

2006-07 ANNUAL REPORT

ORGANISATION AT A GLANCE

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

Mission
To cause the creation of
sustainable livelihoods in large
numbers

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EXECUTIVE SUMMARY

ENHANCING THE LIVES OF THE RURAL POOR

Development is about creating livelihoods

Dr. Ashok Khosla, Chairman, Development Alternatives

Do environmental protection and economic development go together? How can a nation achieve socio-economic growth without making the environment face the brunt of these developmental activities? The answers lie in the innovative solutions the Development Alternatives Group has designed and applied in these last 25 years for achieving the triple bottom-line benefit.

The Development Alternatives Group, the torch-bearer of sustainable development in India, believes creation of sustainable livelihoods on a large scale and a healthy environment can lead to uninterrupted economic growth of any nation. Keeping this in mind, the organisation has innovated numerous technologies and solutions to address the twin issues of poverty and environmental degradation.

The past one year has witnessed the organisation develop and market green technologies and solutions for land, water and resource management, empower rural poor by making available sustainable livelihood options and facilitate networks between the poor, technology, environment and services. The wide range of environmental and resource management technologies developed by the Development Alternatives is relevant to all stakeholders: civil society organisations, corporate industry, government and the grassroots people.

The year 2006-07 saw the organisation lay special emphasis on applying the best of science and technology for the poor with the thrust areas being Habitat Services, Energy Services, Clean Technology and Livelihood Solutions. For instance, the organisation used its fly-ash block technology to construct houses for the tsunami victims in Karaikal village in Tamil Nadu. Today, 565 houses are nearing completion and 5 local enterprises are making and selling fly-ash bricks.

In terms of clean energy services, cook stoves for rural areas that fulfil international emission norms and re-engineered semi-mechanised brick moulding machines that improve productivity and quality of bricks besides reducing drudgery were designed during this period. TARA EcoKiln, the most environment friendly clay brick firing technology, was awarded the Community Development Carbon Fund of the World Bank. This is the first incentive in the world to be given to brick manufacturers to reduce pollution.

The period witnessed a major breakthrough for the habitat programme with the initiation of a nation-wide consultation process on the first Draft National Rural Habitat Policy, facilitated and driven by basin-South Asia platform managed by Development Alternatives and Poorest Area Civil Society (PACS) programme of DA. The draft policy that integrates all aspects of sustainable habitat water, sanitation, living and livelihood spaces, village infrastructure, financing and environmentally sound building technologies was endorsed in 18 states and one Union Territory by civil society, technical and financial institutions and local governments.

Apart from these, literacy especially among women was another focus area as literacy is one of the key components in the empowerment process. This led to the launch of TARAakshar, an innovative learning software programme, which enables Hindi speaking adult illiterates to read and write Hindi in 30 days. This programme, with a consistent success rate of over 85%, has trained more than 75 batches of students and has empowered over 5000 women.

Creation of a large number of sustainable livelihoods to empower people with the employability factor resulting in greater economic and social equity is the central agenda of Development Alternatives. It has brought about this transformation through its institutional tools Small Organisations Support Group, The Social Action Group, The Bundelkhand Initiative, The Training Systems Group and Development Alternatives Information Network.

These provide support to various stakeholders through information and communication and enhancement of skills through training and supporting small organisations, besides acting as the facilitator between the people, environment and smaller civil societies to fulfil DA's mission. Initiatives like the Entrepreneurship Support Centre and the Technology Resource Centres in Central India have further trained and enabled the rural poor to acquire skills and earn their livelihood.

This year saw gratifying results in the creation of sustainable livelihoods among the rural poor. The PACS programme, being implemented through a network of over 665 Civil Society Organisation partners in nearly 18,000 villages across 93 poorest districts in six states, has directly empowered 1.3 million poor this year through entitlement realisation, a jump from last year's figure of 1 million in 14,000 villages. The number of Community Based Organisations (CBO) has risen to 35,226, a 100% increase from last year's figure of 17,414.

The year also saw the Social Action Group enhance its livelihoods and skills agenda to cover 20 more villages, taking the number to 150 villages. Today, over 50,000 people are the direct beneficiaries of SAG.

The Enterprise Development and Support Services a cost effective and viable tool to deliver complete and holistic solutions to potential rural entrepreneurs launched as a pilot project by Development Alternatives in Bundelkhand has also yielded remarkable results. It has set up 37 enterprises, created 45 jobs and trained 301 trainees within the first year of its operation.



The appointment of Development Alternatives by Indian Space Research Organisation (ISRO) as one of the lead implementing agencies of the ISRO Village Resource Centres Project in five Hindi speaking states has enabled TARAhaat to expand its network and reach remote rural locations that ride on the network. The year also saw TARAhaat launch the pilot phase of phone and voice mail-based Q&A services and an internet portal, both designed specifically for rural India. These services provide all relevant information and solutions to the rural communities.

The year 2006-07 witnessed a dramatic increase of schools, from 400 to 2000, in the CLEAN-India (Community Led Environment Action Network) Programme across 78 towns and cities in 11 states of India. Significantly, children of the programme were responsible for 5000 environmental actions this year.

Recognised for its environment action, the CLEAN-India programme was selected as a successful case study by TVE Asia Pacific on 'Growing Food on Waste' and by Design and Landscape for People - New Approach to Renewal for motivating and training children to be highly skilled environmental advocates and activists.

Development Alternatives also established a partnership with National Centre for Lead Poisoning in India and Occupational Knowledge International to develop Better Environmental Sustainability Targets for lead battery manufacturers. The Bureau of Indian Standards has expressed its interest in adopting the BEST standard for eco-labelling purposes.

The organisation's commercial branch, Technology for Action in Rural Areas (TARA) saw a gainful period this financial year. Within 10 months, the sales increased to Rs. 3 crores from Rs. 1.8 crores, a 62% jump over last year's figures. The demand for TARA Machine packages increased amongst private companies and government institutions both at the national and international levels. The Jal-TARA standard water testing kit, designed and produced by the TARA Environment Monitoring Facility (TEMF), was recommended by the Government of India in different states. Due to the huge response it received from international institutions, the business of environmental products and services has registered a growth of 65% over last year.

The year 2006-07 has been a rewarding year for the Development Alternatives Group. The accompanying pages will provide a detailed account of the accomplishments and the developments associated with the organisation's work .

CHAIRMAN'S REMARKS



Over the past 25 years, Development Alternatives (DA) has developed several environmentally sound technologies for clean water, shelter and energy and has been delivering these innovative solutions to the rural poor. The solutions address the problems of poverty and environmental degradation and pave the way for sustainable development of the nation.

And in these 25 years, I have often been asked why did I set up Development Alternatives. DA is a child born out of dissatisfaction with the way our nation's future was being determined and even defined during the late 1970s or early 1980s.

There was a growing perception that 30 years of planned development had served only to create greater disparity and more poverty in India. Globally, effects of the current development pattern had begun to manifest itself in the form of environmental degeneration.

A whole cadre of young professionals started questioning the simplistic economic model of the time that had extremely mechanistic solutions to the economic problems of the country and failed to address the issues of distribution, poverty and environment.

DA was established in 1983 to come up with solutions that would cater to at least the basic needs of all people, respect the limits of the environment and build the basis of a more secure future, which are the main ingredients of sustainable development.

DA, though very much a part of civil society, is radically different from other civil society organisations. It is oriented more towards entrepreneurial approaches than voluntary ones, more towards technology and innovation than social service delivery, more towards using the market as an ally for development than an enemy, and more towards community initiative and self-reliance rather than waiting endlessly for dependency on government hand-outs.

Hence, Technology and Action for Rural Advancement (TARA), a commercial enterprise of DA, and People First, a DA advocacy organisation, were set up the same day as DA. While DA works in the laboratory devising solutions to the problems of people and nature, TARA performs in the field multiplying these solutions.

DA came up with effective solutions through research and development and handed these to TARA, which sold these products and technologies and made money out of it to pay for our operations and cover our costs. In fact, we are the pioneers in developing what is now called 'Social Enterprise'. Nothing like that was witnessed anywhere else in India for another fifteen to twenty years after we started.

If DA is the brains and TARA the hands and arms, People First (PF) is the heart, soul and conscience. Besides creating awareness among the public about its responsibility towards making India a sustainable nation, PF encourages the corporation to be more responsible towards the interest of all its stakeholders, not just those who own shares in it, and the government to make changes in its policy in the interest of the future citizens of our nation. But most importantly, it acts as the conscience of the DA Group to make sure that what we do is always in the interest of the nation.

DA is known for doing things differently from other civil society organisations. It recognised that technology and marketing systems could be designed in a way to make them applicable to rural India and environmental issues. By the time we had been around for ten years or so, we had more innovations in the field for the rural market than the entire government had.

DA is also the first to introduce solid management systems for running a civil society organisation. We focused on building strong capacity throughout the organisation and set up strategic business units responsible for their income and expenditure. A sense of ownership was instilled in every member of the organisation.

The organisation's approach to fulfilling basic needs of the poor through innovation is distinct from that of other Research and Development institutions in India because it brings innovators, experts in production and cutting-edge marketing specialists under one roof. It has pioneered its role as a Network Enabler, creating or bringing together organisations with complementary strengths a model that can be implemented on a large scale.

Development Alternatives today has a national footprint essentially through partnerships and alliances that are very carefully established and nurtured. While partnerships with civil society organisations provide extensive reach to the poor, business networks facilitate social entrepreneurship. Policy alliances have enabled the concepts, methods, tools and techniques to reach a wider audience nationally and globally.

Over the years, DA technologies and solutions have enabled the creation of over a million rural livelihoods through the enterprises that use its eco-technologies in shelter, water and energy making possible the creation of many additional livelihoods downstream.

We have empowered over 1.35 million poor households in about 20,000 villages in 6 states by enabling the formation of 27,500 Self-Help Groups and 13,450 community based organisations through its Poorest Area Civil Society (PACS) network of 665 civil society partner organisations. The number of persons we have reached out to with information, education and creation of awareness is well over 6 million.

DA has spearheaded nearly 48,000 environment conservation initiatives through a network of 1.25 million school children and their communities. For natural resource management it has built 126 small check dams resulting in the regeneration of over 6000 hectares of land, benefiting about a quarter million people.

Through our highly innovative learning programme TARA Akshar, DA has already taught 25,000 women to read and write in just four weeks and an additional 5,000 women are being added every month. By the end of one year we expect to make 50,000 women literate.

These and other achievements have been recognised by several global awards, including the Schwab Foundation's Outstanding Social Entrepreneurship Award (2004), the United Nations SASAWAKA Environment Prize (2002) and numerous national awards, including the Nehru Prize of the Indian Science Congress.

Today DA has established a reputation worldwide for its capacity to create the means to generate sustainable livelihoods in large numbers, which is the key to addressing development issues. Still, we have a long way to go before we can fulfill our vision of creating a country where everyone has the opportunity of living a fulfilling life. The road ahead for the nation includes eliminating poverty and hunger, bringing back the resource base and the environment to full health, creating an ambience where people of all castes, religions, groups and regions feel it is their country and they have equal rights over it. We hope to contribute what we can to accelerate sustainable development.



Dr. Ashok Khosla

FROM EXCLUSION TO EMPOWERMENT

For the last 25 years, the transformational purpose of Development Alternatives has resulted in empowering nearly 10 million marginalised and rural poor by enabling livelihood options, demonstrating natural resource management, training and creating platforms and networks for facilitating interactions between the poor, technology, the environment and services.

“The day I and my husband got work, we used to work. The day we didn't we sat at home.” Rukmini and her husband were day labourers. Landless, they lived with her widowed mother-in-law and four children.

“It was a miserable life. And then one day, Guddi from our village came to see us with someone from the Social Action Group. They were talking about the possibility of local women forming a self help group...saving money together...and taking loans from the savings.”

Today they are the proud owners of a cycle repair and welding business. A far cry from their previous reliance on labour contractors, this couple now look to the Niwari-Prithvipur Road commuters for their income. This story has a happy ending because of the intervention of the Social Action Group of Development Alternatives in Bundelkhand.

The Social Action Group managed to get Rukmini, her mother in law and enough women interested and helped them open a bank account under the group name 'Gangotri Samooh'.

“When the savings had grown enough, it was suggested to me that I take a loan to open a small shop as my house was near the road. I borrowed Rs. 2000 and started selling paan-bidi-guthka. Many people use bicycles in our area. So I also gave my husband money to buy two cycle pumps to set up a tyre repair shop,” Rukmini recounts.

They ran the two businesses from their house and soon began to earn a regular income. Soon they were able to pay back the loan with the interest.

Says Rukmini's husband Lakhan, "The cycle repairs now bring in about Rs. 500 a week, but sometimes I get that much in a single day. I felt that my location was very good and so expanded my work to include welding. Farming equipment always needs repairing during the monsoon sowing season."

After six months the group was allowed a Cash Credit Limit (CCL) of Rs. 30,000 at the bank. "Rukmini borrowed Rs 10,000 this time and we bought an electric tyre pump, a welding machine and a generator to run both. From the welding we earn an average of Rs. 1500 a month because most of the work happens in the same four peak months. We use the income from the shop to cover household expenses and the bicycle shop earnings to repay our loans, which means the money earned from welding can be reinvested in the businesses."

Be it a bicycle puncture, broken plough or yearning for paan that takes you to Niwari-Prithvipur Road, Lakhan and Rukmani's businesses can cater to all.



The term empowerment is a valuable, highly integrative concept that signifies activities that help the most marginalised in society particularly women, as well as the poor and the handicapped to become empowered and enabled to participate effectively in family and community processes. To be empowered, one must have access to education, adequate nutrition and health care and information about one's rights. But in today's world, Development Alternatives believes that one can feel truly empowered if one has access to income that for the poor comes only with a job, which is economic empowerment.

Sustainable Livelihoods

Development Alternatives has been enabling sustainable livelihoods that do not destroy the environment, create goods and services that are widely needed in any community, give dignity and self-esteem to the worker, and create purchasing power and with it greater economic and social equity- especially for the women and underprivileged.

It has brought about this transformational change through initiatives of the Institution System Branch:

- Small Organisations Support Group (SOS)
- Social Action Group (SAG)
- Development Alternatives Information Network (DAINET)
- The Training Systems Group (TSG)
- Bundelkhand Initiative

Small Organisations Support Group

From Empowerment to Entitlements

In terms of creation of sustainable livelihoods amongst the rural poor, the year 2006-2007 saw gratifying results with the shift in Poorest Areas Civil Society (PACS) programme's focus towards providing livelihood options- the spotlight being on entitlement realisation.

Being implemented through a network of over 665 Civil Society Organisation (CSO) partners in nearly 18,000 villages across 93 poorest districts in six states, the programme has shown remarkable results in directly empowering over 1.3 million poor this year and making them aware of their rights and entitlements. Last year the number reached was 1 million in 14,000 villages.

PACS leverages the strength of its members to tap the Right to Information Act and the National Rural Employment Guarantee Scheme and seize opportunities for the poor and marginalised. An opportunity that came this year was when PACS along with its CSO partners presented a memorandum to the Prime Minister, Dr. Manmohan Singh, seeking interventions to address the Rights of Dalits (the oppressed lower classes), especially in context of the next Five Year Plan.

Implemented through 179 projects, the number of Community Based Organisations (CBO) has risen to 35,226, a 100% increase from last year's figure of 17,414. PACS is one of DA's leading projects supported by the UK Government's Department for International Development (DFID)



to help empower the nation's most marginalised citizens emerge from extreme and chronic poverty in the states of Bihar, Jharkhand, Chattisgarh, Madhya Pradesh, Uttar Pradesh and Maharashtra. The Small Organisations Support (SOS) group programme primarily seeks to provide financial and technical support to small scale local community initiatives in the field of environment and development. Besides

providing such support, the programme also aims to strengthen grassroots NGOs through capacity building.

PACS is a seven-year (2001-2008) programme, unique among grassroots support programmes in relying for its design and implementation on a highly decentralised network of civil society partners. A very small secretariat within Development Alternatives supports a group of NGOs with specialised skills. These in turn provide guidance and operational support to several hundred state level civil society organisations and their local partners, the community based organisations (CBOs).

Today, in its sixth year, PACS has demonstrated that empowering individuals and communities by strengthening local support systems and building up confidence of the people to demand their entitlements can enable them to take substantial control over their lives and futures.



Training program of NGO's

Highlights

PACS Partners: During its six years, a range of credible CSOs have been supported and they have been benefited in various ways. A range of opportunities have been provided to expand and develop, deepen work in specific districts or sectors, engage with a different paradigm, explore new approaches and consolidate local networks. CSOs, particularly smaller ones, estimated to be about 300 in number, have benefited in terms of reputation and inputs towards programme and financial management.

Community Based Organisations: Changes are evident with CBOs, particularly women's SHGs, interacting with Gram Panchayat representatives, government and bank officials and taking the initiative to attend and participate actively in Gram Sabhas (GSs). Today they are voicing grievances over issues such as benefits for people below poverty line and voter identification, land encroachment, working of *anganwadis* (day care centres), government schemes, health centres, mid-day meals, Public Distribution System (PDS - for food-grains), schools, etc. They are venturing out of the village to present and seek solutions to their concerns. Further, there are instances of a local leadership emerging with some CBO members contesting and winning Panchayat elections.

Monitoring Evaluation and Learning System (MEAL): The development of MEAL has been a major achievement of the PACS programme. It enables PACS to reflect, plan, and implement the project activities in a result based approach. Out of 179 projects in PACS, MEAL system (phase -1, meaning input activity, process and output monitoring systems) has been rolled out in 165 projects (93%). At programme level (state and national), MEAL has contributed towards improved analysis, synthesis, reporting and knowledge management; better clarity of the strategic direction and in setting up mechanisms for capturing information on outcomes and impacts (both qualitative and quantitative).

Communication: PACS provides excellent opportunities to partner CSOs to use the communication and media advocacy related services of State-based Communications Agencies (SBCA) and National Communication Research Organisations. Till date, CSOs have benefited from a range of services like identifying advocacy and communication needs in support of development tasks. Support and Training is provided at various levels for better outcomes. The website <http://www.empowerpoor.org> of PACS has been continuously updated with the latest information on the programme front and new links in more focus/thematic areas. The programme continues to come up with bi-monthly and quarterly programme newsletters.

Advocacy Giving voice to the voiceless: In the last quarter, special efforts at various levels were made on some of the cross cutting issues such as NREGS, Right to Information, Right To Food, Drought Forum, Disaster Management, National Rural Health Mission, CSO Governance, Panchayat Raj Institutions (PRI), Land Rights, Disability, Dalit Rights, Livelihood, Gender, Women Empowerment and Child Rights.

India Social Forum: ISF provided the PACS Programme an opportunity to contribute to the peoples' process nationally and support movements of marginalised sections. It also strengthened its networking for poverty eradication and boosted its efforts of advocacy and lobbying for policy change and communication on critical and core issues of PACS programme.

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Social Action In Bundelkhand



Social Action Group (SAG)

The rural poor are the first constituency of Development Alternatives, particularly the poorest amongst them who are the voiceless. The Social Action Group advances the mission of Development Alternatives of creating livelihood opportunities by capacity building and linking appropriate technologies to the community in Bundelkhand in Central India in the Tikamgarh, Datia and Jhansi districts of MP and UP.

This is the 4th consecutive year that Bundelkhand, one of the most backward and semi-arid regions of India, where DA works, has suffered from drought. Climate change has been taking its toll on this area for some time now. Water therefore becomes its priority need for drinking and irrigation. But 2006-2007 has been a landmark year for the people of six villages in Tikamgarh and Jhansi districts of the states of Madhya Pradesh (MP) and Uttar Pradesh (UP) respectively. With the installation of supply systems using underground sources, the women and children now have access to piped water.



Check dam built with Community Participation In Niwari block of M.P

The very large water and sanitation project funded by Arghyam Trust, Bangalore, has been launched by DA in this area to address the perennial water related problems. Significantly, a large number of diverse stakeholders across 2 states, in 2 districts and 10 gram panchayats are involved where resources were leveraged from communities, Panchayati Raj institutions (PRI), government client departments and research and academic institutions. While the project will cover 12 villages, about 2500 households in six villages have benefitted from about 1700 metres of village roads constructed out of PRI resources.

In the year 2006-2007, the SAG enhanced its livelihoods and skills agenda to cover 20 more villages, taking the number up to 150 villages. Today, over 50,000 people are the direct beneficiaries of SAG which has been instrumental in carrying forward DA Group's innovations to the doorsteps of the community.

Based on its successful service to the communities, this year the third Appropriate Technology Centre, TARAgam Pahuj, was established on the Sarmau-Ambabai Road in the heart of rural life line of Bundelkhand in the Jhansi District of U.P. SAG initiated the programme with the demonstration of agri-based technologies and the formation of community institutions from the newly setup campus. DA's other two Appropriate Technology Centres are located at TARAgam near Orchha and at Datia, District Tikamgarh in M.P. There is also a field office at Niwari in the same district. These centres provide alternatives and solutions to the local problems as identified with the involvement of local communities to address the critical issue of sustainable livelihoods based on local resources and DA's technological innovations.



Saharya tribal women in TARAgam making handmade paper

The activities of SAG can be classified under following heads:

Natural Resource Management

With twenty acres of (waste) land and a grant of Rs. 40,000 (\$550) given to them by the state government to take care of five scrub cows, today, the Gaushala initiative manages a complex housing 40 cows, a mini food processing unit, vermi-compost units, fodder storage facilities, a water source and a telephone connection. This year the infrastructure and facilities have been enhanced with the addition of a mini processing unit for spices, a storehouse for fodder, office of the federation and a shed for the pump house. Funding has been obtained from the Canada Fund for Local Initiatives, the Gaushala Commission and Government of Madhya Pradesh. Activities like livestock development and agri-based services to empower 500 families in selected villages of Niwari block were taken up to empower the villagers.

The number of women benefiting from the programme has gone up to 200 marginalised women from 126 which include those below the poverty line, Adivasis (tribal communities) and Scheduled Castes across five villages namely Majra, Bagan, Chandravan, Radhapur and Maharajpur in the radius of 3-5 kilometres.

Network Management and Convergence

Recognising this strength, the 11 SHGs voluntarily aggregated into the Sankalp Swashakti Mahila Mandal (loosely translated as Determined and Self Empowered Women's Group), a registered federation under the state's Societies Registration Act in 1999. The federation earned an income of Rs 2.46 lakhs, a 200% jump over last year.



Livestock at the Gaushala

The project has been executed in a most cost effective manner. With about Rs. 6.30 lakhs (\$15000), institution building, capacity building and a running enterprise have been undertaken successfully. One of the significant contributions to the cost effectiveness has been that most of the activities under the programme were supported by stakeholders. The contribution mobilised from the community has been encouraging, almost 30-35% of the total. The working model has been graduating year after year and the women hope to develop it into a viable livestock based enterprise.

Emphasis was laid on leveraging resources (financial and intellectual) through convergence with various stakeholders. As a result of links established between banks and SHGs, more than Rs. 2 crores were leveraged by the community groups in 45 villages in the Niwari Block. These were under different schemes like Gaushala, agriculture inputs supply, farm ponds, farm wells, Swaran Jayanti Swarozgar Yojana, National Rural Employment Guarantee Scheme, District Poverty Initiative Programme, Rajghat irrigation project, etc.

With a grant sourced from Mr. Ram Aggarwall, an NRI, 22 houses for the poorest and vulnerable were built in Chandravan village, Orchha block. Mr. Aggarwall also supported the construction of a community centre for meetings and training in this village.

Livelihoods

SAG facilitated the establishment of more than 100 new enterprises (both farm and off-farm) in the area, raising the cumulative number to 572. These enterprises are poultry, production of spices, handloom weaving, running grocery shops, pottery and dairy which are significantly enhancing household income of the entrepreneur.

The 292 SHGs set up with the help of SAG are managing cumulative finances of more than Rs. 74 lakhs comprising earnings and loans from formal financial institutions.

The Group also created different need based products for delivery at the community end which were delivered last year in the Niwari Block.

- Micro planning of village (Panchayat)
- Self Help Group Kits
- Livelihoods Plan for community groups
- Project Planning for Panchayat Raj Institutions
- Drinking water supply and sanitation
- Water management by irrigation through sprinklers
- Farm and off farm services (seed, irrigation system, training, experimentation plots, demonstration facility, nursery, networking with ongoing programme of Government and research organisation)

In 2006-2007, the SAG team established service and delivery points for conserving natural resources by direct and indirect interventions with about 2500 households in its coverage area.

The activities carried out last year are:

- Planning and Surveys for the creation of five new Check dams (current total - 126 established by DA in the Bundelkhand region)
- Field bunding and levelling (600 acres)
- Horti-pasture (50,000 saplings planted)
- Two Nurseries with 1 lakh saplings
- New farm wells and farm ponds
- Micro Planning for drinking water and sanitation in 10 village of the project area

Development Alternatives Information Network The Knowledge Hub

DAINET works towards collation, storing, processing, retrieving and networking information on sustainable development issues. Information and communication management being the thrust of this thematic group, it strives to attain its goal by working through its four centres namely :

- Information Centre
- Audio Visual Resource Centre
- IEC Design Centre
- Facilitation and Event Management Centre

Information Centre

DAINET-recognised as an Environmental Information System (ENVIS) Centre by the Ministry of Environment and Forests-is a pioneer in bridging the information gap and providing web solutions based on user needs and demands. The highlight of Information Centre this year was revamp of the ENVIS centre with a special focus on interactive web based services.

Knowledge Products

DAINET has uploaded the following knowledge products under this project:

- Water Resources Management: Text based (20 products), Geographic Information System (GIS) based maps (3 maps uploaded)
- Solid Waste Management (15 products)
- Systems Design: QA-QC Paper-Grey Literature

DA Resource Centre (Information Centre)

The Library of DA has a varied collection of books, serials, reports, audio-visual materials, etc., and provides the following products and services:

- Database Design and development
- NGO Directory
- Website development
- Query Response service
- Reference and Referral Services

Audio Visual Resource Centre (AVRC)

The centre combines the web, audio-visual, print and traditional media to package and communicate sustainable development messages. In collaboration with Television Trust for Environment TVE- London, the programme manages a Video Resource Centre.

Training Systems Group: Imparting new skills

TSG was established with the objective to build capacities of diverse stakeholders at various levels involved in creating sustainable livelihoods through transfer of appropriate skills and knowledge.

Alliances

Alliances have been a necessary part of the strategy to impart effective training services with the objective of integrating expertise and experience available in the market. The following would be the recipients of the training services:

- i. Civil Society Organisations
- ii. Research and Academic Institutions
- iii. Central and State Governments
- iv. National and International Funding Agencies

Training Themes

Today, there are more than 55 themes on which TSG has provided training to NGO partners of PACS. These can be broadly categorised into the following areas:

- i. Programme Management Skills
- ii. Organisational Development Skills
- iii. Livelihood Promotion Skills

With as many as 800 participants, 45 training courses were conducted in the year 2006-07.

Priority Areas

Under the project 'Building Livelihood Options for Trafficking Prone Communities', TSG has focused on capacity building of 17 NGO partners on different livelihood themes. 162 training courses were conducted during 2006 for over 5100 participants, which included :

Micro enterprise Development

Training was conducted on Micro enterprise Development with Response Net in Delhi which was attended by national and international organisations.

Development Management

51 final year MBA students came to TARAGram to attend a one week Development Management course.

Training for the Leprosy Mission

The staff of TLM was given 4 training courses in Delhi and Bihar on:

- Gender and Development
- SHG Management
- Leadership and Communication Skills

Research Study with Development of Proof of Concept - Strengthening Livelihoods of Trafficking-prone Communities

A multi-stakeholder activity on anti-trafficking was taken up with the support of United States Agency for International Development (USAID). A holistic framework was made to conduct an Action Research to develop a Proof of Concept at Tanakpur in Champawat district in Uttarakhand. The objectives of capacity building through the Integrated Resource Centre (IRC) were multiple:

- Livelihood development through vocational training, upgrading skill sets, and building a sense of entrepreneurship among beneficiaries.
- Business development through brand creation, business promotion, advertising and marketing, developing business models, sales, establishing marketing channels/ linkages, and peripheral management services (warehousing, supply chain management, packaging, logistics)

Main Achievements

- A total of 140 skilled women are the direct beneficiaries of the intervention, impacting 700 people
- Community owned and community operated model with proper stakes of community defined and outlined through a constitution
- Capacity building of all stakeholders at Tanakpur to adopt enterprise approach to become self sustainable
- A model created with limited time and resources in 'no livelihood intervention area' (4 months)
- Sales of processed food and textile products already started
- Awareness generation and information dissemination on anti trafficking and women rights by counsellors

Bundelkhand Initiative

There has been a growing realisation in DA group, especially over the last 3-4 years, that in spite of many significant contributions in 1 district of the Bundelkhand Region, the impact and visibility of the development interventions need to be much more concerted and planned to provide an escalation model. With this in mind the DA group took up the challenge to aim for integrated development of the region, resulting in the formation of the Bundelkhand Development Consortium; a network of like-minded civil society organisations.

The BDC has put forth the following goal for itself - Facilitate sustainable livelihood creation in:

- 10 districts, 55 blocks, 8000 villages of Bundelkhand
- Impact 0.5 million people directly and 2.5 million indirectly

The objective is 'Integrated Development of Bundelkhand Region' which includes, creating sustainable livelihoods in large numbers through robust institutional systems, viable and dignified income generation opportunities, and accessible infrastructure and facilities with an impetus on Natural Resource Management and conservation

The major achievements accomplished by the group over the past one year have been:

- TARAgam Pahunj, established and operations at community level started
- Rapport building with banks and financial institutions initiated. Consultations with NABARD ongoing



ENVIRONMENTAL MANAGEMENT: CHANGING FOOTPRINTS

Sustainable development means a more equitable development, a more socially just development, a more ecologically secure development; it is a form of development that uses its resources whether human, natural or financial more efficiently.

Development Alternatives believes all the four factors - equity, ecological security, efficiency and empowerment are very closely tied to each other. To get ecological security, we must have equity and social justice, efficient use of resources and an empowered public. And this needs new policies and incentives, planning and investments, new technologies and efficient environmental management.



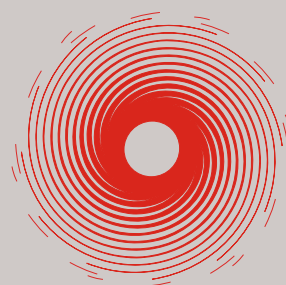
CLEAN-India children pleading their support to the earth

The focus themes are:

- Energy, Water, Biomass,
- Reduce, Reuse, Recycle
- Local Production for Local Use
- Urban Agriculture
- City Planning to Minimise Movement

Working with school children, Development Alternatives CLEAN-India Network has been responsible for 5000 environmental actions this year in areas such as tree plantation; more than one hundred thousand saplings planted over last year; safe drinking water provided to 1800 households and soak pits provided to hundreds of women by students. The number of schools engaged by DA has increased from 400 to 2000. A new programme was introduced in 10 schools of Bangalore on e-waste collection for safe and systematic recycling.

The interactions between people and the environment are highly complex calling for enhanced responsibility in intervention and it is for this purpose that the Environment Systems Branch (ESB) of DA innovates and multiplies alternative and sustainable tools, techniques, approaches and strategies to manage People-Nature interactions. These are in all spheres including the rural, urban, industrial and global environments.



**STOP THE MELTDOWN
NO TO CLIMATE CHANGE**



With the support of the Geomatics Facility and the Environment Monitoring Laboratory, the team is uniquely placed to offer timely and scientifically rigorous services including research, design, monitoring and evaluation, education and training, networking, grassroots support and field implementation.



Focus Areas

Community Environment Action
Corporate Environment Management
Sustainable Development Policies and Strategies

Community Environmental Action

CLEAN-India (Community Led Environment Action Network)

This year saw a dramatic increase in the engagement of schools in the CLEAN-India (Community Led Environment Action Network) Programme, taking the number to over 2000 schools from 400 schools. This network is led by 28 NGOs partners in 78 towns and cities across 11 states in India and is supported by the European Commission, Fondation Ensemble, the Government of Delhi and the Earth Charter Commission.



CLEAN-India team with Mr.J.K.Dadoo Secretary Environment Delhi Secretariate

Some of last year's achievements of CLEAN-India in community action include:

- 903 sites monitored for water quality
- 137 solid waste management systems installed, including at the Tibetan Institute in Varanasi, (109 in the previous year) 1,20,000 trees planted including many native trees (17,000 trees planted in 2005-2006)
- Five large community Rain Water Harvesting (RWH) structures in Trivandrum, Kodai, Amrelli, Pune and Jhansi
- Digital water quality maps of 16 towns prepared with the help of Geomatics Facility
- E-waste management introduced for the first time in 10 schools in Bangalore
- Nine community Jal TARA filters installed ensuring safe drinking water for 1800 households in Aurangabad, Udaipur, Ratlam, Ranikhet, Varanasi, Dehra Dun, Nagarcoil and Madurai
- Eight Mini Paper Recycling Units (MPRU) installed in Bangalore (2), Jhansi, Dindigul, Nagpur, Indore, Varanasi, Amrelli and 10 such units installed for Delhi government for schools in Delhi

- Designated as India Affiliate by the Earth Charter Commission, the CLEAN-India programme has:
- Developed resource materials and posters and adaptation of Earth Charter for children in eight regional languages (of India) for widespread dissemination of information across the country

Is implementing the Earth Charter Programme in 1700 Delhi schools, the first such initiative in India

The CLEAN-India programme has been recognised for environment action:

- “Growing food on waste” selected as a successful case study by TVE Asia Pacific
- Selected as a successful case study of citizenship by Design and Landscape for People - New Approach to Renewal for “creating a generation of children who are highly skilled environmental advocates and whose dialogues with local Governments and physical impacts on sites of environmental degradation is extraordinary and inspirational”



CLEAN-India children making handmade paper in school

Towards Water Security for 'All and Always' in Bundelkhand Region - Catalysing Local Action

DA and the Arghyam Trust are embarking on a long term partnership to fulfil their common dream - “Adequate water, safe water... always and for all”. The focus is on the Bundelkhand Region of Central India. The project demonstrates methods and measures to provide safe and sufficient water in 10 villages of Bundelkhand. These interventions would involve active contribution from villagers and Panchayati Raj Institutions (local self governments) in terms of time, money, labour and means.

Corporate Environment Management

Assessing and Mitigating Health Risks from Stone Quarrying and Crushing units

DA in partnership with Sri Ram Chandra Medical Centre (SRMC), supported by International Development Research Centre (IDRC), undertook the assessment of health, environmental, social, economic, cultural risks related to the stone quarrying and crushing industry and communities in which they operate and developed strategies to reduce the risks. A pilot demonstration is taking place in Tikamgarh district of Bundelkhand.



Stone crushing unit in Tikamgarh in M.P



Developing Better Environmental Sustainability Targets (BEST) for Lead Battery Manufacturers

A partnership has been established between DA, National Referral Centre for Lead Poisoning in India (NCRLPI) and Occupational Knowledge (OK) International to reduce the emissions of lead both in the manufacture and disposal of batteries. This partnership is working for better environmental sustainability targets. The standards will minimise the socio-economic impacts of the lead poisoning epidemic across the country.

The project has been successful in building strategic partnerships with industry, Original Equipment Manufacturers (OEMs), NGOs with different core expertise and with a leading government accreditation body (QCI).

Bureau of Indian Standards has expressed an interest in adopting and integrating the Better Environmental Sustainability Targets (BEST) standard for eco-labeling purposes.

Facilitating Partnerships for Environmentally Sound Management of e-Waste in India

To reduce the environmental and health impacts from unscientific e-waste management in the computer and mobile phone industry sector, DA with support from the Secretariat of Basel Convention (SBC) has initiated efforts to understand the sources of pollution and mitigation measures involving multi-stakeholder processes, awareness raising and skill building activities. DA has formed partnerships with GTZ on Environmental Sound Management (ESM) Techniques and with South Asia Co-operative Environment Programme (SACEP) to extend the initiative to South Asia.



Dismantling and handling of hazardous e-Waste by children

Sustainable Local Energy Services in Tiruchengodu town

A Public Private Partnership (PPP) programme supported by UNDP has been initiated by DA in the city of Namakkal in Tamil Nadu to address the issue of waste from poultry industry. A framework to demonstrate the efficacy of a PPP model for ensuring access to reliable and affordable energy services and for livelihood generation for the urban poor on a sustainable basis is under preparation.



Sustainable Development Policies and Strategies

Facilitating State of Environment (SoE) Reporting for the Ministry of Environment and Forests, Government Of India

The Ministry of Environment and Forests, Government of India, over the last five years, has initiated the State of Environment (SoE) Reporting process with all state governments across the country. This process to design and operationalise a participatory and scientifically rigorous SoE Reporting System has progressed well and most states are preparing their reporting documents in the form of State of Environment reports. The primary goal of the plan scheme in the Tenth Five-Year Plan is enabling informed policy/ strategy formulation, decision making and follow-up action. Development Alternatives, as one of the National Host Institutions (NHI), was responsible for building the capacity of state governments to establish a firm reporting system in the 7 States and 2 Union Territories (UTs) of India. This year DA developed SoE reporting for the states of Meghalaya, Madhya Pradesh, Uttar Pradesh, Bihar, Jharkhand, Sikkim and for the Union Territories of Dadar and Nagar Haveli and Daman and Diu.

The basic objective of the SoE reporting process is to provide an overview of the environmental scenario in the states/ UTs for policy and decision-making and to enable integration of environmental dimensions in the planning process.



State of Environment Atlas - India

Development Alternatives has been preparing an Interactive State of Environment (SoE) Atlas of India for Ministry of Environment and Forests (MoEF), Government of India. The Atlas will utilise information available with various ministries on the range aspects related to the brown (pollution), green (land and bio-diversity) and blue (water) environments. The atlas will be used to evolve national strategies based on a dynamic and regularly updated SoE reporting process from the states and also at the national level.



Sub-regional Sustainable Development Strategy (SSDS) for South Asia

The United Nations Millennium Declaration and the World Summit on Sustainable Development (WSSD) Johannesburg 2002: these two major events evoked the need to address the sustainable development challenges and priorities for the global community over the next decade.

As part of the Johannesburg Plan of Implementation, 2002, the Norwegian Agency for Development Cooperation (NORAD) and UNEP Regional Resource Centre for Asia and Pacific (UNEP RRCAP) started the implementation of the project on National Sustainable Development Strategy and Action Plans (NSDSAP).

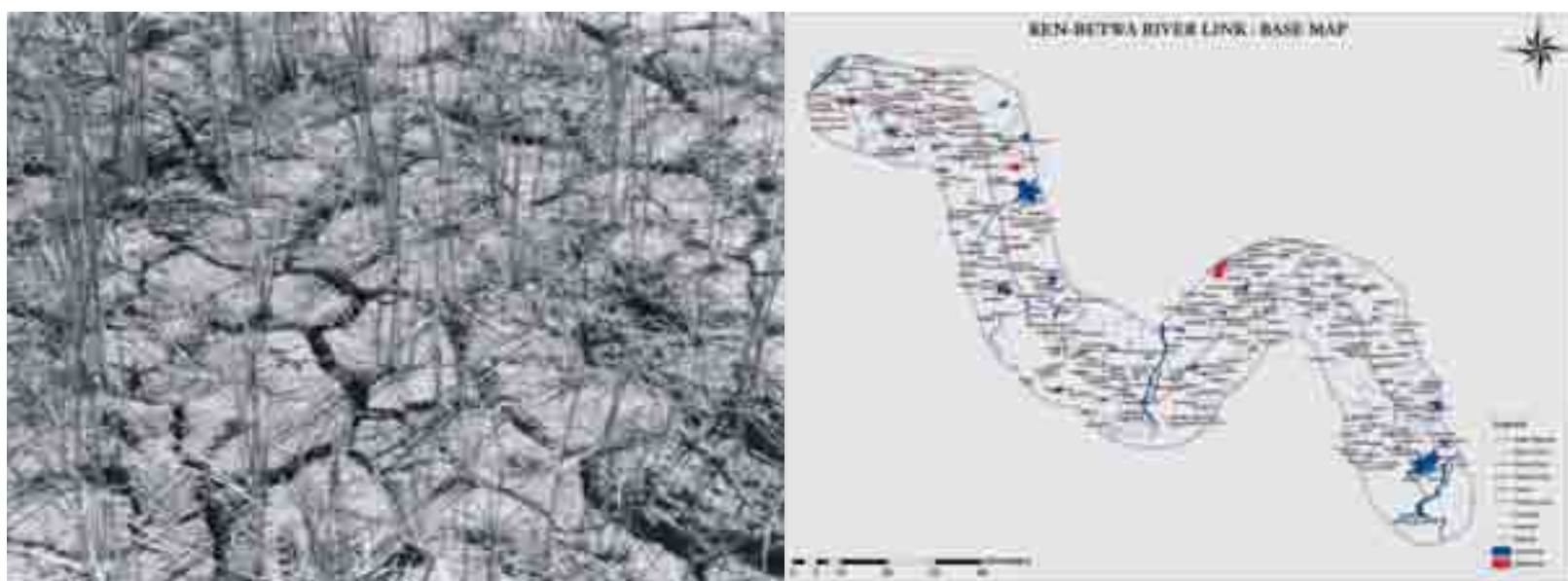
The purpose of the project is to strengthen the capacity of South Asia by the Sub-regional Sustainable Development Strategy and Action Plans (NSDSAP) with mainstreaming sustainable development issues in the decision making process. Development Alternatives has been identified as a sub-regional and national Focal Point for South Asia. Under this project, a strategy for sustainable development for South Asia is underway, with the priority paper as a guiding document.

South Asia Environment Outlook 2007

For understanding the latest environmental trends in the sub-region, Development Alternatives in close co-operation with South Asian Association of Regional Cooperation (SAARC) and UNEP Regional Resource Centre for Asia and the Pacific (UNEP RRCAP) is developing a report entitled South Asia Environment Outlook 2007. This report will present the current state and trends of the environment in the region while addressing the future outcomes of environmentally unsustainable practices. The emphasis is placed on the drivers of change and the analysis and efficiency of existing policy and management responses in the sub-regional as well as the national levels, while taking into account the implications for human well-being.

Land use/ Land cover Assessment and Preparation of Proposed Land use Plan for the Ken-Betwa River Link as part of the Interlinking of Rivers project

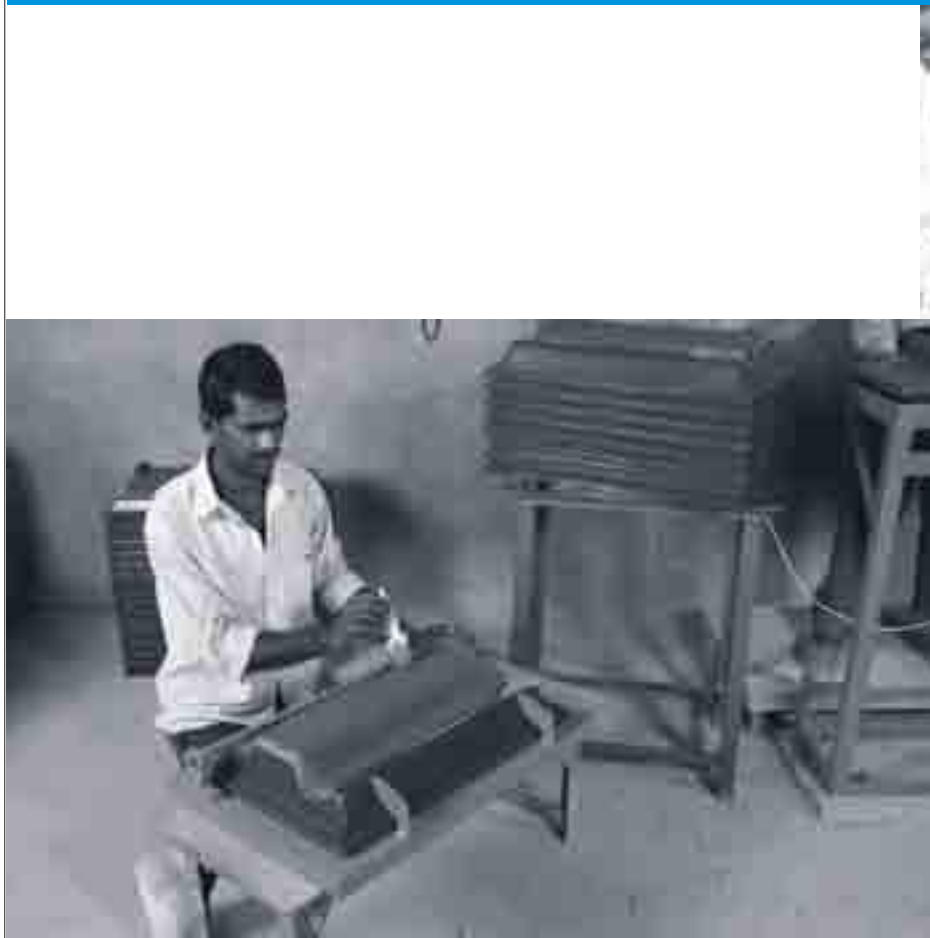
DA is executing a study (funded by WWF, International) on the Ken Betwa link in the state of Madhya Pradesh to assess the present land use pattern using satellite remote sensing data. The study includes an extensive field survey on the ground scenario of the expected impact on villagers by construction of the canal and checking the latest ground realities and developments (ecological and social impacts of the proposed link).



Helping Communities Adapt to Climate Change

The Bundelkhand region has been experiencing and is very likely to further witness severe climatic changes, thus affecting both lives and livelihoods of millions of poor people. With regards to this, DA is executing projects to fully understand the implications of climate change in the Bundelkhand context and help communities take action to minimise these impacts. With financial support from United Nations Institute of Training and Research (UNITAR), the following activities are being conducted:

- Development of climate change scenarios for Bundelkhand region (in partnership with Indian Institute of Tropical Meteorology, Pune)
- Assessment of socio-economic vulnerability as well as impact of climate change on agriculture Development of Strategies for Adaptation
- Development and testing of a strategy for communicating the climate risks and potential adaptation measures to policy makers and rural communities



TECHNOLOGY FOR THE POOR



Among the more significant features of Development Alternatives' efforts to use the best science and technology for the poor this year is the use of fly-ash block technology through its Mechanized TARA BALRAM Machine for construction of houses for tsunami victims in Karaikal village in the state of Tamil Nadu. Other noteworthy technological solutions include cook stoves designed for rural areas which fulfil international emission norms and the re-engineered semi-mechanised brick moulding machine called the TARA BrickMek Machine which improves productivity and quality of the bricks while reducing drudgery.

Perhaps the greatest tragedy of the twentieth century is how little science and technology have contributed to the lot of the poor. Technology is both the cause of many of our inequities and a potential solution to them.

The poor have many basic needs – food, water, energy, shelter, clothing, transport, health care, education and productive employment. For this, they need income over which they have some degree of control. The cycle of poverty is made more vicious by the lack of access by the poor to financial capital, to raw materials and, most importantly, to technology appropriate to their needs and skills.

Technology that serves the goals of development and particularly the objective of empowering the poor is defined as “sustainable technology”.

The Technology Systems Branch of Development Alternatives addresses this multifaceted relationship between people and machines. Its work contributes to the Development Alternatives Group mission of creating sustainable livelihoods on a large scale through the development and dissemination of new technology packages, their products and associated delivery systems. These initiatives help people meet their basic needs, create jobs and realise environmental benefits on a large scale.

Habitat

The Habitat Programme aims to develop and promote systems that enhance access of the rural poor to an improved built environment and livelihoods.

The primary strategy employed by the programme to achieve its goal is to develop and make integrated technical, financial and management services for habitat development available and accessible to rural community groups in Bundelkhand.

The programme provides technical support and capacity building services to village communities, local government agencies, artisans, small entrepreneurs and grass roots civil society agencies to implement pilot projects. It associates with lead banks, DA group commercial affiliates, civil society and local government institutions to reach out to its client groups.

National Policy Influence

This period witnessed an unprecedented roll out of a nation wide consultation process on the first Draft National Rural Habitat Policy facilitated and indeed driven by the basin-SA platform managed by DA and supported by the PACS programme of DA. This process and endeavour was endorsed across the country (in 18 states and 1 Union Territory) by civil society, technical institutions, financial institutions and local governments. Inputs from State consultations for a proposed new policy have been received by the Government of India at the Union Ministry level and have been sent to the Planning Commission for discussion. This has been a major breakthrough for the habitat programme as for the first time policy makers are looking at integrating all aspects of sustainable habitat which include water, sanitation, living and livelihood spaces, village infrastructure, financing and environmentally sound building technologies.

Housing delivery in Bundelkhand

During the past one year the Habitat team has worked on two different models of financing social housing. In the first, the team evolved a strategy for addressing the housing needs of the poorest linked with Livelihoods. This has been implemented at Mador village, near Orchha, with a part loan - part grant and livelihood support for beneficiaries which resulted in the construction of 35 houses with village infrastructure including innovative rain water harvesting systems. A second initiative was when habitat delivery driven by easy access to credit was tested. Here we supported the construction of 76 houses and assisted the families to access part credit and technical services for their houses.

Training of Artisans

The programme has set in place a training mechanism with resource persons, trainers, manuals and curriculum for building up the capacities of artisans in the region. A rich database of 120 trained artisans - of which 60 artisans were trained in 2006-07 - and training modules have been created for the delivery of government's Indira Aawas Yojana (housing scheme). An intensive training and capacity building programme on the use of innovative building materials and processes for artisans in the districts of Chattarpur and Tikamgarh in Tikamgarh has led to the initiation of a building material production unit in Chattarpur.

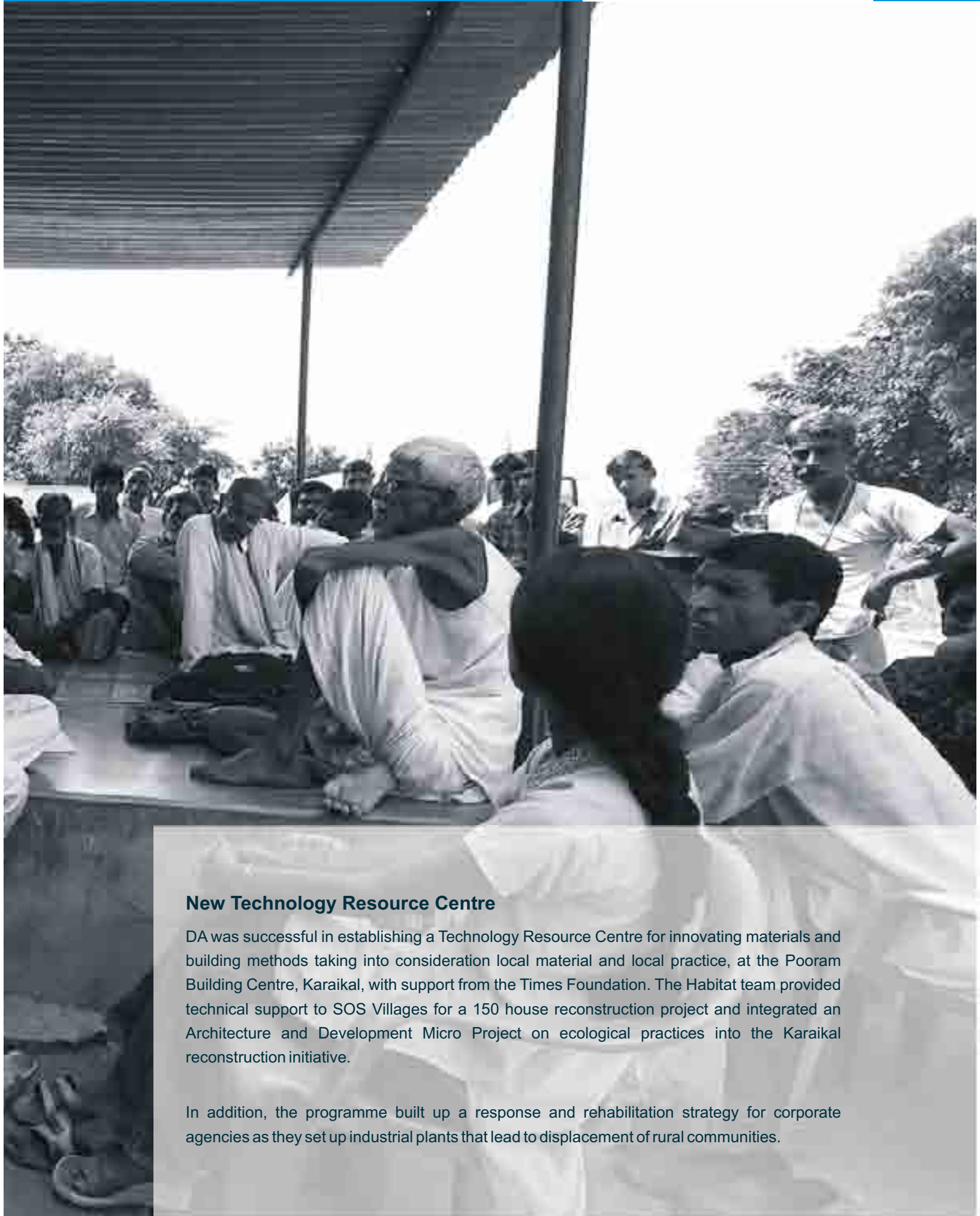
**Alternate Habitat Technology of
Development Alternatives**





Knowledge Building

The past year has seen the graduation of the basin-South Asia platform from incubation to an operational phase. The platform has set up a base for initiating research and builds new knowledge on identified themes in the rural habitat arena. It has managed to leverage twice the amount made available by the Swiss Agency for Development Cooperation as seed support for its various activities since its inception in November 2004.



New Technology Resource Centre

DA was successful in establishing a Technology Resource Centre for innovating materials and building methods taking into consideration local material and local practice, at the Pooram Building Centre, Karaikal, with support from the Times Foundation. The Habitat team provided technical support to SOS Villages for a 150 house reconstruction project and integrated an Architecture and Development Micro Project on ecological practices into the Karaikal reconstruction initiative.

In addition, the programme built up a response and rehabilitation strategy for corporate agencies as they set up industrial plants that lead to displacement of rural communities.



VILLAGE ENERGY SECURITY

To ensure access to clean energy devices for domestic application and to promote viable and replicable models for renewable energy, the Energy team has secured funds worth Rs. 44.29 lakhs from USAID's Methane to Market programme in September 2006. The project is titled "Demonstration of the Gaushala (cow shelter) as a Sustainable Hub to Provide Methane Powered Energy Services to Rural Communities". The team has identified 3 Gaushalas (at Kalpi, Lalitpur and Mauranipur In the state of Uttar Pradesh) as partners for this project.



Green Technology Programme Direction

The clean technology programme has been conceived and designed to develop and customise technology based solutions for converting “waste into wealth” thereby facilitating cleaner production solutions for small to medium enterprises in a profitable way.

The highlights of the achievements of last year are:

One of the most significant achievements is the development of the Technology Package of semi-mechanised brick moulding machine. The machine was sourced, tested and re-engineered to make it more robust and reliable. It has now become an integral part of the VSBK dissemination process with an ability to produce high quality bricks from even low-grade soils. TARA BrickMek machine will be deployed for mechanisation of the brick moulding process.

The Materials Testing Laboratory at Datia has been upgraded and equipped with trained and competent staff for undertaking all kinds of materials testing work. With a repository of more than 500 soil and brick samples from all over the country it has become the only laboratory to provide brick related services.

Energy

Programme Direction

To ensure access to clean energy devices (cooking & lighting) and fuels for domestic application and to promote viable and replicable models for Renewable Energy (Biogas/ biomass) based technologies and services.

Household Energy Services

Cookstoves

Various types of cook-stoves, e.g. pottery liner (single and twin pot stove), ceramic liner stove (without chimney), TARA 101(metallic stove), Insulation bricks, light weight concrete model (saral) have been designed for use in the rural areas.

Intensive testing has been completed as per APPROVECHO's guidelines for measuring thermal efficiency and emission norms as per international standards.

Briquetted Fuel

The Charring and Briquetting technology package (both diesel engine & electric motor driven) has been finalised and tested. Based on the pilot data, the team has derived the commercial viability of the package.

Commercial production and marketing of the briquettes is now carried out by three entrepreneurs at their respective locations. 40 rural women from MP and 35 villagers in (Uttarakhand and Himachal Pradesh) are now earning money through this technology package.



TARA Cook Stove



POST-DISASTER RECONSTRUCTION

Effective implementation of post-tsunami reconstruction projects with replicable solutions for management, livelihood creation and community ownership are demonstrated through:

- 565 houses nearing completion
- 5 enterprises making and selling fly-ash blocks
- 1 Technology Resource Centre supported to provide capacity building and training to engineers and masons and “technical guidance in safe construction” to NGOs and village communities



Balram machine



TARA MCR tiles machine



Mechanised Balram machine

Livelihood Solutions

Product and Technology Development Unit

Mechanised BALRAM Machine

The machine is an improved version of the established Balram Machine. The advantage of the developed package is its higher productivity with reduction in tedious labour. Improvement in quality has also been achieved and the field trials at Karaikal have shown good results.

Multi Products in TARA MCR Technology

Based on the feedback received from TARA, the existing MCR vibrating machine has been diversified to produce different concrete products used for flooring, walling and paving. These products are ideally used for medium-duty applications like residential paving - flooring in rooms, porches and driveways.

Waste Paper Recycling Technology

Under the DST funded project, the Waste Paper Recycling Package has been developed and tested at different field conditions. The package recycles waste paper into paper and thus paper products. Based on the need, two different packages for schools and community groups have been developed, finalised and transferred to TARA.



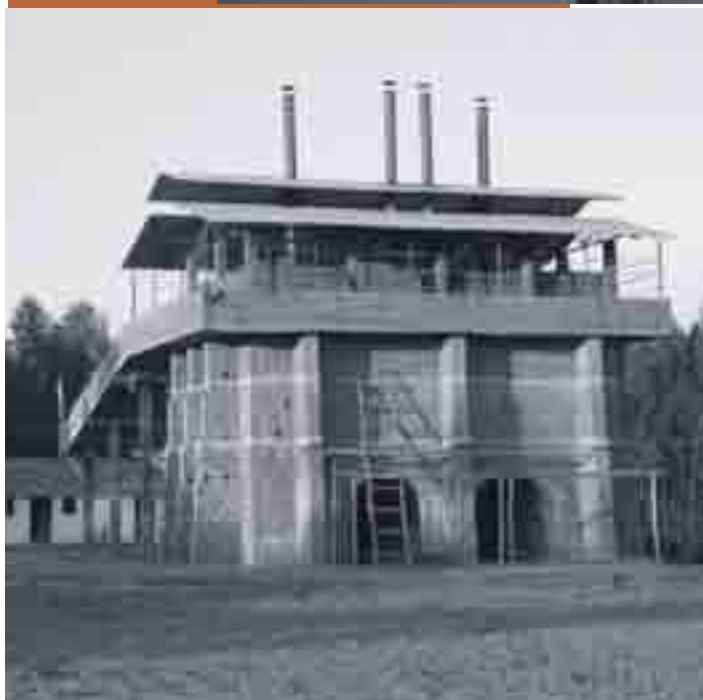
Enterprise Support Centre for Rural Women- Udyamita Suvidha Kendra (USK)

The Department Science and Technology (DST) supported project on “Establishing an Enterprise Incubator for Rural Women: Strengthening Women’s involvement in Livelihood and Technology” was initiated by DA in TAR Agram Datia in Bundelkhand in April 2005.

The Entrepreneurship Support Centre for Rural Women or Udyamita Suvidha Kendra is located adjacent to DA’s Vertical Shaft Brick Kiln Technology Service Centre on the Gwalior - Jhansi highway in Datia, in the state of Madhya Pradesh in 2.7 acres of land contributed by DA.

The members of Gopal Baba SHG have gained expertise in making MCR roofing tiles. The members of Bhakti SHG have learned the techniques of making bricks on both hand-moulds and machine-moulds. Since, the women come from traditional brick making families, they chose this technology to enhance their skills and further improve their income generating skills.

The members of Shakti SHG decided to work at the Charring & Briquetting (C&B) unit as this clean source of energy has fascinated them.





TARA DELIVERING SUSTAINABLE ENTERPRISES

As the primary business arm of the Development Alternatives Group, TARA (Technology and Action for Rural Advancement) produces and markets technology products designed by Development Alternatives and innovations sourced externally. TARA also provides relevant production engineering and market feedback to the designers at Development Alternatives to facilitate continuous adaptation and improvement of technologies.

TARA markets a product range that includes devices for energy, water, agriculture, shelter, transport, employment-generation and other human needs. Specific examples of technologies that have been extensively marketed to small business and micro enterprise:

- TARA Stabilised soil brick machines
- Roofing tiles
- Roofing channels
- Ecokilns
- Coal from biomass
- Paper recycling equipment
- Producer gas units
- Weaving looms
- Water testing kits
- Biogas generator kits



Technology and business innovations can be utilised to establish alternative economic opportunities on a large scale in India - TARA has been demonstrating this for the last 25 years.

The operations of TARA are self-financing and conducted through direct marketing and decentralised network of channel partners. TARA provides know-how and training, networking, quality control and market intelligence to entrepreneurs. The entrepreneurs manufacture the product and sell in the local market. While registered as a not-for-profit organisation, TARA functions like a business whose earnings are used only for the furtherance of the Group mission.

Given the magnitude of the problem of disseminating a technology widely, and the limits to the public resources likely to be devoted to it, any successful delivery mechanism must be self-financing and self-supporting at each stage of the product cycle.

TARA, the delivery vehicle of DA, was established precisely to manage this principle; it pays someone to make the products, it pays someone to sell them, it pays someone to maintain them, and of course it must be worth someone's while to buy and use them.

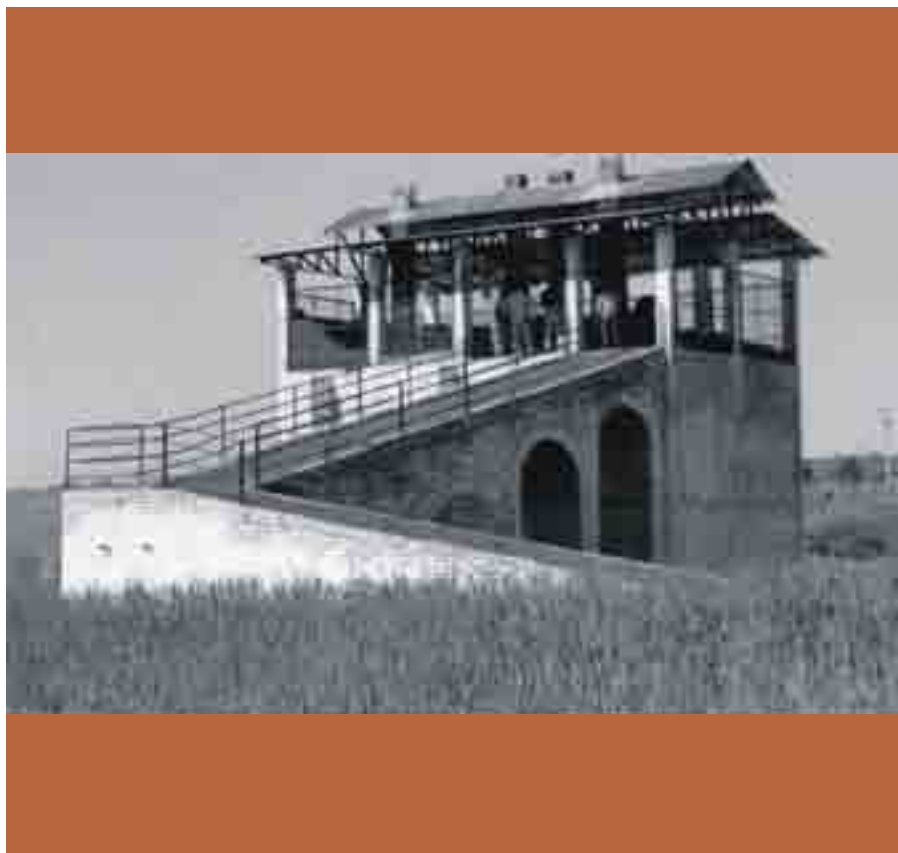
Some Significant Achievements Of 2006-2007

The EcoKiln is the most environment friendly clay brick firing technology, saving more than 30% coal compared to most prevalent Fixed Chimney Bull Trench Kilns (FCBTK) and also has the lowest emission levels. It has the fastest firing cycle as the bricks are fired in 24 hours compared to the 24 day firing cycle common to conventional brick technology.

TARA has commissioned 46 plants in the last two financial years and 35 new plants will be commissioned in this financial year. The acceleration can be attributed to key factors; for instance, support of Industry department, growth in construction sector and successful operations of existing plants that are applicable not just for this technology but to other new technologies meant for addressing the 'unorganised sector'. Each plant of TARA EcoKiln employs about 30 workers at the village level, hence it is popular among the policy makers.

Carbon Credits for the TARA EcoKiln

For the first time in India, a brick kiln - that is the TARA EcoKiln - has been awarded the Community Development Carbon Fund of the World Bank, under which entrepreneurs will be rewarded with carbon revenues for investing in the improved technology. This is the first instance of an incentive being given to brick manufacturers to reduce pollution. More than four lakh tonnes of carbon dioxide will be saved through the operation of 126 EcoKilns. An amount of \$ 7.5 per tonne is awarded by the World Bank to the entrepreneur that is shared between him, TARA and for sanitation and insurance facilities provided to the workers. One EcoKiln can earn up to Rs. 1 lakh per annum; recurring for a period of 10 years.





TARA Machines

TARA Machines have played a pivotal role in both the growth and profitability of TARA by promoting Corporate Social Responsibility in association with Thermal Power Plants operators. As an example, BALCO bought 20 TARA Balram Machines for making Fly Ash Bricks which were then used for the internal housing construction of the company. The novel initiative has converted villagers to owners of the business instead of just remaining project affected persons. The model is now the talk of the town among the other corporations of Chattisgarh. HINDALCO and SAIL have expressed interest are also coming forward to adopt a similar model.

Government and NGOs, for example Border Roads Organization, has taken 14 Balram machines for making temporary shelters employing the local workers of the region. Local Employment Generation was the other key thrust area here.

The TARA Machines packages were customised to the needs of donors looking for rehabilitating Tsunami affected persons. TARA Handlooms and Balram machines have been extensively used by international agencies; Holcim in Indonesia and Sewalanka in Sri Lanka. The Ministry of Textiles, Government of Sri Lanka has invested in the TARA Handloom technology and negotiations are underway to transfer the production technology of looms to Sri Lanka.



Drying TARA handmade paper

TARA Paper and Paper Products

High value customisation, for instance Acid Free Paper for restoring manuscripts, has been the major breakthrough of the year. It has not only added to the revenues but also enhanced the image of TARA in the niche segment of manuscript restoration. Clients include the National Archives of India, National Mission for Manuscripts, Government of India.

High value paper products targeting the corporate sector enhanced TARA revenues and helped in adding another group of Sahariya tribal women for making paper products and making decent earnings.

TARA Environment Monitoring Facility

The year saw the Government of India recommending the Jal-TARA standard water testing kits in different states. The kits are designed and produced by the TARA Environment Monitoring Facility (TEMF) in New Delhi. TEMF has seen a 65% growth over last year due to the huge response it got from institutions like UNICEF. The third party certification of kits by SHRIRAM, SGS and TUV-sud has added to the reliability and quality assurance guaranteed by TARA.

The TEMF team was also responsible for developing the Prototype Arsenic purification system for arsenic removal. The prototypes are undergoing rigorous field testing and the TARA system will be launched in 2008.



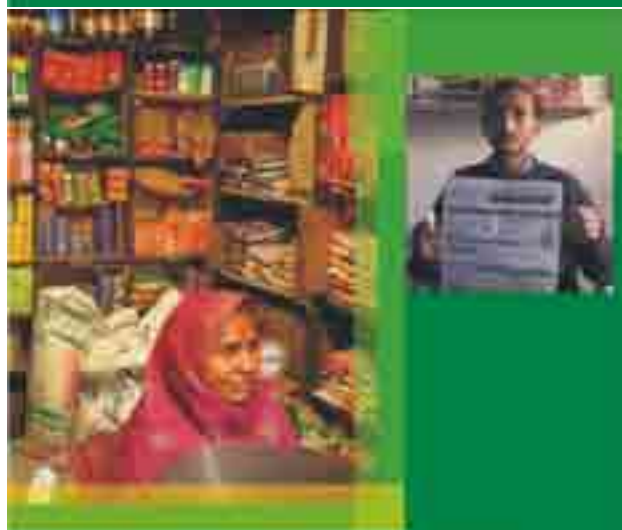
Testing water with the Jal TARA testing kit

The strategies and thrust areas planned at the beginning of the financial year have borne fruit. Sales have soared as the key unique needs of customers have been captured and incorporated in current technology packages. Focus will be maintained on:

- Corporate Social Responsibility of key corporations
- Income generation programme of donors
- Rehabilitation programmes supported by the international agencies
- Rural Employment Generation Programme of State Governments

Our Vision...

To empower people to achieve their aspirations by using Information and Communication Technology (ICT)

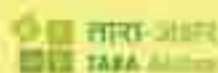


Rural Entrepreneurship...

- More than 400 Entrepreneurs trained
- More than 50 Enterprises setup



Over
20,000 women
in India became
literate
this year using
TARA Akshar



More than
250 Centres
in **8** States



TRANSFORMING LIVES OF MARGINALISED POPULATIONS

TARAhAat.com is the first internet portal designed specifically for rural India. Whether it is weather forecasts or current commodity prices, educational opportunities, government schemes, matrimonial and horoscopes, medical or career advice - for just a few rupees worth of net connectivity, the villager can now have easy access to all the latest information from around the world. Knowledge brings options, options create opportunities and opportunities lead to sustainable development. The new ISRO-VRC (Indian Space Research Organisation Village Resource Centres) Project launched this year has enabled TARAhAat to enter new geographical areas and expand its network. Based on VSAT technology that allows high bandwidth services such as tele-medicine, tele-education, land and water resources management, weather services, e-governance, etc., it has enabled TARAhAat to reach remote rural locations that ride on the network. The network is designed on the star topology with a Hub acting as a central node. Development Alternatives (DA) has been appointed by ISRO, Government of India, as one of the lead agencies for implementing this project in the Hindi speaking states of Uttar Pradesh, Madhya Pradesh, Bihar, Jharkhand and Chattisgarh. TARA Akshar, a software programme developed by TARAhAat that can teach Hindi speaking adult illiterates in India to read and write Hindi in just four weeks' time, has already empowered 5000 women. TARAhAat and DA closely worked with Philips to design lighting products for rural customers and Philips succeeded in making two products, i.e. a lantern - Kiran - and a torch - Uday - being used by the rural poor. TARAhAat launched the pilot phase of Lifelines India (Soochna se Samadhaan in Hindi language) that provides voice based information to rural communities via a phone and voice mail-based Q & A services that are available from both landline and mobile phones. These are but some of the successes of the social entrepreneur, TARAhAat, the ICT affiliate of DA that has created and is implementing new, large-scale approaches and products that are fundamentally transforming the lives of marginalised populations. Recognising the potential of ICT, the DA Group launched TARAhAat Information and Marketing Services Limited in 2000. TARAhAat delivers relevant information, products and services to the under-served markets of rural India, using internet adapted to the local language.

Information and Communication Technology (ICT) not only offers us an opportunity to redesign and deliver the widespread benefits of technology to the most remote location, it also offers us a new approach to Sustainable Development. It serves as an excellent platform for sustainable development action. TARAhaat, through its ICT centres, has demonstrated its potential to provide opportunities through the development and rapid deployment of relevant products, services and systems that enable people from all segments of the society to participate in the economy and in the institutions of education, governance, finance and the marketplace.

TARAhaat delivers relevant information, products and services to the underserved markets of rural India, using internet and other information technologies in local languages.

The design of an appropriate technology, no less than that of a new electronics product or automobile model, must be carried out within the framework of an organisation whose broader activities include manufacturing and marketing. Otherwise its market success can only be a matter of pure chance. Thus the appropriate technologies of DA are also marketed by TARAhaat.

Expansion & Operations

The number of TARA Kendras (TKs) has grown rapidly in the first three quarters of the current financial year. The final count, as on 31 March, 2007, stood at 251.

TARAhaat has signed agreements with more than 100 CSOs (Civil Society Organisations) in the states of Uttar Pradesh, Madhya Pradesh, Bihar, Jharkhand and Chattisgarh for the implementation of the new ISRO-VRC Project. To service this growing network, new territory offices have been set up in Patna, Raipur, Bhopal, Lucknow and Gorakhpur.



**TARAhaat
Mascot**



Rural children at TARA Kendras

TARA Akshar

TARA Akshar is the name of a software programme developed by TARAhaat that can teach Hindi speaking adult illiterates in India to read and write Hindi in just four weeks. The course requires the students to attend a 2½ hour class daily for 30 days. This revolutionary product has undergone critical field-tests in the last one year and the results have been excellent. More than 75 batches of students have been trained using the software, covering over 600 students. A consistent success rate of over 85% has been achieved.

Given the potential of TARA Akshar, Development Alternatives has decided to scale it up and roll it out in the Poorest Areas Civil Society (PACS) network. As a part of this programme, over 35,000 women SHG members will be made literate by 31 December, 2007. PACS has more than 20,000 women SHGs.

Making SHG women functionally literate can ensure their continued participation in CBO and PRI activities in a much more effective and sustainable manner, even after the expiry of the PACS Programme.

Microsoft Unlimited Potential

Till December 2006, 3712 women were trained on IT skills under this programme and 91 Women Master Trainers were recruited and trained. The Microsoft Unlimited Potential Programme expired in December 2006. However, seeing the impact of the programme, Development Alternatives decided to continue it through its own resources; consequently, an additional 564 women were trained.

Enterprise Development & Support Services

The Enterprise Development Service focuses on providing entrepreneurship opportunities to youth, women and self-help groups, the landless and small landholders.

The service supports entrepreneurs through every stage of the business life cycle. The primary components of the service provided in local languages are:

1. Enterprise Packages for technical training and market and financial linkages
 - Broiler based poultry farming package
 - Micro Concrete Roof tiles (MCR)
 - Bio Fertiliser: Vermicomposting (under development)



2. An **Entrepreneurship Development Programme** for understanding business set-up, planning and management
3. An **FAQ (frequently asked questions)** service to create a database of topic specific questions.
4. An **Ask the Expert** service for on-going business support and training
5. **Web Based Support Services**

Achievements

The Enterprise Development and Support Services experiences with its pilot initiative in Bundelkhand.

We launched the EDSS as the only cost effective and viable tool to deliver complete and holistic solutions to potential entrepreneurs located in large, diverse and highly dispersed markets of rural India.

In its first year of operation, EDSS has set up 37 enterprises, created 45 jobs, and trained 301 trainees.

Opportunities Created in the first year of operation

- Enterprises set up 37
- Jobs created 45
- Number of trainees trained 301
- Minority participation 43%
- Entrepreneur conversion rate 12%





TARAgyan's Educational Products

TARAgyan has introduced several new products in the last one year while continuing to implement some existing ones:

- IELTS (International English Language Testing System)
- Networking Essential
- Digital Media Fundamentals
- Web Design Fundamentals
- Master Computer Hardware
- Visual Basic 6.0
- C and C++ Combo
- BIT Plus
- DIT Plus
- Tailor made modules to boost institutional sales

In addition, TARAgyan continues to improve its existing products through periodic upgrades and provide instructors with intensive training to upgrade their skills.

Soochna Se Samadhaan Sewa A Lifelines India Project

TARAhaat was chosen by OWSA (OneWorld South Asia) in 2004 to implement their digital inclusion initiative, as a part of the corporate social responsibility programme which assumes that access to information and communication technology (ICT) can improve lives and provide easy access to information and knowledge.

TARAhaat launched the pilot phase of Lifelines India (Soochna se Samadhaan in Hindi language) in mid 2005. The project provides voice based information to rural communities via a phone and voice mail-based Q & A service available from both landline and mobile phones. Specifically, it provides farmers with access to a network of agricultural experts and database of knowledge.

In the second phase of implementation, 10 volunteers and one agri-coordinator are carrying out the services in 170 villages of Bundelkhand region. These volunteers carry mobile phones to generate queries from farmers. The use of mobiles has enabled us to reach farmers in their farms. Farmers have to pay a sum of Rs. 5 for registering a query and getting the answers. In the last financial year, on an average, 1200 queries were generated every month. This service has received overwhelming support from farmers.



RESPONDING TO CHANGES IN THE EXTERNAL WORLD

As the anchor of Development Alternatives Group, the Corporate Management Branch (CMB) identified as crucial, the need of the group to look at trends and respond to changes taking place in the external world. Further, the group felt that on the threshold of 25 years of its operations, it was equally important to assess the strengths and achievements of Development Alternatives to look at challenges while attuning the organisation with outside developments and trends.

In 2006-07, efforts were put in towards making CMB a vehicle to steer and support the transition and be available to the group as a catalyst for effective management. The mechanism to design the process to revitalise and re-orient the group was initiated last year.

Some of the major steps steered by CMB this year include: the setting up of a Global Advisory Council for Development Alternatives with prominent Indian and international members to advise DA, the first Sustainability Summit: Asia 2006 on Promoting Excellence for Sustainable Development organised in partnership with Centre for Environment and Sustainable Development, CII, where over 300 representatives from industry, government and civil society conferred on issues of a sustainable future; a major intervention in policy by providing the framework for a Rural Habitat Policy for India to the Government of India through the PACS programme and the basin-South Asia network and the application for a community radio license to the Government of India to operate in Bundelkhand where DA has its major operations.

Corporate Communications

To position and establish the brand value of Development Alternatives, the organisation has adopted a competitive image building strategy, which includes using both print and electronic media, as well as exhibitions, to its advantage. The organisation has positioned itself as a brand that makes and takes solutions to the rural poor and creates livelihood options.

The organisation has also gone through a branding exercise, including but not inclusive of- application of the newly standardised corporate design and development of a co-branding logo.

CORPORATE LOGO



CO-BRANDING LOGO



Activities: Media arrangements and helped organise

- Release of Framework for a Rural Habitat Policy for India by Union Minister of Rural Development
- Round Table Discussion on 'Household Energy-Indoor Air Pollution' in collaboration with Partnership for Clean Indoor Air (PCIA) at India Habitat Centre, New Delhi
- Launch of Eco-Holi Campaign
- 'The Gifts of Life', a World Environment Day awareness programme held at Chinmaya Centre, Delhi - celebrations with school and slum children
- National Seminar on 'Inter-Linking of Rivers' at Indian International Centre, New Delhi, organised on behalf of NCSCILR by Development Alternatives and Centre for Environment & Food Security and sponsored by WWF.
- Exhibition on livelihoods, literacy and empowerment and printed material for creating awareness on the Poorest Areas Civil Society programme and demonstration of DA's eco-friendly technology products at India Social Forum Meet 2006 in Delhi



- TARA workshop, in association with Department of Environment and Forests, on making recycled paper products at Delhi Secretariat
- The first Sustainability Summit: Asia 2006 in collaboration with CII on 'Promoting Excellence for Sustainable Development' for engaging industry, government and civil society to deal collectively with sustainable development issues at New Delhi
- Exhibition cum demonstration of DA and CLEAN-India activities during the European Union seminar
- Tenth Anniversary of CLEAN-India in Bangalore
- DA Water Technologies demonstration for the press at Ghittorni, New Delhi

Media Activities

- Production of Trade Talking, a film for TVE (Television Trust for Environment) and organisation of an event for public screening and debate. The film, screened on Doordarshan followed by a discussion, received wide publicity.
- Commissioning and research for film for the National Civil Society Committee on Inter-linking of Rivers in India (NCSCILR)
- Interviews of Dr Khosla including that of empower.com (<http://www.empowerpoor.com/dainterview.asp>)
- VSAT interactions with the rural communities of Bundelkhand on community radio and traditional media

Print Material and Outreach

- Book on Strengthening Livelihoods of Trafficking Prone Communities
- Book on Framework for Rural Habitat Policy for India
- DA Annual Report 2005-06 and DA Annual Calendar 2007
- TARAGram Training Calendar 2007
- TARA brochure
- Social Action Group brochure
- Brochures on Earth Day and Environment Day for school children
- A series of Posters for CLEAN-India
- Eco Holi, Eco Visarjan and Eco Diwali and Women's Day backgrounders for the press
- Gatekeeper Series for IIED
- Posters for Tenth Annual CLEAN-India
- Theme papers and proceedings for the Sustainability Summit Asia: 2006
- Communication Strategy and posters for Climate Change project on Risk Communication for Advancing Capacity to Support Climate Change Adaptation (ACCA)
- Monthly Newsletters

REACHING OUT

World Earth Day 2006

School children formed a human chain and walked along Rajpath, taking an oath to their bit to save the environment, on World Earth Day 2006 celebrations organised by DA in association with Ministry of Environment and Forests.

World Environment Day 2006

Reflecting the global theme provided by UNEP - Desert and Desertification, CLEAN-India in association with Ministry of Environment and Forests celebrated World Environment Day 2006 on 5 June. Over 200 children from schools across Delhi participated and observed the day.

Trade Talking

Trade Talking, a series of six short films on how the WTO agreements are affecting the small income groups in India and other developing countries, was premiered on 26 July, 2006, at the India Habitat Centre, New Delhi. The film is a joint production of Development Alternatives, Oxfam International and TVE (Television for Environment).

TARA Akshar

To mark TARA Akshar's first year of successful literacy operations, Neha Kapoor, Miss India Universe 2006 and the spokesperson for the literacy programme, visited the TARA Akshar class at Bhatti mines on 5 June, 2007. Also present was the Chairperson of Development Alternatives, Dr. Ashok Khosla.



TARA Handmade Paper

TARA Handmade Paper Products made by tribal women have been gaining popularity in Northern India, inviting orders from outlets in New Delhi, Jaipur, Shimla, Manali, Lucknow, and Agra to name a few.

Paper Recycling Workshop for Students

Teachers and students from 17 schools of Delhi were trained on converting recycled paper into products during a paper recycling workshop organised at Delhi Secretariat by CLEAN-India, DA and TARA in association with the Department of Environment and Forests, Government of NCT Delhi on 18 and 19 July, 2006.

Workshop on NREGA

Around 40 representatives of the government, NGOs, academic and research organisations participated in a workshop on “National Rural Employment Guarantee Act: Achieving Food Security and Exploring Ways to Improve Housing and Habitat of the Poor” facilitated by basin-South Asia on 29 July, 2006, at New Delhi. The workshop was organised by INHAF and partly supported by the PACS Programme.

Native Tree Plantation

The students under the CLEAN-India banner planted saplings of 12,000 native trees in the Ridge, the forested area of Delhi. Native species such as Amla, Imli, Arjun, Bargad, Peepal and Neem were planted on this occasion in presence of Honourable Chief Minister of Delhi, Mrs. Sheila Dikshit.



Manthan-AIF Award 2006 for CLEAN-India website

The students under the CLEAN-India banner planted saplings of 12,000 native trees in the Ridge, the forested area of Delhi, on Van Mahotsava in July in the presence of the Chief Minister of Delhi, Mrs. Sheila Dikshit.



Building Construction Training

Two community buildings were constructed in Bamhari village of Chhattarpur District and Hiranagar village at Tikamgarh district, Madhya Pradesh, as part of the livelihood training programme held in July-August 2006 for masons, artisans, supervisors and women entrepreneurs. The training was organised by DA with PACS partners and a resource organisation.



Local Solutions for Social Development

Development Alternatives held an exhibition of its eco-friendly technologies that enable social empowerment through economic development, literacy and entitlements during the India Social Forum 2006 meet held at Jawaharlal Nehru Stadium, New Delhi, from 9 to 13 November, 2006.

Sustainability Summit: Asia 2006

The annual Sustainability Summit: Asia 2006 was organised by Development Alternatives and the Confederation of Indian Industry in New Delhi from 19 to 20 December, 2006, to promote excellence in sustainable development.



CLEAN-India wins trophy in Dubai

The CLEAN-India team, comprising five students from Delhi, Jhansi, Indore and Bangalore, competed with 500 students from 30 countries to win the trophy on their project on e-waste management during The Global Environmental Youth Convention 2006 held from 9 to 13 December at Dubai.



National Seminar on Interlinking of Rivers

Subjects such as ecological costs and benefits of river linking, displacement, resettlement and rehabilitation, and alternatives to river linking were discussed during a two-day National Seminar on Interlinking of Rivers organised by Development Alternatives and Centre for Environment and Food Security on behalf of National Civil Society Committee on Interlinking of Rivers on 15 and 16 January, 2007.

10th CLEAN-India Meet held

More than 1,000 students, teachers and NGO coordinators from 28 cities of India participated in the two-day long 10th annual CLEAN-India meet held in Bangalore on 18 and 19 January, 2007, which highlighted on the youth's role in environmental protection. The CLEAN-India programme has been instrumental in converting over 1 million children into eco-citizens of the country.

3rd Annual VSBK Sammelan

The Technology Systems Branch of DA, in association with TARA, showcased mechanised green brick production during the 3rd Annual VSBK Sammelan at Nirakar Bricks, Pipili, Orissa, from 9 to 23 January, 2007. More than 150 entrepreneurs visited the demonstration programme from all over Orissa and Jharkhand.

Partnership for Clean Indoor Air

The Partnership for Clean Indoor Air (PCIA) hosted its 3rd Biennial Forum in Bangalore from 20 to 23 March, 2007, and a Round Table organised in partnership with DA in Delhi on March 26 where the spotlight was on Household Energy and Health. More than 120 household energy and health leaders representing 25 countries shared their achievements and future goals to reduce health, environmental and social burdens faced by half the world's population who use traditional biomass fuels and coal indoors.

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 and Technology, Ministry of Environment and Forests, USAID-India, SHELL Foundation, UNEP, UNDP, SEI, UNCHS-Habitat, UNICEF, WCED, IDRC, CIDA, IUCN, SIDA, UNIDO, NORAD, WFP, IISD, IIED, WWF, Holcim, MacArthur Foundation, Ford Foundation, Fondation Ensemble, Rockefeller Foundation, Ministry of Non-conventional Energy Sources, Ministry of Rural Employment and Areas, Government of Delhi, Earth Charter International, the Arghyam Trust, 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 and Marketing Services Pvt. Ltd.
TARAenviro
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

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 110001, India.

VISION & IMPACT

Vision: To live in and leave behind a socially just, economically equitable and environmentally health economy.

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.

Details of board members: (as on march 31, 2007)

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, Commonwealth Human Rights Initiative	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
A V M S Sahni	M	Member	Senior Advisor, Development Alternatives	Watershed Mangement	All
Ms. Geeta Sidhartha	F	Member	Chief Executive, Visual Communications	Communications	All
Mr. Salman Haidar	M	Member	Former Foreign Secretary	International Relations	All
Prof. Amitabh Kundu	M	Member	Prof. Of Economics, Jawaharlal Nehru University	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

- None of the board members are related to each other

- The Development Alternatives Board members met once in the FY 2006-07 in Dec 2006.
- 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 Stakeholders.

Total cost of national travel by staff during the year: Rs. 115 lakhs approximately.

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 organisations: Rs. 27 Lakhs approximately.

DISTRIBUTION OF STAFF (as on March 31, 2007)

Gender	Regular staff	Paid Consultants/ Senior Advisors	Contract Employees	Unpaid Volunteers
Male	117	11	134	0
Female	29			

STAFF DETAILS (as on March 31, 2007)

Regular staff	Male	Female	Total
<2500	39	4	43
<7000	50	13	63
<15000	22	8	30
<30000	4	4	8
<50000	2	—	2
Regular staff	—	—	—
Total	117	29	146

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.

Walker, Chandio & Co

Chartered Accountants

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, 2007 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, 2007; 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.

Place : New Delhi
Dated : 26 July 2007

For Walker, Chandio & Co
Chartered Accountants



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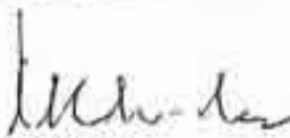
Society for Development Alternatives
Balance sheet as at 31 March 2007

	Schedule	2007 Rs.	2006 Rs.
Sources of funds			
Capital and other funds	1	61,223,983	51,713,302
Unspent grants	2	244,282,067	169,250,496
Deferred grants <i>(Refer note 3 on Schedule-11)</i>		58,134,622	9,836,861
Total		<u>363,640,672</u>	<u>230,800,659</u>
Application of funds			
Fixed assets	3	61,396,281	12,191,084
Current assets, loans and advances			
Cash and bank balances	4	273,540,196	183,754,416
Loans and advances/ receivables	5	42,342,011	40,804,307
		<u>315,882,207</u>	<u>224,558,723</u>
Less			
Current liabilities	6	13,639,816	5,949,148
Net current assets		<u>302,242,391</u>	<u>218,609,575</u>
Total		<u>363,640,672</u>	<u>230,800,659</u>

Significant accounting policies and notes
to the financial statements

11

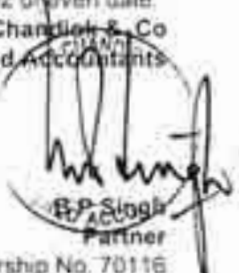
The schedules referred to above form an integral part of the financial statements.


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, Chandlok & Co
Chartered Accountants


B.P. Singh
Partner
Membership No. 70116

Place : New Delhi
Date : 26 July 2007

Society for Development Alternatives

Income and expenditure account for the year ended 31 March 2007

	Schedule	2007 Rs.	2006 Rs.
Income			
Technical and other receipts	7	50,325,087	46,220,818
Donations		309,548	43,026
Miscellaneous income	8	4,406,322	3,054,209
Grant for assets of projects (Refer note 3 on Schedule-11)		4,723,856	3,129,292
		<u>59,764,813</u>	<u>52,447,345</u>
Expenditure			
Personnel expenses	9	25,626,788	24,836,569
Administrative expenses	10	16,825,143	13,743,427
Tsunami reconstruction expenses		-	181,094
Deficit of projects	2	1,909,560	1,456,242
Depreciation	3	4,929,168	3,374,362
		<u>49,290,659</u>	<u>43,591,694</u>
Surplus for the year		10,474,154	8,855,651
Building reserves for the year 2005-06		1,006,337	-
Building reserves for the year 2006-07		500,000	-
Surplus for the year transferred to capital fund		<u>8,967,817</u>	<u>8,855,651</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 issued in Form 10B of the Income Tax Rules 1962 of even date.

For Walker, Chandio & Co
Chartered Accountants



Place : New Delhi
Date : 26 July 2007

Membership No. 70116





Development Alternatives

Creating Sustainable Livelihoods

2006-07 ANNUAL REPORT



Development Alternatives

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World Headquarters:

DEVELOPMENT ALTERNATIVES, B-32, TARA Crescent, Qutub Institutional Area, New Delhi 110 016
Tel : 91 11 2613 4103, 2689 0380, Fax : 91 11 2613 0817, e mail: tara@devatl.org, Website: www.devalt.org