

Annual Report 2015-16

Self-Reliant Initiatives through Joint Action

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From CEO's Desk

This has been an exceptional year in many ways. Several innovations were introduced and many new partnerships were crafted with government and donors and SRIJAN was invited by many Indian and international academic institutions for talks and training. Notable among grassroots innovations are bamboo polyhouses and organic cotton cultivation. Replication of innovative technology of custard apple processing to pulp from Pali to Chhindwara was an exciting event. Signing of partnership agreements with Bill and Melinda Gates Foundation (SRIJAN as a sub grantee of University of Manitoba), with Tata Trusts for Transforming India project (in Pali), with Government of Rajasthan to implement national rural livelihoods mission (NRLM) in Nainwa block of Tonk, with Hans Foundation to implement the bamboo polyhouses project were further proof of their confidence in our ability to execute projects that benefit the rural poor.

We are grateful for their support.

I dedicate this annual report to my colleagues committed to bring change in the lives of the rural poor, and my fellow countrymen and women in the villages, for what hard lives they lead, by quoting the poem *Invictus*:

*Out of the night that covers me,
Black as the Pit from pole to pole,
I thank whatever gods may be
For my unconquerable soul.*

*In the fell clutch of circumstance
I have not winced nor cried aloud.
Under the bludgeonings of chance
My head is bloody, but unbowed.*

*Beyond this place of wrath and tears
Looms but the Horror of the shade
And yet the menace of the years
Finds, and shall find, me unafraid.*

*It matters not how straight the gate,
How charged with punishments the scroll
I am the master of my fate:
I am the captain of my soul.*

-- William Ernest Benley (1849-1903)

Ved

Governance

Following are the eminent persons who adorn SRIJAN's Board as its trustees. Rekha Masilamani is the Chair of the Board.

Mythili Bhusnurmath
Rekha Masilamani
Ajay Mehta
Bharti Gupta Ramola
Tushaar Shah
Gauri Singh
Rohini Somanathan
Shankar Venkateswaran

Our board meeting was held twice during the year.

Community Institution Building Programme (CIB)

Popular meaning of Community Institution Building or CIB is formation and strengthening of SHGs and aggregation into federation. In addition, the financial inclusion or credit linkage with banks and other financial institution is considered to be part and parcel of this programme, ever since the advent of Grameen Bank in Bangladesh or NABARD sponsored programme in India in the late 1980's.

By March 2016, our CIB programme had formed 3621 SHGs with a membership of 42,197 women resident in nearly 700 villages. It implies we had reached over 210,000 people (assuming an average of five members per household of the woman member of a SHG).

Financial Performance. Overwhelming 57 percent of SHGs (1934) have a bank account, and about one in each five SHGs mobilised credit from a bank or a financial institution. Accumulated savings of SHG members touched the figure of **6.6 crore rupees**, and cumulative inter-loaning among them 52 crore rupees. The SHGs mobilized a whopping **16.3 crore rupees** from banks (8.1 crore) and National Rural Livelihoods Mission - NRLM (8.2 crore).

Challenges faced include the fact that women are scared of taking loans, especially in tribal area; the issue of high rate of interest; the issue of indebtedness; and, of course, the well known issue of conservative attitude of the banks, particularly the public sector banks.

Table: Overall Performance of Community Institution Building (CIB) Programme, FY 2015-16

Sl. No.	District	# SHGs	# Members	Savings (in Crore rupees)	Cumulative Interloaning (in Crore Rupees)	Bank Credit (in Crore Rupees)	Fund from NRLM (in crore rupees)
1	Bundi	1246	14360	1.40	7.24	4.07	6.21
2	Tonk	615	7590	2.48	38.28	1.20	1.58
3	Pali	285	3043	0.56	1.85	1.28	0.40
4	Udaipur	63	667	0.05	0.04	0.00	0
5	Pratapgarh	154	2200	0.11	0.45	0.12	0
6	Tikamgarh	517	6046	0.96	1.85	0.46	0
7	Sagar	103	1332	0.21	0.65	0.00	0
8	Raisen	77	770	0.08	0.03	0.00	0
9	Chhindwara	223	2384	0.38	0.71	0.82	0
10	Anuppur	37	391	0.08	0.12	0.00	0
11	Koriya	251	2884	0.27	0.63	0.12	0
12	Angul	50	530	0.02	0.01	0.00	0
	Total	3621	42197	6.62	51.87	8.08	8.19

Recognition for our SHGs and Federations. NABARD, Rajasthan adjudged one of our SHGs (in Bundi district) to be the best in the state. Babli Bai, the president of Ghummar federation in Pali was invited to the pre-budget consultation by the honorable Chief Minister of Rajasthan, Ms Vasundhara Raje.

Horticulture

The total number of farmers doing nano orchards has reached 1689 who have over 1000 acres of land under plantation of pomegranate, guava and mango. These are in 92 villages. SRIJAN promoted orchards now have crossed 50,000 plants of various species. SHG or Community Institution Building Programme (CIB) at SRIJAN

In addition, we began cultivation of custard apple in Pali (46 new orchards). Overall picture is depicted in a table below.

Most interesting innovation was **bamboo polyhouse**, introducing bamboo as a construction material perhaps for the first time. Small and marginal farmers suffer from very low income, climate extremities, lack of organization for raising their voice, little technology transfer and weak agriculture extension. Bamboo polyhouse is an answer to that. Five bamboo polyhouses were constructed in the tribal district of Angul. On the whole 30 have to be made with the help of the Hans Foundation.

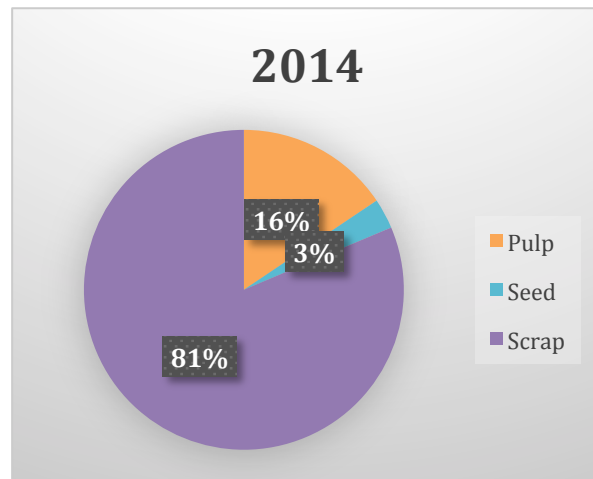
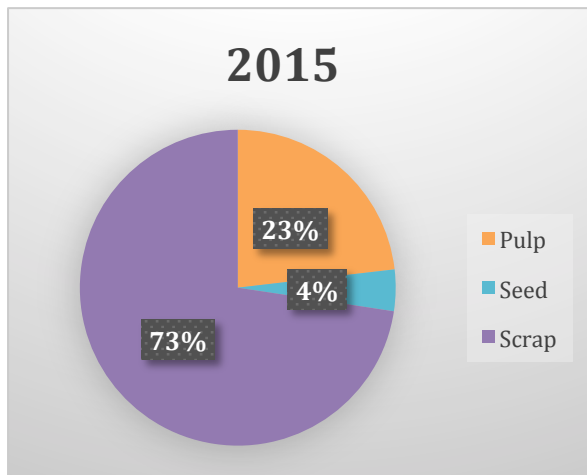
Another highlight was **custard apple processing** to pulp and sale (*please see the picture of the processing, newspaper cutting from a Hindi newspaper*). The work that started in Pali three years ago, spread to Chhindwara this year. Total custard apple procured was 47 tonnes and pulp produced was 10 tonnes (please see table). Due to rainfall deficit, the custard apple production was much less in Pali. But the processing efficiency was higher – 23% of the raw fruit was converted into pulp, which was 16% the year earlier – see the pie chart. Average selling price was higher at Rs. 148 per kilogram of pulp (Rs. 142) and average cost of production was much less at Rs. 79 (Rs. 109).

Table: Horticulture in SRIJAN 2015-16 Status

Location	Number of farmers	Acre	Number of Plants			# of plants (total)
			Mango	guava	Pomegranate	
Total Chhindwara	1241	984	17563	18237	2806	38606
Total Anuppur	407	92	2849	0	6413	9262
Total Tikamgarh	41	10	0	0	2822	2822
Total All	1689	1086	20412	18237	12041	50690

Custard Apple Processing and Sale Performance during FY 2015-16

Parameter	Pali	Chhindwara	Total
custard apple (raw) procured	33,828	13,466	47,294
Custard apple processed	30,498	7,668	38,166
Pulp prepared	7,830	2,242	10,072
Average Selling Price of pulp (Rs)	148	130	144
Average cost of production of pulp (Rs)	76	104	



Agriculture: Improving farm productivity and income of small and marginal farmers

Our agriculture extension programme is focused on crops such as paddy, maize, soybean, wheat and black gram, aimed at enhancing productivity and income of small and marginal farmers, both belonging to tribal and dalit communities.

Following is the coverage during the year:

Agriculture In SRIJAN

	Kharif	Rabi	Notes on crops
Tikamgarh	25	200	soy in kharif and wheat in rabi
Sagar	500	300	soy in kharif and wheat in rabi
Tonk	1701	1920	
Bundi	7000	1700	Black gram and Soy in Kharif and mustard and wheat in Rabi, 50 farmers in organic wheat
Pratapgarh	301		soybean
Pali	1262	391	Maize in kharif and 391 in Rabi
Koriya	924		System of Rice intensification
Angul	77		System of Rice intensification
Total	11790	4511	

For each crop, we develop a preferred package of practices, the example of which is given here (from Jaisinagar, Sagar, Madhya Pradesh).

Soybean POP	Wheat POP
Soil Application	Soil testing
Seed germination Test	Soil Application
	Seed germination Test
Seed rate 28 to 30 Kg Per Acre	Seed rate 35-40kg per Acre
Seed Treatment 3gm Vitavax per Kg	Seed Treatment 2.5gm per kg
Line Sowing and Implementation of Ridge n Furrow System	Line Sowing
Pest Management and weed management	Irrigation Management (6times)
Plant Management and Micro Nutrient Management	Balanced fertilizer
Harvesting	Weed Management
Market Linkage	Micro nutrient management
	Harvesting
	Market Linkage

Results of the intervention (example, Jaisinagar). Due to drought and other climatic condition, production hampered but still average production is 2.5 quintal/acre and our farmers with highest production till 12 quintal/acre. Recovery of seed loan has become a challenge but still 75% is done and rest farmers applied as loan form in federation and repayment on installment basis. And also in Rabi season weather was not according to crop and productivity of wheat has gone down from 12 quintal per acre to 7.1 per acre.

Livestock Productivity Enhancement and Milk Marketing

Goat based livelihoods programme in Pali.

Goat rearing is one of the major traditional livelihood activities among the tribal community of Bali block of Pali. Our objective has always been to reduce the mortality among the goats as marketing is not the issue in the area. The activities we undertook in this year were to organize vaccination/deworming camps, training of goat keepers on improved practices, capacity building of Pashu Sakhis through exposures and trainings.

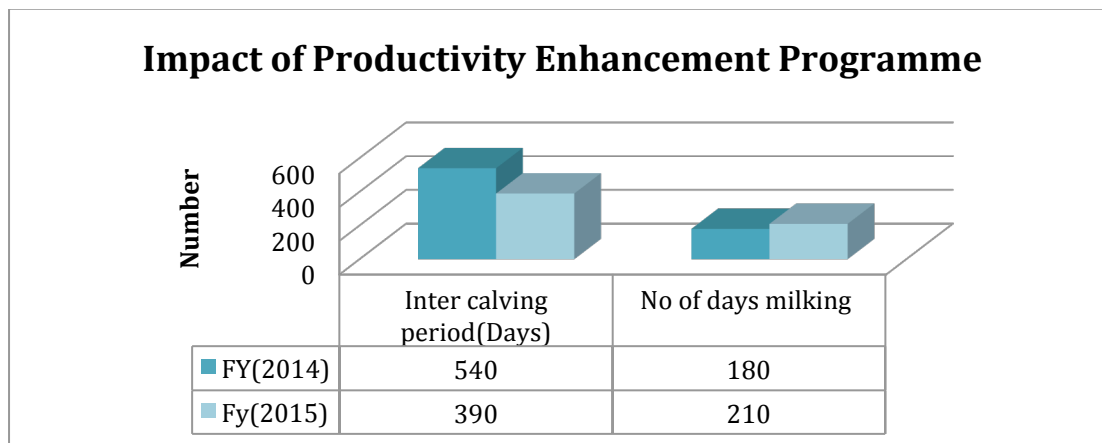
Goat rearing programme in Pali	
Goat Shed constructed	222
Deworming of Goats	1200
Vaccination of Goats	400
Goat Based Livelihood Groups (GBLGs) formed	44
Number of goats in GBLGs	3438
Number of Pashu Sakhis	12

Productivity enhancement program in Tonk

In the last financial year we worked with 3709 families in 65 villages, supported through activities such as training and exposure visits, asset creation and fodder promotion.

Pashu Sakhi cadre. Livestock rearing of these families is directly monitored by our Pashu Sakhi cadre. At present we have 105 Pashu Sakhis. One Pashu sakhi looks after 25 to 30 families on an average.

Our Pashu Sakhi is trained to support the animal husbandry in aspects such as: (i) breed improvement through artificial insemination, (ii) deworming and vaccination of small and big ruminant animals, and (iii) green fodder promotion. Since Tonk is a drought prone area, availability of green fodder round the year is a big question. Therefore, we focused on Napier grass, multi cut Bajri (pearl millet) and sorghum in rainy season. Various measures reduced the inter-calving period from 540 to 392 days and increased number of milking days to 210 per year (from 180).



Dairy or Milk Marketing

Presently Maitree is collecting milk from 65 villages. During the year Maitree marketed **6,22,901 liters of milk** and generated revenue worth Rs 2.55 Crore. Dairy farmers earned a revenue of **Rs 2.33 Crore** from sale of milk to Maitree dairy.

Natural Resource Management

Natural Resource Management (NRM) is one of the most important themes of SRIJAN as most of our locations suffer from low rainfall and less average landholding (small and marginal farmers). This has become acute in Bundelkhand (Sagar district of Madhya Pradesh), Rajasthan (Tonk and Pali), eastern Madhya Pradesh (Anuppur) and Odisha (Angul).

Diversion based irrigation is an innovative way of using rainwater flowing through the forest but not being available to the villagers below the hill. We have constructed DBI structures in five tribal villages of Angul district, bringing irrigation to 166 families.

In an extremely low rainfall area of Pali district, Rajasthan, SRIJAN built a large number of soil and water conservation structures such as check dams, gully plugs, and farm bunds. Integrated Watershed Management Programme (IWMP) of the government provided the funds.

In dry (almost desert) district of Tonk, SRIJAN build farm ponds and undertook field bunds on large scale and also collaborated with state government to generate wage employment - IWMP supported the activity. The pondage created was 16000 cubic meters and farm bunds covered almost 1200 acres. MGNREGA was the savior this year as low rainfall led to distress migration. Under the programme, the government sanctioned wage employment work of two hundred forty three (243) families belonign to scheduled caste or tribe communities (and falling Below Poverty Line) in thirteen gram panchayats undertaken this year.

In drought prone Bundelkhand, the team encouraged farmers to give up a part of their land and dig out farm ponds. It was successful in creating 22 fam ponds with a pondage of 19000 cubic meters.

Natural Resource Management during FY 2015-16

Type of Activity (with location)	Number	# of families	Area irrigated/ benefitted (in Acres)
Diversion Based irrigation structures (DBI): Angul	5	166	210
Farm ponds: Anuppur, Niwai (Tonk) and Sagar	26	37	78.5
Field Bunding and levelling - Sagar, Pali and Tonk	22	148	1795
Gully Treatment - Pali	180	600	NA
Check dams and stop dams - Pali, Anuppur	6	20	NA
Well Deepening and new wells - Pali and Anuppur	18	49	150
Lift Irrigation - Anuppur	1	7	5
Total	258	1027	2238.5

SRIJAN as Training and Resource Agency

Given the long experience in human resource development, community institution building and livelihood promotion, SRIJAN received invitation to teach at a number of academic institutions.

Lal Bhadur Shastri National Academy of Administration (LBSNAA), invited our CEO, Ved Arya. Ved taught the IAS Probationers (2015 batch), then the IAS officers of two batches of 2005 and 2006. *Human resource development (HRD)* challenges in the public system was the topic he introduced the probationers too. He presented a case study and asked them to discuss in sub groups. Four of the eight groups, randomly chosen, were asked to present their solutions. It was an interesting experience to see them grasp this complex subject. But they came up with very innovative answers. *Livelihoods promotion*, specifically the establishment of producer companies in the field of dairy and soybean, was discussed with the senior IAS officers who had put in almost ten years in the service and had been district collectors in one or two districts.

The environment department of **Linkoping University (Sweden)** invited Ved to talk to its students (pursuing masters and PhD degrees) about issues related to Water and Livelihoods in India. The issues of equity, particularly gender equity, gripped the attention of the audience. Ved also spoke on water stress issues at the **World Water Week** Event in Stockholm (August, 2015).

Ved met with the Director and faculty members and taught the students of **Coady International Institute**, St Francis Xavier University, Antigonish, NS, Canada. The focus was on Maitree and economic and political empowerment of women.

During the Sankalp conference, Nairobi, in February 2016, Ved made a presentation on community based social enterprises to the representatives of the governments of **Rwanda, South Sudan, Kenya and Benin**.

Knowledge Building at SRIJAN

The knowledge retained in key individuals is the most valuable resource of the organization. When these key individuals leave, this valuable information leaves with them. That is, unless the organization has an effective mechanism that allows and encourages these key employees to share their knowledge and skills with other employees. Not only does this benefit the organization by reducing the risk of loss of key skills and knowledge, but it also preserves history. Keeping in view the above mandate, we have put in place a system to document our actions and preserve the key learnings in form of knowledge products.

The efforts led to visit to the locations in order to collect case studies. Documenting such case studies also led to drawing out of best practices and strategies that worked well. Cases of failures were also be highlighted in order to restrict our efforts in the direction and deep reflection. Once experiences are collated at one place, collaboration was established with academicians like Sankar Dutta, Jaipal Singh, Ranu Bhogal et al. The initial set of experiences gathered from various write workshops and interactions underwent refinement to get converted to knowledge products.

Brand building and programme promotion by using media was one of the important strategies adopted this year for showcasing our work. A new version of SRIJAN's movie was also published in order to create space in the minds of the outer world. Important media files were also developed in order to retain the learnings and for wider dissemination.

Key Achievements

Publication and Printing of two case studies on Farmer producer companies:

Two case studies were published which captured the experience of promoting the producer organisation of soya and milk in Bundi and Rajasthan. The case studies also involved third party interventions to chisel out the learnings of all nature. These case studies named *establishment of maitree and establishment of Samridhi* were widely disseminated in many forums to share Srijan's experience of FPO promotion.

Coady International Institute studies economic and political citizenship of women at SRIJAN

A scoping study was conducted in collaboration with Coady International Institute. The study explored the work of SRIJAN to address rural poverty, vulnerability and inequity, in the backward states in India. It focused specifically on our work with rural women in the most vulnerable of circumstances – excluded because of gender and caste, compounding their exclusion as members of poor households with low literacy levels and access to information. The study also explored how the SHG becomes a platform for other programs so that gradually women are able to build awareness of opportunities and entitlements. Through the SHG, they build the capacity to take advantage of them.

Scaling up workshop by Imago

A workshop was conducted by two Harvard professors keeping in view of valuable experience of the organisation in organizing SHG to helping build women led businesses organisation in dairy, soya, horticulture and other livelihoods. In our mission to achieve the goal of reaching out to 100000 rural poor families we have to draw lessons from our

previous experiences and build on our learning and achievements. In our struggle to scale up from 40,000 to 100,000 families in next 5 years a huge amount of critical thinking was needed. The Scale up workshop was designed to learn the essentials of scaling up. The workshop helped to develop shared vision and mission across the field teams and livelihood programme to pave a new way for scaling up mechanisms. To accomplish the goal of scaling up our programmes, the learning from the workshop lead to strategic thinking within the organisation leadership and develop thematic plans.

Inviting Deep Joshi as a motivational speaker:

In order to relate to the hardships of this sector and innovations undertaken, Deep Joshi was invited to share his life journey with the young leadership of the organisation. This initiative helped many of us to understand how an ordinary person can do extraordinary things. The story of his life journey was mainly on how he sailed through the challenges and dilemmas in the initial years of his career. During the interaction, Deep narrated the kind of hardships he faced to establish himself as a leader which further helped to understand the role of a professional in the voluntary sector. The most important part of the day which created an impact on the minds of all of us was his journey from a village to the Sloan school of management.

The session intended to have deep reflection from the leaders from the sector. The Srijanites were asked to share their impressions on the life journey and how they relate it to their own life. Many questions were asked in the process to seek further information. The sacrifice and the strong convictions helped us to delve more into the challenges they face in their everyday life and ways to overcome the same.

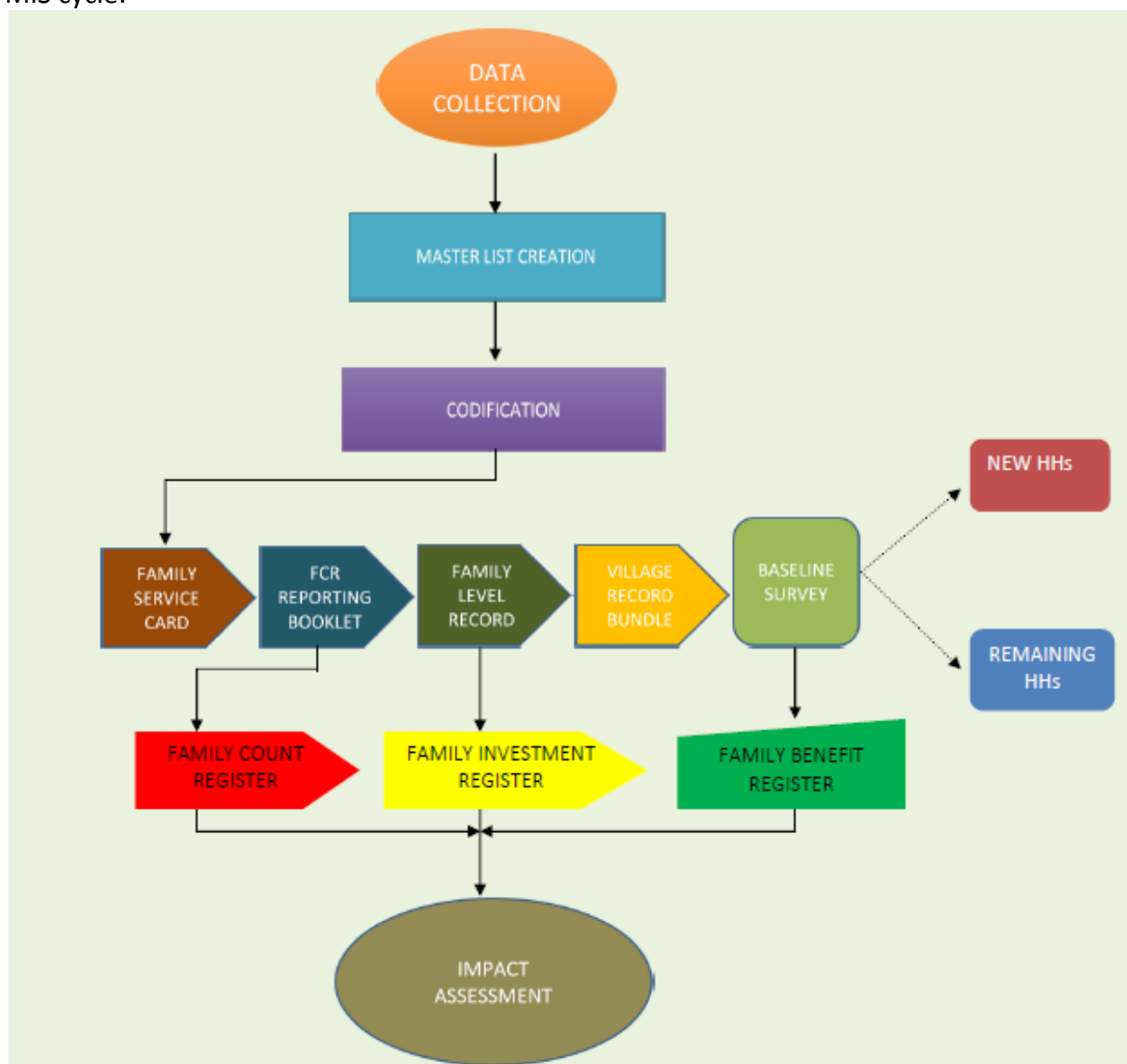
Wider dissemination of the cases developed as a part of knowledge building

The Maitree and Samridhi case developed found its place in many national and international platforms. The maitree case reflected ideas on collective behaviour, entrepreneurship with a social cause, opportunity and innovations, which was greatly appreciated by academic institutions and donor. The case challenged the theoretical assumptions of how producer companies usually function which is why it was picked up for the academic purpose. The Coady international institute with collaboration of IDS converted the case into an academic piece which was used for research and teaching. The case also found its place in international forums for debate on how small and marginal producers can be converted to entrepreneurship. One of the most appreciated fact was the gender perspective around which the case was crafted.

The maitree's case was also used for the training purpose in LBS NAA, mussoorie for the IAS officers (as mentioned in another section). The professors of the **Harvard Kennedy School** also used it as a source document for organising their scale up workshop.

Management Information System (MIS)

SRIJAN has developed comprehensive online data base management software to manage their beneficiaries profile and progress across the project locations. We have recruited and deployed many MIS operator at location level to manage their location beneficiary’s record. SRIJAN’s online software major components are Beneficiary profile along with their baseline, Activity participation record, Family Investment record and Family benefit record. This database is complete online base real-time database management system and is very unique and useful for development sector organization to maintain transparency at their organizations. This database works both on online and offline modes. Professionals can enter data through their laptop and desktop from their locations. However we are also developing android based application to feed data from villages and by the Village resource person. The graph below is the process flow chart to complete the whole MIS cycle:



FEATURES OF ONLINE MIS

Currently, MIS has been implemented at family level across the locations. Following are the Basic features of the system to recognize a single family: (i) Family Unique Identification Number; (ii) Family Service Card.

Main features include (i) Family database including the profile and the baseline data; and (ii) family level development intervention data such as Family Participation Record or family count record (FCR), family investment record (FIR) and family benefit record (FBR). It currently has data of over 40,000 families.

Human Resource Development (HRD)

SRIJAN as name indicates self reliant initiatives through joint Action, it truly believes in this principle. All like minded well qualified national level professionals with desired empathy and commitment to bring about change join hands with SRIJAN. Each of these professionals makes direct impact in lives of poor.

SRIJAN has 79 National professionals and 235 field staff (as on March 31, 2016) working across 5 states of India. Their retention, active engagement and continual professional development are integral to our success.

Recruitment and Selection of professionals. SRIJAN team went to 18 campuses and selected 40 students, out of which 25 joined. The campuses visited are KSRM, IIFM, GBPUAT, GBPSSI, AMU, OUAT, TISS, NIT's, APU and Jamia.

SRIJAN's Training and Development Program.

Induction Program The selected students have to undergo a rigorous one year induction program where SRIJAN invests in them, sending out a clear signal about the importance of learning as an integral part of improving one's performance. In this one year program, young trainees are welcomed during an orientation program followed by various thematic trainings to acquaint them with the technical knowledge. Total of 3 training programs were conducted on Horticulture, Community Institutions, Dairy and Livestock themes where 20 trainees were trained.

Capacity Building. In order to build capacity of senior members in leadership roles in the field, a facilitation workshop was organized in which 21 leaders attended and learnt the facilitation skills as trained by external facilitators.

Internship Program This year we generated some new strategies to hit the top management and technology colleges- IIM, IIT, etc. We developed profile/ JD for internship and ensured it's sharing while visiting colleges during recruitment and also circulated it to different management, social work and technical colleges. Also, we introduced system of screening applications through especially developed application forms and shortlisted candidates based on skype/ telephonic interviews. This year we made our entry in to IIM Ahmedabad and shortlisted two students who were well oriented before they started their assignments. We received applications from EDI, IILM, KSRM, NIRD, GBPSSI, DSSW, XIMB, APU, IIFM, Garhwal University, AMU, Utrecht University and total of 15 students successfully completed their internships with us.

Excerpts of An Intern's Experience

It was a pleasure working with Srijan and the team in Rajasthan. The learning from the organization gathered during the Field Work Segment has helped me grow as a person and as a professional I would be indebted by the opportunity provided by the organization.

Kisslay Anand

PGDM-DS (2015-2017)
Entrepreneurship
Development Institute
of India (EDI), Gujarat

Finance and Accounts

SRIJAN has a decentralized accounting system and each location has its own accounts unit and takes care of all accounting and compliances at respective location level. There was a new approach in the process of finalization of books of accounts of SRIJAN this year. Unlike previous years, finalization process was initiated in groups at Bhopal, Bundi and Delhi under the supervision of respective Programme/Theme Leaders. All accountants and Team Leaders joined respective groups at the location and finally consolidation was being done at HO. All the accountants and & the finance team of 22 comprising one Finance Officer, 3 Regional Accountants and 18 Accountants. Apart from accounting of SRIJAN, it provided a hand holding support to the Community Institutions, carried out internal audit of the SRIJAN as well as of the Community Institutions.

Some of the major achievements of 2014-15:

- ▶ Internal audit of SRIJAN was completed by its finance and accounts team before commencing statutory audit.
- ▶ Audit of the ABF funded **Antyodaya** project's accounts for 2014-15 carried out by Deloitte and compliance report from SRIJAN management was made available.
- ▶ Review of the BRLF funded '**Jyotirgamaya** project's account for the 2015-06 was carried out by BRLF finance team.
- ▶ Audit of FOUNDATION D'ENTREPRISE LOUIS DREYFUS funded project's account at Karnataka from April to Dec'15 was carried out by their internal audit unit and accordingly compliance report from SRIJAN was made available to the donors.
- ▶ Income Tax Return for AY 2015-16 and FCRA Return for FY 2015-16 has been filed online with respective authority during September, 2015 and hard copies are submitted where necessary.
- ▶ FCRA Renewal Application submitted physically and also done online with FCRA portal within scheduled time frame.
- ▶ Due to change in the Govt. Policy regarding FCRA, we uploaded basic FCRA data and change in Board status in respect of SRIJAN in FCRA portal.
- ▶ Statutory audit of Maitree Mahila Dairy and Agriculture Producer Company Limited and Samridhi Mahila Crop Producer Company Ltd. For 2014-15 and audited financial statements were considered and adopted in duly convened Annual General Meeting of both the companies on 30th September, 2015.
- ▶ Statutory compliance like filing of ITR-6 with Income Tax Department and mandatory filing of e-forms like, AOC-4 for Filing of Annual Accounts, MGT-7 for Annual Return and ADT-1 for Auditors' appointment have been done.
- ▶ Deduction and deposit of TDS and PF and filing of returns have been regularly done.
- ▶ V Nagarajan & Co. carried out the statutory audit of SRIJAN's books of accounts for FY 2015-16 and audited financial statements were considered and adopted by the SRIJAN Board on t 30th April, 2016 in a duly convened Board Meeting.

Visitors

Following people visited SRIJAN's projects.

Anil Kumar, Beenoxi Arora, and Sharukh Taraporewala, Axis Bank Foundation

Isabel Guerrero and Michael Walton, Harvard Kennedy School, Cambridge, Massachusetts, USA

Bharti Ramola, Business Leader, PricewaterhouseCoopers, New Delhi, and Trustee, SRIJAN, and Sushil Ramola, Founder, B-Able, Basix Group.

Vivek Sharma, Programme Director, Gandhi Fellowship, Kaivalya Education Foundation