards mobilizing 75 youth groups in Kangra and Chamba in Himachal Pradesh, training 40 youth leaders to work in the community. It has instituted community radio in its work area, and strengthened its intervention in schools towards making them gender-sensitive. During the year, PUKAR launched the second phase of its Youth Fellowship programme, which is expected to reach out to more than 1,000 youths across Mumbai and smaller towns in Maharashtra over three years, engaging them in action research projects. Finally, in the year under review, Akshara, under the Youth for Change Programme, reached out to 130 students (direct intensive work) and more than 3,000 students (indirectly).

The experiences so far have given the Trusts a deeper understanding of the initiative and challenges. Over the coming year, the Initiative plans to prepare ground for well-defined interventions in select geographies. The Initiative will focus on enhanced quality of life of youth through: (a) creating safe spaces for young people to come together and express



Youth & Civil Society: Participants at a mapping workshop conducted by PUKAR

“I Shall Not Take it Lying Down”

Sixteen-year-old Mousumi Dolui lived with her parents, younger sister and brother in Pallisree, an urban slum in Kolkata. When volunteers from the Youth Resource Cell (YRC), supported by Thoughtshop Foundation, Kolkata, first met Mousumi, they found her to be a shy introvert. She had been diagnosed with an incurable heart condition and her family had all but written her off; she had stoically resigned herself to her fate. A school dropout at 8 years, the hapless girl was confined to her house to cook and clean. Her parents felt she was a burden to them.

The YRC members began involving Mousumi in the Cell's activities. The volunteers also took time off to escort her to a distant hospital for investigative tests, an act her father was unwilling to undertake. Mousumi started regularly attending

Yuva Prochestha meetings conducted by the YRC from February 2010 where she struck up new friendships and was on way to discover a new meaning in her life. Her transformation was clearly reflected by her quest to resume studies after a hiatus of eight years. She appeared for the assessment tests and was scheduled to join open school from January 2011.

Following a peer leader workshop held at her YRC in November 2010, Mousumi became a vocal advocate against child marriages that were rampant in her locality. Outlining her vision for the YRC group, she said, “We will become stronger with more membership and we need to stand up for each other. If any one of us faces violence, the rest must quickly rise up in defence.” In December, Mousumi rebelled against her father for beating and locking her up at home. Not having any YRC volunteer around at that moment, she bravely travelled to Thoughtshop Foundation's office with money earned from selling paper bags. “I have the right to do

something with my life,” she said. “I have the right to meet people, study and earn. I refuse to be locked up at home and I shall not take it lying down,” she declared.

Mousumi did not possess her birth certificate which is mandatory for a school admission. She pursued the Cell members to arrange one for her. Indeed, her final phone call to YRC was in this connection. On December 22, 2010, she succumbed to a brain stroke. Two days before she departed, Mousumi advised her younger sister and her friends to marry only when they are adults.

Investing in Youth

The Youth and Civil Society Initiative of the Trusts recognises the potential of youth such as Mousumi as change agents.



Mousumi (in white kurta) at the Peer leader workshop held at the YRC

Under the initiative, the Trusts are supporting Thoughtshop Foundation to pilot YRCs in paraclubs, which organize cultural events and conduct social activities including blood donation camps in their neighborhood. The YRCs act as a watchdog and through their network and alliances, open a window for

youth to advocate change and social entrepreneurship. At an individual level, the youth are encouraged to explore avenues to build ethical values and fulfil their life goals. They are presented with opportunities for self development on assertiveness, teamwork, planning and facilitation skills. Finally, at the community level, it is expected that youth clubs show a shift in their attitudes towards gender, HIV/AIDS and other development issues and take a more proactive stance.

The Trusts' support to Thoughtshop Foundation enables eight YRCs in urban and semi urban slums in Kolkata to reach out to over 800 youth, delivering key messages on human rights, health and environment.



Youth & Civil Society: Group discussion facilitated by Akshara at the Friendship Day celebrations

themselves freely and find opportunities for association; (b) promoting self-development and critical consciousness in young people who have been left out of the formal learning process; (c) encouraging collective social action in youth who have the inherent potential to initiate, lead and catalyze social change; and (d) enhancing livelihood opportunities combined with building critical perspective on issues related to labour, relevance of work and entrepreneurship in select geographies.

ROOPANTARAN: INSTITUTIONAL BUILDING INITIATIVE

Institutional building is essentially an evolving process. Though ideally, institutional building should be a proactive process and in tandem with the growth of the organization, more often organizations respond to situations and crises as they occur. Planned institutional building processes identify and address internal issues which are fettering the organization's effectiveness and tasks. 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, community-based organizations and research institutions.

The collaboration with the Human and Institutional Development Forum (HIDF), Bengaluru, to provide vital organizational-building technical support to partners is continuing. The Organizational Development (OD) appraisal of Ashadeep, a Trusts' partner, working on mental health in Assam was conducted. The focus was to add value and finalize the vision developed by Ashadeep, to fructify a broad diagnosis of institutional status and provide specific recommendations on the approach, strategies and action plan. Follow-up to the OD process was held to support the momentum initiated by yet another Trusts' supported partner, Sahayog Community Coordination Network (CCN), Vishakhapatnam. The process gave deeper insights into the ground reality and issues being faced by the organization.

HIDF carried out an impact assessment of its Organizational Change Facilitation Programme (OCFP), which has completed two batches, and the HID Fellowship Programme. The assessment concluded that the OCFP programme has a very high level of sustainability and impact. Following this, a third

Impact Assessment

The impact assessment of the work with Muskaan, Lokmitra and CCN (all partners of the Trusts) pointed out the following with regard to the effectiveness of the OD process and factors that would lead to sustainability of the intervention.

Effectiveness of the OD interventions

- i) Positive change in the organizational climate – better communication within the organization and staff motivation being the primary indicators.
- ii) Clear actions are emerging out of the interventions – change in structure, process and better HR practices being the most important indicators.
- iii) Personal learning for the participants – the importance of being aware of one’s feelings, the importance of a vision and strategic plan as well as the need for transparent systems and processes are mentioned as the important ones.
- iv) The process of strengthening governance structures has been initiated.
- v) There is a team consciousness of OD efforts.

Sustainability of the process

- a. The seeds of institutional change are clearly sown in these organizations through the interventions.
- b. The process is slow and takes time to institutionalize.
- c. Sustainability could be enhanced by more frequent involvement from consultants.
- d. OD is an inside-outside approach – hence focusing more on internalization of self-awareness and change within the leadership team might enhance sustainability.

batch of the OCFP, with a reworked design and structure, was launched in November 2010 with 12 participants.

Similarly, a second batch of the HIDF fellowship programme was started in June 2010. The participating organizations nominate their staff to develop capacities and understand human and institutional development with a hands-on application design. This batch comprised 14 participants from eight organizations. Four learning modules have since been held and the participants are now involved with application projects in their own organizations.

The Trusts’ support PRADAN (Professional Assistance for Development Action) towards its human resource development efforts. The focus is on staff development, including leadership skills, process awareness and sensitivity, training on livelihoods, finance appreciation and livelihoods development. In the year under review, 118 development apprentices joined the programme, out of which 40 graduated and 38 apprentices took up positions as Executives at PRADAN.

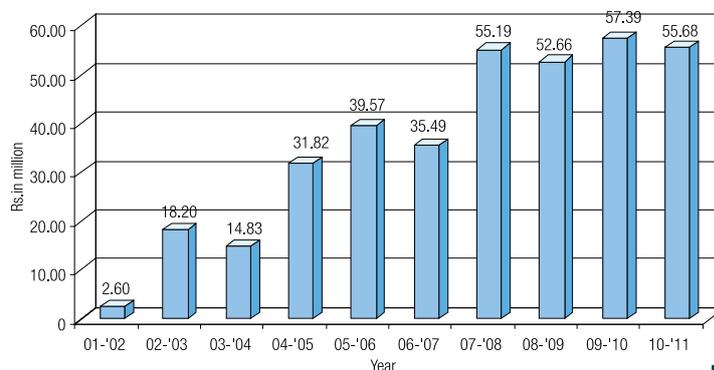
Based on an earlier review, a revised approach to



Roopantaran – Institution Building Initiative: Participants engrossed in group work during a learning event of HIDF’s Organizational Change Facilitation Programme

Roopantaran is being initiated in 2011-12, which will be more of a cross-cutting initiative. The initiative will partner with the programmes team and Cells of the Trusts to work for institutionalizing community-based organizations.

Grants Disbursals for Civil Society & Governance: 2001 - 2011



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. Roopantaran will therefore provide more technical support

Participants Learning From OCFP

For most participants, OCFP was the first structured and systematic exposure to OD. While some had been practising certain facilitation skills as part of their work, they were mostly eclectic in their approach. Most mentioned that they had picked up certain skills and practices by experience, but OCFP provided them with a deeper understanding and theoretical underpinnings of what they were practising. For instance, many participants shared that exposure to concepts such as ‘action research’, ‘appreciative enquiry’, etc., helped them realise, as one participant put it “how theory can help practice.”

- OCFP also helped in deepening the understanding of the development sector for the participants. Most participants had prior engagement with one or two organizations, but had limited exposure to the sector as a whole. Both the programme coverage, as well as the diversity of the participants’ group, was a major enabler for them to appreciate the specific nuances and needs in the development sector. This also helped them to place their own work in the larger development sector context.
- Participants also shared that OCFP helped them at personal level in gaining greater clarity about themselves, their needs and motivations. Their personal perceptions of situations seem to have changed primarily. This self-awareness in turn helped them to bring people into the center of their world view and also helped them to be more objective in their diagnosis and interventions. Moreover, they could also apply some of the learning in their personal lives in terms of being aware of their multiple roles and in maintaining boundaries across these roles.

with small financial resources for addressing immediate needs. The Trusts are seriously committed to building responsive and effective civil-society organizations.

During the year under review, the Trusts disbursed Rs 55.68 million (US\$ 1.26 million) towards 20 grants as against Rs. 57.39 million towards 19 grants during 2009-10.

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 (HP)
- Aajeevika Bureau, Udaipur
- Janvikas, Ahmedabad
- Foundation for Education and Development (FED), Jaipur
- Samvada, Bengaluru
- Vidya Poshak, Dharwad, Karnataka
- Akshara, Mumbai
- Dhriiti, New Delhi
- Foundation for Education & Development (FED), Jaipur
- Commutiny - The Youth Collective, New Delhi

Roopantaran - Institution Building Initiative

- Professional Assistance for Development Action (PRADAN), New Delhi
- Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad
- Human and Institutional Development Forum (HIDF), Bengaluru
- Mobile Crèches, New Delhi
- Jan Shiksha Evam Vikas Samiti (PEDO), Dungarpur
- Harsha Trust, Bhubaneswar

ARTS & CULTURE

THE TRUSTS' ARTS AND CULTURE PROGRAMME FOCUSES ON REVITALIZING AND CONSERVING INDIA'S LEGACY OF LITERATURE, PRINT, MUSIC AND FILM. THE INITIATIVES UNDER THIS PROGRAMME AIM AT ENRICHING THE COUNTRY'S ART INFRASTRUCTURE.

The Trusts' Strategic Plan 2011 mandates the Arts and Culture programme to partner key institutions, and in a phased manner, develop new strategies for conservation and institutional revitalization. While the conservation component has sought to partner major national institutions, especially Universities, institutional revitalization is addressed in Tier II and Tier III cities in India. The year 2010-11 was crucial for the Arts and Culture programme as it was the penultimate year of Strategic Plan 2011. Consequently, the Trusts had two key priorities: (1) concluding the final stages of initiatives undertaken during the five-year Strategic Plan 2011, in terms of its grant-making efforts; and (2) reviewing the impact, through grant-making, in the sector and identifying gap areas where support could have lasting impact over the next five years.

In addition to the Strategy Review exercise, the Arts and Culture Programme continued its engagement in the arts sectors under two initiatives: (1) Arts, Institutions and Infrastructure; and (2) Arts and Culture Industries.

ARTS, INSTITUTIONS AND INFRASTRUCTURE

The initiative's overall purpose is to develop strategic institutional and infrastructural support for the arts through: (a) seeding Cells in select institutions; (b) supporting arts networks; and (c) supporting arts programmes with a focus on Tier II and III towns.

Over the past five years, the Trusts incubated six major Cells in different locations, covering the fields of theatre, music, film and design. Support to three Cells ended during 2010-11, whilst support to the Lalit Kala Kendra (at the Centre for Performing Arts (CPA), University of Pune), the Media Lab (at the Department of Film Studies, Jadavpur University, Kolkata), and the James Beveridge Media Resource Cell (at the MCRC, Jamia Millia Islamia University, Delhi), is ongoing.

Through the support to the Lalit Kala Kendra, CPA conducted 55 programmes in classical music, dance and theatre during 2010-11, in collaboration with various local organizations located across Maharashtra including Pune,



Media students attending an event at the Media Research Centre incubated by the Trusts at the AJK MCRC, Jamia Millia Islamia University, New Delhi

Mumbai, Latur, Ahmednagar, Kolhapur, Kankavli, Ichalkaranji and Pandharpur. As part of the Outreach Residency programme under the project, 11 Theatre Arts students from CPA underwent a residential training programme at Chorus Repertory Theatre, Imphal. CPA also organized a Vocal Music Workshop by Guru Dr. Ram Deshpande, as part of its faculty enrichment initiatives. The interactive workshop covered all 15 ragas. The Trusts also supported the publication of two books in Marathi: (1) Introduction and History of Theatre; and (2) Physics for Performing Arts. These books form an important resource for under-graduate students of performing arts in Maharashtra.

The Trusts support two major arts networks, the India Theatre Forum (ITF) anchored by the Prithvi Theatres, Mumbai, and the Khoj National Network in the visual arts, anchored by Khoj, Delhi. During the year under review, the Trusts' support enabled the launch of e-RANG, ITF's fortnightly e-newsletter. A multi-lingual publication of this journal is on the cards. Besides, the ITF launched its website (www.theatreforum.in), which is a one-stop site for people interested in Indian theatre, including theatre practitioners, critics, press, academics, etc.

As a public initiative in tier II/III towns, the Trusts' grant to Puppet House, Dharwar, helped conduct children's summer camps and teacher-training workshops with D.Ed. colleges. It also organized workshops for school children and undergraduate colleges in rural Karnataka. Besides, Puppet House conducted short-term theatre and puppetry workshops for about 200 underprivileged students in various government schools across northern Karnataka. It also conducted a puppetry workshop for children at Kalamangal in Dharwad and a similar short-term workshop for school teachers of Jamakhandi village, Bijapur district. During June-July, 2010, a month-long workshop was organized for school teachers at the District Institute of Education and Training (DIET), Dharwad, in which, 20 teachers were extensively trained to use Arts (painting, crafts, puppetry and theatre) in teaching and curriculum-creation.

ARTS AND CULTURE INDUSTRIES

This component of the programme addresses issues of conservation, focusing on disseminating training on various techniques in restoration and documentation. Primarily, the

Trusts support projects to devise strategies for conserving national art treasures, enhancing public use and access to endangered material.

The Trusts' support enabled MARG Publications, Mumbai to publish a book on masterpieces from the Tata Collection housed at the Prince of Wales Museum, Mumbai, whilst also

supporting 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.

Another important initiative titled 'The Future of Celluloid' focuses on the conservation of celluloid film. It partners conservation efforts with projects to restore films, train

Arts & Culture Strategy Review

In April 2010, the Trusts commissioned a Strategy Review (SR) of the Arts and Culture programme. The SR exercise was undertaken by eminent Art historians and practitioners including Dr. Jyotindra Jain (Head, Indira Gandhi National Centre for the Arts), Dr. Anuradha Kapur (Director, National School of Drama) and Mr. Jagan Shah (CEO, Urban Space Consultants). The SR was presented to the Trustees in October 2010, who made the following observations and recommendations in response:

- That it was necessary to bring certain priorities to the intervention on crafts.
- That the Arts & Culture programme be renamed as the Arts, Crafts & Culture (ACC) programme.
- That clearer focus and priority should be given to livelihoods, which result in improvement in the quality of life of the beneficiaries.
- That these interventions should emphasize the revival of India's legacy of ancient skills in this sector, such as handicrafts, wood-carving, stone-carving, stone-cutting for mortar-less masonry, tapestry, miniature painting, etc. and it was necessary to devise ways by which such skills could be revived.
- That an innovative funding strategy would focus on crafts and tribal and folk arts, with the key objective of enhancing the quality of life of the artists, artisans and practitioners.
- That support should include the imparting of specific kinds of design skills to practitioners and developing marketing solutions for their produce.
- That support need not be limited only to traditional practices, but could also include new and emergent art forms that would define the arts of the future.
- That the Trusts' support for the sustenance of the performing arts in India should emphasize the livelihoods of performing artists.

In February 2011, the Review Team resubmitted their strategy accommodating the Trustees' feedback. The Strategy (which is presently under the consideration of the Board of Trustees) recommended that the Arts, Crafts and Culture (ACC) programme should have the objective: *'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 Strategy Review recommended that the Arts, Crafts and Culture programme should focus on:

1. Supporting catalytic training programmes for craftsmen, thus enhancing creative skills, awareness of global markets, familiarity with contemporary materials, styles and techniques.
2. Promoting networks of artist and artisan communities with a view to encouraging collective learning and self-help, cultivating markets and audiences, and enhancing their ability to attract financial support and market access.
3. Efforts to improve the quality of life of the artist/artisan/craftsman by ensuring that s/he attains financial security and gains market visibility for the craft.
4. Documentating, disseminating and scaling-up of the livelihoods model evolved through the process.

The Review Team further recommended that the ACC programme should leverage the Trusts' strong presence in the field, especially in regions of high crafts potential, including the Himalayas, Central India and North-East.

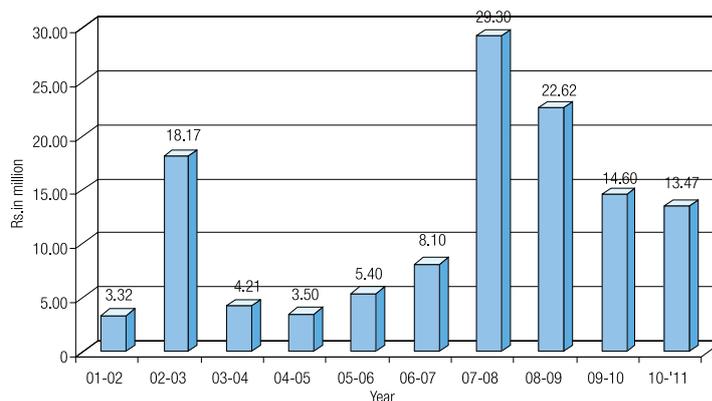


College students in Dharwad, Karnataka putting up a performance based on a theatre training workshop by Puppet House

teachers in digital archiving techniques and convert the archived objects into materials that can be taught in the undergraduate class. The **Media Lab**, incubated by the Trusts at Jadavpur University, Kolkata has set up a full-scale archive that includes digital conservation and archiving of secondary material. The Lab conducts training workshops and integrates training systems into its practical filmmaking courses. The Lab presently has over 600 rare items in its archives, which uses them as teaching kits at undergraduate colleges in media studies across West Bengal. Notably, representatives from the **Media Lab** are now also on the Conservation Board of the National Film Archives of India.

In addition to the above, the Arts and Culture programme undertook a field-based action research study titled 'Community Radio in India: Experiences and Potential'. The objectives of the action research were to: (a) map the current status and related experiences of community radio in India; (b) examine the potential in two geographies of Trusts' strategic interest; and (c) present the findings as considered appropriate – in forums within and outside the Trusts. The study explored the community's involvement and participation in Community Radio and its impact. This study will help the Trusts in using community media in their work on rural livelihoods, education

Grants Disbursals for Arts & Culture: 2001 - 2011



and health.

During 2010-11, the Trusts disbursed Rs. 13.47 million (US \$ 0.31 million) towards 10 grants, which is about 8 per cent lower than the previous year's disbursement of Rs. 14.60 million towards eight grants. This may be attributed to a conscious decision against making new grants in view of the Strategy Review exercise. Post the approval of the Strategy Review, the Arts and Culture portfolio looks forward to a focused engagement with the livelihoods of artists and artisans in the crafts and performing arts sector in the year 2011-12.

List of Partners

Arts, Institutions And Infrastructure

- Shri Prithviraj Kapoor Memorial Trust and Research Foundation, Mumbai
- Puppet House, Dharwad, Karnataka
- KHOJ International Artists' Association, New Delhi
- Centre for Performing Arts, University of Pune, Pune
- A. J. Kidwai Mass Communication Research Centre (AJK-MCRC), Jamia Milia Islamia University, New Delhi
- Department of Film Studies, Jadavpur University, Kolkata
- The Psychoanalytic Therapy and Research Centre, Mumbai

Arts And The Culture Industries

- MARG Publications, Mumbai
- K. R. Cama Oriental Institute, Mumbai
- Centre for the Study of Culture & Society, Bengaluru



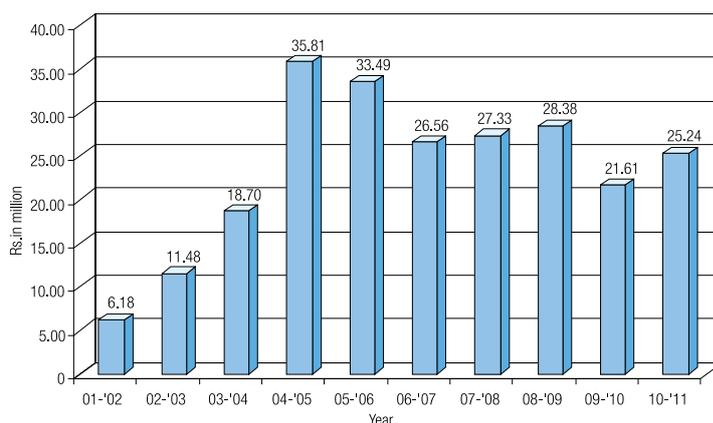
Interaction with local artists of Niman Kala Manch in Patna as part of India Theatre Forum Network

SMALL GRANT PROGRAMME



The Small Grant Programme (SGP) of the Trusts has disbursed over Rs. 245 million (US \$ 5.6 million) through 654 grants sanctioned upto March 31, 2011. 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 as a tool to field-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.

Grants Disbursals for Small Grants: 2001 - 2011



During the year, the Trusts disbursed Rs. 25.24 million (US \$ 0.57 million) towards 52 grants, as compared to Rs. 21.61 million disbursed during 2009-10 towards 45 grants, which constitutes an increase of 17 per cent. Around 79 per cent of the total number of grants made under the SGP fell within the 'regular' category.

THE SGP WAS ORIGINALLY CONCEPTUALIZED TO CATER TO THE NEEDS OF SMALL WELFARE-ORIENTED ORGANIZATIONS AND SUBSEQUENTLY AMENDED TO INCLUDE LARGER ORGANIZATIONS.



Early Childhood Care and Education: Children playing with the teacher and her assistant at an Anganwadi set up by Bhartiya Kisan Sangh in Arki block, Khunti district, Jharkhand

List of Partners

RURAL LIVELIHOODS & COMMUNITIES

Central India Region

- Collectives for Integrated Livelihood Initiatives (CInI), Jamshedpur
- Watershed Organisation Trust (WOTR), Ahmednagar
- Network for Enterprise Enhancement & Development Support, Jharkhand
- Reach India Trust, Kolkata
- PRAYAS - Women Empowerment Society, Jabalpur, Madhya Pradesh
- Coastal Salinity Prevention Cell, Ahmedabad
- Citizen's Foundation, Ranchi

North East Region

- Centre for Ecology Development & Research (CEDAR), New Delhi
- Goodwill Foundation, Aizawl, Mizoram
- Winrock International India, Gurgaon
- Open Doors (OD), Aizawl, Mizoram

Himalayan Region

- Central Himalayan Rural Action Group (CHIRAG), Nathuwakhan, Uttarakhand
- Himalayan Institute Hospital Trust (HIHT), Dehradun
- Himalayan Gram Vikas Samiti (HGVS), Uttarakhand
- Himmotthan Society, Dehradun
- Social Awareness Through Human Involvement (SATHI), Himachal Pradesh

Microfinance

- Gramin Mahila Vikas Sansthan (GMVS), Ajmer
- Grameen Evam Samajik Vikas Sanstha (GSVS), Ajmer

EDUCATION

- Late Mohanlal Jajjo Public Charitable Trust, Gujarat
- Sinaduartola Gramodaya Vikas Vidyalaya (SGVV), Ranchi
- Sampurna Trust, New Delhi
- Mahila Jan Adikar Samiti, Ajmer
- Center for Learning Resources (CLR), Pune

- Bhartiya Kisan Sangh (BKS), Ranchi
- Deenabandhu Trust, Charamajnagar
- Institute for Human Development (IHD), Ranchi
- Zubaan, New Delhi
- Eklavya, Bhopal
- Nirman Tirth Southpoint School and Vidyashram, Varanasi
- Hyderabad Council of Human Welfare, Hyderabad
- Society for Assistance to Children in Difficult Situation (SATHI), Raichur
- National Institute of Public Finance and Policy (NIPFP), New Delhi
- Karadi Cultural Alliance Trust (KCAT), Chennai
- Vidya Bhawan Society, Udaipur
- Jan Sahas Social Development Society, Dewas, Madhya Pradesh

HEALTH

- Tata Memorial Centre, Mumbai
- D. N. Mehta Sarvajanic Hospital, Navsari
- Banyan Academy of Leadership in Mental Health (BALM), Chennai
- The Banyan, Chennai
- Karuna Trust, Mysore
- Ashadeep, Guwahati
- Prabhat Education Society, Ahmedabad
- AURED (Aural Education for Children with Hearing Impairment), Mumbai
- Iswar Sankalpa, Kolkata
- Xavier's Resource Centre for the Visually Challenged, Mumbai
- Multi Organ Harvesting Aid Network (MOHAN) Foundation, Chennai

ARTS & CULTURE

- Stree Mukti Sanghatana, Mumbai

CIVIL SOCIETY & GOVERNANCE

- Professional Assistance for Development Action (PRADAN), New Delhi
- Commutiny - The Youth Collective, New Delhi
- Ajit Vyas Foundation for Social Development, Jaipur

OTHERS

- Mind Genius Charitable Trust, Mumbai

- Action for Ability Development & Inclusion (AADI), New Delhi
- Gram Seva Trust, Navsari
- Madras Crocodile Bank Trust, Centre for Herpetology, Mamallapur, Tamil Nadu
- Welham Boys School, Dehradun
- National Foundation for Communal Harmony (NFCH), New Delhi
- Child Eye Care Charitable Trust, Mumbai
- Lokmanya Shikashan Shanstha's Late R. S. Berde Vidyalay, Sapuchetale, Ratnagiri, Maharashtra
- Sevadaan Special School, Mumbai
- Make-A-Wish Foundation of India, Mumbai
- Gyanoday (Sardar Sewa Singh Rajinder Singh Memorial Charitable Educational Trust), Meerut, Uttar Pradesh
- Saraswati Mandir Trust, Mumbai
- Children's Movement for Civic Awareness (CMCA), Bengaluru
- Mahila Sewa Trust, Ahmedabad
- Muncherjee Nowrojee Banajee Industrial Home for the Blind (MNB Home), Mumbai
- Social Organisation on Various Aspects (SOOVA), Mayurbhanj
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Hyderabad

INDIVIDUAL GRANTS

THE TRUSTS' INDIVIDUAL GRANTS PROGRAMME IS INTENDED TO REACH OUT TO INDIVIDUALS IN NEED AND STRIVES TO IMPART HUMAN TOUCH.

The Individual Grants Programme of the Trusts support individuals during their hour of need and has constituted a prominent position within the grant making efforts of the Trusts since inception. A systematic approach, coupled with incremental refinements over the years, has ensured a well honed grant-making system that identifies those needing assistance and expeditiously grants relief. Well established linkages with renowned medical and educational institutions across the country, which play a pivotal role in appropriately identifying deserving individuals and streamlining grant-making procedures, add value to the Individual Grants Programme.

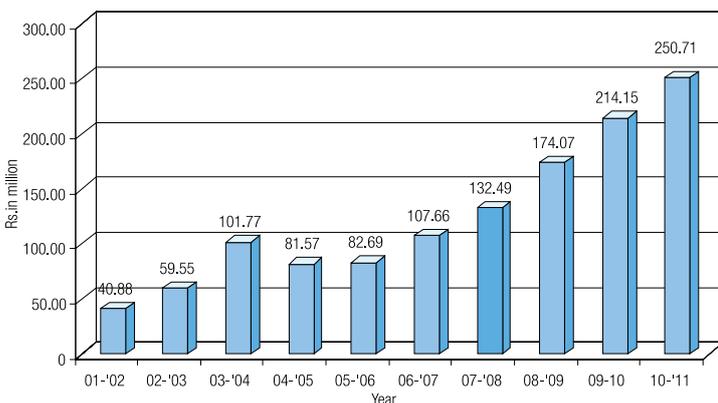
The Individual Grants Programme focuses on providing financial assistance to individuals for:

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

MEDICAL

The field of medicine has made great advances in recent years and availability of adequate medical facilities within the country has led to access of world-class treatment within the reach of its citizens. On the flip side is the astronomical costs

Sanctions of Medical Grants: 2001 - 2011



Medical: Details of grants sanctioned from April 2010 to March 2011

	No. of applications	No. sanctioned	Rs. in million*	%
Heart	959	387	28.00	11.17
Kidney	456	91	5.21	2.08
Cancer	1,212	703	118.60	47.31
Burns	37	28	5.73	2.29
Tuberculosis	27	11	0.93	0.36
Others	1,964	863	92.24	36.79
Total	4,655	2,083	250.71	100.00

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

usually associated with advanced treatment options, especially in the case of debilitating illnesses which severely constrain the not-so-well-heeled from seeking such treatment. The recent imbroglio within the medical insurance sector has further burdened patients who now are unable to access cashless facilities, hitherto available at many hospitals. This makes it imperative for charitable organisations, such as the Trusts, to come to the aid of families in need of financial assistance for covering medical costs.

The Trusts are utilizing its spreading network of medical professionals and social workers at various prominent government, municipal, private and charitable hospitals within the country. During the year, a fresh linkage was made with the Clinical Hematology, Hemato-Oncology and Bone Marrow Transplant Unit at Christian Medical College, Ludhiana. The total number of such linkages now stands at 34. All new linkages established by the Trusts are valid for a specific time period, post which a review is undertaken to decide further action.

During 2010-11, the Trusts sanctioned Rs. 250.71 million (US \$ 5.70 million) towards medical grants, a significant 17 per cent increase over the amount sanctioned during 2009-10.

Hoping for the Best

The prognosis came as a death knell to 32-year-old Harry Binny. His seven-year-old daughter, Jane, had only a few months to live, with the doctors diagnosing Acute Lymphoblastic Leukemia – a rare type of blood cancer. Once the enormity of the disease sunk in, a stoic Harry commenced treatment for Jane. After almost a year and a half of treatment at the Christian Medical Hospital in Vellore, followed by three years of follow-up treatment and medication, the doctors declared that the disease was in remission and a much relieved father and daughter proceeded to pick up the pieces of their scarred lives.

That was back in 2007. However, fate willed otherwise and the cancer recurred in March 2009. Jane was hospitalized, this time at the Narayana Hrudayalaya Hospital in Bengaluru, where she underwent intensive treatment over a period of six months. Another relapse, this time in December 2010, left Jane battling for life. The doctors felt that she was not responding to treatment and opined that the probable way out could be through a Bone Marrow Transplant. Since Jane had no sibling, the doctors suggested a Cord Blood Transplant, the cost of which was estimated to be in excess of Rs. 10,00,000/-.

Though the Binnys did not hail from an impoverished background, astronomical medical expenses (in the region of nearly five million rupees) over seven years severely eroded all vestiges of prosperity that the family possessed. Times were not good and Harry had recently been laid off from his marketing job. Spending a further Rs. 10,00,000/- was way beyond his means.

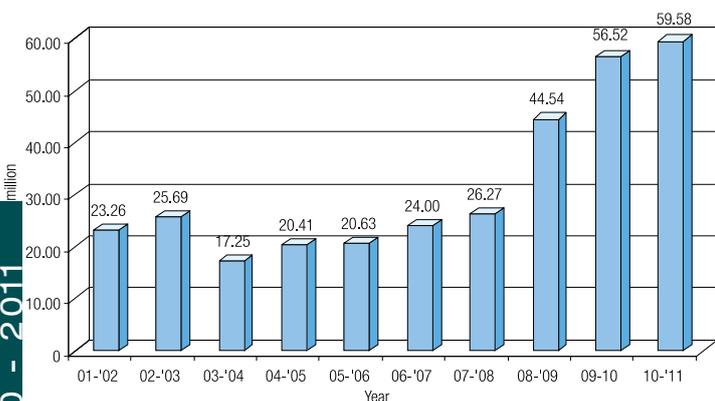
Consequently, in February 2011, Harry applied to the Trusts for assistance. Looking into Harry’s financial condition and his inability to cope with the entire expenses of the Cord Blood Transplant (for which the application was submitted), the Trusts sanctioned Rs. 3,00,000, which is the maximum amount sanctionable under the Individual Grants Programme. Presently, Jane is still in hospital, her treatment continues... the Trusts can only pray that providence is kind and the procedure is successful and can restore normalcy in her life.

EDUCATION

The Trust supports meritorious 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

Sanctions of Education Grants: 2001 - 2011



Education: Details of grants sanctioned from April 2010 to March 2011

	No. of applications	No. sanctioned	Rs. in million*	%
Studies in India	1,897	1,560	44.89	75.34
Studies abroad**	328	107	11.75	19.72
Short term courses/ Mid-career training abroad	127	6	1.00	1.68
Conferences/ presentations	384	35	1.60	2.69
Others	22	6	0.34	0.57
Total	2,758	1,714	59.58	100.00

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

** This includes funds sanctioned to three individuals under the Sir Ratan Tata Fellowships for Masters in Development Studies.

Sudeshna Takes Wing

Sudeshna Ghosh is a senior researcher at Operations Research Guild (ORG) (India) in Kolkata. An achiever from the start, Sudeshna is working in the area of adolescents and youth reproductive health over the past four years. In May 2010, Sudeshna received an invitation from the European Association for Population Studies to present her paper titled 'Dynamic of Marriage in Rural India: An Experience of Young Married Women' at the European Population Conference 2010 to be held in Vienna, Austria. With several papers slated to be presented during the event, the occasion promised an exciting opportunity for Sudeshna to disseminate her research in India to an international audience.



Sudeshna Ghosh making her presentation

With the cost of the trip (including travel, stay, visa and conference fees) working out to Rs. 1,08,000/-, Sudeshna approached the Trusts for a travel grant. Looking at the relevance of Sudeshna's research with its grant-making efforts, the Trusts sanctioned Rs. 60,000/- towards her international airfare. Whilst thanking the Trusts for their support upon her return, Sudeshna submitted a short report on the conference in Vienna, which witnessed over 800 participants from over 68 countries presenting their papers. Sudeshna acknowledges that the exposure to research findings from similar fields has helped enhance her knowledge in the areas of population and reproductive health.

The mainstay of the Studies in India Programme is the linkages formed by the Trusts with educational institutes, including colleges of repute within the country in the fields of engineering, medicine and management. During the year, the Trusts sanctioned scholarships to 1,560 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 pharmacy, nursing, architecture, law, fine arts, etc., subject to pre-set eligibility / cut-off percentages.

The Trusts continued the Sir Ratan Tata Fellowships for a 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 exploration of significant new work being done in this area in some British Universities. Notably, during the year, the scope of the programme was extended to include universities in the United States as well.

Three Fellowships were supported through Trusts' funds, wherein a grant of the rupee equivalent of £ 20,000 was awarded to each of the three scholars.

During 2010-11, the Trusts enabled 1,714 individuals pursue their dreams for higher education through a grant outlay of Rs. 59.58 million (US \$ 1.35 million), as against Rs. 56.52 million to 1,687 applicants in 2009-10, which constitutes a marginal 5 per cent increase in the amount sanctioned.

Finally, the Trusts' Sports Grant Programme was operationalised during the year, through which a sum of Rs. 0.20 million was sanctioned to three individuals, including a visually impaired swimmer who swam across the English Channel. Through this programme, the Trusts hope to encourage potential sportsmen in their endeavour to excel.

SIR RATAN TATA TRUST 2010-2011

INCOME

April 2010 - March 2011

2009-2010			Particulars	2010-2011		
Rs. in million	US \$ in million*	%		Rs. in million	US \$ in million**	%
687.61	15.63	83.39	Dividend Income	693.96	15.78	83.42
132.02	3.00	16.01	Interest Income	133.12	3.03	16.00
0.12	–	0.01	Property Income	0.12	0.00	0.01
4.64	0.11	0.57	Refund of Programme Grants / Charities	3.73	0.08	0.45
0.21	–	0.02	Miscellaneous Income	0.97	0.02	0.12
824.60	18.74	100.00		831.90	18.91	100.00

EXPENDITURE

April 2010 - March 2011

2009-2010			Particulars	2010-2011		
Rs. in million	US \$ in million*	%		Rs. in million	US \$ in million**	%
851.70	19.36	103.28	Programme Grants / Charities	720.58	16.38	86.62
26.13	0.59	3.17	Administrative Expenses	22.31	0.51	2.68
0.87	0.02	0.11	Property Expenses	0.65	0.01	0.08
7.57	0.17	0.92	Contribution to Charity Commissioner	0.00	0.00	0.00
1.64	0.03	0.20	Depreciation	1.67	0.04	0.20
(63.31)	(1.43)	(7.68)	(Deficit) / Surplus	86.69	1.97	10.42
824.60	18.74	100.00		831.90	18.91	100.00

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

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

LIABILITIES

As on March 31, 2011

March 31, 2010		Particulars	March 31, 2011	
Rs. in million	US \$ in million**		Rs. in million	US \$ in million**
757.98	17.23	Trust Fund	757.98	17.23
407.84	9.27	Investment Reserve Fund and Other Funds	407.37	9.26
5.75	0.13	Other Credit Balances	6.55	0.15
360.55	8.19	Income and Expenditure Account	447.23	10.16
1,532.12	34.82		1,619.13	36.80

ASSETS

As on March 31, 2011

March 31, 2010		Particulars	March 31, 2011	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
7.81	0.18	Immovable Properties	7.13	0.16
2.96	0.07	Movable Properties	2.58	0.06
1,321.94	30.04	Investments	1,442.34	32.78
3.77	0.09	Other Debit Balances	4.63	0.10
16.80	0.38	Outstanding Income	8.66	0.20
178.84	4.06	Bank Balances	153.79	3.50
1,532.12	34.82		1,619.13	36.80

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

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

NAVAJBAI RATAN TATA TRUST 2010-2011

INCOME

April 2010 - March 2011

2009-2010		Particulars	2010-2011	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
961.63	21.86	Dividends	1,154.78	26.25
35.06	0.80	Interest	78.98	1.80
1.32	0.03	Other Income	1.33	0.03
998.01	22.69		1,235.09	28.08

EXPENDITURE

April 2010 - March 2011

2009-2010		Particulars	2010-2011	
Rs. in million	US \$ in million*		Rs. in million	US \$ in million**
843.09	19.16	Charities	966.50	21.98
6.51	0.16	Administrative Expenses	8.39	0.19
0.34	–	Depreciation	0.44	0.01
148.07	3.37	Surplus	259.76	5.90
998.01	22.69		1,235.09	28.08

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

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

LIABILITIES

As on March 31, 2011

March 31, 2010		Particulars	March 31, 2011	
Rs. in million	US \$ in million**		Rs. in million	US \$ in million**
4,561.54	103.67	Trust Fund	4,861.54	110.49
11,029.49	250.67	Other Funds	11,029.70	250.68
250.16	5.69	Revenue Accumulation Account	509.92	11.59
15,841.19	360.03		16,401.16	372.76

ASSETS

As on March 31, 2011

March 31, 2010		Particulars	March 31, 2011	
Rs. in million	US \$ in million**		Rs. in million	US \$ in million**
1.91	0.04	Movable Properties	1.80	0.05
15,577.64	354.04	Investments	16,077.64	365.40
2.62	0.06	Other Debit Balances	3.54	0.08
259.02	5.89	Cash and Bank Balances	318.18	7.23
15,841.19	360.03		16,401.16	372.76

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

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

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

Cover photograph: Eight-year-old Jyoti is one of the 20 children who go to the local Anganwadi in Aamdhana village, Chhindwara district, Madhya Pradesh, to learn their ABCs.

Exposure: Nikon D90 with Nikon AF-DS 18 – 105 mm lens at 105 mm; ISO 200; 1/60 sec at f/5.6.

Cover photograph credit: Anshuman Ghosh, Manager, Tata Administrative Services (TAS). The photograph was clicked during a community stint, which gave Anshuman the opportunity to bond with the people of rural India and, in a way, helped him connect with the true essence of the Tata Group. Writes Anshuman, “While I had always read about how serving the community is an integral part of the Tata ethos, the stint gave me the perfect opportunity to embrace this idea and become a part of the change that the Group is trying to bring in the lives of millions of Indians every day.”

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