



*Creating  
Sustainable  
Livelihoods*



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# ANNUAL REPORT

## 2005-06

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Development Alternatives



# Annual Report 2006

## Organization at a glance

### Society Registration

Society Act, XXI of 1860 registration number 12964.

### FCRA

Section 6 (1) (a) of the Foreign Contribution (Regulation) Act, 1976 (FCRA Reg. No. 231650202).

### Vision

The Development Alternatives Group is dedicated to bringing about a better balance among the basic prerequisites of **sustainable development - social equity, environmental quality and economic efficiency.**

### Mission

The Development Alternatives Group believes that the key to achieve sustainable development is the **creation of sustainable livelihoods in large numbers.**



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**Dr. Khosla addressing the PACS National Level Conference on Empowering Livelihoods, 2005**

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## Social Enterprises for Sustainable Livelihoods

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**T**he Development Alternatives Group seeks to realize the right balance amongst the basic requisites of sustainable development: social equity, environmental quality and economic efficiency. Recognizing the key role of livelihoods and a healthy environmental resource base in creating a better future, it is dedicated to creating the means for generating sustainable livelihoods on a large scale.

Development Alternatives believes that development can be a good business – by creating sustainable livelihoods through sustainable enterprises. To make this possible it designs innovative solutions to address poverty and environmental degradation. Its main fields of work include alternative technologies, resource management and institutional design.

The organization has innovated numerous livelihood technologies in the areas of building materials, land and water management, fuel and energy saving cooking devices, handloom textiles and handmade recycled paper. These technologies are designed to be the basis of commercially viable enterprises. Development Alternatives has pioneered a wide range of environmental and resource management techniques which are relevant to public agencies, corporate industry and grassroots organizations. In the field of institutional design, it has worked on the systems of governance, information and finance which underpin sustainable development.

After testing its innovations through its wide ranging field experience in Bundelkhand, one of the most backward and degraded regions of the country, Development Alternatives has a national footprint today. Its carefully nurtured network of partnerships and alliances reaches out extensively to the rural poor, as well as to a wider national and global audience.

**The year 2005-06** saw the organization focus specifically on five major programme areas which it considers central to the strategy for sustainable development through the creation of sustainable livelihoods. They are:

- Water and Sanitation Services
- Habitat Services
- Energy Services
- Clean Technologies and
- The Bundelkhand Initiatives

Its major technology, environment and institutional systems initiatives to implement work on these areas include:

- Poorest Area Civil Society (PACS) Programme and the Social Action Group
- Community Led Environment Action Network – India Programme (CLEAN-India)
- Commercialization of habitat and energy services in collaboration with TARA Nirman Kendra and TARAhaat.

To promote scaling up of these solutions and initiatives the strategy has been to **accelerate multiplication** on the ground by:

1. Developing mechanisms to enable the rural poor to finance shelter and enterprises

2. Fast tracking high potential business opportunities
3. Scaling up training and capacity building operations and
4. Sustaining and leveraging existing networks

This year, **the Poorest Areas Civil Society programme** extended its influence further to 89 districts with a network of over 560 partners, enhancing the capabilities of over 1.25 million households. Seeing the reach and the impact the programme has had on the grassroots base, Department for International Development, UK, extended the PACS programme into Phase II for three more years.

Another noteworthy achievement was the first draft Rural Housing Policy for India launched under the Habitat programme of Development Alternatives, which inspired commitments from the Ministry of Rural Development to develop it as a National Policy.

Significantly, **CLEAN-India, the environment and action programme** has been designated as an affiliate of the Earth Charter in India. The children of the programme, working with local schools and the Delhi Government, have ensured that the green cover of Delhi grew from 10 to 15% over the last five years. Another brigade of children in Jhansi, U.P., pressurized the local government into banning the use of polythene of thickness less than 20 microns. The children of CLEAN-India, Bangalore started a first-of-its-kind E-waste collection centre in the schools of Bangalore.

A landmark was the adoption of the Development Alternatives partnership model for e-waste management for South Asia by the Secretariat of the Basel Convention.

Innovations in water quality monitoring have had a huge impact on schoolchildren, community groups, government agencies and UNICEF projects in 13 states across the country are using TARA Water Quality Monitoring Kits.

**Development Alternatives commercial affiliates** have had a good run this year with nearly 40 new entrepreneurs in five additional states setting up TARA (Vertical Shaft) Eco kilns. The **TARA machine business** has forged ahead introducing its products across the country as well as across the globe. UNICEF adopted TARA's environmental monitoring technologies in 11 states, giving TARA a major boost. While there have been many high points this year, the growth trajectories of the commercial affiliates have highlighted the need to focus on designing more replicable business models and the multiplication system to carry them forward.

**The TARA Nirman Kendras** moved into the green, fuelled by the marketing of their building products and solutions. Micro Concrete tiles continued to be the preferred choice of the market and pushed up profits.

**TARAhaat, the IT enabled capacity programme for the rural poor** enjoyed a successful year as well, with the introduction of many new IT-based products. The network of TARAkendas was increased by over 52% bringing the total to over 50, and revenue growth increased to 60%.

**Bundelkhand, the application and demonstration ground** for Development Alternatives mandate, saw substantial progress in the year. The organization kept its commitment to the progress of the region – adding 43 new self help groups which increased the savings of the 300 groups to Rs. 44.5 lakhs, almost doubling last year's figure. Besides this, it worked with over 200 farmers to carry out the development of 1000 acres of wasteland. As a direct community based intervention, three water harvesting structures were constructed, benefiting six villages over a geographical expanse of 2200 acres.



**The outreach of Development Alternatives** innovations, products and services has been extended by increasing and supporting networks and alliances. The year saw three partnerships being strengthened:

1. **Community Partnerships** – through the PACS and CLEAN-India Programmes and the Rural Housing Platform
2. **Business Networks** – through TARA enterprise and channel partners and ICT - based business-cum-community development kiosks
3. **Policy Alliances** – *basin-South Asia*, Climate Action Network – South Asia, and the Regional and International Networking Group (RING)

With the establishment of the Bundelkhand Development Consortium (BDC), a network of likeminded small civil society organizations has come together to influence policy changes and bring about development with greater involvement of their communities.

## Strategic Institutional Partnership

The year 2005-06 highlighted several aspects of the uniqueness of the Development Alternatives - Swiss Development Cooperation partnership. The Development Alternatives village energy and rural housing programmes were supported by SDC with substantive inputs into policy development. Both the organizations aim to further the cause of sustainable development, innovate and deliver sustainable livelihood options on a large scale and on a long term basis.

## International Contributions

During the year, Development Alternatives was invited to participate actively in several major international initiatives, by the United Nations Environment Programme, the Basel Convention on Hazardous Substances, the World Economic Forum, the Club of Rome, the Tallberg Forum, the Global Philanthropy Forum and several others. The organization was a prime partner in the work of the Zero Emission Research and Initiatives network (ZERI).





Women Empowered through SHGs in Bundelkhand

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More Power to the Rural Poor

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“At no time in history has there been a need for radical change as great as that of today. Fully one third of the people on this planet are barely surviving or subsisting on the margins of the monetized economy. At the same time, the soil, water and biological resources that provide the basic supports to all life on the planet are rapidly degrading or disappearing.

And each year, the gap between the needs of the people, and the capacity of the earth to meet these needs, widens.” Dr. Ashok Khosla, Chairman, Development Alternatives.

The rural poor are the first constituency of Development Alternatives, particularly the poorest amongst them who are the voiceless. The organization believes that if it is to eradicate poverty and bring back the forests, rivers and soils, it must create sustainable livelihoods – a large number of sustainable livelihoods.

To implement its social objectives of creating the means of sustainable livelihoods, the Institution Systems Branch of Development Alternatives has concentrated on empowering over 100 poorest districts of India through the Poorest Areas Civil Society Programme (PACS) in six states and the rural poor of Bundelkhand in Central India through the Social Action Group.

The year 2004-2005 saw a definite shift in the focus of PACS towards providing livelihood options for the poor along with the spotlight on entitlement realization. This was based on the understanding that until the poor can feed themselves, they cannot hope to govern themselves.

In this pursuit, Development Alternatives acts as the facilitator between people, the environment, and technology. It realized very early that to reach the poorest in the remotest areas it needs to extend support to smaller civil societies to fulfil its mission.

The organization, therefore, focuses specifically on rural community groups and village Panchayats to build their capacities for sustainable livelihoods. Further it provides support to voluntary organizations, corporate, government, bilateral and multilateral agencies, with information and training towards this goal.

To empower rural communities Development Alternatives uses four tools:

- Small Organizations Support Group (SOS)
- Social Action Group (SAG)
- Training Systems Group (TSG)
- Development Alternatives Information Network (DAINET) and the

## Small Organizations Support Group

The hallmark of this group is building the capabilities of small civil society organizations for whom transparency and accountability with a high degree of responsiveness to grass roots needs is a priority.

A major initiative of Development Alternatives is a rights-based Poorest Areas Civil Society (PACS) Programme, supported by United Kingdom Department for International Development (DFID). The PACS Programme is a seven year (2001-2008) effort to empower millions in the poorest districts of Bihar, Jharkhand, Chattisgarh, Madhya Pradesh (MP), Uttar Pradesh (UP), and Maharashtra. Working through Development Alternatives, DFID-India has established the



Capacity building through Self Help Groups

programme to lend a hand to smaller grassroots organizations based in many difficult areas to empower the most vulnerable sections of the community. The programme today, exists in 16,000 villages in six states through a network of over 560 lead civil society organizations (CSOs).

Now, in its fifth year, PACS has successfully spearheaded a fresh approach to reaching rural communities by partnering with equally dedicated local support partners. Ten more districts were covered under the programme this year taking the number up to 89 of the 108 poorest districts, and 25,000 more households benefited taking the number up to 1.25 million people.



**Celebrating Women's Day**

PACS has enabled the setting up of several such institutions including 17,414 community based organizations (CBOs) like self help groups, youth and farmer groups, and village development committees; involving over 2 lakh members. The focus being women, this year, 3000 more women's self help groups (SHGs) were formed, taking the figure up to 11,120.

The programme has successfully put in place a significant number of projects on the ground (167) with the help of the large base of CSOs in the poorest areas. The Management Consultants of the PACS programme are Development Alternatives – PricewaterhouseCoopers (P) Ltd. consortium.

## **Highlights**

### **Reaching out to a larger constituency**

In November last year, PACS held several state and one national-level poverty consultations. These conferences were a huge success with professionals / practitioners from the government, donor agencies, civil society organizations and technical and management resource organizations, participating and sharing their learning.

### **Advocacy – Giving voice to the voiceless**

The PACS advocacy platforms in each of their states have transformed advocacy systems and have strengthened the communication between state and district government officials, CSO partners and other donor agencies working in that area.

### **Capacity Building – Helping communities help themselves**

One of the most encouraging aspects of PACS is the emergence of a large number of village level spokespersons and leaders including many extraordinary women. PACS capacity building efforts are directed at both project partners and communities. These capacity building initiatives along with advocacy have been instrumental in setting in motion the public services. PACS states witnessed a rise in Public Distribution System rations along with improved performance of schools and other public services.

### **Monitoring Evaluation and Learning**

Four years of a large development programme, spread over 89 of India's poorest districts, does in no way fall short of experiences and learning from ground interventions. To integrate and leverage the knowledge and understanding gained from the PACS experience in a more effective way, an ICT based Monitoring Evaluation and Learning (MEAL) framework has been designed for the programme.



MEAL has played a big role in catalyzing self reflection at every level. Institutionalization of project management and delivery processes has led to a marked change in the way PACS partners are running their organizations. The key words to demonstrate this change are transparency and accountability with a high degree of responsiveness to grass roots needs.

## The Social Action Group

The Social Action Group (SAG) has extended its development activities in close to a hundred villages in the Tikamgarh district of Madhya Pradesh. It advances the mission of Development Alternatives of creating livelihood opportunities by capacity building and linking appropriate technology to the community in Bundelkhand.

The activities of the Social Action Group include:

- creation of Livelihoods
- convergence and Networking
- community Mobilization and Institution Building
- natural Resource Management

The Development Alternatives commitment to Livelihoods is personified by the SAG which has, in the last year:

- created over a hundred new enterprises, growing from 235 to 340 enterprises and initiated 30 broiler chicken farms.
- linked the poorest categories of the population to government schemes. One such example is Madore village, where over 25 families were linked to the DPIP programme, which provided complete support to establish poultry units.
- made special efforts to promote food processing as a high potential alternative livelihood opportunity.
- launched two satellite food processing centres in the Harsmau and Pipra villages, building on the base centre at TARAGram, Orchha. It currently employs 126 women and has the potential to employ close to ten to fifteen times this number during the next stage.
- established a centre (Gaushala) for demonstration of agri-based livelihood technologies.



**Creating opportunity - generating income through food processing unit**

## Partners and Networking

The Social Action Group believes that interventions are most effective if the resources of multiple stakeholders are leveraged and suitably combined. It is a member of the Bundelkhand Development Consortium (BDC), operating in three districts and four Blocks for the last one year. The other members are:

- Shailaja Foundation, Tikamgarh
- Sandhan, Tikamgarh
- Darshana, Chattarpur
- Bundelkhand Vikas Samiti, Damoh

BDC is a platform for shared learning, expertise and execution and has proved to be a very important initiative to complement the activities of the Habitat group of Development Alternatives.

A strategic networking system with all resource organizations in the region has been set up in villages, involving about 70 panchayats. Around 10,000 families have gained through farmers clubs, village development committees and water users associations. The 300 SHGs operating in Niwari Block of Tikamgarh District have had a direct impact on 4,000 families in that area.

During the last year the SAG was able to leverage resources worth nearly Rs.1.79 crores.

#### STAKEHOLDER RESOURCES LEVERAGED DURING THE YEAR 2005 – 06

Stakeholder	Amount (INR) Lakhs
From SBI (for Housing)	8.13
Community (Majra, Madore Housing, for Check Dams, for farming systems and as service Charges)	14.50
Government (Majra School)	2.50
Panchayat (Pipra Building)	1.50
Research Institutions (IGFRI, NRCAF, Gaushala Ayog)	2.00
From DPIP project (in 6 villages)	150.00
<b>TOTAL</b>	<b>178.63 Lakhs</b>

### Community Mobilization and Institution Building

The Social Action Group has played a catalytic role in mobilizing communities to participate in Akshargyan (a computer based literacy package), rural housing and value addition to local horticulture products. SAG has created 254 Self Help Groups in the last three years which has further promoted SHG savings up to 44.5 lakhs. The institutions are managing cumulative finances of Rs 72 lakhs and over 570 small part-time and full-time businesses. Cumulative loaning from Banks, FIIs and other government sponsored schemes to these institutions has also gone up to nearly Rs. 67 lakhs.

#### Natural Resource Management

This year SAG, Development Alternatives:

- Constructed three Check Dams benefiting 400 Households in six villages across 2200 acres of land.
- Promoted the wonder nutritional legume *Dhaincha* even more. 210 farmers used green manuring systems on 372 acres of degraded land enabling the new generation in Teharka village to experience farming for the first time ever.



Farmers in Bundelkhand

### Training Systems Group

#### Enhancing capabilities

##### From Farmers to International Development Organizations

Development Alternatives launched the **Training Systems Group** in 2000, in order to answer the urgent need for quality training in the field, for NGOs, Government Agencies, International Development Organizations, as well as a wide range of training services on issues related to sustainable development.



Through the years, TSG has positioned itself as an expert in conducting training on a variety of themes. Broadly, the Training Group has focused on consolidating their experience in the areas of:

## ***Training Programme Management***

The Training Systems Group (TSG) has evolved a systematic process of preparing various training modules to suit the requirements of different clients/stakeholders and to conduct the appropriate follow-up to ensure that the trainees utilize the skills and exposure gained.

## ***Expanding Client Base***

One of the key outcomes of the reporting year was the expansion of its client base. TSG clients now range across NGO, Private, and Government sectors. Its operations have allowed Development Alternatives to establish several partnerships with like-minded institutions in different parts of the country.

## ***Brand Building***

It has greatly increased the visibility of Development Alternatives. This year saw the TSG move into the arena of training future leaders at Management Schools by conducting a week long course on *Development Management* for MBA students. In addition, it has continued to interest the engineers, technicians and supervisors of the Military Engineering Services who have been part of TSG clientele ever since it began.

## **The Knowledge Hub - DAINET**

**DAINET** Development Alternatives Information Network was set up for exchange of information and knowledge on issues of sustainable development. It is increasingly being used by practitioners and researchers working in such areas as regional planning, rural technology, and transparency in governance.

Recognised as an Environmental Information System (**ENVIS**) Centre by the Ministry of Environment and Forests – DAINET is a pioneer in bridging the information gap. It provides web solutions, based on user's needs and demands. During 2005-06, the Information Centre focused on interactive web-based services. It was commissioned by UNEP to develop content on Water and Solid Waste Management for the Environment Knowledge Hub – a virtual storehouse of information about the environment in the Asia - Pacific region.

Last year, the Audio Visual Resource Centre (**AVRC**) acquired 28 new tapes on environment related issues from its partner, Television for the Environment Trust. It created Hindi versions of four international films. A new catalogue of TVE titles available with AVRC has been printed.

During the reporting year, DAINET:

- delivered an innovative communication package on gender sensitization for Panchayat Institutions through its design centre IEC (Information, Education and Communication)
- delivered fully customized solutions to USAID for Event Management
- completed an ICT Desk Research Study for USAID and Microsoft
- completed an AIDS Prevention and Control project evaluation and a research study on livelihood development for Traffick-prone communities for USAID.

## ***Future Plans***

The Hub at Delhi will act as the 'Regional Information Centre for Sustainable Development' for global partners - such as the Earth Network and the Sustainable Development Communication Network. Through this collaboration with major stakeholders, the NGOs in the subcontinent will be able to exchange information with their counterparts worldwide.





**CLEAN-India's Tree Plantation Drive**

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**Beyond Ecological Security**

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**D**evelopment Alternatives believes that there are two simple prerequisites for sustainable development: firstly, the basic needs of all must be met in the country, and secondly, the resource base must be maintained for future generations. While the resilience of ecological processes in certain types of biomes and climates might well be greater than in others, it is widely acknowledged that human impact on the environment and its resources is reaching a stage where it is beginning to limit the opportunities for people everywhere.

Cleaning up the environment and then ensuring its sustainability is therefore a key element of the Development Alternatives mission. Its commitment to this goal has driven the organization to consolidate its innovations and create strategies to manage the fragile relationship between people and nature.

In the year 2005-2006, the Environment Systems Branch of Development Alternatives made a major breakthrough in positioning itself in the water sector, more specifically in water quality management. It was able to catch the attention of both UNICEF and the Government of Rajasthan for consultancies.

Another significant breakthrough has been in the area of Corporate Social Responsibility, which saw the organization being represented in key committees nationally and internationally. Development Alternatives is the co-convenor of ISO's working group on **Developing the Standards of Implementation for Guidance for SR 26000**. It is also represented on the Local Area Environmental Monitoring Committee set up by the Delhi Government.

Being designated a Sub-regional Focal Point for South Asia by UNEP for Sub regional Sustainable Development Strategies (SSDS) has been a notable development.

The access to Geomatics, Monitoring and testing facilities have put Development Alternatives at the forefront when it comes to offering timely and scientifically rigorous specialized services which include research and design, policy advice, monitoring and evaluation, education and training, network and grassroots support and field implementation.

## Focus Areas

- Community Environmental Action
- Water quality management
- Energy
- Corporate Environmental Management
- Environmental and Sustainable Development policies and strategies (at various levels)

## Community Environmental Action

This programme area focuses on enhancing participation-based environmental management practices through networks of NGOs, schools and communities.

### CLEAN-India programme

The Development Alternatives flagship community environment network, the **Community Led Environmental Action Network** programme expanded further to seven new towns, bringing the total to 78 towns across the country with 28 partner NGOs. In the year **2005-2006**, CLEAN-India launched 109 community initiatives in **Solid Waste Management** and 40 in **Rain Water Harvesting**. Also, as a part of

the initiative to increase the green cover, the CLEAN-India school children planted close to 17,000 trees across the country.



Schoolchildren in Dindigul making vermi-compost

Formally launched in 2002, with the underlying realization that *“each one of us is responsible for the current state of the environment in the country, and cannot wait for someone else to solve it,”* Development Alternatives embarked upon the CLEAN-India Programme in partnership with NGOs and schools.

Activities of the programme in the year saw, the **eco-visarjan** campaigns for idol immersion during festivals in non polluting forms being successfully launched in Pune and Nagpur. For the first time in India, a huge campaign on E-Waste, its collection and handling was started by its CLEAN-India unit in Bangalore.

## Water

- The special focus on Water was manifest in the **‘Water Quality Management project in 6 districts of MP’** which was completed in 2005- 2006 in partnership with six grassroots NGOs in MP. The project was a part of the decision to take up large water projects which involved **water quality monitoring** action. Development Alternatives developed interactive GIS-MIS (Geographic Information System-Management Information System) packages for **water quality management** for the six districts and delivered them to Water Aid India .
- The Fondation Ensemble (**FE**) project which is supporting the CLEAN-India programme to strengthen the existing water action component through measures like water augmentation, rain water harvesting, water purification and conservation saw the activities being extended in 2005. The project includes plans to introduce and initiate the sanitation component through soak pit construction and solid waste management. It runs across 12 states covering 29 district headquarter towns and is designed to reach a million people across India.
- Last year with the support of **UNICEF**, Development Alternatives started providing technical and capacity building support on **fluoride mitigation**, to state level government agencies and local institutions in Andhra Pradesh, Rajasthan and Karnataka.
- The organization is working with UNEP on the **Environment Knowledge Hub (eKH)**; developing information and knowledge products on water for South Asia.



Water quality testing by CLEAN-India students

## Energy

In the Tirchengode town of Tamil Nadu, the organization is supporting a local initiative which enhances access to energy services and corresponding livelihood options in it. While the town already generates

energy from poultry waste, Development Alternatives with UNDP has developed an amazing public-private partnership model that links the energy service with public and private players.

As part of the Indo-Canada Environment Facility (ICEF) Performance benchmarking and Policy workshops, Development Alternatives launched Eco Kilns, also known as Vertical Shaft Brick Kiln (VSBK), in Jharkhand and Chattisgarh, in collaboration with ICEF. This kiln has proved its competence in reducing pollution by close to 40% and has cut back on the use of top-soil layers.

This year the organization:

- carried out environmental monitoring activities to evaluate the kilns' performance
- conducted policy influence workshops in the states of Jharkhand and Chhattisgarh and
- invested in training programmes to create a group of trained fire masters to develop each kiln to maximum efficiency.

**Environmental & Social Reporting for Eco Kiln entrepreneurs:** To improve the environmental and social performance of the brick sector, Development Alternatives and its commercial affiliate TARA, have devised a novel method to utilise carbon credits. This method enables brick entrepreneurs to comply with laws and also ensures social security for workers. TARA will install 126 Eco Kilns under the project in the states of Madhya Pradesh, Chattisgarh, Jharkhand, and Rajasthan. The next step will be exchanging the carbon reduction credits for cash from the Carbon Fund of the World Bank, which will be shared by all the stakeholders.

**Preparation of Detailed Project Reports (DPRs) for power generation in four villages of Uttar Pradesh, for the National Thermal Power Corporation (NTPC):** Development Alternatives conducted feasibility studies and prepared DPRs to demonstrate sustainable models of rural electrification for renewable energy. This was based in four villages of the Rihand region, Uttar Pradesh. The team conducted extensive household surveys, group meetings and Gram Sabhas to assess demand, willingness to pay and the resources available in the villages to generate electricity locally.

## Corporate, Environment & Social Management

Development Alternatives helps institutions and organizations focus on cleaner environment and improved community well-being. The spotlight is on the issues of **developing and certifying cleaner production systems**, reducing green house gases and overall sustainability management.

- CLEAN-India becomes a partner of the Environment Online and the Alliance Youth Portal for Humanity.
- CLEAN-India is designated as an affiliate of the Earth Charter in India.
- Development Alternatives selected as a key member of the Supreme Court's Delhi Local Area Environment Committee (LAEC) for managing hazardous waste.
- Development Alternatives is the co-convenor of ISO's working group on **Developing the Standards of Implementation for Guidance for SR 26000**.
- Development Alternatives becomes a member and coordinator of the Climate Action Network South Asia (CANSA).
- Development Alternatives designated a Sub-regional Focal Point for South Asia by UNEP for Sub regional Sustainable Development Strategies (SSDS).



### Cleaner production package for stone crushing units

**International Development Research Centre (IDRC)** and Development Alternatives used the eco-health framework to design a complete cleaner production package for stone crushing units.

A pilot survey was carried out for five months which helped in:

- (i) Improving the understanding of the industry operations and dynamics,
- (ii) Identifying the stakeholders at each level and learning their positions and needs.

### Developing a comprehensive environmental standard for lead battery manufacturing plants

The Better Environmental Sustainability Targets (**BEST**) programme targets the improvement of the working conditions in the lead acid battery (**LAB**) sector. Development Alternatives in collaboration with Occupational Knowledge International (**OKI**) and the National Referral Centre for Lead Poisoning India (**NRCLPI**) is working with stakeholders to develop a comprehensive environmental standard for lead battery manufacturing plants. The importance of improving this sector saw UNEP and IFC commit funds to conduct a consultation meeting to refine the proposal.

### Formulating a programme to manage e-waste in India

The Secretariat of Basel Convention (**SBC**) and Development Alternatives are working closely together to formulate a programme to manage e-waste in India using a partnership approach. The organization presented its multistakeholder partnership approach at the Inception Workshop on Environmentally Sound Management of Electronic and Electrical Wastes in Tokyo this year.

Development Alternatives:

- facilitated revisions to the Environment Management System, as required by **ISO 14001:2004**, in the Sanskriti School, Delhi.
- was made one of the conveners for the **ISO's working group on SR 26000 standards**.
- is a part of the stakeholder working group on the ISO-SR standard development process, which explores stakeholder identification, engagement and communication.



**E-waste dump**

### Environmental and Sustainable Development Policies & Strategies

Development Alternatives designs and carries out assessments, policies, and strategies through research and capacity building to develop sustainable development strategies and environment policies.

### Capacity Building

Last year with the support of **UNICEF**, Development Alternatives started providing technical and capacity building support on **Fluoride mitigation** to state level government agencies and local institutions in Andhra Pradesh, Rajasthan, and Karnataka.

## **Facilitating State of Environment Reporting in India for the Ministry of Environment and Forests**

The primary goal of this project is to design and create a participatory and scientifically rigorous system that delivers informed policy formulation, decision-making and allows follow-up action. Development Alternatives, as one of the National Host Institutions (NHI), is working with eight State Governments and has delivered environment reports on these states.

### **Climate Change**

At the close of the year the group conducted a study funded by **DFID** on **Measures for Adaptation to Climate Change in Rajasthan**. The study focused on the traditional practices and coping measures used by local communities in the drought prone regions of Rajasthan.

**Development Alternatives** recently became a member and coordinator of the **Climate Action Network South Asia (CANSa)**. CANSa is a network of NGOs in South Asia working to promote government and individual action to limit human induced climate change to ecologically sustainable levels.





**Building with Eco Bricks**

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**Making Development a  
Good Business**

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**D**evelopment Alternatives believes that the most basic need of all is jobs and livelihoods – because if you have a job, a livelihood, an income, you can take care of your other basic needs. The problem in rural India is enormous because increased productivity allows agriculture to absorb fewer livelihoods leading to migration to the cities. Therefore, at least 15 million off-farm jobs need to be created in the country every year.

The organization further believes that the creation of livelihoods revolves around the choice of technology. Sustainable Technologies for basic needs include processes that reduce, recycle or renew the use of resources while satisfying basic needs. These include technologies that create jobs through recycling paper, making textiles, making stoves that women and housewives in villages can cook on, using fuels of various types including solar energy and using weeds and making and providing shelter materials and services.

Raising incomes and creating sustainable livelihoods needs new kinds of technology which make people, not machines, the masters. Moreover, the Technology Systems branch of Development Alternatives has shown, it is possible to design technologies in such a manner that the rural poor do not get further marginalized in their communities. To achieve this, the most important criterion that comes through is that the innovation and delivery of sustainable technologies must be arranged to maximise their benefits.



**Capacity Building for SHGs through mason's training programme**

## The Habitat Programme

Development Alternatives is convinced that housing construction not only fulfils the basic need for shelter but also has the highest potential of generating livelihoods in rural areas.



**Pucca house in Bundelkhand village**

During 2005-06 the Habitat programme:

- Linked over 500 families with habitat credit linkages.
- Trained around seventy individuals in masonry, fly-ash and frame production.
- Developed a multiplication system for Housing in Bundelkhand and delivered the *Lokawas* packages for habitat development to other community based organizations.
- Put a new model for habitat services in place.
- Has almost completed the construction of over 1150 *pucca* houses in three villages of Bundelkhand.
- Used partners effectively and formulated capacity building packages.

The rapid growth of the **basin** platform and the presence of highly committed partners have seen most activities now running on gauto-catalytic mode. The next step now involves incorporating all its experience into updating the habitat services portfolio.

## The Energy Programme

The energy programme strives to ensure access to clean energy products and services that facilitate sustainable livelihoods for the rural masses and:

- Is working to ensure a secure and continuous stream of up-scalable clean cooking and lighting devices.
- Is moving towards developing green energy solutions for micro enterprises by linking communities with government funds, consumer credit loans and enterprise loans.
- Is trying to establish a marketing, distribution and service network with TARAhaat to expand sales by a factor of 10.



**TARA Chulha - A clean, efficient and safe metal cook stove**

## The Green Technology Programme

This programme believes in the delivery of eco-efficient technological solutions that have the potential to promote entrepreneurship.



**Paper Recycling - Making quality paper from waste materials**

The programme:

- Creates a pool of service providers, already started in the case of fire masters for Eco Kilns, marketing agents and vendors for TARA.
- Is in the process of building the portfolio of Eco Kiln products and accessories and the required critical links which include set up packages, marketing and servicing support.
- Is developing a method for the semi-mechanized use of common waste in partnership with TARA.

The Green Technology programme is also developing a strategy to explore the potential of industrial waste like fly-ash and sponge iron waste, develop prototypes and identify production technologies.

## Livelihoods Systems

Development Alternatives believes that sourcing and adapting products and linking enterprises is an important part of establishing effective livelihoods. It is currently working to validate technology for

households and Self Help Groups in Bundelkhand. The organization is also building a large basket of financial products in the areas of habitat and energy for rural entrepreneurs and consumers.

Analysis shows that a large proportion of the entitlements realized are from the livelihoods sector. The maximum realization of benefits has happened in social security schemes and in the infrastructure sector, from Indira Awas Yojana and other housing schemes of the Government.

This has also brought out the crucial need for the country to have a separate National Rural Habitat Policy and PACS is ready to take up the challenge of co-opting communities and governments across the country.



**Making energy efficient briquettes**







Balram machines for re-building the Tsunami affected areas

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TARA – Supporting Enterprises...

*Creating New Markets*

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**T**echnology that serves the goals of development and particularly the objective of empowering the rural poor is defined as “sustainable technology”. But a crucial aspect is the delivery system, including the functions of promotion, distribution, sales, training, maintenance and after-sales services.

TARA, a business affiliate of Development Alternatives, is at the forefront, opening up rural markets for business development. The approach is that the return on investment is higher income and more jobs. “The bottom line is changing lives while making profits”.

The mission of TARA, which stands for Technology and Action for Rural Advancement, is to create opportunities for business and generate jobs. TARA aims to give the rural entrepreneur an edge by designing and delivering machines and solutions that are suited to local needs, easy to use and profitable.

TARA helps rural entrepreneurs produce and sell much needed goods and services for local communities. At the same time, the enterprises create jobs and income to pay for these.

From launching start-ups to revolutionizing an existing production system, TARA provides tailor-made solutions for local application, delivering opportunities for the women and marginalized in particular.



**Making Roofing Channels using a Mechanized Ferrocement Production Table**

## Eco friendly building solutions

### Eco Kilns

Technology models like Eco Kilns continued to be promoted by TARA, and installed in the remotest areas of India. With the mission of “**Greening the Brick Industry**” it has made inroads in five states - Madhya Pradesh, Chattisgarh, Jharkhand, Rajasthan, and Orissa. In all, 25 Eco Kiln packages were installed and 14 more are in the pipeline.



**Building an Eco Kiln near Gwalior**

The tempo of the delivery of the technology was high and eight new territories were opened up. The kiln was so well received in Guna and Indore that it received repeat orders. The team is also launching multiplication opportunities for state governments and engaging more channel partners to cope with the rapid opening up of the markets.

### TARA Nirman Kendras (TNK)

The TARA Nirman Kendras at Delhi and Orchha are HUDCO registered building centres, used by Development Alternatives to promote innovative, cost effective and eco-friendly building materials and solutions.



**Compressed Blocks from Fly ash with TARA Balram**



TNK is a main player in the waste-to-wealth building products programme and in the habitat programme. It is also a key employer of rural youth in Orchha.

**TNK has 2 main lines of Business:**

1. Production and marketing of products such as Micro Concrete Roof fabrications, Paving blocks and Eco Kiln bricks.
2. Building Solutions – architectural design, construction of buildings, project management, training and consultancy.

TNK also assisted the habitat programme in completing 18 houses for Phase 1 of the Mador housing project in Bundelkhand.



**Micro Concrete Roofing Tiles -  
an alternate roofing technology**

**TARA machines**

TARA machines achieved higher profitability and focused more on effective business operations driving the financial results to over 125% of last year's.



**An array of paper products  
by Sahariya tribal women**

**TARA Handmade paper unit**

After years of average business, the restructuring of the TARA paper unit resulted in a complete turnaround.

The key changes that the team incorporated were the liquidation of old stock by converting it into carry bags and other products and the introduction of new customers. The team is now focusing primarily on card paper, filter paper, denim paper and mount boards.

During 2005-06, TNK consolidated the market for **MCR tiles** in Gwalior and was commissioned to build two buildings; a school and an ashram. It was instrumental in delivering the promise of

its products to private institutional players and made inroads into new areas – farmhouses, colleges, hospitals, and even prison construction in Lucknow, Kanpur, Aligarh, Jhansi and Orchha.



## Financial / Profits

**TNK** registered a turnover of Rs. 1.10 crores during the year 2005- 2006, of which 38% was from sales of MCR roofing solutions.

**TARA paper products** were the big movers on the profit charts for the first time. The recent UN order of TARA's Environment Monitoring Facility water and air testing kits drove its sales up to Rs.15 lakhs.

**TARA machines:** The growth of business for TARA machines, directly related to development in the region, led to the sale of TARA machines crossing Rs.1 crore.

**TARA's** profit, more than 332% over last year's, reached a total of Rs.19.5 lakhs. **TARA** registered a turnover of Rs. 225 lakhs which is 125% over the last financial year.



Channels >>-

Services >>-

गुजराती हिन्दी

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**PACS** DA Group No.

DATE

**Members**

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New user ?  
Click here to  
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Need help to  
Register ?



**Ongoing training for the Enterprise Development Package (EDP)**

**Read!**

**Do!**

**Find!**

Information is power. Read about topics like health, the law that governs you, your rights, E-governance, welfare schemes, livelihood and more.

TARAhAat brings services you need. Talk to our experts in various fields without travelling all the way to them. Take your child for his/her next dose of vaccination by

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Channels >>-

Services >>-

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# Information and Skills

*Powered by ICT- Inspired by TARAhAat*

**Read!**

**Do!**

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Information is power. Read about topics like health, the law that governs you, your rights,

TARAhAat brings services you need. Talk to our experts in various fields without travelling all the way to

Got something to sell? Need to know the commodity prices at a Mandi close to you? Search our database

Information technology is one of the technologies of today and the future: it enables people to access the knowledge they need in order to solve their problems. The TARAhaat site is the web-based equivalent of a marketplace. It is available entirely in the local language and if you cannot read, it speaks to you. Through the website, people can contact virtually all the sources of information needed to set up their industries, to send their children to school and to achieve many other things.

The new ISRO – VRC (Village Resource Centre) Project launched this year has enabled TARAhaat to enter new geographical areas and expand its network.

Founded in 2000, TARAhaat is India's premiere social enterprise, dedicated to connecting the citizens of rural and small town India to the information, products and services they need.

The key to its success lies in customizing these offerings to respond to the needs of the local people in their own language. It has successfully demonstrated applications of information technology that can help improve the lives of rural people, and is now replicating this success across India.

Where there is no electricity and not many telephone lines, TARAhaat has solved these problems through very pragmatic solutions – by setting up special systems, little cybercafés and satellite dishes. The idea is working and it is commercial. It is not a top-down charity handout; rather, it is working as a business and growing rapidly.

In recognition of its successes, TARAhaat, an enterprise of Development Alternatives, has been awarded prestigious international awards, including the Stockholm Challenge Award (called the Nobel Prize of Information Technology) in 2001 and the Outstanding Social Enterprise Award in 2004.

TARAhaat has made significant progress in the last one year (2005-06), with the introduction of innovative new products and rapid expansion of its rural network.

## Expansion & Operations

The number of TARAkendras, IT centres for dissemination of information and training of the rural poor, has grown from 35 to 53, registering a corresponding revenue growth of around 60% in the year 2005-06.

### Projects

The new **ISRO – VRC (Village Resource Centre) Project**: launched this year has enabled TARAhaat to enter new geographical areas and expand its network. The ISRO – VRC project is a network based on VSAT technology that enables high bandwidth services such as tele-medicine, tele-education, land and water resources management, weather services, e-governance etc. to be provided in rural remote locations that ride on the network.

The network is designed on the star topology with a Hub acting as a central node. Development Alternatives, has been selected as one of the lead associating agencies for implementing the project in the states of UP, MP, Bihar, Jharkhand and Chhattisgarh.

TARAhaat has already signed MOUs with 50 Civil Society Organizations in Bundelkhand, Bihar, Jharkhand and Chattisgarh for setting up new TARAkendras. Twelve centres in these areas and Eastern UP are due to complete the formalities in late 2006. To service the growing network, territory offices are being set up in Patna, Raipur, Bhopal, Lucknow and Gorakhpur.



The **UNDP-NISG sponsored ICT-based enterprise development and support service** has been designed and developed this financial year and the pilot trials are currently underway. The results from the field are extremely promising. **The aim** of this project is to create a framework that will enable accelerated development of multiple enterprise packages. This will establish a platform for enterprise related services to be made accessible to rural entrepreneurs.

During the pilot stage alone, 33 entrepreneurs have been trained. Mobilization and financial links have been established at the local level with Regional Rural Bank, Punjab National Bank, Khadi Village Industries Commission, Employment Offices, Nehru-Yuva Kendras and the Uttar Pradesh Udyog Mandal.

## New Products & Services

**TARA Akshar**, a computer-based teaching tool with which any child or adult can learn to read and write Hindi in less than a month, is a unique invention of TARAhaat. This revolutionary product has undergone critical field-tests in the last year and the results have been excellent. In a recent study near Delhi almost three quarters of the adult illiterate students who took the programme learnt to read and write within four weeks. Subsequently, 20 batches of students have been trained using the software, covering over 350 students. A consistent success rate of over 70% has been achieved.



Neha Kapoor, Miss India 2006 - an ambassador of TARA Akshar interacting with students

### *The Story of Asha*

*"My husband treats me with respect"*

Asha is a married woman in her twenties. Until a few weeks ago, she was completely illiterate. She enrolled for the Akshar Gyan course, and always brought her son.

At the end of her three week course, she told us:

"My husband used to consider me good-for-nothing because I was illiterate. He would never include me in taking decisions. But now that I can read, our whole relationship has changed. My husband treats me with respect. I am now, for the first time, a part of the decision-making in our house.

**TARAgyan** develops IT and non-IT educational products for rural students such as the Practical English Language Program (PELP) and courses in Punjabi and Hindi. The programme has introduced several new products in the last year:

- IELTS
- Networking Essentials
- Digital Media Fundamentals
- Web Design Fundamentals
- Visual Basic 6.0
- C and C++ Combo
- BIT Plus & DIT Plus

In addition, TARAgyan continues to improve its existing products through periodic upgrades.

## Partners

### Microsoft Unlimited Potential

Microsoft partnered with the Development Alternatives Group to roll out the Microsoft Unlimited Potential (MSUP) programme since 2004-05. The programme was a landmark initiative to bridge the gap in IT skills for the disadvantaged and women in rural India. Operating in an extremely conservative socio-cultural environment, the project delivered the following results:

- over 1,400 certificates were awarded to women graduates
- broke the gender barrier by successfully changing the ratio of male: female enrolments from the pre-MSUP level of 4:1 to 1:0.7
- forty Master Trainers were trained to teach IT Skills to over 700 women

TARAhaat intends to continue encouraging women to participate in large numbers in the MSUP programme. It plans to expand its outreach to women in a wider area with extremely ambitious targets – which are, tripling the number of graduates, placing at least one female instructor at every centre, creating role models for women and holding special batches exclusively for women.

### USHA International

TARAhaat constantly endeavors to widen the portfolio of services offered. It has partnered with USHA International, India's lead brand in sewing machines and offers sewing enterprise based livelihood skills to women in rural areas.

TARAhaat has also partnered with

- **ICICI Lombard** to provide insurance policies
- **Shell** to provide environment-friendly cooking stoves
- **One World South Asia** to design and distribute community newsletters (under the Open Knowledge Network Project) and offer telephone based agriculture helpline (under the BT Lifelines project)
- **Philips** to distribute lighting products in rural areas

Within the organization, TARAhaat has hired several new staff members and deployed improved systems such as the Management Tracking System to improve upon its own operations and management efficiency.





An exercise of the Entrepreneur Development  
Programme for rural employment

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## Defining Approaches *Supporting Networks and Partnerships*

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**T**he Corporate Management Branch (CMB) is the anchor of the Development Alternatives Group. It integrates the different units towards a common goal providing guidance and facilities to stimulate, simplify and streamline the Group's development activities.

A series of in-depth internal consultations during the year, led to the sharpening of the organizational focus on the five strategic areas for creating sustainable livelihoods; water, energy, shelter, green technologies and the Bundelkhand initiatives.

These initiatives coupled with a dynamic human resources programme and constant skill upgrade packages make DA an exciting and vibrant work place. It uses a collective participation strategy where all levels of staff are involved in the design of implementation strategies and the decision making processes of the DA group. This unique policy promotes the fulfilment of the objectives.

## Strategic Partnership Management

Steps were taken "to position SDC and the DA Group to make a major contribution to the central goals of sustainable development – poverty eradication and regeneration of the environmental resource base – by strengthening their joint capacity to innovate and deliver sustainable livelihood options on a large scale and long term basis and influence policies to promote these". A series of processes were organised to evaluate the current partnership and design the future Partnership Strategy.

The visibility of Development Alternatives was strategically enhanced through the outstanding work and huge networks of PACS, SAG, CLEAN-India and TARAhaat. Key partnerships were enhanced with DA's interface with rural urban communities through PACS.

The corporate management took some essential steps to expand its activities. Development Alternatives revitalized its foundation in the USA and initiated new foundations in the UK, the Netherlands and Germany.

## Business Development

The new approach to making business and enterprise models for fast track solutions was defined.

The business and network system was extremely fruitful this year and it added Phase II of the DFID funded PACS programme for another 3 years; several small assignments from UNEP and the Fondation Ensemble project for CLEAN-India.

The Management gave leadership to the organization for:

### Graduating From Direct Social Action to Multiplication to

- Stabilize the Social Action base in MP
- Establish a Social Action base in UP
- Demonstrate Multiplication Models with partners in MP and UP
- Strengthen and stabilize network and training systems to nurture and sustain multiplication in Bundelkhand

### Building On Existing Networks and Partnerships

- **Community Partnerships** such as PACS, CLEAN-India for empowerment and sustainable livelihoods
- Development of Rural Housing Platform through **basin**-South Asia
- **Business Networks such as** TARA Channel Partners and the TARAkendra franchise network for forging public-private partnerships.

**Policy Alliances** for leveraging initiatives such as engaging the stakeholders in the Rural Habitat policy which include the government, state governments and the PACS network

**Working with Financial Institutions** for credit and enterprise development support such as NABARD, State Bank of India and ICICI; with the Private Sector for products and markets such as Business Associations – CII, CMAI, Specific Companies (and their Foundations) and with Governments for grants, infrastructure and enabling mechanisms such as:

- Panchayats and Municipalities
- Bilaterals and Multilaterals

### Strategic Planning

- Scaled up training and capacity building operations. Consolidated and built on the experience of the Training Systems Group and TARAhaat to deliver ICT based solutions
- Fast tracked high potential business opportunities. Mobilised expertise and resources from different branches to consolidate efforts for domestic energy products and services and rural housing services

### Personnel and Professional Development

An array of training and exposure programmes were conducted for staff members on Mentoring, Moderation, Presentation skills and Communication development.

### Corporate Communications

Development Alternatives has developed new look image after the organization went through a brand building exercise last year. The brand is expected to rollout in 2006. The organization succeeded in persuading television channels to carry Public Service Announcements (PSAs) for Development Alternatives. The PACS TV spots were aired on prime channels which included NDTV, NDTV Profit, Doordarshan and India TV in Hindi and English. (The free commercial time is valued around Rs. 2.5 crores.)

The year saw systems and processes being introduced as in the empanelment of professional communication agencies for:

- Design
- Print - production
- Website development
- Event management
- Radio & television
- Script writing

## Media Activities

- Production of Housing Technology Promotional Films
- Television programme on Doordarshan, Dr Khosla “In Conversation” with Rajeev Mehrotra
- Production & Telecast of PACS public service ads on prime channels
- Production & Broadcast of PACS public service ads on radio - Radio City and Radio Mirchi
- Exploratory discussions on Community Radio in Jhansi, Bundelkhand

## Activities- Participated in and organized

- Rural technologies for livelihoods for women exhibition at the Janani Meet, December 2005
- Department of Science and Technology TWOWS Conference - Exhibition November 2005
- South - South Meet and visit to TARAGram
- One World South Asia - Community Radio Production Training Workshop
- Communication Workshop for DA Group
- ZERI Workshop with Gunter Pauli
- Habitat Conference
- PACS Conference, October 2005

## Print material and outreach

- TARA EMF, Mistri, Cutter, Creasing & Folding Machine and Briquetteer pamphlets
- VSBK Brochure
- Habitat Brochure
- Earth Charter for children in English, Hindi and seven Indian languages
- Updation of CLEAN website
- ZERI stories translated into Indian languages
- Visitors Manual and Calendar with the theme of solutions
- Training Programme calendar
- The Alternate Film Guide to Environment and Development
- Monthly Newsletters

**Consultancy services were provided to** IISD and UNESCO on Community Media Centres. Development Alternatives is now gearing up to for its 25 years celebration with the inauguration of the new headquarters and the international PACS conference in 2007.

## Administration Services

Construction of the DA new headquarters has been initiated and the excavation of the basement is complete. The building should be complete by end summer 2007.





**TARAgam Training Hostel at Orchha**

A multipurpose area on the roof of the TARAgam training hostel at Orchha has been completed, and the new dormitory and common-facility room is ready for visitors. The Datia VSBK service centre has been upgraded.

TARAgam in Madhya Pradesh is the flagship programme of Development Alternatives for establishing a nationwide network of living technology villages. It continues to provide a wide array of opportunities to the local people for sustainable livelihoods within the campus. It also makes available training, information, technology, financial and marketing support facilities for communities in the area. This is to enable them to generate their own livelihood options.

Seeing the success of TARAgam in Bundelkhand DA has shortlisted land for a second TARAgam in UP.



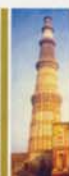
we bring together  
**PEOPLE**



and  
**GREEN TECHNOLOGY**

★ Development Alternatives

Visitor's



Handbook



Development Alternatives  
New Delhi  
January 2006

**In the Public Domain**



Development Alternatives

DESI Power: • TARA Briquettes • TARA Cocks



Technologies that make  
electricity and charcoal  
from biomass and  
agricultural waste



Energy  
Solutions



CAPACITY BUILDING THROUGH EFFECTIVE & PRAGMATIC TRAININGS & WORKSHOPS



Development Alternatives



**The Alternative Film Guide  
to  
Environment and Development**



Video Resource Centre  
Development Alternatives

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Waste



## Freeze Frame

### Linking Climate Adaptation

The Climate Change Centre of ESB presented its work on “Linking Climate Adaptation” at Bonn, Germany at a Side Event at the 22nd session of the Subsidiary Body for Scientific and Technological Advice (SBSTA - 22) on 21st May 2005.

### TARA Akshar



**Prize distribution for  
TARA Akshar graduates**

The first rural batch of TARA Akshar graduated on August 31, 2005. TARA Akshar is an amazing software innovation of TARAhaat, revolutionizing literacy for the poor.

Just a month before, these 48 completely non-literate adult female students were enrolled into the TARA Akshar programme with local volunteers who were trained as instructors. The first batch of 24 was tested after 18 days and it was found that 75 percent of them could read and write in Hindi.

A ceremony was held at Bhatti Mines, 20 kms outside Delhi, to certify the 48 learners and four master trainers. It is also important to note that the dropout rate was only 20 percent, an astonishingly low figure against national drop out figures of 60-70%. Thus the preliminary results indicate that with just a computer and a willing instructor, adults can be taught to read in less than a month.

### Building Materials and Technologies Fair

basin-South Asia organized a ‘Building Materials and Technologies Fair’ on 22nd October, 2005, for the reconstruction of Tsunami affected areas. This was in collaboration with the NGO Coordination and Resource Centre, Nagapattinam. About 24 building material entrepreneurs and commercial suppliers showcased their products and over 100 visitors participated in the fair.

### National Conference on Empowering Livelihoods

The National Conference on Empowering Livelihoods provided a platform to different stakeholders for exploring possibilities for sustainable livelihood mechanisms. Its aim was to create new partnerships to promote livelihoods by bringing together government, private sector and civil society organizations.

Organized from 24<sup>th</sup>- 26<sup>th</sup> October, 2005 at the India Habitat Centre, New Delhi, the conference brought together over 800 civil society organizations, livelihood experts, representatives of National and State governments, key decision makers and elected representatives, academicians and media. It was the culmination of State Consultation processes PACS had conducted across six states.



**National Conference on Empowering  
Livelihoods organized by PACS**

## 9th CLEAN-India MEET, December 2005

Over 300 students, teachers and NGO coordinators from 15 cities of India participated in the 9th annual CLEAN-India Meet organized on 2nd December, 2005 in New Delhi.

**Mrs. Maneka Gandhi, M.P. was the Chief Guest** and Ms. Anne Marchal, First Secretary, Development Corporation, Delegation of the European Commission in India was the Guest of Honour.

The CLEAN-India Meet is an annual forum for its members across the country to interact and voice their concerns about the state of the environment in their respective towns/cities. It was an opportunity to showcase their activities and the remedial actions taken by them. New friends were made, new ideas were generated and exchanged, new resolutions were formulated and new challenges taken up.



School children share experiences and accomplishments

## Fisherwomen win accolades for learning new skills



The Honourable President of India  
Dr. A.P.J Abdul Kalam at TARA workshop

The Women Self Help Groups trained by TARA on Eco-friendly Building Machines and Handmade Paper won accolades for their Post-Tsunami Performance from Dr. A.P.J Abdul Kalam, the President of India, during his visit.

This training was for teaching alternative skills for sustainable livelihoods to the fisherwomen affected by the Tsunami devastation. They were trained successfully to use eco-friendly building machines for MCR tiles, Balram bricks, and Sakar amongst others.

## Tsunami Workshop

**basin- South Asia** organized a workshop on Sustainable Building Practices in the post-tsunami context in collaboration with SKAT Consulting, Switzerland. Over 35 practitioners from various reconstruction projects in South India, Indonesia and Sri Lanka discussed common indicators for sustainability in building practices. Follow up action to consolidate this process were also discussed.

## Technology Meet

On January 16-17, 2006, Development Alternatives showcased its technologies at an exhibition organized by Janani, a non-profit Indian society working in the states of Bihar and Jharkhand. The aim of the meet was to bring together organizations and grass root workers to help the marginalized sections of society. The participants include policy makers, implementing organizations and donors.



Workshop on Climate Change  
Mitigation projects organized by  
Development Alternatives



### **Members of Development Alternatives Governing Council**

Dr Ashok Khosla  
Ms. Maja Daruwala  
Mr. Lalit Mansingh  
Mr. Salman Haidar  
Mr. Vikram Lal  
AVM S. Sahni  
Ms. Geeta Sidhartha  
Prof. Amitabh Kundu  
Dr. Arun Kumar  
Mr. George C. Varughese

### **Partners and Collaborators**

SDC, DFID, Department of Science & Technology, Ministry of Environment & Forests, USAID-India, SHELL Foundation, UNEP, UNDP, SEI, UNCHS-Habitat, UNICEF, WCED, IDRC, CIDA, IUCN, SIDA, UNIDO, NORAD, WFP, IISD, IIED, WWF, MacArthur Foundation, Ford Foundation, Fondation Ensemble, Rockefeller Foundation, Ministry of Non-conventional Energy Sources, Ministry of Rural Employment & Areas, BMTPC, HUDCO, INTACH, SIDBI, SPWD, NWDB, CAPART, TISCO, Rajiv Gandhi Gramudyog Mission, Rajiv Gandhi Foundation, Wildlife Institute of India, SKAT, Ram Aggarwall and others.

### **The Development Alternatives Group**

Development Alternatives  
Technology and Action for Rural  
Advancement (TARA)  
TARA Nirman Kendra (TNK)  
Decentralised Energy Systems India  
Pvt Ltd (DESI Power)  
TARAhaat Information & Marketing Services  
Pvt. Ltd.(TIMS)  
People First

## 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.devalt.org](http://www.devalt.org)

**Name & Address of main Bankers:** Syndicate Bank, R K Puram Sector-V,  
New Delhi 110 022

**Name & Address of auditors:** M/s Walker Chandiok & Co., L-41,  
Connaught Circus, New Delhi 110 001, India.

### VISION AND IMPACT

**Vision:** *An India that is sustainable, with a society that is fair and just, an environment that is healthy and an economy that is efficient.*

**Mission:** To create the means by which sustainable livelihoods are generated in large numbers.

### GOVERNANCE

- None of the Board Members are related to each other.

Name	Sex	Position on Board	Occupation	Area of Competency	Meetings Attended
Dr. Ashok Khosla	M	Chairman	Chairman, Development Alternatives	Institutional Development	All
Ms Maja Daruwala	F	Member	Director, CHRI	Social Law	All
Mr. Lalit Mansingh	M	Member	Former Foreign Secretary	International Relations	All
Mr. Vikram Lal	M	Member	Chairman, Vikram Sarabhai Foundation	Business	All
AVM S Sahni	M	Member	Senior Advisor, Development Alternatives	Watershed Management	All
Ms Geeta Sidhartha	F	Member	Chief Executive, Visual Communications	Communications	All
Prof. Amitabh Kundu	M	Member	Prof. of Economics, JNU	Development Economics	All
Dr. Arun Kumar	M	President	President, Development Alternatives	Technology and Business Development	All
Mr. George C. Varughese	M	President	President, Development Alternatives	Institutional Development	All

Details of Board Members: (as on March 31, 2006)

- The Development Alternatives Board Members met once in the FY 2005-06 in May 2005. Minutes of Board meetings are documented and circulated.

#### ACCOUNTABILITY AND TRANSPARENCY

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

Gender	Regular Staff	Paid Consultants/ Senior Advisors	Contract Employees	Unpaid Volunteers
Male	95	9	69	>5
Female	33			

Slab of Gross salary (in Rs. Per month) plus benefits paid to staff	Male	Female	Total
<5,000	13	0	13
5,000-10,000	38	10	48
10,000-25,000	35	20	55
25,000-50,000	6	3	9
50,000-1,00,000	3	0	3
1,00,000>	0	0	0
<b>Total</b>	<b>95</b>	<b>33</b>	<b>128</b>

#### STAFF DETAILS: (as on March 31, 2006)

#### DISTRIBUTION OF STAFF (as on March 31, 2006)

- Total cost of national travel by staff during the year: Rs.104.38 lakhs approx.

Mainly for project related travel to field sites and management of the Poorest Areas Civil Society (PACS) Programme.

- Total cost of international travel by staff during the year sponsored by external organization: Rs. 22.24 lakhs approx.

The entire cost of this Annual Report is being met through projects and sponsorships. Development Alternatives acknowledges with gratitude, the special prices given by M/s Communication Consultants Pvt. Ltd. for producing this report.

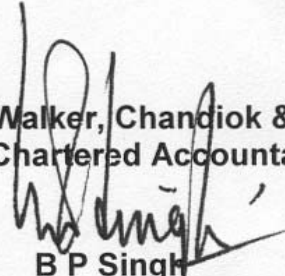
**FORM 10B**  
[ See rule 17B ]

**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, 2006 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 belief 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. 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 31 March, 2006; and
  - b) the income and expenditure account, of the surplus of its accounting year ended on that date.
4. The prescribed particulars are annexed hereto.



For Walker, Chandio & Co  
Chartered Accountants

  
B P Singh  
Partner  
Membership No. 70116

Place : New Delhi

Dated : 26 July 2006



**Society for Development Alternatives**  
**Balance sheet as at 31 March 2006**

	Schedule	2006 Rs.	2005 Rs.
<b>Sources of funds</b>			
Capital and other funds	1	51,713,302	42,889,941
Unspent grants	2	169,250,496	45,936,533
Deferred grants		9,836,861	-
<i>(Refer note 3 on Schedule-11)</i>			
<b>Total</b>		<u>230,800,659</u>	<u>88,826,474</u>
<b>Application of funds</b>			
Fixed assets	3	12,191,084	1,902,617
Current assets, loans and advances			
Cash and bank balances	4	183,754,416	66,444,153
Loans and advances/ receivables	5	40,804,307	23,918,408
		<u>224,558,723</u>	<u>90,362,561</u>
Less :			
Current liabilities	6	5,949,148	3,438,704
<b>Net current assets</b>		<u>218,609,575</u>	<u>86,923,857</u>
<b>Total</b>		<u>230,800,659</u>	<u>88,826,474</u>
Significant accounting policies and notes to the financial statements	11		

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



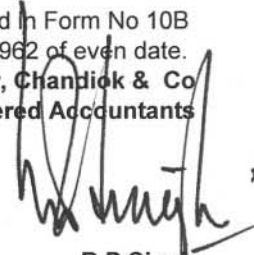
Ashok Khosla  
Chairman

  
Wg Cdr Vijay Raj (Retd.)  
Manager Finance

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

For Walker, Chandio & Co  
Chartered Accountants



  
B P Singh  
Partner  
Membership No. 70116

Place : New Delhi

Date : 26 July 2006

## Society for Development Alternatives

### Income and expenditure account for the year ended 31 March 2006

	Schedule	2006 Rs.	2005 Rs.
<b>Income</b>			
Technical and other receipts	7	46,220,818	35,421,373
Donations		43,026	558,000
Miscellaneous income	8	3,054,209	1,444,364
Grant for assets of projects (Refer SL No.3 of Schedule-11)		3,129,292	
		<u>52,447,345</u>	<u>37,423,737</u>
<b>Expenditure</b>			
Personnel expenses	9	24,836,569	21,167,642
Administrative expenses	10	13,743,427	14,149,161
Tsunami reconstruction expenses		181,094	391,196
Assets written off		-	659,929
Deficit of projects	2	1,456,242	838,973
Depreciation	3	3,374,362	284,082
		<u>43,591,694</u>	<u>37,490,983</u>
<b>Surplus (Deficit) for the year</b>		8,855,651	(67,246)
Income tax earlier years		-	(4,905)
<b>Surplus (Deficit) for the year transferred to capital fund</b>		<u>8,855,651</u>	<u>(72,151)</u>

Significant accounting policies and notes to the financial statements

11

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

Ashok Khosla  
Chairman

Wg Cdr Vijay Raj (Retd.)  
Manager Finance

This is the income and expenditure account referred to in our report of even date.

For Walker, Chandio & Co  
Chartered Accountants



B P Singh  
Partner

Membership No. 70116

Place : New Delhi

Date : 26 July 2006



Temporary Office:

**Development Alternatives**

111/9-Z, Kishangarh

Vasant Kunj

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