

TARA-Communication on Engagement

2014-2015



TABLE OF CONTENTS

Introduction	3
Businesses under Incubation	4
TARA's Business domains.....	4
Building Blocks	6
Highlights of Achievements	7
2014-15 in Review	9
Summary of Major Projects Completed in 2014-2015	10
Knowledge Products for Multiplication	12
Strategic Partnerships Established.....	13
Annexure A: Partnerships & Networks	15

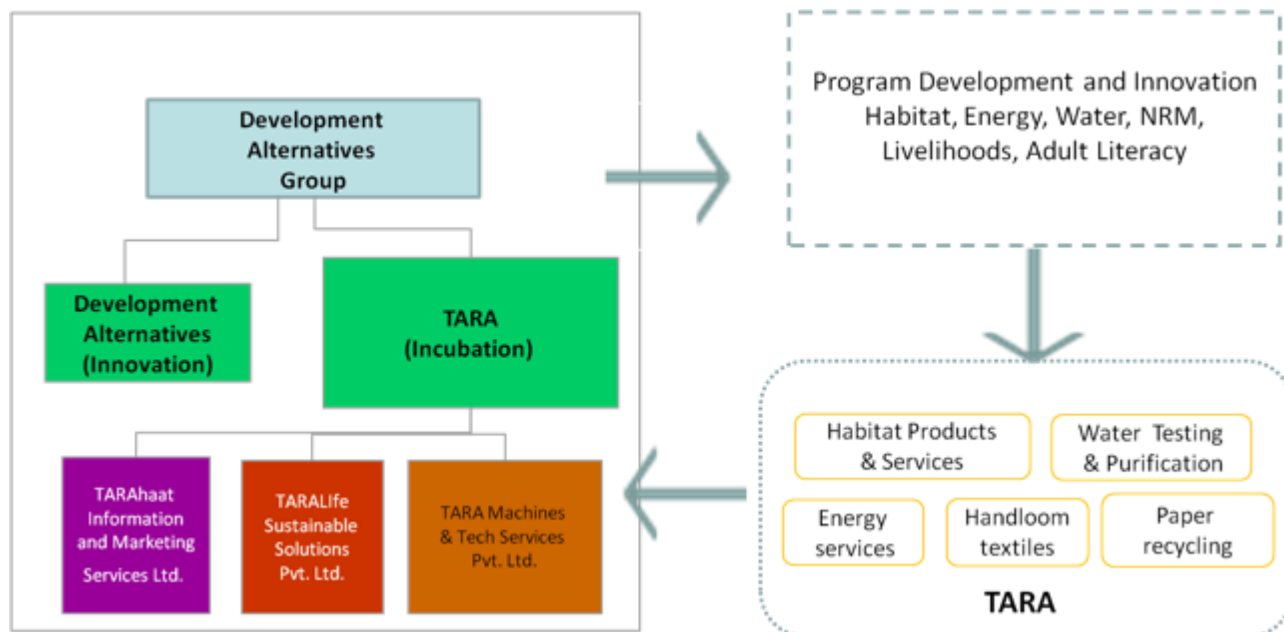
INTRODUCTION

The **Society for Technology and Action for Rural Advancement (TARA)** is the incubation engine of the **Development Alternatives Group**, set up in 1985 at New Delhi. Its vision is creation of sustainable livelihoods on a large scale. TARA develops and promotes, “**Scalable solutions for people and our planet**”.

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

During the year, TARA's work was organized across the following **business domains**:

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



BUSINESSES UNDER INCUBATION

In 2014-15, TARA invested in the incubation of a number of businesses at various stages of development including:

- **TARALife Sustainability Solutions Pvt. Ltd.** is an ISO 9001:2008 certified company engaged in promotion, manufacture, market & trade of cutting-edge Quality of Life products for the BOP households. Company initiated business with launch of Aqua+ a highly affordable, reliable and easy to use water purification solution, in the rural regions of eastern U.P. The plans are to make it extensively available in the North and Center India through a robust network of channel partners, sub-dealers and retailers by the end of next financial year. This year we created a network of 16 channel partners across 13 districts of U.P, Haryana & Jharkhand. Over 3,00,000 people were made aware about safe drinking water, and we provided Aqua+ water purification solution to more than 15,000 households.

Besides, we are also one of the prominent manufacturer & suppliers of a wide range of high quality environmental testing instruments as well. The product range offered by us includes multipara meter Water Testing Kits, TARA Aqua check Vials, Soil Testing Kits and Air Monitoring Kits. These products are known for their user-friendliness, optimum performance, low maintenance and longer service life. Soon a bouquet of other product will be included in the portfolio to provide access to basic needs “Quality of Life” products for BoP.

- **TARA Livelihood Academy** is the training and capacity building arm of TARA, initiated with the aim to build capacities of individuals and organizations through skills & knowledge building, and behavioral change & awareness creation, to create Economic, Social and Environmental value on a large scale.
- **TARA Paper** is a sustainable lifestyle business catering to the market of handmade paper and other lifestyle products. In doing so TARA Paper is supporting Sahariya tribal women of Madhya Pradesh and other marginalized groups by providing them employment in the production of these products. TARA paper and products are marketed locally, nationally and globally.
- **TARAJurja** is an electricity distribution company that sets up and runs micro-grids in rural areas. The company does not generate its own power, but it works with Renewable Energy Services Companies.
- TARA also provides support to **TARA Machines and Tech Services Pvt. Ltd. (TMTS)** and entity that provides technology solutions to enterprises and delivers equipment training and hand-holding services to producers of ‘green products’ including building materials, paper, etc.

TARA’S BUSINESS DOMAINS

Strategic thrust was given to the following areas of work at the business domain level:

- **Market and Enterprise Development:** TARA worked towards promoting inclusive business models for access to basic needs and creating income generation opportunities for the

individuals at the Base of the Pyramid (BoP). In this regard, TARA created new livelihood enterprise packages, such as agri-based spice and fiber enterprises; launched new business models for access to basic needs, such as sanitary napkin distribution and briquetting fuel in collaboration with the Indian government promoted Department of Science and Technology; and rolled-out new market systems, by operationalizing 23 Micro Utility Business sites with an innovative SMS based revenue model – catering to rural energy needs and aggregation of innovative lifestyle products made out by weaving clusters using trade compliant recycled PET yarn.

- **Sustainable Community Development Initiatives:** The second business domain of TARA through its Infrastructure Development Services, Livelihood Support Services and Resource Management Services aimed at creating empowered communities, primarily through Corporate Social Responsibility (CSR) programmes in 2014-15. A number of **partnerships** have thus, been fostered this year with Public Sector Enterprises (PSE's) such as Central Mine Planning and Design Institute Limited (CMPDI); Private Corporations like Noida Power Company Limited (NPCL), Hindustan Unilever Limited and Foundations like Coca Cola India Foundation and Jochnick Foundation, etc.

Over **120000+** lives were impacted (directly and indirectly) through different initiatives and **500,000+** children reached through awareness in WASH. Taking on from the experience at village level, new opportunities will be marketed, with focus on lines of WASH, livelihood services etc. through productisation of livelihood packages. The domain will also provide specialised services for community engagement and mobilization initiatives, for lead acquisition and micro enterprise development through one of its community development projects.

- **Capacity Building in Development Sector:** Through TARA's dedicated vehicle for training and capacity building – TARA Livelihood Academy (TLA), over **6700** individuals were trained in 2014-15. These trainees were also linked with employment, self-employment and income generation opportunities. **Partnerships** were also developed for training with Fullerton India, Godrej, NSDC, Marico, USHA, RASCI & other SSCs, HUL, LAQSH. TLA was registered as a Vocational Training Provider with ILO, ICDS, and with Aajivika as a Project Implementing Agency (PIA).

As part of its OD & ID services, TARA formed a consortium with TISS and the Bangalore based P&P Group, for rolling out OD & ID training programmes for Companies. 3 training products were developed on CSR and WASH. The first set of executive training programmes were rolled out on CSR (level 1 & 2), training more than 120 individuals in 2014-15.

In the year 2014-15, with a **focus on scale and replication**, TARA created a niche in the market by showing the path for the Market to replicate, through some of its flagship projects like **Smart Power for Environmentally-Sound Economic Development (SPEED)** with Rockefeller foundation, **Village Electrification through Sustainable Use of Renewable Energy (VE-SuRE)** with **Swiss Development Corporation (SDC)** and **Water, Sanitation and Hygiene (WASH)** with **Jochnick Foundation, Ford Foundation**.

BUILDING BLOCKS

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

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



Aqua+-DhoBoondhokaJadhu: ShajiThattayil, a retired technician from Pathanamthitta, Kerala, always thought that the water that he and his family consumed was safe, till one monsoon when his wife got hospitalized with complaints of stomach ache, diarrhoea and vomiting. He attributed it to food poisoning for a long time till he noticed a pattern in its occurrence. He took a sample of the water that the family consumed and got it tested at a local lab and it confirmed the presence of bacteria that when validated with lab culture examinations proved to be the cause for concern. It was at this time that Shaji met a representative from TARA alongwith a personnel from a local organization who introduced him to what according to him is a "Magic Drop", a 50 ml bottle by the name of ISS JalSuraksha.

In Shaji's words: "They told me to put 2 drops of the solution in one litre of water, wait for half an hour and the water will be safe to drink. I did not believe them when they told me this, but then I thought the product does not cost much, it is only Rs. 30 and has been accredited for use by laboratories in India, so I decided to give it a shot. They even demonstrated its benefits using a water testing kit. The first time I used it, I found an amazing difference in the way the water tasted. It did not taste hard anymore. It tasted like mineral water that we buy from markets, not to mention at exorbitant prices. I bought it regularly from the same local organization. Within the first 3 months of use, I noticed a massive change in my wife's health. She did not fall ill anymore. Our household medical expenses have reduced with time adding to savings in income. As a product, it is convenient to carry, and therefore an ideal solution for even one's travel needs. All in all I am very happy with the product. I have even recommended it to my friends and they have experienced the same results. I am very thankful to TARA for introducing me to the product". Shaji's household is one among the 110,000 households in India who are enjoying the benefits of Aqua+ (productized as ISS JalSuraksha in Kerala). The number of households benefitting from the product is increasing everyday thanks to the work of TARA and its partners.

HIGHLIGHTS OF ACHIEVEMENTS

Through its work as an incubation engine TARA has made significant contributions to DA Group's six thematic areas in the year 2014-15. These are as follows:

BASIC NEEDS FULFILMENT:

- 1279 households electrified
- 377 enterprises linked with electricity
- 115000 children reached through the WASH in schools' initiative
- 500000 children reached through awareness in WASH
- 216 women made literate

INSTITUTIONAL STRENGTHENING:

- 21 SHGs, collectives and committees formed for revenue collection under off grid household electrification
- Partnerships established with 9 community based organizations, 16 business networks and 4 policy alliances

ENTERPRISE DEVELOPMENT:

- 44 enterprises set up of which 33 are women run enterprises

NATURAL RESOURCE MANAGEMENT:

- 66 acres of land irrigated using solar water pumps

CLEAN TECHNOLOGY:

- 42635 tonnes of carbon saved (through village electrification and other programmes)
- 204 tonnes of waste utilized
- 720065 tonnes of soil saved

EMPLOYABILITY:

- 6969 individuals' trained

Focus on Water Sanitation & Hygiene (WASH) Sector

Students to create awareness on sanitation, hygiene in UP

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

HT Correspondent

#reportersdesk@hindustantimes.com

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

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

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



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

DEEPAK GUPTA/HT PHOTOS



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

These young ambassadors were appointed after a two-year project intervention in 106 schools of three districts of Uttar Pradesh. These include 50 schools in Mirzapur; 30 schools in Faizabad, 20 schools in Varanasi and 8 schools in Jhansi.

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

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

SANITATION CHALLENGE IN SCHOOLS

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

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

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

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

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

ZEENAT NIAZI, vice president, Development Alternatives

talktous

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

2014-15 IN REVIEW

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

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

TARA on its own and with some support from the Innovations Services Branch (ISB) has initiated work in the development of low cost sanitary napkin technology & napkins, load limiters for off grid rural electrification (micro-grids), etc.

In the year 2014-15, TARA has also designed models for off-grid household electrification (using pico grids) and a micro-franchising model for supply of point of use water disinfectants, sanitary napkins, etc. for the provision of basic needs to the base of the pyramid.

In addition, this year has seen the development of new executive training packages in the sector of CSR, WASH, Renewable Energy, etc.

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



SPEED intervention at Fakirtoli - lighting communities

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

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

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

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

SUMMARY OF MAJOR PROJECTS COMPLETED IN 2014-2015

Some of our major projects completed in the year 2014-15 are outlined below.

SMART POWER FOR ENVIRONMENTALLY SOUND ECONOMIC DEVELOPMENT (SPEED) (ROCKEFELLAR FOUNDATION)

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

A MODEL PAPER RECYCLING FACILITY [CENTRAL MINE PLANNING AND DESIGN INSTITUTE LIMITED (CMPDI)]

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



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

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

Inspired by what she had learnt, Karishma, along with her four friends, have formed a cleanliness group. They go door-to-door to create awareness about good hygiene practices. Karishma and her friends have also conducted a “NukkadNatak” (street play format) on health impacts of poor hygiene practices. There are small, albeit noticeable, changes that can already be seen in the community. As a result of Karishma and her friends’ efforts, women in Karishma's neighborhood now wash their hands and some toilets have also been constructed in the community. Motivated by the results, with the village Panchayat's support, they have started organizing monthly meetings to create awareness about different WASH issues. According to Karishma, the best outcome of her initiative is that her mother Ramvati, proud of her daughter's initiative, for the first time in her life has started using a sanitary napkin instead of a cloth.

ASSURANCE OF SAFE DRINKING WATER AND SANITATION FACILITIES IN 100 SCHOOLS (JOCHNICK FOUNDATION)

The Jochnick Project “Assurance of safe drinking water and sanitation facilities in 100 schools” was completed in August, 2014. The project covered 110 schools across 7 districts in two states of U.P. & M.P.

The project aimed at providing clean drinking water and sanitation facilities to school children, especially girl students.

Through this project, TARA has been able to reach out to more than 100,000+ students by way of providing clean drinking water facility to around 115,000 students and access to sanitation facilities for more than 78,000 girl students.

LITERACY TO SELF RELIANCE-PHASE III (NOIDA POWER COMPANY LIMITED (NPCL))

The Phase II project of ‘Literacy to Self-Reliance’ (Empowering women for augmentation of child education) upon its success in six villages of Greater Noida, namely – Bilaspur, Kanarsi, Sakipur, Bistrakh, Sunpura and Bhanauta, moved on to Phase III – ‘Literacy to Self-Reliance’: Leading Change through Empowerment.

The overall objective of phase III was to capitalize on the efforts of the work done in Phase I and Phase II villages (7 villages) by further engaging with the women groups and replicate the ‘Literacy to Self-Reliance’ Concept in another six villages.

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



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

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

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

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

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

KNOWLEDGE PRODUCTS FOR MULTIPLICATION

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

SHOWCASE TARA'S WORK UNDER SUSTAINABLE BUSINESS SOLUTIONS

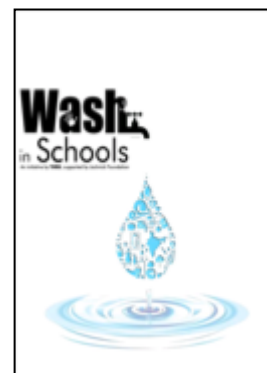
- a) **Aqua+ Fact Sheet-** A fact sheet on 'Aqua+ Creating a social enterprise delivering safe water to the BoP' was prepared to capture the pioneering work of Antenna Technologies, TARA, its partners and community groups working on ground in the provision of Aqua+ 'a safe drinking water solution' to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



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

ENHANCE EFFICIENCY IN COMMUNITY DEVELOPMENT SOLUTIONS

- a) **WASH in Schools Brochure-** This brochure is a capitalization document that summarizes the WASH interventions that we have carried out in 100 schools under the Jochnick Project in U. P and M.P. The document captures the overall approach, key highlights and achievements and case studies of transformation brought about by the project. The document will be a means to attract more funding and replicate the initiative in more schools in the country.



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



AS TOOLS FOR CAPACITY BUILDING

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

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

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

STRATEGIC PARTNERSHIPS ESTABLISHED

The key partnerships built this year included:

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

Organizational Learning. The P&P Group, a highly respected management resource centre located in Bangalore, dedicated to the task of facilitating organizational effectiveness through an integration of applied research, organizational consultancy and training in management practice.

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

Women Empowerment Projects Linked to Livelihood Fulfilment



ANNEXURE A: PARTNERSHIPS & NETWORKS

Partners

1. The Rockefeller Foundation, USA
2. Department of Science and Technology (DST), India
3. Ministry of New and Renewable Energy (MNRE), Government of India
4. Ministry of Environment and Forests (MoEF), Government of India
5. International Labour Organisation (ILO)
6. Swiss Development Corporation (SDC), Switzerland
7. Department for International Development (DFID), UK
8. Bihar State Pollution Control Board, Patna
9. Department of Environment and Forests, Government of Bihar
10. Antenna Technologies, Switzerland
11. Swiss Centre for Appropriate Technology (SKAT), Switzerland
12. Tarayana Foundation, Bhutan
13. Kaihatsu Management Consulting Inc. (KMC), Japan
14. OXFAM, India
15. Loktak Development Authority
16. Climate and Development Knowledge Network (CDKN)
17. Government of Madhya Pradesh, India
18. NTPC Limited, India
19. GAIL (India) Limited
20. Noida Power Company Limited, India
21. Avery Dennison
22. Hewlett Packard (HP)
23. Marico Foundation
24. Shakti Sustainable Energy Foundation, India
25. Fredkorspet, Norway
26. Centre for Community Organisation and Development (CCODE), Malawi
27. People Energy and Environment Development Agency, (PEEDA), Nepal
28. Practical Action, Bangladesh

Networks

1. Civil Society Organisations
 - Poorest Area Civil Society Network (PACS)
2. National and International Alliances
 - Climate Action Network South Asia (CANSA)
 - South Asia Women's Network (SWAN)
3. Channel Partners
4. Franchisee Networks of our Associates

