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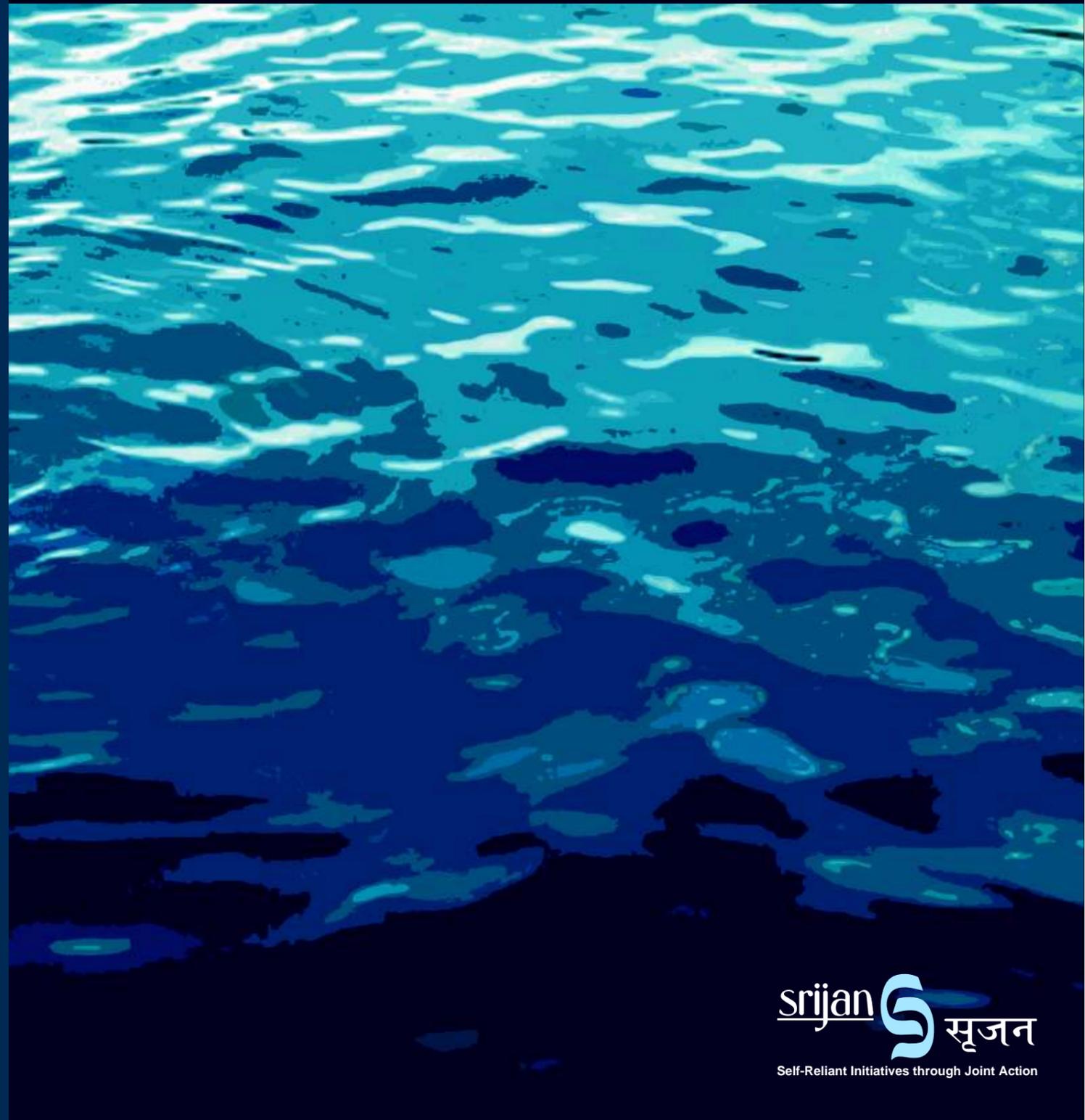
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Self-Reliant Initiatives through Joint Action

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## Introduction

The year 2005- 2006 in SRIJAN's development has been one of growth both in terms of organization as well as its larger role in rural development. Just five years ago SRIJAN started with a single field project, today it works in eight field locations. Six of these projects are spread across Central and Northern Madhya Pradesh, one in Rajasthan and one in Karnataka. In programme expansion it has built on its initial and abiding *raison de etre*, working for the poor by enhancing livelihoods and building community organizations for improved water resource management. SRIJAN is reaching out to more than 12,000 rural poor families.

Water, particularly in medium and low rainfall and low percolation regions is the single most important resource for livelihoods (natural resource context of our states is given in text box 1). Escalating demand, untenable exploitation of ground water through use of bore wells result in dwindling yields in agriculture and have long term consequences for a growing population. At a local level it means that the poor lose out lacking in resources to negotiate leading to land alienation, hunger, sinking into deeper debt, and out migration and sometimes suicides. SRIJAN conceived a strategy which grew out of three research studies, a study in three river basins in Karnataka for "Community Driven Integrated Water Management and Sustainable Livelihoods"(2003), a study into management of Chandela Taals in Bundelkhand region of Madhya Pradesh (2002), and another one into participatory irrigation management of two major canal irrigated areas in Madhya Pradesh (2002)<sup>1</sup>.

**Water Resource Management for Sustainable Livelihoods** SRIJAN's approach to water management seeks to remedy the malady that afflicts a majority of the water projects in India. They focus on the supply side in the main, aiming to make greater volume of water available, leaving the people to sort out the distribution issues. There is little attempt at "managing escalating and competing water demands." It is this aspect that SRIJAN has tried to focus on through its work, without ignoring the aspect of enhancing water availability as required locally. SRIJAN has promoted low cost sprinklers for small and marginal farmer's wheat cultivation during Rabi season. To address the issue of equity and sustainability, we strengthen and promote informal water management institutions of smaller scale, enhance wider participation in decision making over civil works by joint walk-through exercises with government engineers as well as by encouraging them to contribute financially. In Common Water Property Resource (CWPR) situation, it is a challenging task. Our work on the supply side has largely involved renovation of older structures such as ancient Chandeli taals, tanks built by Mysore state, and dilapidated and defunct Panchayat Water Harvesting Structures on the one hand, and building smaller structures such as 'pouch dams', farm ponds, and so on. Introducing less water intensive crops such as medicinal plants and vermin-compost are parts of our effort to arrest degradation of soil and depletion of water resources for small and marginal farmers.

SRIJAN has over the six years of its work brought around 5000 hectares of land under water resource management activity and about forty million rupees have been invested in improving the health of these resources ending with greater water availability and efficiency.

**Promoting Rural Livelihoods** Rural livelihoods have suffered because of low productivity, unfavourable market linkages, and lack of organizational capital. SRIJAN promotes self-reliance and sustainable development models. Self-reliance of rural communities is promoted through processes of creating economic family assets, building their capacities to function as organizations, and setting up external linkages that protect and enhance the interests of the poor. A livelihoods cluster approach

<sup>1</sup>Studies were conducted in collaboration with Anand and Hyderabad offices of International Water Management Institute, Colombo, and variously sponsored by Government of Madhya Pradesh, IWMI-Tata Programme, and Asian Development Bank.

is in the making where we attempt to saturate an area with producers' groups and build a common pipeline for inputs and a supply chain for their produce. This is being tried in dairy to begin with.

**SRIJAN's Role** SRIJAN'S role at the community level is to facilitate the formation of sustainable institutions around livelihood activities. Since the development processes need to keep pace with the external environment, SRIJAN attempts to be a bridge so as to bring in new technologies, market linkages, credit, and any other knowledge or practice that would help the poor communities to be economically and socially more self reliant.

## Natural Resources Context

**Madhya Pradesh:** Madhya Pradesh has the highest proportion of India's dryland districts. Even though the state receives good rainfall, ranging from 900 to 1200 mm, 89 percent of the districts in M.P. covering 81 percent of its area are drylands. Absence of rainwater harvesting structures is conspicuous by the fact that at present only 19 percent of the cropped area in the state has irrigation facility.

**Rajasthan:** Rajasthan has only one percent of India's total water resources, and irrigation covers about 30 percent of the total cropped area. Here single crop cycles are dominant and the prospect of a second crop is entirely dependent on sub soil moisture or water yields in wells and tanks. The state has been divided into 594 groundwater potential zones, out of which 173 zones are overexploited. If the present trend of water extraction continues, a large part of the state may face an enduring crisis of groundwater jeopardizing farming and animal husbandry.

**Karnataka:** Karnataka has the second largest arid zone in India after Rajasthan. Much of rural Karnataka, where two-thirds of the state population, numbering 30 million people, resides is classified as drought prone. The gross irrigated area, as percentage of gross cultivated area, is 26 percent for Karnataka while the national average stands at 39 percent.

## Major Initiatives in 2005-06

The year gone by was one of reflecting, seeking consolidation, and defining future course. SRIJAN invited two senior development professionals to review our work and organization and engage us in reviewing our strategies.

We made a strategic shift to market oriented livelihoods in some of our locations. The sectors chosen are dairy and horticulture including medicinal plants. Teams in Sagar, Tikamgarh and Tonk, took tentative steps and are to still find their feet.

We began to work with tribal population by opening two new locations, namely, Anuppur and Chhindwara, both in Madhya Pradesh. We brought to a close our association with BERI project in Tumkur district in Karnataka.

By successfully negotiating grants from two donors in existing locations, we strengthened our financial position. Dovetailing with public resources, institution-building support from PACS programme of DfID, UK and "Sakh Se Vikas" of Sir Ratan Tata Trust, Mumbai is expected to improve quality and sustainability of our development intervention.

## Progress During the Year in Direct Grassroots Action Projects

In most locations, our challenge has been to deepen our work in terms of community institutions, simultaneously as the economic assets are built. Engaging and sensitizing government, our primary partner, in this process of deepening democracy has often left our young professional staff frustrated yet at times satisfied.

**A. Water Resource Management for Sustainable Livelihoods.** Five of SRIJAN's grassroots action projects, namely, the Participatory Irrigation Management (PIM) Project in Vidisha, the Tank Rehabilitation Project in Kolar (Karnataka), Watershed cum livelihoods projects in Sehore and Chhindwara (M.P) and the biomass energy project in Tumkur (Karnataka) have "water" as the core focus.

i. Participatory irrigation management (PIM) in command area villages of Samrat Ashok Sagar dam, Vidisha.

In Madhya Pradesh, actual irrigation command area is less than 50 percent of the potential created<sup>2</sup>. Lack of resources with the Government resulted in inadequate maintenance, unlined canals leading to water logging, and lack of water distribution norms implying excess water at the head and starving the tailend farmers. Some portions of canals were not even built in the first place.

To address this problem, a pilot PIM project of four and a half duration was started in 2003, at six sites. SRIJAN and three other NGOs were chosen to mobilize the community to restore the defunct canal systems and to revitalize water users associations (WUAs) and to enhance the facilitation role of the staff of Water Resource Development Department (WRD), primarily engineers. We were to encourage the water users to raise a financial contribution of 30 percent towards the repair and restoration cost. India Canada Environment Facility (ICEF) provides support cost and 50 percent of the programme cost. The remaining 20 percent is contributed by WRD. SRIJAN chose to work in a large system, the command area of Samrat Ashok Sagar dam near Sanchi. We are expected to reach over 5000 farmers owning over 11600 ha of land in the command area spread across 84 villages falling in two districts, Vidisha and Raisen.

SRIJAN promoted small informal work committees of the beneficiaries (where leadership was voluntarily chosen by water users, not necessarily the elected WUA presidents), to plan and implement rehabilitation work with total transparency and accountability. We enhanced participation by choosing repair of minors near their fields rather than in far off distributory. We discouraged physical work through contractors to create ownership of this community asset and developed leadership. By organizing exposure trips to successful projects in other states, SRIJAN is spreading awareness about the power of community participation and building the capacity of WUA and WRD team members.

As a result, we have for the first time made available irrigation to 310 hectares of land belonging to

213 tail end farmers; increased the number of irrigation (earlier 1 and now up to 3) to 650 hectares of land owned by 354 tail enders; controlled seepage in 25 hectares of waterlogged land of 30 families. We have formed 18 work committees across 9 WUAs. The work committees have executed the physical work worth 10 lakh rupees (community contribution three lakh rupees) and more than 27 km of canal has been restored. They have, jointly with WRD engineers, identified rehabilitation work worth 60 lakh rupees. A more significant result was that the most of the newly elected WUA presidents in the elections held in February 2006, were the people who had led our work committees. It was a just reward for their public service.

To make our intervention more effective, our Vidisha team, comprising of seven professionals, plans to work on specific demand management interventions. We are attempting Chak development (management of water, soil and crops in an area of 100 ha), crop diversification (horticulture), and involvement of women in PIM through credit and savings groups.

ii. Integrated Community Led Development of Tanks in Kolar.

Tanks are old community structures though assistance was provided by old Mysore state. Low scanty rainfall, water intensive crop cultivation, and groundwater utilization has reduced their importance but they continue to be critical for recharge of groundwater and assurance of drinking water availability in the area. SRIJAN is working in the Community based Tank Management Project managed by Jala Samvardhane Yojana Sangha (JSYS), Karnataka. It is Kasba hobli in Malur Taluka of Kolar district, some 50 km east of Bangalore. Our focus is on institutional building including creation of Tank Management Institutions (TMI) for planning and implementation of present tank projects, it is a sub-committee of Gram Panchayat. We conduct a PRA programme for 4 days intensively, main activities in which are identification of tank related problems and causes, and prioritization of needs. A subcommittee of GP is formed that is to last the project period and beyond. An Integrated Tank Development Plan is made to rehabilitate the tank. Interestingly farmers have cleaned up the feeder channels that have increased the inflow in the tanks. Another activity of farmers' interest is bund strengthening to prevent overtopping and damage to the structure as well as puddling (mud-filling) to repair cracks. We are currently engaged in implementation in 13 tanks and planning development of 17 new tanks. We have invested over 1.8 million rupees in their rehabilitation out of which water users have contributed approximately 470,000 rupees.

iii. Rehabilitation of Watersheds to Enhance Agriculture Productivity in E-Choupal Areas of Sehore and Chhindwara.

ITC approached SRIJAN in 2003 to rehabilitate watersheds and enhance crop water availability for the farmers in Ichhawar block of Sehore district. They had set up the e-choupal system of direct procurement of wheat and soybean, and farmers were feeling the pinch as groundwater was receding fast. Soybean cultivation in kharif does away with the traditional haveli system of water harvesting in the field. Till now, over 2000 ha land has improved water availability with an investment of 15 million rupees. Two significant interventions of SRIJAN are worth mentioning. Last year alone, we invested over 9.2 million rupees in assets. One, the renovation of old panchayat owned structures and two, introduction of sprinklers in wheat crop.

Ichhawar block has about 25 gate operated stop dams that have lain defunct over a long time. Some are 50 years old. These structures are often big catering to the irrigation requirements of more than one village (see text box 2).

SRIJAN has rehabilitated eight old structures that together account for over 875 hectares of land,

<sup>2</sup>Canal irrigation potential is 1.96 Mha. However, in reality the actual command area is 0.98 Mha. Source: WRD, Government of Madhya Pradesh. Proposal to ICEF. 2003

benefiting approximately 550 families. Some of these structures are over and command farmers have no recall of when these structures last had water in them. Now SRIJAN has also begun construction of new stop dams and has done over 17 of them in the last two years. We have also begun community irrigation wells to reach out to poor farmers and set up irrigation facilities for them.

Our low cost Sprinkler irrigation programme has reached 340 ha of wheat cropped land. Our sprinkler units come in a range of models and can be powered by electrical motor or diesel pump with a rating of 2hp, 3hp or 5 hp. Most of the beneficiaries are small farmers, who tend to use the smaller model.

The team in Sehore is led by an experienced agriculture engineer and is supported by professionals trained in engineering, forestry and social work.

Encouraged by results in Sehore, ITC began support from the Chhindwara location. Chhindwara is experiencing fast depleting groundwater table and is one of the most water scarce affected districts in the state. We have set up a four member team of professionals to recharge groundwater and perhaps introduce horticulture diversification in the area that has a large tribal population. The team has begun working on watershed development that includes building a series of check dams, recharging of drinking water bore wells, and deepening of some community wells. In their first year of working with the community, the total investment was of the order of two million rupees.

*Impact and Water Management Institutions.* This year rainfall was low in the area. And it is now that the farmers are realizing the real boon the stop dams have proved to be. In Ichhawar only 25 percent of the total cultivable land has been sown this year. But the command land of these dams is in stark contrast to this barren landscape. Hundred percent of the command land has standing crop as the farmers here were able to give the much needed pre-sowing irrigation unlike other farmers who have fallow fields just adjacent to command fields.

Faulty design at times but more often absence of an institutional body around these structures renders them defunct. The rehabilitated structures run the same risk and to avert this every attempt was made to make the process of rehabilitation participatory, beginning from beneficiaries contributing towards the cost of rehabilitation to taking responsibility for implementation. All the command area farmers were organized into Water Users Groups and from this body a Management Committee was selected which was made directly responsible for ensuring quality implementation.

We have just begun work on building the capacity of the water user groups on this front by conducting regular trainings and holding exposure visits to different projects such as AKRSP's programme in Netrang where vibrant user groups exist. Norm setting becomes important given that these water structures are intricately linked to the livelihood of people. Presently we are assisting these water user groups to arrive at a system of water taxation by helping them estimate the (i) volume of water stored in a dam; (ii) amount of water required for irrigating crops like wheat and gram; (iii) acres of command land under these crops and; (iv) the expense that would be incurred on maintenance of the dam. Based on the data that emerges from such exercises, water tax is fixed per acre per irrigation. Depending upon the acres of land a farmer has in the command and the number of irrigations s/he takes, water tax is levied.

#### iv. Water Resource Harvesting to Increase Biomass Energy Production in Tumkur

The programme has an ecological objective of producing energy from non-fossil fuel sources and has chosen to promote a biomass based gasifier technology. In order to create demand for energy

## Box2. Multi-Village Institution to Rehabilitate Maulakhedi Stop Dam

The stop dam in village Maulakhedi has a command of about 130 hectares. Some 100 farmers own land in the command. We chose Maulakhedi because we wanted to begin work from a village that was small and homogenous. Little did we realize that the dam we wanted to restore had its command spread across four villages. It took two months just to estimate the actual amount of land that the farmers owned in the command. The Village Committee of Dhelkhedi and the Joint Committee (formed of all the four village committees) could not come to an agreement on the land the Dhelkhedi farmers had in command. Ultimately it was the with the Patwari's intervention that an agreement was reached. Then came the tedious task of collecting contribution. Cost of rehabilitation was estimated at Rs 4.3 lakh and of this almost one lakh rupees were to be mobilized from farmers. It took about 50 meetings to collect some Rs. 80, 000.

The results were positive. Last year 120 ha of land got additional irrigation (one half got two irrigations), implying increase in wheat yield of at least 15 to 20 percent.

and capacity to pay for it, the project has also taken up water harvesting programme and to create enough biomass, a programme of agro-forestry. Thus, primarily it is farm ponds and agro-forestry plantation that have been the main programme elements in this location. Plantation effort was supported by community nurseries for silviculture species and plantation of mango saplings in agriculture fields. Farm pond is a very effective strategy in this rain-deficit and low groundwater table area for small farmers to harvest rainwater and use it for preventive irrigation. Often it will recharge the well just downstream of the field in which the farm pond is dug. Usual size of farm pond is 30 feet by 30 feet in length and width, and depth is 10 feet. The cost is just about 4000 rupees. More than 320 farm ponds were dug at a total investment of 1.325 million rupees. 23 Women's SHGs were the mobilizing force for these activities.

### B. Rural Livelihoods Promotion

#### i. Livelihood Promotion in Tonk.

SRIJAN is working in Deoli block under the District of Tonk in Rajasthan. The project commenced in August 2002 with a survey and selected the poorest area in the block for SRIJAN's intervention. Deoli block falls on the drier side of Bisalpur canal. It comprises of 67 villages in 18 panchayats. SRIJAN works in the World Bank funded DPIIP programme of the government. The role here is of a facilitator, forming Common Interest Groups (CIGs) of poor people, helping them to identify and take up an economic activity and link them with the DPIIP. There are now 217 groups out of which 111 have adopted the self help group mode and 107 dairy groups. The total number of beneficiaries is 2396 out of which 1350 are women. The total investment so far is 17 million rupees. Cumulative savings of the groups is one million rupees. From last year the focus primarily has become to promote dairy. Over 6.5 million rupees were invested in dairy (buffalo purchase) which is about three fourths of the total investment in the year (8.5 million).

The SRIJAN team of seven professionals have been working to inspire the women to form groups and encourage them to take up livelihood activities, sometimes unconventional ones like operating businesses and running them successfully. These business institutions of poor women have been developed with the federation of groups into clusters and clusters into livelihood cum microfinance federation called Maitree. Ten clusters were formed covering 56 villages and each cluster is federated into Maitree Mahila Mandal. Two elected representatives from each Common Interest Group and they in turn send two elected representatives from each cluster to make up the membership of Maitree.

The first Maha Sammelan was organized on 23<sup>rd</sup> January, 2006. The Maha Sammelan provided a platform for sharing, brought them in contact with district officials and demonstrated to the external world their strength and solidarity.

SRIJAN is one of the few organizations in DPIP Rajasthan that has successfully demonstrated savings-livelihood-subsidy model of intervention and scaling up. The World Bank and the Government of Rajasthan have appreciated the work.

#### ii. Livelihoods Promotion in Sagar

SRIJAN began to work in Jaisinagar in December 2000 in a cluster of villages. The area displayed all the features where poverty flourish: 50 % of arable land lay unirrigated, open dug wells are the major source for irrigation, water from ephemeral streams and rivers far below the requirements, no sign of water harvesting structures. All this led to low agricultural productivity. The means by which some of the problems could be mitigated were also absent. There are no credit facilities for the poor the only recourse were the local money lenders who for generations of the poor in the area have been pushed further and further into dire poverty.

In the last four years, Natural Resource Management and Sprinkler with wheat are some of the significant activities that we have promoted in 26 villages where we are currently working. New focus has developed around dairy. People were responsive towards building social infrastructures and soil and water conservation measures like bunding, building percolation tanks and adopting low cost sprinkler system. The people were also amenable to take up activities like ginger cultivation jointly.

The project has invested more than 18 million rupees in community assets last year of which 8 million rupees have been in dairy alone and agriculture (Rs. 3.6 million) and water resource development (Rs. 3.7 million) being other two major activities. Market enquiries are being made so that milk could be sold to private dairies in Sagar.

#### iii. Tribal Livelihoods in Anuppur

MP Rural Livelihoods Project (MPRLP) of the government of Madhya Pradesh invited SRIJAN to participate in project implementation. We are working in an area that is tribal dominated but has a peculiar situation of colliery providing jobs to local population. This has raised local wages, but the agriculture situation continues to be precarious typical of most tribal areas in the country. The team was set up late last year and is at the stage of rapport building with the community.

#### iv. Strengthening SHGs in Three Districts with PACS support

DfID's PACS programme has provided substantial support to SRIJAN to strengthen people's institutions in three districts in MP, namely Sagar, Tikamgarh, and Vidisha. We are expected to make 520 SHGs in the three districts and also promote tank users groups in Tikamgarh. Dairy

programme will get a boost because of PACS support for human resources as DPIP MP draws to a close. In Vidisha, non-irrigated area and poor families un-reached by irrigation canal are our target for the PACS programme.

#### v. Institutional Development in Tikamgarh

Tikamgarh has made serious progress with over 70 SHGs and have also begun promoting a producers' organization for establishing market linkages, It is being named jeevika. Tikamgarh team has received invitation from the district administration to participate in NREGA.

## Consultancy Support to State Governments

The Forest Department of Government of Himachal Pradesh is preparing a watershed cum livelihoods development project for communities living between 800 to 2000 meters of altitude, with support from the World Bank. SRIJAN was invited to provide assistance in developing a project implementation plan and a manual for community participation. The project is going to be implemented in almost 600 Gram Panchayats and through them. The World Bank as well as the government appreciated the SRIJAN's effort and expertise, although it was our first project in the state.

The Government of Bihar is preparing a livelihoods project with assistance from the World Bank. SRIJAN was invited to provide its advice in developing an organizational structure, and human resource strategy for the project. SRIJAN made presentations to the Chief Secretary and all the senior secretaries of the government about its HR vision and experiences of recruitment and selection in other community driven projects of the World Bank. The team was asked to take up the recruitment at the state level.

## Human Resource Development

Human resource profile of SRIJAN professionals is rainbow like. We are about sixty professionals from academic background ranging from engineering, agriculture, social work and veterinary sciences, drawn from campuses across the country. Most professionals have post graduate degree and one quarter is female. Many professionals have now been groomed to become team leaders (homegrown model). We have mixed results in our experiment with lateral entry of experienced professionals.

We began with a formal induction programme last year to reinforce organizational identity, and batch like solidarity among fresh entrants from varied backgrounds. We have also successfully launched and continued the SRIJAN write programme since a number of our colleagues come from vernacular background. Prava Rai is anchoring the programme.

We organized annual retreat of all professional and support staff in October in Sanchi. Project review meeting is held six monthly and core group meetings are more frequently held at least bi-monthly.

## Informing the Public

SRIJAN Letters, our newsletter, is being published half yearly though the intent is to bring it out on at least a quarterly basis. It has become a platform for young professionals to reflective articles on their work. Website has been launched with the domain name [www.srijanindia.org](http://www.srijanindia.org).

## Financial Results.

Mobilizing public resources for the poor has been the mainstay of SRIJAN's financial strategy since its inception. In fact, our consultancy work with the state governments, albeit with donor support, is also aimed to build a constituency and appreciation for SRIJAN's professional competence. Now, of course, as our grassroots action projects are beginning to show impact, that is itself attracting the government and donors alike. The strategy of working with government is paying rich dividends.

**Collaboration with Government.** For seven of its field projects, the Trust has collaboration with state governments. It has mobilized 31 million rupees during last year for building economic assets of the poor.

**Partnership with Private Sector.** ITC (P) Ltd supported SRIJAN in building water resources for the community to the extent of 7.5 million rupees.

**International Donor Support.** Canadian High Commission support was over 800,000 rupees.

**Rural Poor Community** itself contributed a substantial amount of 9.5 million rupees.

The table 1 given below summarises the investment in community assets.

Location	Government	International Donor	Private Sector	Community Contribution	Total Investment
Anuppur	330,289	-	-	-	330,289
Chhindwara	-	-	1,584,839	374,597	1,959,436
Sagar	15,100,200	-	-	3,179,815	18,280,015
Kolar	8,526,846	-	-	472,139	1,863,201
Vidisha	789,000	-	-	297,000	1,086,000
Sehore	-	-	5,945,272	3,255,811	9,201,083
Tikamgarh	-	811,168	-	49,500	860,668
Tonk	6,719,126	-	-	1,834,079	8,553,205
Tumkur	-	-	-	-	4,824,316
<b>Total</b>	<b>31,465,461</b>	<b>811,168</b>	<b>7,530,111</b>	<b>9,462,941</b>	<b>46,958,213</b>

A total of 47 million rupees worth of economic assets were built for rural poor community during the last financial year, with assistance of SRIJAN professionals.

Total funds routed through SRIJAN accounts during the FY 2005-06 were more than 22 million rupees. Out of this funds for staff support were approximately 12 million rupees.

## External Review of SRIJAN

SRIJAN leadership thought a Strategic Review of the organization was warranted to analyze the experience and draw lessons for the future. SRIJAN invited external consultants, Biswajit Sen and Lalitha Iyer, to: (i) assess the outcome and impact of SRIJAN's work; (ii) provide strategic directions for

the future; (iii) prepare for the immediate future a human and organizational development plan; and (iv) do a participatory visioning exercise. Sir Ratan Tata Trust largely supported the exercise. The review exercise began in July 2005 and ended in February 2006.

The report suggested some programmatic strategies for SRIJAN to further consolidate its work. Among these the need to invest in deepening interventions in locations irrespective of the project design imposed by donors, strengthening community institutions and limiting the geographical spread to present districts while expanding to adjoining blocks with a replicable model, were particularly emphasized.

Biswajit and Lalitha presented these findings to SRIJAN core group in a three day workshop in Delhi in December. The group deliberated extensively upon the findings and strategic choices (programmatic and human resource) available to SRIJAN were weighed. The group arrived at a vision statement for the organization. It was decided that SRIJAN in the coming five years would: (i) deepen thematic programmes as Rural Businesses in each location before replication; (ii) multiply and integrate different sources of finance including private-public partnership for each Rural Business; (iii) develop a core group of entrepreneurs and social entrepreneurs; (iv) evolve an attractive career growth plan to retain professionals in rural development sector; (v) undertake analytical documentation and dissemination of change processes; and (vi) influence policy.

But this vision was still abstract. It was important that it percolated down to the field teams, be owned by them and be reflected in their programme strategy. To enable this an intensive exercise in developing "Area (Location) Visions" was undertaken. Teams having similar thematic focus were grouped together and three day workshops were held where the teams worked together to discuss the opportunities available to them and how they could use these to overcome the constraints and graduate from what currently were techno-community models for sectoral themes to building community institutions as rural business entities and resource management institutions.

This was an important exercise in helping professionals in different locations to break away from the project mould and plan for future, based on priority areas identified by SRIJAN keeping in mind the elements SRIJAN deemed essential, for making interventions more meaningful. The area vision plans were consolidated to arrive at an organizational vision for themes namely, Water Resource Management (Common and Private), Livelihood (Dairy and Horticulture) and Livelihood Finance.

As a culmination of this effort, SRIJAN presented its "Vision 2011" in February 2006 to a distinguished group of people, representing our present and prospective partner organizations including the state governments, the World Bank and private donor agencies in a workshop held at India Habitat Centre, New Delhi.

Based on the strategic review by external consultants carried out in 2005-06, SRIJAN has decided to deepen its presence in existing locations along a theme based programme. Two broad thematic areas are: (i) water resource management; (ii) market led livelihoods businesses. These are mutually complementary in an area development strategy rooted in local socio-economic and natural resource conditions. In order to foster people's institutions, we promote saving and credit groups of women (popularly known as SHGs), which are expected to lead to producers' organizations focused on specific livelihood businesses.

### Way Ahead

With this overall perspective we need to have a well-constituted Human Resource team at the centre, which will comprise of the full time HR professionals, the team leaders and the theme leaders. Also, we

would like this unit to function as an internal faculty to groom the young professionals joining fresh from the campus and fulfill the ongoing professional development requirements of the senior executives. As part of this programme they will be responsible for developing capacity building programmes (techno-managerial) streamlined with the field requirements. The team leaders and theme leaders will be given grounding in the HRD processes to facilitate intensive one to one interactions (more psycho-social skills) with the professionals.

This implies that substantial time of the senior professionals will be invested in the human resource development processes. However the projects do not provide the time and budget for senior professionals to undertake these responsibilities, which nonetheless have an important bearing on delivering quality and encouraging innovation. It is therefore important that SRIJAN has a central pool of funds from which it can meet the cost of its core members.

## Governance

Induction of new members has strengthened our board of trustees. Mr Subhash Khuntia, presently Joint Secretary, Ministry of HRD, Government of India, Mr Ajay Mehta, Executive Director, National Foundation of India, and Dr. Govind Sharma, Professor of Electrical Engineering at IIT, Kanpur have joined our board. We welcome them and look forward to their guidance in our future. Mr. S. Srinivasan who very actively served the board in its formative years offered to step down and make way for others.

## Participation in International Forum

The World Bank invited SRIJAN to be one of the two CSOs to represent India at the World Bank/IMF's Annual General Body Meeting in Singapore, September 2006. We participated in the preparatory meeting in March 2006.

## Financial Statement for 2005-2006



**V.NAGARAJAN & CO.,**

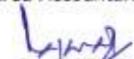
*Chartered Accountants*

REPORT OF THE AUDITORS TO THE TRUSTEES OF

**Self Reliant Initiatives through Joint Action (SRIJAN)**

1. We have audited the attached Balance Sheet of as at March 31, 2006 and the Income and Expenditure Account for the period ended on that date annexed thereto of Self Reliant Initiatives through Joint Action (SRIJAN), a charitable trust registered under the Indian Trust Act. These statements are the responsibilities of the management of the Trust. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used significant estimates made by the management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We have no relationship with or any interests in the trust other than our capacity as auditors.
4. We further report that:
  - 4.1. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit.
  - 4.2. In our opinion proper books of accounts as required by law have been kept by the Trust so far as it appears from our examination of the books.
  - 4.3. The Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account.
5. In our opinion, and to the best of our information and according to the explanations given to us, the accounts, read with the notes thereon and documents annexed thereto, give a true and fair view:
  - 5.1. In the case of Balance Sheet of the state of affairs of the Trust as at March 31, 2006 and
  - 5.2. In the case of Income and Expenditure Account of the EXCESS OF INCOME OVER EXPENDITURE of the Trust for the year ended on that date.

for **V. NAGARAJAN & CO.,**  
*Chartered Accountants*

  
**(V. NAGARAJAN)**  
Partner

New Delhi,  
Dated: 28<sup>th</sup> July, 2006

"Open House", D-2058 Palam Vihar, GURGOAN 122 017, Ph: 91-124-507 8742-43 • 236 8742-43  
Fax: 91-124 507 8744 E-mail: [nagarajan@accountant.com](mailto:nagarajan@accountant.com), [www.nagarajan.org](http://www.nagarajan.org)

Self Reliant Initiatives through Joint Action (SRIJAN)

BALANCE SHEET AS ON MARCH 31,		2006	2005	Rs
<b>LIABILITIES:</b>				
<i>Sch</i>				
<b>CORPUS</b>				
Corpus Fund		5,000	5,000	
<b>RESERVES &amp; SURPLUS</b>				
Restricted Fund	1	929,081	141,769	
Unrestricted Fund		1,963,658	1,277,331	
<b>UNSECURED LOANS</b>				
Loan from a Trustee		740,500	-	
<b>CURRENT LIABILITIES &amp; PROVISIONS</b>				
Statutory dues payable		232,474	82,655	
Gratuity Provision		361,760	-	
Sundry Creditors		787,120	58,014	
Expenses Payable		984,987	546,207	
<b>TOTAL LIABILITIES</b>		<b>6,004,580</b>	<b>2,110,976</b>	
<b>ASSETS:</b>				
<b>FIXED ASSETS (at cost)</b>				
Less: Depreciation	2	1,789,929	906,992	599,809
		882,937		
<b>CURRENT ASSETS, LOANS AND ADVANCES</b>				
<b>Cash and Bank Balances</b>				
Cash In Hand		239		
Cash at Bank with Scheduled Banks in				
Savings & Current account		3,793,310		
Short term Deposits		500,000	4,293,549	967,218
<b>Loan and Advances</b>				
Staff Vehicle Loan		19,103		
Advances and Recoverables		699,404		
Deposits		85,532	804,039	543,949
<b>TOTAL ASSETS</b>		<b>6,004,580</b>	<b>2,110,976</b>	

Fund based Receipts and Payments Account

3

Notes on Accounts

4

As per our report of even date  
for **V. NAGARAJAN & CO.,**  
Chartered Accountants

**M.L. Mehta**  
Chairman

New Delhi-68

Date: 28/07/2006



**(V. Nagarajan)**  
Partner  
M.No.19959

**Ved Arya**  
Managing Trustee

Financial Statements for the year ended March 31, 2006

Self Reliant Initiatives through Joint Action (SRIJAN)

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,		2006	2005	Rs.
<b>INCOME</b>				
<i>Sch</i>				
Grants and Contributions				
From Indian Agencies		16,733,668	9,910,143	
From Foreign Agencies		3,390,809	205,920	
Capacity Building, Design and Research		2,093,212	3,692,553	
Other Income		151,938	49,417	
<b>Total</b>		<b>22,369,627</b>	<b>13,858,033</b>	
<b>EXPENDITURE</b>				
Direct Programme Expenditure- Rural Development		8,705,334	5,568,821	
Personnel Cost		7,524,572	5,573,235	
Travel and Conveyance		2,188,152	1,785,214	
Professional Fee		854,502	854,507	
Rent, Water, Electricity and Maintenance		419,893	558,374	
Communication		275,082	312,825	
Printing, Stationery, Books		263,842	262,803	
Auditor's Remuneration		98,186	38,715	
Office Expenses		288,582	102,458	
Depreciation		291,939	234,278	
<b>Total</b>		<b>20,910,083</b>	<b>15,291,230</b>	
Excess of Income over Expenditure		1,459,544	(1,433,197)	
<b>Total</b>		<b>22,369,627</b>	<b>13,858,033</b>	
<b>APPROPRIATION</b>				
Excess of Income over Expenditure		1,459,544	(1,433,197)	
Transferred from Unrestricted Fund		(103,421)	(1,222,330)	
Transferred to Restricted Fund		1,562,965	2,655,527	
Fund Based Receipts and Payments Account	3			
Notes on Accounts	4			

As per our report of even date  
for **V. Nagarajan & Co.**  
Chartered Accountants

**M.L. Mehta**  
Chairman

New Delhi-68

Date: 28/07/2006



**(V. Nagarajan)**  
Partner  
M.No.19959

**Ved Arya**  
Managing Trustee

Financial Statements for the year ended March 31, 2006

Self Reliant Initiatives through Joint Action ( SRIJAN)

SCHEDULE TO ACCOUNTS AS ON MARCH 31, 2006

Rs.

**SCHEDULE 1: RESTRICTED AND UN-RESTRICTED FUND BALANCES**

Funding Agency ( Project, Location)	As on April 1, 05	Transferred (to) / from Income & Expenditure Account	As on March 31, 06
<b>RESTRICTED FUND</b>			
DFID- PACS Programm,Jaisinagar, Jatara and Vidisha	-	1,516,808	1,516,808
Canadian High Commission,Tank Rehabilitation,Tikamgarh	284,141	(449,432)	(165,291)
Government of Madhya Pradesh, DPIP, Jaisinagar	(69,943)	(36,215)	(106,158)
Government of Madhya Pradesh, PIM, Vidisha	459,001	898,058	1,357,059
Government of Karnataka, JSYS, Malur (Kolar)	(312,964)	(514,840)	(827,804)
Government of Karnataka, BERI, Tovinkere (Tumkur)	(87,949)	(200,140)	(288,089)
Government of Rajasthan, DPIP, Tonk	(870,117)	157,969	(712,148)
Government of Madhya Pradesh, MPRLP, Anuppur	-	(112,022)	(112,022)
ITC Limited,Livelihoods,Sehore	(36,052)	(616,034)	(652,086)
ITC Limited,Livelihoods,Chhindwara	-	387,207	387,207
Sir Ratan Tata Trust, Livelihoods,Tonk	-	531,606	531,606
<b>TOTAL</b>	<b>(633,883)</b>	<b>1,562,965</b>	<b>929,081</b>
<b>UNRESTRICTED FUND</b>			
SRIJAN OWN FUND	1,467,271	(409,162)	1,058,109
<b>CAPITAL ASSETS FUND</b>			
- Additions	1,192,249	597,680	1,789,929
- Depreciation charged	(592,440)	(291,939)	(884,379)
	599,809	305,741	905,549
<b>TOTAL</b>	<b>2,067,080</b>	<b>(103,421)</b>	<b>1,963,658</b>
<b>GRAND TOTAL</b>	<b>1,433,197</b>	<b>1,459,544</b>	<b>2,892,740</b>

Fund Based Receipts and Payments Account 2  
Notes on Accounts 4

As per our report of even date  
for **V. Nagarajan & Co.**  
Chartered Accountants

New Delhi-68  
Date: 28/07/2006



**(V.Nagarajan)**  
Partner  
M.No.19959

**M.L. Mehta**  
Chairman

**Ved Arya**  
Managing Trustee

Financial Statement for Year Ended on March 31, 2005

Self Reliant Initiatives through Joint Action (SRIJAN)

Funding Agencies - Projects under execution	FOREIGN		INDIA				Capital Asset Fund	SRIJAN	Total					
	DFID	ICCO	MP State Govt.	Karnataka State Govt.	Rajasthan State Govt.	Govt. of Madhya Pradesh								
Project/Location	PACS- Programme	Chandell Trails, Tikamgarh	DPIP-PFPO, WIRD PIM, Vidisha Jaisinagar	BERI, Tovinkere	DPIP- PFPO, Deoli	MPRLP	Sustainable Livelihood, Chhindwara	SRTT	Sustainable Sakhi Se Vihab Livelihood, Chhindwara	ITC-SI	Sustainable Livelihood, Ichhawar			
A. OPENING BALANCE	-	284,141	(69,943)	(312,964)	(87,949)	(870,117)	(36,052)	-	-	-	(36,052)	-	-	1,433,197
B. RECEIPTS	3,390,809	-	1,057,400	176,745	743,856	163,187	220,500	6,969,000	2,000,000	2,666,000	2,546,760	2,006,608	2,000,000	20,124,477
Capacity Building, Design and Research	-	-	-	-	-	-	-	-	-	-	-	-	-	2,093,212
Project Execution Charges to SRIJAN*	-	-	(48,000)	-	-	-	-	(305,699)	(119,709)	-	-	-	-	473,408
Interest and other Income	11,635	799	428	112	1,500	-	408	8,579	469	6,608	6,608	121,401	6,608	151,938
Additions to Fixed Assets	3,402,444	799	1,057,400	176,857	745,356	163,187	220,500	6,671,880	2,006,608	2,546,760	2,546,760	2,006,608	2,006,608	597,680
TOTAL RECEIPTS	3,402,444	799	1,057,400	176,857	745,356	163,187	220,500	6,671,880	2,006,608	2,546,760	2,546,760	2,006,608	2,006,608	597,680
C. RECURRING EXPENSES	224,322	372,538	-	-	86,174	-	-	6,113,983	1,554,182	293,048	1,554,182	293,048	-	8,705,324
Direct Programme Expenditure - Rural Development	1,062,619	57,466	692,834	1,063,721	643,274	-	219,354	843,289	267,222	882,041	843,289	267,222	882,041	7,524,572
Personnel Expenses	102,000	-	103,552	-	-	-	-	64,200	-	64,200	-	-	-	578,750
Professional Expenses	249,199	20,227	191,208	110,388	89,167	-	44,438	156,687	83,317	180,215	156,687	83,317	180,215	985,754
Travel and Conveyance	32,911	-	13,360	14,216	16,043	-	4,279	9,554	13,014	22,655	104,839	104,839	22,655	263,842
Printing and Stationery	22,155	-	14,625	20,110	8,844	-	4,774	22,126	7,602	21,230	22,126	7,602	21,230	275,082
Communication Expenses	17,384	-	38,071	2,341	64,536	-	7,823	33,549	19,731	15,740	33,549	19,731	15,740	419,893
Rent, Repair, Water & Electricity	24,546	-	30,515	21,434	19,944	-	3,652	31,921	18,599	12,173	31,921	18,599	12,173	288,592
Miscellaneous Office Expenses	39,700	-	-	-	1,653	-	-	-	-	-	-	-	-	390,125
Assets Written Off	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electro-Manual Charans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Auditors Remuneration	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	1,774,836	450,231	1,084,215	1,294,950	688,136	945,496	5,218	284,320	7,211,119	2,027,874	2,027,874	1,442,602	3,409,148	291,939
TOTAL RECURRING EXPENSES	1,774,836	450,231	1,084,215	1,294,950	688,136	945,496	5,218	284,320	7,211,119	2,027,874	2,027,874	1,442,602	3,409,148	291,939
D. NON-RECURRING EXPENSES	110,800	-	9,400	16,400	3,561	-	-	48,610	76,795	131,679	76,795	131,679	32,400	168,035
Purchased/Transfer of Assets	110,800	-	9,400	16,400	3,561	-	-	48,610	76,795	131,679	76,795	131,679	32,400	168,035
TOTAL NON-RECURRING	110,800	-	9,400	16,400	3,561	-	-	48,610	76,795	131,679	76,795	131,679	32,400	168,035
E. TOTAL PAYMENTS (C + D)	1,885,636	450,231	1,093,615	1,311,350	691,697	945,496	5,218	332,930	7,287,914	2,159,553	2,159,553	1,475,002	3,577,183	291,939
F. EXCESS OF RECEIPTS/PAYMENTS (B - E)	1,516,808	-	305,741	-	-	-	-	-	-	-	-	-	-	305,741
G. CLOSING BALANCE (A + F)	1,516,808	-	305,741	-	-	-	-	-	-	-	-	-	-	305,741
(*) refers to excess spent														
(*) Represents Charges payable to SRIJAN (Rs. 4,73,408) in the respective Funding Contracts, which is treated as SRIJAN's own fund and to that extent the funds have been transferred to SRIJAN Fund.														

As per our report of even date  
for **V. Nagarajan & Co.**  
Chartered Accountants



New Delhi-68  
Date: 28/07/2006

**M.L. Mehta**  
Chairman  
**Ved Arya**  
Managing Trustee

Financial Statements for the year ended March 31, 2006

Dated: July 28, 2006

V.Nagarajan & Co.,  
Chartered Accountants  
Gurgaon.

Dear Sirs,

This representation letter is provided in connection with your audit of the financial statements of SRDJAN, for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of **SRDJAN** as on 31.3.2006 and of the results of operations for the year that ended.

We acknowledge our responsibility for preparation of financial statements in accordance with the generally accepted accounting principles and recognized accounting policies and practices. We confirm, to the best of our knowledge and belief, the following representations:

**1. Accounting Policies**

1.1. The accounting policies, which are material or critical in determining the results of operations for the year or financial position are set out in the financial statements and are consistent with those, adopted in the financial statements for the previous year. The financial statements are prepared on accrual basis and all accounting standards applicable have been followed in preparation of financial statements.

**2. Assets**

2.1. The Society has a satisfactory title to all assets and there are no liens or encumbrances on the Society's assets, except for those that are disclosed in Notes to the financial statements.

**3. Fixed Assets**

3.1. The net book values at which fixed assets are stated in the balance sheet are arrived at:  
3.1.1. after taking into account all capital expenditure on additions thereto, but no expenditure properly chargeable to revenue;  
3.1.2. After providing depreciation at the rate which are followed consistently over the years.

**4. Capital Commitments**

4.1. At the balance sheet date, there were no outstanding commitments for capital expenditure except those disclosed in Notes to the financial statements.

**5. Investments**

5.1. All the investment of the trust are invariably held in the name of the trust only, for the financial year ended on March 31, 2006 Trust does not held any Investment at the Balance Sheet date.

**6. Bank account operations**

6.1. With reference to your query on control of various bank accounts across the areas of operations of the Trust, the Trust has set up a control system. The enclosed Bank control chart and a stock tally of bank accounts (opening accounts plus opened and closed) will explain the position.  
6.2. All the accounts that have been closed are evidenced with the proof for closure of accounts received from the respective banks.  
6.3. All changes in the signatories have been duly intimated to the bankers and we confirm that there are not any ex-employees are still signatories of the bank accounts.

**7. Transactions relating to foreign currency grant received.**

7.1. All foreign grants, and contribution are received only in designated bank account i.e. Savings Account No New No. 10341659711 old no. 011-000-4776 in State Bank of India, Saket, as per the permission provided by the FCRA Division, Ministry of Home Affairs.  
7.2. No other amount, say grants and donations of Indian Origin has been deposited into the above designated account.  
7.3. During the period under audit amount of foreign grants and donation have been utilized exclusively for the purposes for which it was received.

**8. Consulting income**

8.1. Revenue on all consulting contracts completed during the year on in progress as on March 31, 2006 has been recognized based on accounting policy set in the notes to accounts forming part of financial statements.

**9. Personal expenses of members of board of governors and members of managing committee and their relatives.**

9.1. We hereby confirm that none of the personal expenses of members of board of directors, members of managing committee and/or their relatives have been charged to revenue and that no benefits other than properly disclosed in the financial statements have been provided to Members of Board of directors, members of managing committee, founder members and/or their relatives.  
9.2. A list of Founder members, Board of Directors, Members of Managing Committee and their relatives is being provided along with this representation letter for your reference.

**10. Liabilities**

10.1. We have recorded all known liabilities in the financial statements.  
10.2. We have disclosed in notes to the financial statements all guarantees that we have given to third parties and all other contingent liabilities.

**11. Income & Expenditure Account**

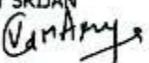
11.1. We confirm the all the revenues and income earned, as calculated according to adopted accounting policies, during the financial year have been duly recorded in the Income & Expenditure Account of the Trust.

**12. Operations of the Trust:**

12.1. The Trust's operations resulted in revenue from the following sources namely, Consultancy, Contracts, related to the main objects of the trust and Grants and Donations received for rural development and research projects undertaken by the trust and Bank interest on its funds.

The accounts were approved by the Board of Trustees, on 28<sup>th</sup> July, 2006. The duly approved accounts and signed by the Board of trustees are enclosed. Based on the above we request you complete the audit and provide audit report.

Yours truly,

For SRDJAN  
  
Ved Arya  
(Managing Trustee)

## Our Board of Trustees:

Our Board consists of eminent persons who have excelled in a variety of fields in their respective areas.

	Name	Position in the Trust	Designation
1	Mr M L Mehta	Chairman	Former Chief Secretary, Government of Rajasthan, Currently Vice Chairman, Livelihoods Mission set by Chief Minister
2	Ms Madhu Sarin Management	Trustee	Researcher Activist, Joint Forest and Tribal Rights
3	Ms Rekha Masilamani	Trustee	Country Director, Pathfinder India Agency focused on HIV-AIDS and RCH
4	Prof Tushaar Shah	Trustee	Theme Leader, Water Policy, International Water Management Institute, Colombo, and Ex-Director, IRMA
5	Mr S K Khuntia, IAS Resources	Trustee	Joint Secretary, Ministry of Human Development, Government of India
6	Rtn. T K Mathew	Trustee	Chief Executive, Deepalaya (CSO)
7	Mr Ajay Mehta	Trustee	Executive Director, National Foundation for India and President Seva Mandir (CSOs)
8	Prof Govind Sharma	Trustee	Professor of Electrical Engineering, Indian Institute of Technology, Kanpur
9	Mr S Loganathan	Trustee	Executive Director, ASSEFA, a reputed