

ANNUAL REPORT 2021



ORGANISATION AT A GLANCE

- Vision** : A world where every citizen can live a secure, healthy and fulfilling life, in harmony with nature
- Mission** : To create sustainable livelihoods at scale
- Strategy** : Build capacities and incubate business models for widespread and accelerated creation of economic, social and environmental value

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)

Society for Technology and Action for Rural Advancement

B-32, Tara Crescent, Qutub Institutional Area

New Delhi 110 016

Website: www.tara.in

Production, Design & Layout: Bharti Kapoor, Pritam Poddar

Photographs: TARA

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December, 2021

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Chairman's Message



The Urgent Need to Revitalise and Rebalance the Institutional Sectors of Our Democracy

The pandemic and the lockdowns have laid bare the inadequacy of the predominantly state-led model of development, practiced from 1951 to 1991, with the state controlling the commanding heights in the name of providing welfare to the poor; as well of the primarily market-led model of development, practiced from 1991 to 2019, which put growth first, equity later and environment sustainability last. Thus, neither the Sarkar as the dominant organising force, nor the Bazaar as the growth vector, has led to Sarvodaya, leave alone Antyodaya – the gap is wide open for Samaj to step in as the third pillar. The current

problems are so complex that their resolution requires a unified tri-sector collaboration.

The current state of our political, economic and social institutions highlights the urgent need, in creating a genuine and vital participative democracy, for a better PPP partnership and balance among the three primary sectors of government (public sector), business (private sector) and civil society (people's sector).

From the time of Independence to 1991, the predominant attention and operational emphasis was given by the nation to building the “First Pillar of Society”, the institutions of democratic governance, including the political platforms for creating legislation, the judicial structures for ensuring fairness and justice, and the bureaucratic framework for implementing the policies of the public sector and the regulation of the private sector.

From 1991 until now, the role of the “Second Pillar of Society”, i.e., business and private enterprise has been greatly strengthened and brought to a level where this sector can contribute solidly to national development in terms of delivering much needed jobs, goods and services to the economy. This domain is now also able to hold its own in influencing national policy and the public sector to provide the support it needs to fulfil its role.

In the meantime, particularly in the latter decades, the “Third Pillar”, the people’s sector, i.e., Civil Society, became increasingly marginalised with respect to both the public and private sectors. Civil society counts in its fold the wide range of institutions that operate outside government and business – that act as a base (or “glue”) which binds the disparate interests of society into a more harmonious, coherent and thus productive whole. It includes voluntary agencies, NGOs, universities, think tanks, the media, trade unions, human rights groups, faith-based organisations, women’s associations, youth and sports organisations, cultural clubs, and the many other entities that make human life satisfying, fulfilling and worthwhile. And fair and equitable. This is why it is also referred to as the People’s Sector. What it lacks in electoral endorsement, or financial success, a healthy civil society gets its standing by gaining widespread acceptance, appreciation and support by the individuals, households and communities it serves. As the response of different sectors of the economy to the current COVID-19 Pandemic has amply demonstrated Civil Society institutions are an essential and crucial player in delivering services to the population at large and in acting as a moral conscience of the nation.

Each of the three sectors has a legitimate, indeed critical role, of its own in building a resilient democratic nation. In any case, each is essential in the formation of a better and more prosperous, equitable and fulfilling future for all. TARA, together with its sister organisation, Development Alternatives, seeks to demonstrate that a fourth, hybrid institutional form is needed that combines the social objectives of civil society with the efficiency and scaling possibilities of business.



Dr Ashok Khosla
Chairman

Message from the COO



Over the past 75 years of independence India has been making a steady progress. One of the spin offs of the progress has been the growing divide between 'Urban and Rural India'. We at TARA have been working steadily to reduce this divide. Our efforts are faced with the problems of population explosion and environmental depletion. Both these issues have affected the impact of our efforts which have been very significant. These have further been dampened by the Pandemic.

We need to focus our energies on our six thematic areas so as to be able to make positive impacts. Our organisational priorities must include-

- a) Sustainable Research- Focused on resource efficiency, circular economy, climate resilience, green recovery strategies, natural capital accounting and nature based solutions.
- b) Employment and Enterprise Solutions- Focus on local, green and inclusive entrepreneurship across agriculture, construction, eco-tourism, water/waste/energy sector with a focus on farmers, youth and women as to empower them with green skills, jobs and entrepreneurship.
- c) Enhanced Commitment to Bundelkhand- To enhance water management, climate resilience and livelihood security of farmers, women and youth.
- d) Practice to Policy- Evidence and capacity build for policy support to transition to a green and inclusive economy (climate resilience, sustainable agriculture, green finance and support to systems of MSMEs).

- e) South-South Knowledge Transfer- Technology and know-how transfer in the construction sector and LC³ cement with a focus on Africa.

As we step into our 'Fortieth Year', we must enhance our commitment and resolve to make a difference to realise our vision 'A world where every citizen can live a secure, healthy and fulfilling life in harmony with nature.



Maj Gen Rahul Bhardwaj
VSM (Retd)



The Year at a Glance

Development Alternatives Group continues to prioritise sectors of the economy in which green and inclusive businesses have the potential to create significant social and environmental impact. So far, through our work across various geoographies, we have touched 19 million lives.

Year 2020-2021

Empowered Communities

18,083

households accessed basic needs services like WASH, Clean Energy, Housing and Literacy



442 new SHGs formed and
40 linked to banks

Clean and Green Environment

2,110 farmers trained on water management, sustainable agriculture and climate change adaptation planning



41 cr liters of water conserved
3.2 million tonnes of top soil saved

Income Generation Opportunities

682 enterprises setup and supported
Creating 1,100 jobs



3,226 jobs created through skill enhancement

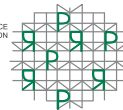
Generating INR 300 million revenue

5,747 people trained with employability and vocational skills

16,000+ artisans, crafts persons and farmers reached



Partners and Collaborators





TECHNOLOGY

Develop and customise eco-solutions (as products & integrated solution packages) ready for delivery to community groups, micro, small & medium enterprises, industries government and Inter-governmental agencies in India and across the Globe.

The technology incubation team at TARA expanded its portfolio and range of services, capitalising upon the foundation of innovative solutions built over the years. In the year 2020-21, TARA nurtured new technology incubation partnerships with various institutions partners and intensified engagement with large companies, focusing on technology, knowledge and skill transfer and create support services in the area of eco-friendly building materials and construction technology.

In the year 2020-21, TARA has successfully expanded its outreach towards supporting small to medium entrepreneurs in adopting cleaner technologies in the global South, especially SubSaharan Africa. Whereas the primary focus has been entrepreneurship, the strategy was to create pathways for reducing Green House Gas (GHG) emissions and enhance resource efficiencies.

Research, validation and implementation on the subject areas of water quality, waste plastic to value added products and novel technologies like Geographic Information System (GIS) Mapping was enhanced. This work is supported by TARA's labs, workshops, design studios and pilot production facilities at Delhi and Datia (Madhya Pradesh). During the year TARA had also build up on its technical capacity to provide value added services to large clients, building a world class lab with all modern characterisation equipments.

Pertinent to mention that although there was a slowdown in the activities due to COVID-19, the teams put that extra effort to meet all expectations.

KEY INITIATIVES

Triangular Co-operation

EcoKiln Dissemination in Malawi: In Malawi situated in south-eastern Africa, the predominant walling materials are fired clay bricks. The quality of bricks are poor with no control on shape, size and quality. They are produced in open clamps with wood as the only fuel. To improve housing quality and enhanced profitability local entrepreneurs have invested in the EcoKiln technology. Currently, three EcoKiln construction is on-going in the Southern and Central region of Malawi. Despite the pandemic TARA devised a social media approach in establishing contacts and dissemination of the EcoKiln technology. More than 4200 entrepreneurs were contacted with around 200 expressing interest in adopting EcoKiln. Around 15 soil samples have been tested and 8 entrepreneurs signed MOU for kiln construction. During construction more than 60 local people have been trained. Trials with waste green biomass based fuels has been successful. Thus the EcoKiln in Malawi will operate with 100% renewable fuel shedding dependency on fossil fuels. The EcoKiln technology in



Construction of EcoKiln in Lilongwe, Malawi

Eco Concrete dissemination in Malawi:

Today, the traditional use of steel door frames in Malawi is difficult due to its high cost and low durability. In Malawi steel is imported from other countries which increases the price of all steel related products abnormally. This makes the steel door frames almost out of affordability for rural and even urban use. Thus the acceptance of reinforced concrete based door frames.

A precast door frame is a system that uses precast concrete frames reinforced minimally using thin wires. The upper part of the door frame also acts as a lintel. The entire system works as a low-cost production infrastructure that is highly amenable to micro-enterprise. The design of this system is based on optimising the size of precast components, which further optimises the quantity of concrete and steel consumed in construction. TARA had transferred technology, knowledge and skills to Eco Matters and local women to produce good quality door frames. The design and technology was modified to suit Malawian tradition of housing. With a 100% profitability, the door frames has created substantial interest especially amongst rural users.



Training on RCC door frames at Eco-Matters, Lilongwe, Malawi

and ancillary industries. It is also expected to create more than 20,000 sustainable 'green jobs', thereby alleviating poverty. Additionally, this clean technology will save 8,50,000 tonnes of fuelwood annually and reduce 15,00,000 tonnes of CO₂ emissions annually.

Products

Transparent Jerry Can (TJC): A TJC was developed in India in association with Bucks University, Ireland. It is made of UV transparent, food-grade material. The TJC products can provide bacteria free drinking water at the household level by treating drinking water via a disinfection process called Solar Water Disinfection (SODIS). The preferred material is transparent polypropylene plastic (PP). The developed TJC will treat 20 litres of drinking water per day. TARA is pioneering the pilot scale production of the TJC in association with private companies with an objective of turning it into a revenue model.

Permeable Concrete made with LC³ Cement: In association with IIT Madras and IIT Delhi, TARA successfully demonstrated the benefits of permeable concrete with Limestone Calcined Clay Cement (LC³) by replacing Ordinary Portland Cement (OPC).



Permeable Concrete made with LC³ Cement

The implementation aimed to check the porosity of porous concrete. The product has been demonstrated inside the campus of TARA, Delhi.

Process

Improving the sustainability of traditional terracotta pottery business in Asharikandi, Assam. Asharikandi is a village in the Dhubri district of Assam. The village is famous for its traditional terracotta and pottery culture traditionally practiced. In Asharikandi, TARA has introduced modern and scientific processes of raw material processing to reduce the drudgery of labour and improve quality of green products. New firing techniques have improved the productivity and profitability of the products. In this process care was taken not to destroy the traditional skills of the potters - a hallmark of Asharikandi tradition.

Supporting standardisation of LC³ in Egypt

The cement sector in Egypt is one of the highest contributors of CO₂ emissions in the country. TARA in association with Indian and International partners is supporting Egypt on introducing LC³ standards to increase the uptake and acceptance of LC³ amongst cement companies in Egypt.



Pottery Products

HIGHLIGHTS

- **Product Development:** In line with its innovation and incubation mandate, TARA successfully developed and customised new products and solutions, constructed innovative structures, and formulated new processes to optimise and commercialise innovative green building materials and innovative water purification solutions. Through accelerated product development and customisation of solutions for clients, TARA intends to subsequently provide in-cuba support for enterprise development in the area of clean technologies for housing and construction to companies and enterprises
- **South-South Cooperation:** TARA has been at the forefront of South-South Cooperation for three decades. Most of the initiatives have been based on a Triangular Cooperation approach. However, the principles remain the same. Thus, TARA has been helping neighbouring countries, i.e., Nepal, Vietnam, Bangladesh, Sri Lanka and Thailand, in transferring cutting-edge technologies in resource efficiency in building materials and profitable utilisation of wastes. Similar activities are also being pursued in the African countries of Malawi, Zimbabwe, South Africa, Egypt, Cameroon, Kenya, Uganda and Rwanda in undertaking feasibility studies and creating a conducive environment for companies to reduce their carbon footprint.
- **Tripartite Agreement:** On 11th December 2020, a tripartite Memorandum of Understanding (MoU) was signed between the Bihar State Pollution Control Board (BSPCB), Shakti Sustainable Energy Foundation and Development Alternatives to initiate a study on achieving carbon neutrality in Bihar's construction sector. Bihar's economy is growing fast, with significant investments planned in energy and other sectors. This is expected to increase Greenhouse Gas Emissions (GHG) emissions significantly and contribute to the state's burgeoning carbon footprint. The construction sector in Bihar has an enormous energy and resource footprint, and the study undertaken under the MoU will contribute to meeting the state's goal.

WAY FORWARD

Over the years, TARA has maintained its focus on delivering technology to individuals, SMEs, and companies' doorsteps. It has successfully established relations with academics and companies to source, validate, and adopt technologies to support its mission of creating large-scale livelihoods. The Product and Technology Development Domain of TARA will maintain and accelerate the following broad range of activities.

- *Support LC³ Technology Research Centre in conciliating business and expanding in newer geographies across the globe*
- *Build partnerships and networks, especially with startups and new companies, for acquisition and incubation of new technologies*
- *Technical support to the state government to achieve carbon neutrality in the construction sector and to promote resource-efficient building materials in the state*
- *Enhance the performance of incubated technologies through continuous monitoring and testing*
- *Engage with academic and research institutions to design, develop and validate new and innovative technologies in the low carbon and resource efficiency space, thereby introducing circularity in the local economy*
- *Build upon the technology transfer work carried out in Malawi to expand South-South Cooperation to new geographies in Sub-Saharan Africa, Middle East and Asia*
- *Build partnerships and network to develop customized domestic water treatment solution for rural areas.*
- *Work with State Governments in supporting a carbon neutrality pathway*



ENTREPRENEURSHIP

*Technology driven
and innovation
based approaches to
enterprise
development for
social change –
empowering women,
enabling youth, and
unleashing
entrepreneurship*

TARA focuses on promotion of micro and small enterprises through strengthening the stakeholder ecosystem and empowering individuals. Our range of services include product and technology validation, business modelling, as well as, linkages for market access. In response to emerging needs of entrepreneurs, TARA has structured its work in the following thrust areas:

Green and Inclusive Entrepreneurship: Development and expansion of micro and small enterprises through information and capacity building, aggregation and market development and provision of enterprise support services – technology packaging and procurement, credit access support and market linkages.

Market Validation: Business model innovation for ensuring doorstep provision of basic need products and green solutions through validation of alternative delivery mechanisms and creation of market ecosystem.

Amplification: Delivery of enterprise support services at scale, through platforms and strategic partnerships.

KEY INITIATIVES

Taisei Soil System (TSS) – Pilot Phase

Taisei Soil System (TSS), a decentralised environment friendly waste water treatment technology developed and manufactured by Taisei Kogyo Co. Ltd., Japan, was piloted by TARA at Varanasi and Muzaffarnagar cities in India. In the year 2020-21, TARA collaborated with the Original Engineering Consultants and E-Square Inc. from Japan as technical partners, municipal corporations, and the Indian Institute of Technology (BHU) Varanasi, to monitor the performance of the TSS plants through weekly Chemical Oxygen Demand (COD) and the bi-monthly Biochemical Oxygen Demand (BOD) tests. The pilot plant at Varanasi has met all performance parameters in principle, and is in the process of being handed over to the local Municipal Corporation.



Taisei Soil System technology installed at Shri Ram Group of Colleges, Muzaffarnagar, Uttar Pradesh

AsPi – a virtual co-working space for young women

TARA designed and launched a “Technology Challenge” in order to overcome the lack of connectivity, mobility and safety in workspaces among young women, and build a bridge to entrepreneurship opportunities of the future. The winning innovative ICT based solution “Aspiration Pi - ASPi” was jointly developed by Janastu, Bengaluru and Medha Learning Foundation, Lucknow, in Mirzapur and Bhadohi blocks of Uttar Pradesh. The “AsPi” device provided shared infrastructure and operating platform to create virtual co-working spaces with interactive home based access where young women asked questions, exchanged ideas, sourced information, enhanced skills and connected to work opportunities in the “world beyond their village”. The platform helped young women from various sections of the society to connect with each other, and also with gig employers from regions as far away as Mumbai in Maharashtra. The platform supported in unleashing entrepreneurial energies of 168 young girls, of which 41 girls are engaged in digital age livelihood opportunities such as product photography, video editing, content writing, digital marketing etc.



Young entrepreneurs from Mirzapur, Uttar Pradesh with 'AsPi' technology

Philips – High quality energy efficient lighting solutions

TARA, with support from Signify Foundation (erstwhile Philips Foundation), partnered with 7 Renewable Energy Servicing Companies (RESCOs), together servicing more than one million customers with high quality, reliable clean electricity through Solar minigrids, and provided access to high quality LED lighting solutions among the rural communities. As a part of this initiative, access to over 40,000 LED bulbs and 25,000 LED tube lights were provided. The project also helped enhance the social security among rural people especially women by distributing 800 street lights. As a result of this initiative, over 3,50,000 community members in over 182 villages of Uttar Pradesh, Bihar, Jharkhand and Odisha were benefited.

Assessment of Renewable Energy Solutions in Cuttack and Jajpur districts of Odisha

TARA collaborated with Dalmia Bharat Foundation to assess the potential of empowering local

communities through renewable energy based solutions. A reconnaissance survey of 9 gram panchayats from Cuttack and Jajpur districts captured the demand for reliable and affordable energy, income generation activities, scope and accessibility of rural markets. Evaluating the findings of the survey, energy was determined as a conducive indicator for economic growth of the villages. Based on the findings of the study, TARA recommended viable business models for integration of renewable energy based solutions with local economic activities. At present, the Foundation and TARA are exploring partnerships with relevant government stakeholders to implement the models and thereby help accelerate socio-economic development of the region.



Chandrama Gupta, a micro-entrepreneur from Kushinagar, Uttar Pradesh, working at her unit post sunset



On-ground study for assessing the potential of renewable energy based solutions to empower local communities

HIGHLIGHTS

- Technology and enterprise packages developed and validated on ground leading to 682 enterprises being set up creating over 1,100 jobs.
- Continued innovation, and developed new models in the area of inclusive entrepreneurship, finance and other forward looking elements like digital platform to serve micro entrepreneurs. Examples include, development and successful pilot of 'AsPi' platform for unleashing the entrepreneurial aspirations of young women in the rural areas, and providing end-to-end enterprise support services through 'udyaME' – a digital platform with 1,840 registered existing and aspiring entrepreneurs.
- Deepened work in energy and waste space providing access to high quality energy efficient lighting solutions to over 3,50,000 community members in over 182 villages, and conducted an assessment of renewable energy based solutions for empowerment of local communities in Odisha. TARA successfully piloted a decentralized waste water treatment technology in Varanasi and Muzaffarnagar cities of Uttar Pradesh
- As a technical consultant to SFURTI program, TARA built a national footprint with 22 clusters in different trades across India. TARA now has a presence in 19 states, 47 Districts, 363 towns and villages.
- Strengthened network of partners especially coming together in addressing the post pandemic COVID recovery and resilience. Examples include, partnership with Rang De for providing access to finance for micro-entrepreneurs.
- Positioned and worked with global experts in the green and inclusive entrepreneurship space for exchange of learning, knowledge and experiences on good practices.

WAY FORWARD

Moving forward into the post pandemic (COVID-19) phase, TARA will continue with the spirit of innovation, and development of alternate delivery mechanisms, for a greener and more inclusive local economies. Strategically, in order for action at scale, TARA will be packaging knowledge products and good practices, and transferring them to partners and other like-minded organisations working in the area of high impact entrepreneurship. Through partnerships, TARA will expand its portfolio of green technologies, and co-create innovative financial products for adoption of entrepreneurship solutions at scale, in the areas of clean energy, waste management, digital economy, and agro based enterprise models. TARA will capitalize on the platforms it supports for greater outreach, positioning and policy influence, and continue providing technical support to the Indian Micro Enterprises Development Foundation (IMEDF) in delivering efficient services to clusters and micro entrepreneurs.



CAPACITIES

Flagship programmes includes improving rural water resource management, Integrated Waste Management and awareness generation on climate change and employability

TARA builds capacities of individuals and groups through direct interventions as well as through the establishment of enabling ecosystem in rural and peri-urban geographies. Our recent initiatives include information on employment, career guidance and personality development as well as climate change awareness programmes are broadcasted through Radio Bundelkhand.

Improving Rural Water Resource Management:

Building and strengthening capacities of individuals and private sector cooperations at State and National level with an objective to improve rural water resource management and enhance water security and climate adaptation.

Integrated Waste Management:

TARA aimed at reducing plastic waste leakage into various water bodies. It also aimed to increase mechanical recycling of the plastic waste rather than adopting the landfilling process. We are using our learnings to design archtypes for collection, sorting and digital solutions for the purpose of application and capacity building.

Awareness generation on climate change and employability:

Creating awareness using innovative models involving multiple connections like knowledge sharing, learning, research, and community interaction to bridge the gap between community and researchers on climate change and employment.

KEY INITIATIVES

Developing and Disseminating Knowledge and Key Information Packages

Through various knowledge packages on different themes and subjects, like awareness modules on Water Resource Management, Integrated Waste Management, Climate Change and Employability, capacities of a large numbers of target individuals and groups were built.

Integrated Waste Management:

With the support of Alliance to End Plastic Waste, in collaboration with GoMassive Incubators Private Limited and Agra Nagar Nigam, Nirmal Agra Project is being implemented in the city of Agra to set up new waste collection infrastructure and augment existing waste collection infrastructure. The project's objective is to reduce plastic waste leakage to the Yamuna river by 9 Kilo tons per annum and increase the proportion of plastic waste that is mechanically recycled rather than landfilled and to develop archetype designs for collection, sorting and digital solutions which may also be applicable to other cities.



A snapshot of disposing plastic waste in and around water body

From a Radio Reporter to a Youth Leader

With a mission to increase climate awareness among people through storytelling, Varsha Raikwar works as a radio reporter at Radio Bundelkhand 90.4 FM, which broadcasts to more than 200 villages in four districts of Bundelkhand (Jhansi, Datia, Nivaadi and Teekamgarh). She uses the community radio to talk about how each and every one can make an impact on the environment by adopting practices of sustainability. As a radio reporter she has contributed to programs that aim to empower women, discuss climate change and sustainable livelihood opportunities. With the help of storytelling and folk songs, issues related to heritage conservation, legislation and policy making, and health and cleanliness are covered. She also participates in on-ground community work. She is selected among the 17 Young Climate Leaders from across the nation by UN in India for the movement 'We the Change Now' to help shape the future of climate change in India.



A reporter from Radio Bundelkhand Varsha

Awareness generation on climate change and employability:

Using Radio Bundelkhand as a knowledge-sharing platform to strengthen the knowledge programmes that are locally relevant and easily comprehensible. Training modules, messages, folk songs and radio programmes were uploaded on the website (i.e. <http://www.radiobundelkhand.org/>) for easy access. The emphasis was on building capacities of the Radio Partners on ways to advocate for climate change issues at the community level and beyond with the help of expert researchers and scientists. For the dissemination of information, an e-platform model was created as a new space, where a range of stakeholders learnt about climate change adaptation practices, its impacts and advocated responses which address local community needs. Additionally, weekly programs like “Hum Honge Kamyab” were broadcasted on employment information, career guidance and personality development to link rural youth of Bundelkhand to get the right guidance and suitable jobs.



Participation of youth and community members in radio programmes of Radio Bundelkhand

Improving rural water resource management:

The Water Security and Climate Adaptation in Rural India (WASCA) project aims at improving rural water resource management with an objective to enhance water security and climate adaptation at the national level and in four States namely Rajasthan, Madhya Pradesh, Uttar Pradesh and Tamil Nadu till March 2022. Under this project, TARA has developed GIS based village wise composite water resource management detailed project report. The entire river catchment has been covered (around 220 villages) in the plan and separate catchment plan is also submitted to Zila Panchayat Tikamgarh for the implementation on ground level. Further, to improve the rural water portfolio with the use of advanced planning tools and realistic integrated water resource management plans, two workshops were conducted with the state level functionaries to discuss the overall scope of work of WASCA and its limitations, to share the scoping study report and to develop a strategy for developing and preparing an IWRM plan and its execution in a sub basin/sub sub basin level. A training programme on WASCA with 79 water engineers based in Bundelkhand.



Workshop with the state level functionaries on WASCA in Bundelkhand

HIGHLIGHTS

- 107 radio programmes on themes like climate change, employment, COVID-19, Vaccination were developed and broadcasted across 150 villages with a reach of over 200000 listeners
- Radio Bundelkhand partnered with four other radio stations, namely Waqt ki aawaz, Lalit Lokwani, Chanderi ki Awaz and Kisanvani
- A reporter of Radio Bundelkhand Varsha Raikwar has been selected among the 17 Young Climate Leaders from across the nation by UN in India for the movement 'We the Change Now' to help shape the future of climate change in India
- Two workshops on Water Security and Climate Adaptation in Rural India were organized with state level functionaries under the Ministry of Jal Shakti, Ministry of Rural Development
- GIS based village wise composite water resource management report for 210 villages was made and in addition in 939 villages digisation of drainage line, water bodies and thematic overlay services
- Capacities of 79 existing water engineers working in government bodies were built in collaboration with GIZ
- Partnerships established with Agra Nagar Nigam and GoMassive Incubators Private Limited to explore new avenues of work specifically in area of plastic waste management in an effort to make Agra plastic free and to set up processes for recycling of plastic waste

WAY FORWARD

In the coming year, TARA will focus on developing new strategies for building capacities of individuals, groups and organisations. The implementation of these would be through creation of enabling ecosystems by means of collaborations, partnerships and direct demonstrations. Plastic Waste Management, Employability and Natural Resource Conservation specifically water would be key focus areas for creating desired change and impact. Learnings and findings emerged during the projects or programmes would be packaged for the purpose of scale up and building capacities. Involvement of community, civil society organisations, concerned government departments and relevant corporate donors as well as foundations would be emphasized to create a holistic and sustainable change. TARA will continue engaging multiple and innovative methods like community radio, whataspp messaging, podcasts etc. for creating awareness for building capacities of rural communities. Use of tools for capacity building will be customized to suit the needs of audience and objective of the cause undertaken which may include stakeholder consultations, focus group discussions, in person trainings, digitized capsules, replication toolkits etc. For employability-specific trainings, demand driven orientation would be adopted in order to ensure enhanced employment for rural and peri-urban youth. For Plastic Waste Management and Water Conservation apart from developing required tools a lot of emphasis would be on behavior change as well as advocacy. This would include the involvement of new technique as well as capitalization of previous experience.



INFLUENCE

The Policy and Planning team at TARA builds knowledge on Climate Change Resilience, Sustainable Consumption and Production and Inclusive Development and works towards influencing policy change

The influence work of Policy domain is mainly undertaken through dialogues, consultations and workshops with stakeholders at the local, sub-national, national and international level in association with relevant government departments, think tanks, CSOs and global research institutions. TARA creates awareness and does advocacy on pertinent issues to help the country on its journey to green and inclusive recovery.

In the year 2020-21, we engaged with representatives of various CSOs in the South and South East Asia region and had undertaken a regional level webinar to discuss issues related to Climate Change Adaptation and challenges of accessing finance for the adaptation work in the South and South East Asian region. We also conducted a study to understand the environmental impact of the import and export of select soft commodities in India and analyzed the carbon foot print of ten commodities. We also became part of the India-Australia Plastics Research Initiative, conceived in June 2020 by the Indian and Australian Prime Ministers for bringing together research and industry partners in the two countries to work on reducing plastic waste and driving a circular economy for plastics in India, notably through the development of a roadmap for a plastics circular economy.

KEY INITIATIVES

As part of the Adaptation Fund NGO Network, TARA along with the other CSOs of the Global South has been advocating for the need for more finance for the adaptation work in the developing countries that are facing tremendous challenges from the Climate variabilities and change. As a result of intense lobbying and continuous engagement with the Adaptation Fund Board for increasing the country cap for the adaptation funds, the Board finally agreed and increased the country cap from USD 10 million to USD 20 million at their board meeting in 2020. This is an excellent example of global policy influence. This will result in increased finance for the CSOs to undertake adaptation work in India as well as other developing countries from the year 2021 onwards.

A study was conducted to understand the impact of imports and exports of certain soft commodities on domestic and international land use and the environment. This was prepared with support from

India-Australia Industry And Research Collaboration For Reducing Plastic Waste

The study is part of a collaboration between Australia and India to foster research and industry partnerships between the two countries to co-develop a road map for India's transition to a circular economy in the plastics sector. This began with a conversation between the Prime Ministers of both countries at the first bilateral India-Australia virtual leaders' summit in June 2020. It has brought together premier research and technology organisations and think-tanks from the two countries. The programme is coordinated by CSIRO, an Australian government scientific research organisation, and collaborates with the University of Technology Sydney and the University of New South Wales in Australia and TARA, TERI, and CSIR- NEERI in India. This collaboration prepares the foundation for a circular economy transition by identifying the size of the issue and creating a roadmap, co-developed with industry and government stakeholders, to drive change in plastics supply chains and to demonstrate innovation on the ground in a series of demonstration projects.



The image shows a flyer for a webinar. At the top right, it says 'WEBINAR'. The main title is 'Capacity Building of Grassroots CSOs to Access Climate Adaptation Finance'. Below the title, it says '8th June 2020 (Saturday), 11AM to 1PM, Bengal'. There is a paragraph of text below that, which is partially obscured but seems to discuss the importance of climate change adaptation for vulnerable populations. At the bottom, there are five small portrait photos of speakers, each with a name and title below it.

TARA team and Adaptation Fund Network, building capacities of CSOs to connect to climate finance resources and enhance their impact by collaborating with like-minded organisations in the Bengal region of India and Bangladesh.



A plastic waste hotspot in the city of Chennai, India

the Food and Land-Use Coalition (FOLU). The ultimate objective of the study was to minimize the potential negative externalities created by trade and to maximize the net economic and societal return from the international trade of agricultural soft commodities. The assessment of environmental impact for these commodities was done in terms of the intensity of negative impacts of the production of commodities on environmental resources like air, water, land, soil and biodiversity. Both quantitative and qualitative information from literature review, data repositories and expert consultation was fed into this assessment. The findings of this study revealed that India exports and imports several key commodities, in terms of economic and social significance, which have a significant negative impact on the environment. In order to overcome these challenges, for soft commodities with a high negative impact on the environment that India exports, a set of recommendations were provided which includes the potential to switch to greener practices at production, processing and transportation stages by highlighting relevant global good practices.



Woman belonging to informal sector sorting plastic waste in a landfill

TARA with support from IIED, took part in a study to analyze the stimulus COVID recovery packages of four countries viz., Brazil, France, India and Uganda and assessed the COVID recovery packages of the government of India. We analyzed the five priority sectors of the COVID recovery package to understand the extent of the incorporation of natural capital elements. The report is being prepared and will be published globally at a launch event. This study has been undertaken in partnership with the Green Economy Coalition (GEC) under their Economics For Nature project.



TARA team along with CSIRO planning for an on-going scientific study titled "India-Australia Industry and Research Collaboration for reducing Plastic Waste"

HIGHLIGHTS

- As part of positioning and influence, TARA organised multiple webinars in 2020-21 with various stakeholders and experts at the local, national and international levels. Participants for these sessions represent the business community, government, media, students, academicians, development practitioners, and the civil society.
- On 14 July 2020, CAN (Climate Action Network) South Asia and South-east Asia, Technology Action for Rural Advancement (TARA) and the Adaptation Fund-NGO Network jointly organised a webinar on “Adaptation Fund projects in South and South-east Asia: Insights from CSO perspectives”. The webinar was organised to draw on the experience of civil society participation policies and practices of other climate funds for further strengthening civil society engagement.
- As part of the World Water Week At Home, bringing together convener-hosted, virtual sessions on water and climate change, the Adaptation Fund organised a webinar on 25 August 2020 titled “Innovation for Adaptation to Climate Change”. Increasing climate change impacts as well as compounding risks highlighted by COVID-19 demonstrated an urgent need for innovation in the area of climate adaptation and building resilience. This session provided an opportunity to showcase different perspectives on the role of innovation for climate change adaptation in the water sector where we represented both the Adaptation Fund NGO network and Development Alternatives Group and showcased the innovation in water sector undertaken by DA group in Bundelkhand region.

WAY FORWARD

Our work in the areas of Sustainable Consumption and Production (SCP), Climate Change Resilience (CCR) and Inclusive Development (ID) have led to collaborations with stakeholders at all levels ranging from Local government at the Panchayat level, Urban local bodies, officials from the relevant state department and national ministries, members of the community on the ground, businesses to global research organizations and Policy makers at global level.

TARA is aiming towards creating visibility and high-value networks to build a programme around areas of secondary resource management, Nature-based Solutions (NbS) and agri- food sector while promoting a green and inclusive economy.

BUSINESS AFFILIATES

Technology and Action for Rural Advancement (TARA) continues to act as the “incubation engine” of the Group. The mandate of TARA, which was set up in 1985, is to test, adapt and productionise the innovations of its sister not-for-profit Development Alternatives, and make them ready for dissemination, primarily through market channels. Over the years, it has incubated several business units and as a promoter, hived off new special purpose vehicles in an attempt to take sustainable development solutions to scale.

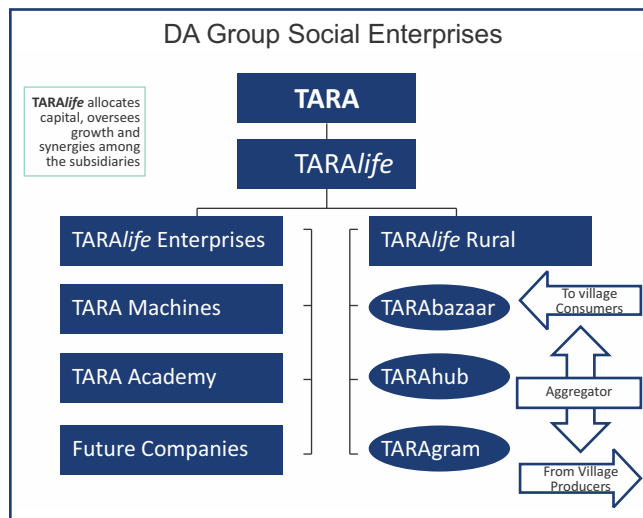
INCUBATEE Business Units

TAR Aurja

As an incubatee business unit, our special purpose vehicle, TAR Aurja, has pioneered the successful establishment and operation of ‘micro grids’ to deliver decentralised solar energy to village households and businesses in a commercially viable manner. It has grown to become a leader among micro grid operators in India, with cutting edge automated customer interface and power management systems providing solar powered electricity to village communities in Uttar Pradesh and Bihar.

TARA’s model of using energy as an accelerator for the economic growth model is unique as it recognizes the dual role of people in villages i.e. that of “producers” as well as “consumers”. Our approach focuses on social inclusion, local growth and basic needs fulfilment, will ensure:

- Business viability of mini-grid operations by engaging with the community for building up demand with different stakeholders and use of technology for leak-proof energy and revenue management;
- Greater incomes, creation of new jobs, new enterprises run by women/youth through co-creation of enterprise packages for existing and new entrepreneurs;
- Use of electricity to put money “into people’s pocket”, cash that can be used to pay for not just lighting but improved nutrition, entertainment, healthcare and other needs;



New Site at Laxmanpur Bazaar, Uttar Pradesh - Under construction

- Customer delight by allowing customization of product offerings via application and platforms to build reliability;

In close collaboration with Smart Power India, TARAurja operated mini- grids in 18 locations and undertook energy and revenue management services at 32 additional locations for the HCL Foundation and 2 locations for Dalmia Bharat Foundations, under the Smart Power for Rural Development (SPRD) programme. TARAurja cumulatively serviced 3400+ households with a cumulative revenue of INR 210 Lakhs during FY 2020-21. A significant portion of this revenue was generated by catering to the local enterprises with reliable energy for running businesses and ensuring customer delight, which is indicated by the Average Revenue per User (ARPU) of INR 508 per month. TARA, through its approach of community engagement and load acquisition through microenterprise development has ensured energy utilization up to 84.2% out of the total 403+ MWh green energy generated during the year.



Lithium ion Battery Energy Storage System and Grid-lock, Shivpura Uttar Pradesh

The reliable solar energy provided by TARAurja has substantially enhanced the average energy consumption of rural consumers, a key indicator of social and economic development. The average consumption has gone up from the 15.87 units per month to 16.09 units per month, an increase of 1.4%.

Highlights of the Year:

- Marginal drop of -0.75 % in revenue from sale of energy, despite Covid-19 catastrophe.
- Marginal drop of -1.37 % in revenue collections, averaging over 96% in all months.
- Capacity enhancement of Maharajanj Tarai (UP) and Garkha (Bihar) solar power plants to 45 KWp from 33.75 & 30 KWp, respectively.
- Installation of “Lithium ion Battery Energy Storage System & Grid-lock” at Shivpura
- Automated Steamaco smart Meters installed at Sonwa & Laliya Sites of UP and Nabiganj Sites in Bihar, to allow cloud controlled customer servicing.
- Construction of a New Site at Laxmanpur Bazaar, UP is initiated.

Indian Micro Enterprises Development Foundation (IMEDF)

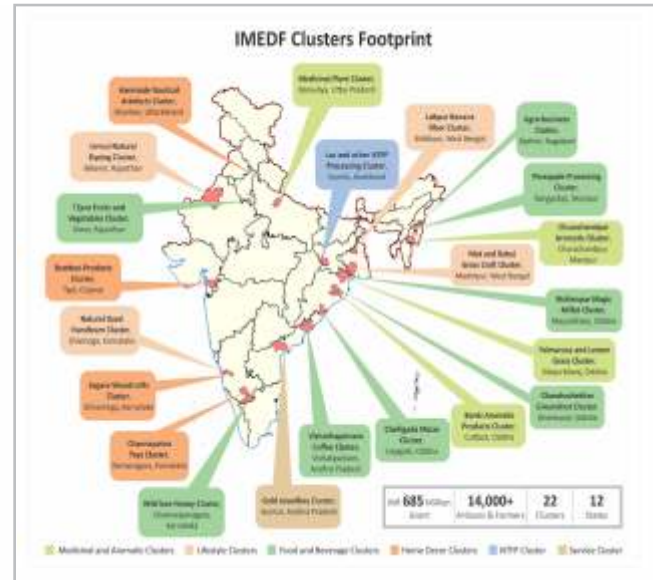
TARA has enhanced its commitment in the area of livelihood security and enterprise development through investment in the Indian Micro Enterprises Development Foundation (IMEDF), a special purpose vehicle set up by the Development Alternatives Group to accelerate impact in the area of green and inclusive economic development.

Capitalizing upon innovation undertaken in the area of entrepreneurship and sustainable livelihood models for

marginalized classes, IMEDF has positioned itself as a major catalyst in the cluster development arena, acting as a Nodal Agency of the Ministry of MSME, SFURTI.

In the financial year 2020-21, 12 more clusters were added to the IMEDF Portfolio taking the tally to 23 clusters across 11 states, reaching out to over 16,000+ artisans, crafts persons and farmers, more than 6,500+ of whom were women. As on 31st March 2021, the IMEDF footprint has extended to 11 States with a SFURTI grant of INR 7,011.39 Lakhs and investments by our partners to the tune of INR 608.65 Lakhs in these clusters.

During the FY 2020-21, 15 Clusters have become functional and entered into production stage. High end and environmentally friendly technologies in clusters like medicinal and agro based have been used to get optimum outputs and green renewable energy sources like solar energy panels, water recycling and waste water treatment technologies are being encouraged at the clusters.



IMEDF Initiatives with Clusters

United Nations Department of Economic and Social Affairs has listed IMEDF Cluster Development Program as SDGs Good Practices under SDG 9 and 10. Two Case studies were submitted under Sitaram Rao Livelihoods India Competition 2021 and both of them were shortlisted as the top 10 case studies. The case study on Lemongrass Cluster in Churachandpur, Manipur was placed as 2nd runner up.



Drying of coffee taking place at Vishakhapatnam Coffee Cluster



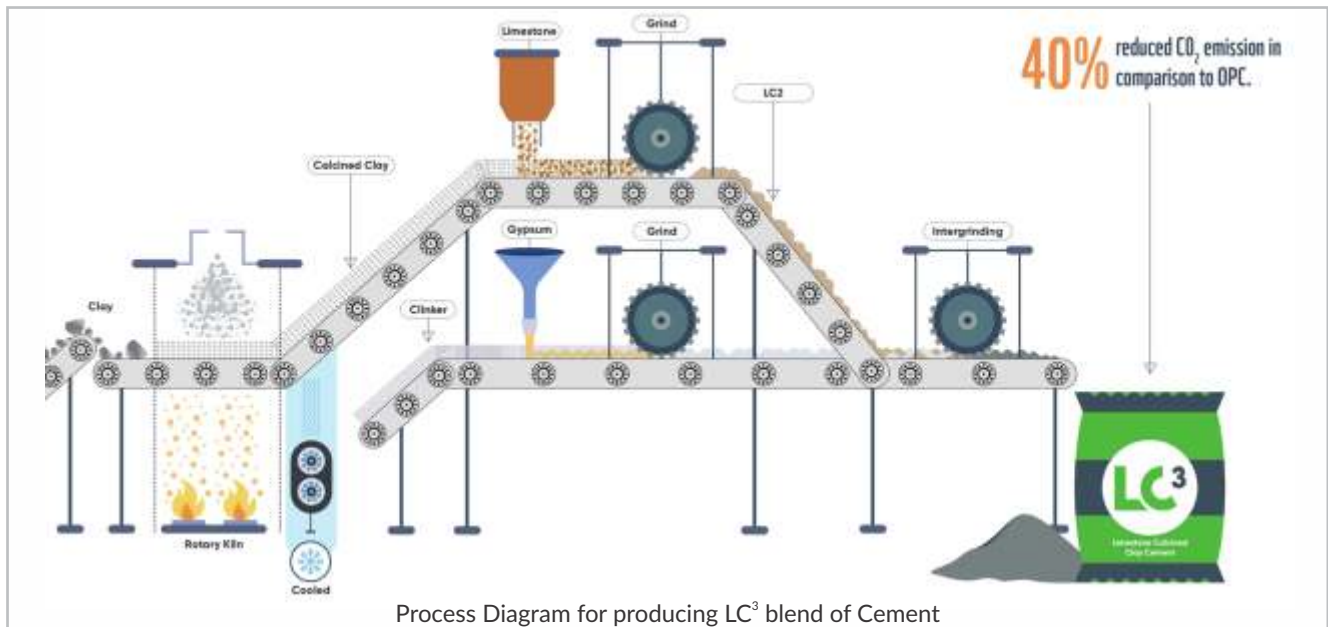
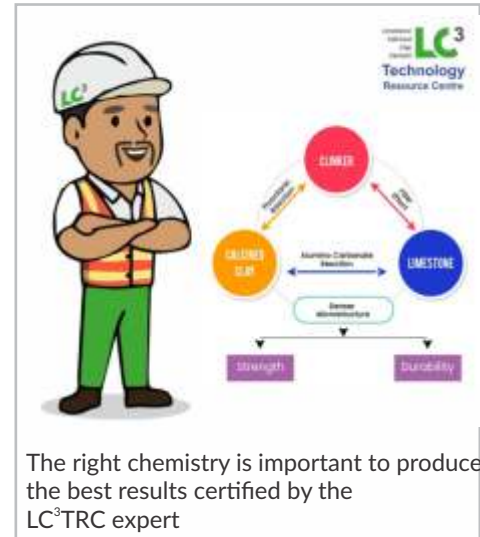
Cutting of Lemongrass taking place at Churachandpur Aromatic Cluster

TARA - LC³ Technology Resource Center

TARA has spearheaded the successful implementation of many building material technologies, taking them from their nascent stage in labs, to standardization and upscaling them for subsequent applications in the industry.

The LC³ Technology Resource Center at TARA identifies that cementitious materials make up more than half of all the materials we use. Capitalizing on the rising global population and urbanization patterns, coupled with infrastructure development needs, driving up the demand for cement and concrete, LC³TRC has positioned itself to directly intervene in India, Africa, Middle East and South East Asia, which are set to increase their domestic cement production capacity to fulfil their infrastructure development needs.

The traditional cement sector is the third-largest industrial energy consumer, comprising 7% of the global industrial energy use. Cement production involves the decomposition of limestone (calcium carbonate), which represents about two-thirds of the total CO₂ emissions generated in the process, with the remainder of CO₂ emissions being due to combustion of fuels.



With funding from the Swiss Agency for Development and Cooperation, TARA has been able to transform the novel research and findings of LC³ as a new type of cement into a sustainable business model which offers technical services for supporting the uptake of LC³ and has been divided into a couple of phases. This lab to industry transformation by the LC³TRC provides the top Cement Manufacturers and companies to relook at their cement plants for decarbonizing the entire cement manufacturing process.

During the FY 2020-21, to fulfill the objective of rapidly speeding and scaling up the dissemination of the TARA incubated LC³ technology, the business unit has earned considerable credibility as well as revenues. It made significant partnerships with Indian companies like Ultratech Cements, JK Cements and International Companies like SCC Cements.

In its services of providing expertise to finding out the suitable clay, technical feasibility of clays in LC³ as well as advisory consultancies, as per projections and the current clientele, an income for the period of April 2021-March 2022 is estimated in the order of INR 30 L and more.

TARAbazaar: Delivery IN to the village

Despite growing aspirations, increasing purchasing power and vast unmet needs, the village consumer is still largely underserved today. Remote, ill-connected markets are costly to service and most business models that rely on limited revenue streams cannot generate adequate revenues to cover these costs. TARAbazaar will deliver a wide



range of 'quality of life' products and services to village customers, thus reducing customer acquisition and distribution costs.

These products include a variety of basic needs fulfilment products for water purification, lighting and energy, preventive healthcare and clean cooking fuel. The average purchasing power per capita across the target geographies is INR 3,000 (approximately \$ 50) for non-food products. The products represent a mix of daily, weekly or monthly consumables, as well as one-off purchases.

TARAGram: Pick up OUT from the village

TARAGram increases local incomes through marketing of value-added products made in local village production centres using efficient technologies - many of them supplied by TARA Companies - to process local or recycled materials. TARAGram will establish production centres across Uttar Pradesh, Madhya Pradesh and Bihar, to make handmade paper, fabric and textiles out of recycled waste material, products from these paper and textiles, processed foods and traditional medicines, domestic products and other revenue generating activities.

Through this, TARAGram will continue to provide livelihood security for village communities, creating employment and home-based income generation opportunities for women organised in producer groups; as well as productivity enhancement, quality assurance, value addition and aggregation services.

Sufficient revenue/value is always built into the value chain for each stakeholder of the supply chain, making the total delivery system financially sustainable. By fulfilling basic needs and promoting livelihood security, it will build an unmatched brand equity.



TARAhubs: Points of Presence

TARAlife Rural's last-mile connectivity with village customers will be enabled by strategically located "TARA hubs" - mini-malls where sale of incoming products and aggregation of exports will create a commercially viable marketplace.

The primary function of the TARAHub is to provide operating facilities for TARAbazaar, TARAGram, TARA Machines and the TARA Livelihood Academy. Space will also be rented to external partners for financial services, IT and mobile

repair services, and retail outlets such as for beauticians, tailors and household appliances. The facility will be powered by a TARA Urja unit, a sister concern under the TARA umbrella, using solar and other renewable energy, ensuring reliable power for the facility and enabling the unit to sell its surplus power off-site to neighbouring clients.

The three pillars of TARAlife's rural presence, the TARAbazaar, TARAGram and TARAhubs are, together, the key supports for the local community to generate a new and vibrant economy.

TARAMachines

TARA Machines and Tech Services Pvt. Ltd. ('TARA Machines') develops and markets innovative green building and waste-to-wealth solutions for micro, small and medium enterprises. The USP of TARA Machines is the capacity to deliver total business solutions to green building material entrepreneurs and recycling enterprises, with strong focus on technical support, material and product testing, training and regular servicing. TARA Machines expects to establish numerous enterprises producing building materials in the next five years.



Fly ash Bricks Machine being operated to produce energy efficient bricks substituting clay bricks.

TARahaat

TARahaat is the leading provider of literacy and numeracy skills for adults, particularly women, in rural India. The primary product of TARahaat is TARAkshar+. TARAkshar+ is an ICT based programme that imparts functional literacy in Hindi and basic arithmetic in just 56 days. After this, Gyan Chaupali is established as a post-literacy programme for six months, which strives to strengthen and build upon what the learners have already learned, and provide access to effective information.

Board of Directors 2020-2021



Dr. Ashok Khosla
Chairman
Development Alternatives Group

Members

Consultant



B. Narayanaswamy

Head-State Initiatives



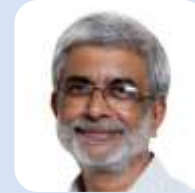
Achla Savyasaachi
MFIN

Board Member



Amitava Basu
TARA

Board Member



S. S. Venkateswaran
TARA

Advisor



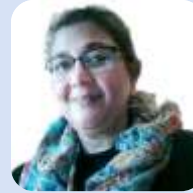
Rakesh Khanna
TARA

CEO



Shrashtant Patara
TARA

Vice President



Zeenat Niazi
Development Alternatives

Vice President



K. Vijaya Lakshmi
Development Alternatives

Independent Auditor's Report

To the Members of Society for Technology and Action for Rural Advancement

Opinion

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 2021 and the Income and Expenditure Account, for the year then ended, and a summary of the significant accounting policies and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view in conformity with the accounting principles generally accepted in India, including the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI), to the extent considered relevant by the management of the financial position of the Society as at 31 March 2021 and its financial performance for the year ended on that date.

Basis of Opinion

3. We conducted our audit in accordance with the Standards on Auditing (SAs) issued by the ICAI. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the Code of Ethics issued by ICAI and we have fulfilled our ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management for the Financial Statements

4. The Management is responsible for preparation of these financial statements that give a true and fair view of the state of affairs, results of operations of the Society in accordance with the accounting principles generally accepted in India, including the Accounting Standards issued by the ICAI to the extent considered relevant by the management. This responsibility includes maintenance of adequate accounting records for safeguarding the assets of the Society and for preventing and detecting fraud and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal control, that were operating effectively for ensuring the accuracy and completeness of 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.



5. In preparing the financial statements, the management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

6. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
7. As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - Obtain an understanding of internal control relevant to the audit 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.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
 - Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Regd. Office: 3/15, ASAF ALI ROAD NEW DELHI-110002

Corp Office: 4/1 Asaf Ali Road, 3rd Floor, Delhi Cinema Building, Delhi 110002. Tel: +91-11-41409938, 23277677, 23252225

Converted from K G Somani & Co (Partnership firm) to a LLP June 2022



8. We communicate with the those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Matter

9. We did not audit the financial statements of the branch (Orchha), whose financial statements reflect total assets of Rs. 20,76,354 as at 31 March 2021 and net assets of Rs. (36,06,380) as at 31st March 2021 and total revenues of Rs. 69,94,965 for the year then ended on that date, as considered in the financial statements. These financial statements have been audited by M/s. SKA & 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 not audited by us as stated in this paragraph is based solely on the audit report of M/s. SKA & Associates. Our opinion is not modified in respect of the above matter with respect to our reliance on the financial statements audited by M/s SKA & Associates.
10. We did not audit the financial statements of the Society for the year ended 31st March 2020. These financial statements have been audited by M/S Walker chandiok & Co LLP, retiring auditor and had expressed an unmodified opinion on the above. Reliance has been placed by us on the figures and other information pertaining to the said period as incorporated in these financial statement. Our opinion is not modified in respect of this matter.
- 11.
- a) There was only one bank account with the syndicate bank (Now Canara Bank) till September 2020 for receipt and utilization of fund under FCRA. After September 2020, the society has shifted the account to Axis Bank after obtaining the permission from MHA. As such there was no separate utilization account throughout the year. However, a new account with SBI has been opened w.e.f 29th June 2021 for the Receipt under FCRA. As informed to us, now the Axis Bank account will be used exclusively for Utilization of fund.
- b) The Society during the Financial Year 2020-21 contravened the provisions of the section 17(1) of the Act, by taking funds other than Foreign Contribution in its designated foreign contribution account (the FCRA account), from their local Bank, which is maintained only for the local funded projects by the society.

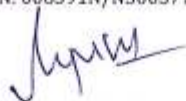
Date of Receipt in Non FCRA Bank Account	Name of Party	Non-FCRA Bank Account	Amount (in rupees)	Date of Transfer to FCRA Bank Account	Remarks
24-Aug-20	GIZ MIERA	Syndicate (0016)	14,28,550	25-Aug-20	As informed to us, this fund was wrongly transferred by the party in non-FCRA account and the same is transferred next day in FCRA account.



Cheque No.	Date of Cheque	Non- FCRA Bank Account	Amount (in rupees)	Date of Transfer to FCRA Bank Account	Remarks
523903	31-Mar-20	SBI (4859)	3,18,384	15-Apr-20	Cheque issued from local Bank/Non-FCRA account as on 31st March 2020 and the same were considered as FCRA receipt in books of accounts of last year. However, the credits of these cheques are reflecting in FCRA bank account of current year.
651697	31-Mar-20	Syndicate (0016)	4,99,515	28-Apr-20	

- c) The society during the financial year 2020-21, transferred funds from FCRA account to one of its non-FC/local bank accounts instead of utilization accounts of the society as per the provisions of the act. Such provisions contravened the provisions of section 17(1), which says that for utilizing foreign contribution, the person shall open one or more utilization accounts. As informed to us, such transfer of funds from FCRA account to non-FCRA account of TARA is to discharge the liability on account of TDS appearing in the books of FCRA.
12. During the year ended 31st March 2021, TDS u/s 195 has been deducted from the payments made to Non-Residents and also deposited to the respective authority. However, TDS return under Form 27Q has not been filed.
13. There is a Current Liability w.r.t Staff Welfare Fund of Rs. 20,96,660 as at 31st March 2021 which includes employee's contribution of Rs. 1,54,549 for the current year 2020-21. This should have been transferred to the designated fund maintained with a separate Trust. However, as informed to us, no payments have been made for the same due to liquidity crunch.

For **K G Somani & Co LLP**
Chartered Accountants
FRN: 006591N/N500377



(Bhuvnesh Maheshwari)
Partner
M. No. 088155



UDIN: 21088155AAAACM4941

Date: 18-12-2021
Place: New Delhi

Society for Technology and Action for Rural Advancement
Balance Sheet as at 31 March 2021
(All amounts in ₹, unless otherwise stated)

Schedule	As at 31 March 2021 ₹	As at 31 March 2020 ₹	
Sources of funds			
Funds			
General fund	1	(2,79,33,600)	(2,47,61,292)
Non-current liabilities			
Long-term borrowings	2	2,65,00,000	2,65,00,000
Long-term provisions	3	12,97,405	12,97,405
Current Liabilities and provisions			
Unspent grants, net	4	63,44,442	2,05,79,773
Other current liabilities	5	3,44,59,244	2,76,78,336
Short-term provisions	6	7,63,118	46,78,505
		<u>4,14,30,609</u>	<u>5,59,72,727</u>
Applications of funds			
Non-current assets			
Property, plant and equipment			
Tangible assets	7	67,81,544	30,11,459
Non-current investments	8	45,45,725	71,35,231
Deferred tax assets (Net)	9	1,17,40,047	1,47,33,601
Long term loans and advances	10	6,23,699	10,64,290
Current assets, loans and advances			
Trade receivable	11	50,28,027	83,39,864
Cash and cash equivalents	12	50,52,829	85,89,598
Short-term loans and advances	13	72,37,023	1,30,98,684
Other current assets	14	4,21,715	-
		<u>4,14,30,609</u>	<u>5,59,72,727</u>

Summary of significant accounting policies and notes to the financial statements

22

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

As per report of even date
For K G Somani & Co LLP
Chartered Accountants
FRN-006591N / NS00377

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


Bhuvnesh Maheshwari
Partner
M.No.088155


Ashok Khosla
Chairman


Maj Gen Rahul Bhardwaj, VSM (Retd)
Chief Operations Officer


Vinod Nair
Gen. Manager Finance

Place : New Delhi
Date : 18-12-2021



Society for Technology and Action for Rural Advancement
Income and Expenditure Account for the year ended 31 March 2021
(All amounts in ₹, unless otherwise stated)

	Schedule	Year ended 31 March 2021 ₹	Year ended 31 March 2020 ₹
Income			
Grant income	4	8,66,21,049	9,31,63,493
Sales of goods	15	26,25,742	57,19,086
Technical and other receipts	16	15,27,754	1,08,00,974
Other income	17	5,63,496	21,43,945
		9,13,38,041	11,18,27,498
Expenditure			
Purchase of finished goods		22,79,620	51,88,703
Personnel expenses	18	1,90,92,296	3,43,81,121
Finance costs	19	19,41,090	19,32,291
Depreciation	7	11,29,513	4,57,475
Grant expenses	4	5,13,68,609	6,06,50,410
General and administrative expenses	20	1,12,65,554	2,28,12,575
		8,70,76,682	12,54,22,575
(Deficit)/Surplus before tax and prior period item		42,61,359	(1,35,95,077)
Less: Prior period expenses	21	(12,18,313)	(28,95,253)
		30,43,046	(1,64,90,330)
Less: Tax expense			
Tax-Earlier years		(22,30,140)	15,66,830
Current year tax		(9,91,660)	-
Deferred tax benefit		(29,93,554)	49,47,023
(Deficit)/Surplus for the year transferred to general fund		(31,72,308)	(99,76,477)
Summary of significant accounting policies and notes to the financial statements	22		

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

As per report of even date
For K G Somani & Co LLP
Chartered Accountants
FRN:006591N / NS00377

Bhuvnesh Maheshwari
Partner
M.No.088155

Place : New Delhi
Date : 18-12-2021



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

Ashok Khosla
Ashok Khosla
Chairman

Maj Gen Rahul Bhardwaj
Maj Gen Rahul Bhardwaj, VSM (Retd)
Chief Operations Officer

Vinod Nair
Vinod Nair
Gen. Manager Finance

The Development Alternatives Group

Development Alternatives (DA)
www.devalt.org



Technology and Action for Rural Advancement (TARA)
www.tara.in



Indian Micro Enterprises Development Foundation (IMEDF)
www.imedf.in



TARAlife Sustainability Solutions Pvt. Ltd.
www.taralife.in



TARA Machines and Tech Services Pvt. Ltd. (TMTS)
www.taramachines.com



TARAhaat Information and Marketing Services Ltd.
www.taraaat.com



TARA Livelihood Academy Pvt. Ltd.



Technology and Action for Rural Advancement

B-32, Tara Crescent, Qutub Institutional Area, New Delhi – 110016, India
Tel: +91 11 2654 4100, 2654 4200, Fax: +91 11 2685 1158
Email: tara@devalt.org, Website: www.tara.in