

2008-09

ANNUAL REPORT



Development Alternatives

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2008-09

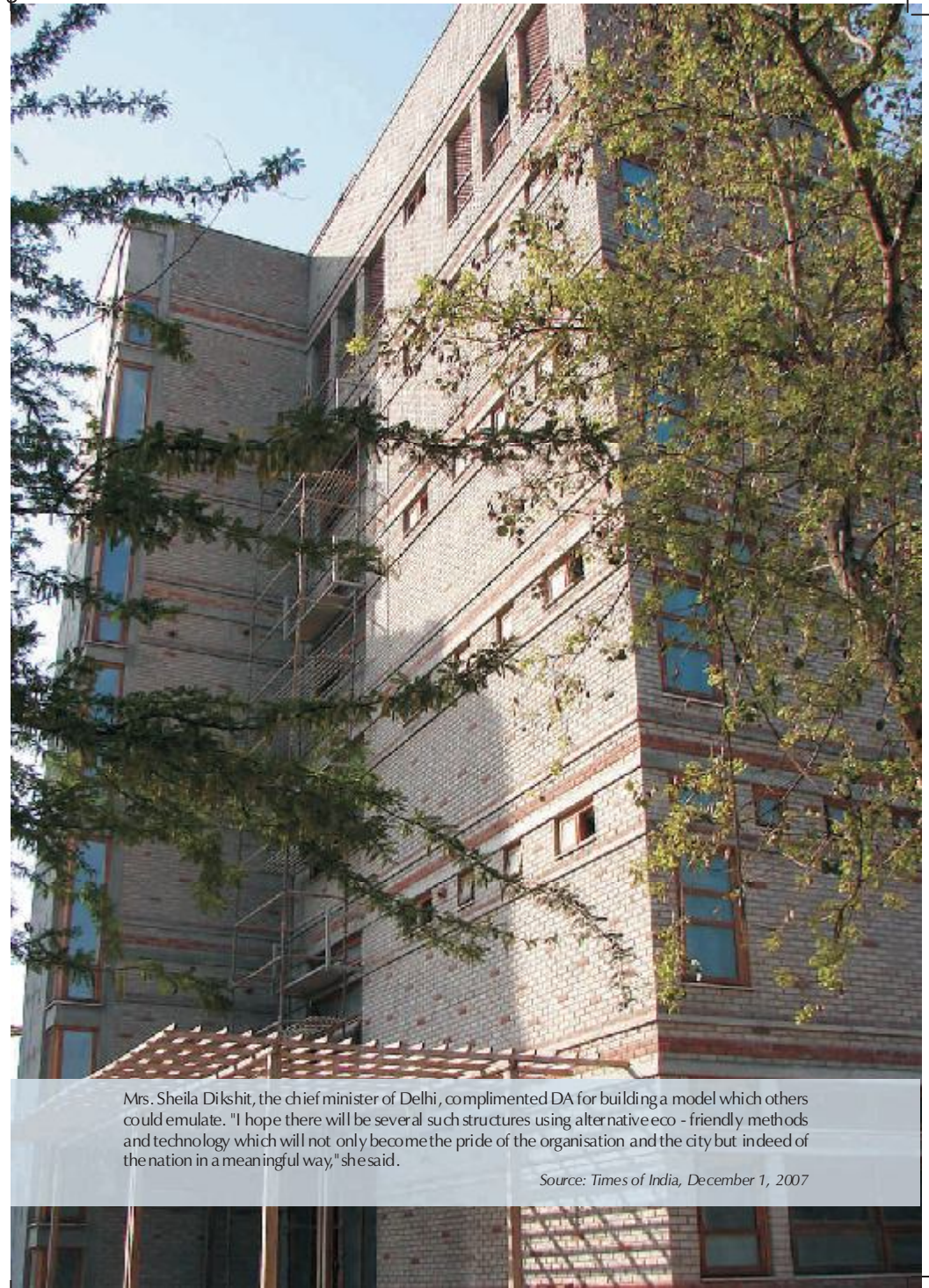
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Mrs. Sheila Dikshit, the chief minister of Delhi, complimented DA for building a model which others could emulate. "I hope there will be several such structures using alternative eco - friendly methods and technology which will not only become the pride of the organisation and the city but indeed of the nation in a meaningful way," she said.

Source: Times of India, December 1, 2007

with almost all the Indian languages concurrently. More than 100 students have enrolled in this course.

TARA Nirman Kendra

delivering green building solutions

TARA Nirman Kendra delivers environment-friendly habitat products and services through a range of sustainable building technologies and advisory support. The design and delivery of these eco-solutions are driven by the mandate to fulfil basic habitat needs and to enable creation of sustainable environments.

Initiatives

- **Waste-to-wealth technologies** - TARA fly ash bricks, funicular shell roofing, micro concrete roofing tile technology, concrete blocks
- **Prefabricated, low-energy technologies** - Ferrocement roofing channels and wall panels, planks and joists roof, arch panels, door/window frames
- **Habitat infrastructure** - ecological wastewater treatment systems, prefabricated toilets, roads, drainage, natural water purification systems, water storage tanks, smokeless cooking stoves

Significant achievements

Diversifying portfolio of green building products: TNK's product sales included MCR Roofing Tiles, Paving Blocks, Ferro Cement Channels, Solid Concrete Blocks, Paving Block applications, MCR installation and VSBK bricks. The products are used in private construction, institutional building and rural houses and infrastructure.

Affordable housing in Punjab: Techno-management services were provided for

construction of 129 houses for BPL families in Gaggar village, Bathinda. Fly ash bricks and precast planks and joists were used for wall and roof construction and rainwater recharging was implemented at the household and street level. The project was sponsored by **Ambuja Cement Foundation**.

Sustainable community development in Karnataka (in progress): Design and management of civil work in five villages around Wadi town. The infrastructure being developed includes community and household toilets, roads, drainage, solar lighting and water purification. The project is supported by **ACC Ltd.**

Building Partnerships

A primary objective of TNK is to forge fruitful partnerships with private sector players such as material manufacturers, cement companies, industries with potential for waste utilisation, etc., driven by the need for expanding outreach of sustainable building products through new networks. The alliance offers opportunities to the private sector for exploring untapped markets, especially in rural and peri-urban areas.

Green Building Consultancy

Blending the experience of over 25 years into its flagship 'green' products and habitats, TNK aims to extend consultancy services to clients who wish to follow its lead in creating model ecological and affordable built environments. This includes techno-management and advisory support services for affordable housing, energy efficiency in buildings, integrating renewable energy products and technologies and water and waste management.



सत्यमेव जयते

प्रधान मंत्री

Prime Minister

MESSAGE

I am happy to learn that Development Alternatives, one of India's leading civil society organizations, is completing 25 years of its work devoted to creating sustainable livelihoods.

Twenty five years ago, when it began its work, the concept of sustainable development was only emerging and Development Alternatives pioneered this new direction by looking at sustainable solutions to the challenges of development. It is heartening to see that its work in areas like land, water, energy, habitat and resource management, supported by relevant technologies, has been able to create an impact in the areas where it has worked. It has also influenced similar developmental organizations and given a thrust to the development of new eco-friendly alternatives.

On the occasion of the 25th anniversary of the establishment of Development Alternatives, I congratulate the organization for showing the way towards environmentally sensitive development, the relevance of which has only increased over time.

Murmuhan Singh
(Murmuhan Singh)

New Delhi
28 October, 2008

Organisation at a Glance

Society Registration

Society Act, XXI of 1860
Registration Number: 12964

FCRA

Section 6 (1)(a) of the Foreign Contribution (Regulation) Act, 1976
FCRA Registration Number: 231650202

Vision

A world where every citizen can
live a secure, healthy and fulfilling
life in harmony with nature

Mission

To create sustainable livelihoods in
large numbers



TARAAhaat primarily offers various educational and vocational training programmes through its network of **141 TARAKendras**. Its educational products range from those that equip individuals to acquire skills necessary to succeed in the job market, to those which help develop skills to compete in the global marketplace. TARAAhaat has built strategic partnerships with organisations like Microsoft, USHA, ICICI and Shell. Its performance has improved in the year 2008-09 compared to the previous year. The revenue from TARAAhaat's business has increased by a remarkable 21%. The focus this year was to streamline routine operations and strengthen the systems and processes and restructure the network by removing non-productive TARAKendras.

The Village Resource Centre (VRC) programme is an initiative of TARAAhaat for delivering the benefits of space technology directly to the communities, at the grassroots level, in collaboration with the **Indian Space Research Organisation (ISRO)**. It aims to promote a single window delivery of need-based services in the areas of education, health, nutrition, weather, environment, agriculture and alternate livelihoods to the rural population. The VRCs are helping launch a knowledge revolution in rural India. At present, 45 VRCs (including four expert centres) are functioning under the DA network. These VRCs are divided under three networks, namely, Bihar DA network, Madhya Pradesh-Uttar Pradesh network, U.P.-DA network. During the last year, approximately 300 programmes were telecast. Various audio-video productions were made to enhance programme delivery. Programmes on employment news, development news, and government schemes were introduced and met with great success.

TARA Akshar, a DA literacy technology-based solution, is one of the fastest literacy programmes in the world. The breakthrough ICT-based literacy tool -TARA Akshar made over 18,000 rural women literate in the year 2008-09 taking the total to 38,000 women. There are plans to make approximately

20,000 women literate in the year 2009-10. A computer-based functional literacy programme, it teaches illiterate people to read and write Hindi (Devnagari) in just 35 days. TARA Akshar has been rolled-out, on a large scale, in the States of Bihar, Jharkhand, Uttar Pradesh, Madhya Pradesh, Haryana and Rajasthan. The dropout ratio is less than 2%. The overall results are 97%. One can measure the programme's success from over 450 media reports that TARA Akshar has attracted from all over India and abroad.

Soochna se Samadhan - the Lifelines India 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. It specifically provides farmers with access to a network of agricultural experts and database of knowledge that has both an understanding of the local context and global expertise.

Approximately 59,000 agricultural queries were raised and answered during the year, compared to 37,000 in the previous year. The coverage area of the project increased from seven to 13 districts in the Bundelkhand region. Volunteers increased from seven to 20 and the villages covered under the project went up from 350 to over 1,000.

This year TARAAhaat introduced two new courses - **Diploma in Computer Applications (DCA)** and **Diploma in Financial Accounting (DFA)**.

Diploma in Computer Applications equips students with a working knowledge of computers to develop proficiency in using desktop publishing software, installation of software and maintenance of computers. It has opened a large spectrum of job prospects. More than 400 students have enrolled in this one-year course.

The design of the **Diploma in Financial Accounting (DFA)** helps people understand accounting concepts easily. The six-month course teaches the learner the basic concepts of spreadsheet and the world's first multi-lingual Business Accounting and Inventory software, Tally 9. It has the capability to work

State offices will be used to manage the marketing operations. The portfolio of equipment will be further diversified based on in-house research and technology hardware sourced from other manufacturers.

The company will deliver total business solutions to green building material entrepreneurs with strong focus on technical support, material and product testing, training and regular servicing. The current status of the business performance is highlighted in figure-A.

TARAhaat Information and Marketing Services Pvt. Ltd.

helping people help themselves

TARAhaat is focussed on delivering, on a financially sustainable basis, products and services that facilitate sustainable livelihoods for youth through a franchised network. It has pioneered micro-franchising in rural India and in small towns wherein the entrepreneur makes the entire financial investment to set up the local franchise. The micro-franchised Internet-enabled kiosks, branded as

'TARAKendras', are run by village-level entrepreneurs, who are carefully selected and trained to provide high-quality cost-effective services. TARAhaat provides full capacity building and resource mobilisation support at start-up, and whatever continued training, technical and marketing support the franchisee requires. A vital element of the business is the expanding range of relevant products (education, skill building, vocational and entrepreneurship development) and affiliated services (placement, enterprise support and development, etc.) for delivery by these micro-franchisees to the end customers in their catchment area. TARAhaat's focus is on two vital functions; firstly, the creation and sourcing of appropriate 'content & services' and secondly, on building the network and its capacity to manage and deliver these in a profitable manner. The franchise fees and revenue shares (royalty) from these franchises are the major contributors to TARAhaat's operational income, providing strong incentives for both the Company and its franchisees to perform and generate profits.

TARA Machines Phases of Growth

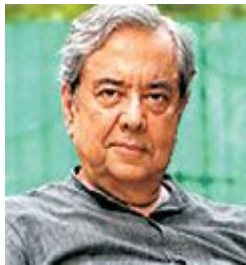


Figure - A

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Chairman's Remarks



Development Alternatives - Creating green jobs and regenerating the environment

- Dr. Ashok Khosla

In December this year, global leaders and negotiators will converge at Copenhagen to deliberate and hopefully reach a consensus on addressing the current and future challenges of climate change. Firmly on the agenda is the first of two sides of the climate change issue – mitigating its side effects. Effects thus far that are felt first hand by those in developing countries, especially by the world's poor. For 400 million women and girls in rural India, their increasing journeys to fetch clean water have not gone unnoticed. It is indeed essential for the future of humanity that we reduce our emissions to a level whereby our life support systems are not eroded.

The second side of the issue—adaptation to the inevitable changes that have already occurred and will continue to do so—is just as pertinent. In fact, for most people in the developing world, adaptation has more relevance in the foreseeable future.

However, climate change and its effects need to be seen with other crucial challenges facing our world today. It is unacceptable that more than one billion people go to bed hungry every night. We need to create sustainable development, where every citizen can live in security with a dignified green job and assured income. Governments, business and civil society need to find innovative and scalable solutions with appropriate combinations of technologies, institutions and finance that will enable the poor to be an integral part of modern society.

There is adequate evidence that educating and empowering women has a ripple effect in addressing the issues of population control and carbon emissions. When women are provided with knowledge, confidence and opportunity to take control of their futures, they tend to have fewer children. Fewer births lead to less carbon emissions. For every child not born,



TARA EcoKiln - reducing emissions



TARA BrickMek for eco bricks

executed in association with Grant Thornton. TARA holds 100% equity in the new company.

The enterprise has developed seven technology packages with fourteen types of manufacturing equipment for environmentally friendly building materials, which are currently being sold nationwide. The building product technologies include TARA Fly Ash Block technology, Micro Concrete Roofing Tile technology, TARA EcoKiln, TARA BrickMek, TARA Ferro Cement Technology, Paving Blocks and Compressed Earth Block technology. The other waste-to-wealth technology is for paper recycling. Manufacturing of equipment is outsourced to strategic partners and the company controls such aspects as quality and marketing of the equipment, know-how transfer and training.

The innovation of the technologies has been carried out by Development Alternatives wherein the Intellectual Property in the form of design copyright of production equipment, performance appraisal certification, trade secrets, trade mark is available for some of the technology packages.

The business model of TARA Machines is based on providing green technology enterprise solutions to small-scale building

material production and recycling businesses. The small-scale businesses are self-financed or have access to bank finance. TARA Machines earns its revenues from sale of equipment and machinery, provision of the technology know-how and training, continued services such as Annual Maintenance Contracts and green consultancy. The company has pioneered the concept of charging Technology Fees for its solutions such as TARA EcoKiln and TARA Fly Ash Technology.

TARA Machines has the responsibility of quality control of the equipment supplied to the building material enterprises. The company maintains a strong portfolio of diversified products through its link to the Innovation branch of the Development Alternatives Group.

Having now established the expansion and profitability of its product ranges and service portfolio, the company will develop a competent Marketing and Technical Services team to deepen its penetration in national markets. From its Delhi-based operations, the company will expand the equipment sales in strategic areas across five zones which will include Maharashtra, M.P., parts of U.P. and Rajasthan, Chhattisgarh, Jharkhand, Bihar, Orissa and Andhra Pradesh. A network of four

Business Solutions

Creating enterprises for local communities

The **Business Solutions** of the Development Alternatives Group customise and deliver market-driven technology-based products and services for target groups. They also extend and manage DA's network of franchised tele-centres and micro-enterprises and promote environment-friendly products and services.

Currently, the DA Group is witnessing accelerated growth through the establishment of several special purpose vehicles such as **TARAhaat** and **TARA Machines and Tech Services Private Ltd.** These vehicles promote sustainable technology solutions for small and medium enterprises. They have become the object of attention for green investors and social venture funds.

TARA Machines

creating new markets, building enterprises

A momentous development this year was the establishment of **TARA Machines and Tech Services Private Ltd.** by TARA Society.

TARA Machines markets green technology solutions for building construction, waste recycling and hand-made paper production (www.taramachines.com). It delivers business solutions to a global network of micro, small and medium enterprises owned by individuals, self-help groups or promoted by companies, NGOs, and financing institutions. TARA Machines is a specialist company in Green Building Technology, Eco-Kiln Technology, Fly Ash Technology and small-

scale Paper Recycling Technology.

Winner of the **Sankalp 2009 Award for the Growth Category - Environment and Clean Energy Track**, TARA Machines provides total solutions including custom designed machines, technical know-how, training, material testing services and green consultancy. The company has pioneered building solutions for institutions engaged in post-disaster reconstruction projects in India, Sri Lanka and Indonesia. TARA Machines collaborates with companies (Ambuja Cement, KPMG), government agencies (Government of NCT-Delhi, BALCO), bi/multilateral agencies (SDC, UNICEF) and civil society institutions (National Institute for Visually Handicapped, Kalyanmayee) offering turnkey solutions.

More than one million houses in rural India have used building materials produced with TARA technologies. In many parts of India, local entrepreneurs have set up extremely successful businesses using TARA technologies to produce highly acclaimed building products and elements. There are some 300 such enterprises in operation as of now.

The technology business was grown within TARA Society, based on internal accruals generated from sales and profits during the last five years. The running business along with the technology rights, customer information, fixed assets, inventory and cash was transferred to the new company through a Slump Agreement dated 14th January 2009,

we save 100 tonnes of carbon—the amount released over an individual's lifetime. Thus, educating women is not only important but also imperative for the future of our planet.

Established in 1982, Development Alternatives was the first social enterprise in India to pioneer sustainable development processes since inception. Our effort to innovate and deliver eco-solutions that reduce poverty and regenerate the environment has created over one million sustainable livelihoods, benefiting more than five million people in rural India. While we justifiably take pride in the feats we have achieved from a very modest beginning, we have to gear ourselves up for the long and arduous journey ahead.

The **Silver Jubilee Corporate Strategy**, operationalised in 2008-2009, identified the three meta-drivers of *innovation, implementation and influence*. Through research, action and policy influence activities, the DA Group will:

Facilitate multi-stakeholder action for

- *Empowering Communities through*
 - Institution development (with a focus on women and marginalised groups)
 - Basic Needs fulfilment activities (specifically habitat, water, energy, information dissemination, literacy, etc.-areas wherein the organisation has already proven its strengths)

Effectively promote and support the

- *Large-scale Creation of Green Jobs through*
 - Employment Skills (Green Jobs)
 - Enterprise Creation (Social Enterprises)

Design and demonstrate

- *Low-Carbon pathways for development through*
 - Natural resources management models

- Clean technology solutions (waste to wealth, especially for micro, small and medium enterprises)

I would like to conclude my remarks with a reminder to one and all: let us rededicate our lives to the attainment of the greater collective goal of climate change mitigation. It is time we and our partners worked in tandem selflessly and tirelessly. It is the only way to make a palpable difference in the lives of millions and also to ensure that the planet remains secure for the generations to come.



Executive Summary

Persistent poverty and environmental degradation define the challenges for which Development Alternatives designs and delivers EcoSolutions. The organisation believes that the key to lifting millions out of poverty lies in enhancing the productivity of human, natural and financial resources, which, in turn, would lead to the creation of livelihoods on a large scale.

The year 2008-09 saw the DA Group recreate internal structures to address the emerging challenges of sustainable development. The strategic drivers thus identified for growth and acceleration are **Innovation for EcoSolutions, Implementation for their delivery and Influence for multiplication** - together creating large-scale Impact.

With core support from the Department of Science and Technology, the year 2008-09 witnessed some remarkable climate mitigation innovations such as the **Nano BrickMek** for small entrepreneurs; waste-to-wealth solutions such as fly ash brick, and charring and briquetting packages; waste-to-energy from poultry litter; a cleaner production package for the stone-crushing industry and a pre-cast toilet and downscaled eco-kiln technologies that are resource and energy efficient.

The organisation undertook a climate **adaptation and mitigation campaign** in collaboration with the Indian Institute of Meteorology, to generate awareness amongst the vulnerable communities in Bundelkhand.

The campaign, supported by UNITAR and SDC, delivered messages on simple and practical actions to adapt to the agricultural, water and livelihood consequences of the impact of climate change. Simultaneously, district authorities were apprised of the risks of climate change and the possible adaptation and mitigation measures.

Natural resource management models for low-carbon pathways, such as solar pumping and micro-irrigation for farm-based livelihoods, were created by the organisation. Small-scale biomass gasification systems for irrigation and enterprises were developed and demonstrated successfully in the field.

One of the most significant achievements in environmental management was the launch of the pioneering interactive **State of Environment Atlas of India** developed by the organisation for the Ministry of Environment and Forests. DA also finalised and launched the **South Asian Environment Outlook 2007** with the support of SAARC and UNEP.

With a mandate to help fulfil basic needs, the organisation was able to deliver **clean drinking water** to over 8,000 people through community enterprises in ten villages under the Arghyam project. The eco-habitat initiative saw almost 300 houses constructed with toilets and rainwater harvesting structures under various projects in Punjab supported by Ambuja Cement Foundation and in Bundelkhand with the help of NABARD. **The Sustainable Community**

Affiliates of Development Alternatives



For the future of local communities



Making eco roof-tiles

Development Programme was launched in five villages around the ACC Limited plant site in Wadi, Karnataka. **CeSHRI**-a collaborative initiative between DA; and ACC, Ambuja and Holcim-is exploring new delivery models for eco-building products and services.

The renewable energy programme received excellent response from the pilot project in Rampura village in Bundelkhand. The Norwegian Minister of Environment inaugurated a **community based solar power plant** supported with technology from SCATEC Norway, resulting in more than 100 homes receiving uninterrupted power supply for domestic and livelihood use.

Another significant step taken by the organisation this year was the establishment of the **TARA Livelihood Academy** for the creation of green jobs on a large-scale through skill development and entrepreneurship training. Skill-based training has been undertaken with the support of the Indira Gandhi National Open University and the International Labour Organisation. Vocational, entrepreneurship and skill-based training for below poverty line families was taken up in Bundelkhand with support from NABARD. The functional literacy

programme, **TARAAkshar**, made over 18,000 rural women literate this year.

The business solutions of the DA Group were buttressed with the establishment of **TARA Machines and Tech Services Pvt. Ltd.** for promoting sustainable technology solutions for small and medium enterprises. Currently, **TARA Machines** offers waste-to-wealth technology packages. **TARAhaat**, the ICT arm of the DA Group, increased its franchise network to 141 **TARA Kendras**.

Recognising that **dialogue and policy influence** are crucial for maximising opportunities for the rural poor and conserving the environment, the organisation continued to spearhead the draft Rural Habitat Policy with the Ministry of Rural Development and Planning Commission.

The year 2008-09 also witnessed a breakthrough initiative in **Radio Bundelkhand** - a community radio platform jointly managed with the communities of the Bundelkhand region. The station broadcasts programmes in the local Bundeli dialect, to create awareness, enable participation in local self-governance and empower the community to bring about social change through young rural reporters.

The Village Resource Centres, in collaboration with the Indian Space Research Organisation, expanded their network more widely into Bihar, M.P. and U.P., telecasting 300 programmes on education, environment, agricultural and alternative livelihood to rural population. This is another interactive dialogue-enabling platform managed by the organisation. Under the **Lifelines India** project, nearly 60,000 queries relating to various agricultural problems faced by farmers were answered over a phone and voice mail service on land and mobile phones.

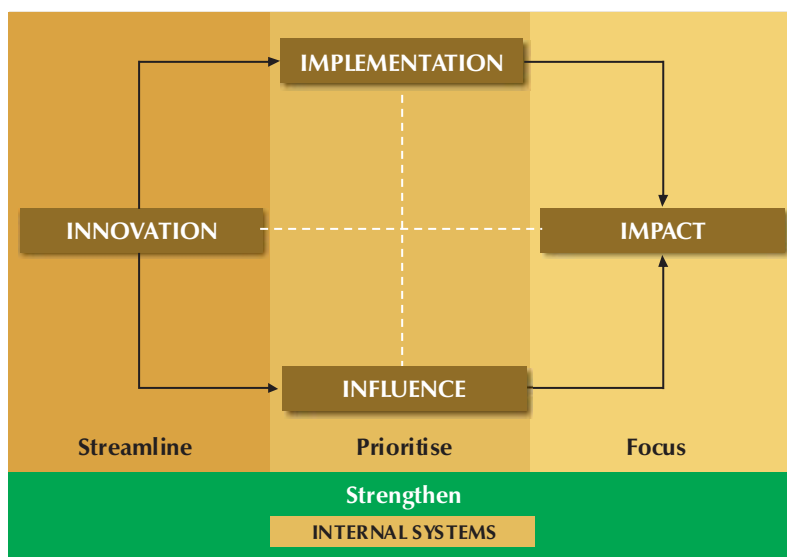
The year 2008-09 has been a rewarding year for the Development Alternatives Group. The following pages will provide a detailed account of the accomplishments and developments that have been realised through the organisation's dedicated endeavours.

New Structure for New Challenges

As part of DA's Silver Jubilee celebrations, a **Strategic Retreat** was organised in September 2007 to assess the achievements of the past 25 years and outline the strategic orientation for the next 25 years. About 30 participants registered their participation in the Retreat; the participants included the Senior Management Team, and eight external advisors and experts.

The Retreat recognised the unfolding of a new era of sustainable development with a new set of global and local drivers. It was felt that the organisation needed to structurally reorient itself to respond more efficiently to the range of challenges and opportunities emerging from these paradigm shifts. In the subsequent deliberations, the DA Group identified some specific **strategic drivers for growth and acceleration** synthesised as '5 Is':

Strategic Functions / Thrusts



GOVERNANCE

None of the Board members is related to each other.

The Development Alternatives Board members met once in the FY 2008-09 in Dec 2008.

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.

DISTRIBUTION OF STAFF (as on March 31, 2009)

Gender	Regular staff	Senior Advisors	Consultants	Project Appointees
Male	112	8	16	73
Female	33	2	2	17

Total cost of national travel by staff during the year: Rs. 87 lakhs approximately

Total cost of international travel by staff during the year sponsored by external organisations: Rs. 22 Lakhs approximately

STAFF DETAILS (as on March 31, 2009)

Regular staff	Male	Female	Total
<2500	0	0	0
<7000	23	0	23
<15000	43	11	54
<30000	24	14	38
<50000	16	5	21
>50000	6	3	9
Total	112	33	145

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.

Name	Sex	Position on Board	Occupation	Area of Competency	Members Assessed
Dr. Ashok Khosla	M	Chairman	Chairman, Development Alternatives	Institutional Development	All
Ms Meja 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 Sidhattha	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	Member	President, Development Alternatives	Technology and Business Development	All
Mr. George C. Varughese	M	Member	President, Development Alternatives	Institutional Development	All



DA's climate friendly headquarters

Impact – focus on tangible and measurable outcomes

While there is general consensus that the DA Group has created pockets of excellence in demonstrating sustainable development initiatives over the last two-and-a-half decades, most staff-members and well-wishers are of the view that the latent potential of the organisation to create much more large-scale impact is yet to be tapped. It is worth mentioning at this point that for a variety of reasons including resource and external constraints, several activities have not been adequately channelised to their logical outcomes and impacts.

The DA Group has, therefore, identified three engines for growth and acceleration that require focussed attention to generate the desired impact. These address the ‘innovation’, ‘implementation’ and ‘influence’ functions.

Innovation – streamline the processes

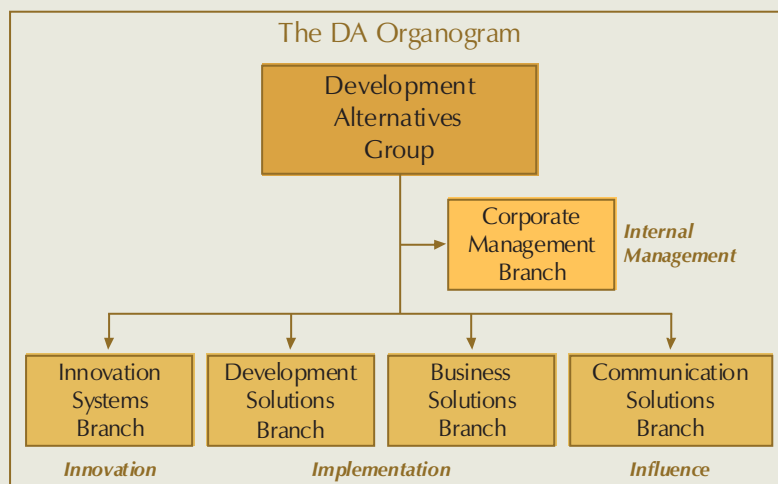
Project research over the last 25 years has led

to several innovations in concepts, methods, approaches, tools and techniques. These include commercially-viable technologies and environmental management systems in habitat and building materials, community-based land, water and energy management systems and enterprises. They are resource-efficient, low-carbon, renewable, decentralised and gender-inclusive. More importantly, they come with participatory patterns of growth and resource management.

However, the research activities, which have been the backbone of DA, need to be streamlined to enable the organisation to keep pace with the challenges that are unfolding at the ground level. This implies secured and continued programmatic support to address issues more holistically and take proactive action. With this end in view, forging strong and long-term partnerships with academic and research institutions is an imperative.

Implementation – prioritise and intensify

In DA's list of top priorities, two specialised



areas-grant-based development services and more business-oriented social enterprises have a pride of place. These are two of the most crucial aspects from the organisation's point of view, both of which require focused attention. TARA, its business arm, and its subsidiaries need to be significantly strengthened to provide the specialised attention required for large-scale implementation activities. Through this process, DA will be in a position to concentrate on its core mandate of proactive research and policy influence.

Influence – prioritise to position

The DA Group has contributed its modest share to national and global policy change on issues of environment and development. However, at most times, policy research activities carried out by DA are normally seen as a reaction to some pressing need, or even as peremptory public service functions mandated by some government committees. It is undeniable that systematic policy research, communications and continued engagement with stakeholders, etc., play a significant role in influencing decision-makers and catalysing the process of change. Keeping this firmly in view, as part of the restructuring,

a new branch has been initiated with DA to give policy research and knowledge communication the required fillip and attention they deserve.

Internal management systems – strengthen to support core functional areas

The DA Group has identified the need to strengthen internal management systems and processes to address the challenges for ensuring an accelerated pace of growth. These include:

Corporate Planning Systems – including programme audit and quality assurance; IT infrastructure and knowledge management; programme and business development; fundraising and social investment management.

Corporate Administrative Systems – including corporate governance; legal and administrative support; finance and accounts; human resource management.

Beginning April 2008, the DA Group has sort of remodelled itself to suit the specifications of the ideal corporate structure to address the emerging challenges and opportunities with renewed vigour and strategic focus.

Walker, Chandio & Co

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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 2009 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 2009; and
 - b) the income and expenditure account of the loss of its accounting year ended on that date.
4. The prescribed particulars are annexed hereto.

Walker, Chandio & Co
for Walker, Chandio & Co
Chartered Accountants
NEW DELHI
by R. P. Singh
Partner
Membership No. 79116

Place: New Delhi
Date: 18 September 2009

Chartered Accountants

Offices in Bangalore, Chandigarh, Chennai, Coimbatore, Hyderabad, Mumbai, New Delhi and Pune

Society For Development Alternatives
Balance Sheet as at 31 March 2009

	Schedule	2009 Rs.	2008 Rs.
SOURCES OF FUNDS			
Capital and other funds	1	60,831,092	68,745,053
Unspent grants	2	21,720,591	72,393,962
Deferred grants		95,004,253	89,106,639
		<u>180,255,926</u>	<u>230,544,714</u>
APPLICATION OF FUNDS			
Fixed assets	3	116,660,240	93,354,839
Current assets, loans and advances			
Cash and bank balances	4	54,110,431	96,217,724
Loans and advances/ receivables	5	47,774,894	56,74,908
		<u>91,885,235</u>	<u>142,992,632</u>
Less : Current liabilities and provisions			
Current liabilities	6	15,410,335	11,573,503
Provisions	7	2,869,214	589,234
		<u>18,279,549</u>	<u>12,162,737</u>
Net current assets		<u>63,555,686</u>	<u>130,299,875</u>
		<u>180,255,926</u>	<u>230,544,714</u>

Significant accounting policies and notes to the financial statements

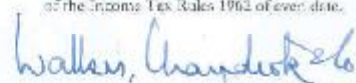
13

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


 Ashok Khosla
 Chairman


 Manager Finance

This is the Balance Sheet referred to in our report issued in Para No 10B of the Income Tax Rules 1962 as per due.


 for Walker, Chandok & Co
 Chartered Accountants

Place : New Delhi

Date : 18 September 2009


 B. P. Singh
 Partner
 Membership No. 70116



Innovation Systems

Developing options and opportunities

The main focus of DA's Innovation Systems is on the reduction of carbon footprint and conservation of the ecosystem by way of minimising the use of virgin resources. The technology solutions and processes innovated by Development Alternatives primarily serve as either climate change mitigation tools or as adaptation technologies. The product, technology and process innovations offer alternative livelihoods options for adaptation purposes in the fields of building materials, energy generation, waste recycling, etc. The EcoSolutions, a crucial plank of DA's **Innovation Systems**, have been widely hailed as unique. This is because they largely employ integrated approaches (socio-economic and environmental), are resource-efficient, low-carbon, renewable, decentralised and gender inclusive. More importantly, these eco-solutions boast of inbuilt participatory patterns of growth and resource management.

Examples of **Climate Technology Innovation** undertaken at present are:

- Gaushalas as energy service hubs for community groups
- Solar pumping and micro-irrigation services for enhancing farm-based livelihoods
- Small-scale biomass gasification systems packages for irrigation and enterprises
- Nano BrickMek for resource and energy-efficient brick manufacturing

- Dust suppression system for stone-crushing units with water efficiency
- Down-scaled EcoKiln with 30% reduction in fuel use
- Precast toilets that are resource and energy-efficient
- Door-window frame technology based enterprises—a high quality alternative to scarce wood
- Fly ash enterprises for waste-to-wealth solutions
- Charring and briquetting technology as a renewable energy solution

The prime purpose of the innovation engine of DA, therefore, is to evolve and demonstrate eco-solutions. This effort supports transformation through the transfer of innovative, premier products, integrated solution packages and delivery systems to reach the organisation's client groups. Further, this effort enables creation of livelihoods, empowerment of communities and the conservation and regeneration of the environment.

The thematic focus is on designing and demonstrating **Low Carbon Pathways** for development through **Climate Technology Innovation** (waste to wealth) and **Natural Resource Management** Models. We design and facilitate Multi-Stakeholder Action for securing basic needs such as **Habitat, Water, Energy, Information and Livelihoods (Green Jobs)**.

Society For Development Alternatives

Income and Expenditure account for the year ended 31 March 2009

	Schedule	2009 Rs.	2008 Rs.
Income			
Technical and other receipts	8	43,175,298	49,860,357
Donations		535,866	-
Surplus from projects		5,083,110	3,575,150
Miscellaneous income	9	2,378,658	4,132,478
Grant for assets of projects		5,005,812	5,255,132
		<u>56,178,846</u>	<u>62,823,115</u>
Expenditure			
Personnel expenses	10	35,451,779	25,108,161
General administrative expenses	11	22,623,397	24,682,876
Finance charges	12	864,458	19,150
Depreciation	5	5,863,661	5,712,289
		<u>64,803,295</u>	<u>55,522,476</u>
(Deficit) / Surplus for the year		<u>(8,331,449)</u>	<u>7,300,639</u>
Building reserves for the year 2008-09		-	609,876
Surplus for the year transferred to capital fund		<u>(8,331,449)</u>	<u>6,690,763</u>

Significant accounting policies and notes to the financial statements

13

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

Adesh Khosla
Chairman

Walter Chandraok
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.

Walter Chandraok
for Walker, Chandrasekhar & Co
Chartered Accountants

W. B. P. Singh
Partner
Membership No. 70116

Place : New Delhi
Date : 18 September 2009

Partners and Collaborators

DA has had the privilege of partnering with several globally renowned organisations -

International organisations like United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United States Agency for International Development (USAID), World Bank, International Labour Organization (ILO), Swiss Agency for Development and Cooperation (SDC), International Development Research Centre (IDRC) Canada, Department for International Development (DFID) UK, CIDA, Swiss Red Cross.

Academic Institutions like IIT Delhi, IIT Chennai, Indian Institute of Tropical Meteorology (IITM) Pune; School of Planning & Architecture (SPA), Delhi.

Companies like Microsoft, Shell, Tata Chemicals Limited, Tata Iron & Steel Company (TISCO), Holcim, ACC, Ambuja Cements, Hewlett Packard, Cisco, Samsung and SCATEC Solar.

Government Institutions like Ministry of Environment and Forests, Ministry of Science and Technology, Ministry of Rural Development, Ministry of Panchayati Raj and Ministry of New and Renewable Energy, Ministry of Information Technology, Ministry of Water Resources and Ministry of Social Justice.

21 state governments, Indian Space Research Organisation, Building Materials & Technology Promotion Council (BMTPC), Central Pollution Control Board (CPCB), National Wasteland Development Board (NWDB) and the Planning Commission.

Over 3000 civil society partners, financial institutions and foundations like Arghyam SUZLON, MacArthur, Rockefeller and Ford Foundations.

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.
TARA Environmental Products and Services Pvt. Ltd.
TARA Machines and Tech Pvt. Ltd.

The DA Group websites

www.devalt.org, www.TARAhaat.com, www.cleanindia.org, www.taraakshar.com, www.empowerpoor.org, www.peoplefirstindia.org, www.dainet.org, www.vsbkindia.com, www.desipower.com, www.tara.in, www.basinsa.net, www.lokawaasyatra.net

This specific theme-based orientation enables us to focus on key environmental concerns at all geographical **scales** (village/household to national to global) and **levels** (project/programme/policy) and all **spheres** of environmental systems and influence (rural, urban, industrial, pristine ecosystems as well as global climatic spheres).

Centre for Climate Change and Renewable Energy

The centre for Climate Change and Renewable Energy in DA promotes renewable energy projects and provides technology-based mitigation/adaptation solutions. **The Climate Technology Innovation** efforts are diverted to achieve outreach, capacity-building and policy influence.

The **Climate Technology Programme** offers technology based, profitable business solutions for cleaning up the environment. Conceived and designed to develop and customise technologies to enable both large businesses as well as small enterprises to convert 'waste into wealth', it facilitates cleaner production solutions for micro and small to medium enterprises in a profitable way.

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

This year's achievements

1. **DST Core Grant** awarded to Development Alternatives for enhancing its core organisational competence in technology development and market creation in the areas of building materials and waste utilisation, energy and water. In Bundelkhand, the effort is directed towards intensification of efforts to build village institutions and accelerate community-managed development processes.

Centre of Excellence in Sustainable Housing and Rural Infrastructure (Ce-SHRI)

A collaborative initiative of DA, ACC, Ambuja Cement and Holcim, Ce-SHRI is exploring new delivery models for eco-building products and services to fulfil basic shelter needs of rural communities; create jobs and realise significant environmental benefits. The initiative is being implemented through the following work areas:

- **Training and certification of masons:** This focuses on operationalising a training and certification system for masons through pilot training programmes in Maharashtra, Punjab and Chhattisgarh. Two training modules have been developed—a 60-day module for first level training of masons and a shorter 12-day module for master masons. Also, collaboration is being forged with Construction Industry Development Council (CIDC) for skill assessment, examination and certification of trained masons. The pilot programmes will be implemented between January and March 2010, in partnership with respective government schemes for vocational training.
- **Village families** - affordable products for housing: The team working in this area conducted extensive surveys with rural families in Bundelkhand, eight ACC Limited dealers and the masons. After understanding the perspectives and requirements of families, dealers and masons, the housing products were outlined. A model was developed where TARA Nirman Kendra, an affiliate of DA, would manufacture affordable housing products, ACC dealers would stock those and masons would be trained and linked to the dealers to act as sales and service agents.
- **Sustainable Housing:** A settlement of 129 rural houses was developed in village Caggar in Bathinda with eco-building technologies - fly ash bricks and precast planks and joists. The project was supported by Ambuja Cement Foundation, with parallel contribution from the government. Water conservation measures through roof-top harvesting and storm water recharging have also been implemented.



Nano BrickMek - a portable brick making machine

This pioneering initiative from the **Department of Science and Technology** is for long-term support in adapting and scaling up “waste-to-wealth” technologies for large-scale dissemination. In the first phase, Technology Packages for utilisation of fly ash and several other industrial wastes are being finalised.

The objectives of this programme are:

- **Innovation** with emphasis on sourcing and collaborative R&D for product/technology customisation
- **Incubation**, primarily enterprise development with focus on livelihood opportunities, and
- **Dissemination** of technologies through commercial networks and community-based models.

Development Alternatives has a number of innovations aimed at providing clean drinking water to rural communities, such as the Jal-TARA filter and Bio-sand filter (BSF). In

drought-prone Bundelkhand, a water services model was rolled out for testing water enterprises at the community level.

1. Building material and waste utilisation.
The following works were initiated:

- Technology package for **Fly Ash utilisation**
- Transfer of **Precast Door Window frame** technology packages to enterprises in the Bundelkhand region
- **Paving Block Technology Package** completed and delivered to TARA Nirman Kendra for market launch of heavy duty pavers
- Final design-mix of **precast toilet technology** packaged for further dissemination

2. A “**Dust control system**” for **stone-crushing enterprises** was innovated in the year 2008-09 and implemented on a pilot scale in the Bundelkhand region. The Dust

The main aim of the project is to **create enough awareness** on the **phenomenon of climate change** and communicate the **risk of climate change** to the policy makers.

Partners: UNITAR, SDC, IITM and the Communities of Jhansi & Tikamgarh

The **Shubh Kal** campaign was developed with several different types of climate-risk communication tools and material to relay this message, including an interactive folk play, folk music, flip charts and flexi charts. Use of community radio, schools, traditional media, was explored as a way to disseminate the message more broadly. Through the medium of **Nautanki (local folk theatre)**, radio programmes and songs and focus group discussions, DA conveyed its message to the people to be prepared for as well as adapt to the new climatic conditions.

The methodology deployed in the site area was a meeting and interactive session, flip charts explained by the anchor, folk theatre and a Q&A session with experts. The folk theatre performance enjoyed an overwhelming appreciation. Not only was the topic well appreciated but the communication media was even more praised because of the sheer ‘newness’ and ‘freshness’ and also because of its ‘infotainment value’. The target segment enjoyed the proceedings and the message was well comprehended. It was a unique experience for the respondents and all of them said that they had never ever been exposed to such a communication model on a social issue.

This project was successful in communicating the risks of climate change to the officials and the policy-makers of the region. It also made them familiar with the prospective adaptation strategies. In order to initiate collaborative action between civil society, research institutions and decision-makers on identifying and implementing the measures to reduce the risk of climate change faced by rural communities, a workshop was organised in October 2008 at TARAGram, Orchha. The studies from the baseline surveys and the projections of the Indian Institute of Tropical Meteorology for Bundelkhand were disseminated along with a simple brochure in Hindi and English with a call for action.

The first step towards building a regional strategy for climate change adaptation was the formation of a small core group comprising key persons of government departments, research institutes and civil society organisations that agreed on a course of action. This core group is headed by the District Magistrate (DM) of Tikamgarh District, Madhya Pradesh and the members are CEO, Zila Parishad, Tikamgarh; Director, National Centre for Agro-forestry Research (NCRAF), Director, Indian Grassland and Fodder Research Institute (IGFRI) and Project Investigator from DA.

The project methodology and the communication tools have led to the continuation of the **Shubh Kal** campaign under the aegis of the Sustainable Civil Society Initiatives project to address global Environmental Challenges supported by the **Swiss Agency for Development Cooperation**.

Risk awareness and adaptation solutions would empower development agencies in a sustainable manner over a period and lead to viable livelihood-based solutions with a localised approach. DA is targeting Panchayati Raj Institutions, Agriculture and Water Resources and other such departments, research institutes, rural community and the State government through this initiative.

DA believes that it will help in reducing the rate of permanent migration of rural communities to urban centres. Equally importantly, it will allow farmers, who currently have to resort to waged labour, not to compromise their dignity; develop off-farm and climate dependent options, and in the process, mitigate the devastating impacts of climate change.

Creating Awareness on Climate Change - Rural Communications in Bundelkhand

Perspective

Eighteen out of the last thirty years of recurring and long droughts, attributed by meteorologists to climate change, are playing havoc with the lives of twenty-one million rural and marginalised people ravaging a 70,000 sq. km area in Bundelkhand. In collaboration with the United Nations Institute of Training and Research (UNITAR), DA launched the *Shubh Kal* (auspicious tomorrow) as a pilot project in the region. The express purpose of this initiative was to attract the immediate attention of the rural community of Bundelkhand as also of the district policy-makers to the risks of climate change.

The **communication of climate risks and adaptation measures to policy makers and vulnerable rural communities for promoting integration of adaptation strategies at district level** projects was under the ACCCA (Advancing Capacity to support Climate Change Adaptation) project. Probably for the first time in rural India, risk communication methods were used for communicating climate change to the communities and simultaneously to policy makers.

The purpose of the project funded by the **United Nations Institute of Training and Research** was to improve the understanding of policy makers and vulnerable communities on issues governing the climate change adaptation process at a district level. The aims were to assess the vulnerability of agriculture and water sectors, to devise practical adaptation strategies for these sectors and to communicate the risk to all stakeholders, especially communities. As part of this project, DA launched the *Shubh Kal* campaign for communicating awareness on climate change adaptation and mitigation options to the rural communities of Bundelkhand in Jhansi and Tikamgarh districts.



Communicating climate change risks through folk theatre

DA's communication strategy for risk awareness sought to make the community and policy makers aware of climate change and its potential ramifications on the life and livelihoods of rural communities without creating any panic. The adaptation strategy involved participatory identification of feasible options for rural communities to adopt in order to cope with the negative impacts of climate change.

The project assessed the vulnerability of the agricultural and water sectors to current and potential future climate change. It then developed test risk communication materials through a multi-disciplinary stakeholder engagement process. Other partners in the project

were the **Indian Institute of Tropical Meteorology (IITM), Pune** and a social marketing agency, **RK Swamy BBDO Social Rural Direction**.

A communication and climate understanding assessment was carried out to understand the threshold of resistance to change amongst communities to the affect of climate change. From the initial baseline research, it has come out that attraction of rural community towards mythology and religion is probably the best approach to communicate the risk of climate change. Accordingly, the communication model was developed and piloted in Bundelkhand.

Control System is a dry and decentralised, customised dust extraction-cum-suppression system powered by 25 HP electric motors located at two critical dust-prone areas. It creates a suction capacity of 20,000 cubic meters per hour to capture dust from multiple sources. This technology is a new addition to overcome the health hazards of labourers employed in the stone-crushing industry.

An eco-health demonstration and awareness generation project for Stone Crushing Units was implemented under the clean technology initiative. The two-year research project, **supported by International Development Research Centre (IDRC)**, was aimed to design and implement participatory processes resulting in actions by diverse stakeholders to improve the health and social conditions of the communities working in the stone-crushing industry. The project covered three representative Stone Crushing Units and two associated villages in Pratapura area of Niwari block in Tikamgarh district, Bundelkhand.

3. **Poultry waste-to-energy project** for enhancing livelihoods for the poor and creating alternative energy sources in Namakkal town in Tamil Nadu was initiated in the year 2008-09 with support from the United Nations Development Project (UNDP). The pilot project focussed on enhancing the capacity of stakeholders including communities, local government and private sector for a **model Public-Private Community Partnership (PPCP)**. A policy review document has been prepared with specific recommendations for PPCP projects in the poultry industry and provision of sustainable local energy services for the local community.

4. **A new portable green brick moulding technology** has been developed as the "Nano BrickMek Machine" with a capacity of about 4,000 quality green bricks, generating employment for five persons. The new machine has the potential to bring about conspicuous changes in the Small Brick Sector (Clamp owner), where the productivity is below ten lakh bricks per annum.

5. **The Clean technology transfer project** to support pilot initiatives in **Bangladesh** is a major breakthrough in sharing alternative technologies and in building relationships with neighbouring nations. The initiative supports the Government of Bangladesh on clean technologies and practices that have the potential to bring down air pollution and increase energy use efficiency in the brick-making sector. The project is being implemented on a pilot scale in Rupganj, Narayanganj district of Dhaka division in an area consisting of a cluster of around 50-60 Fixed Chimney Kilns. The impact of the



4,000 green bricks a day-moulded by Nano BrickMek

project is not confined to the Dhaka division alone but is expected to influence the entire brick-making industry of Bangladesh. This **climate technology initiative**, which is supported by the World Bank, has a potential for annual reduction of coal consumption by about 2.2 million/tonnes in Bangladesh.

Natural Resource Management

The existence or availability of favourable natural resources can facilitate and speed up the process of socio-economic development in a particular region. In the same way, the absence of the same can hinder and delay the process to a great extent. To achieve ecological security we must have equity and social justice, efficient use of resources and an empowered public. DA is committed to effective **environmental management** through eco-friendly technological innovations, their dissemination as well as generation of public awareness on environmental issues. Its **Geomatics Facility** provides GIS-based planning and management services along with outreach and capacity-building services in all spheres of environment, i.e., rural, urban, industrial and bio-diversity areas.

This year's achievements in NRM include:

1. **State of Environment Atlas:** The interactive Atlas comprises a series of categorised, easy-to-read maps indicating the status of the environment. It is a valuable tool for planners, policy-makers, academicians, NGOs and civil society organisations, providing accurate, timely and accessible information on various facets of green, blue and brown environmental issues. The Ministry of Environment and Forests has assigned DA to maintain and regularly update the **first interactive State of Environment Atlas in India**. Launched by the Ministry for public access on Earth Day, 22nd April, 2008 in New Delhi, it has hitherto generated over 300,000 queries.

2. **The State of Environment (SoE) Report of India 2009:** A project of Development Alternatives and the **Ministry of Environment**

and Forests; it provides an overview of the environmental scenario of India and assists in logical and informed decision-making. This is an outcome of a strong participatory and analytical process, followed by data integration and analysis to give the scientific robustness, whereby the stakeholders identified the environmental issues. DA is one of the National Host Institutions (NHI) for building the capacity of State governments to establish a firm reporting system in the States/Union Territories. The scheme continued in the 11th Five Year Plan and DA is currently facilitating the SoE reporting process in Karnataka and Uttar Pradesh.

3. To understand the latest environmental trends in South Asia, Development Alternatives, in close cooperation with South Asian Association of Regional Cooperation (SAARC) and UNEP Regional Resource Centre for Asia and the Pacific (UNEP RRCAP), has developed a report titled **South Asia Environment Outlook 2007**. This report presents the current state and trends of the environment in the region while addressing the future outcomes of environmentally unsustainable practices.

4. Development Alternatives undertook the **Rio Tinto - Eco campus design project** at Chattarpur, Madhya Pradesh. The campus of 200 residents, spread over an area of eight acres, is expected to take 1.5 to 2 years to complete.

5. **Knowledge and policy products** developed by Innovation Systems include:

- Green Brick manual for brick entrepreneurs
- Rat trap masonry manual for masons
- Community development planning for the corporate sector and NGOs
- Sub regional Sustainable Development Strategy for South Asia
- State of Environment Report

The following programmes reflect the demands of the community

Vandana - Devotional songs broadcast every morning.

Khet Khalihaan - It includes the Jhansi Mandi price (an unorganized market) for farmers so that community gets all the information related to agricultural products. Bundelkhand Radio also broadcasts discussions about agriculture issues like how to protect seeds, crops & vegetables from insects. Experts answer question asked by the farmers.

Bal Bandhu - Especially for school going children. Moral stories, poems and jokes by schoolchildren are included. Story telling through the Radio anchors is also a part of this programme.

Bundelo Harbolo ke Muh - This is about the Freedom Fighters of Bundelkhand and India. Stories of the freedom fighters and songs related to freedom fighters are broadcast.

Aas Paas - In this programme, Radio Bundelkhand highlights the situation, problems and events of nearby areas.

Mere Bundeli Mere Geet - is a listener's programme in which they get the opportunity to listen to their choice of songs.

Amma ke Chauke Se - In this programme, community women give their ideas on home recipes and step-by-step instructions for preparing the dishes.

Nuskhe Nani Dadi Ke - In this programme older women give tips on using desi nuskhe or home remedies for common ailments and diseases. Also, tips for using simple home remedies and alternative herbal medicines, available on the common kitchen shelf.

Radio Drama - On every Sunday, Radio Bundelkhand broadcasts a radio drama. Programme reporters discuss an issue and convey the messages related to social issues like dowry, female foeticide, importance of education etc.

Stree - Stree is a special programme for women. Women from the community tell their own story. They discuss the struggle in their lives and success stories too. These women also share their feelings on what they want or wish for themselves and young girls.

Chhoto Kam Bado Munafo - This programme is for those people who want to do small business. Small entrepreneurs give tips to take up small business.

The intent of the project is to provide a platform for dialogue **giving voice to the unheard** using community radio

Partners : UNESCO and the Communities around Orchha

The communities in the radius of the radio coverage have now identified the purpose of Radio Bundelkhand—which is to create awareness, give information, participate in local self governance and provide entertainment—all based on requests and feedback from the community.

The radio station is jointly managed by the community and DA. There are five community reporters and six community coordinators. The villages these reporters represent are Azadpura, Ramnagar, Sitapur, Basova, Bagan, Bhagwantpur, Ghatao, Jamuniya, Gujra Kalan, Mathrapur and Ghatao.

Although the audience includes all the communities in the radius of the broadcast, the targeted beneficiaries are the marginalised and poorest with special emphasis on women and the unemployed youth. Thus, to reach these groups better, women and marginalised community reporters in an average age group of 20 have been selected.

The programming based on issues and content identified by the communities is broadcast in adapted formats such as the use of traditional Bundelkhandi songs, folk music and natak (plays), discussions, reports, commodity prices, phone-ins, experts speak, coverage of events in villages, jokes and satire, listeners' letters and feedback.

Until now, Radio Bundelkhand has the longest duration of programming amongst the government-licensed community radio stations in India with five hours a day, seven days a week in Bundeli and Hindi at broadcast times chosen by the community.

Issues being addressed

- Drought related problems affecting the area by:
 - understanding better agricultural practices and adapting to Climate Change
 - creating awareness of various farm and off-farm income generation activities
- Understanding rights and entitlements
- Water management, renewable sources of energy and eco housing
- Addressing issues through local panchayats (local self governing bodies)
- Links to finance
- Learning skills for alternative sources of income
- Key issues of health and sanitation
- Establishing market links
- Public interest campaigns
- Environmental issues to create environment awareness in the communities and build an environmentally responsible community

Radio Bundelkhand

- the first Community Radio in Bundelkhand

Perspective

Development Alternatives believes that community radio is a sustainable and interactive platform for the poor and illiterate populations to be heard and be informed. The Bundelkhand radio service caters to the interests of the communities of Orchha, usually overlooked by more powerful, privately broadcast services. The service caters to the needs of the local voiceless community by creating and broadcasting programmes of local relevance and interest while addressing their problems through infotainment. Electricity has not reached many villages, while radios have. As many are illiterate, they cannot get information from the print media, while Radio Bundelkhand as a mass medium can reach many as the community is comfortable with the language of broadcast, Bundeli. We have enough reason to believe that the radio is addressing them and their interests well.

On October 23rd 2008, DA launched the first community radio in Madhya Pradesh at TAR Agram Orchha. The Government of India has given licenses to several NGOs throughout the country to start community radios but DA is one of the first to set it up. UNESCO has supported the station by providing some of the equipment and training.

Radio Bundelkhand is located at the Appropriate Technology Centre of Development Alternatives at TAR Agram Orchha in Madhya Pradesh. Dedicated to the interests of the local rural communities, it is being jointly managed and produced by the communities living in the region of Tikamgarh district, M.P. UNESCO is DA's partner in the Radio Bundelkhand project.

The goal of Radio Bundelkhand is to enable and empower the communities, especially the women, youth and marginalised groups to take charge of their own lives.

Objectives

- to create awareness and give information on issues and encourage participation in local self governance—all based on requests and feedback from the community.
- to share solutions for fulfilling basic needs like clean water, housing, energy, agriculture and non-farm livelihoods
- to promote and preserve Bundelkhandi, the regional language of the Bundelkhand community, and its cultural diversity and to provide local entertainment based on local folk music and other folk forms



Telling their story in their own language

Reach of Radio Bundelkhand

The project provides radio services to the rural communities settled in and around our technology centre at TAR Agram. The reach of the community radio is approximately 10-15 kilometres and extends to more than 30 villages. A population of 30,000 living in the coverage area is benefiting from these infotainment-based programmes.



Development Solutions

Delivering eco-solutions

The **Development Solutions** cater to key stakeholders at each level of human aggregation in society—the individual, families and village communities, organisations and social networks. DA initiates measures for integrated rural transformation through training and capacity-building, and technical and management services.

The DA Group has identified two specialised areas - **grant-based development solutions and social enterprises** for implementation. Its Development Solutions branch - the implementation arm of DA - aims at intensifying and scaling up income, employability and well-being through community action for the fulfillment of basic needs. The Group's business affiliate **TARA** and its subsidiaries are being strengthened to provide the specialised attention required for large-scale implementation activities.

Empowering Communities: *Fulfilling basic needs and strengthening institutions*

The term empowerment is an important, highly integrative concept that signifies activities that help the most marginalised in the society - particularly women, as well as the poor and the differently-abled - by enabling them to participate effectively in family and community processes and to take decisions.

DA believes that one can feel truly empowered only if one has access to a stable income which, for the poor, comes only with a

job. Centering its focus on the poorest in **Bundelkhand in Central India**, a region that is facing the ravages of environmental degradation, DA has pursued its mission in the field of livelihoods with the firm belief that self-reliance can bring about the desired change and have a cascading impact on all the related parameters of development.

In the past 26 years, the transformational purposes of DA have resulted in empowering over five million marginalised and rural poor across India, by providing livelihoods options, demonstrating the ideal way for natural resource management, training and creating platforms and networks for facilitating interaction among people, technology, environment, services and entitlements.

DA aims to facilitate multi-stakeholder action through the **formation and strengthening of community institutions** - institutions that can demand and avail their entitlements with a special focus on women and marginalised groups. This year saw more than 350 self-help-groups (SHGs) being set up through the **International Fund for Agriculture Development** and Government of MP-supported Tejaswini project; NABARD supported SHG formation project and the **Department of Bio Technology** project.

During the year 2008-09, TLA has conducted training for the following:

1. Development Management Course for the Aravalli Institute of Management, Jodhpur (three batches)
2. Micro-Enterprise Development
3. Participation & Gender (customised for IDRC)
4. Participatory Planning, Monitoring & Evaluation (customised for Rio-Tinto)
5. Drinking Quality Water Management (three batches - Orchha, Wadi & Delhi)
6. Carbon: A source of funding (two batches - Orchha & Delhi)
7. Organisation Development (customised for Caritas Bangladesh)
8. Solid Waste Management
9. Community Radio
10. Green Buildings - Sustainable Homes



Executive training

The objective of the training vehicle of TLA is to develop a series of **capacity-building** and **training** programmes.

Partners: Indira Gandhi National Open University, IIO

“Green Jobs” can be generically defined as opportunities for decent work, which reduce the environmental impact of enterprises and economic sectors, ultimately to levels that are sustainable. The International Labour Organisation (ILO), together with UNEP, ITUC and IOE, has launched the “Green Jobs Initiative” to promote environmentally and socially sustainable employment in a climate challenged world. The demonstration projects are in India, China and Bangladesh. They seek to “contribute to identification and testing of pathways to clean development through the creation of green jobs which reconcile the goals of poverty reduction with low greenhouse gas emissions”.

Key activities:

- Under the Employability skills stream, TLA has signed a Memorandum of Understanding (MOU) with the Government of Uttar Pradesh for conducting skill-based training for the BPL (below poverty line) families in Uttar Pradesh. A pilot project launched in February 2009, in Jhansi district, will continue in the year of 2009-10.
- The training of entrepreneurs through the Smart Business for Smart people curriculum established by the Hewlett Packard Company was initiated under the Enterprise Development stream of the TLA. The training of the to-be trainers was the preliminary focus so that they could train more people down the line and enable the setting up of businesses for the rural people in Bundelkhand.
- TLA conducted a study for the International Labour Organisation (ILO). The study was titled the Skill Mapping Study of the Firozabad Glass Industry. It gave TLA the opportunity to assess the skills and skill-gaps of various target groups.
- TLA provides vocational training for the Government of Uttar Pradesh. The popular courses include security personnel, motorcycle repairing and driving. Skills that are in demand in the market like the solar energy technician or a mobile repairer are some of the areas TLA would like to focus on.

DA has also been working on the need to enhance the executive efficiency of different organisations, from NGO to government agencies and the corporate sector, as well as to sensitise them to development issues. TLA has thus been training thousands of people in fields such as corporate social responsibility, clean technology and enterprise development.



TARA Livelihood Academy

Perspective

Rural India faces two defining issues - persistent poverty and environmental degradation. This is largely because for decades this region has been outside the purview of an efficient, fair and environmentally sustainable society. DA believes that the creation of green jobs and green small-scale enterprises is the key to lifting millions out of poverty by nurturing and enhancing the productivity of human, natural and financial resources. The **objective** of TARA Livelihood Academy (TLA) is to develop a series of capacity-building training programmes for the large-scale creation of sustainable livelihoods.

The training vehicle of the DA Group formally came into existence on 1st April 2008, to address the strengthening of social capital and empowerment of citizens, through the amplification of DA's training and capacity-building activities. Created with the purpose of consolidating the knowledge gathered by Development Alternatives and developing a series of capacity-building training programmes for its dissemination, TLA's mandate is to provide **"green jobs"** to millions through skill development and enterprise support services.



Learning leadership skills

Two of the key partners supporting the Academy with DA are the **Indira Gandhi National Open University (IGNOU)** and the **International Labour Organisation (ILO)**. The training is conducted either in DA's Technology Centre at TARAGram Orcha or in New Delhi.

TLA has three activity streams:

- **Employability Skills** to enable unskilled rural youth to contribute positively to the labour force by providing them with basic skills.
- **Enterprise Development** to train the potential entrepreneurs in such aspects as making a business plan, establishing market linkages, making the enterprise commercially viable, etc.

- **Executive Focus** holds training programmes for the middle and higher-level professionals belonging to NGOs, Government Agencies and the Corporate Sector to improve management processes and encourage the executive to be oriented towards development issues. Whereas TLA focuses on the Hindi belt for most of the employability skills and entrepreneurship development programmes, the Executive Focus training is national and global. Fee-based training programmes for mid-career executives are conducted on various soft skills.

The Academy has been working since January 2009 for an 18-month **Green Jobs** Project for ILO to build capacity for creation of sustainable livelihoods on a large-scale for the demonstration of Green Jobs. The aim of the pilot project is to test, assess and develop training packages in India. The assessment work has been initiated; TLA aims to become a national and global resource promoting green enterprises and decent, environmentally friendly work opportunities.



New skills for additional income

These initiatives were aimed at building the capacity of women's SHG clusters in order to enable them to manage livestock-based enterprises in the whole of Bundelkhand. The establishment and strengthening of Mahila Mandals/SHGs for financial inclusion under the **SCDP** Wadi project, has empowered the women to take decisions on income generating processes.

Development Solutions aspire to fulfil the **basic needs** pertaining to infrastructure - specifically water, habitat, energy, information, literacy and other essential services. This is achieved by creating an enabling environment for convergent action that responds to the demand and facilitates the realisation of entitlements. Action taken in Bundelkhand this year includes over 50 rainwater harvesting structures being set up; 420 toilets being constructed; water quality monitoring in 30 villages and piped water in 10 villages; two solar energy plants being commissioned; more than 135 eco houses built; 21 villages covered under improved farming and irrigation systems and about 18,000 rural women being made functionally literate.

Objectives

A. Formation and strengthening of community institutions

By **strengthening institutions**, DA aims to create and support effective and resilient institutions such as strong and sustainable self-help women's groups and other such organisations. Important components to achieve that goal include gender integration, an enabling environment, advocacy and policy influence. The work focuses on such institutions for increasing access to entitlements guaranteed by the Central and State governments. This year has proven very fruitful in terms of empowering communities with support from multilateral institutions and the private sector.

This year's achievements

The objective of the three-year **Tejaswini project**, supported by the State government of Madhya Pradesh, is to create and support effective and resilient institutions. These efforts have resulted in the creation of 200 self-help women groups in 75 villages and put in place different kinds of training programmes aimed at women

empowerment. These groups facilitate women's access to micro-finance services, promote new and improved livelihood opportunities, provide access to functional education and facilitate women's participation in local governance.

The objective of the Rural Innovation Fund (RIF) Project is to provide the poor with financial services and help them avail of livelihood opportunities and basic habitat services. An action research project on Rural Habitat Finance sanctioned by the **National Bank for Agriculture and Rural Development (NABARD)** is catering to the needs of the communities in Niwari and Datia administrative blocks in Bundelkhand. Links have been established with the local branches of the State Bank of India for habitat finances during the project period (April 1, 2008 to November 30, 2008). Two products are currently in the testing phase: (a) integrated habitat with livelihood services, and (b) technical support-linked finance for the rural middle class. Two self-help-groups have already been formed under this project.

B. Basic Needs Fulfilment

The **Habitat** initiative aims to develop and promote systems that enhance access of the poor in villages and small towns to sustainable environment and livelihoods.

The primary strategy employed by the programme is to develop and make integrated technical, financial and management services for sustainable habitat development available and accessible to families and community groups.

The specific programme objectives are:

- (i) To strengthen supply side initiatives, i.e. improve capacities of delivery agents and managers to deliver sustainable habitat solutions
- (ii) Knowledge and Policy Support, which involves generating and disseminating information and knowledge about sustainable habitat solutions to implementers and policy makers

- (iii) To promote green jobs in habitat development, i.e. creating Sustainable Livelihoods through Habitat

The programme interventions in the area of **renewable energy** have emanated from a fundamental concern over the low performance, inefficiency and pollution of domestic cooking, lighting and space-heating solutions. The overall goal of DA for meeting rural energy demands is to ensure access to clean energy products and services for basic needs and sustainable livelihoods. The specific objectives of the green energy initiative of DA are:

- (a) Ensuring access to clean energy devices for domestic applications, e.g. cooking, lighting, etc.
- (b) Promoting viable and replicable models for renewable energy-based technologies and services
- (c) Influencing community behaviour, with a focus on awareness generation and encouraging action towards clean indoor air

The **Water Programme** of Development Alternatives aims to develop and promote systems and mechanisms that enhance access for the marginalised in rural and peri-urban areas to safe, sustainable water for all, invariably in an Integrated Water Resource Management (IWRM) framework.

This year's achievements

Almost 10,000 women and households in the region have benefited, directly or indirectly, from these programmes.

Several projects were put in place, the most significant ones being:

1. Development Alternatives, in collaboration with **Arghyam Trust**, implemented a project named **'Water for All and Always'** in Bundelkhand Region - catalysing local action. The objective of the project was to demonstrate the Integrated Water Resource Management model in five

No longer do the villagers have to finish their daily chores before dark. Shanti Devi says, "Now I don't have to cook before dusk any longer. Earlier I had to cook before darkness fell. Now my children can also study at night."



Children watch Republic Day Parade 2009 live for the first time in Rampura

The intent of the project is to demonstrate the techno-commercial viability of **'Solar Energy Service Model'**, to manage the demand and supply of energy giving priority to domestic, agriculture and commercial needs and to facilitate the growth of different energy-based sustainable livelihood models for bettering the lot of rural people.

Partners: SCATEC Solar Norway and the Community of Rampura

In this Solar Power Plant, community partnership has ensured participation of the community from the beginning. A **Village Energy Committee (VEC)** has been established, which has been hailed as a major step to enhance knowledge and skills of rural people in energy management. Local micro-entrepreneurs are planning to set up their enterprises in the village using the power supply from this plant. The CSPP has also ensured growth of the local economy, which will also enhance energy demand. It has created awareness amongst the villagers and is leading to a process of adopting energy-efficient devices like sprinklers, solar charged batteries and LED bulbs, energy saving practices, etc.

Today, the Solar Power Plant has enabled most of the 100 households to have access to electricity and energy services.



Community Based Solar Power Plant - Rampura

Perspective

The objective of the project is to demonstrate the techno-commercial viability of the **Solar Energy Service Model**, supported by **SCATEC Solar, Norway** to manage the demand and supply of rural energy, giving priority to domestic, agriculture and livelihood needs and to facilitate the growth of different energy-based sustainable livelihood models to uplift rural people. The base of this model is a strategy that DA follows, which is to mobilise the community, install the technology, establish the planned model and finally transfer the ownership of the infrastructure to the community.

DA decided to set up the first community based solar power plant in collaboration with SCATEC Solar, which gave the technology and funding for the social network provided by DA under its **Renewable Energy Programme**. Village Rampura in Jhansi district of Uttar Pradesh was without electricity since independence and education and income generation activities were at the lowest ebb.



Solar lights for the night in Rampura

Today, the children of Rampura can take advantage of the electricity to study, play, listen to the radio and watch TV in the evening, all made possible by the introduction of solar energy. "Earlier, if children wanted to study after dusk they would use kerosene lamps or use the light of the small gas flame," says Vimla. But this was never a safe solution. "Now, they have really been empowered do well in

life, as they can study for long hours", she adds.

The Rampura Community-based Solar Power Plant (CSPP) is a major step towards rural electrification in India. The aim of this project is to establish a model that is easily replicable and can facilitate a rollout of CSPPs on a large-scale across the country. The CSPP in Rampura has a capacity of 8.7 kwp and the power is distributed through a mini-grid. Use of renewable and clean energy for electricity generation has made Rampura self-sufficient in power supply.



Renewable energy for village needs

villages of two districts of Bundelkhand—Jhansi and Tikamgarh (both in Madhya Pradesh). The pilot studies of these programme were carried out in 10 villages over two years from 2007-2009, across two administrative blocks. Each village has about 120 households and a total population of around 6,000-7,000 have been able to access safe drinking water. The results of these pilot studies have strengthened the possibility of spreading the programme to all the 13 districts of the region in the next phase.

2. With the objective to create a model **eco-habitat village, Ambuja Cements Foundation**, in collaboration with Government of Punjab and DA, is supporting the project for construction of houses for 129 below poverty line (BPL) families. These are in Gagar village of **Bathinda, Punjab** under the organisation's Corporate Social Responsibility mandate. DA is responsible for the design of the houses and settlements, selecting and facilitating construction technologies, transferring

the requisite expertise to local agencies to undertake construction and periodic quality supervision. The project was completed in August 2009. Each of the houses has a rainwater-harvesting structure designed to capture 80% of the precipitation. Low cost toilets have also been provided in the houses.

3. DA is currently managing the design and implementation of a **Sustainable Community Development Programme (SCDP) in Wadi town** and five surrounding villages in Gulbarga district, Karnataka, supported by **ACC Limited** for the overall development of the community around its cement plant in Wadi. During the second year of the project, out of the target 8021 households, around 1200 (13%) households focussing on women and children were covered under various interventions.
4. **The Community-based Solar Power Plant (CSPP) pilot project** initiated by DA and supported by **SCATEC Solar, Norway**, to test the techno-commercial viability of deploying solar energy for

development in rural areas in India is a major step towards rural electrification in India. The project was inaugurated by Mr. Erik Solheim, Norwegian Minister of Environment & International Development. The aim of the Rampura project is to establish a model that is easily replicable and can facilitate a rollout of CSPPs on a large-scale across India. Use of renewable and clean energy for electricity generation has made Rampura self-sufficient in domestic power supply. Steps to boost education and income generation activities and to manage the demand and supply of energy giving priority to domestic, agriculture and livelihoods needs are being initiated by the community.

5. Green Jobs: Developing Employment Skills and Enterprises

One of the most significant steps taken by DA this year was the establishment of the **TARA Livelihood Academy (TLA)**, which formally came into existence on April 1, 2008 to amplify training and capacity-building activities of Development Alternatives. Created with the purpose of consolidating the knowledge gathered by DA and developing a series of capacity-building training programmes for its dissemination, TLA's mandate is to provide **"green jobs" to millions** through skill development and enterprise support initiatives.

The creation of green jobs on a large scale through skill development for employment and the creation of social enterprises is another area promoted and supported by Development Alternatives. India's work force is rapidly rising with some 8-9 million new entrants being added every year and currently, half of its 1.2 billion people are in the working age group. A significant proportion of the population lives in rural areas where, due to the nature of employment, there is prevalence of chronic under-employment and unemployment.

DA's **Skill Development Strategy** aims to curb unemployment and under-employment through capacity-building programmes. It is committed to the cause of social empowerment and income generation of millions of underprivileged people with the objective of creating sustainable incomes on a large scale with skill-enhancing programmes combined with innovative eco-technology targeting the most vulnerable sections of the population.

TLA's target group is youth, women (especially SHGs during start-up), farmers and other Common Interest Groups and potential micro entrepreneurs. Training of youth by TLA focuses on improving the quality of vocational training available to unemployed youth in the Bundelkhand region. It ensures that vocational trainees receive life skills training, which is critical to their success in finding jobs.

The Academy has been working since January 2009 for a Green Jobs Project supported by International Labour Organisation (ILO). The assessment work for the pilot project to test, assess and develop training packages in India has begun. TLA aims to become a national and global body promoting green enterprises and decent, environmentally friendly work opportunities in collaboration with ILO.

This year's achievements in Skill Development

Under the **Employability Skills** stream, TLA has signed a Memorandum of Understanding (MoU) with the Government of Uttar Pradesh for conducting skill-based training for the BPL (below poverty line) families in the State. A pilot project launched with this end in view in February 2009, in Jhansi district will continue in 2009-10.

In **vocational training**, TLA provides popular courses for security guard, motorcycle repairer and driver. Vocations that are in demand in the market like solar energy

During the second year of the project, out of the target 8021 households, around 1200 (13%) households were covered under various interventions:

Major achievements until second year of the project

- 326 women trained in self help group concept – leadership and book keeping training courses
- 79 youth trained under Life-skills training programmes from all SCDP villages
- 125 youth trained under Vocational training programmes
- 41 families covered under Tree based farming, seed plots
- 1200 students oriented about the CLEAN-India programme
- 33 youth trained in poultry rearing training
- 33 households supported with Improved Cook stoves.
- 61 persons trained in Wealth from waste training.



Greening the Planet

The intent of the project is to create communities that are **self-reliant** and are moving towards accelerated **socio-economic development** based on **sustainable use of natural resources** for their **lives and livelihoods**.

Partners: ACC Limited and the Communities around Wadi

model in Wadi town and surrounding five villages in Gulbarga district, Karnataka since December 2007. The three-year project has been engaging the communities around the ACC cement plant in Wadi.

The villages in and around the cement plant vary in size from approximately 400 to 2,200 households. Due to administrative and political apathy, the region has so far largely been denied effective development initiatives by the government. However, with the mobilisation of the communities by the project team, there has been greater understanding of the win-win situation for all.

For the area around Wadi and its people, sustainable development would lie in maximising the potential of its resources in such a way that economic benefits lead to improvement in the quality of life in an environmentally friendly manner, the main plank here being to neutralise the effects of cement dust.

The Programme approach to pursue the vision of **"Hariyali, Udyamita aur Sampannata"** (Greening, entrepreneurship and prosperity) is to:

- Develop a long-term perspective for sustainable community development at Wadi.
- Deliver short/medium term support to strengthen stakeholder engagement and make the commitment of ACC visible.
- Demonstrate appropriate solutions for different needs of the people and the natural environment as a means to establish mechanisms for long-term sustainable development.

Sustainable Community Development Programme - Wadi

Perspective

Development Alternatives has been working for sustainable community development for the last 26 years. It has undertaken many programmes for building upon existing strengths and opportunities and leverage additional technical resources for sustainable community development. The people of the community are the primary stakeholders; hence it is imperative that they be a part of the decision-making process with regard to identification of specific needs of the community. Also, their collective role is indispensable in the designing of solutions and systems for the proper management of the new infrastructure created. Besides, it is critical to enlighten and mobilise communities on the correct use of the infrastructure such as toilets and water purification systems so that they can derive the intended benefits from the programme initiatives and investments. Companies are also looking at developing relationships with the community for whom they have undertaken corporate social responsibility programmes. In this context, NGOs act as the bridge to ensure that the community can access more benefits under these CSR programmes.



TARA cooking stoves - reducing indoor pollution

The **objective of the Sustainable Community Development Programme (SCDP) – Wadi supported by ACC Limited** is to create communities that are self-reliant and are moving towards accelerated socio-economic development based on sustainable use of natural resources for their lives and livelihoods. The prime focus areas include building community infrastructure, setting up local enterprises, imparting vocational training and strengthening linkages with local government. The main

purpose of all these is to make the community self-reliant.

This is an interesting model designed by DA, the base of which is the convergence of the interests of the community for attaining income generation capacities and those of a company to build relationships with the community that resides around its plant and is employed by it. With the entry of an NGO, which is looking for opportunities and openings to work for the socio-economic development of the community, we get a public-private-civil society partnership. DA, in **collaboration with ACC**, has been demonstrating this



Enabling income generating opportunities

technicians or mobile repairers are some of the areas TLA would like to focus on.

The training of entrepreneurs through the Smart Business for Smart People curriculum established by the Hewlett Packard Company was initiated under the **Enterprise Development** stream of TLA. The training of the to-be trainers was the preliminary focus so that they could train more people down the line and enable the setting up of businesses for the rural people in the region.

TLA conducted a Skill Mapping Study of the Firozabad Glass Industry for the International Labour Organisation (ILO). It gave TLA the opportunity to assess the skills and existing skill gaps of various target groups.

TLA conducted several training courses that include a Development Management Course for the Aravalli Institute of Management, Jodhpur (three batches), Micro-Enterprise Development, Participation & Gender (customised for IDRC), Carbon: A source of funding (two batches - Orchha & Delhi), Drinking Quality Water Management (three

batches - Orchha, Wadi & Delhi), Solid Waste Management, Community Radio and Green Building - Sustainable Homes.

Enterprise Development

DA has an entrepreneurial rather than a voluntary approach to enterprise development. Thus, instead of waiting endlessly for government handouts, DA encourages community action and self-reliance for livelihood security.

Its Enterprise Development programme aims at promoting entrepreneurial opportunities for the rural poor. Skill development research, identifying skill gaps, providing marketable skills and enterprise training programmes, are part of DA's efforts to promote income-generating activities at the village level.

A pioneer in micro-enterprise development programmes, DA firmly believes in creating entrepreneurs by providing capacity building and doing handholding until they have the necessary links and become commercially viable. This gives previously marginalised

people an opportunity to access process of business plan making and to develop strong market links.

The year's achievements in Enterprise Development

This year, apart from the poultry and dairy related enterprises, DA helped set up spice grinding and packaging, fodder cultivation and agriculture-related small businesses.

- The **Department of Bio-Technology (DBT) Livestock Development project** demonstrated sound and modern technology-based, yet environmentally friendly and sustainable, methods of livestock rearing and fodder cultivation and enterprise management at the household level to promote livestock development among the marginalised women population of Bundelkhand. Over 500 women from different groups were trained to generate incomes by integrating stall-feeding and effective feeding methods. The women also established a demonstration-cum-service centre at Ramraja Gaushala in the Orchha cluster of Tikamgarh district. In addition to raising household incomes, the project will enable the women to give a boost to their nutritional status through dairy products consumption, and encourage the growth of eco-friendly economic enterprises.
- The **Safe Drinking Water** project aims to commercially promote the establishment of safe drinking water enterprises in rural Bundelkhand, based on a service delivery model. Product customisation, performance and validation have led to the development of the package - **TARA Water Services**. Eight entrepreneurs have been identified. Although the aim is to cover all of Bundelkhand, the current focus is on Datia, Orchha and Niwari clusters of the region.
- The setting up of water **bio-sand filters** in rural areas as an enterprise model was started this year under the **Incubation Enterprise** group. Under this pilot

project, six enterprises have been set up in the semi-arid regions of Madhya Pradesh and Rajasthan. Handholding support for demand creation and enterprise sustainability is currently being provided. The product and the enterprise package are still at the development stage and so far 40 households are using the JalTARA water filters as part of field-testing in four villages—Bagan and Rajpura in Bundelkhand and Mandore and Rainwal in Jaipur district of Rajasthan.

Other basic need fulfilment projects

The **Madore Housing Project**, funded by Council for Advancement of People's Action and Rural Technologies (**CAPART**), is a sustainable habitat project with the objective to provide a pucca house with basic amenities and community facilities to 35 tribal families in Madore village, Orchha, Madhya Pradesh. Participation of villagers is a central plank of the project under discussion. This project generated a 'subsidies loan' approach in the community. Two community halls, 20 individual poultry sheds, six solar street light poles and a motor pump were built. The rationale behind the aforesaid project was the fact that despite there being various government housing schemes, they are not sufficient to fulfil the needs of all.

The **Habitat for Humanity project** aims to establish sustainable processes to upgrade habitat conditions in rural Bundelkhand through sustainable access to appropriate technology, skills and finance for rural families who were willing to take loans as 1/3rd the component of the cost of the house construction. Around 100 houses were completed with financial help from the local bank. The project target areas were Orchha and Datia clusters. The duration of repayment, which is ongoing, is five years. We are learning lessons from the initiative and tracking the loan repayment process with the beneficiaries.

We are currently keeping track of the loan repayment process, and while at it, are learning valuable lessons from the initiative.

Salient Projects of 2008-09

Perspective

Development Alternatives has a national as well as international presence essentially through partnerships and alliances that have been very carefully established and nurtured. Such partnerships are of prime importance for the furtherance of the organisation's mandate—while partnerships with civil society organisations facilitate extensive reach to the poor, the business networks promote social entrepreneurship. Further, policy alliances have enabled its concepts, methods, tools and techniques to reach a wider audience, both nationally and globally.

The following projects are being delivered in collaboration with national/multinational agencies and government. The ultimate goal of these projects, which are based on common interest, is to bring about reduction in poverty. While we gained excellent experience in understanding the concerns of the private sector in projects supported by companies such as ACC Ltd and Ambuja Cement Foundation, we also learnt that large-scale implementation needs dialogue, particularly with the community, and policy influence from the ground to the district level. The key features in the focus projects of this year are sustainable community development, clean energy efficiency in rural areas, skill development for assured income, rural communications and climate change adaptation and mitigation. The salient projects of the year include:

- Sustainable Community Development Programme - Wadi
- Community Based Solar Power Plant - Rampura
- TARA Livelihood Academy
- Radio Bundelkhand - the first Community Radio in Bundelkhand
- Creating Awareness on Climate Change - Rural Communications in Bundelkhand



Appropriate Technology Centres
of Development Alternatives

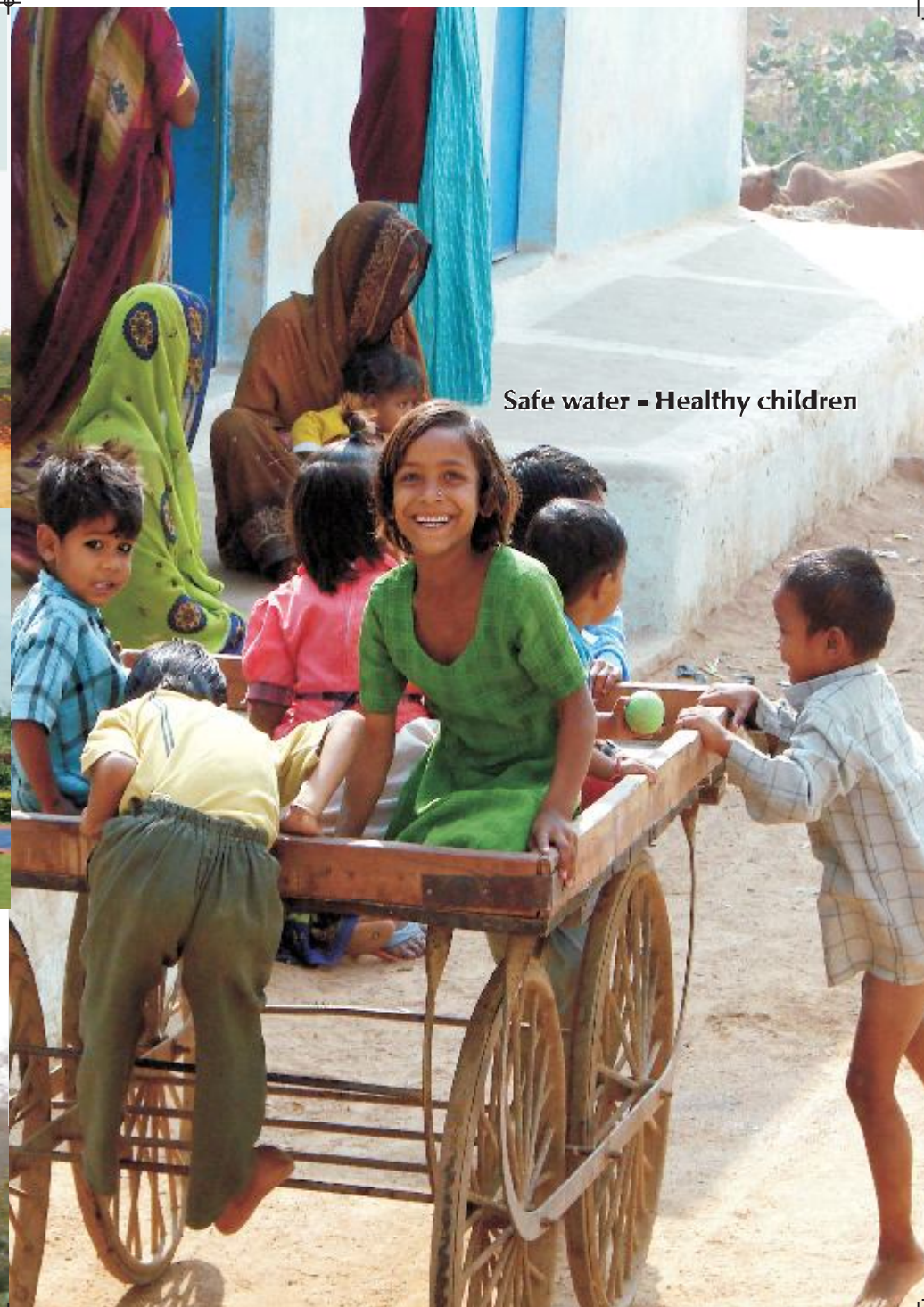
TARAgam Dalia



TARAgam Pahuj



TARAgam Orchha



Safe water = Healthy children

Communication Solutions

Sharing knowledge and influencing policy

The **Communication Solutions** assist the organisation to ensure the engagement of key stakeholders for continued dialogue through corporate positioning, sharing knowledge products of DA and influencing policy for sustainable development. This includes systematic policy research, communication and engagement with stakeholders for influencing decision-makers and, in the process, catalysing change. Its prime stakeholders being the people of Bundelkhand, this year, the communication services strategically designed climate change and development messages through dialogue on the community radio for that specific region - **Radio Bundelkhand** and through rural communication tools such as folk theatre, customised for local communities.

Dialogue and Policy Influence

Development Alternatives is increasingly engaging itself in dialogue with a view to influencing policy decisions in favour of millions of rural poor.

In so doing, DA facilitates dialogue between the community and decision-makers. The main purpose here is spreading awareness on micro-level concerns of millions of small holders, rural entrepreneurs, villagers and rural workers. The salient objectives also include fine-tuning the connection between macro-level policies and programmes.

DA has been actively involved with civil-society groups in its endeavour to support research and financial services in rural areas.

The organisation has also been a vital cog in ensuring decentralisation of policy decisions and implementation of other rural reforms.

Radio Bundelkhand: the first Community Radio in Madhya Pradesh

On October 23, 2008, DA launched Radio Bundelkhand, the first community radio in Madhya Pradesh. **Radio Bundelkhand** provides broadcasting services five hours a day in the local dialect, Bundeli, as well as in Hindi. The purpose of Radio Bundelkhand, run with the help of the local communities in the effective radius of the radio station at TARAGram Orchha, is to work along with the community and use this communication medium for enabling dialogue. This is aimed at creating awareness, disseminating information, helping people participate in local self-governance and providing entertainment—all based on requests and feedback from the community. Radio Bundelkhand airs programmes and information that are in line with the needs of the local audience, thus enabling the community to bring about social change.

The radio station is jointly managed by the community and DA. There are five community reporters and six community coordinators representing over 11 villages. The **young rural reporters**, whose capacities were developed through intensive training, decide the story line and conduct the interviews. They are also responsible for the scripting, editing, anchoring and packaging.

Dialogue with multistakeholders
- from communities to policy makers





Knowledge Communications

basin-South Asia, as the regional knowledge platform for eco habitat, delivered over 20 case studies, four newsletters, 24 Rural Observatory Alerts and information on the basin website.

It transferred knowledge on **Innovative and good practice on post - tsunami reconstruction and rehabilitation for UNDP**.

It also conducted an international conference in Islamabad, Pakistan for **policy formulation and guidelines for school safety against natural disasters**.

ENVIS

The **Environmental Information System** is a national-level information network setup to provide information related to environment by the Ministry of Environment and Forests. Recognised as an ENVIS Centre to provide information on Environmentally Sound Appropriate Technologies (ESAT) in 1984, through the website (www.daenvi.org), Development Alternatives has collaborative

links with institutions and through various query response systems to its users.

Four quarterly newsletters were published by ENVIS on the "Waste management" theme of the year. The emphasis is on collection, collation and customising information content of the portal to meet specific end-user needs. Data and information update and maintenance of DA ENVIS website is done by DA. Other appropriate technologies such as agro based food processing were uploaded this year.

Knowledge Management System - DAINET

From its inception, DA has been working towards collection, collation, storing, processing, retrieving and networking information on sustainable development issues; the advent of information technology adding to its efficiency and affectivity. DAINET has been managing knowledge as a resource and information centre of DA and serving external clients effectively.



Young rural reporters from the community

The broadcast of the community radio covers a wide range of approximately 10-15 kilometres. It means that a coverage area spanning more than 60 villages with a combined population of 45,000 is reached through the infotainment-based programmes.

Although the audience includes all the communities in the radius of the broadcast range, the actual target beneficiaries are the marginalised and poorest sections. Special emphasis is laid on women and the unemployed youth who, despite being two of the most vulnerable segments, have the potential to be veritable agents of change. To reach these groups better, **Radio Bundelkhand has appointed women and marginalised community reporters from among the local youth. The Management Committee** also has the woman head of a local self-help group as an active member.

The programmes are broadcast in adapted formats such as the use of traditional Bundelkhandi songs, folk music and natak (plays), discussions, reports, commodity prices, phone-ins, experts speak, coverage of events in villages, jokes and satire, listeners'

letters and feedback. Some of the interesting programmes are narrowcast.

Policy Influence for Rural Habitat

DA facilitates **basin-South Asia** as a regional **networking and knowledge sharing platform**.

The platform provides information and advice on appropriate building technologies to habitat practitioners. **basin-SA** has set up a base for initiating research, build new knowledge on identified themes in the rural habitat arena and identify and compile good practice.

In response to the emerging need for a distinct rural habitat policy, the Indian members of **basin-South Asia** decided to catalyse the development of a **National Rural Housing and Habitat Policy** - the first of its kind in India. As a core member drafting the Final Report of the 'Working Group on Rural Housing' constituted by the Ministry of Rural Development, DA organised state-level consultations and ensured the inclusion of critical concerns in the report submitted to the

Planning Commission for preparation of the 11th Five Year Plan.

The second draft further incorporated inputs received from various stakeholders. The final draft was formally handed over to the Government of India at the National Conference on Poverty Alleviation organised by DA in December 2007. This initiative is a remarkable example of how critical gaps between 'policy and practice' can be bridged through a knowledge-driven multi-stakeholder dialogue processes.

DA continued to take the first rural habitat policy forward after it was presented to the Ministry of Rural Development. It attended several workshops as **committee members on the Sub Committee of the Draft Rural Housing Policy set up by Ministry of Rural Development** in 2008-09.

DA decided to take the process further by influencing eco-habitat policy at the district level and for building up the capacity of Panchayati Raj Institutions. **A Lok Awaas Yatra** was conceptualised on a national scale, as a learning and sharing journey of best practices in eco-habitat which will be implemented next year.



From Dialogue to Policy influence

Communicating climate risks and adaptation measures to policy makers and vulnerable rural communities for promoting integration of adaptation strategies at district level.

In this project under the ACCCA (Advancing Capacity to support Climate Change Adaptation) project probably, **for the first time in rural India, risk communication methods were used for communicating climate change to the communities and simultaneously to the policymakers.**

The purpose of the project, funded by the **United Nations Institute of Training and Research** was to improve the understanding of policy makers and vulnerable communities on issues governing the climate change adaptation process at a district level.

This project assessed the vulnerability of the agricultural and water sectors to current and potential future climate change in order to develop and test risk communication materials through a multi-disciplinary stakeholder engagement process. **Other partners in the project were the Indian Institute of Tropical Meteorology, Pune and**



the social marketing agency - Social Direction BBDO, RK Swamy.

A communication and climate understanding assessment was done to understand the threshold of resistance to change amongst communities to the effects of climate change. From the initial baseline research, the attraction of the rural community towards mythology and religion emerged as probably the best approach to communicate the risk of climate change.

The campaign titled **Shubh Kal** or an auspicious tomorrow was developed and the communication model piloted in Bundelkhand. Several different types of climate-risk communication tools and material, including an interactive folk play, folk music, flip charts and flexi charts were created to communicate the relevant information on potential climate change risks to crop production.

The methodology deployed in the site area was a meeting and interactive session, flip charts explained by the anchor, folk theatre and a Q&A with the expert. The folk theatre performance enjoyed overwhelming

appreciation. It was a unique experience for the respondents and all claimed that they had never ever been exposed to such a communication model on a social issue.

In order to initiate collaborative action between civil society, research institutions and decision makers for identifying and implementing the measures, a workshop was organised in October 2008 at TARAGram, Orchha. The officials and policy makers were given research findings on climate change and possible adaptation measures in Bundelkhand which formed the basis for the consultations.

A small core group comprising key persons of government departments, research institutes and civil society organisations was formed and they agreed on a course of action. This was a first step towards developing a regional strategy in climate change adaptation.

The core group is headed by the District Magistrate (DM) of Tikamgarh District. The other members are CEO, Zila Parishad, Tikamgarh; Director, National Centre for Agro-forestry Research (NCRAF), Director, Indian Grassland and Fodder Research Institute (IGFRI) and Project Investigator from DA.

The project methodology and the communication tools have led to the continuation of the **Shubh Kal** campaign under the Sustainable Civil Society Initiative (SCSI) project supported by SDC.

Other Policy Influence Achievements

Some of the year's modest contributions to national policy change include:

- Integration of social and economic issues in the national State of the Environment Report and Atlas
- Public consultations and advocacy for scaling up the National Rural Employment Guarantee Scheme (NREGS); and research on alternate implementation models for NREGS.
- Research and lobbying with Ministry of Labour and Employment on opportunities for promotion of green jobs