



Annual Report 2013

**30** years of

innovating and delivering eco-solutions



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**

A world where every citizen  
can live a healthy, secure  
and fulfilling life

### **Mission**

To create sustainable  
livelihoods in large numbers

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## Message from the Chairman

### Time for Scaling Up

As the Development Alternatives Group enters its thirtieth year, the time has come to ask: "was it worth the effort?" What have we achieved, and what difference have we made to the lives of our fellow citizens?

On rethinking the directions our nation is taking, we have probably made considerable contributions. But, in the face of convention and strongly held belief systems that dominate the decisions governing our lives; it is not enough. Overcoming deeply entrenched orthodoxy can take decades if not generations.

On applying new thinking on the ground, in the form of new technologies, societal institutions or changing actual behaviors, we have a fair distance to go. The tasks we have assumed are neither easy nor amenable to quick results. Reorienting the ship of State to a heading that is good for all people and natural systems is complicated business. Icebergs are just ahead and time is short.

The first step towards sustainable development is to create sustainable livelihoods on a scale that makes an impact on the lives of a significant part of the population. Sustainable livelihoods produce goods and services that are needed to improve the quality of life of people. At the same time, they create purchasing power, and with it greater economic and social equity. Being environment-friendly, they minimise waste, use renewables and generally conserve resources.

To break out of the present poverty-pollution-population trap, India needs to create, in as short a time as possible -- say, ten years -- some one hundred million sustainable livelihoods to cover the backlog, plus a similar number for new entrants into the job market. Neither current national development policies, nor the activities of the corporate sector are geared to achieve this kind of goal. To bring these tens of millions of jobs each year into the economy, no number of big dams, vast factories, mega power stations, huge chemical complexes or urban-industrial corridors can make a dent. The



*"To break out of the poverty-pollution-population trap, India needs to create, some one hundred million sustainable livelihoods. The answer lies in small scale, decentralised industries of a new kind that must use good technology and local resources to make products and services that satisfy the needs of local people without destroying the environment".*



*“Enablers and service providers facilitate access to technologies, finance and markets that can make small enterprises capable of growing. As the innovation of Development Alternatives gets appropriated by the incubation of TARA, the possibilities begin to multiply rapidly; a wide variety of basic needs goods and services and human and institutional capacity development systems get ready to go into the market”.*

answer lies elsewhere, far outside the imagination of our planners and decision makers. It lies in small scale, decentralised industries of a new kind. Such (mini or micro) industries that use good technology to raise productivity and makes products and services that satisfy the needs of local people without destroying the environment.

Economists will, however, quickly respond that small industries spread all over the countryside cannot 'compete' with the economies of large scale urban production. And that is correct, except for the wrong reason. It is not the economics of scale that makes large corporations more effective and profitable, but the massive subsidies they extract from society; subsidies in access to infrastructure, in cheap finance, in under priced and more reliable energy, not to mention direct manipulation of the financial and power structures to their advantage.

All that the small enterprise needs to beat the large corporation at its own game, is better access to technology, finance, and marketing channels than it has today. The primary role of the public sector is to provide basic infrastructure for communication and transportation.

Rural enterprises are yet to master the technology-environment-finance-marketing linkages, while keeping their overhead costs low. An interesting solution to these seemingly unsurmountable obstacles lies in building enablers service providers who can facilitate access to technologies, capital finance and markets making small enterprises capable of growing.

As the innovations of Development Alternatives get appropriated by the incubation of TARA, the possibilities begin to multiply rapidly: a wide variety of basic needs goods and services for housing, water supply, energy, sanitation, food production and human skill development systems get ready to go into the market. Partnerships with businesses, governments and civil society organisations need to be forged now to reach out far to create an enabling environment.

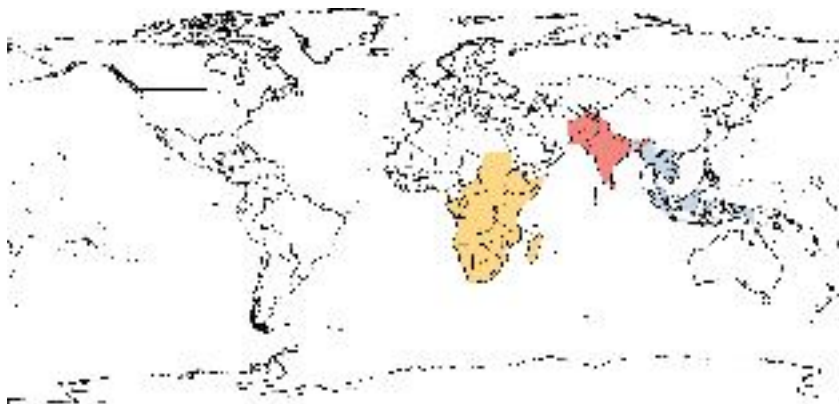
# overview

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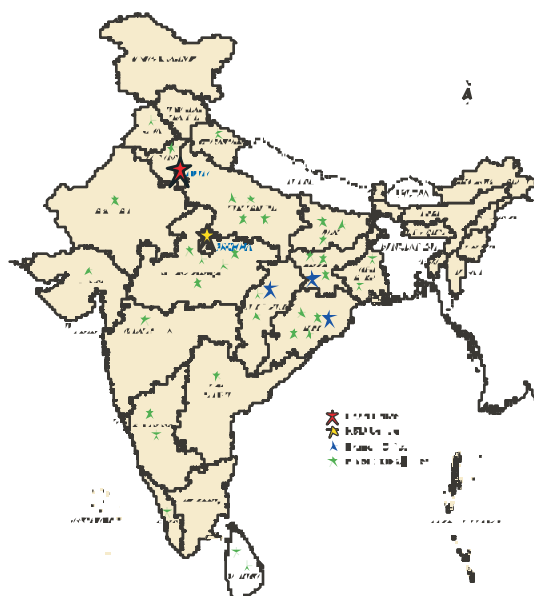


# Footprint

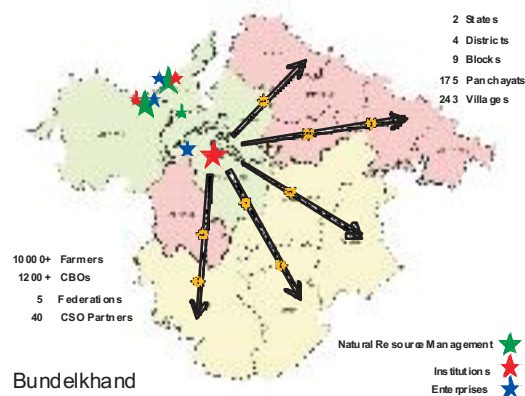
Global



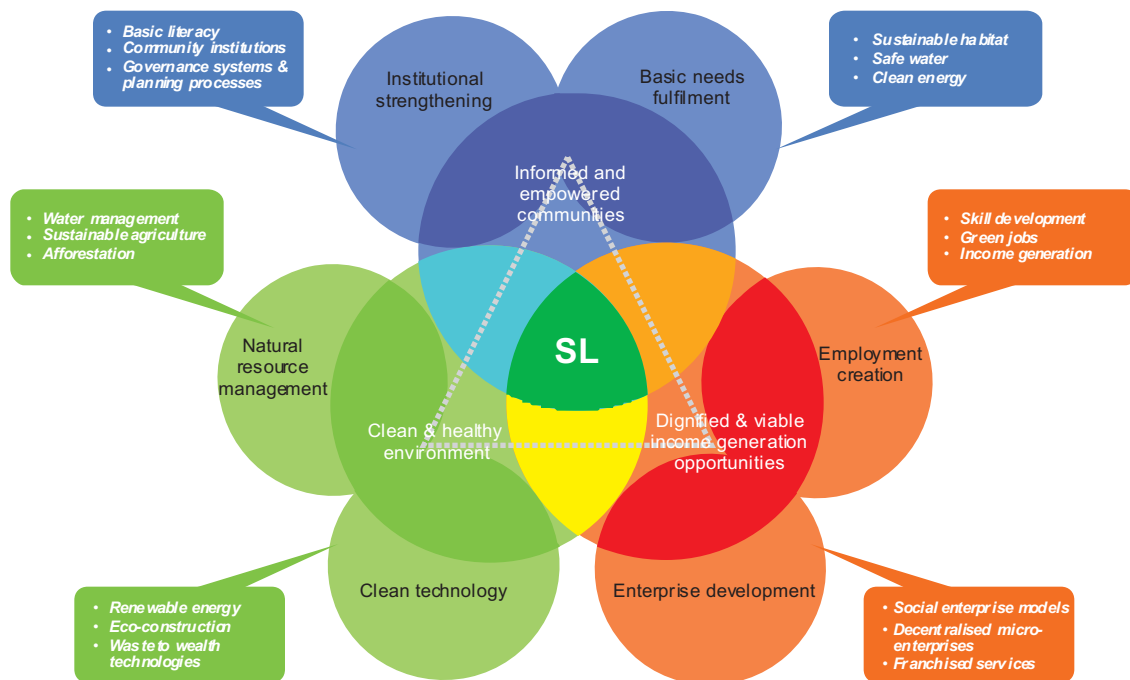
National



Local



## Focus and Approach



The Development Alternatives Group seeks to deliver sustainable development products and services to fulfill its mission. DA and its affiliates market sustainable development concepts, methods and enterprise applications in a commercially viable manner to an ever-growing body of consumers. Their work encompasses:

- ✍ **Empowering Communities** through multi-stakeholder action for
  - Strengthening social institutions *with a focus on women and marginalised groups*

- Fulfilling access to basic needs *specifically habitat, water, energy*

- ✍ **Promoting Low Carbon Pathways for Development** through the design and demonstration of

- Natural resources management models
- Clean technology solutions

- ✍ **Creating Green Jobs at a large scale** through capacity building for

- Employment skills in green sectors
- Business models for *social enterprises*

## Impact

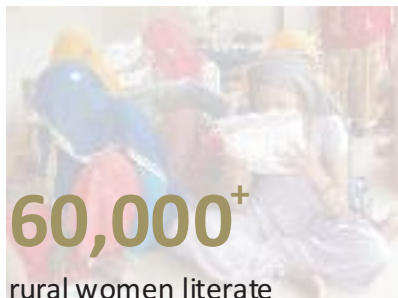
**300,000<sup>+</sup>**

households access  
safe eco-housing and  
sanitation



**60,000<sup>+</sup>**

rural women literate



**80,000<sup>+</sup>**

people  
provided with  
training services



**30,000<sup>+</sup>**

households access  
clean and safe drinking water

**50,000<sup>+</sup>**

SHGs strengthened reaching

**600,000**

households



**10,000<sup>+</sup>**

farmers adopted  
sustainable  
agricultural practices



**20,000<sup>+</sup>**

people linked with self-employment





**1,000<sup>+</sup>**

green building enterprises  
in 16 states across India



**790,000<sup>+</sup>**

tons waste utilised



**25,000<sup>+</sup>** hectares

land rejuvenated by soil  
water conservation



**400<sup>+</sup>**

villages reached  
by community radio



**630,000<sup>+</sup>**

tons CO<sub>2</sub> saved

**₹6,000** million revenue  
generated by green enterprises



**30,000<sup>+</sup>**

green jobs created

**Delivering eco-solutions  
since 1982  
to households, communities and  
enterprises**



## Overview 2012-2013

In 2012-2013, Development Alternatives was recognised as a premier think-tank contributing to national and global policy development in the area of sustainable development. In addition, the organisation also received the 6th Narain Dutt Award for the Conservation of Nature 2013 for its contribution towards natural conservation and service to humanity.

In addition, this year was notable for reinforcing the six programme areas and streamlining select initiatives to reach large scale operations.

**The Natural Resources Management Programme** focused its work on standardising watershed management processes to systemise the scientific GIS based analysis for decentralised planning. Demonstration across eight micro-watersheds in the Datia district of Madhya Pradesh validated this methodology. The Madhya Pradesh government appreciated its replication in Tikamgarh district. The results of this programme were shared with civil society partners through the Bundelkhand Knowledge Platform to facilitate replication across the Bundelkhand region.

**The Clean Technology Solutions Programme** supported the Bihar Task Force to influence the public procurement price and preference in favour of Fly-Ash bricks. Policy support tools and capacity building modules on low carbon construction were shared with policy makers in Odisha, Madhya Pradesh and Himachal Pradesh. New tools for coastal, semi-arid and wet-hilly regions are now ready to be used for mainstreaming climate compatible design and construction planning in the development plans of district and state governments.

**The Institutional Strengthening Programme** provided support to the Planning Commission to set up the National Resource Cell for Decentralised District Planning (NRCDDP). The Programme also continued to support community collectives. An independent identity was created for TARA Karigar Mandal (TKM) with a robust business plan that has caught the interest of many public and private institutions. The farmer's 'Harit Kisan Maha Mandal' was registered as a federation with 2000 members.



*Development Alternatives has been a path breaker in fielding innovative technologies for a clean and green environment, and sustainable livelihoods. According to Dr Ashok Khosla real leverage for social enterprises needs strategy on collaborations, adequate support system and pro active investments.*



*The Development Alternatives Headquarters Building and the TARAGram campuses emerged as places of sustainable development dialogue and contributing to perspective building in the area of sustainable development. The organisation actively participated and contributed to global dialogues on Rio+20 and Post 2015 Development Agenda.*

**The Basic Needs Fulfilment Programme** designed, field-tested and implemented the affordable eco-housing delivery model in Bundelkhand. A steady growing demand for such housing and interest from leading financial institutions such as the National Housing Bank and Asia Pragati Housing Finance Company demonstrates replication potential for bringing good quality housing and sanitation infrastructure within the reach of the poor.

**The Entrepreneurship Development Programme** focused on systems and templates for developing business plans for on-farm and off-farm enterprises for individuals and community collectives. An analysis for developing resource based enterprise clusters in Bundelkhand was developed with vegetable cultivation, paper plate making and spices as key products. The vegetable production plan has been approved by NABARD and will be taken forward in the coming year.

**The Employment Skills for Green Jobs Programme** developed new training modules on green construction for artisans, pre-fabricated materials production for women groups, community radio reporting for rural youth and waste management for young entrepreneurs. TARA Livelihood Academy concept on Mobile Classroom was shortlisted as a finalist in the Power of Ideabusiness plan competition.

TARAGram Yatra 2012 was organised in collaboration with South Asia Women's Network (SWAN) and the UNEP APFED Programme. This platform through its deliberations recognised the role of women in achieving sustainable development goals in the South Asian region.

# focus 2012-2013

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A photograph showing two women in a field of green tomato plants. The woman on the left is wearing a red sari with white floral patterns and is reaching down to harvest a tomato. The woman on the right is wearing a brown sari and is also harvesting. The field is filled with green leaves and many small, round, green tomatoes. The background is a dry, hilly landscape.

**Makho Devi's vegetable WADI leads the way**

*Makho Devi from Nayakhera village started her kitchen garden under the WADI initiative in 2010. Within a year she had sufficient vegetables for self and started selling the surplus. Inspired by her, 15 more women opted for kitchen gardens in 2012, Nayakhera village is gearing to become nutritionally secure and a vegetable producer's hub.*

# Natural Resources Management

The collective global inability to decouple economic development from unprecedented material use and the resultant stress on the natural resource base has reached crisis situations. For an emerging economy like India, with a large population directly dependent on natural resources for sustenance, this has created severe economic, environmental and social challenges.

Development Alternatives Group's Natural Resource Management (NRM) programme offers solutions that help in the conservation, management and efficient utilisation of land-water and bio-resources with a focus on enhancing livelihood security of rural populations.

## HIGHLIGHTS 2012-2013

Increasing efficiencies of use through water efficient, climate smart agriculture practices has reinforced conservation and management of water resources in the Bundelkhand region. These efficiency-enhancing measures provide both short-term benefits as well as build long-term resilience amongst farmers. Intensive watershed management work was extended to 80 villages this year. Lessons, past-experiences, and relationships helped intensify action on the ground and increase outreach. The Wadi initiative yielded impressive results with participating families gaining 20-25% increase in incomes and reduced risks from diversification of farm production. This has indicated a need for developing a knowledge package for replicating the Wadi model in other farming communities in the region.

Intensive studies were conducted to understand natural resource vulnerabilities of natural resources and impacts of climate change on local livelihoods. Detailed studies of the six districts of Madhya Pradesh provided an understanding of action required at community as well as policy levels. Mainstreaming climate change adaptation in district planning emerged as an area of work demanding relevant action.

The 'Shubhkal' campaign continued to reach out village communities with information on land-water management, climate change impacts and adaptation solutions. Reaching out to over 400 villages through 4



### Programmatic Focus

*Natural Resource Management focuses on soil and water regeneration, sustainable agriculture and allied practices for food and livelihood security of rural communities dependent on natural resources for their livelihoods with its core work in the Central Indian Region of Bundelkhand.*



*The Shubh Kal project has developed an innovative communication model of learning and action that connects community, media, researchers and policy makers. This research project has tested a model to build capacities of four local radio stations in Bundelkhand to broadcast new climate research in a simple and entertaining format to connect grassroots voices to policy making.*

community radio partners, it brought farmers, agricultural scientists and local government line departments together to discuss and promote adaptation solutions in the region. The '*amrit mitti*' technique was disseminated and over 500 farmers in 10 villages adopted this technique. Local '*Krishi Vigyan Kendra*' scientists expressed interest to test and validate this indigenous technique.

## INNOVATION

Innovative techniques such as '*amrit mitti*', Wadi model of agro-horticultural diversification to build livelihood resilience and identification of '*mirchi*' (chillies) agro-produce cluster for value-chain development in the Datia cluster were the key new developments in the year. The methodology for eco-systems and socio-economic vulnerabilities to climate change was tested and used for the six Bundelkhand districts of Madhya Pradesh. In addition, the process of preparing detailed watershed management project reports and action plans based on participatory decision making supported by scientific geographical information systems was standardised.

A communication model of action and learning that connects communities, media, researchers and policy makers through community radios was tested under the Shubh Kal Campaign supported by the Climate and Development Knowledge Network, DFID. The model enabled community reporters design and broadcast radio programmes in a simple and entertaining format communicating appropriate adaptation measures and climate change related information.

## IMPLEMENTATION

Ongoing initiatives such as Integrated Watershed Management Programmes in Datia and Tikamgarh, Integrated Micro-Planning in Shivpuri, WADI (IWMP) and Farmer's Clubs in Jhansi districts have covered 21,125 hectares of land reaching over 10,000 farmers. A total of 46 water harvesting structures including 19 check dams were constructed in Datia and Niwari clusters. This



led to improving the soil moisture regime and water storage potential, reducing run-off by about 50%. Detailed project reports for water and land management under the watershed management projects were completed for an additional 15000 hectares to be taken up in the subsequent years.

Resource efficient agricultural practices were replicated in 5325 hectares of land through agri-based services and the WADI project. A major highlight in the year was the replication of barley as a water-efficient alternative crop. Farmers also initiated seed production for the same.

Benefits of improved practices and activities have reached more than 16000 farmers' families. Climate resilient practices were promoted through the Bundelkhand Knowledge Platform and partners have promoted the practices across villages under their domain area.

## INFLUENCE

The Shubh Kal Campaign continued its efforts to create awareness about the immediate risks of climate change and possible adaptation solutions around natural resources management.

This project helped build capacities of three other community radios operating in the region to communicate adaptation and mitigation practices related to climate change issues. A process was initiated to link community radios with local Krishi Vigyan Kendras and the Environment Planning and Coordination Organisation (EPCO) knowledge portal, in Madhya Pradesh. This project also facilitated a vital dialogue between local communities, local government, research and media networks to disseminate findings, which can address knowledge gaps in this area.

Under the last leg of the 'CLAP for Himachal' project, carbon-environment assessments were carried out for 300 panchayats. In 273 panchayats, the assessment findings were shared with the community. The awareness and advocacy initiatives resulted in resolutions being passed by the panchayats demanding ameliorative action by higher authorities.



**Agro-Horti Model (Wadi) Programme** is based on the Wadi concept of orchard development and livelihoods that take into account all aspects of rural life. It covers the development of a designated area of land and its inhabitants in the form of a tree-based farming system. The project aims to provide sustainable livelihoods to 500 tribal families over a period of 5-7 years.

A woman with dark hair, wearing a pink sari with a floral pattern and a blue blouse, is focused on operating a manual brick-making machine. She is standing in front of a wall made of grey concrete blocks. The machine is a simple metal frame with a vertical rod and a horizontal bar. She is using her hands to guide the material into the machine. The background shows a red pillar and some greenery.

**A Green Building Centre**

*Institute for Infrastructure & Human Resource Development, Vidisha in Madhya Pradesh, decided to setup a green building centre with the help of TARA Machines in 2012. Their ambition was to train local semi-skilled workers to make high quality building materials. The centre is supported by ACC, and was inaugurated in February 2013. The centre now produces high quality pavers, floor tiles, doors, window frames, roof tiles and concrete blocks.*

## Clean Technology Solutions

Clean technology solutions in all sectors of economy are central to our pursuit of sustainable and green futures. Development Alternatives Group's programme area of 'Clean Technology Solutions' demonstrates innovations that reduce the use of virgin resources, promote resource efficiency, effect carbon saving and waste recycling in the Medium, Small and Micro Enterprise (MSME) sector in India and the world.

### HIGHLIGHTS 2012-2013

In the past year, Development Alternatives has innovated clean technologies for waste utilisation in brick making with renewed focus on technologies that replace use of virgin soil and coal with industrial wastes such as fly ash, stone dust, marble slurry and phospho-gypsum. This technology development effort is market driven by small, medium enterprises that are threatened by environmental regulation and runaway increase in the price of coal.

The focus in the year 2012-2013 was strengthening the activities in the green building sector and productive conversion and use of tetrapak waste by MSMEs.

### INNOVATION

DA has proactively developed a database of commonly available flyash, ponash from multiple sources. This knowledge is used to determine site-specific solutions for small-scale business enterprises. Based on a low cost extruder, a process for producing hollow bricks was developed. Combined with use of 5-10% fly-ash waste, these types of bricks have the capacity to save around 25% virgin soil in production.

Under the DST Core Support programme, sourcing and adapting RCC door frame technology for various user segments with stone crusher dust waste were done. TARA Nirman Kendra is now selling the products and TARA machines is supplying technology solutions including the process and equipments.



### Programmatic Focus

*The programme offers low carbon and resource efficient technology solutions for the micro, small and medium sized enterprises (MSMEs). The programme*

- ✍ Innovates, sources and adapts new and improved green technologies*
- ✍ Packages green technologies into business solutions for MSMEs*
- ✍ Influences policies for the promotion of cleaner production process*



**Women in Eco Habitat Services:** Development Alternatives undertook an initiative for 'capacity development of women in habitat services' to produce products using waste materials with the support of DST (Department of Science and Technology). The initiative focused on delivering skill building packages of technical training for the production of eco-habitat products such as flower pots, fencing poles, tree guards, flooring tiles, etc., using stone dust waste which minimises the use of cement.

In response to the need of eco-kiln entrepreneurs, a hydraulic unloading device was developed. Apart from materials process engineering, a medium capacity fly ash brick production machine was developed i.e TARA MechRam MX with a production capacity of 8000 bricks per day. This package provides a profitable green enterprise solution for entrepreneurs in emerging small town and peri-urban markets.

Development Alternatives supported TARA Machines to develop a solution for Tetra Pak, which separates the layers of paper, plastic and aluminum. TARA Machines was able to provide technology for profitable recovery of Fiber, Aluminum and Plastic with least amount of loss of paper fiber. This was implemented at Action for Community and Training (ACT), Faridabad and Hamsa International, Bangalore, where local NGOs were trained to recycle Tetra Pak cartons provided by Tetra Pak. A business case is now available to promote enterprises based on the new technology.

## IMPLEMENTATION

Implementation of Clean Technology Solutions is taken up through support to the MSME sector; outreach and business development is reached through the commercial affiliates TARA and TARA Machines. In addition, Development Alternatives demonstrates and promotes the uptake of clean technologies by farmers and rural businesses.

Clean building materials production systems were set up in Nari Uthan Sansthan, Alwar, Rajasthan where women's group based entrepreneurs were trained to produce pre-fabricated door and window frames, concrete blocks and micro-concrete roofing tiles. These group enterprises are now supplying eco-building products for the construction of houses, cattle sheds, fodder stores and other critical infrastructure in the neighbouring villages.

Recycled paper technology packages were demonstrated in 81 schools, four army regiments, one Indian Air Force, one PSU, five educational institutes and two corporate projects.



In Bundelkhand, clean cooking solutions (smokeless chulas) were provided to 122 households in the Pahuj cluster through interventions of the Wadi project.

## INFLUENCE

An innovative initiative to accelerate the uptake of clean brick production technologies in clusters in the states of Orissa and Bihar funded by the Shakti Sustainable Energy Foundation has made significant breakthrough. Through this initiative, DA is working towards creating a favourable policy environment in order to achieve a two-fold increase in the uptake of clean technology and a threefold increase in the amount of financial lending for clean technologies. The team also worked with a task force on clean brick technologies in Bihar to influence the public procurement price of bricks in favour of fly-ash bricks. The task force combines the Department of Industries, State Pollution Control Board, department of Housing and Power utilities such as NTPC; to incentivise new fly ash brick production enterprises.

DA also worked towards consolidating knowledge in the area of 'climate responsive' construction sector in villages and small towns of India, where a major thrust on housing and infrastructure is underway. Policy support tools and capacity building modules on low carbon construction were developed and shared with policy makers and designers in coastal, semi arid and wet hilly regions.



**Knowledge Development and Dissemination for Promoting Low Carbon Construction:** Nine capacity building modules were developed for professionals, artisans and policy makers in hilly, semi arid and coastal regions. In Madhya Pradesh and Orissa, four capacity building workshops were held for building professionals and policy makers on low carbon construction.



**Practice to Policy:**

TARAgam Yatra 2012 developed a unique partnership with the South Asian Women Network SWAN and the UNEP APFED Programme. The three day Yatra, showcased the role of women's key change makers in society and profiled DA's work in the area of women empowerment through education, skill development and enterprise creation. A film – 'Women of Change' celebrating DA's work on women's empowerment was produced.

# Institutional Strengthening

The Development Alternatives Group's Institutional Strengthening Programme works to build models for community based collective action that support the realisation of entitlements for the rural poor, especially women and marginalised groups.

## HIGHLIGHTS 2012-2013

In the year 2012-2013, DA consolidated partnerships to disseminate sustainable planning for stakeholders at local, national, regional and global levels. Implementation support tools such as manuals and assessment formats were developed for communities to take effective action for adapting to climate change impacts. Farmers, women and artisan federations were strengthened with skills, technical services and credits links to enhance economic activities. The organisation contributed to the global processes for the United Nations Sustainable Development Conference, Rio + 20. A team from within the organisation has been providing key inputs to the Post-2015 processes through its various networks and alliances.

## INNOVATION

The innovation focus in the year was on creating tools to support community, civil society and policy actions for sustainable development. As the National Resource Cell for Decentralised District Planning, DA developed an online and an off-line knowledge repository for district planning committees and a set of training modules for state level institutions. A toolkit on 'Participatory Village Energy Planning' was developed with support of the Heinrich Böll Foundation (HBF) in the previous year was tested and validated in two villages of Bundelkhand.

## IMPLEMENTATION

DA strengthened its partnership with NABARD to address the needs of women and farming communities. The organisation reached out to more than 1400 households through farmer's federations and approximately 10,000 households through women SHGs in Jhansi, Datia and Tikamgarh districts.



### Programmatic Focus

*This programme works at three levels;*

- ✍ designs, demonstrates and strengthens models collective action by rural community groups*
- ✍ develops planning tools and advocates for relevant policy frameworks to promote sustainable development approaches, and*
- ✍ fosters market based business alliances to scale up sustainable technology based enterprise models.*



**Community Led Assessment, Awareness, Advocacy and Action Programme (CLAP) for Environment Protection and Carbon Neutrality** was launched to develop Himachal Pradesh as the first climate resilient state. In this approach communities are assessed and their carbon footprint tracked through participatory stakeholder based techniques. Measures to improve environment quality and action for efficient utilisation of natural resources were undertaken.

Under the Tejaswini initiative, women SHGs graduated to apex level bodies. Two women federations, Sakhi Saheli Tejaswini Mahasangh and Sangini Tejaswini Mahasangh were formed. These federations are being nurtured to support approximately 400 SHGs affecting 5000 households in Bundelkhand.

Supported by NABARD and building upon their Wadi and Farmer Club schemes, 20 farmer clubs were promoted in Bada Gaon and Babina Blocks of Jhansi District of Uttar Pradesh. The Bundelkhand Harit Kisan Mandal (Pahuj), a 1000 member federation provides access to sustainable farming practices and technologies to the farmers. The Sahariya Vikas Manch is a federation currently representing 15 Wadi participants implementing horticulture for the nutritional, environmental and food security needs of the Sahariya tribe. Various training and capacity building sessions were conducted for the two farmers' federations. In addition, the IWMP project helped set-up and strengthen eight existing watershed committees in Datia and one in the Pahuj cluster. Five new watershed committees were formed in the Niwari cluster.

DA built capacities of Civil Society Organisations (CSOs) in Uttar Pradesh and Madhya Pradesh to provide supports to women SHGs. By March 2013, the cumulative Self Help Group base was 1778. Out of these 778 were formed through direct intervention and 1000 through partners.

The Bundelkhand Knowledge Platform continued to engage with local CSOs. 40 partners met over four workshops during the year to share experience and knowledge on climate change adaptation models. A workshop on project development skills was also organised during the year.

Beyond Bundelkhand, in the Terai and Vindhya regions of Uttar Pradesh, DA worked with over 300 self-help groups to design micro-businesses. In this endeavour it established a working partnership with the Uttar Pradesh Participatory Forest Management and Poverty Alleviation Project, funded by the Japan International Cooperation Agency.

In Himachal Pradesh, 11 more CSO partners were added to the network of 55. These network partners were trained on community based environment



assessment, awareness, and advocacy activities. The Bundelkhand Integrated Programme scaled up its social action and awareness drive through the community level institutions in direct as well as partner operation areas. 35,350 households in 200 villages were informed of their basic entitlements from public programmes. 8027 families amongst these were assisted to access public funds from various government schemes for water supply, housing, toilets and agricultural subsidies. 300 paralegal workers (PLWs) were trained under the 'Access to Justice for Marginalised Communities' project supported by the Government of India and the UNDP. These PLWs were adopted by the District Legal Services Authority of Madhya Pradesh.

DA sensitised and built capacities of district officials in Uttar Pradesh on climate change issues. A guidance document was developed and tested for integrating climate change into district planning process and district of Hardoi.

The Shubh Kal campaign and the DA-ERM project partnered with the Environment Protection and Conservation Organisation of Madhya Pradesh to bring lessons from grassroots action to inform the State Climate Change Action Plan processes.

## INFLUENCE

Partnerships with networks and policy actors in 2012-2013 helped position DA as a premier thinking and action group in matters of sustainable development. DA was recognised as the 'National Resource Cell for Decentralised District Planning' (NRCDDP) by the Planning Commission of India.

The basin-South Asia regional knowledge network associated with the Rural Housing Knowledge Portal of the Ministry of Rural Development helped package and disseminate knowledge on safe and sustainable rural habitat.

As core partners of the Independent Research Forum and the Green Economy Coalition, Development Alternatives initiated discussions on SDGs and the Post-2015 development agenda at the national, regional, and global level.



***The Access to Justice by Legal Empowerment of Marginalised Communities Project built capacities of rural woman to effectively interact with different service providers and civil society institutions to demand timely, in-discriminate and affordable justice. Community leaders were trained to bridge the gap between village members, government services and justice delivery systems. The project was implemented with partner NGOs across 300 villages in Tikamgarh District (MP).***

A photograph showing a woman in a red and white striped sari and a young child in a blue patterned dress. The woman is leaning over a blue plastic water filter unit (Jal-TARA) that is mounted on a wall. The child is standing next to the filter, looking down at a metal cup on the floor. The filter has a blue handle and a blue spout. A yellow cloth is draped over the top of the filter. The background is a plain, light-colored wall.

### **Singhasan's Jal-TARA..**

*Singhasan Mahto, a 45 year old man of Khaptola village, Bihar, found his health deteriorating and could not understand why, until some water sample collected from his hand pump revealed a high concentration of Arsenic. To address arsenic contamination, Development Alternatives has developed affordable water filtration technologies; the Jal-TARA Arsenic Filter (JTAF) is an innovative water purification system for removing arsenic, pathogens and turbidity from raw water. Ever since JTAFs were introduced, Singhasan's health has significantly improved.*

## Basic Needs Fulfillment

Access to basic needs such as adequate shelter, drinking water, sanitation, energy and literacy remains an enormous challenge. Six decades after independence, more than 120 million Indians still do not have access to safe drinking water and over 600 million people practice open defecation. A staggering 400 million people live without electricity and over 280 million people are still illiterate. Over 40 million residents in villages and approximately the same number in urban areas do not have a safe and permanent roof over their heads.

The Basic Needs Fulfillment Programme promotes affordable green technology solutions and designs and incubates delivery models that enable rural and urban poor access basic needs.

### HIGHLIGHTS 2012-2013

Validation of a service delivery model for eco-housing and sanitation for the rural working poor and large scale awareness to reach safe water products and services to urban poor families in and around Delhi was the key focus of 2012-2013.

### INNOVATION

The action research initiative for eco-housing delivery for the rural working poor led to the development of a delivery model for 'techno-financial' services. The TARA Karigar Mandal, the local bank developed a 'build-together-pay-together' format. Three years of intensive research, testing and capacity building led to the development of a promising model that generated interest with housing finance agencies such as the National Housing Bank. The business model and eco-system is now being incubated in different geographies. DA is actively engaged in building partnerships with Asia Pragati Housing Finance Company to roll out this initiative in Uttarakhand and Maharashtra.

The team also worked on understanding the barriers to the outreach of new and emerging technologies for water purification especially to the poor. A



### Programmatic Focus

*DA designs innovative delivery models, communication systems and business eco-systems to reach basic needs goods and services to the poor. The main focus of this programme is to enhance human capacity and well-being through access to safe drinking water, clean energy and sustainable habitat solutions and services.*



**Smart Power for  
Environmentally Sound  
Economic Development  
(SPEED)**

*In India, 42,000 villages are un-electrified and over 400 million people do not have access to electricity. By creating a multi-dimensional, multi-partner program the Rockefeller Foundation has supported this programme which seeks to harness the potential of smart business models to deliver electricity through decentralised renewable energy based power plants.*



model for service delivery using identified nano-technology based water purification products was developed and will be field-tested in the slums of Delhi. Under this model, social entrepreneurs from within the community are selected and nurtured to service the water needs of the community.

The Jal-TARA Arsenic solution package was developed in this year under the DST core support. From testing the levels of arsenic in drinking water (Jal-TARA Arsenic Testing Kit) to providing purification solutions (Jal-TARA Arsenic Filter), this solution package covers everything.

## IMPLEMENTATION

Activities and achievements related to implementation of basic needs products and services for the poor were primarily concentrated in Bundelkhand.

**Access to Safe Water:** Efforts of social action in Bundelkhand in this year resulted in over 8,000 households (HH) accessing clean drinking water. These were provided through the NABARD Tribal Development Fund and the Integrated Watershed Management Programme (IWMP). A significant achievement was the installation of a solar energy based household water supply system serving 82 HH in Govind Nagar village of Datia. Water quality monitoring of drinking water was carried out across 300 Panchayats in Himachal Pradesh through the network partners. Building capacities of community mobilisers on increasing visibility of safe, affordable and environmentally appropriate options for Household Water Treatment Systems (including SODIS) in the urban slums of the NCR region have resulted in more than 10,000 families adopting water purification at their household level.

**Access to Housing:** Improved housing and sanitation solutions were provided to 595 households across all the clusters of operation in Bundelkhand. This was primarily facilitated through the *Mukhya Mantri Awas Yojna*. The women's group producing pre-fabricated eco habitat products was strengthened this year and is doing well in the Pahuji area of Bundelkhand.



**Clean Energy:** Clean lighting solutions were facilitated for 510 households by linking community institutions, with the market agencies. About 250 households in Pahuj, 60 in Niwari and 200 in Datia now have access to clean lighting.

The **TARA Akshar+** programme reached out to 750 women in Dausa and Alwar districts of Rajasthan and Greater Noida. Some women started economic activities through a supporting initiative called 'literacy to self-reliance'. A large initiative was launched in Uttar Pradesh to make 20,000 women literate in 2012-13.

## INCUBATION

A business eco-system for decentralised renewable energy for village electrification is being incubated. The SPEED model supported by the Rockefeller Foundation was built through substantive knowledge systems, design and testing of communication and awareness modules and development of a policy pitch.

## INFLUENCE

DA continued to work on influencing social housing programmes of the Government and the States. We were included in the committee for the Indira Awas Yojna by the Ministry of Rural Development, Government of India. A national level seminar – the Lok Awas Karmi Sammelan in association with the Government of India, Ministry of Rural Development's Rural Housing Knowledge Network was organised. The basin-South Asia knowledge platform produced two films on eco-habitat, published reports on eco-habitat planning in rural areas, and disseminated good practice solutions via e-alerts.

Toilets for the girl child were set up in 200 schools across the country. The CLEAN-India campaign created CLEAN-India ambassadors in Tamil Nadu and is continuing to expand its activities in Uttar Pradesh and Madhya Pradesh.



***TARA Akshar+**'s main objective was to provide rural women with opportunities to learn to read, write and do simple math. The initial task before rolling out the TARA Akshar+ programme was a field survey to the level of literacy and to assess the demographic profile of potential learners. TARA Akshar+ centres were established and now currently 244 instructors are teaching students across 175 centers in Uttar Pradesh.*



***Babulal and Narendra's  
MCR Business***

*Babulal Khuswaha and Narendra Khuswaha from village Bhundri, in Madhya Pradesh was working as an unskilled labourer and as a steel fabricator, respectively before they joined TARA Karigar Mandal. With the technical and management skills they gained through different trainings at DA and credit support from the Karigar Mandal, they established an MCR enterprise of their own. Soon after, the enterprise started getting orders for MCR tiles and construction of MCR roofs in schools, dhabas, hotels, resorts, private residences, etc. The financial tracking of this enterprise done by DA shows that it has already crossed the breakeven point and has now started to earn good profits.*

# Enterprise Development

Global problems of environment destruction, unprecedented material use, and large scale unemployment have led to the need for an economic framework that helps create sustainable livelihoods that reduce our carbon footprint and help revive the health of our ecosystem.

DA works towards the creation of livelihoods through enterprise development initiatives. The Group works in product based cluster development, strengthening the value chain, identifying and establishing market linkages and capacity building for enterprise development. Post identification of business opportunities at the community level, DA Group translates them into bankable enterprise packages with demonstrations and training.

## HIGHLIGHTS 2012-2013

In the year 2012-13, DA focused on promoting entrepreneurial opportunities through the use of climate resilient technology.

## INNOVATION

Projects such as JICA, Start Fund, Tejaswini, IWMP and TDF include and support components of enterprise and livelihood development. Resource analysis, development of business plans, credit mobilisation, value chain development and development of market linkages are some of the major activities and services that were conducted.

Development Alternatives works for the upliftment of the poor and the marginalised by:

- ✍ Providing a comprehensive set of enterprise and livelihood promotion services to the rural poor, women, youth and the marginalised communities



## Programmatic Focus

*The mandate of the programme is to create self-sustaining livelihood options in emerging green sectors. To facilitate this, DA has been supporting and initiating efforts aimed at the development of rural farm and nonfarm enterprises. The DA Group conducts skill development research, identifies skill gaps, provides marketable skills and conducts enterprise training programmes.*



**Indo-German  
Environment  
Partnership (IGEP) GIZ:**

*The aim was to provide solution in terms of products for the waste generated at the ALEAP Industrial Estate, Hyderabad. The DA group established 2 enterprises, one vermi compost enterprise and a paper recycling enterprise. A waste assessment and quantification template was developed to assess and quantify the types of waste generated by different industries at the estate.*



- ✍ Creating awareness and testing new concepts for capacity development of community
- ✍ Demonstrating and replicating the use of improved and appropriate technologies for enterprises
- ✍ Improving market opportunities for micro and small enterprises
- ✍ Designing, developing and implementing strategies to enhance the competitiveness and productivity of micro, small and cooperative enterprises
- ✍ Improving market opportunities and training services for micro and small enterprises

## IMPLEMENTATION

**Facilitating Initiation of Income Generation Activities:** In Bundelkhand, DA has facilitated the initiation of income generation activities in 4100 households in the reporting period. Credit mobilisation of 267 Lakhs was carried out.

**Development of Business Plans:** 25 business plans were developed for Self Help Groups, which have savings, and Cash Credit Limits to the tune of ten million. These include enterprises for poultry, backyard poultry, 'Khowa' (value added products of milk), fish farming, oil expeller, mini rice mill, mini brick kiln, bakery, dona pattal, spice unit, tailoring, handloom, basket making, piggery, mat (Narkul), floriculture, lac cultivation, nursery, vegetable cultivation, goat rearing, oil expeller, dairy, beauty parlour and bag making. Most of these activities were undertaken by SHGs formed under the Uttar Pradesh Participatory Forest Management and Poverty Alleviation Project. The team engaged with community members in the development of these plans in Orchha creating a sense of business planning and enterprise development amongst community members.



**Development of Product Based Clusters:** Resource analyses was conducted to develop four product-based clusters of vegetable cultivation, poultry, and dairy and 'donna pattal' making to intensify economic activities in the region of our operations. The vegetable production plan was approved under the Tejaswini project extension.

**Piloting Agri Based Services:** The agri- business service was piloted this year. The farmers' federation, Bundelkhand Harit Kisan Mandal, initiated the delivery of sustainable agriculture services to farmers in which 950 farmers registered generating a turnover of INR 170 thousand. This has proved to be a potential avenue of service delivery related to agriculture.

## INCUBATION AND INFLUENCE

The team is in its nascent stage to provide services in this domain. There were lessons learnt in this year and DA will build on this programme in the coming years. Key areas identified for action include development of product-based clusters.

A major step for strengthening the theme will be to implement the business plans with institutions in areas of direct work and to develop tracking and monitoring systems for the enterprises to build the lessons which will help in scaling out. Even though the agri-based services couldn't yield the desired outcomes, potential of the services among the community has been revealed.



**Tetra Pak Project:**  
Customised machinery was developed and two recycling enterprises were set up in association with TARA and TMTS to recycle tetra pak cartons. Training and capacity building on technology operations, market linkages and business development were key activities.



The image shows two women sitting on the ground in a rural setting. The woman on the left is wearing a green sari and is looking down at a small white box with a red and orange design. The woman on the right is wearing a pink sari and is smiling. They are surrounded by several similar boxes and a spool of thread. The background consists of dry, rocky ground and some sparse vegetation.

**The Skill Building Programme:**

Development Alternatives with support of DST undertook an initiative to build capacities of women through skill building. A group of 20 women were selected from Ambabai village, Uttar Pradesh for this training and capacity building programme. Three levels of training were conducted wherein women were short listed based on an assessment done to check the skills they have gained and their capability for the production of eco products. These women were provided with the necessary skills to become self sufficient and independent.

# Employment Skills for Green Jobs

## SKILL DEVELOPMENT

New opportunities in futuristic sectors such as renewable energy, waste management and clean technology production systems provide a potential for greening our economy through the creation of green jobs. Green jobs provide entrepreneurial opportunities that create pathways out of poverty, while reducing carbon dependency, regenerating the natural resource base and contributing sustainable growth of the national economy.

## HIGHLIGHTS 2012-2013

Training and capacity building modules and systems to scale up the creation of green jobs were the focus of 2012-2013. Training modules were developed in a variety of new sectors such as in green construction for artisans, pre-fabricated materials production for women groups, community radio reporting for young aspiring rural youth in media and young entrepreneurs in waste management.

## INNOVATION

The 'literacy to self-reliance' initiative working in synergy with TARA Livelihoods Academy (TLA) developed modules and methodologies for livelihood creation by neo-literates. The new programme reached out to over 260 young first time learners in Greater Noida. 160 of these were trained in basic life skills and 240 women were trained on vocational skills of stitching, tailoring and beautician course. The success of the model was seen when approximately 45% from the first and second batches initiated small economic activities and joined the work force.

Training modules on green construction were developed for the semi-arid, the coastal states and wet hilly regions of India. These modules were tested through pilot training programmes and are now ready for roll out. In addition, training modules were developed for women's groups producing pre-fabricated building elements. These modules include specific components for women's health and safety during work, life-skills and



### Programmatic Focus

*The programme aims to enhance capacities of youth in rural and urban areas through training in employability skills and entrepreneurship abilities enabling them to exercise their economic potential with a special focus on "green job creation".*



***TARA Karigar Mandal comes of its own:***  
Capacity building of 20 TARA Karigar Mandal masons as supervisors under the eco-housing delivery initiative has enabled the TARA Karigar Mandal to emerge as a service enterprise. These masons are now fully occupied and provides green construction skills to clients as well as training services.

business skills that the groups require in order to compete in the largely male dominated industry.

TLA's innovative concepts on 'Mobile Classroom' had made its position amongst the 75 Top Finalist under 'The Power of Idea' business plan competition organised by Centre for Innovation Incubation and Entrepreneurship, IIM-Ahmadabad, Department of Science and Technology and The Economic Times.

## IMPLEMENTATION

The TARA Livelihoods Academy (TLA) ran a series of 160 training programmes in the year 2012-2013. It trained 1850 young men and women through the Vocational and Community Training Centres of which 1200 were linked with employment opportunities. Three Vocational Training Centres and 15 Community Training Centres and 5 Partnership Centres were setup during the year.

In order to develop youth and women's entrepreneurial abilities TLA partnered with International Labor Organisation (ILO) to deliver it's Start and Improve Your Business (SIYB) curricula at a large scale and has so far trained around 800 entrepreneurs

The watershed development initiatives in Bundelkhand worked in close partnership with TLA and introduced skill development programmes as entry point activity in the villages being targeted. 786 people were trained.

## INCUBATION

In the year under review, TLA was guided for commercial operations, market assessments of employment needs and business plans were developed including the menu of training programs on offer.

TLA is in the process of accelerating its activities in an entire Hindi speaking region and is being nurtured to be branched off as a commercial entity in the next couple of years. The Marico Innovation Acceleration Program (CSR Initiatives of Marico) have extended their support in this regard.

# profile



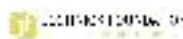
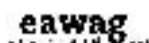
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## Networks and Partnerships



## DA Group in the News



## Awards

### **Among 150 Think Tanks Worldwide US and Non-US (India)**

✍ Development Alternatives      Rank 141 in 2012

### **Among Top 45 Think Tanks in China, India and the Republic of Korea**

✍ Development Alternatives      Rank 27 in 2012

**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, the Development Alternatives Group has been selected for exemplary work in conservation of natural resources and promoting sustainable development in India and the world.



# business affiliates

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## 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.

**Technology and Action for Rural Advancement (TARA)** functions as an 'enabler', instrumental in the creation of livelihood support systems, training and capacity building for the rural poor and marginalised communities. In its function as an aggregator, it bundles support service packages, helps large corporations explore new markets, and aggregates the output of local producer groups including micro, mini and small enterprises. It also connects these groups to market opportunities and develops markets for ethical products and services. Governments, large corporations and civil society networks benefit from TARA's expertise as a 'manager' of large awareness creation, environmental action, community development and service delivery programmes in areas such as affordable housing, renewable energy, water management, sustainable agriculture, waste management and recycling. It functions through six lines of businesses:

- ✍ TARA Livelihood Academy (TLA)
- ✍ TARA Environment Monitoring Facility (TEMF)
- ✍ TARA Paper
- ✍ Livelihood and Market Access addresses the bottom of pyramid market and access
- ✍ Technology Management Services nurtures the lab-market connections to establish developed technologies. It has established partnership with reputed National and International Universities to develop technologies
- ✍ Programme Management Services focused on renewable energy initiatives. SPEED (Smart Power for Environmentally Sound Economic



Development) and VE-SuRE (Village Electrification through Sustainable Use of Renewable Energy), are the main projects running under this line of business.

The SPEED project identified 21 ESCOs and 12 ESCOs engaged to intervene in 26 cities of 4 states. Various decision-making tools were developed e.g. ESCO Assumption Template, Site Assessment Tools, Project Plant Economic Sheet and Programme Management Tools.

The VE-SuRE project has led to a total of seven renewable energy plants becoming operational. Out of these seven plants, six power plants are based on biomass gasifier technology and one plant is based on micro-hydro technology. These power plants are lighting more than 500 households of 3 states (Vindhyachal, Chhattisgarh and Uttar Pradesh). Two power plants are already handed over to Village Energy Committee and are being run successfully by this committee.

**TARA Machines and Tech Services Private Limited (TMTS)**, delivers green business solutions to Small and Medium Enterprises (SMEs) for building construction, waste recycling and hand-made paper production. TARA Machines is a specialist company in Eco-Concrete Technology, Eco-Kiln Technology, Fly Ash Technology and Recycling Technology.

Amongst its lines of businesses,

- ✍ Fly Ash registered a 46% growth y-o-y. The upswing in Fly Ash Revenues was a result of the success witnessed in Odisha in Q4, as well as the sales team making its first few sales in the National Capital Region.
- ✍ Paper Recycling revenues recorded an increase of 71% over the last year. A number of high value customers were added giving scope for replication in their larger organisation or context.





✍ With ACC, the first Green Building Materials Centre in Vidisha was set up, and replication of this centre will be important for growth in the Eco-Concrete category.

The public sector or bank financing system continues to impact the sales team's ability to close sales in a timely fashion.

**TARA Nirman Kendra (TNK)**, a social enterprise of the DA Group provides green building materials for local application in Bundelkhand. It provides roof installation services, green building design and training services.

In 2012-2013, the production and sale of fly-ash bricks in the Bundelkhand region and sourced business from Hamirpur, Shivpuri and Gwalior markets were introduced. It has been producing and supplying paving blocks while the revenue driver in the year under review has clearly been sales of micro concrete roofing tiles and roofing. Its franchised unit in Datia is running at full capacity and has forged alliances with entrepreneurs from the TARA Karigar Mandal. 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 organisation such as Jhansi Development Authority.

# opportunities for scale: case studies

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*Where livelihood security  
meets sustainable  
lifestyles*

## The Lifestyle Store

In the early 1990's, DA Group innovated the technology for recycling cotton waste into hand made paper. This innovation went on to provide means of livelihood and income generation for the Sahariya Tribal Women of Madhya Pradesh. About 25 women from the tribe were identified and trained in making paper (using machinery) and designing hand made paper products. The products made by the women are today being sold through TARA's retail outlet in TARAGram Orchha, Madhya Pradesh. Over the years, TARA realised that these products required to be showcased at a larger scale and artisans like these women needed a bigger platform. Thus, came about the concept of launching a Lifestyle Store at Development Alternatives' World Headquarters in New Delhi.

This Lifestyle Store – TARAGram, provides a platform to various artisans across the country, to showcase their unique collection of products made out of hand made paper and rescued materials. The primary objective is to engage with the BoP (Base of Pyramid) segment of the society, and TARA as an aggregator aims to bring them into this value chain. It provides them with an alternative source of livelihood. Apart from working with the established groups and social entrepreneurs like Locopopo and SWAR and Greeneera, the store also looks forward to build capacities of a few identified producer groups for developing and producing various lifestyle products.

TARAGram combines style, design, quality and sustainability to create collections in stationery, desktop accessories and home décor. The store also displays different kinds of recycled hand made paper made by the Sahariya Tribal Women at the Development Alternatives' Orchha unit and other marginalised groups working in the Bundelkhand Region of Central India. Since the store's launch in March 2013, large numbers of channels have been identified for reaching out to the market.



## Fly Ash Production Unit

Gramodaya Sangh started fly ash brick production approximately five years ago, to train local rural artisans who were involved in clay brick manufacturing units. As a result of the Supreme Court order placing restrictions on mining of soil, they had become unemployed and were left with no source of income. In 2011-12, it was awarded a project by Department of Science and Technology (DST), New Delhi to finance a production unit. The unit would be used to train women artisans who were working as labor in making clay bricks. Gramodaya Sangh, with the support of TARA Machines immediately embarked on setting up the unit. It currently employs 15 women and two field staff, and generated revenue of Rs. 24.68 L in 2012-13.

In the next year, the women and field staff intend to form a Self Help Group (SHG) to run the production unit. All the earnings will be divided between the constituent members after meeting the expenditures incurred during production. Gramodaya Sangh will only look after management and quality control.

Drawing inspiration from its successfully commercial activities, Gramodaya Sangh is now planning to set up a Green Building Materials Center with support from ACC and TARA Machines. The center will manufacture concrete products like the TARA Micron, Door and Window Frames and Interlocking Pavers. This will spur entrepreneurship in the region for affordable and high quality building materials.



*Fly ash brick  
production unit*



### Partnership with Ideal Safety Systems, Kerala

TARA, in partnership with Antenna Technologies, Switzerland developed a Sodium Hypochlorite solution (liquid chlorine) under the Aqua+ brand name. This product is disseminated in the community to provide safe drinking water to the people to reduce water borne diseases.

Ideal Safety Systems, Kerala (ISS) became TARA's partner in November 2012 to promote liquid chlorine solution. Under a new brand name called 'ISS Jal Suraksha', ISS sourced 50,000 liquid chlorine bottles and sold them in the community.



*Health worker on door-to-door sale of Aqua Plus in Kerala*

- a. **Delivery Channel:** ISS has used a hybrid model to promote liquid chlorine solution in the community. It uses the following channels:
  - i. **Community Workers:** There are existing community workers, appointed by the government to create awareness about the importance of safe drinking water, sanitation, hygiene etc. These community workers are managed by local governing body and are provided a certain amount of money under the drinking water and sanitation fund by the state government. These bottles are then distributed free of cost as samples to the local community.
  - ii. **Door-to-door sales:** Once the initial buzz is created around the product, the repeat sales are done through door-to-door selling. ISS has tied up with franchisees which promote the product through door-to-door marketing. Here the franchisee and the sales force get a margin of the revenue to make the channel financially viable.
- b. **Social Marketing:** ISS has printed IEC material (flyers and brochures), given ads in print as well as conducted several demonstration workshops to create awareness.

# compliance

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# Auditors' Report

## Society for Development Advancement Balance Sheet as at March 2013

|                                                           | Particulars | As at 31 March 2012 (Rs.) | As at 31 March 2013 (Rs.) |
|-----------------------------------------------------------|-------------|---------------------------|---------------------------|
| <b>Source of funds:</b>                                   |             |                           |                           |
| Capital and other funds                                   | 1           | 1,11,22,328               | 1,10,00,104               |
| Capital grants and                                        | 2           | 1,65,45,568               | 1,65,45,568               |
| Donations and                                             | 3           | 1,77,00,000               | 2,96,12,640               |
| Grants and loans                                          | 4           | 19,85,000                 | 17,00,000                 |
|                                                           |             | <u>33,39,229</u>          | <u>34,53,312</u>          |
| <b>Application of funds:</b>                              |             |                           |                           |
| Fixed deposits                                            | 5           | 10,00,000                 | 10,00,000                 |
| <b>Current assets, loans and advances:</b>                |             |                           |                           |
| Current and fixed deposits                                | 6           | 2,10,00,000               | 20,00,000                 |
| Loans and advances, receivables                           | 7           | 1,73,00,000               | 15,42,500                 |
|                                                           |             | <u>3,83,00,000</u>        | <u>35,42,500</u>          |
| <b>Assets and liabilities not elsewhere provided for:</b> |             |                           |                           |
| Current liabilities                                       | 8           | 6,00,000                  | 1,00,000                  |
| Provisions                                                | 9           | 1,00,000                  | 1,00,000                  |
|                                                           |             | <u>7,00,000</u>           | <u>2,00,000</u>           |
| Net current assets                                        |             | <u>3,76,00,000</u>        | <u>33,42,500</u>          |
|                                                           |             | <u>33,39,229</u>          | <u>34,53,312</u>          |
| <b>Excess of assets over liabilities and other</b>        |             |                           |                           |
|                                                           |             | <u>1,00,000</u>           | <u>1,00,000</u>           |

*(Signature)*  
Dr. Anurag Kumar  
Auditor

*(Signature)*  
Dr. G. V. S. Murthy  
Director

This is the balance sheet of the Society for Development Advancement, No. 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

*(Signature)*  
Dr. Anurag Kumar  
Auditor

Date: 30.03.2013

# Auditors' Report

Stocks for Development 30 minutes

Income and Expenditure Account for the year ended 31 March 2013

|                                                              | Schedule | For the year<br>ended 31<br>March 2013<br>(Rs.) | For the year<br>ended 31<br>March 2012<br>(Rs.) |
|--------------------------------------------------------------|----------|-------------------------------------------------|-------------------------------------------------|
| <b>Income</b>                                                |          |                                                 |                                                 |
| Interest and dividend                                        |          |                                                 |                                                 |
| Interest on loans, etc. (Schedule 9)                         | 9        | 5,49,717                                        | 4,29,412                                        |
| Dividend                                                     |          | 2,23,534                                        | 5,432                                           |
| Other income                                                 |          | 34,479                                          | 7,555                                           |
| Total Income                                                 |          | <u>5,87,730</u>                                 | <u>4,36,400</u>                                 |
| <b>Expenditure</b>                                           |          |                                                 |                                                 |
| Administrative expenses                                      | 10       | 3,12,111                                        | 3,05,618                                        |
| Interest and administrative expenses                         | 11       | 1,71,249                                        | 1,41,938                                        |
| Transfer charges                                             | 12       | 6,767                                           | 1,11,163                                        |
| Interest on deposits, etc.                                   | 13       | 1,11,475                                        | 79,741                                          |
| Depreciation                                                 | 14       | 4,21,192                                        | 1,14,671                                        |
| Total Expenditure                                            |          | <u>6,66,905</u>                                 | <u>6,43,130</u>                                 |
| Excess for the year                                          |          | <u>(79,175)</u>                                 | <u>93,270</u>                                   |
| Excess for the year transferred to<br>equity fund            |          | <u>(79,175)</u>                                 | <u>(93,270)</u>                                 |
| Significant accounting policies followed<br>(see Annexure A) | 15       |                                                 |                                                 |

*Dr. Anil Kumar*  
Mr. Anil Kumar  
Chartered Accountant

*Vijay Kumar*  
Vijay Kumar  
Chartered Accountant

These accounts and explanatory notes are prepared in accordance with the Companies Act, 2013 and the Companies (Accounts) Regulations, 2014.

*Dr. Anil Kumar*  
Dr. Anil Kumar & Associates  
Chartered Accountants  
10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

Date: 28.02.2013  
Place: 28.02.2013

# Auditors' Report

## Walker Chandlok & Associates

121, Greenfield Road,  
New Delhi 110028,  
India

T: +91 11 4278 2570  
F: +91 11 4278 2572

### FORM 10B [See rule 131]

#### 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 audited Balance Sheet of Society for Development, Discretion, (the Society) as on 31 March 2013 and also the Income and Expenditure Account for the year ended on that date which is in agreement with the books of account maintained by the said Society.
2. We have obtained all the information and explanations which in the best of our knowledge and belief were necessary for the purpose of our audit. In our opinion, proper books of account as required by law have been kept by the Society so far as appears from our examination of those books.
3. We did not audit the financial statements of branch (Bharat), whose financial statements reflect net assets of Rs.18,86,697 as on March 31, 2013 and net revenue of Rs. 4,81,414 for the year ended ended. These financial statements and other financial information have been audited by MCA & Associates, whose reports have been included in us by the management and our opinion is based solely on the reports of MCA & Associates.
4. In our opinion and to the best of our information and according to the explanations given to us, the said financial statements give a true and fair view in the manner:
  - a) The Balance Sheet of the state of affairs of the Society as on 31 March 2013 and
  - b) The Income and Expenditure Account, of the Society for the year ended on that date.
5. The audit report given by us is annexed hereto.

*Walker Chandlok & Associates*  
For Walker Chandlok & Associates  
Chartered Accountants  
Firm Registration No. 00,1238

Place : New Delhi  
Date : 28 Sep 2013



# Credibility Alliance Norms Compliance Report

## Identity

Society for Development Alternatives is registered as a not - for - 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.deval.org](http://www.deval.org)

Name & Address of main bankers:

Syndicate Bank, R K Puram, Sector - V  
New Delhi - 110 022

Name & Address of auditors:

M/S Walker Chandio & Co.  
L-41, Connaught Circus  
New Delhi - 110 001, India

| Regular staff      | Male      | Female    | Total     |
|--------------------|-----------|-----------|-----------|
| <2500              | 0         | 0         | 0         |
| <7000              | 4         | 0         | 4         |
| <15000             | 33        | 5         | 38        |
| <30000             | 14        | 17        | 31        |
| <50000             | 7         | 4         | 11        |
| >50000             | 4         | 4         | 8         |
| <b>Grand Total</b> | <b>62</b> | <b>30</b> | <b>92</b> |

Staff Details (as on March 31, 2013)

| Gender | Regular staff | Senior Advisors | Consultants | Project Appointees |
|--------|---------------|-----------------|-------------|--------------------|
| Male   | 62            | 4               | 46          | 55                 |
| Female | 30            | 0               | 8           | 9                  |

Distribution of Staff (as on March 31, 2013)

## Governance

None of the Board members is related to each other.

The Development Alternatives Board members met once in the FY2010-11 on 20<sup>th</sup> Dec 2011.

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 Alternative



**Ms. Gita Sidhartha**  
Chairperson, Indian Council  
for Child Welfare



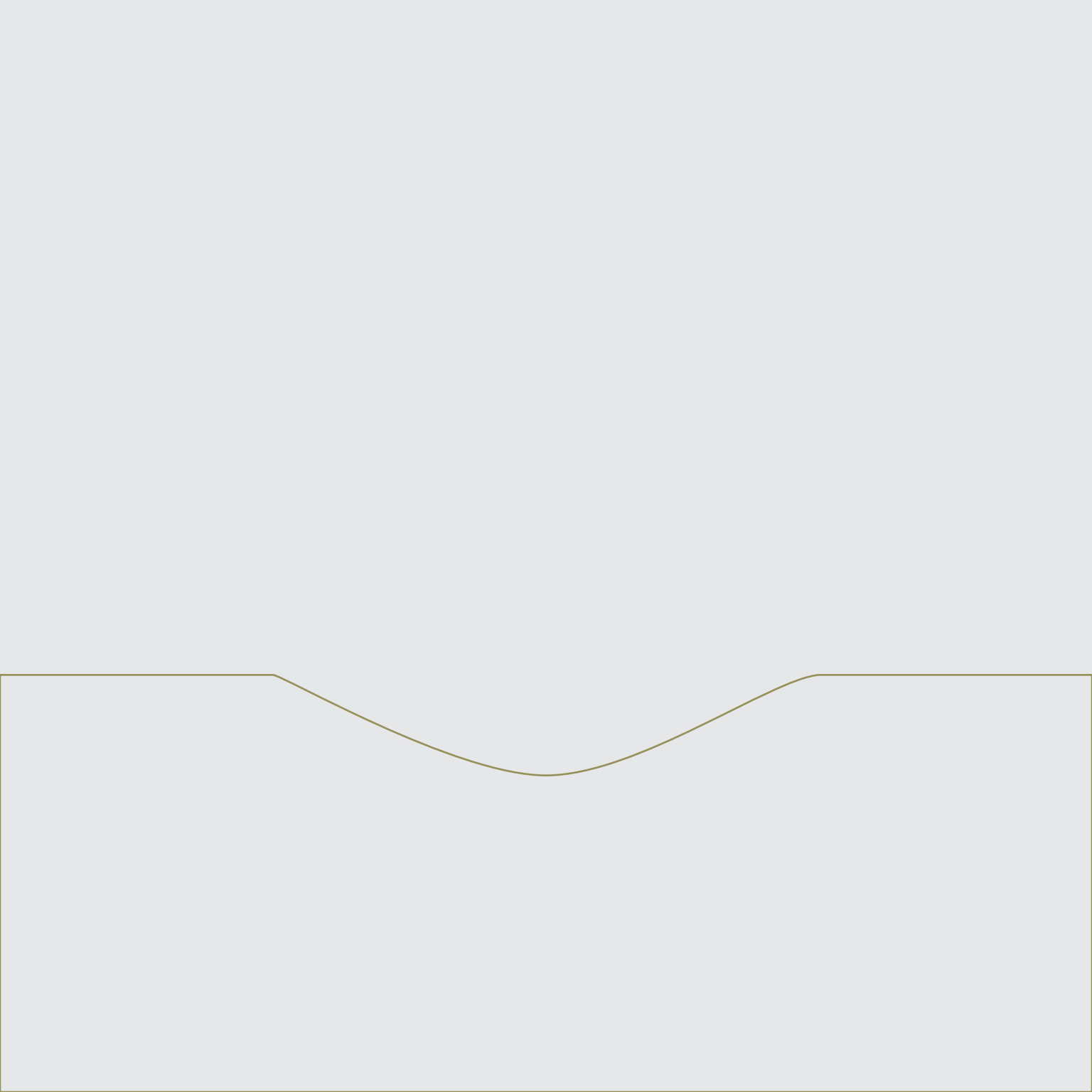
**Mr. Salman Haidar**  
Former Foreign Secretary  
International Relations



**Prof. Amitabh Kundu**  
Prof. of Economics  
Jawaharlal Nehru University



**Mr. George C. Varughese**  
President  
Development Alternative



## The Development Alternatives Group

Development Alternatives (DA)  
[www.devalt.org](http://www.devalt.org)



Technology and Action for Rural Advancement (TARA)  
[www.tara.in](http://www.tara.in)



TARA Machines and Tech Services Pvt. Ltd. (TMTS)  
[www.taramachines.com](http://www.taramachines.com)



TARAhaat Information and Marketing Services Ltd.  
[www.tarahaat.com](http://www.tarahaat.com)



Decentralised Energy Systems India Pvt. Ltd. (DESI Power)  
[www.desipower.com](http://www.desipower.com)



TARA Environmental Products and Services Pvt. Ltd.  
[www.taraenviro.com](http://www.taraenviro.com)



TARA Nirman Kendra (TNK)



### World Headquarters

B-32, TARA Crescent, Qutub Institutional Area, New Delhi 110 016  
Tel : +91 11 2654 4100, 2656 4444, Fax : +91 11 2685 1158  
Email : [mail@devalt.org](mailto:mail@devalt.org), Website : [www.devalt.org](http://www.devalt.org)