

Annual Report
2016



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October, 2016

ORGANISATION AT A GLANCE

Society Registration

Society Act XXI of 1860

Registration No. S/15240

FCRA : Section 6 (1) (a) of the Foreign Contribution (Regulation)
Act 1976 (FCRA Reg. No. 231650722)

Vision : To create Sustainable Livelihoods at Scale

Goal : Build capacity, incubate business models and
manage processes to create economic, social and
environmental value on a large scale

Society for Technology and Action for Rural Advancement

B-32, Tara Crescent, Outub Institutional Area

New Delhi 110 016

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Contents

MESSAGE FROM THE CHAIRMAN	i
PARTNERSHIPS	iv
HIGHLIGHTS	vi
OVERVIEW	1
a. Strategic Thrust Areas for TARA	
b. Sustainable Business Solutions	
c. Community Development Solutions	
d. Capacity Building Solutions	
e. Business Initiatives	
f. Case Studies	
g. Stories of Change	
COMPLIANCE	vii
a. Board of Directors	
b. Auditors' Report	



Chairman's Message



Sustainable Development means building human capacities to enable people to make choices that reflect their own realities, capitalize on the knowledge, skills and resources they have been endowed with and help fulfill their aspirations. We at the Development Alternatives Group, are dreamers and we dream BIG with our eyes open, our feet firmly on the ground, our arms stretched wide to receive new ideas and our head held high with dignity of lives well led. We believe in thinking holistically and designing solutions systematically rather resorting to commonly used narrow, sectoral, silo-based approaches for decision making; and a much greater commitment than in the past to a future that is secure, fulfilling and sustainable for all.

Technology and Action for Rural Advancement (TARA) is the incubation engine of the Development Alternatives Group. It promotes micro enterprise based green business solutions, manages a broad spectrum of community development processes and invests heavily in capacity building of youth, women and development practitioners to address economic, environmental and social challenges faced by the poor.

Initiatives taken by TARA span work in the areas of Energy, Water, Sanitation and Hygiene, Affordable Housing, Recycling and Livelihood Support Systems. During the last year, TARA re-designed its operational structure to respond to emerging opportunities and client expectations in a more meaningful manner. New partnerships have been established with large corporations to accelerate work in the fields of literacy, skill development and entrepreneurship.

In the last year, through its flagship projects like Smart Power for Environmentally-sound Economic Development (SPEED) with The Rockefeller foundation, 'Hamari Urja' with the Coca Cola India Foundation and 'i-STED' with the National Science and Technology Entrepreneurship Development Board, Government of India, TARA has built evidence that will support the adoption of rural electrification models, water purification solutions and waste-to-wealth packages at scale.

The future of India will be built on the basis of decisions we take today, on the values we ascribe to all life and nature; on our shared understanding of the definition of development and modernity and on the indicators we use to measure our progress. The technologies we choose, the economic instruments we use and the institutions we form will determine whether the virtually limitless strengths of our people and a resource base that is in desperate need of resuscitation are able to provide for future generations. The future is ours to make.

“Transition to a greener, more equitable economy and society is neither going to be easy nor simple. With having chosen the path, strategic levers of change will need to be identified such that we are able to manage the trade-offs and convert them into synergies”


Dr. Ashok Khosla
Chairman



Partnerships





HIGHLIGHTS

Livelihood Generation



4720+ youth & women trained and linked with livelihoods

16 women employed through 4 Mahila Vidyut Mandals

Energy Driven Change



2500+ households & shops provided with access to energy, 300 local business strengthened; 130 acres of land irrigated

Clean cooking fuel made available to communities

Behavior Change in WASH and Energy



45,000+ individuals outreach through Behavior Change & WASH and energy awareness campaigns

Women at the Forefront



Representation at the UN Women in the World Conference and Paul Polman, (CEO of Unilever) at HUL-TARA Haridwar Skill Centre with women entrepreneurs

Waste to Wealth



Lifestyle Product line through use of r-PET yarns launched

Capacity Building of 11 women weavers on TARAlooms

Multi-stakeholder green enterprise Mela conducted – 65 participants



Overview

The Society for Technology & Action for Rural Advancement (TARA) is a "social enterprise". Part of the Development Alternatives Group, it's vision is the creation of sustainable livelihoods on a large scale, in pursuit of which, TARA develops and promotes "scalable solutions for people and our planet". TARA has pioneered the concept of business like approaches for eradicating poverty and conserving the natural resource bases. Over the years, it has built up a global presence in the fields of green economic development, social equity and environmental management. It has also acquired a strong reputation as an incubator of technologies and delivery systems for basic need fulfillment, green entrepreneurship, community building and capacity building

TARA's vision is to create sustainable livelihoods on a large scale

TARA is the "incubation engine" and its mandate revolves around impact in the corporate thematic areas as defined by the Development Alternative Group i.e. Employability, Entrepreneurship, Clean Technology, Basic Needs, Natural Resource Management and Institutional Strengthening. In the year 2015-16, through a mix of projects and revenue based activities, TARA delivered a range of replicable solutions in the central part of India in states of Madhya Pradesh, Uttar Pradesh, Bihar, Delhi, Uttarakhand and Chattisgarh.

During this year, TARA's work was organized across the following 3 domains:



Green Products & Services
Aggregation Services
Market Development Services
Tech & Enterprise Packaging Services



Infrastructure Development Services
Livelihood Support Services
Resource Management Services

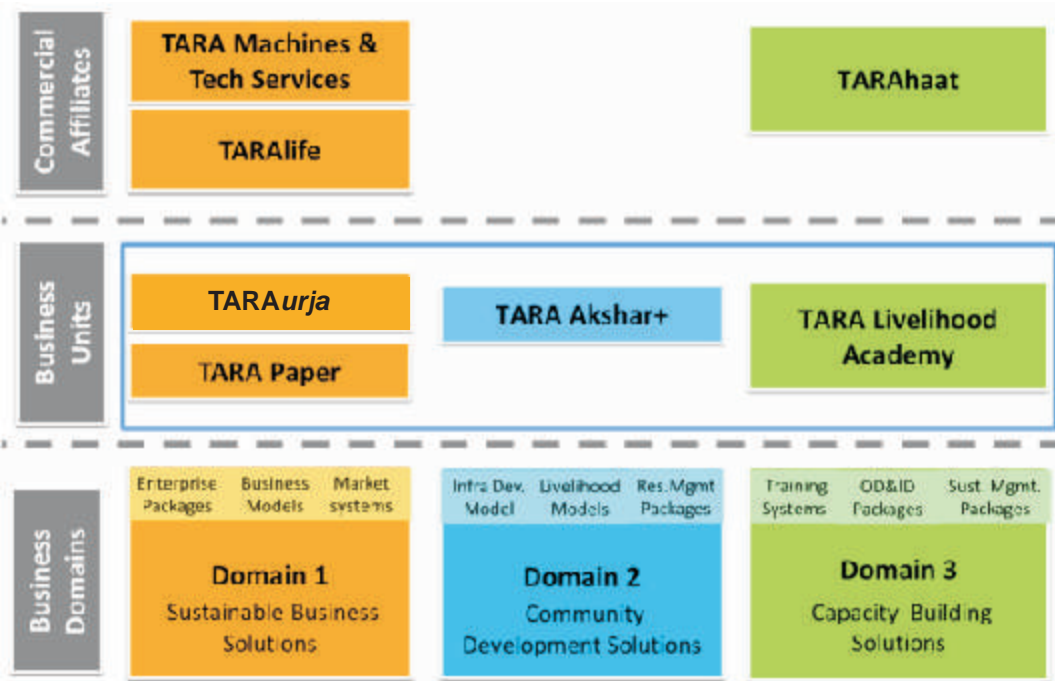


Knowledge Products & Training Services
Organizational Institutional Development
Services Sustainable Advisory Services

"If we were to start with understanding the root causes and consequences of our social, economical and environmental predicaments, we would quickly realise how important it is to promote sustainable livelihoods at scale."

- Dr. Ashok Khosla
Chairman

Incubation to Multiplication – Operations structure



FOCAL POINTS

In pursuit of its goals, TARA established an operational framework for improving efficiency and delivering performance. This frame has been a result of comprehensive brainstorming & collective introspection and revolves around the following:

- 1) Geographic Focus: To intensify TARA's work in Bundelkhand, and to spread out to other states in order to increase its geographical footprint.
- 2) Corporate Engagement as an Area of Acceleration: To enhance corporate engagement by pursuing business development across 3 client segments, these being:
 - Private Companies - Several new strategic partnerships were formed with Private Sector companies and TARA developed many new solutions which were customised to meet the requirements of the companies. TARA also focused on leveraging the Corporate Social Responsibility (CSR) funds as per

the Companies Act by aligning several of its services directly with the schedule VII activities permitted to be funded by CSR mandates of companies.

- Foundations - TARA pursued several new projects in the space of WASH and Renewable Energy with reputed foundations and continues to create new strategic partnerships in this segment.
 - Public Sector Companies - TARA worked with several PSUs in order to contribute towards their development mandates.
- 3) Business Incubation: To strengthen TARA's work in business incubation, emphasis was laid on the skill development and enterprise development portfolios in this FY. TARA continued its incubation support to several incubatee businesses, which have a potential to become sustainable businesses in the long run.
- 4) Partnerships for Multiplication: TARA continued its extensive engagement with its implementation partners and also formed several new partnerships in order to increase its implementation reach. These partners consist of local NGOs and CSOs which are well reputed and reliable in their areas of operations.

From a management perspective, an area of specific attention for TARA was to stabilise the operations and structures of all the three domains, namely Sustainable Business Solutions, Community Development Solutions and Capacity Building Solutions.



"It is imperative that transformation towards a truly sustainable society be driven through business models with distributed epicenters of value creation - technology enabled, networked enterprises that rely on recyclable materials, renewable sources of energy and re-skilled human resources."

- Shrashtant Patara
Chief Executive Officer
TARA







Sustainable Business Solutions

The mandate of Sustainable Business Solutions domain (SBS) is to incubate business models and manage processes to create economic, social and environmental value at scale. It has three thrust areas – Enterprise Development, Access to Basic Needs and Services and Validation of Products and Technologies.

Under Enterprise Development, it promotes the development and expansion of micro and small enterprises through a) Provision of Enterprise Support Services b) Cluster Development (CD) and Value Chain development (VCD). Through Access to Basic Needs and Services, it endeavors to fulfill basic needs of people in the rural market and improves the quality of life of people by a) Provision of doorstep access of basic need products and services via a network of micro franchisees and b) Generation of demand through consistent social marketing. Through its third thrust area, it also builds a portfolio of basic need products and technologies for micro and small enterprises while also helping other organizations that are looking to enter rural market in India through the following services a) Product and Technology Validation Services b) Market Entry Services. In this manner, the SBS domain concentrates its efforts in development of processes, enterprise support services and business models for greater outreach and multiplication of scale.

Highlights

With energy & enterprise development as drivers of local economic growth, under Smart Power for India - Load Development Project, 20 new enterprises were established. The portfolio of validated technology based enterprises include RO water filtration, pellet, agarbatti and wire nail among others. These new enterprises as well as business expansions contributed to 22% enhancement in revenue of Energy Service Companies.

As part of i-STED programme supported by National Science and Technology based Entrepreneurship development Board (NSTEBD), Department of Science and Technology (DST), GoI, the apt combination of biomass pellet and cookstove were finalized for both commercial cooking units and households. As a result, the pellets now produced by iGpreneurs have 10% ash content and calorific value of 4550 kcal/kg.

Various community events like water testing, interaction with school students, focused group discussions, street plays, etc. were conducted as part of a safe drinking water campaign to generate awareness. The approach is to create agents of change from within the community to create a multiplier effect across communities. In total, 4200 women, 500 children, 350 men were outreached through social marketing campaigns.

For generating demand and management, existing footprints of other programmes of Development Alternatives Group were leveraged. About 5,650 households were provided access to safe drinking water solutions across UP, MP and Bihar. These solutions included Aqua+ (chlorine based water purification solution) and Jal TARA water filter.

In an initiative to revive traditional industry, one weaving resource centre was established in Datia, Madhya Pradesh. This centre has helped revive a weavers cluster with women using improved looms (TARA looms) and developing fabric from recycled pet bottle yarns integrated with natural yarns. Products made from these are being sold as lifestyle products in the market.

In recognition of cluster and enterprise development initiatives, TARA has been empanelled as Technical Agency (TA) under the Revamped Scheme of Fund for Regeneration of Traditional Industries [SFURTI] of the Ministry of Micro, Small and Medium Enterprises [MSME]. TARA is providing technical support to two clusters, *Jutti* making and handmade paper making, as Technical Agency.



28

Enterprise
Packages

20

New
Enterprises



8

Business
Models

2

Market
Systems



Community Development Solutions

The mandate of the Community Development Solutions domain (CDS) is to design & manage community development programmes to create economic, social and environmental value on a large scale. This domain of TARA, through its Infrastructure Development Services, Livelihood Support Services and Resource Management Services aims at creating empowered communities, primarily through Corporate Social Responsibility (CSR) funded programmes. The premises of the domain is to engage with partners to form networks, package solutions for implementation on ground and manage projects of varying sizes through partners & implementation agencies.

In 2015-16, a number of partnerships were fostered with Private Corporations like Noida Power Company Limited, Hindustan Unilever Limited, The Linde Group; Foundations like The Rockefeller Foundation, Coca Cola India Foundation and PSEs like Bharat Oman Refineries Limited (BORL) etc. Besides, institutional tie-ups were also created with local implementation agencies such as PANI & CREATE across Uttar Pradesh. Their capacities were enhanced around community engagement.

Highlights

In its 4th consecutive year of partnership with the Noida Power Company Limited (NPCL), the '*Literacy to Self-Reliance*' programme was replicated at 6 more villages of Greater Noida, making another 200+ women self-reliant. In the previously intervened 10 villages, efforts were made to capitalize on awareness around energy management and engaging women in Village Electricity Committees for collection of bills & payments.

In partnership with Bharat Oman Refineries Ltd. (BORL), TARA implemented a sustainable community development programme called '*Hariyali, Udyamita aur Sampannata*' in a village around the BORL Bina plant in MP. Over 150 families were benefitted and provided access to safe drinking water, training & livelihoods, health & sanitation awareness etc. For the girl child, school toilets were also refurbished.

'Creating Livelihoods for Self-Reliance', was designed & implemented across five selected villages of Sumerpur, Hamirpur District, Uttar Pradesh. It is a programme that provides skill development and sustainable livelihood through jobs and income generation opportunities. 318 youth and women were trained on various vocations and of these, 88% were linked to livelihoods.

Under Community Engagement, Load Acquisition, Micro-enterprise Development (CELAMeD) activities supported by Rockefeller Foundation 300+ existing businesses were strengthened (through conversion & expansion activities), 4,500 individuals were reached out to across 29 villages and 2,500+ households and shops were provided access to electricity.

To provide electricity to under-privileged communities, Coca Cola India Foundation in partnership with TARA launched Hamari Urja in 9 villages of Bundelkhand. 492 households were electrified, impacting lives of over 3,800 individuals. 86 acres of land was converted to solar irrigation model from diesel thus impacting 43 farmers and 139 farm workers and enhancing the income level of farmers by Rs. 50,000 annually.

Another skill development project, supported by The Linde Group was initiated in Selaqui, Dehradun to develop a sustainable model for skill development of 50 women/youth in the selected village and 10 women in enterprise development. In this duration of 4 months, 55 women were trained on life skills and vocational skills and 26 of these were trained on Enterprise Development skills.



7

Development
Models

11

Livelihood
Models



6

Resource
Management
Packages

88

Communities
Benefitted



Capacity Building Solutions

The mandate of Capacity Building Solutions domain (CBS) is to package knowledge and to incubate capacity building packages. The outputs for the domain comprise of knowledge products, toolkits, training packages and capacity building projects. It operates through two thrust areas - Packaging Knowledge and Capacity Building projects, and leverages on TARA's affiliations with National Skill Development Corporation (NSDC) and International Labour Organisation (ILO) in order to create livelihood linkages for the trainees that undergo its programmes. Some of the popular programmes under this domain are Skilling Supply Chains, Skills to Livelihoods, Knowledge Products & Replication Toolkits etc. It focuses on not just capacity building of individuals but also looks at ways and means to create large scale impact by building capacities of other stakeholders and organisations. Being a newly formed domain, focus was to operationalize the domain strategy and to form a robust team and portfolio of services for different types of client segments. All its programmes aim to enhance Knowledge, Skills and Aptitudes of individuals by using innovative tools and world class pedagogy.

Highlights

A new capacity building initiative called 'Skilling Supply Chains' was conceptualized, designed and piloted to increase knowledge, skills and aptitude of drivers and helpers of containerized trucks. Over 200 trainees successfully completed this programme at the Tughlaqabad depot on road safety, WASH, prevention of diseases and alcoholism.

BORL-TARA partnership focused on flyash utilisation and awareness creation through training, street plays, multi-stakeholder workshops etc., resulting in mobilisation of 500+ community members & capacity building of 10 entrepreneurs. These activities resulted in increased utilisation of fly ash from the BORL plant and greater demand from the communities for fly ash bricks.

Several knowledge products and toolkits were designed and validated by the team in the sectors of BFSI, Retail, Apparel, Renewable Energy, etc. These products were published and shared at several events to help build capacities of other organisations and readers. These toolkits consisted of Standard Operating Procedures in order to create scalable solutions.

TARA reached out to 21,000 individuals in ten villages surrounding Sumerpur through a unique capacity building & awareness programme on WASH. It encouraged trainees to inculcate new 'adats' or habits. It used technology wherein mobile phones were used as a means to disseminate interesting stories. The training and messages focused on the importance of hand washing, use of clean toilets and consumption of safe water.

Through a capacity building initiative called Gurukul, TARA in partnership with a leading private company in the Banking & Finance sector trained 500 unemployed youth in the states of MP and Chattisgarh. This initiative recorded a placement rate of over 83 percent and all trainees were skilled through a residential training programme on several modules in order to become employable as micro-credit executives.

Capacity building programme for women entrepreneurship was designed and implemented to change lives of 1,000 women in Central India. These women were skilled on several vocations in the sectors of Beauty & Wellness and Apparel. Around 40 percent of them started production centres by forming Self-help Groups and several of them engaged in income generation activities.



18

Training Packages

9

Knowledge Products



3

Tool
Kits

21,220

Individuals
Trained



Business Initiatives

TARA works towards incubating new business ideas by nurturing them in the form of projects.

In this FY, TARA managed 4 incubatee business units. The support provided by TARA has been instrumental in creating robustness within these units. Through the year, TARA provided necessary resources to help the incubatees become financial and operationally self-sustainable.



TAR Aurja caters to the electrification needs of over 1,600 village households, shops and micro-enterprises. TAR Aurja has mini-grids in 22 villages across UP & Bihar. It aims to transform rural areas by scaling upto over 300 locations over the next three years.



TARA Livelihood Academy (TLA) is an operating unit being incubated under TARA. It provides training and capacity building services in the Livelihoods sector. It operates through its three verticals namely Employability Training, Entrepreneurship Development Skilling and Executive Training.



TARA gram is a waste to wealth initiative, a platform for marginalized artisans to showcase handcrafted products made out of rescued and natural materials. It supports in sustaining livelihoods of Sahariya tribal women and other marginalized groups in central India, by providing them income generation activities in the production processes.



TARA Bazaar, incubated by TARA, pioneers innovations in the field of basic need fulfillment to scale through a unique mix of social marketing and last-mile delivery capabilities. It caters to both demand and supply aggregation into the village and from village to the external markets



Case Studies

Transforming the life of a rural woman through empowerment



Location: Sunpura Village,
Gautam Budh Nagar-Uttar Pradesh,
Client: Noida Power Company Limited (NPCL)

Savita is an example of how TARA's support can transform life of women in a rural village through life skill training programs.

An ordinary woman in the village, and bound by the ropes of illiteracy, Savita enrolled for the 'Literacy to Self-Reliance' Programme, when TARA (Technology and Action for Rural Advancement – a not-for-profit) initiated this programme as a Corporate Social Responsibility (CSR) activity for the Noida Power Company Ltd (NPCL).

Prior to undergoing the programme, her husband, a driver by profession, was the sole breadwinner of the family. 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. She shared her dream of opening a boutique, thus Savita was further skilled in her vocation, with advanced training on stitching and tailoring by another successful women entrepreneur, Ms. Jaspal Kaur, who has her tailoring boutiques cum stores across locations in NCR. A National Institute of Fashion Technology (NIFT) graduate, Ms. Jaspal trained Savita on the latest trends in market with a focus on stitching quality products with great finishing. A month later, Savita opened her own Stitching and Tailoring Center. Her family income has increased by more than Rs. 6000 per month.

Skill development programme creating role models



Location: Surajpur Village,
Gautam Budh Nagar-Uttar Pradesh,
Client: Noida Power Company Limited (NPCL)

Bisan is a smart, entrepreneurial and self-motivated woman. But due to her financial and social background, she lacked the opportunities to grow. The NPCL supported 'Literacy to Self-Reliance' Project, implemented by TARA, was a guiding light to help her reach where she is today. Under its third leg of the 'Literacy to Self-Reliance' programme, TARA supported a few women, with business acumen, to set-up their enterprises. Being trained in stitching and tailoring in the first phase of the project, Bisan grabbed the opportunity.

TARA provided a month long up-skilling training, by a well-established entrepreneur from Delhi, Ms. Tina Bharadwaj, a National Institute of Fashion Technology (NIFT) graduate. This training helped Bisan to not only understand the trends in the market but also helped her in establishing a business plan to start her own tailoring store.

Two months post the up-skilling training, Bisan started her own tailoring store named after her daughter, 'Nasrin Tailors'.

Bisan is very happy now and feels blessed that she came through such a programme in her life.



Entrepreneurship: Stories of Change

Story of Jagram

One of the front runners of using electricity to 'expand' his business is Jagram, an ambitious middle-aged man in his 30's who successfully runs a *dhaba* called 'Ram Misthan' in Shivpura village of Balrampur district - a preferred eating joint amongst the 20-25 other such joints, serving more than over 200 customers a day.

Jagram has been shouldering the responsibility of 15 members including his parents, siblings, wife and two children since he was 19. He started the dhaba in 2005 to build financial security, fulfill aspirations and improve the standard of living for his family. Always keen to grow his business to fulfill his ambitions and dreams for his family, Jagram tapped on the opportunity of being the first few TARAurja lighting customers. As against his previous profit and revenue of Rs. 10,000 and Rs. 18,000 he is now able to secure Rs.13,000 and Rs.25,000 respectively, with addition of one more worker. Jagram is already thinking ahead and constantly asking TARA's Micro enterprise Development team for new ideas for expanding his business further. Jagram says, "I am constantly in search of innovative ideas to expand my business and am thinking of putting more appliances like coffee machine, improved cookstoves & pellets and television to keep my customers engaged and loyal".

Story of Muharram Ali

Muharram Ali, a tailor in Laliya village of Balrampur district, Uttar Pradesh was one of the first tailors to register for a TARAurja electricity connection. Overloaded with work, two foot pedestal machines and one worker, Muharram Ali even after working 14-15 hours a day could only manage to complete maximum 5 orders a day. In a dilemma, he couldn't decide whether he should refuse orders (and let it affect his image) or he should purchase a new sewing machine & hire one more person (which entailed major expense).

TARAurja's expansion packages were a boon for Muharram Ali. He not only got reliable electricity for a period of ten hours per day, but as an incentive, his sewing machines were motorized. Each motor connection entailed a meagre amount of Rs. 450/ month and Muharram Ali is now able to produce 8-9 orders per day, only within eight hours. This TARAurja expansion package has helped him not only in monetary terms but he also saves a lot of time and physical effort.



Livelihoods: Stories of Change

Story of Sitaram Prajapati

A 22-year old B. Com graduate from Bhagwanpura, Khandwa who got placed as an IRO at Fullerton India Gramshakti, Khandwa now proudly offers his loan-burdened father monetary help. Undergoing training at Khandwa Branch of Gramshakti, he shares, "With this new job, I aspire to help my family to move out of financial crunch. We are already repaying two loans. There is immense pressure on every family member due to our weak financial health. Now that I have joined this training, everyone back home is relaxed. When he joined FICCL Gurukul Centre run by TARA Livelihood Academy, placements of first batch were going on. He being a student of second batch was not supposed to appear for the placements. Despite this, he insisted that he wanted to sit for the placements. He recollects, "I wanted the job as early as possible due my family's poor financial condition, but then instructors and one sir from TARA explained to me that by sitting in the placements, how I will be affecting the scope of one more student being selected from first batch. They also told me that it is important to learn and get trained in things as well before sitting in for an interview. Now, I am glad they did so, as Gurukul has been a journey towards personal and professional transformation. It taught us how to behave with people around and of course externals!" He was one of the select few students who had extremely high learning ability and helped others to cope up with difficult financial topics.

Story of Vijay

Pursuing B.Sc. in Forensic Sciences from Bundelkhand University, Vjay saw an opportunity for livelihood and income enhancement as a Grid Maintenance in-charge in the Hamari Urja intervention. His journey started when TARA began the community mobilisation processes in neighbouring villages and Vijay, owing to his dynamism got associated with the processes. Upon his insistence and demand generated from his village community members, TARA installed a grid in his village too. His passion got noticed by the solar panels equipment vendor too, who then trained him and offered the job of a Grid Maintenance in-charge for all the 17 pico-grids. His selection was also the result of the highest score he achieved amongst 20 other candidates on a test, conducted by the vendor. Today he earns Rs. 8500 per quarter as the overall in-charge and Rs. 780 per month for revenue collection from the Mahila Urja Samiti of his village.

He says, "With electricity in my village and the livelihood opportunity that I have got, my respect in the society has increased multi-fold. Other youth in the village have started seeing me as an ideal. I feel so much more empowered and foresee a new career opportunity that has emerged for me, as I have learnt a new technique of managing grids in rural areas."



Women at the forefront

Sixteen Women from four villages of Greater Noida – Sunpura, Bhanuata, Khedi and Khodna Kala felt a sense of achievement on January 21, 2016. Signing an agreement with Noida Power Company Limited opened another set of avenues for these members of Mahila Vidyut Mandal (MVM) which was jointly formed by NPCL and Technology and Action for Rural Advancement (TARA).

In 2014 as a part of 'Literacy to Self-Reliance' Corporate Social Responsibility (CSR) activity for NPCL, selected women from four villages (which are being supported by NPCL through their CSR activities), were trained to earn a livelihood by undertaking simple activities like meter reading, bill collection, bill distribution etc. within their respective villages as members of Mahila Vidyut Mandal (MVM) component.

Prior to the engagement of the women in MVM, the company had supported these women's education and vocational training needs through 'Literacy to Self-Reliance' project, which was designed by TARA as a CSR activity for NPCL. Under the project these women were imparted literacy through a 56 days literacy programme, TARA Akshar+ (flagship literacy programme of Development Alternatives Group) and further trained in life skills and vocational skills and basics of enterprise development skills training by TARA Livelihood Academy, TARA's training and capacity building arm, in 2013-14.

On January 21, 2016 NPCL and MVM members (16 women) signed a formal agreement, wherein these selected women who were once illiterate, were integrated to the business system of the company. The MVM model thus showcases how an illiterate woman can sustain herself through sheer hard work and become self-reliant!





Compliance

Board of Directors



Dr. Ashok Khosla
Chairperson
Development Alternatives Group

Members

Mr. B. Narayanaswamy
Board Member
TARA

Ms. Achla Savyasaachi
Board Member
TARA

Mr. Amitava Basu
Board Member
TARA

Mr. Rakesh Khanna
Board Member
TARA

Mr. Shrashtant Patara
Chief Executive Officer
TARA

Mr. George C. Varughese
President
Development Alternatives

Auditors' Report

Society for Technology and Action for Rural Advancement
Balance Sheet as at 31 March 2016

	Schedule	As at 31 March 2016 ₹	As at 31 March 2015 ₹
Sources of funds			
Capital			
Capital fund	1	85,23,728	1,33,77,642
Loan fund			
Unsecured loan	2	2,90,00,000	-
Liabilities and provisions			
Unspecie profits, net	3	-4,46,77,763	-4,66,34,341
Current liabilities	4	41,98,659	80,19,802
Provisions	5	18,77,649	26,40,396
		<u>7,98,77,797</u>	<u>6,46,71,981</u>
Applications of funds			
Fixed assets	6	79,04,363	79,93,899
Deferred tax assets	7	35,26,826	30,77,615
Investments	8	2,19,34,506	1,34,07,382
Current assets, loans and advances			
Investments	9	18,09,287	18,81,649
Fundry debtors	10	16,98,404	29,08,208
Cash and bank balances	11	2,94,93,738	3,12,24,143
Other current assets	12	40,032	95,608
Loans and advances	13	1,14,49,961	50,77,279
		<u>4,44,92,102</u>	<u>4,31,86,887</u>
		<u>7,98,77,797</u>	<u>6,46,71,981</u>
Summary of significant accounting policies and notes to the financial statements			
	22		

This is the Balance Sheet referred to in our report of even date.

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

Walker Chandick & Associates

For Walker Chandick & Associates

Chartered Accountants

[Signature]

per Nitin Tushniwal
Partner

For and on behalf of the Society for Technology and Action
for Rural Advancement

[Signature]

Ashok Khosla
Chairman

[Signature]

Shrawant Patra
Chief Executive Officer

[Signature]

Vinod Nair
DGM - Finance

Place : New Delhi

Date : 23 September 2016



Society for Technology and Action for Rural Advancement
Income and Expenditure Account for the year ended 31 March 2016

	Schedule	Year ended 31 March 2016 ₹	Year ended 31 March 2015 ₹
Income			
Grant income	3	18,01,83,996	19,67,37,225
Sales of goods	14	81,14,598	81,06,820
Technical and other receipts	15	3,14,14,915	2,81,02,798
Other income	16	52,07,520	71,61,391
(Decrease)/Increase in stock	17	(2,35,606)	4,28,938
		<u>22,46,64,423</u>	<u>24,05,37,372</u>
Expenditure			
Grant expenses	3	12,90,51,198	16,54,41,071
Material cost	18	30,66,469	33,65,076
Manufacturing cost	19	16,21,913	13,56,535
Purchase of finished goods		4,33,084	8,98,430
Training programme expenses		1,09,73,322	1,05,36,254
Personnel expenses	20	5,46,17,550	3,86,50,281
Depreciation	6	14,12,659	12,70,733
Finance charges		1,67,004	20,874
General and administrative expenses	21	2,32,56,297	1,67,13,885
		<u>23,05,99,476</u>	<u>23,62,33,139</u>
(Deficit)/Surplus before tax and prior period item		(59,35,053)	23,04,233
Prior period income			7,41,942
(Deficit)/Surplus after prior period item but before tax		(59,35,053)	<u>30,46,175</u>
Less: Tax expense			
Current tax		1,68,221	5,26,106
Earlier years		1,99,853	1,96,016
Deferred tax benefit		(14,49,213)	(5,82,976)
(Deficit)/Surplus for the year		<u>(48,53,914)</u>	<u>29,07,031</u>

Summary of significant accounting policies and notes to the financial statements

22

This is the Income and Expenditure account referred to in our report of even date

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

Walker Chandni & Associates

For Walker Chandni & Associates
Chartered Accountants

For and on behalf of the Society for Technology and Action
for Rural Advancement

Nitin Toshniwal
per Nitin Toshniwal
Partner

Ashok Khosla
Ashok Khosla
Chairman

Shraddhant Patara
Shraddhant Patara
Chief Executive Officer

Vinod Nair
Vinod Nair
DGM Finance

Place : New Delhi
Date : 23 September 2016



Walker Chandniok & Associates

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India

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Independent Auditor's Report

To the board of trustees of Society for Technology and Action for Rural Advancement

Report on the Financial Statements

1. We have audited the accompanying financial statements of **Society for Technology and Action for Rural Advancement** (the "Society"), which comprise the Balance Sheet as at 31 March 2016, the Income and Expenditure Account for the year then ended and a summary of the significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

2. The Society's management is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the Society. This responsibility also includes maintenance of adequate accounting records in accordance with the accounting principles generally accepted in India, including the Accounting Standards issued by the Institute of Chartered Accountants of India; safeguarding the assets of the Society; preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

3. Our responsibility is to express an opinion on these financial statements based on our audit.
4. We have taken into account the accounting and auditing standards and matters which are required to be included in the audit report.
5. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountant of India. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.



Walker Chandok & Associates

6. An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal financial controls relevant to the Society's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on whether the Society has in place an adequate internal financial controls system over financial reporting and the operating effectiveness of such controls. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by the Society's management, as well as evaluating the overall presentation of the financial statements.
7. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Opinion

8. In our opinion and to the best of our information and according to the explanations given to us, and based on the considerations of the reports of other auditors on the financial statements of the branches and financial statements, read together with notes thereon, comply with the applicable accounting standards and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Society as at 31 March 2016, and its deficit for the year ended on that date.

Other Matter

9. We did not audit the financial statements of branch (Orchha), included in the financial statements of the Society. These financial statements of branch (Orchha) reflect total assets of ₹ (21,43,838) as at 31 March 2016, and total revenue of ₹ 2,07,52,626 for the year then ended. The financial statements of branch (Orchha) have been audited by S.K.A. & Associates, whose audit report have been furnished to us by the management and our audit opinion on the financial statements of the Society for the year then ended to the extent they relate to the financial statements of branch (Orchha) not audited by us as stated in this paragraph is based solely on the audit report of S.K.A. & Associates. Our opinion is not qualified in respect of this matter.

Walker Chandok & Associates
For **Walker Chandok & Associates**
Chartered Accountants
Firm's Registration No.: 001329N


per **Nitin Toshniwal**
Partner
Membership No.: 50756



Place: New Delhi
Date: 23 September 2016









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