

Annual Report 2014



Development Alternatives



© Development Alternatives

ORGANISATION AT A GLANCE

Society Registration

Society Act XXI of 1860

Registration No. 12964

FCRA	:	Section 6 (1) (a) of the Foreign Contribution (Regulation) Act 1976 (FCRA Reg. No. 231650202)
Vision	:	To create a world where every citizen can live a healthy and secure and a fulfilling life
Mission	:	To create models that generate sustainable livelihoods in large numbers
Approach	:	Innovation, incubation, implementation and influence to create large scale impact
Design & Layout	:	Jay Vikash Singh
Cover Design	:	Binu K George

Development Alternatives

B-32, Tara Crescent, Qutub Institutional Area

New Delhi 110 016

Website: www.devalt.org



Contents

Message from the Chairman	ii
Overview	01
Delivering Eco Solutions	11
Outreach	33
Compliance	45
Board of Directors	56
Business Affiliates	v

MESSAGE FROM THE CHAIRMAN

Despite the insights of our nation's traditions, so wisely reiterated by Mahatma Gandhi and others who fought for our independence, it is not fashionable in today's India to question the concept of maximizing economic growth.

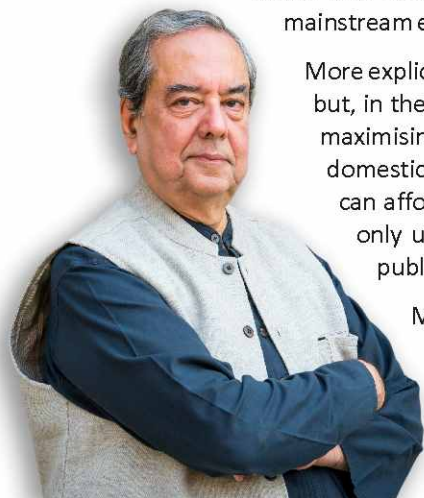
All our official policies, professional analysis and media reporting are geared to promote an ever-higher growth rate, usually measured by the annual rise of GDP; increase in FDI; upturn in SENSEX and expansion in the other alphabet soup of financial measures that are supposed to represent national prosperity.

In the name of “alleviating” poverty, pursuit of rapid economic growth has become our nation's holy grail. But, the record shows that the primary beneficiaries of this growth are the rich, and mostly the VERY rich. The absolute numbers of poor, hungry and generally marginalised continue to be huge, some of these growing, even today.

Economic growth without equity - i.e., fairer distribution of its benefits - and without environmental regeneration - i.e., maintenance of the productivity of our resources - is not development. It is a societal cancer, a terminal disease that in a few decades will cause premature and large-scale economic degeneration - creating havoc for all but the richest. Even the International Monetary Fund has come to recognise that without equitable distribution, economic growth suffers. The experiences of Japan, USA and Europe over the past decade are indications of what happens to societies that pursue mindless growth. Our country deserves better and needs to catch up on the latest evidence, which is visible to all, save perhaps the mainstream economics profession.

More explicitly, a mind-set that focuses only on “Growth” is dangerous not just for the poor but, in the time spans of a human generation, even for the rich. Growth that focuses on maximising returns on investment for capital mobilized from overseas or borrowed from domestic capitalists cannot serve the interests of any except the very small number who can afford the prices of servicing and repayment of the raised capital. And, even that only until the lack of demand for products and services from the wider consuming public dries up the supply.

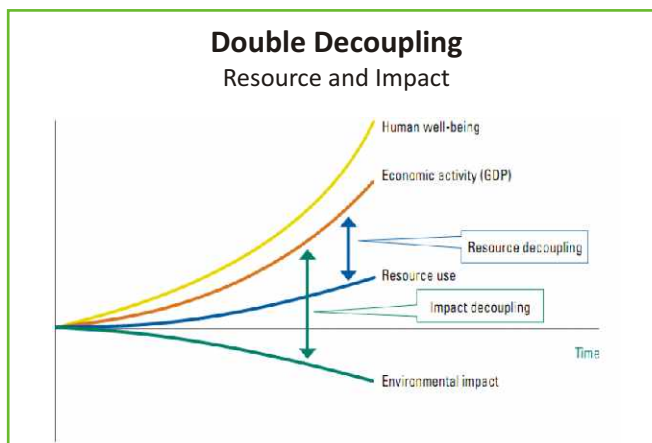
Moreover, economic growth without reference to the resources on which it is built – natural and physical, financial, human and social capital; is bound, sooner than later to come up against the dead wall of impossibility. Even the World Bank has come to recognize that environmental losses account for



considerable reduction in the GDP gains of a country like India. The global ecological footprint is at 1.7 today. This means that the world's economy is using 70% more resources, annually, than is available to it on a sustainable basis. The time is not far off when natural and physical resources will become a major constraint on economic “growth”. The concept of growth is in further jeopardy with societal and ecological breakdown at local and national levels and massive armed conflicts at the international level.

A part of the desire for economic growth comes from the changes in human value systems that have overtaken modern societies, mainly as a result of the industrial revolution, and the manifest (and welcome) improvements made in the material standards of living. Another part comes from the imperatives of the monetary system that has now become universal, where money is the creation of interest-generating credit which, inherently, needs perpetual economic growth for servicing that credit.

The question whether growth automatically leads to better well-being for all is fundamental and huge. This is far bigger than any of the things we read about in newspaper headlines. This is because, while we grapple with a variety of threats to our world at many different levels, and in many different ways - like climate change, species extinction, ozone layer depletion, collapse of fisheries, the one thing that really counts is whether the way we are using our resources - our waters, our energy, our mineral resources, our biological resources is compatible with the



continued existence of human civilization, or, indeed, of life on the planet. These resources are now being utilized, consumed and depleted at a rate that is causing problems of epic proportions; of scarcity, of price fluctuations, of access and social inequities, of human health and perhaps of survival itself.

“Decoupling” resource extraction and environmental impacts from human well-being requires fundamental changes in the economy, particularly in the consumption patterns and production systems we have adopted. For the countries suffering from over-affluence, this means significantly cutting down on material and energy use. In the Indian context, it will mean adoption of new technologies and ways of working that will use less and less resources to provide better results and services. This means massive improvements in resource productivity and equitable distribution of what is produced, reduction of wastes and setting up closed loop systems that ensure that the wastes of one activity become resources for another. It will mean investments in

regeneration of our degraded resources – the forests, the lands and soils, the rivers which now are shadows of their former selves, on the one hand, and transforming our manufacturing industries over time to be based on a regenerative resource base. It will, finally and in parallel, mean a massive behaviour change in lifestyles of the vast number of growing middle class that are currently the focus of the consumer goods industries.

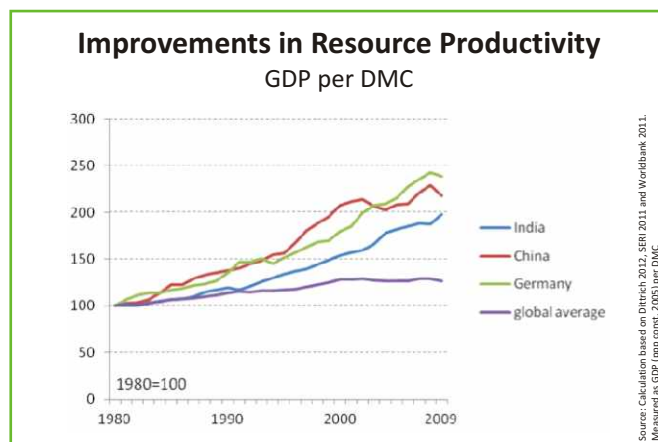
To generate those solutions that are right for us and acceptable to us, a wider debate on questions not very comfortable, such as what is the India that we hope for in 2047, 100 years from independence. And for this India that we want, what are the kind of institutions, technologies, financial systems and capacities we will need? In this debate, it is not sufficient any longer to speak about these issues and the world in black or white; we now don't have to make stark choices between left or right, big or small, private or public, government or

non-government. What we have to speak about are the grey areas – not dialogues but trialogues about the public, the private and the community; the planet, the people and the profits; the social, economic and the environment. Solutions to the future are going to have to be flexible and resilient under uncertainty, which means a complex mix of sometimes conflicting social objectives and societal strategies.

Development Alternatives has spent three decades innovating and incubating development pathways that are more sustainable than the current ones and

working to influence government policies and corporate behaviours in this direction. Clearly, we need to devise new strategies that are more successful than the ones we have used in the past. The past year has been devoted to generating a multi-faceted debate to help us identify such strategies.

- Dr. Ashok Khosla, Chairman, Development Alternatives



OVERVIEW 2013-2014



2013-2014 saw the beginning of some new initiatives and consolidation of some older ones. The Sustainable Futures initiative, led by a multi disciplinary team drawn from across the Development Alternatives (DA) Group, has built national and global partnerships. This is to provide research and communication support for global transition to a post 2015 Sustainable Development Agenda led by the United Nations. The 'trialogue 2047', is a series of public discussions with thinkers, political analysts, entrepreneurs, development practitioners, academia and students. It is a regular discourse on nation building, developing ideas and ideologies for India's transition to a more sustainable future. These processes have helped generate, consultatively produced reports on the South Asian Environment Outlook, South Asian Development Agenda; inputs to the International Resource Panel of the United Nations Environment Programme; the Independent Research Forum on post 2015 global agenda development; a policy perspective and backgrounder on decoupling resources from economic development, which was supported by the GIZ. A detailed analysis of climate vulnerability, institutional and communication gaps and adaptation strategies for Bundelkhand has also been formulated.



The 'trialogue 2047', is a series of public discussions with thinkers, political analysts, entrepreneurs, technologists, environmentalists, development practitioners, academia and students

The response to climate change was sharpened and special focus was given to three specific aspects – mainstreaming climate change adaptation in local and regional planning processes; building resilience through natural resource management and community based adaptation strategies and promoting low carbon pathways for development through clean technology applications in construction and energy sectors. Climate change communication through awareness, knowledge dissemination, documentation and feedback systems has formed a critical thread connecting communities, local line departments of the government and local technical and scientific resources.

The organisation's commitment towards scaling up clean technology initiatives has taken yet another step forward in Bihar and Orissa. Changes were made through a task force in both the states to promote enterprise development for fly-ash based brick production and devise policies that accelerate the adoption of green production technologies for the growing market.

The Integrated Bundelkhand Development Programme resulted in an increase in water levels, crop intensities and commensurate income of farmers in the project areas



The affordable rural housing services model has been developed and tested over the last three years. Also the business case for affordable rural habitat eco-system is now being tested at scale. This envisages an important implementation role for the commercial affiliates TARA Machines and TARA Nirman Kendra.

In addition, DA has initiated studies in the area of urban affordable housing as a conscious step to enhance our work in urban areas. Studies have developed an understanding of “resource and energy efficiency concerns” in the affordable housing arena.

The Integrated Bundelkhand Development Programme has further strengthened its work in the area of community based watershed management, bringing 13, 000 hectares of land area under treatment. This has resulted in an increase of the water level in a range of 0.86 to 1.25 meters and has led to an increased crop intensity by 25-30%. Farming incomes in the areas of operation recorded at the end of Kharif (winter) season

of 2013 and 2014. The agro-forestry WADI programme has been expected to include 1,500 tribal families. The first set of WADIs has seen an enhancement started fruiting and economic benefits are now evident. The women's federations matured over the past years through the Tejaswini project. These were set up for independent operations and have changed the role of DA to providing technical and management support for entrepreneurial and income generating activities. This is an endeavour to strengthen the women's empowerment initiatives in the region.

The Bundelkhand Programme has extended its institutional strengthening activities to working with Panchayats and Gram Sabhas. It has initiated action on participatory village planning and infrastructure development activities. Focus on 'Hamara Gaon' has helped develop a replicable model of integrated village development. Sixteen *Hamara Gaon* initiatives have been taken up in the region.



New concepts of literacy to empowerment, and significant improvements in the content, operational efficiency and quality have placed the programme to scale up operations of reaching 50,000 adult women, annually.

The TARA Akshar programme scaled new heights with over 30,000 women becoming literate in this year alone. The 'Apni Pathsala' initiative ensures learning levels in the neo-literates and encourages more adults to join. The initiative has been rolled out with 435 *Apni pathshalas* operating in 435 villages of Uttar Pradesh.

New technologies readied for commercial use and community application have been rolled out. These include the arsenic water filter and a simple urine fluoride indicator kit. A field testing kit for lime reactivity and a mix design for utilisation of marble sludge in construction are new developments in the clean technology and waste management arena.

The organisation continues to service its audience and support improved practices in the six priority areas of work with application and decision making tools. New application tools developed in the past year include a compendium for sanitation practitioners, a knowledge base and an information system for decentralised district planning. In addition, toolkits for Low Carbon-Climates Resilient (LC-CR) housing and construction

strategies were developed for three eco-regions. These are targeted at policy makers, designers/planners and artisans. A number of practice support tools for community based institutions have been developed, these range from climate adaptation tools, packages of farming practices, low carbon construction training modules for artisans and a Management Information System (MIS) for Self Help Groups (SHGs) and women federations.

In line with the organisational strategy to scale up the impact of its initiatives through partnerships, DA is influencing community and policy behaviours and actions. The DA group in the year 2013-2014:

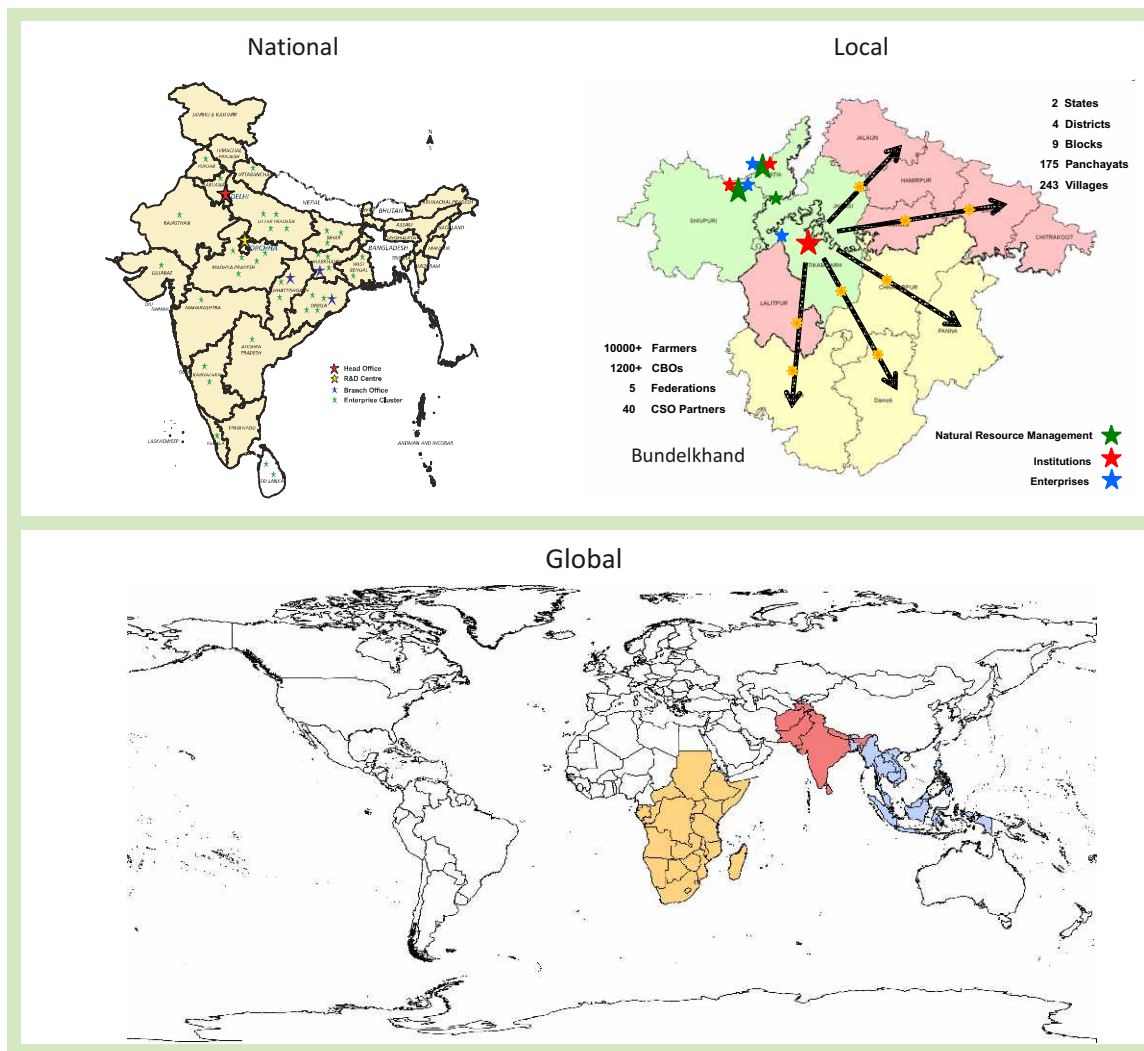
- Created the **trialogue 2047** platform for a public discourse on sustainability issues.
- Initiated a capacity building module for community radio journalists and communicators, with special focus on climate change communication in semi-arid central India.
- Reached out to practitioners and policy makers through social media and launched the CLEAN India youth partnerships.
- Engaged over 100,000 children, a majority of them girls through 100 schools with safe sanitation messages and infrastructure. It also built capacities of these children to influence their families and communities.
- Influenced over 20,000 families through a safe water campaign. These families adopted Household Water Treatment and Safe Storage (HWTS) and the ASHA programme of the Delhi Government integrated the concept of HWTS in their health worker training programmes.

The Annual **TARAGram Yatra** discussed pertinent issues related to access of the poor to safe drinking water initiatives. It brought together science-policy and market actors to deliberate on innovation in technologies, market delivery and access models as well as policy gaps and potentials to promote safe water for all and always.

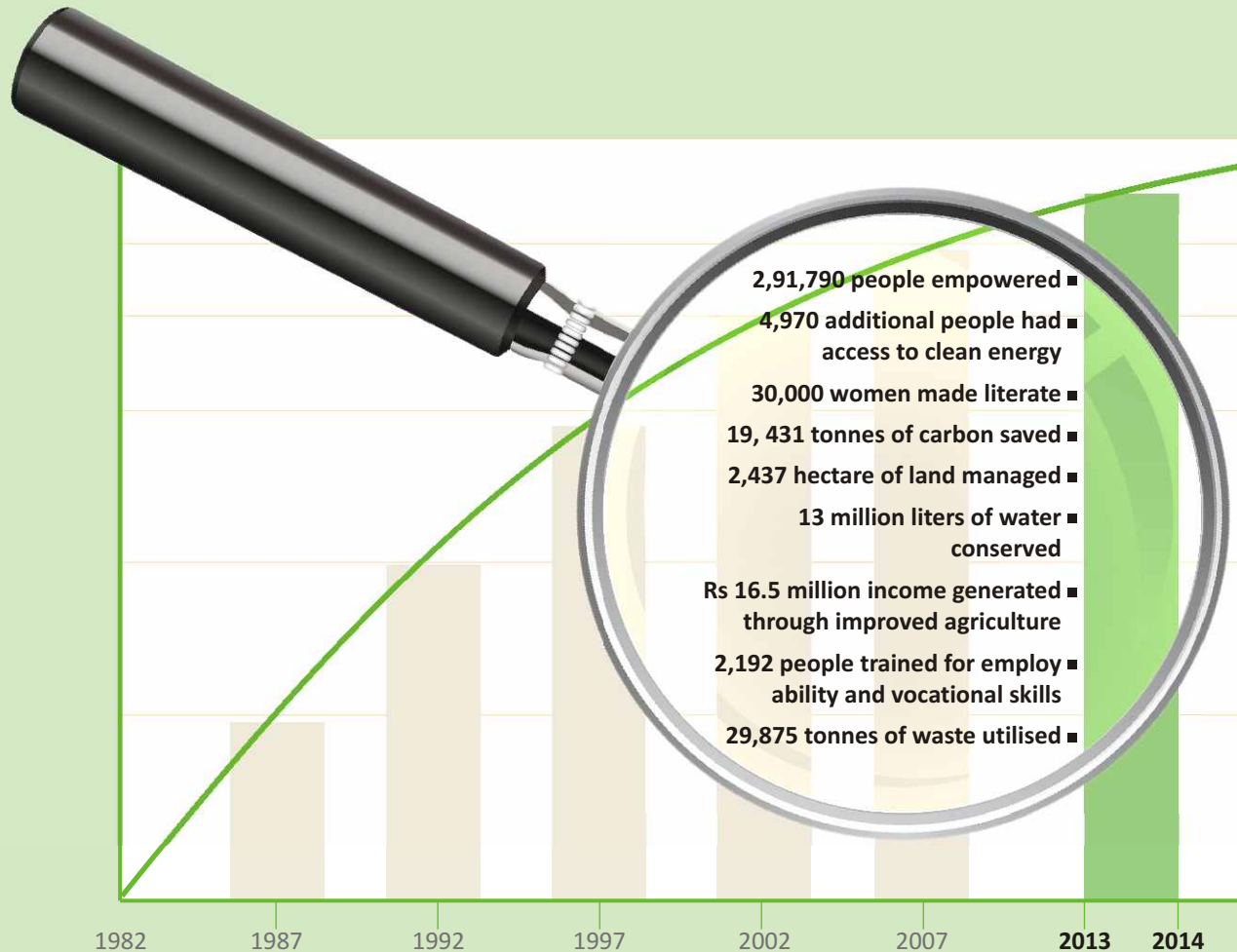
These initiatives were acknowledged through four key awards received by the DA Group in 2013 – 2014. These are:

- The Zayed International Prize for the Environment 2014
- The Changing Markets Award - Recognising Champions for Green and Inclusive Markets 2013
- The Global Go To Think Tanks Rankings 2013
- The 6th Narain Dutt Award for the Conservation of Nature 2013

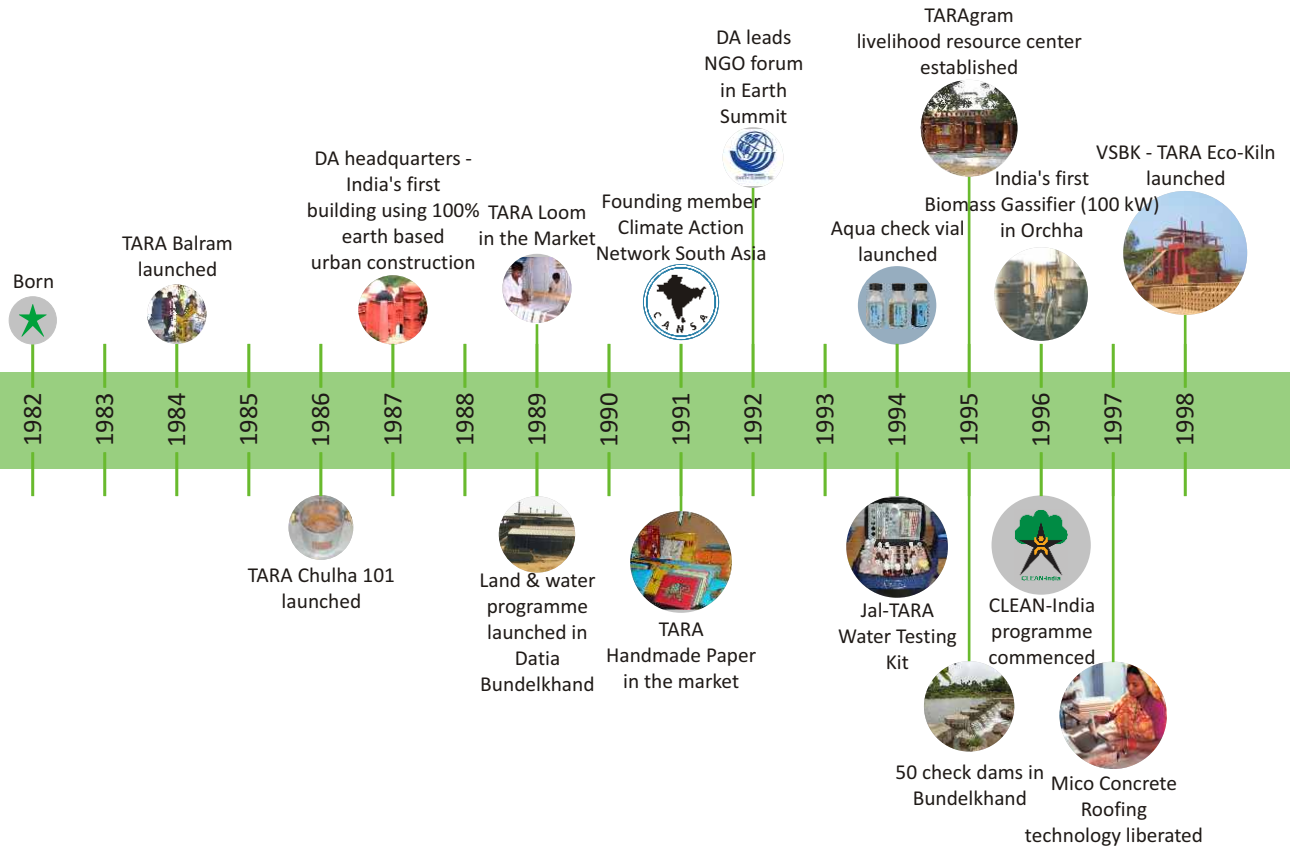
OUR FOOTPRINT

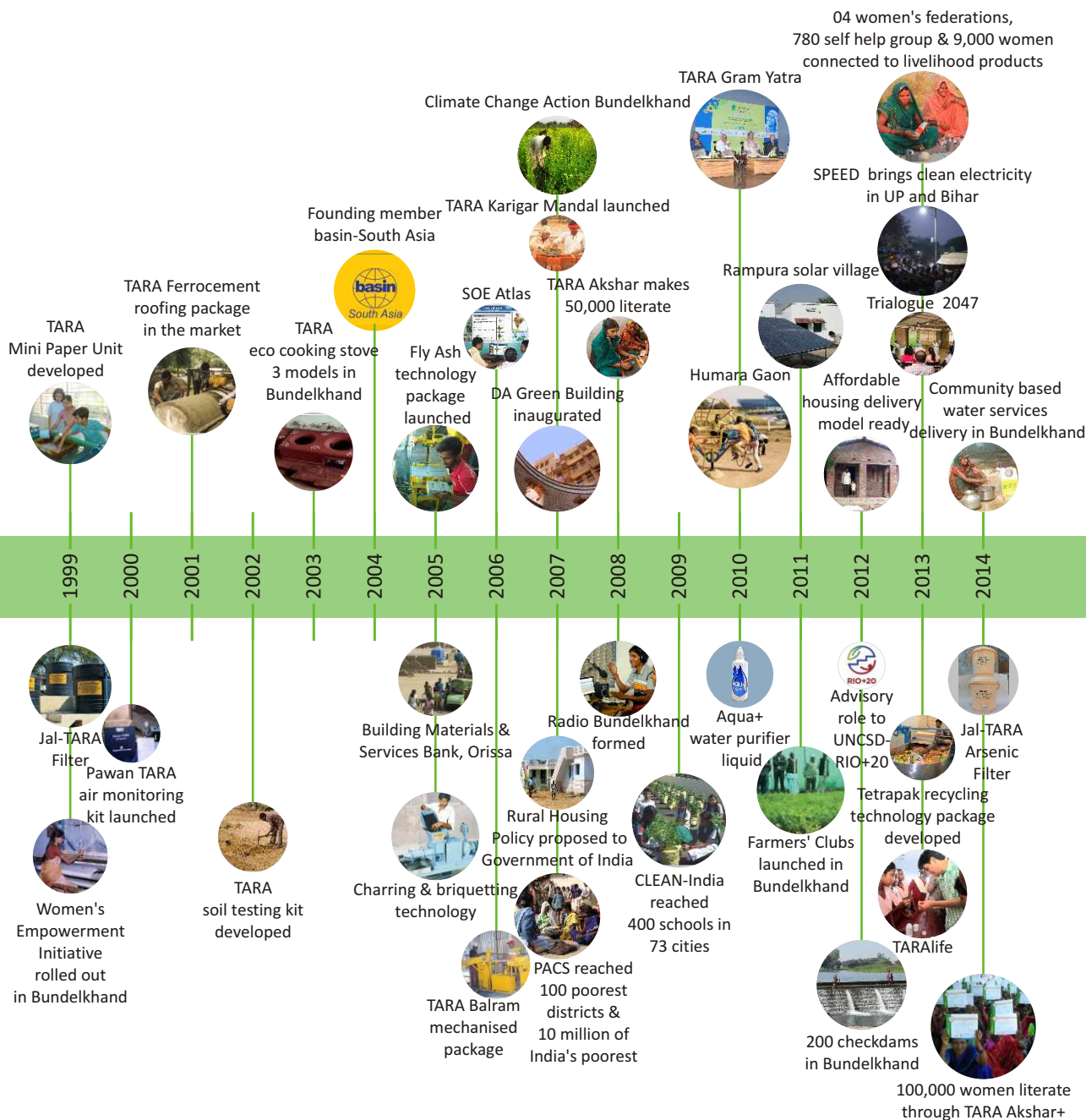


OUR IMPACT



ACHIEVEMENTS OVER 32 YEARS





TRACKING *i*NIITIATIVES

Incubation



TMTS the incubating engine of DA was created with a strategic growth plan till the year 2020 for cluster based growth of enterprises. Based on the plan, the company has exponentially increased its growth targets for the coming years.

Innovation



Based on the manual TARA Balram, the mechanised equipment package was developed in 2005. It included features of high productivity, reduced drudgery and ability to utilize fly-ash as well as a soil for brick making.

Implementation



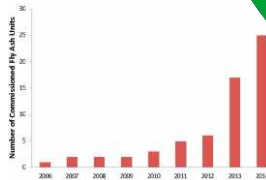
The DA headquarters is a perfect example of a Green Building Centre that can be replicated at scale.

Influence



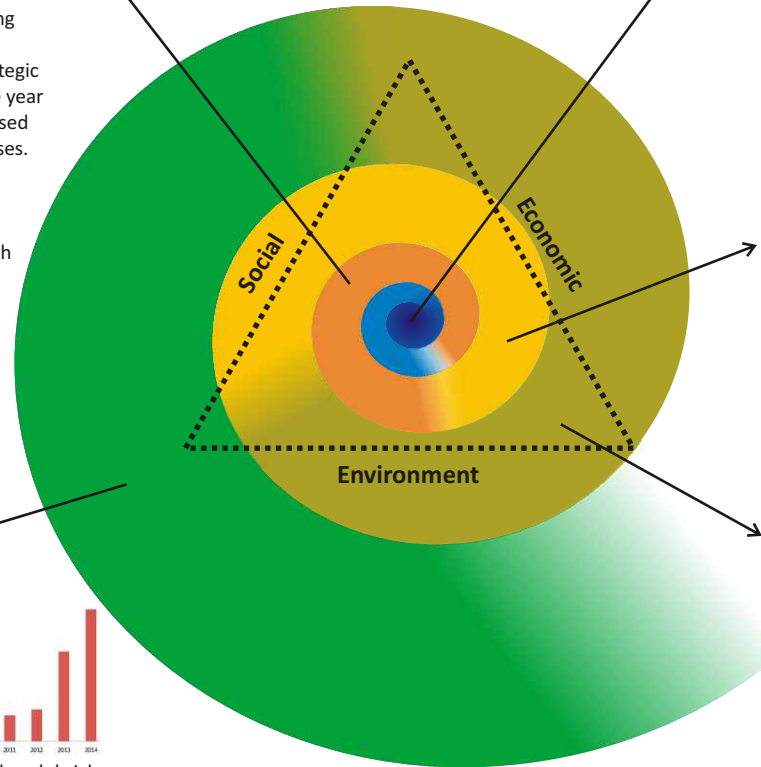
The 25 fly-ash brickmaking units in Bihar with a rated production capacity of 60 million bricks annually, are projected to save 13,200 tonnes of coal; 42,000 tonnes of CO₂; and 180,000 tonnes of soil saved in 2014.

Impact



Increase in use of fly-ash bricks

TARA Machines has installed fly-ash plants at over 100 locations across the country, with the flagship TARA MechRam (MX & MV) running successfully at over 50 locations.



■ Innovation
 ■ Incubation
 ■ Implementation
 ■ Influence
 ■ Impact

DELIVERING ECO-SOLUTIONS - 2013-2014



Innovation forms the backbone of the organization. The creation of sustainable livelihoods in large numbers requires cutting-edge green and clean technologies that enhance human and natural resource efficiencies and raise productivity in pursuit of livelihood. It also requires new kinds of institutions and partnerships to disseminate these widely and innovative market delivery models and policy frameworks to scale-up sustainable livelihoods. Development Alternatives has pioneered many such innovations in technologies, natural resource management methods and market based models of delivering basic needs goods and services. Technology solutions for green building materials and housing, drinking water, energy for domestic and livelihood purposes, natural resources management systems, recycling and waste management are promoted through market and community based enterprise systems.

The year 2013-2014 saw new products and technologies that have reached the market and new business models for product distribution and service delivery that have been incubated.



The Jal-TARA Arsenic Purification system is a low cost, innovative household filter unit which removes arsenic, iron and also reduces bacteria in drinking water

- **Technology Solution - a filter to purify arsenic impurities in drinking water:**

Eighty one districts across five states in India are affected by high levels of arsenic pollution. This translates into 5.52 percent population, especially in rural areas at risk of suffering from moderate to severe health impacts. Conditions are especially severe in the states of West Bengal and Jharkhand.

Research, prototyping and field trials over three years have resulted in a robust product for use by households in arsenic affected areas. The **Jal-TARA Arsenic Purification System** is a low cost, innovative household filter unit which removes arsenic, iron and bacteria in drinking water. The product consists of a dual bucket arrangement with an impregnated iron filling filter. The filter prototypes were designed and developed with the considerations of no electricity requirement, efficacy in arsenic removal, rate of filtration (competitive to market available products), water storage of up to 20 litres, reduced maintenance, sturdy and tamper proof product and ease of use. In addition, the filter was designed such that it is amenable to local assembly with affordable price points and can be recycled in the area.

The filter can improve the quality of water with arsenic content to less than 50 ppb as prescribed by IS: 10500, 1991. It can generate up to seven litres of arsenic, iron and bacteria free water per hour; and can purify a total of 2,000 litres of arsenic laced water before filter replacement on recharge.

- **Market Delivery Models - water services by SHG groups:**

Improving access of safe water to rural and urban communities, especially those that have low and informal income streams is a complex task. Challenges include community awareness of water-health linkages and thereby a demand for safe drinking water; availability of affordable, easy to use solutions and servicing low income communities with a regular and reasonably priced safe water service. Different approaches were experimented upon with all components of safe water service for low-income communities.

The DFidnetRC project provided an opportunity to design a delivery model for point of use water purification products. Self Help Groups in Chattarpur, Madhya Pradesh were connected with water filter suppliers. They now act as local dealers / sales agents for supply; the profits of which are being shared across the members of the group. Key components of this peer based model are a credible information source; local availability and servicing capacity; small but significant profit margins and word of mouth promotions. While the sustainability of the model in rural areas is being tracked, the model is now being tested in urban situations.

Associated to this model is an important component of awareness of water quality and a recognition of the mortality-health relationship. The Solaqua supported HWTS initiative provided an opportunity to design a community awareness building model. This consists of simple demonstrations of water quality testing to home owners, local door to door campaigns and integration into local health communication programmes of the Government.

The Tejaswini - NABARD women's federation initiative provided an opportunity to set up a renewable energy piped drinking water service in village Pipra, district Tikamgarh, Madhya Pradesh. This is a unique Panchayat - SHG partnership model, wherein the initial capital investment for the primary infrastructure was set-up through an earlier project. The asset under Panchayat ownership was lying defunct due to lack of electricity for pumping the water. The women's SHG invested in a solar pump. They made the system functional and took charge of its regular maintenance. Drinking water is now supplied by the SHG to families at household level taps that are metered. Service charges are paid to the SHG. This model has been replicated in two more villages with some variations in the infrastructure cost sharing.



The Household Water Treatment and Safe Storage promoted through a community awareness building model

- **Capacity Building Systems – building knowledge and skills to respond to climate change**

Over the last three years, **Radio Bundelkhand's "Shubh Kal" campaign** has communicated the risks of climate change impacts to farmers in the Bundelkhand region. It has promoted appropriate adaptation solutions through innovative 'edu-tainment' formats. The *Shubh Kal* initiative, that had successfully demonstrated a science - community - policy partnership for communicating climate change adaptation solutions, developed training systems for community radio journalists and rural communicators on the issue of climate change. The package consists of practical training, including basics of climate change science. This was delivered to four community radio stations in Bundelkhand and has helped new radio stations develop a bank of programmes that are now being used to reach out and engage with local communities on issues such as resilience of land-water resources; need for changing agricultural practices and significance of a diversified livelihood portfolio.

The project “Knowledge Development & Dissemination for Promoting Low Carbon Construction in Rural Areas & Small Towns of India and South Asia” responded to climate change impacts on and by the housing construction sector. Through a set of **capacity building modules for a climate responsive habitat**, it addressed the concerns of the contribution by the construction sector to climate change and associated vulnerability; ranging from physical infrastructure damage to occupant safety. The project was designed to enhance resilience and adaptability of a building’s capacity to function and operate under extreme conditions of high extreme temperatures, sea level rise, natural disasters, etc. with the optimum use of available natural resources.

Supported by the Climate and Development Knowledge Network of the DFID, Government of UK, the project developed a model for capacity building and engagement between different agencies. Three level

The Shubh Kal initiative developed training systems for community radio journalists and rural communicators on the issue of climate change adaptation



training processes were developed and demonstrated under the project that covers the complete value chain of habitat development. The training modules demonstrated the integration of ‘climate change’ into design, planning and construction practices in small towns and rural areas of India resulting in building awareness and capacity of different stakeholders in the building sector.

The discussions with policy makers brought to fore, the conflicts of resource use among different sectors. Practitioners who have been exposed to concepts and details of climate sensible construction can provide the skills for implementation for wider replication. The training modules, themselves can be replicated through existing institutional mechanisms of the National Institute of Rural Development of the Ministry of Rural Development at the Centre and District Planning Committees of the States that integrate village level plans of the Panchayats across the country. Through the mechanisms of the **basin-South Asia** knowledge platform and other South-South initiatives, this project has reached out across the region.

Incubation of eco-solutions to test for application at scale is a key area of work at the Development Alternatives Group. This goes beyond technology development and its packaging as an enterprise or a business model design. A successful eco-solution for income generation, basic needs provision or ecological restoration requires an integrated and systematic approach in design as well as in application. All innovation technology packages, institutional systems, community or enterprise based service models and environment management models are subject to pilots at scale. Incubation processes lead to the fine tuning of designed solutions with respect to the essential elements that are essential; such as knowledge and capacity development, partnerships, financing mechanisms, delivery channels, communication and behaviour change components, amongst others. The incubation process also deals with systemic concerns such as resource conflicts, engagement with existing market systems and governance processes.

In the year 2013-2014, focus on incubation was directed to identified products and service delivery models. DA and TARA, the incubation engine worked in seamless synergy towards this end.



Incubation, testing for application and delivery at scale are key areas of work of the DA Group

- **Institutional partnership models - Green Building Centers:**

The rural housing delivery model innovated over three years received a fillip in 2013 with an emerging partnership between TARA Machines (a DA Group business enterprise) and ACC, India's cement giant. Green building centers under this partnership were conceptualized and set up in six locations. These centers use the DA Group's building technology packages and the ACC brand for product quality. Varied resource efficient and job creating materials such as fly-ash bricks, pre-fabricated roofing and door-window elements are produced for application in local markets.

The centers gain from an association with the DA Group for training of artisans to deliver construction services using these materials. Ongoing discussions with micro-finance institutions are now set to link housing finance for local consumers to help roll out "green rural housing".

- **Service delivery models - Green Construction Services by the Artisan Cooperative:**

The eco-housing model with its associated components of green construction services, technical support and training services; financial services and green materials supply systems was identified as a potential high growth area for incubation. While the business affiliates, TARA machines rolled out a business partnership with ACC to set up green building centers, the business model of the mason's cooperative in the form of **Karigar Mandals** were taken up for testing at scale. The first mason's group is connected with local communities for delivering credit based construction services. A business plan has been developed and six new Karigar Mandals have been initiated. Partnership processes are now in place to link the Karigar Mandal concept with the Green Building Centers.

In Alwar, the integrated model for eco-construction products and services delivery was replicated and tested in association with the Nari Utthan Sansthan (NUS) in the Thanagazi and Bansoor blocks. A Green Building Center was established at the NUS campus in Alwar, where women from local Self-Help Groups were trained to produce eco-friendly construction materials such as MCR tiles, RCC door-window frames, flooring tiles and fly-ash blocks. Local masons were trained in green construction techniques and the production of materials and services were linked to ongoing initiatives of construction of cattle sheds, fodder storage, rural housing and toilets.

Implementation of eco-solutions through direct action enables the organisation to demonstrate sustainable livelihoods in practice and build evidence for advocating replication of the solutions at scale. A major part of DA's successful interventions stem from the work undertaken directly on ground. Grant based development action and business oriented social enterprises are the two mechanisms of direct action. Our work, in association with community groups, local government agencies and local enterprises validates our innovations and helps in developing a better understanding of underlying conditions, necessary for sustainability of any development intervention. The solution are implemented through TARA and business affiliates TARA Machines and Tech. Services Pvt. Ltd., TARA Nirman Kendra, TARAhaat and TARAlife Sustainability Solutions Pvt. Ltd. to develop and demonstrate support services for the implementation of innovative eco-solutions at scale.

A majority of the implementation initiatives are located in the Bundelkhand region of Central India. A three pronged strategy of action was consolidated in the year 2013-2014.



In the year 2013-2014 DA group concentrated its focus on implementing projects that strengthened livelihoods and empowered communities that helped in better management of their environment

Identifying *Humara Gaon* clusters for integrated development action; overlaying projects and leveraging resources in order to concentrate implementation action in the geographic clusters of 'Pahuj, Orchha, Newari, Datia and Shivpuri (PONDS)'; and fostering knowledge and capacity building partnerships were together assimilated to scale out development interventions in all 13 districts of Bundelkhand. The projects focused on villages of Madhya Pradesh and Uttar Pradesh and reached out to more than 3000 rural families.

- **Building Resilience - Natural Resource Management Models at scale:**

Integrated Watershed Management Programme: Development Alternatives works with the farming community and local village *Panchayats* in Bundelkhand, to build resource and livelihood resilience in response to increasing impacts of climate change. The strategic orientation in this area of work is the

*Building resilience of communities
in semi-arid Bundelkhand
was a key focus of the
development action on ground*



restoration of ecological balance (land-water and bio-mass) through Integrated Watershed Management and enhancing livelihood security through building capacities for sustainable agriculture practices.

In its role as the project implementing agency for the Rajiv Gandhi Watershed Mission, Government of India; DA has been working across villages in Datia, Tikamgarh and Jhansi Districts. The activities focus on harnessing, conserving and developing degraded natural resources such as water, soil and vegetative cover through participatory watershed development. It also promotes integrated water and energy efficient farming systems and production enhancement.

This initiative began in 2010 and has since covered 20,146 hectares in 50 villages of the three districts mentioned above. By 2013-2014, direct action initiated in Datia and Jhansi reached out to 5,000 farmers in 45 villages and demonstrated positive results with increase in the water table from 0.86-1.25 meters and an increased farm productivity by 30% with commensurate income gains for farmers.

Distinct improvements in water resources, crop productivity and incomes, creation of permanent infrastructure assets for water conservation and improved wage opportunities were realized and tracked. Intangible benefits such as changes in behaviour of farmers with respect to water and soil management practices and participation in village development activities have been observed in the target villages.

The initiatives have been documented and knowledge products such as training manuals for soil and water conservation activity have been prepared for supporting the programme to scale up in 13 districts of Bundelkhand.

Agro-Diversification for livelihood security - the WADI initiative: The programme focuses on livelihood security for tribal families with very small (up to 1 acre) parcels of land. The intervention is based on the



The current project encourages family farming and aims to cover at least 500 acres of land under orchard plantation

development of small fruit orchards (WADI) and restoration of denuded land through soil and water conservation measures. Tribal families are assisted over a period of seven years to develop agro-horticulture based livelihood systems through financial support from NABARD and technical guidance and social support from DA.

Initiated in 2012, the programmes expanded from 1,000 families in the Babina Block of Jhansi district to additional 500 families in Shivpuri district of Madhya Pradesh. The current project encourages family farming and aims to cover at least 500 acres of land under orchard plantation in a cluster base of 21 villages of the Shivpuri district of Madhya Pradesh. It has dimensions of farm production, natural resource management, social mobilisation and economic growth. A base line comprising community needs, local resource status, family financial and economic status was developed through Participatory Rural Appraisal techniques.

- **Community Empowerment through Institution Building and Partnerships:**

Enterprise support services for community groups and entrepreneurs: Poor and marginalised communities faced with restricted livelihood options after engage in excessive and destructive harvesting practices resulting in the degradation of forests. The project “Market Support Services for Potential Income Generation Activity and Small Enterprise Development” identified products and business opportunities to be taken up for new income generation / alternative livelihood options by 2,500 women Self- Help Groups (SHGs). By doing so, stress on forest based resources for livelihoods is expected reduced across 20 forest divisions in 14 districts of Uttar Pradesh. Supported by the Japan International Cooperation Agency (JICA) and the Govt. of UP, eighteen business packages were developed including training modules with strategies and protocols. This enabled businesses to establish linkages for credit, marketing and skill development in the targeted regions. In addition, training modules

The continued focus on women's empowerment has been the bedrock of our work on ground



and business plan templates, including elements of financial, production, human resource and marketing management were developed for local Civil Society Organisations to support the SHGs in their new livelihood endeavors.

The project encompassed a very detailed and participatory process for identifying local resources and the identification of enterprise options. The project also conducted detailed capacity assessment of women's groups targeted for enterprise development activities as well as of the supporting agencies. The project also identified financial support that was available and accessible to the SHG under the JICA project and support services that would be required for each of the identified IGAs at the SHG level.

More than 2,000 SHGs were supported to initiate their livelihood activity under this project. Business plans were formulated as an output; and training manuals prepared for business planning by SHGs are knowledge repository created for further programmatic intervention in the area for livelihood creation.

- **Women empowerment - literacy and livelihood initiatives:**

Literacy – empowering women, fostering livelihoods: The continued focus on women’s empowerment has been the bedrock of our field work. The **TARA Akshar Programme** grew in strength in the year 2013-2014. It continued to support and provide literacy to functionally illiterate women. In Alwar district, Rajasthan, supported by the NUS Foundation, the project worked across nine villages in its first phase and four villages in its second; thirteen village level literacy centers were established and 500 women became literate. In Uttar Pradesh, with the Noida Power Corporation Limited, the Literacy to Livelihoods programme rolled out in its third phase to reach out to 200 women with basic literacy and numeracy skills. This was followed by life skills and enterprise development training to 168 women. Today 86



The large scale roll out enabled systems strengthening and content strengthening within the TARA Akshar programme

women are proud owners of their self-managed small businesses, while the others who benefitted from the programme continue to read and write, promote their children’s education and feel empowered and respected in their families and communities.

The TARA Akshar programme rolled out in association with IKEA Foundation in December 2012. By the end of financial year 2013-2014 it reached out to 50,000 women in six blocks of Sant Ravi Das Nagar, Jaunpur and Mirzapur districts of Uttar Pradesh. Most of these women are members of SHGs being connected to livelihoods. The large scale roll out, enabled the strengthening of implementation systems and content within the programme. A new component called ‘**Apni Pathshala**’ was added to the programme in the latter half of the year. The Apni Pathshala, is a reading club managed by the neo-learners and supported by the project to help continue and practice the newly equipped skills of reading and writing.

Tejaswini - Women's collectives and livelihood supports project was initiated in 2007 in the Niwari block of Tikamgarh district, Madhya Pradesh. It focused on women's development by strengthening livelihood systems. The formation and nurturing of Women Self Help Groups (WSHG) forms the bedrock of this initiative. The project established SHOs, strengthened then and linked then to financial institutions. Village level committees and federations were formed as apex institutions of women SHGs. The SHGs and Village Level Committees facilitated the implementation of social development activities including sensitization of communities functional literacy, health and family welfare, political participation etc. Skill development training, initiation of livelihood activities, awareness programmes, linkage with marketing and coordination were also provided.

The year 2013-2014 saw the culmination of this project. At the close of the project, 421 WSHG were formed with a membership of 5084 women; 36% members are from below poverty line income levels;

Every member of each of the SHGs participated in at least two training programmes on the social, livelihood, entitlements access, legal and management issues



387 WSHGs were linked to banks to access financial services; and 85 WSHG accessed cash credit limits worth a value of INR 16, 53,300 against a total cumulative saving of INR 6.7 million. More than fifty percent of the members sought a loan with 100% recovery. About 4,894 women members have accessed public funds through various schemes and programmes of a total value of approximately INR 6.0 million.

Every member of the SHG participated in at least two training programmes on social, livelihood, entitlements access, legal and management issues. Through this process 167 women graduated to the level of master trainers on different issues. Seventy five women are presently acting as a community resource persons to take care of village level SHGs. Approximately, 14.5% of the SHGs are actively leading different institutions like the Gram Panchayat, Janpad Panchayat, Shourya Dal and watershed committees. Ninety three women are PRI members, 98 are now registered as Para Legal Workers supporting other women members, 217 are members of the safety groups or Shourya dal and 330 women lead different social and political institutions in their villages.

Influence through evidence based research and advocacy networks forms the core strategy for scaling up our work at Development Alternatives. Systematic and well documented action on ground creates an evidence base for improved decision making and policy development . This is supported by rigorous sustainability research dealing with social, economic and ecological issues of development at local, sub-national, national and regional levels. Sustainability research is conducted under the themes of sustainable habitat, energy, water and sanitation services; vulnerability and response strategies to climate change impacts; mainstreaming environmental and cleaner production concerns in development planning, reducing natural resource footprints of development interventions and institutional capacities and processes for integrated development action. Communicating research and action to policy makers, researchers and practitioners informs policy makers and supports the scale up of good practice. Seamless evidence based research and communication characterised the “influence” stream of work at DA. Policy advocacy is supported with tools such as decision support systems, capacity building methods, database management, and knowledge management support for policy and programme implementation. Partnerships, networks and alliances with like-minded institutions and individuals strengthen communities of practice and build a voice for desired transitions towards sustainability.



Both research and action are packaged for communication to policy makers, researchers and practitioners

- **Advocating good practice at sub-national levels**

Wash for Schools - keeping the girl child in school: Development Alternatives designed powerful communication strategies to reach school children, especially the girl child, with safe water and sanitation messages through TARA's 'WASH for schools initiative'. The design, test and roll out of an awareness and communication for change model in 110 schools in Uttar Pradesh and Madhya Pradesh touched the lives of 115,000 school children of which 78,000 are girls. The safe drinking water campaign used traditional art, theater media forms, social media and the mass media in interesting ways to reach out to 30,000 families in the slums of Delhi with messages to influence behaviours with respect to safe drinking water

CLEAN-India initiative – Youth for Change: CLEAN India launched its Youth Immersion Programme (YIP) in 2013. Through partnerships with the Indian Institute of Technology, Kanpur, Yuva and Pravah, 50

The year 2013-2014 saw the roll out of climate change adaptation communication for farmers and rural communities in Budelkhand



young men and women participated in sustainability camps that introduced them to key concerns of sustainable development. They produced a small film on water sustainability in Central India as seen from the eyes of the next generation; Gen X. Advocacy and outreach campaign for adoption of safe drinking water techniques were scaled up this year. For a wider reach, DA held workshops and trainings with 25 NGOs. The team is aggressively advocating the use of HWTS with its consortium, government agencies and partners to create a demand and subsequent adoption of the techniques.

Shubh Kal promoting livelihood security and renewable energy services: Influencing mind space at grass roots for effective policy implementation witnessed impetus this year with. In partnership with five partners, radio programmes based on scientifically validated information on drought mitigation methods were received by farmers residing in 400 villages. Over 250,000 villagers benefitted from information on sustainable agriculture practices and options for adaptation to Climate Change impacts in the states of MP and UP.

The *Shubh-kal* programme hitherto associated with climate change adaptation action expanded its campaign to other thematic areas. The year 2013-2014 saw the roll out of behaviour change communication techniques to introduce rural families with the benefits of linking up with electricity from renewable sources. In association with SPEED programme in Uttar Pradesh 250 new renewable energy registrations were achieved through this process.

- **National initiatives:**

trialogue 2047 – Conversations on Nation Building: The year 2013 marked the initiation of a new platform, ***trialogue 2047***, a series of discussions focused at building consensus on directions and measures India must take to accelerate a transition towards a truly sustainable future. The aim of the ***trialogue 2047*** is to build a community of people aware and concerned with the issues of sustainable



trialogue 2047 attempts to create a shared understanding on structural and systemic changes required in our economic, political, and social systems

development in India. This is achieved through engaging a large multidisciplinary audience, especially including youth, the corporate sector and academia along with civil society organisations and the government. The conversations with eminent speakers provide a diverse set of views and insights bringing out a varied set of perspectives. The ***trialogue 2047*** provides a forum for open debate and discussions challenging the current development paradigm and focussing attention on urgent issues of poverty alleviation, environment sustainability, inequity, social justice and building resilience amongst the poor and marginalized. Through this process, it attempts to create a shared understanding on structural and systemic changes required in our economic, political, and social systems. It intends to move away from the conventional formats of debate, to a more challenging and inclusive dialogue endeavouring to find solutions that balance economic growth, social equity and environmental sustainability to achieve triple bottom line impact. The first ***trialogue 2047*** questioned the concept of mindless growth brilliant commensurate benefits for the social and economic development of the poor and with far reaching and long term ecological damage.

The National Resource Cell for Decentralised District Planning: In 2012, the National Resource Cell for Decentralised District Planning had launched the knowledge base and website to support seven states to improve development planning processes. In 2013, concerns of mainstreaming climate change were brought into discussions for district planning. A pilot district plan for Hardoi in Uttar Pradesh was prepared by integrating concerns of vulnerability and adaptation to climate change into the district development plan. Capacity building modules for integrating environmental and climate change concerns and sustainable energy and habitat planning for villages were introduced into the knowledge base.

TARAgam Yatra 2013 delivered into science-policy-market links for sustainable and affordable delivery of safe water for all



TARAgam Yatra 2013: TARAgam Yatra 2013 was organised on the theme of “Access to Safe Water for All and Always: Science-Policy-Markets”. The three-day event included technical sessions, sustainability experiences and a developmental ‘Mela’ built around the theme. The Yatra provided a forum for stimulating debate, exchanging ideas, experiences and learning to around 100 professionals in this sector.

The discussion in the Yatra helped in designing strategies for taking technology from laboratories to people, ingredients for successfully marketing the technologies on ground and the policy regulations for scaling these up. The Yatra build capacities of stakeholders to provide access of safe drinking water by connecting science, policy and market based solutions.

- **Regional Initiatives:**

Post 2015 South Asia Development Agenda: In collaboration with the South Asia Co-operative Environment Programme (SACEP) and United Nations Environment Programme (UNEP), Development Alternatives spearheaded a consultation process, to identify response options and instruments for possible solutions for achieving sustainable development in the South Asia Sub Region (SAS). The “Post 2015 South Asia Development Agenda”, (SADA) identifies common and trans-boundary priorities of South Asian countries in pursuit of a common Sustainable Development Agenda. The document serves as a long term policy planning tool and identifies 3 key priorities, mainly: eliminating poverty and creating human security, securing economic base and strengthening institutional system. It set priorities for cooperation of the South Asia states with innovative approaches. This document is expected to provide a



It is expected that the South Asia Development Agenda will be used by policy makers in the South Asian Countries as well as the officers and decision makers from the regional and international organisations to develop the post 2015 sustainable development strategies in this region

strategic direction for the pursuit of sustainable development in the SAS. It is expected that the document will be used by policy makers in the SAS region countries as well as the officers and decision makers in the regional and international organisations active in the development process of the SAS. The document was prepared in a participatory process in consultation with the concerned line Ministries of member countries, intergovernmental organisations, international organisations, expert institutions and civil society organisations. The report was launched at the UNEP meeting in Nairobi in June 2014.

The South Asia Environment Outlook 2014 was developed in the year for the United Nations Environment Programme. The report is awaiting its launch. It forms a strong baseline information on environmental concerns plaguing the SAS and the opportunities to manage natural resources and stem environmental degradation in a cooperation.

Climate Action Network-South Asia: As the founding and board member of Climate Action Network South Asia (CANSAs), Development Alternatives engaged in research and advocacy for climate adaptation and resilience and low carbon development in India. It supported the development of a strategy for the network to strengthen national processes and share knowledge and foster cooperation across the region for tackling climate change impacts. Further, Development Alternatives supported processes to build capacities of civil society organisations in the region to understand and contribute into international negotiations on the UNFCCC platform through the CAN international platform. Engagement with parliamentarians of the sub region and multi-country collaborative research on understanding scaling up strategies for low carbon technologies within South Asia were highlights in the year 2013-2014.

A series of retreats for member countries of the UN Open Working Group were organised



▪ **Global Initiatives:**

Building capacities of the Open Working Group for the United Nations led post 2015 SDG processes: In partnership with the Independent research Forum (IRF 2015) Development Alternatives contributed to an integrated analysis and awareness-raising on Sustainable Development Goals (SDGs) and a post-2015 development agenda. A series of retreats for member countries of the UN Open Working Group were organised, supporting analytical work and stakeholder outreach activities contribute in building support for universal, integrated transformative post- 2015 development relevant at national and regional level. This activity is expected to continue through 2014 till September 2015.

Supporting transitions to green and equitable economics: As part of the steering group of Green Economy Coalition, an international multi-stakeholder network on Sustainable Green Economies, Development Alternatives contributed to discussions on socially just green economies relevant for different countries and regions. A programme to map green economy initiatives was started that will collect southern perspectives on the issue from the South Asia region.

CASE STUDY

Solar Power for Sustainable Management and Community Based Delivery of Safe Drinking Water

A Case Study from Bundelkhand

In 2013, the village community of Govindnagar from Bajni Panchayat, district Datia, Madhya Pradesh gave themselves a decentralised sustainable and safe drinking water supply system. The strength and



A baseline survey in these villages, revealed that drinking water scarcity was a severe problem in Govindnagar village

sustainability of this system comes from understanding the management capacities of the community, source conservation and regeneration and independence from the mainstream fossil based electrical energy.

Govindnagar Village – then (2012)

Govindnagar village in Datia is one of the eight villages where watershed development is being undertaken by DA under Integrated Watershed Management Programme (IWMP I). The village has 100% tribal population and is characterised by poor development indicators. In 2012, the baseline survey revealed the severe problem of water scarcity that impacted both livelihoods and health. Women walked long distances to fetch water from the only source - a well situated at a distance of 3 km from the village. Children often missed school to fetch water for the house. This depleting resource was of poor quality and contaminated; and other sources in the village were of dubious water quality.

The watershed initiatives had brought in source sustainability through a permanent check-dam harvesting and increasing the ground water potential. This also improved water quality through dilution. However, this still did not reduce drudgery of women dependent on a single and distant drinking water source.

The Proposal

As a solution to the severe drinking water stress observed in Govindnagar, Development Alternatives proposed the installation of a solar energy-based drinking water system. This would pump ground water from a bore well and supply to household and public connections. The option of solar energy was found to be more reliable than grid power for providing uninterrupted and affordable power. In fact, while the village is officially connected to the grid, there is in reality no access to electricity due to missing transmission infrastructure. Besides, a solar based system would also promote environmentally sustainable sources of energy in the region.

The people of Govindnagar today take pride in their solar energy based drinking water infrastructure



The proposal was welcomed by the village community and they committed their support to ensuring proper maintenance of the system once it was installed. The village community enthusiastically engaged in every aspect of the initiative starting from planning, to the installation and the management of the system.

The Intervention

The requirement of drinking water in the village was estimated to be about 10,000 litres per day. This was based on the assumption that about 150 litres is the average daily household requirement of the 84 households. A rapid survey also indicated that water consumption load peaked in the morning and early evening hours. It was thus estimated that a 1 HP pump operating for 6-8 hours daily would be able to meet this requirement. A bore well was installed after a resistivity survey. The distribution strategy was finalised for providing household level connections as well as some public stand posts. Fifty four connections and about 1000 metres of distribution lines were installed. The complete infrastructure was a capital investment of 4.5

lakhs of which the solar pump cost 2 lakhs. The community contributed in the form of *shramdaan* (unpaid labour) and for the purchase of taps for their private connections. The supply schedule was planned in accordance with the water consumption pattern, to supply four hours in the morning and two hours in the early evening hours. A flat fee of INR 30.00 per connection per month was fixed.

Seeding Sustainability

A Pani Panchayat (water committee) has been formed, drawing members from different settlement areas within the village for the management of the established infrastructure. The members have been trained on the operation and maintenance of the infrastructure. The group meets once a month to review the functioning of the system and to resolve any issue with respect to infrastructure and distribution. The *Pani Panchayat* collects the water services fee against each connection. The amount is maintained in the committee's account and is used for the maintenance of infrastructure. The fund is also used to pay a monthly stipend to one person from the village for regular operation and maintenance of the system. It is thus, effectively, a community owned and community managed model.

Innovative Aspects of the Intervention

A recurring critique of the state funded watershed development programmes has been that it takes a narrow view of water resources development; since it does not consider in its purview the innately linked aspect of drinking water availability. The Govindnagar initiative represents an integrated approach to the development and management of water resources.

Govindnagar village - today (2014):

The people of Govindnagar today take pride in their solar energy based drinking water infrastructure. Every household in the village enjoys year round access to safe drinking water. Women of the village in particular, have greatly benefited as they no longer have to accept the drudgery and negative health impacts of walking long distances and children no longer miss school in order to fetch water. The success of this initiative has motivated the village community to put their energies towards cleaning up the lanes and paving the streets thus improving the general sanitation levels of the village. With water available for drinking and bathing, families have also initiated toilet construction and the village is well on its way to become total open-defecation free.

The Govindnagar initiative represents a sustainable model for ensuring access to safe drinking water and sanitation. It also brings to fore, the potential of new age technology synergised with age old wisdom of water conservation and power of people's own management. Quality of Life even in remote villages can be at par with urban centres.

OUTREACH 2013-2014



SIGNIFICANT EVENTS

trialogue 2047, a series of intellectual encounters that envision a century of India as a nation, going beyond the conventional two-sided debate format. The discussions are focused on engaging with a well – informed audience on directions and measures India must take to accelerate a transition towards a truly sustainable future. This platform aims to create a shared understanding on structural changes required in our economic, political, and social systems. Three discussions were organised in the year.

<http://www.map-sa.net/trialogue.php>

The theme for **TARAgam Yatra 2013** was “Access to Safe Water for All and Always: SciencePolicy-Markets”. It was scheduled from 22nd to 24th October 2013 and focussed on designing strategies for enabling access of safe drinking water to all. The Yatra provided a forum for stimulating debate, exchanging ideas, experiences and learning of professionals working in this sector. The technical sessions at the Yatra, initiated discussions on technical research and processes for taking technologies from laboratories to people, ingredients for successfully marketing the technologies on ground and the policy regulations for scaling these up.

The launch event for this programme was scheduled at Development Alternatives World Headquarters in New Delhi on the 22nd October 2013. The second and third day of the event was in TARAgam Orchha, Madhya Pradesh. The three day event included technical sessions, sustainability experiences and a Developmental Mela built around the theme.

Discussions focussed on new and emerging technologies and barriers faced by research institutes while bringing products from lab to the ground. Successful service delivery models will were shared by professionals and organizations working in this area, to help identify triggers for scale. Dialogues focussed on behavior change interventions brought out tools and models for awareness generation and demand creation.

The deliberations over three days led to the designing of a roadmap on interventions needed to scale up technology access for safe water to communities through markets. It oriented policy makers and practitioners with emerging concepts and models for sustainable development emphasizing on access to water in South Asia.

On 2-4 October 2013, the **Independent Research Forum** on a Post-2015 Sustainable Development Agenda (IRF2015)—a collaboration of leading sustainable development institutes from across the globe—hosted an informal retreat. This was the first in a series of informal retreats on the theme “Towards a Transformative Post-2015 Development Agenda.” The purpose of the retreats is to provide an informal setting for open and substantive exchange of views on issues critical to framing the global debate on the post-2015 development agenda. The retreats aim to support the Open Working Group on Sustainable Development Goals and the

Intergovernmental Committee of Experts on Sustainable Development Financing. The retreats will progressively look at a range of issues at the intersection of poverty eradication and sustainable development and at different levels of action from global to local. This first retreat included participants from 32 member states, UN and World Bank representatives, and members of IRF2015. The governments of Colombia, Norway, Pakistan, South Africa and Switzerland supported the organization of the retreat.

CANSA organized the EU-South Asia Summit in March 2014 to strengthen linkages between climate change networks across South Asia and between South Asian and European climate change networks. This contributed to pro poor climate change adaptation and mitigation in South Asia through enhanced understanding on climate impacts in South Asian Region and thereafter joint advocacy for an equitable climate policy.

Indian members also hosted EU-South Asia Climate Summit and CANSA Retreat in Orchha that ensured development of thematic positions and group of advocates



It benefitted poor and marginalized communities who are currently excluded or very poorly associated to policy making processes related to climate change. It strengthened the capacity of civil society organisations to participate in the definition and implementation of climate change strategies, which are central to poverty reduction and sustainable development in South Asia.

The Summit was organised in Orchha, Madhya Pradesh, India in partnership with CAN Europe. The event was for two days and the agenda was developed and finalised by CANSA and CANE in consultation. The participants will be identified based on design of agenda by CAN (SA and E).

AWARDS AND NOMINATIONS

- **Zayed International Prize for the Environment 2014:** Dr. Ashok Khosla, Chairman, Development Alternatives was awarded the Prestigious Zayed International Award for Scientific and Technological Achievement in Environment. The award jointly shared between Dr. Ashok Khosla (India) and Dr. Zakri Abdul Hamid (Malaysia).



*The award jointly shared between
Dr. Ashok Khosla (India) and
Dr. Zakri Abdul Hamid (Malaysia)*

- **Changing Markets Award** - Recognising champions for Green and inclusive Markets 2013: DA group enterprise TARA Machines was awarded the internal selection team evaluated more than 130 applications from all over the world and has selected 3 inspiring business models which combine business acumen with environmental and social objectives, contributing to the transformation towards a greener, more inclusive world. TARA Machines is one of the Top three.
- **Global Go To Think Tanks Rankings 2013** – According to the Global Go to Think Tanks Rankings report 2013, issued by the University of Pennsylvania's International Relations Program DA is rated among the Top 150 best think tanks in the world.
 - DA's overall ranking in the Top 150 Think Tanks – Worldwide (US and Non-US) was 140.
 - It is 26th among the Think Tanks in China, India, Japan, and the Republic of Korea.

- DA is ranked 19th in the world under the category Think Tanks with the Most Innovative Policy Ideas/Proposals.
- 40th in Think Tanks with the Best External Relations/Public Engagement Program
- It is ranked 21st Under Transparency and Good Governance Think Tanks.
- It is ranked 42nd under the world's Top 70 Environment Think Tanks.
- Only organisation from India who has captured two new rankings - one in Best Trans disciplinary Research Program at a Think Tank ranked 52nd and the other in Best Use of Social Networks also ranked 52nd.



*DA Group has been selected by
The Narain Dharmarth Aushdhalaya Trust
for exemplary work in conservation of
natural resources*

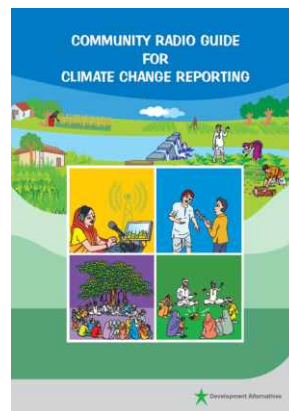
- **The 6th Narain Dutt Award for the Conservation of Nature 2013** - The Narain Dutt Award for the Conservation of Nature, instituted by the Narain Dharmarth Aushdhalaya Trust acknowledges the contribution of extraordinary human beings and institutions working towards natural conservation and service to humanity. This year, Development Alternatives Group has been selected by The Narain Dharmarth Aushdhalaya Trust for exemplary work in conservation of natural resources and promoting sustainable development in India and the world.

PUBLICATIONS

Community Radio Guide for Climate Change Reporting; Development Alternatives (Available in English and Hindi)

Year of Publication: 2013

Abstract: The guide provides the community radio reporters with valuable information about climate change and its effects and how to make effective radio programmes on climate change adaptation measures to help communities adapt in the face of change.



Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Information and communication needs for adaptation; Jha, Aditi, Bisht Harshita and Ahluwalia Neelam; Development Alternatives

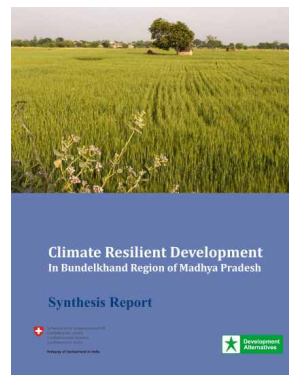
Year of Publication: 2013

Abstract: This report focuses on the current systems and institutions that are in place to enable information and knowledge for climate change adaptation to reach the grassroots in the Bundelkhand region of India. It also looks at the existing policy framework at the state and national level. It is based on the hypothesis that current intuitional capacities at the district and state level are inadequate to mainstream locally relevant adaptation concerns into policy and practice.

Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Synthesis Report; Bisht, Harshita; Development Alternatives

Year of Publication: 2013

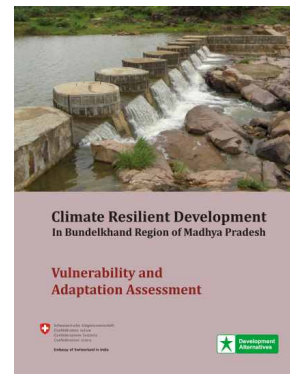
Abstract: This report is prepared under the financial support by the Swiss Agency for Development and Cooperation (SDC) for the project Sustainable Civil Societies Initiative to Address Global Environmental Challenges in Bundelkhand region of India. The objective of the action oriented project was to enhance the adaptive capacities of vulnerable communities in Bundelkhand region, identify strategies for climate resilient development and mainstream climate change in development policy and plans.



Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Vulnerability and Adaptation Assessment; Bisht, Harshita, Nair, Jyoti and Gupta, Rashi; Development Alternatives

Year of Publication: 2013

Abstract: This report is prepared under the financial support by the Swiss Agency for Development and Cooperation (SDC) for the project Sustainable Civil Societies Initiative to Address Global Environmental Challenges in Bundelkhand region of India. The objective of the action oriented project was to enhance the adaptive capacities of vulnerable communities in Bundelkhand region, identify strategies for climate resilient development and mainstream climate change in development policy and plans.



Climate Resilient Development in Bundelkhand Region of Madhya Pradesh:

Mainstreaming Climate Change Adaptation in Policy and Planning; Bisht Harshita and Shaikh, Gazala Gulamhussain; Development Alternatives

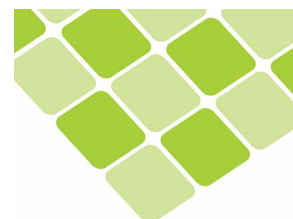
Year of Publication: 2013

Abstract: This report analyzes the existing policy frame of India and the State of Madhya Pradesh and investigates the current schemes for gaps in convergence, identifying the need of planning support tools and monitoring indicators from a climate change lens. It also identifies the tools for mainstreaming climate change adaptation and recommends integrating these tools in the planning process for climate responsive policies.

Reports

- Accelerating clean and low carbon technology initiatives in the Indian brick sector: opportunities and potentials for change, 2013.
- Community radio guide for climate change reporting, 2013, Neelam Ahluwalia, etal.
- Climate resilient development in Bundelkhand region of Madhya Pradesh: Synthesis report, 2013, Harshita Bisht.
- HWTS Advocacy strategy among the bottom of the pyramid in India with a focus on Delhi National Capital Region, 2013.

- Baseline analysis report on rural transformation initiative in eighteen villages of Niwari block, Orchha tehsil, Tikamgarh district in Bundelkhand.
- India: Air, Waste and Mercury Pollution – A Review, 2013, K. Vijayalakshmi, et al.
- Governance architecture for sustainable development in South Asia and India-case study on post-2015 , development agenda.
- Access to safe drinking water for the bottom of the pyramid: strategies for disseminating technology research benefits.
- Decentralised district energy planning: capacity building module for village Panchayats.
- Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Information and communication needs for adaptation, 2013.
- Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Mainstreaming climate change adaptation in policy and planning, 2013.
- Post 2015 South Asia Development Agenda, 2014.
- Conducting vulnerability assessment and formulate strategies for adaptive planning in Hardoi district of Uttar Pradesh: guidance document, 2013.
- Climate Resilient Development in Bundelkhand Region of Madhya Pradesh: Vulnerability and adaptation assessment, 2013.
- Communicating climate change at the grassroots: community radio-bridging the knowledge gap between communities, scientists and policy makers, capitalization document.
- Mainstreaming resource management concerns in human well-being goals.
- Managing and conserving the natural resource base for sustained economic and social development: an input from the International Resource Panel.



**Post 2015 South Asia
Development Agenda**



Research Papers

Use of Seasonal Forecast Information in Farm Level Decision Making in Bundelkhand, India; Nick Monzy Martin, Climate Change Researcher; Development Alternatives, New Delhi, India

Year of Publication: 2013

Abstract: Seasonal forecast information (SFI) is one tool that can help reduce the uncertainty of future climatic conditions. Research suggests that the effective use of SFI exists in a knowledge-action system; where deficiencies in its various components, may inhibit forecast use. These components include forecast dissemination, demand, acceptance (including salience, credibility, and legitimacy), understanding, and action capacity. This study examines these components and how they relate to the use (or non-use) of monsoon forecast information in Bundelkhand, India; through the use of a ground-level questionnaire. It also finds significant associations between dissemination, salience, and action capacity with the use of monsoon forecast information.

Community Radios and Climate Change Communication: Mapping Grassroots Experiences of the 'Shubhkal' project in Bundelkhand, Central India; Harshita Bisht (Climate Change Researcher) and Neelam Ahluwalia (Knowledge Communications Manager); Development Alternatives

Year of Publication: 2013

Abstract: This research paper presents experiences of a pilot project by the name of 'Shubh Kal (a better tomorrow) - From Information to Knowledge & Action.' 'Shubh Kal' used community radios; to bridge the knowledge gap between communities, scientists and policy makers. The paper explores the results of the pilot initiative, in building capacities of radio reporters in climate change journalism. It also analyses the role of radio reporters in strengthening community knowledge and voice on climate change adaptation on one hand. And increasing awareness of the scientific community, local government authorities and policy makers on how climate change is impacting local development on the other.

Workshop Proceedings

- Proceedings of the National workshop on "Climate change communication-From Information to knowledge and action", 2nd August, 2013 at the Development Alternatives World Headquarters in New Delhi.
- Workshop proceedings of the TARAGramYatra:Sustainable development in South Asia: women driving change 2012, 22-25 November 2012 New Delhi.
- Workshop proceedings of : Regional priorities for knowledge management and strategy for action: South Asia on climate change and disaster risk reduction, 26 June 2013, New Delhi.

MEDIA COVERAGE





NETWORKS AND PARTNERSHIPS



COMPLIANCE



AUDITORS' REPORT

Society for Development Alternatives

Balance sheet as at 31 March 2014

	Schedule	2014 ₹	2013 ₹
Sources of funds			
Capital			
Capital and other funds	1	26,461,632	13,608,942
Liabilities and provisions			
Unspent grants, net	2	377,391,739	46,626,687
Deferred grants	6	108,019,388	115,038,330
Unsecured loans	3	-	13,782,692
Liabilities	4	6,668,909	18,597,495
Provisions	5	1,571,572	1,109,563
		<u>520,113,240</u>	<u>208,763,710</u>
Application of funds			
Fixed assets	6	132,991,045	142,609,381
Assets, loans and advances			
Cash and bank balances	7	364,433,271	50,288,995
Loans and advances	8	22,688,924	15,865,334
		<u>387,122,195</u>	<u>66,154,329</u>
		<u>520,113,240</u>	<u>208,763,710</u>
Significant accounting policies and notes to the financial statements	15		

The schedules referred to above form an integral part of the financial statements.

This is the Balance Sheet referred to in our report issued in Form No 10B of the Income Tax Rules 1962 of even date.

Walker Chandio & Associates

for **Walker Chandio & Associates**

Chartered Accountants

For and on behalf of the Society

Sandeep Mehta
per **Sandeep Mehta**
Partner



George C. Varughese
George C. Varughese
President

Vinod Nair
Vinod Nair
D G M Finance

Place : New Delhi

Date : 29 September 2014

AUDITORS' REPORT

Society for Development Alternatives Income and expenditure account for the year ended 31 March 2014

	Schedule	2014 ₹	2013 ₹
Income			
Grant income	9	71,232,141	58,669,092
Donations		11,910	280,934
Other income	10	10,602,172	2,406,007
		81,846,223	61,356,033
Expenditure			
Personnel expenses	11	37,613,586	33,230,130
General and administrative expenses	12	11,788,175	11,112,197
Finance charges	13	1,083,580	1,652,587
Depreciation	6	18,608,192	17,577,737
Prior period expenses, net	14	-	36,982
		69,093,533	63,609,633
(Deficit) / surplus for the year transferred to capital fund		12,752,690	(2,253,600)
Significant accounting policies and notes to the financial statements	15		


The schedules referred to above form an integral part of the financial statements.

This is the Income and Expenditure account referred to in our report issued in Form 10B of the Income Tax Rules 1962 of even date.

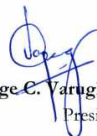
Walker Chandniok & Associates

for **Walker Chandniok & Associates**
Chartered Accountants

For and on behalf of the Society


per **Sandeep Mehta**
Partner




George C. Varughese
President


Vinod Nair
D G M Finance

Place : New Delhi
Date : 29 September 2014

AUDITORS' REPORT

Walker Chandiok & Associates

Walker Chandiok & Associates
41-L Connaught Circus
New Delhi 110001

T +91 11 4278 7070
F +91 11 4278 7071

FORM 10B

[See rule 17B]

Audit report under section 12A (b) of the Income-tax Act, 1961 in the case of charitable or religious trusts or institutions

1. We have examined the balance sheet of **Society for Development Alternatives** (the 'Society') as at 31 March 2014 and also the Income and Expenditure Account for the year ended on that date which are in agreement with the books of account maintained by the said Society.
2. We have obtained all the information and explanations which to the best of our knowledge and beliefs were necessary for the purpose of our audit. In our opinion, proper books of account have been kept by the Society, so far as appears from our examination of the books.
3. We did not audit the financial statements of branch (Orchha), included in the financial statements, whose financial statements reflect total assets of ₹ 6,131,670 as at 31 March 2014 and total revenues of ₹ 7,825,384 for the year then ended. These financial statements have been audited by S.K.A & Associates whose audit report have been furnished to us by the management and our audit opinion on the financial statements of the Society for the year then ended to the extent they relate to the financial statements not audited by us as stated in this paragraph is based solely on the audit report of S.K.A & Associates. Our opinion is not qualified in respect of this matter.
4. In our opinion and to the best of our information and according to the explanations given to us, the said accounts, give a true and fair view, in the case of:
 - a) the Balance Sheet, of the state of the affairs of the above named Society as at March 31, 2014; and
 - b) the Income and Expenditure, of the profit for the year ended on that date.

5. The prescribed particulars are annexed hereto.

Walker Chandiok & Associates

For Walker Chandiok & Associates

Chartered Accountants

Firm Registration No.: 001329N

Sandeep Mehta
per **Sandeep Mehta**

Partner

Membership No.: 099410



Date: 29 September 2014

Place: New Delhi

CREDIBILITY ALLIANCE NORMS COMPLIANCE REPORT

Identity

Society for Development Alternatives is registered as a not or profit society under Society Act XXI of 1860 (Registration Number 12964).

Society for Development Alternatives is registered under section 6(1) (a) of the Foreign Contribution (Regulation) Act, 1976 (FCRA Reg. No. 231650202)

Visitors are welcome to the addresses given on the “contact us” link on our website: www.devalt.org

Name and Address of main bankers:

Syndicate Bank
R.K. Puram, Sector-V,
New Delhi-110022

Name and Address of Auditors:

M/S Walker and Chandiok and Co.
L-41, Connaught Circus, New Delhi-110001

Regular staff	Male	Female	Total
<2500	0	0	0
<7000	0	0	0
<15000	4	1	5
<30000	12	8	20
<50000	10	15	25
>50000	8	4	12
Grand Total	34	28	62

Staff Details (as on March 31, 2014)

Gender	Regular staff	Senior Advisors	Consultants	Project Appointees
Male	34	1	143	41
Female	28	0	14	10

Distribution of Staff (as on March 31, 2014)

Governance

None of the Board members is related to each other. The Development Alternatives Board members met once in the FY 2013-14 on 29th November 2013.

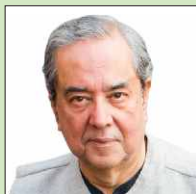
The minutes of Board meetings are documented and circulated.

Accountability and Transparency

No remuneration, sitting fees or any other form of compensation have been paid since inception of the Society for Development Alternatives, to any Board Members, Trustees or Stakeholders.

BOARD OF DIRECTORS

Chairperson

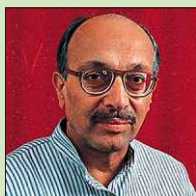


Dr. Ashok Khosla
Chairperson
Development Alternatives

Members



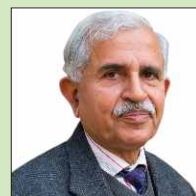
Mr. Lalit Mansingh
Former Foreign Secretary
International Relations



Mr. Vikram Lal
Chairman
Vikram Sarabhai Foundation



A V M S Sahni
Senior Advisor
Development Alternatives



Dr. Arun Kumar
President
Development Alternatives



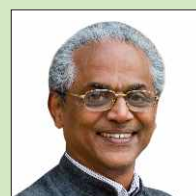
Ms. Gita Sidhartha
Chairperson, Indian Council
for Child Welfare



Mr. Salman Haidar
Former Foreign Secretary
International Relations



Prof. Amitabh Kundu
Prof. of Economics
Jawaharlal Nehru University



Mr. George C. Varughese
President
Development Alternatives

BUSINESS AFFILIATES



The Business Services Branch of the DA Group creates, customises and delivers market driven technology-based products and services. They extend and manage DA's network of franchised micro-enterprises to promote environment friendly products and services.

The **Society for Technology and Action for Rural Advancement (TARA)** is a "social enterprise", part of the **Development Alternatives Group**, set up in 1985 in New Delhi. Its vision is to create sustainable livelihoods on a large scale. In this pursuit, TARA develops and promotes "scalable solutions for people and our planet".



In 2013-14, a mix of projects and revenue based activities delivered a range of replicable enterprise based business models, community development packages and capacity building solutions

As an “**incubation engine**”, TARA's mandate is defined by impact in the key areas of Employability, Entrepreneurship, Clean Technology, Basic Needs, Natural Resource Management and Institutional Strengthening. In 2013-14, a mix of projects and revenue based activities delivered a range of replicable enterprise based business models, community development packages and capacity building solutions in five sectors –**Renewable Energy, WASH (Water, Sanitation and Hygiene), Affordable Housing, Waste Recycling and Livelihood Security**.

During the year, TARA re-designed its operational structure to respond to emerging client expectations in a more meaningful manner, establishing the following **business domains**:

- **Sustainable Business Solutions** – Green Products & Services; Aggregation Services; Market Development Services; Tech & Enterprise Packaging Services

- **Community Development Solutions** – Infrastructure Development Services; Livelihood Support Services; Resource Management Services
- **Capacity Building Solutions** – Training Services; Organizational & Institutional Dev. Services; Sustainability Advisory Services

Strategic thrusts was given to the following areas of work:

- **Market and Enterprise Development:** TARA worked towards promoting inclusive business models for access to basic needs and creating income generation opportunities for individuals at the Base of the Pyramid (BoP). In this regard, TARA created **new enterprise packages**, such as paper recycling (in collaboration with Tetra Pak, commissioning 2 pilot enterprises) and decentralized renewable energy

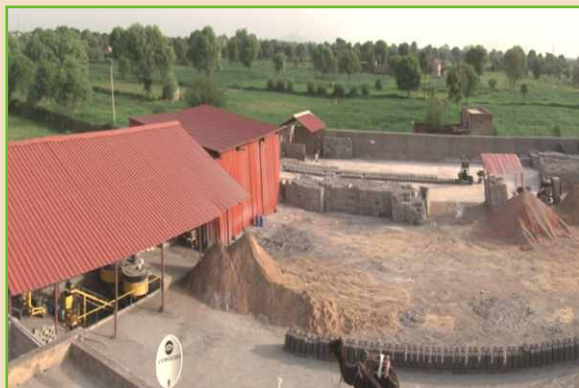


Over 5,500+ lives were impacted (directly and indirectly) and 110,000+ children were provided with safe drinking water and sanitation facilities

based enterprises (10 micro-enterprises created under SPEED programme); developed **new business models**, such as provision of safe drinking water in collaboration Antenna Technologies, Switzerland, (75,000 households were reached); and, **new market systems** were launched, such as the – **Micro Utility Business** – catering to rural energy needs of the BoP sector.

- **Sustainable Community Development Initiatives:** In 2013-14, TARA extensively worked on Corporate Social Responsibility (CSR) projects, focussing on transforming village communities, empowerment of women, skill development programmes for youth facilitating employability. Clients includes Public Sector Enterprises (PSE's) like GAIL (India) Limited and Central Mine Planning & Design Institute; Private Corporations like Noida Power Company Limited, Hindustan Unilever Limited, Kwality Wall's; and Foundations like Jochnick Foundation etc. Over **5,500+ lives** were impacted (directly and indirectly) and 110,000+ children were provided with safe drinking water and sanitation facilities.

- **Capacity Building in Development Sector:** Through TARA's dedicated vehicle for training and capacity building –TARALivelihood Academy (TLA) trained over **3,400** individuals in 2013-14, linking them to employment, self-employment and income generation opportunities. **Partnerships** were also developed for training with Marico, USHA, RASCI & other SSCs, KW, LAQSH and TLA was registered as a Vocational Training Provider, ILO, ICDS, and with Aajivika as a Project Implementing Agency (PIA). As part of its OD & ID services, TARA formed a consortium with TISS and the Bangalore based P&P Group, for rolling out OD & ID training programmes for Companies. Three training products were developed on Renewable Energy, CSR, and Sustainable Development. The first set of executive training programmes were rolled out on CSR (level 1), training more than 50 individuals in 2013-14.



In 2013-14, Green Building Center were initiated with partnership with ACC. These centers provides green materials and services for affordable housing and infrastructure

With a **focus on scale and replication**, TARA created a niche in the market by showing path for the market to replicate, through some of its flagship projects like **Smart Power for Environmentally-Sound Economic Development (SPEED)** with Rockefeller foundation; **Village Electrification through Sustainable Use of Renewable Energy (VE-SuRE)** with **Swiss Development Corporation (SDC)**; **Water, Sanitation and Hygiene (WASH)** with **Jochnick Foundation, Ford Foundation**; **Sustainable Community Development around Plant Locations** with **GAIL (India) Limited**.

In 2013-14, TARA has also supported the accelerated growth of several special purpose vehicles that have been hived off by TARA; most notably, TARA Machines and Tech Services Private Limited (TMTS), in its endeavor to service the needs of the micro and small enterprises in the building materials and recycling arena. During the year, **TARAlife Sustainability Solutions Pvt. Ltd.** a new company to market cutting-edge household products to rural consumers was also launched.

TARA Machines and Tech Services Private Limited (TMTS), delivers green business solutions to small and medium enterprises (SMEs) for production of construction material, waste recycling and hand-made paper production. TARA Machines provides technology based solutions in four business lines, namely Fly Ash Technology, Eco-Concrete Technology, Eco-Kiln Technology, and Paper Recycling Technology.

The company registered a growth of 33% over the previous year, with the fly ash vertical contributing to over 70% of revenue. A number of innovative pilots were scaled up over the course of the year, of which the highlights are as follows -

- Fly ash technology registered a 106% growth year on year. The upswing in Fly Ash Revenues was result of the success within new clusters in Odisha, as well as the first sales clusters in Bihar, Uttar Pradesh, and Madhya Pradesh.
- With ACC, a total of six Green Building Centres were set up across Uttar Pradesh, Madhya Pradesh, Rajasthan, and Maharashtra. The concept won the Customer Excellence award from the Holcim Group, and has been selected as a model for replication across India and Asia.
- A unique tie-up with Kinara Capital was established, where first-time entrepreneurs were offered loans at attractive rates in Odisha. The pilot project aims to prove the profitability of fly-ash enterprises to inspire larger financial institutions to cater to the segment.

The company also created a strategic growth plan till the year 2020 for cluster based growth of enterprises. Based on the plan, the company has exponentially increased its growth targets for the coming years. The company is also investing in research and development activities, launching the MX 1200 and MX 1500 fly ash workstations this year. As a step forward, the company plans to expand its portfolio based on a new generation of workstations. The first innovation, the MX 2000 will be introduced in the coming year, and will have the capacity to produce 2000 bricks per hour.

TARA Nirman Kendra (TNK) is a pioneering initiative of Development Alternatives Group providing green building solutions to customers and communities in Bundelkhand and peri-urban areas of Uttar Pradesh and Madhya Pradesh. TARA Nirman Kendra delivers roofing solutions using its unique TARA Crete roof tile which is used for delivering elegant sheds and roofs for housing and other decorative applications. In line with TARA Crete roof tiles the building embre also produces other cement-concrete products such as fly ash bricks, paving blocks, r.c.c. door frames, planks and oist and ferro-cement roof channels.

In the last financial year the business has witnessed growth in the markets such as Lucknow, Kanpur, Mathura, Hamirpur and Jalaun districts from the diversified portfolio offered by TARA Nirman Kendra. It is also networking with infrastructure companies such as U.P. Housing, Eldeco Housing etc. and building associations with contractors from public work department and government organization such as Jhansi Development Authority.

The Development Alternatives Group comprises independent organisations Development Alternatives (DA) and Technology and Action for Rural Advancement (TARA), which in turn has a number of affiliates registered as for-profit companies.

While each organisation has distinct mandates, decision making processes, financial accounting systems and governance structures; they have complementary strategies - DA creates the technical innovations, and TARA does the actual business development and puts the innovations into the market. TARA pays license fees to DA. The two organisations share common services and work together in joint projects under appropriate contractual agreements.

About Development Alternatives

DA's mission is to help eliminate poverty and regenerate the environmental resource base through methods that are highly scalable. Its activities broadly cover three primary areas that underlie any sustainable development process: the design and large-scale dissemination of appropriate technologies, rational environmental management systems, and equitable, people-oriented institutions and policies. The DA Group innovates eco-solutions to help meet the basic needs of all. It works with partners, including government bodies, local entrepreneurs and civil society to market these in a commercially viable and an environment friendly manner for an ever-growing body of consumers.

The DA Group is dedicated to bringing about a better balance among the basic prerequisites of sustainable development – social equity, environmental quality and economic efficiency. The Group believes that the key to achieving sustainable development is the creation of sustainable livelihoods. This implies that informed and empowered communities have access to basic goods and amenities, dignified and viable income generation opportunities and a clean and healthy environment.

Operating strategies:

The primary operating strategies of the DA Group is built on a strong foundation of robust internal management systems that are:

- **Innovation** of people centric, resource conserving technologies; enterprise packages; business models; delivery systems and processes;
- **Incubation** of new models in community and business applications at scale; setting systems and partnerships for
- **Implementation** through entrepreneurs and community institution; and,
- **Influencing** the mind space of decision makers and communities towards sustainable policies; practice through support tools and advocacy through networks and campaigns

The Development Alternatives Group

Development Alternatives (DA)

www.devalt.org

Technology and Action for Rural Advancement (TARA)

www.tara.in

TARAlife Sustainability Solutions Private Limited

www.taralife.in

TARA Machines and Tech Services Pvt. Ltd. (TMTS)

www.taramachines.com

TARAhaut Information and Marketing Services Ltd.

www.tarahaut.com

Decentralised Energy Systems India Pvt. Ltd. (DESI Power)

www.desipower.com

TARA Nirman Kendra (TNK)

www.tara.in

