

Section 1: Branch Overview

1. Branch Mandate:

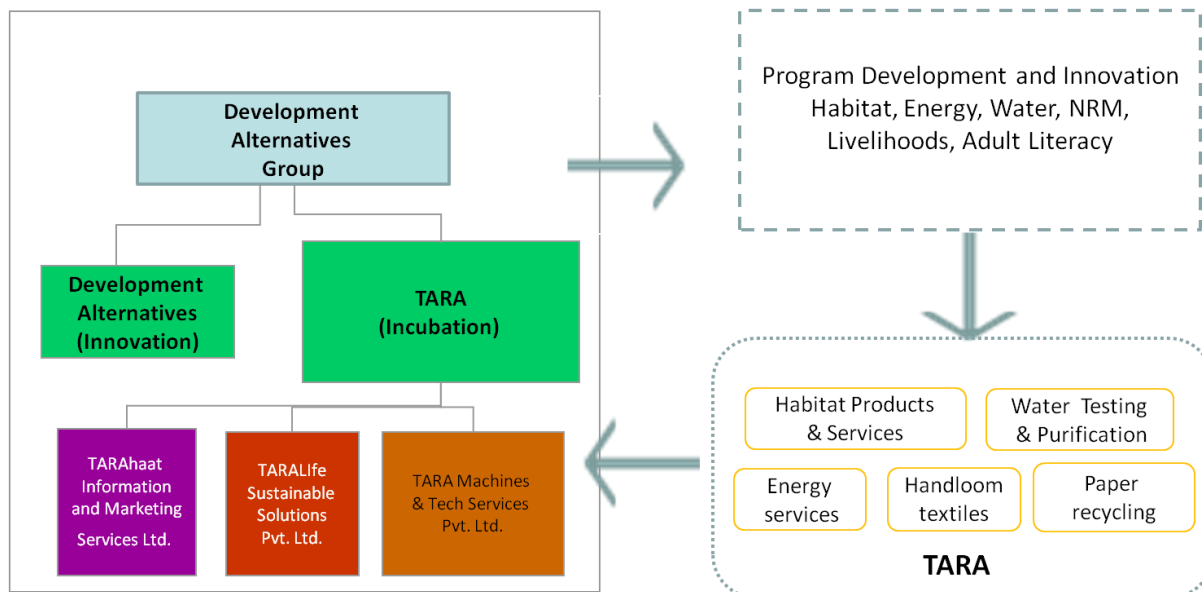
The Society for Technology and Action for Rural Advancement (TARA) was established as a “Social Enterprise” of the Development Alternatives (DA) Group in the year 1985. Since its inception, TARA’s vision has been the creation of sustainable livelihoods on a large scale, in pursuit of which, it develops and promotes “scalable solutions for people and our planet”.

TARA’s Mission -“Build capacity, incubate business models and manage processes to create economic, social and environmental value on a large scale.”

TARA’s Mandate-As an “incubation engine”, TARA's mandate is defined around impact in the areas of Employability, Entrepreneurship, Clean Technology, Basic Needs, Natural Resource Management and Institutional Strengthening. In 2014-15, a mix of projects and revenue based activities delivered a range of replicable enterprise based business models, community development packages and capacity building solutions in five sectors – Renewable Energy, WASH (Water, Sanitation and Hygiene), Affordable Housing, Waste Recycling and Livelihood Security.

2. Institutional function of the Branch:

TARA is the incubation engine of the DA group and its position in the DA group organization chart is as shown below.



3. Branch's Line of Business or Verticals:

In 2014-15, TARA consolidated its operational structure to respond to emerging client expectations in a more meaningful manner, by establishing the following business domains:

- **Sustainable Business Solutions** – Green Products & Services; Aggregation Services; Market Development Services; Tech & Enterprise Packaging Services
- **Community Development Solutions** – Infrastructure Development Services; Livelihood Support Services; Resource Management Services
- **Capacity Building Solutions**– Training Services; Organizational & Institutional Dev. Services; Sustainability Advisory Services

TARA is also incubating a number of businesses at various stages of development including:

- **TARA Livelihood Academy**- the training and capacity building arm of TARA, initiated with the aim to build capacities of individuals and organizations through skills & knowledge building, and behavioral change & awareness creation, to create Economic, Social and Environmental value on a large scale.
- **TARA Paper**-a sustainable lifestyle business catering to the market of handmade paper and other lifestyle products. In doing so TARA Paper is supporting Sahariya tribal women of Madhya Pradesh and other marginalized groups by providing them employment in the production of these products. TARA paper and products are marketed locally, nationally and globally.
- **TARAurja**- an electricity distribution company that sets up and runs micro-grids in rural areas. The company does not generate its own power, but it works with Renewable Energy Services Companies.

TARA provides support to TARAlife Sustainability Solutions Pvt. Ltd., a commercial entity set up with the aim of providing access to basic needs at affordable rates in a socially and environmentally responsible manner to those at the base of the pyramid. TARA also provides support to TARA Machines and Tech Services Pvt. Ltd. (TMTS) and entity that provides technology solutions to enterprises and delivers equipment training and hand-holding services to producers of 'green products' including building materials, paper, etc.

4. Main Client Groups:

Our main client groups include corporate, foundations and public sector undertakings and multi and bilateral.

5. Branch Assets & Resources:

TARA has a staff strength of 37 persons in managerial ranks and approximately 35 support staff. In terms of infrastructure, TARA has a head office and regional operations in Bundelkhand, a state office in Patna for TARAurja and manufacturing units for R&D in Orchha.

Section II: Review 2014-2015

1. Key Highlights:

The main function of TARA is incubation. Either directly or in collaboration with other branches, TARA also works in innovation and implementation. Evidence from work done by TARA contributes to DA Group outputs in the influence domain.

Through its work as a incubation engine TARA has made sign contributions to DA group's 6 thematic areas. These are as follows:

TARA

Basic Needs Fulfillment	<ul style="list-style-type: none">• 1279 households electrified• 377 enterprises linked with electricity• 115000 children reached through the WASH in schools initiative• 500000 children reached through awareness in WASH• 216 women made literate
Institutional Strengthening	<ul style="list-style-type: none">• 21 SHGs, collectives and committees formed for revenue collection under off grid household electrification• Partnerships established with 9 community based organizations, 16 business networks and 4 policy alliances
Enterprise Development	<ul style="list-style-type: none">• 44 enterprises set up of which 33 are women run enterprises
Employability	<ul style="list-style-type: none">• 6969 skills enhanced• 5442 jobs created
Clean Technology	<ul style="list-style-type: none">• 42635 tonnes of carbon saved (through village electrification and other programmes)• 204 tonnes of waste utilized• 720065 tonnes of soil saved
Natural Resource Management	<ul style="list-style-type: none">• 66 acres of land irrigated using solar water pumps

TARA's contribution to the 4I's can be summarized as follows:

i. Innovation:

TARA on its own and with some support from the Innovations Services Branch (ISB) has initiated work in the development of low cost sanitary napkin technology & napkins, load limiters for off grid rural electrification (micro-grids). In the year 2014-15, TARA has also designed models for off-grid household electrification (using picogrids) and a micro-franchising model for supply of point of use water disinfectants, sanitary napkins, etc. for the provision of basic needs to the base of the pyramid. In addition, this year has seen the development of new executive training packages in the sector of CSR, WASH, Renewable Energy, etc.

ii. Incubation:

TARA's key deliverables in the incubation space are in the form of outputs for each of its domains. This is outlined below.

- **Domain 1-Sustainable Business Solutions:** Enterprise Packages, Business Models, Market Systems
- **Domain 2-Community Development Solutions:** Infrastructure Development Models, Livelihood Models, Resource Management Packages
- **Domain 3-Capacity Building Solutions:** Training Systems, OD& ID Packages, Sustainability Management Packages

More details on each one of these are highlighted in other parts of the report.

iii. Implementation:

Along with Development Solutions Branch (DSB) and other implementation partners, TARA has provided access to electricity to households and enterprises, literacy programmes for women and access to water sanitation and hygiene infrastructure to school children and communities surrounding these schools

iv. Influence

With the support of Communications Solutions Branch (CSB) of the DA group, TARA has influenced children and communities through awareness on water Sanitation and hygiene and rural electrification. With CSBs support TARA has also released a number of knowledge products and behaviour change tools that can be packaged for scale.

2. Key systems and Tools designed to support work under Innovation, Incubation, Implementation, Impact and Influence

In the year 2014-15 the key systems and tools developed are as listed below:

A) Implementation:

- **SPEED:** Under the SPEED project, a micro-enterprise identification methodology, packaging tool and monitoring and tracking tool has been developed. A training product on Micro-enterprise Development & Customer Awareness, Acquisition and

Retention has also been developed. These tools can be used for other Renewable energy projects.

- **DST i-STED Project:** Under this project an entrepreneur selection tool, a site/ geography selection tool and a comparative analysis tool for value chain mapping of each sector i.e. Paper Recycling, Building Material and Briquetting was developed which will come in handy for the implementation of other enterprise development projects.
- **SIYB-** Under the Start and Improve Your Business programme the tools developed include Trainee entry card for screening and selection of the trainees, Training Manuals & business plans and Training Games.

B) Influence

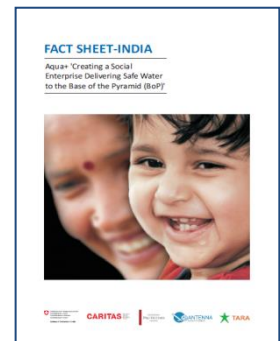
- **CSR-** Five concepts were productized. This included 'Literacy to Self-Reliance', Integrated Village Development, WASH in Schools, Access to Energy and Livelihood Creation for Youth / Women. The productized concepts are currently being used to multiply and replicate TARA's work in the community development solutions domain.
- **SPEED-** A Monthly bulletin and a quarterly e-newsletter on the SPEED project and the RE sector were developed.

3. Knowledge Products

The knowledge products developed in the year 2014-15 to:

i. Showcase TARA's work under Sustainable Business Solutions

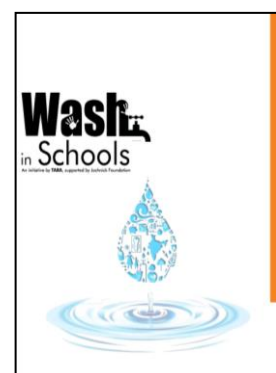
- a) **Aqua+ Fact Sheet-** A fact sheet on 'Aqua+ Creating a social enterprise delivering safe water to the BoP' was prepared to capture the pioneering work of Antenna Technologies, TARA, its partners and community groups working on ground in the provision of Aqua+ 'a safe drinking water solution' to the base of the pyramid. The document captures the evolution, critical success factors, the key elements for the success of the initiative and the pathway for scale.



- b) **Virtual Cluster Paper-** A document was prepared for the Ministry of Small and medium Enterprises that defines the concept, vision and opportunities of the Virtual cluster initiative launched by Gol in March, 2014. The document illustrates the opportunities of the Virtual Cluster concept for SMEs, Bank and Financial institutions, academic institutions and Central and state government and how it can act as a key to national industrial eco-system development.

ii. Enhance efficiency in Community Development Solutions

- a) **WASH in Schools Brochure-** This brochure is a capitalization document that summarizes the WASH interventions that we have



carried out in 100 schools under the Jochnick Project in U. P and M.P. The document captures the overall approach, key highlights and achievements and case studies of transformation brought about by the project. The document will be a means to attract more funding and replicate the initiative in more schools in the country.

- b) **CDS Brochure**-A brochure on community development solutions has been developed as a marketing tool, with the purpose of sharing information on the kind of community development activities that TARA undertakes, primarily as CSR programmes and projects. It briefly describes six different concepts, ranging from adult literacy, to livelihood, to village development and waste-to-wealth.



iii. As tools for Capacity Building

- a) **DRE Training Kit:** Under the SPEED Phase I project, 2 training kits were developed for:
- **Customer Acquisition Awareness and Retention-** targeting cluster team managers, field supervisors and local CSO teams who work in the area of Decentralised Renewable Energy (DRE) space in India.
 - **Micro-enterprise Development Training for Rural Entrepreneurs-** a management training programme with a focus on helping entrepreneurs in DRE to start and improve small businesses thereby increasing opportunities for employment in local economies.

This kit contains an agenda for a two-day training programme on aspects of Customer Awareness, Acquisition and Retention, tools and methods which can be used to engage with rural customers along with other supports such as, one pagers, presentations and group discussion topics for audience engagement.

- b) **Behavior Change Toolkit:** Under the Jochnick project a behavior change toolkit was developed for WASH in Schools programme-consisting of the communication strategy, Tools for branding and visibility and other paraphernalia for outreach.

4. Outcomes of Project Review by External Agency

A third party validation of the Jochnick Project was carried out with the objective of assessing the outreach of the implementation and awareness related outputs of the project. The project outputs including-WASH infrastructure installed and student led awareness campaigns were evaluated on parameters like appropriateness, quality, user friendliness and impact. Recommendations were provided which was shared with the funder and will be incorporated in future WASH in schools projects carried out by TARA.

As a grantee of The Rockefeller Foundation, the SPEED project also underwent a review process. The major objective in performing grantee review was to produce valuable feedback and recommendations both for the Foundation and TARA focused on financial matters and deliverables in the grant agreement. The focus of the external review was on: appropriate use of grant funds, completion of deliverables, substantiation of expenditures, financial systems and controls and adherence to financial plans and budgets.

5. Summary for projects completed in 2014-2015

The projects completed in the year 2014-15 under Sustainable Business Solutions included:

Smart Power for Environmentally Sound Economic Development (SPEED) (Rockefeller Foundation)

Smart Power for Environmentally Sound Economic Development (SPEED) an initiative of the Rockefeller Foundation (RF) facilitates enhanced access to affordable energy services, particularly electricity, from clean energy sources, in underserved regions of the country, thereby improving the quality of life and enhancing livelihood security. SPEED aims to foster an approach to deliver power in rural areas through a decentralized renewable energy system by leveraging an anchor load such as cell towers to ensure business viability while creating economic opportunity and mitigating poverty. The long-term goal of SPEED is to contribute to positive impact on the lives of poor and vulnerable populations by providing clean energy to rural communities, thereby improving the quality of life and enhancing livelihood security. Scalability of the SPEED model is contingent upon the ability of actors within the SPEED “Ecosystem”, most notably renewable energy based power plant operators, to establish and sustain viable service delivery models.

Those projects completed under *Community Development Solutions* in the year 2014-15 includes:

Assurance of safe drinking water and sanitation facilities in 100 schools (Jochnick Foundation)

The Jochnick Project “assurance of safe drinking water and sanitation facilities in 100 schools” was completed in August, 2014. The project covered 110 schools across 7 districts in two states of U.P. & M.P. The project aimed at providing clean drinking water and sanitation facilities to school children, especially girl students. The project has been able to reach out to more than 100,000+ students by way of providing clean drinking water facility to around 115,000 students and access to sanitation facilities for more than 78,000 girl students.

Literacy to Self Reliance-Phase III (Noida Power Company Limited (NPCL)

The Phase II project of ‘Literacy to Self-Reliance’ (Empowering women for augmentation of child education) upon its success in six villages of Greater Noida, namely – Bilaspur, Kanarsi, Sakipur, Bisrakh, Sunpura and Bhanauta, moved on to Phase III – ‘Literacy to Self-Reliance’: Leading Change through Empowerment. The overall objective of phase III was to capitalize on the efforts of the work done in Phase I and Phase II villages (7 villages) by further engaging with

the women groups and replicate the 'Literacy to Self-Reliance' Concept in another six villages. The project was executed over a period of one year (January to December 2014) in 12 villages of Greater Noida. It aimed at ensuring basic literacy, enhance employability opportunities and securing jobs through training and capacity building for women. Phase III of the project was implemented in two stages: Capitalization & Growth Phase and Replication Phase.

Setting up of a model paper recycling facility [Central Mine Planning and Design Institute Limited (CMPDI)]

The objective of the project was to set up a model paper recycling facility in CMPDI Premises, Ranchi to strengthen their social development initiatives and recycle and reuse the waste paper generated in the campus. The paper recycling plant has been successfully commissioned. The unit provides jobs to 8 people. About 1 tonne of waste have been recycled till date.

6. Strategic Partnerships Established

The key partnerships built this year included:

- **Ministry of Small and Micro Enterprises (MSME):** During the course of the year TARA has been forging partnerships with MSME for enterprise development of micro and small enterprises. TARA has been a strong knowledge partner and nodal agency in development of agri-based clusters. TARA for the MSME has also developed the concept of creating virtual clusters transcending physical barriers with the potential to create jobs through critical support throughout the lifecycle of an enterprise.
- **PAANI:** During the year TARA strengthened its strategic partnership with PAANI, a leading NGO of Central and Eastern Pradesh. TARA with the help of PAANI carried out rural electrification under SPEED and a WASH infrastructure and awareness programme for Jochnick Foundation. PAANI was also involved in promoting Aqua+ as a affordable, user-friendly solution for purification of drinking water. In December 2014, TARA Livelihood Academy initiated a collaboration with PAANI on training programmes for livelihood security and skill building for which PAANI received support from Sir Ratan TATA Trust.
- **Tata Institute of Social Sciences & The P&P Group:** TARA has entered into a unique tri-lateral organizational arrangement with the P&P Group and Tata Institute of Social Sciences (TISS). This arrangement is to take high quality programmes in Organization and Institutional Development (ODID) space to NGOs and other organizations involved in large development programmes. Tata Institute of Social Sciences (TISS), an internationally reputed institution and a centre of academic excellence. The School of Management at the Institute has a dedicated Centre for Social and Organizational Learning. The P&P Group, a highly respected management resource centre located in Bangalore, dedicated to the task of facilitating organizational effectiveness through an integration of applied research, organizational consultancy and training in management practice.

- **Yale School of Management:**TARA's Micro Utility Business - TARAurja - is working with the Yale School of Management (SOM) Team on a collaborative project till mid-March to answer key questions for the business.
- **Training & Capacity Building:** In this financial year TLA has successfully continued the association with Marico Ltd. under Marico Innovation Acceleration Program Award for accelerating its services in the newer geographies. Further, Mastek Foundation is helping TLA in strengthening its ICT backbone to manage the large scale operations through database management and MIS. The Project approval committee of NSDC has approved TLA's non-financial proposal. Now TARA-TLA will become the NSDC partner to contribute more effectively at national skills building mission. Partnership have also been built / strengthened with Marico, Innovation Alchemy, USHA, NABARD, DPIIP, IWMP, Kwaliti Walls, NPCL, GAIL, HUL, Linde, Fullerton, Sodexo etc.

7. Human Interest Stories (2014-15)

The 3 human interest stories for the year 2014-15 are as provided below.

Assurance of safe drinking water and sanitation facilities in 100 schools (Jochnick Foundation)

Karishma, a 14-year student of Kissan Intermediate College, Varanasi, lives in a small village Asab. Under the Jochnick-TARA WASH in Schools Initiative, a Jal-TARA filter was installed and a three-seat toilet was refurbished in her school. From a quiet and introvert girl, Karishma is now leading the WASH assessment in her community. She found poor levels of personal hygiene among women and children, as majority of them were not even washing their hands with soap after defecation. The menstrual hygiene training has given her an understanding of the kind of long-term impact poor menstrual hygiene can have on a woman's health.



Inspired by what she had learnt, Karishma, along with her four friends, have formed a cleanliness group. They go door-to-door to create awareness about good hygiene practices. Karishma and her friends have also conducted a "NukkadNatak" (street play format) on health impacts of poor hygiene practices. There are small, albeit noticeable, changes that can already be seen in the community. As a result of Karishma and her friends' efforts, women in Karishma's neighbourhood now wash their hands and some toilets have also been constructed in the community. Motivated by the results, with the village Panchayat's support, they have

started organizing monthly meetings to create awareness about different WASH issues. According to Karishma, the best outcome of her initiative is that her mother Ramvati, proud of her daughter's initiative, for the first time in her life has started using a sanitary napkin instead of a cloth.

Literacy to Self Reliance-Phase III (Noida Power Company Limited (NPCL)

This is the success story of Ms. SavitaJatav of Sunpura Village, GautamBudh Nagar, Greater Noida. It describes her journey and experience of the 'Literacy to Self-Reliance' programme and how it has been a turning point in her life. Today, she is not only using the acquired skills for enhancing her quality of life, but is also an example for other women in her village.



Savita was just another ordinary woman in her village at Sunpura, till she enrolled for the 'Literacy to Self-Reliance' Project, run by Technology and Action for Rural Advancement (TARA) with support from Noida Power Company Ltd (NPCL) in 2012-13, and today is the only women entrepreneur of her village.

Prior to undergoing the programme, her husband was the sole breadwinner of the family; a driver by profession. But Savita certainly wanted to give her children a better life. This programme therefore, came as a boon in her life. Upon completing the entire programme, she began with a few tailoring orders from home, and later felt that she wanted her own store. Savita shared her dream of opening a boutique, when TARA with NPCL's support again approached her village in 2014.



TARA up-skilled Savita by providing her with advanced training on stitching and tailoring. A month later, she opened her own Stitching and Tailoring Center – PratiGya Ladies Tailoring Center, named after her daughter. She receives three to five orders daily, for which she charges Rs. 100-120 per suit. Her family income has increased by more than Rs. 6000 per month.

Savita wishes that projects like 'Literacy to Self-Reliance' should come to each and every village and every woman and young girl should enroll in it. As quoted by Savita – *"I thank NPCL and TARA for all their efforts. I was scared and lacked the confidence, but thanks to TARA team for believing in me and trusting that I could do this"*.

Aqua+-DhoBoondhokaJadhu

ShajiThattayil, a retired technician from Pathanmthitta, Kerala, always thought that the water that he and his family consumed was safe, till one monsoon when his wife got hospitalized with complaints of stomach ache, diarrhoea and vomiting. He attributed it to food poisoning for a long time till he noticed a pattern in its occurrence. He took a sample of the water that the family consumed and got it tested at a local lab and it confirmed the presence of bacteria that when validated with lab culture examinations proved to be the cause for concern. It was at this time that Shaji met a representative from TARA alongwith a personnel from a local organization who introduced him to what according to him is a “Magic Drop”, a 50 ml bottle by the name of ISS JalSuraksha. In Shaji’s words: “They told me to put 2 drops of the solution in one litre of water, wait for half an hour and the water will be safe to drink. I did not believe them when they told me this, but then I thought the product does not cost much, it is only Rs. 30 and has been accredited for use by laboratories in India, so I decided to give it a shot. They even demonstrated its benefits using a water testing kit. The first time I used it, I found an amazing difference in the way the water tasted. It did not taste hard anymore. It tasted like mineral water that we buy from markets, not to mention at exorbitant prices. I bought it regularly from the same local organization. Within the first 3 months of use, I noticed a massive change in my wife’s health. She did not fall ill anymore. Our household medical expenses have reduced with time adding to savings in income. As a product, it is convenient to carry, and therefore an ideal solution for even one’s travel needs. All in all I am very happy with the product. I have even recommended it to my friends and they have experienced the same results. I am very thankful to TARA for introducing me to the product”.



Shaji’s household is one among the 110,000 households in India who are enjoying the benefits of Aqua+ (productized as ISS JalSuraksha in Kerala). The number of households benefitting from the product is increasing everyday thanks to the work of TARA and its partners.

SPEED intervention at Fakirtoli - lighting communities

Fakirtoli, district Saran, Bihar is one of the classic sites of SPEED initiative. The site is a combination of households and large market area with diverse micro-enterprise rolling under deficit due to power crisis. The site was previously served by local Diesel Generator Operator’s electricity running parallel to power starved government infrastructure. The DG Operator previously serving the village provides electricity to the local market area enough for serving the lighting and charging needs of the entrepreneurs.



A solar power plant of capacity 14.4 kWp has been installed. The plant is serving 64 household, 42 shops and 11 enterprises. The plant is serving customers like flour mill owner which are in immense need of power for running their day-to-day business. The SPEED initiative has piloted various technological advancements at the sites which are now replicable at other SPEED sites too such as sms based revenue logging system , load limiters etc.



The customers in Fakirtoli are finding the service useful as some households do recognize the need of lighting service at home giving extra time in evening for their children to study, charge their mobiles at affordable and reliable source and also find power useful as entertainment is now at their door step. One of wealthy homeowner quoted saying- *“My kids can study, we get entertainment and our phones are now charged reliably. I could use more power but that will be expensive.”*

One of our customers, Bank Manager was quoted saying – *“With coming of power at my door step, I get 60% more customers coming to my bank which translates to more revenue.”*

8. Media Coverage(2014-15)

The Newspaper clippings highlighting the media coverage for the year 2014-15 are highlighted below.

Literacy to Self Reliance-NPCL Phase III



Assurance of safe drinking water and sanitation facilities in 100 schools (Jochnick Foundation)

Students to create awareness on sanitation, hygiene in UP

WASH AMBASSADORS Global think tank mobilizes students from 50 schools in Mirzapur, 30 in Faizabad, 20 in Varanasi and 8 in Jhansi

HT Correspondent

✉ reportersdesk@hindustantimes.com

LUCKNOW: School students in Uttar Pradesh have now decided to spearhead the movement to create awareness on clean drinking water, proper toilet facilities and hygiene needs of children. For this purpose, 1000 student ambassadors have been mobilized in four districts of the state after a two-year-long WASH (Water, Sanitation and Hygiene) in Schools Programme in the state.

One such ambassador is Karishma, a 14-year student of Kissan Intermediate College (Varanasi), who hails from a small village Assab. From a quiet girl sitting in the corner at the beginning of the campaign, Karishma is now leading the WASH assessment in her community. Karishma and her four friends have formed a cleanliness group. They go from door to door to create awareness about good hygiene practices.

Motivated by the results, with the village panchayat's support they have also started organising monthly meetings to create awareness about different WASH issues. This has been made possible by the



■ Garbage strewn around near crossings is the order of the day. (Left) Passengers don't even spare the platform sheds and spit on them.

DEEPAK GUPTA/HT PHOTOS

NGOs like People's Action for National Integration (PANI) and Society for Social Action and Research (SSAR) were also involved in the project.

The idea of preparing young ambassadors is going to have significant impact towards creating awareness at the household and community levels. Each child can effectively reach and influence 50 individuals in her/his community, essentially reaching about 10 households. With over 60% of India's population lacking access to sanitation facilities, the ripple effect created by children in schools can be very effective in creating a healthy, gender equal and developed India.

participation of teachers, students and grass roots NGOs in WASH in Schools Programme of Development Alternatives (DA), a global think tank.

These young ambassadors were appointed after a two-year project intervention in 108 schools of three districts of Uttar Pradesh. These include 50 schools in Mirzapur; 30 schools in Faizabad, 20 schools in Varanasi and 8 schools in Jhansi.

SANITATION CHALLENGE IN SCHOOLS

According to the National Family Health Survey, in India, out of the approximate 0.63 million rural schools, only 44% have water supply. A majority of the schools in India lacks basic sanitation facilities; only 50% of government schools have toilets and four out of ten government schools do not have separate toilets for girls.

In UP, only 75% schools have separate toilet facilities for the girl child and only 30% of the toilets are 'usable'. A majority of schools not only carries the risk of disease, but also risk of sexual harassment due to existing gaps in sanitation infrastructure.

"By supporting good health, hygiene and dignity at this formative stage in a child's life, there can be several positive outcomes like reduction in drop-out rate especially of girl children, promoting gender equality by fostering a sanitation structure for the girl child and sensitising the community to take action towards demanding safe water and toilet facilities. Educational achievement is closely linked to school attendance. School attendance for girls, particularly after puberty, is in turn greatly influenced by the availability of functioning toilets and sanitation facilities. This is basic right of every girl. Moreover, as studies have shown, a 10% increase in female literacy can contribute as much as 0.3% additional growth in the national economy," says Zeenat Niazi, vice president, Development Alternatives.

WASH in School programme fosters a behaviour change supported by availability and accessibility of appropriate infrastructure.

SCHOOL ATTENDANCE FOR GIRLS, PARTICULARLY AFTER PUBERTY, IS IN TURN GREATLY INFLUENCED BY THE AVAILABILITY OF FUNCTIONING TOILETS AND SANITATION FACILITIES. THIS IS BASIC RIGHT OF EVERY GIRL.

ZEENAT NIAZI, vice president, Development Alternatives

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You can be part of the My City My Pride Campaign. Valuable suggestions, ideas, photographs, one-liners, etc can be sent to us at saron@hindustantimes.com

9. Key Shortfalls in the execution of the Branch mandate for the year 2014-2015.

The key shortfalls in the execution of branch mandate for the year 2014-15 have been listed below.

- Inadequate BD effort
- Inadequate communication between teams
- Insufficiently resourced projects/limited team strength-leading to delays in project deliverables
- Improper planning leading to unforeseen delays in execution
- Centralized decision making slowing down work
- Solutions not packaged slowing down delivery on ground
- Lack of competency on the implementation front resulting in lag in implementation
- New Joinee taking time to get up to speed with reference to work in projects resulting in minimal inputs in the first 3 months of joining

The future plan taking the shortfalls into account has been outlined below.

- Domain level consolidation of leadership, planning, setting of performance targets and review
- Clear association of people to domains and ensuring financial discipline by allocating TARA's management resources to revenue earning work
- Ramping up BD efforts by top down target setting ensuring everyone has a BD target to achieve, domains to be given a BD target which will then trickle down to an individual level BD target
- Consolidation of work at the project level in the form of capitalization documents that can assist in business development
- Workshops for team building & communication enhancing flow of information and efficiency at the team level
- Monitoring of work on packaging of solutions at the domain level to ensure timely delivery
- Hiring of managers with implementation competency to ensure projects are implemented quickly
- Appointment of new staff as executive assistants to the CEO and Vice President of TARA within the first 3 months of joining to get them on board quickly

2a. Learnings (500 words each)

- a. Substantiate – Building Blocks
- b. Business Development
- c. Operational (Project Management)

a. Building Blocks

TARA's strategic orientation for growth in the year 2014-15 was organized around 4 key building blocks. This included:

- 1) Geographic Focus- wherein the focus was to intensify TARA's work in Bundelkhand and to increase our footprint in U.P and Bihar.
- 2) Corporate Engagement as Areas of Acceleration: This year TARA planned to accelerate corporate engagement by pursuing business development across 3 client segments. This included:
 - PSUs- The focus here was to replicate the GAIL & NPCL success in the space of integrated village development and *Literacy to Self Reliance* with other PSUs.
 - Foundations-TARA pursued projects in the space of WASH and Renewable Energy
 - Private Companies: With this group of clients TARA carried out business development for projects with sustainability mandates e.g. Green Value Chain Development
- 3) Business Incubation-To strengthen our work in business incubation, TARA's focus this year was to develop the enterprise development portfolio and strengthen business incubation through vehicles / platforms
- 4) Partnerships for multiplication- TARA extensively engaged with NGOs and CSOs for implementation

Some of the key achievements recorded this year were owing to efficient planning, adherence to delivery with strong focus on execution. Achievements in Domain 2 largely owed to focus on multiplying BD efforts through repeat clients. Also the existing projects and the CSR training programme helped in increasing the visibility of our work.

Some of the key learnings and the way forward that have come out of the projects this year have been documented in Section II. 9.

Section III: Financial and Project Track Report

TARA's financial performance for the year 2014-15 was not as expected. Against an overall budget of Rs. 1950 lakhs, the deemed achievement will be only Rs. 977 lakhs. A major shortfall was seen in projects where only 630 lakhs of work was completed against a budget of 1410 lakhs, primarily on account of less than expected business development in the area of CSR projects (signing of which was delayed in many cases e.g. Alstom was a 450 lakh project).

Another reason for the drop in financial performance was the lack of business development in the Sustainable Business Solutions domain. On the part of business units, 251 lakhs was achieved against a target of 540 lakhs primarily on account of serious delays in the roll out of TARA MuB projects, inadequacies in management of the TARA paper business and a moderate shortfall in the earnings of TLA.

Steps have already been initiated to ramp up business development and institute greater financial discipline in which TARA's management resources are more explicitly allocated to revenue earning work. In this context, it may also be noted that considerable investments were made in adding to staff strength, the dividends of which will be visible in financial year 2015-16.

Table 1: Project Expenditure Projections FY 2015-16

SI. No.	Description	Amount		
		Target Budget 2014-15	Deemed 2014-15	Budget 2015-16
1	Personnel	540	250	545
	a. Actual Salary	360	360	365
	b. Institutional Development Funds	180	(110)	180
2	Travel	108	109	125
3	Capital	48	13	70
4	Other Direct Costs	666	236	520
5	Institutional Support Costs	48	22	40
	Total	1,410	630	1,300

Table 2: Projects & Business Projections FY 2015-16

SI. No.	Description	Amount		
		Target Budget 2014-15	Deemed 2014-15	Budget 2015-16
1	Projects	1,410	630	1,300
2	Business	540	251	680
a	Paper	240	75	220
b	TLA	240	150	300
c	TEMF	40	20	40
d	MUB	20	6	120
3	Facilities and Services	133	96	120
	Total	2,083	977	2,100

Table 3: Turnover FY 2015-16

