

2007-08 ANNUAL REPORT



Development Alternatives

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ORGANISATION AT A GLANCE

SOCIETY REGISTRATION
Society Act XXI of 1860
Registration No. 12964

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

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

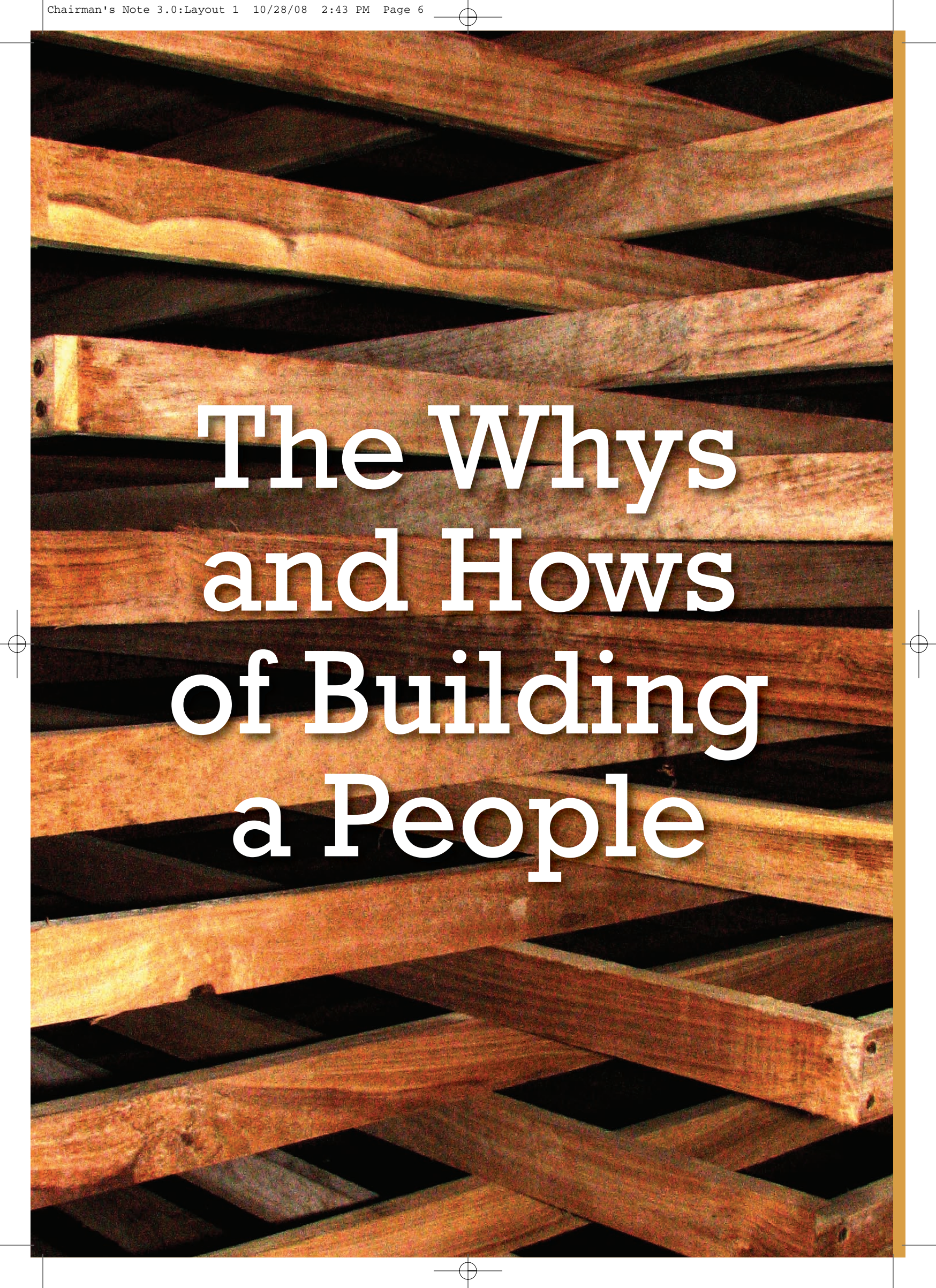
MISSION
To cause the creation of sustainable livelihoods in large numbers

2007-08
ANNUAL REPORT

CELEBRATING 25 PATH-BREAKING YEARS OF DEVELOPMENT ALTERNATIVES

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The Whys and Hows of Building a People



ASHOK KHOSLA, CHAIRMAN

Seems like yesterday that a few close friends and I were having a discussion about how we could transform the lives of India's poorest, most marginalised masses. The one thing we agreed upon was that the old ideas were not working. What was needed was a paradigm shift, a radical, alternative way of thinking which integrated social and environmental development with enterprise.

Of course, it takes more than concepts to tackle the problem of poverty. Back in 1982, when our ideas were still nascent, we evolved a five-point mission that would some day make our big picture come alive: Survival, Sustenance, Security and Surplus - which would, together, lead to Satisfaction. The five points of this mission went on to become the five-pointed star that is our logo today.

“DA has been providing green solutions long before climatic change was recognised as a global concern.

Simply but audaciously, we decided to call ourselves 'Development Alternatives'. Twenty five years down the road, I am proud to report that Development Alternatives (DA) truly lives by its name.

DELIVERING ECO-SOLUTIONS

Early in the process, the idea of sustainable livelihoods emerged. It was tied with the idea that all development must hold the good of the land at heart. For 25 years now, DA has innovated green technologies in shelter, water and energy to enable sustainable green livelihoods.

Eco-friendly products and processes were developed and implemented in Technology Villages across the Bundelkhand region. With more than 20 such technology solutions, DA has pioneered mitigation and adaptation measures for rural communities by delivering environmental solutions long before climatic change was recognised as a global concern.

The number of people who have entered our fold - eager to embrace the opportunity to earn a living without destroying their habitat - has continued to grow.

At last count, DA has created around 1.1 million livelihoods benefiting over 5.5 million people.



Green Technology



WALKING THE TALK: DA's new headquarters in the Qutub Institutional Area in Delhi demonstrates the use of sustainable green technology such as fly ash bricks, VSBK bricks, water recycling and natural air conditioning. Delhi Government plans to make the structure a building standard for its future buildings.

“Radically different from other civil society organisations, DA has an entrepreneurial rather than a voluntary approach.

SURVIVAL & SUSTENANCE

NURTURING WATER

It is intrinsically linked with the survival of all life, and yet, millions of people walk more than a mile to access water, and that too of poor quality. DA has developed several products to identify and improve the quality of water and built over 130 check dams and water conservation structures to fulfill the basic needs of the rural poor.

NURTURING THE LAND

The newest Technology Village in Pahuji, Uttar Pradesh, (taking the total of TARAgams to three) is, in its essence, an interactive display of agricultural techniques. Farmers from nearby villages are encouraged to come and learn about

how to manage their fields in a way that will keep the quality of soil and surrounding environment high.

HARVESTING ENERGY

DESI Power (Decentralised Energy Systems India Pvt. Ltd.) was set up to deliver power wherever it is needed, but it had to be from a local renewable source, proving quite a challenge for our team of designers. Today it is recognised as one of the “best of best” technologists whose innovations benefit humanity and has been named a global winner of 2008 Tech Awards Laureate by the Tech Museum of Innovation, California.

SECURITY & SURPLUS

Innumerable citizens of India live with the constant uncertainty about whether they will be able to provide their children a meal the next day. This is where DA's philosophy of creating sustainable livelihoods paves the way.

Radically different from other civil society organisations, DA has an entrepreneurial rather than a voluntary approach. DA views the market as an ally rather than an enemy. Rather than an endless wait for government hand-outs, DA encourages community action and self-reliance for livelihood security.

Technology and Action for Rural Advancement, conveniently abbreviated to TARA, was created at the same time as DA to act as the commercial enterprise. It takes innovations from DA and delivers them to our rural people.

SATISFACTION

Lasting change needs empowered people. DA facilitates empowerment. We ensure that villagers' work brings revenue which they



Society's Change Leaders

“There are 315 million young people aged 10–24 years in India, 30 % of the country's population. Their future, the future of our world must be looked out for.

can rightfully be proud of. Today we have immense satisfaction knowing that we have enabled 6.6 million rural poor to claim their rights and entitlements under the Poorest Action Civil Society programme, managed by us. And no attempt at empowerment can be complete without the gift of literacy. With literacy comes respect. For most rural women, it balances the power dynamic between them and their patriarchal male relatives. And we have made over 20,000 women literate with our innovative literacy program.

REACHING OUT TO COMMUNITIES

DA fosters self-sufficiency, but recognises that no man is an island. No community can live unaf-



LITERACY PROGRAMME: With literacy comes empowerment. Most effectively so in the case of rural women. TARA Akshar has taught more adults to read in India in the last two years than any other adult literacy method.

ected by the actions of the neighbouring villages, towns, local and national government and the rest of the world. And lessons learnt must be shared. At the core of DA's philosophy is networking for multiplication and scale and dialogue.

DA invests a great deal of time in influencing the policies of large companies to make them more conscious of sustainable development. We have run successful campaigns to raise awareness about water issues, environmental degradation, and the usage of sustainable building materials. The first Rural Habitat Policy of India has been spearheaded and drafted by DA in collaboration with key stakeholders and the Government of India is finalising the policy with a sub-committee of which DA is a member.

YOUTH: SOCIETY'S CHANGE LEADERS

There are 315 million young people aged 10–24 years in India, 30 % of the country's population. Their future - the future of our world - must be looked out for. Deprivation and inequality amongst the youth can lead to serious problems - insurgency and terrorism, amongst others - strengthening DA's onus to focus on Human Security.

Another staggering reality is that 2/3rds of India's population is going to move to urban areas and unless we do something to sustain this we are sitting on an environmental and social time bomb. DA is working with the youth of deprived communities, both urban and rural; so that they become the face of change their communities.

STRIDING FORWARD

Over the years, DA has remained at the front of the curve by constantly updating its thought,



6.6 million people empowered

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PAPER-MAKING UNIT: The key strategy to achieving sustainable development must be through the creation of jobs that provide a reasonable income, give meaning and dignity to life, produce goods and services aimed at the basic needs of the local people and regenerate the health of the environment.

“As India prospers, we must ensure prosperity does not manifest as the increased polarity of wealth, but is distributed with environmentally-conscious minds.

making innovative developments in science and developing a business model that is enterprising, and green.

We continue to map the course of the future - moving from concepts to implementations and operations, from policy to politics. We have gone on to invest in projects that were once piloted with grants - a decision that allows us the hard trade-offs that influencers need to make.

We hope to make people aware about the rapid changes that the world is undergoing - and the resulting crises of species loss,

water, and food and energy security. We look at the issues of climate and sustainable energy and the creation of carbon-neutral communities free of carbon emissions. We focus on water and sanitation enterprises.

Experience has taught us that the DNA for organisational change should be logical, straight forward, easy to understand, and must with minimum bureaucracy. We hope to continue doing the right things in the right manner, towards an excellence that inspires our youth and makes the work look easy.


GATHERING OF FORCES

Going forward, DA has some vibrant new plans in the offing. As we evaluated the last 25 years of DA, we also felt the need to realign ourselves with the emerging trends. A new mandate, for one - and a dynamic new corporate strategy. And it is all about scale. There is a new urgency to reach our Eco-Solutions to each and every person who needs them.

Mobilising these will need not just the involvement of governments and international agencies, but also the scientific community, civil society and public at large.

New partnerships will be formed among the best institutions to bring together different insights and generate solutions that deal with the inter-related issues of population, natural resources, environment and development.

The years to come will see an unprecedented gathering of forces, and an unprecedented wave of positive change. Thank you for being part of the movement that is Development Alternatives. ■

A photograph showing a stream of water being poured from a metal pipe into a large, shallow metal bowl. The water is splashing and creating bubbles. The bowl is placed on a concrete surface. In the background, there is another metal container. The text "2007-2008" is overlaid in the center of the image.

2007-2008

HIGHLIGHTS OF 2007-2008

The year gone by saw the spotlight on accelerating initiatives towards creating sustainable livelihoods on a large scale, but Development Alternative objective remains constant - to enable sustainable livelihoods that do not disturb the environment; to create goods and services that are needed in the community; to bring dignity and self-esteem to the worker; to create purchasing power and greater economic and social equity – especially for women and the underprivileged

The Development Alternatives Group instituted a strategic shift which saw its operations focus on partnerships to deliver the innovations and systems evolved by it and to maximize the effectiveness and reach of various projects. These partnerships were with the grassroots, civil society, state governments and corporate houses.

A defining moment for the year was a new corporate strategy, to be in resonance with social, environment, and economic imperatives and to keep pace with changing requirements of the external environment and target communities.

FROM EMPOWERMENT TO ENTITLEMENT INSTITUTIONAL SYSTEMS BRANCH (ISB)

DA works primarily in the field of livelihoods with the belief that self-reliance can bring about the change and have a cascading impact on all the related parameters of development.

It has taken major initiatives to create empowered and informed communities for a meaningful interface between individuals and institutions. These include building community institutions, convergence & networking, imparting skill based training, providing information and communication products while

encouraging natural resource management

While Development Alternatives continuously innovates, delivery at grassroots level happens in a two-fold manner: 1) Through social action and 2) Through the delivery of appropriate technologies through TARA, DA's business arm. ISB has brought about transformational changes through the following initiatives:

POOREST AREAS CIVIL SOCIETY (PACS) PROGRAMME

The largest civil society programme in India, PACS, complete its seven years in March this year having fulfilled its mission to support civil society organisations that as-



Community Based Organisations can broadly be divided into Self Help Groups comprising mostly women and CBOs for achieving social status, rights and other such issues.

sist people in the poorest and most backward districts of India to realise their entitlements more effectively and in a sustainable manner.

Some of the entitlements realised by PACS include PDS, Antyodaya rations to those Below Poverty Line (BPLs), Allotment of BPL ration cards, Social welfare schemes - widow's pension, old age pension, disability allowance, SC/ST scholarships, etc, Regular operation of school mid-day meal schemes, Access to IAY, Swajal Dhara, Hariyali, TSC, SGRY, SGSY, Ownership and access to land holdings.

In the last seven years, the programme has successfully related with the development environment and taken full advantage of the recent Acts like the Right to

Information and National Rural Employment Guarantee Acts.

The programme came to an end in March 2008, having covered amongst the hundred poorest districts in India - including those in Bihar, Jharkhand, Uttar Pradesh, Madhya Pradesh, Chhattisgarh and Maharashtra.

Community Based Organisations (CBO) evolved during PACS

43,500 Community Based organisations (CBOs) evolved during the PACS programme implementation across the states. A majority of the CBOs can broadly be divided into Self Help Groups (SHGs) comprising mostly women

The remaining CBOs have been formed for achieving social sta-

tus, rights and other such issues. They now number 14,000.

PACS Programme's Self Help Groups emerged not to assure food security and other survival needs, but also as strong platforms to access basic rights (such as opening a bank account, accessing credit from formal financial institutions) and entitlements.

PACS, RTI & NREGA, Awareness

Development Alternatives taught the poor to use laws such as The Right to Information (RTI) and National Rural Employment Guarantee Act (NREGA) - thus giving them empowering tools in their fight for social, democratic and economic rights.

To this effect, PACS has helped mobilise people through campaigns, enrolment drives, and media strategies (involving and training journalists on RTI and

PEOPLE EMPOWERED BY PACS

- The PACS programme directly reached out to 6.6 million people.
- More than 79% of the people reached are from scheduled caste (27%), scheduled tribes (21%), other backward castes (31%) and 21% from general class who are economically vulnerable and marginalised.
- In total, the programme touched the lives of over 40 million (40.4%) people through intensive (17%), extensive (65%), networks (6%) and campaign methods (12%). A total of 592 CSOs with 178 projects have been involved with an average of over 100 CSO partnerships per state, except Chhattisgarh.

PACS Programme's Self Help Groups emerged not only to assure food security and other survival needs, but also as strong platforms to access basic rights (such as opening a bank account, accessing credit from formal financial institutions) and entitlements.

other issues, radio programme, community radio) to impart information about the important steps people should follow to utilise laws to their own benefit.

Pre-Election Voter Awareness campaigns in Uttar Pradesh, Madhya Pradesh and Bihar had resulted in thousands of CBO members elected to Panchayat bodies. The PACS programme received invitation from the Government of Bihar in training the elected members of PRIs.

SOCIAL ACTION GROUP (SAG)

The Social Action Group advances DA's mission of creating livelihood opportunities by capacity building and linking appropriate technologies to the community in Bundelkhand, Central India in Tikamgarh, Datia and Jhansi districts of MP and UP.

Today, over 1,00,000 people are impacted by the various interventions of the Social Action programme, which has been instrumental in carrying forward DA Group's innovations to the doorsteps of the community.

The group works towards technology and community based initiatives through institution building for generation of sustainable livelihoods in the Bundelkhand region. It has also made efforts to meet different needs and aspirations of the communities with a bias to gender and inclusion vehicles, lending a new dimension to the DA Group.

Landmarks for the year 2007-2008 include:

Arghyam Water Project

The lives of the population of 10 villages in Tikamgarh (Madhya Pradesh) and Jhansi (Uttar Pradesh) districts have been transformed by the Arghyam Water project. To address perennial



The Arghyam Water Project has ensured that 3000 households in these 10 villages now have assured water supply for drinking and household activities through piped water services.

water-related problems in the area, the pilot project (supported by the Arghyam Trust, Bangalore) has been implemented by DA in 2007-2008.

Diverse stakeholders across 2 states, 2 districts, 10 gram panchayats were involved in the project and resources were leveraged from communities, Panchayati Raj Institutions, government client departments and research and academic institutions. The installation of supply systems was owned, operated and managed by a community group called Integrated Water Development Committee (IWDC).

3000 households in these 10 villages now have assured water supply for drinking and household activities through piped water services, where earlier none existed.

Building of TARAGram Pahuj

Based on its successful service to the communities, a third Appropriate Technology Centre, TARAGram

Pahuj was set up to provide alternatives and solutions to local problems.

TARAGram Pahuj addresses critical issues of sustainable livelihoods based on local resources and technological innovations. Demonstration of agri-based services (farm pond, nursery, vermi-compost, sprinkler for irrigation, drought resistance crop variety and Jatropha for bio-fuel) have been initiated here this year using different strategic business units of DA.

The SAG team also established service and delivery points for conserving natural resources by direct and indirect interventions with about 2500 households in Pahuj and nearby areas.

Natural Resource Management

DA's commitment to Natural Resource Management and its close link to livelihoods is evident through the organisation's decision to involve womens' groups in



The impact of climate change will range from scarcity of food and water, increased intensity of natural disasters, spread of vector-borne diseases, rise in sea levels and accelerated erosion of coastal zones resulting in the displacement of millions of people.

livestock-based livelihood programmes, and in the establishment of Gaushalas as centres for livestock development.

Using cattle dung available in three Gaushalas situated at Mauranipur, Lalitpur and Orchha, power plants have been set up and they have so far generated power over 9,000 units of electricity. Three methane powered power plants are already in operation.

TRAINING SYSTEMS GROUP (TSG)

DA is extending the reach of capacity building services to thousands of underprivileged people, particularly women and youth. This is spearheaded by the TARA Livelihood Academy (TLA) which is the new avatar of the Training Systems Group (TSG). TLA will build capacities for social empowerment, asset creation, income generation and entrepreneurship through a three-pronged strategy that includes:

- Skill and knowledge building on advanced rural on-farm and off-

farm livelihood options.

- Life skill development and vocational training to enhance employability in the new urban economy.
- Training on enterprise development with access to credit and market linkages for self-employment.

Training Conducted by TSG this year

- For PACS: 24
- For British Red Cross Society, Maldives - (Training on Art of Project Management using RBM tools): 1
- For Rio-Tinto – (Training on Community Needs Assessment and Participatory Planning, Monitoring & Evaluation): 1
- For Arghyam Project (Soil & Water Conservation, Safe Drinking Water & Sanitation, Rain Water Harvesting): 3
- For Aravali Institute of Management, Jodhpur (Course on Development Management): 1
- 10 other training courses on a payment basis

GREEN ACTION FOR SUSTAINABLE FUTURE ENVIRONMENT SYSTEMS BRANCH (ESB)

Climate change is a critical global challenge born out of unsustainable practices, which threatens to not only disrupt life as we know it but also the future of the coming generations that will inherit this planet. Its impacts will range from lack of food and water security, rise in sea levels and accelerated erosion of coastal zones resulting in displacement of millions of people, increased intensity of natural disasters, and spread of vector-borne diseases.

This phenomenon, which spells devastating effects around the world, is now an issue of global injustice, especially when all indicators point to the fact that the ones to be more severely hit by climate related events will be the-poor, especially women.

DA has demonstrated its commitment and doubled its efforts towards climate change mitigation and helping communities adapt to climate change with the following initiatives:

SUSTAINABLE DEVELOPMENT POLICIES

Development Alternatives has prepared an interactive State of Environment Atlas (India) with support from Ministry of Environment and Forests of the Govt of India. The atlas is the first of its kind in India which will be updated regularly.

The interactive State of Environment Atlas of India is a compilation of categorised thematic maps on green (forest, biodiversity), blue (water resources) and brown (air pollution) environmental issues and provides flexibility and versatility for users to visualise environment spatial data using simple

Geographic Information System (GIS) functionalities.

A dossier with a CD and an interactive website on the State of Environment Atlas - India has been designed.

HELPING COMMUNITIES ADAPT TO CLIMATE CHANGE

The Bundelkhand region has been experiencing severe climatic changes affecting both lives and livelihoods of millions of poor people. DA is executing projects to understand the implications of climate change in the Bundelkhand context and help communities take action to minimise these impacts.

Under its own initiatives and with support from agencies like UNITAR, DA conducted the following activities:

- Generation of future climate forecasts for the Bundelkhand region in partnership with Indian Institute of Tropical Meteorology, Pune.
- Social vulnerability assessments through participatory and scientific methods.
- An economic costing of climate change impacts on Bundelkhand which will be communicated to the district and state level policy makers for incorporating climate change in their policies
- Assessment of practices (such as efficient irrigation) that are critical for adaptation and can also be promoted on a large scale through carbon credits in collaboration with Indian Council for Agriculture Research (ICAR).

CLIMATE ACTION NETWORK, SOUTH ASIA (CANSA)

CANSA plays an important role in international climate politics.



The TARA 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 is the South Asian node of the Climate Action Network which is a truly global network with 365 members in more than 86 countries. DA coordinated the activities of CANSA, along with other members of the organisation.

The key achievements of the network in 2007-08 were:

- Streamlining of network management and communication processes.
- CANSA was a major contributor to international climate negotiations with effective participation in Commonwealth Finance Ministers Meeting (Guyana), UN High Level Meeting on Climate Change and G8+5 Meeting in Gleneagles
- CANSA members influenced national standpoints of the South Asian countries' meetings, communiqués and other national platforms
- During the Conference of Parties in Bali, CANSA played a key role in influencing the processes and the way forward

COMMUNITY-LED ENVIRONMENT ACTION NETWORK INDIA (CLEAN-INDIA)

As we step into the new millennium, there are a lot of challenges we face, be it social, economic or environmental. We need to enable our budding generation to avoid the perils of environmental catastrophe. Urgent

DA works with the Government, National and International Organisations and Corporate houses for a range of green innovations - such as the Dust Control Options Machine.

Development Alternatives, with support of Asian Development Bank (ADB), initiated a project in Bundelkhand region (Tikamgarh district) in Central India, which proposes to set up a 'model' stone crushing unit by designing and demonstrating dust control and containment measures (dry dust suppression system in combination with wind barricades, tree plantation, paved roads, etc.), which would help in reduction of workers' exposure to dust, thereby improving the quality of their lives and also of the communities living nearby.



Designated as India Affiliate by the Earth Charter Commission, the Clean-India programme is implementing the Earth Charter Program in 1700 Delhi Schools, the first such initiative in India.

action needs to be taken in this direction for which DA has launched the several initiatives:

Clean India Initiatives in 2007-08

CLEAN-India network consolidated its activities and forayed into new areas:

1. Under European Union and the Fondation Ensemble, some examples of sustainability and multiplicability:

- Schools growing their own vegetables and fruits for their mid day meals on waste generated in the school (eg. city farming in Trivandrum)
- Many colony level waste management systems set up (eg.

500 Households in Dindigul)

- Rain water harvesting systems set up (eg. 20 in Pudukkottai)
- CLEAN-India Schools successfully influencing other schools, communities and local governments through campaigns on Eco-festivals

2. Clean India as an Earth Charter affiliate in India:

- It has developed Teachers Training modules (I to V) – “Prithvi Apna Ghar” (the earth is our home), handbooks for teachers to introduce Earth Charter principles to their students and also encourage them to adopt environment friendly practices.
- Prepared teachers training

manuals and awareness materials

- Trained teachers from over 250 Delhi schools
- In partnership with other organisations and Government, schools initiated action programmes (Each one Teach one, adoption of slums and large scale greening)
- CLEAN-India students presented Delhi case study in the International Conference on Environmental education, Tbilisi+30 and participated in the Intergenerational partnership for Sustainable Development

Management of e-WASTE

To reduce the environmental and health impacts from unscientific e-waste management in the computer and mobile phone industry sector, DA, supported by the Secretariat of Basel Convention (SBC), has successfully completed initial efforts to understand the sources of pollution and mitigation measures involving multi-stakeholder processes, awareness raising and skill building activities.

Dr. Vijaya Lakshmi, Vice President, DA Group, received the National Award for Women's Development Through Application of Science and Technology for 2007. The award had been conferred upon her by the Government of India for her role in developing low-cost and portable water testing kits for use in rural India.

She was presented this prestigious award by the President of India Mrs. Pratibha Devi Singh Patil on 8th March 2008 on the occasion of International Women's Day at Vigyan Bhavan, Delhi.

By mindlessly mining our resources and by cavalierly dumping our wastes and pollutants into the environment around us, we not only harm the lives of the poor and the productivity of our natural heritage and patrimony. We also undermine the ability of future generations to sustain themselves in the manner they should be entitled to.

- Dr. Ashok Khosla

DA has formed partnerships with GTZ on Environmental Sound Management (ESM) Techniques. With South Asia Cooperative Environment Programme (SACEP), DA jointly organised a meeting to scope out issues and actions needed in South Asian countries, especially Sri Lanka, Nepal, etc.

Local Energy Services

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 opportunity of converting waste of the poultry industry into energy.

BUILDING A GREEN FUTURE TECHNOLOGY SYSTEMS BRANCH (TSB)

Development Alternatives addresses the multifaceted and complex relationship between people and machines and contributes to the mission of creating sustainable livelihoods on a large scale through the development and dissemination of technology packages, their products and associated delivery systems. Its initiatives help people meet their basic needs, create jobs and realize environmental benefits on a large scale.

Traditionally, TSB has been active in three Programme Areas: Habitat, Energy and Clean Technology. A fourth area – Livelihood Solutions now functions as a 'Facility' along with the Udyamita Suvidha Kendra in Datia.

TSB activities are focused on: Innovation that leads to new products and technology packages, Incubation – those results in alternative service delivery models and support to commercial affiliates that leads to Multiplication



An Alternate Roofing Technology: Micro-concrete roofing (MCR) technology meets the growing demand for high quality roofing. MCR tiles are a cost-effective and extremely versatile roofing material.

HABITAT

Innovation Roofs in partnership with ACC Cement Ltd

The Habitat Programme aims to develop and promote systems that allow the rural poor to access improved built environments and livelihoods. The primary strategy of the programme is to create integrated technical, financial and management services for habitat development available and accessible to rural community groups in Bundelkhand.

- Social Housing Processes in Bundelkhand: During the past year the Habitat Programme in Bundelkhand has worked on three areas: Delivery of integrated, technical and financial services to families in Chattarpur, Tikamgarh and Datia through the DA-Habitat for Humanity (DA-HFH) project. 100 houses were constructed and finances up to 1/3 of house cost were made available through a credit mechanism.

- Capacity building of delivery agents was streamlined through an institutional mechanism of TARA Karigar Mandal, wherein a database of trained masons is now available. A design support service through links with Autodesk has also been initiated. Enterprise creation in the area of building materials was attempted (albeit with very low success) through the NABARD REDP route, which is still in process.

- basin-South Asia - A Regional Knowledge was started in November 2004 as a regional chapter of basin International, a 20 year old network providing building advisory services and information. Important breakthrough achieved by the platform was development of a "National Rural Housing and Habitat Policy" proposal for the Government of India.

ENERGY

DA's Energy Programme is dedicated to developing region-specific clean energy devices and fuels for



Demonstrations of Gaushala's methane-powered energy generation model are creating a demand for this technology.

domestic use. This programme aims to promote commercially-viable, replicable models for renewable energy (biogas, biomass based technology).

- **Cook-stoves:** Various types of energy efficient cook-stoves were designed - Pottery liner stove (single and twin pot), ceramic liner stove (without chimney), TARA 101 modified metallic stove, Insulation bricks. A light weight concrete model (Saral) was completed last year.
- **Lighting solution:** Sourcing process for LED-based light is going on to test its acceptance by the villagers.
- **Briquette Fuel:** The Charring and Briquette technology package (both diesel engine and electric motor driven) was finalised, and three successful enterprises were established Datia, Uttaranchal and Himachal Pradesh.
- **Village Energy Security:** Funds worth Rs. 44.29 lakhs were secured from USAID's Methane to Market programme in Septem-

ber 2006 by the energy team to enable the project 'Demonstration of Gaushala as a Sustainable Hub to Provide Methane Powered Energy Services to Rural Communities'.

The team installed 2 biogas powered 100% gas engines in Mauranipur and Lalitpur Gaushala. The engines are generating electricity and utilising it for in-house/commercial applications (water pumping, running flour grinder, fodder cutter machine etc). For additional revenue, vermicompost and nursery development related livelihood activities have been initiated.

Demonstrations of this methane-powered energy generation model are now motivating other gaushalas and creating a demand for such technology.

GREEN TECHNOLOGY

The Clean Technology programme aims to develop and customise technology-based solutions for converting 'waste into wealth' - thus creating cleaner, more profitable produc-

tion solutions for small to medium enterprises.

- **The TARA EcoKiln:** Its business plan was operationalised with clearly defined roles and responsibilities of personnel. Implementation of the action plan on R&D, lab support and training and capacity building, has enhanced timely issuance of soil/fuel test reports, trouble free operation of kilns and initiation of operation of critical kilns.
- **Brick Moulding Machines:** The semi-mechanized brick moulding 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 poorer soils. It has also helped in arresting migration of interstate skilled workers by creating local jobs. Strategic positioning of the TARA Brick Mech is poised to be a critical source of revenue for TARA.
- **The Materials Testing Laboratory at Datia:** It has been upgraded and equipped with trained and competent staff for undertaking all kinds of materials testing work.

Taking Clean Technology Across Borders

A VSBK feasibility study has been undertaken for Indonesia. The report was submitted after various interactions and presentations in Banda Aceh. VSBK stands to be the only energy and emission free technology most appropriate for Indonesian brick industry. The efforts have been recognised by Government agencies and various funding agencies in Indonesia.

LIVELIHOOD SOLUTIONS

To both fulfil the needs of the people and to provide livelihood options, the Product and Technology Development Unit, with a team of professional and practitioners are working interactively with manufacturers and consumers to develop environment friendly products and technology packages.

- **Mechanised BALRAM Machine:** On the basis of the need for a Rehabilitation project of DA-SRC Karaikal, the existing manual BALRAM Machine was improvised to a mechanized version. The advantage of the developed package is its higher productivity with reduction in tedious labour. Improvement in quality has also been achieved. A field trial has been carried out at Karaikal and has shown improved results.
- **TARA BrickMek Machine:** This machine utilises unskilled personnel for production of green bricks with poor quality soils. Testing shows an improvement of 1.5 times over the normal manual moulding process. Uniform quality and consistency in shape and size of the green bricks also make them unique. On the basis of market feedback, the complete package of the TARA BrickMek was re-engineered. During this process, a new vendor was established at Bhilai, MP for TARA where the new TARA BrickMek was developed, along with a new user manual with a training guide book.
- **Multi Products in TARA Micro Concrete Roofing Tile Technology (MCR):** Based on the feedback, the existing MCR



The semi-mechanized brick moulding machine was sourced, tested and re-engineered to make it more robust and reliable. It has the ability to produce high quality bricks from poorer soils.

vibrating machine has been diversified to produce different concrete products used for flooring, walling and paving. These products are ideal for medium-duty applications (residential paving-flooring in rooms, porches, driveways). A new vendor was established for the manufacturing of the rubber moulds.

- **Waste Paper Recycling Technology:** Under the Department of Science and Technology (DST)-funded project, a Waste Paper Recycling Package has been developed and tested in different field conditions. The final report includes a documentary film that will help commercially publicise TARA technology.

Work Centre for Women (Udyamita Suvidha Kendra): Livelihood Support

Nearly two years ago, Develop-

ment Alternatives (DA) initiated its social action programme and micro-level interventions for direct impact in terms of creating livelihoods and rebuilding economic assets of the community by establishing a work centre called Udyamita Suvidha Kendra (USK).

The stakeholders in the new initiative were predominantly women—women with a zeal to inspire change. These rural women were encouraged to be partners of DA in the USK. Major objectives of the USK project have been achieved to quite an extent.

- Basic infrastructure has been constructed at the USK Centre
- 3 Self Help groups – all women's groups - formed in 16 villages
- 440 families have been directly benefitted
- Family income increased to Rs.3000 per month

REDESIGNING THE STRATEGIC APPROACH CORPORATE MANAGEMENT BRANCH (CMB)

This last year saw the Corporate Management Branch steer the group towards the new corporate strategy for effective management and responding to the external world by reaffirmation and redesigning of the strategic approach. While it strengthens its support systems, it also worked towards completion of the DA Headquarters.

The building is Delhi's first institutional structure aimed at zero emissions and 100% carbon neutrality. Compared to conventional buildings, 30% less steel and concrete cement and no aluminium and PVC have been used. Debris from the demolished old office building has been recycled and reused; low energy natural materials like mud and fly-ash bricks have been used in place of burnt bricks and concrete, and only wood from certified forests have been used for doors and windows.

The energy and resource efficient building uses 40% less operational energy and 30% less embodied energy. Hybrid air-conditioning and indoor climate control technologies will cut down energy and water consumption by 40%. Natural lighting in all the offices of the building will minimize the use of electricity. The 'green clothing' around the building and built-in shading devices will further minimise heat gain. The technologies used in the construction will ensure 100% waste water is recycled and not a drop of waste water will go into the Yamuna.

KNOWLEDGE NETWORKS

Environmental Information System (ENVIS) is a national level information network setup to provide information related to environment by the Ministry of Environment and Forests. In 1984, Development Alternatives, was recognized as an ENVIS Centre to provide information on Environmentally Sound Appropriate Technologies (ESAT) through its website (www.daenvvis.org), collaborative linkage with institutions and through various query response systems to its users.

The emphasis this year was on collection, collation and customising information content of the portal to meet specific end-user needs and 'Habitat' has been chosen as the theme of the year. Information on other appropriate technologies such as agro based food processing, rural development and DA's own technologies were also uploaded on to its website.

KNOWLEDGE MANAGEMENT DATABASE

Right from its inception, DA has been creating a wealth of information relating to sustainable development issues. Last year, a conscious effort was made to identify these intellectual assets and develop channels through which knowledge and information could flow within the organisation. This was done with an aim to increase the profile of our research collections and to make it accessible. Interactive databases were created using Greenstone digital Library, an open source software. Retro conversions of old project reports are also underway and will be stored in the database.

Design and maintenance of website, Management Information Systems

DA has been one of the pioneers in setting robust IT infrastructure within the organization and has been providing web based solution to its users. Various other need based website development was also undertaken such as TARAhaat, basin-South Asia, Online Sustainability Summit-Asia 2007, Ring Alliance.

Management Information Systems have been designed and implemented for monitoring the operations of TARA Kendras which are propagating ICT knowledge and education in rural areas of India.

Resource Centre

The resource centre has a varied collection of books, serials, reports and audio-visual material and provides following products and services:

- Current Awareness Service
- Database development
- Query response
- Reference and referral services

Audio Visual Centre

The AV centre works in collaboration with Television Trust for Environment (TVE)-London and houses a varied collection of audio visual material on environment and appropriate technologies.

CORPORATE POSITIONING 2007-2008

The Communications Unit of Development Alternatives continued to establish the brand value of the organisation and position it through various activities. The main purpose being to influence sustainability policy, decision makers and corporate houses for implementing measures for poverty reduction and regeneration of the environment.

Many tools and mediums of communication have been used for effective communication. The year saw systems and processes being introduced as in the empanelment of professional communication agencies for:

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

Media Relations

Press Coverage during Water Day, Earth Day, unveiling of the new Development Alternatives World Headquarters, PACS Conference, TARA Akshar graduates hitting the 20,000 mark.

Interviews by media of experts within DA were organised on specialised issues like water, sustainable development, waste management, etc.

Events

- DA HQs unveiling event: On 30 November, 2007, Development Alternatives unveiled its World Headquarters at TARA Crescent, Qutub Institutional Area, New Delhi. The building, hailed as the 'symbol of architecture for a sustainable future', was unveiled by the Chief Minister of Delhi, Mrs. Sheila Dikshit and reported in the media as the greenest building in Delhi.
- Conferences: Several conferences and workshops were organised on e-waste and lead acid battery, PCIA Indoor Air Pollution Workshop, Water Day, Earth Day, Road Safety and post Tsunami sustainable houses at Karaikal in South India.

Partnerships

Sustainability Summit: Asia 2007 - The '2nd Sustainability Summit'



A scaled model of the new Development Alternatives Headquarters. The building has been hailed as the 'symbol of architecture for a sustainable future.'

with the overall theme of Partnerships for Action was held on 11-12 December, 2007 in partnership with CII-Centre for Excellence in Sustainable Development. The summit is fast becoming a platform for business, civil society and governments to look for solutions for social, economic and ecological equity. The sessions included themes such as:

- Food Security: Linking Farmers to Market
- Partnerships in Action: Best Practices
- Sustainability in Construction: Foundation for Growth
- Sustainable Financing: Fostering Inclusive Growth
- Responsible Mining: Sharing Value

Partnership with Television for the Environment (TVE)

A screening of a film on Road Safety called – Road safety is no Accident was organised followed by a panel discussion and media interaction

Publicity

- Literature: Green Building Brochure, Annual Report 2006-2007, Development Alternatives monthly Newsletters
- Promotion: 25 years greetings card, Exhibition Panels, Posters, DA Calendar 2008 on Climate Change and Development
- Exhibition: Delhi Summit for Sustainable Development (DSSD) for Swiss Development Corporation (SDC) on TARA Building technology
- Film: 'Eco Architecture', a film on DA HQs

Promotional Packaging of the DA Group expertise

- Earth Charter Posters
- Water Brochure
- State of Environment brochure and website
- TARA Akshar Website
- TARA Corporate branding
- Pipe Wrap Publicity literature & CDs
- ZERI Books (4) translated into Hindi and launched in India



The Audio Visual Centre works in collaboration with Television Trust for Environment (TVE)-London and houses a varied collection of audio visual materials on environment and appropriate technologies.

COMMUNITY RADIO

Development Alternatives applied for a license to establish a community radio at its Appropriate Technology centre in TARAGram Orchha under the new community radio policy of the Government of India and was amongst the first seven NGO's to be granted a license by the Ministry of Information and Broadcasting this year. The proposal is now with other Ministries for spectrum clearance. The communities of the area within 10 kms have been mobilised and are showing great interest in participating in radio programming.

A VEHICLE TO DELIVER ECO-SOLUTIONS:
TECHNOLOGY & ACTION FOR RURAL
ADVANCEMENT (TARA)

The primary business arm of DA, TARA produces and markets technology products designed internally, and innovations sourced externally. It

also provides relevant production engineering and market feedback to the designers at DA to facilitate continuous adaptation and improvement of technologies.

The operations of TARA are self-financing and conducted through direct marketing and decentralized network of channel partners which means TARA pays someone to make the products, pays someone to sell them, pays someone to maintain them and is worth someone's while to buy and use the products.

TARA EcoKiln

This successful project was awarded the Community Development Carbon Fund of the World Bank - under which entrepreneurs are rewarded with carbon revenues for investing in the improved technology and sanitation and insurance for workers. The Vertical Shaft Brick Kiln (VSBK) is a popular rural enterprise for production of fired clay

bricks. The VSBK technology reduces fuel consumption by 50% and reduces pollution by a factor of four. Development Alternatives has installed 77 units, created 4000 jobs, achieving coal savings of 10000 tones per annum. Coal savings are being encashed as Certified Emission Reductions by accessing the World Bank Community Development Carbon Fund.

TARA Machines

TARA machines packages are customised to the needs of donors looking for rehabilitating Tsunami affected persons. Local employment generation is the key thrust here. TARA handlooms and Balram machines have been used extensively by international agencies - Holcim in Indonesia and Sewalanka in Sri Lanka.

BRIDGING THE DIGITAL DIVIDE: TARAHAAT

TARAhaat delivers relevant information, products and services to the underserved markets of rural India, using internet and other information technologies in local languages. It has signed agreements with over 100 Civil Society Organisations in the states of UP, MP, Bihar, Jharkhand and Chattisgarh for the implementation of the new ISRO-VRC project for transfer of information and generating awareness.

TARAHAAT.COM

This is the first internet portal designed specifically for rural India. Whether it is weather forecasts or current commodity prices, educational opportunities, government schemes, matrimonials, medical or career advice - the villager now has

easy access to the latest information from around the world.

Launched this year, the new ISRO-VRC (Indian Space Research Organisation Village Resource Centre) Project has enabled TARAhaat.com with its VSAT technology to access high bandwidth services (tele-medicines, tele-education, land and water resources management, weather services and e-governance).

TARA AKSHAR

A functional literacy software programme developed by TARAhaat, TARA Akshar can teach Hindi speaking illiterate adults to read and write Hindi (Devnagri) in just 35 days. Students attend classes of 100 minutes a day held every day for six days a week. It has empowered over 20,000 women so far.

The drop-out ratio was less than 1%. The overall results were 98%. The programme's success can be measured from over 360 media reports that TARA Akshar has generated from all over India and abroad.

TARA Akshar was rolled-out on a large scale in the states of Bihar, Jharkhand, Uttar Pradesh and Madhya Pradesh under PACS programme funded by DFID with effect from April 2007 till 29 February 2008.

OTHER TARAHAAT PRODUCTS AND SERVICES

- **Lighting Products:** Working closely with Phillips, TARAhaat designed lighting products for rural customers – a lantern (Usha) and a torch (Uday).
- **Lifelines India:** A pilot programme was launched to pro-



A functional literacy software programme developed by TARAhaat, TARA Akshar can teach Hindi speaking illiterate adults to read and write Hindi (Devnagri) in just 35 days.

vide voice-based information to rural communities via phone and voicemail Q&A services. These are accessible through, both, landline and mobile phones.

- **Microsoft Unlimited Potential:** This service provides entrepreneur opportunities to youth, women, Self Help Groups, small landholders and landless people. It has established over 35 enterprises, created over 40 jobs and trained over 300 trainees. Over 3500 women were trained in IT skills under this programme, 91 Women Master Trainers were recruited and trained.

Development Alternatives believes that self-reliance must move from being planning jargon, to being a fundamental movement for grassroots involvement. It should identify and resolve people's material problems. And this is a belief that will reflect in our work in the years to come. ■



From Empowerment to Entitlement

INTRODUCING THE NEW MANDATE

WHAT MAKES US UNIQUE

We at Development Alternatives believe we are a premier research organisation with a deep understanding of the rural market, and a strong presence in the Indian heartland. Our existence has been a credible and visible one – nationally, and internationally. Here are some of the things that make us unique:

- Pioneering social enterprise
- Recognised as innovative
- Acceptability among diverse stakeholders
- Experience across geographic scales, ranging from policy to fieldwork
- Capacity to handle large programmes

THE NEED FOR CHANGE

But our uniqueness must always keep us ahead of the curve as the world around our organisation has been a rapidly changing one – marked by changing climes, growing urbanization, scarcity of energy and natural resources, and a sharp disparity between the haves and the have-nots. No one will feel the repercussions of a changing world more acutely than the youth, and the economically backward.

A need was there that having completed 25 year we should introspect, assess our strengths and weaknesses and revitalize and reposition our strategy in view of the sweeping winds of change.

We concluded Development Alternatives' core vision – to create sustainable livelihoods in large numbers, using green technology – continues to hold relevance; but the next twenty-five years will see us reach out with unprecedented vigour and resourcefulness.

CHALLENGES AND OPPORTUNITIES

Some of the opportunities and challenges we identified were:

Climate and Energy

Climate change is intimately tied with the way energy is used by society. Innovating ways to create carbon-neutral societies is the need of the hour.

Water

To avert a future with imminent water wars, this resource must be used conscientiously and with foresight. Water availability and sanitation related initiatives are hence vital.

Urbanisation and Young India

Rapidly growing Small and Medium Towns (SMTs), populated primarily by the youth – will require extensive urban infrastructure, services and livelihood opportunities.

THE NEW MANDATE

Before evolving a new corporate strategy and operational direction, DA undertook an exercise to:

- Analyze the evolution of the group
- Identify core values and institutional culture
- Take stock of current status
- Create a new strategic orientation for next 25 years.

The first step towards preparation for the future was to meet as a team get clarity on vision, strategic orientation and operational direction for next 25 years. To this end, a three-day strategic retreat was held in September 2007, to bring together key people from DA. It was followed up by regular consultative meetings, and a new corporate structure was evolved by the end of Annual Review 2008.

The new approach, it was decided will be more market-based -

sustainable livelihoods will be created by driving innovation and forging partnerships.

This will be done in the areas of empowerment, habitat, clean technology, energy and water – using a combination of modern technology and management.

Strategic drivers

Strategic drivers are: Innovation (to provide backend support) Implementation and Influence and - together will create large scale Impact.

Means to create impact

Means to create impact were identified as efficient and effective service delivery, and influencing policy.

Target group

The new mandate identifies end customers/consumers as Rural Women (direct), Youth (direct) and Children (indirect)

OUTREACH/ MULTIPLICATION

To scale up its eco-solutions, the strategy looks at its networks and partners:

- Community Partnerships
- PACS
- CLEAN-India
- Bundelkhand Development Consortium
- Business Networks
- TARA Channel partners
- TARAkendras (TARAhaat)
- TNK Artisan Guilds
- Policy Alliances
- basin – South Asia
- CAN – South Asia
- RING Alliance
- Club of Rome

THE ROAD AHEAD

Our ambition is to contribute to India's GDP and create sustainable livelihoods for a few millions within the next 25 years. And DA is well on its way to doing just that! ■

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, 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.
 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 No. 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 of our website www.devalt.org

Name and address of main bankers: Syndicate Bank, R.K. Puram Sec 5, New Delhi 110022

Name and address of Auditors: M/s Walker Chandiok and Co., L 41 Connaught Circus, New Delhi - 110001

VISION AND IMPACT

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

The Development Alternative Board members met once in the FY 2007-08 in December 2007

Minutes of board meeting are documented and circulated

Details of board members as of 31 March 2008

Name	Sex	Position in 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
AVMS Sahni	M	Member	Senior Advisor Development Alternatives	Watershed Management	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	Professor 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

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. 223 Lakhs approximately

Total cost of international travel by staff during the year sponsored by external organisations: Rs. 30 Lakhs approximately

DISTRIBUTION OF STAFF

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

STAFF DETAILS AS OF 31 MARCH 2008

Regular Staff	Male	Female	Total
<2,500	39	4	43
<7,000	50	13	63
<15,000	22	8	30
<30,000	4	4	8
<50,000	2	-	2
Total	117	29	146

Walker, Chandio & Co

L 41 Connaught Circus
New Delhi 110001
India


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E NEWDELHI@wcgt.in

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 2008 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 2008; 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
Date : 26 August 2008

Walker, Chandio & Co.
for Walker, Chandio & Co
Chartered Accountants

per B P Singh
Partner
Membership No.70116

Society for Development Alternatives
Balance sheet as at 31 March 2008

	Schedule	2008 Rs.	2007 Rs.
Sources of funds			
Capital and other funds	1	68,742,093	61,223,983
Unspent grants	2	72,395,962	244,282,067
Deferred grants		89,406,659	58,134,622
		<u>230,544,714</u>	<u>363,640,672</u>
Application of funds			
Fixed assets	3	93,334,839	61,398,281
Current assets, loans and advances			
Cash and bank balances	4	99,217,724	273,540,196
Loans and advances/ receivables	5	50,174,908	42,342,011
		<u>149,392,632</u>	<u>315,882,207</u>
Less :			
Current liabilities	6	<u>12,182,757</u>	<u>13,639,816</u>
Net current assets		<u>137,209,875</u>	<u>302,242,391</u>
		<u>230,544,714</u>	<u>363,640,672</u>
Significant accounting policies and notes to the financial statements	11		

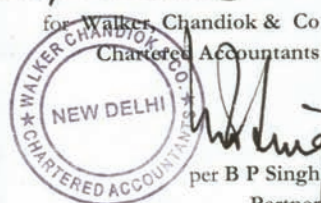
The schedules referred to above form an integral part of the financial statements.

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.

Walker, Chandio & Co.



per B P Singh
Partner

Membership No. 70116

Place : New Delhi

Date : 26 August 2008

Society for Development Alternatives


Income and expenditure account for the year ended 31 March 2008


	Schedule	2008 Rs.	2007 Rs.
Income			
Technical and other receipts	7	49,860,357	50,325,087
Donations		-	309,548
Surplus from projects		3,575,150	-
Miscellaneous income	8	4,152,476	4,406,322
Grant for assets of projects		5,295,132	4,723,856
		<u>62,883,115</u>	<u>59,764,813</u>
Expenditure			
Personnel expenses	9	25,108,161	25,626,788
General administrative expenses	10	24,702,026	16,825,143
Deficit of projects	2	-	1,909,560
Depreciation	3	5,712,289	4,929,168
		<u>55,522,476</u>	<u>49,290,659</u>
Surplus for the year		7,360,639	10,474,154
Building reserves for the year 2005-06		-	1,006,337
Building reserves for the year 2006-07		-	500,000
Building reserves for the year 2007-08		808,574	-
Surplus for the year transferred to capital fund		<u>6,552,065</u>	<u>8,967,817</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


 per B P Singh
 Partner

Membership No. 70116

Place : New Delhi

Date : 26 August 2008

