

ANNUAL REPORT

2016-17



DEVELOPMENT MANAGEMENT DOMAIN

Programme Management & Consultancy Services



DEVELOPMENT MANAGEMENT DOMAIN
ANNUAL REPORT 2016 – 2017

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Section I: Domain Overview

The Development Management Domain (DMD), is currently one of the newest evolving domains of the Development Alternatives (DA) Group. Till January 2017, DMD (erstwhile Community Development Solutions domain) was primarily into managing community development programmes. However, with the changing external demands and market trends, DMD is now being presented as the face for CSR programme management & consultancy services of the Development Alternatives (DA) Group.

Domain Mandate

VISION:

A world where every citizen can live a secure, healthy and fulfilling life, in harmony with nature

MISSION:

To design & manage development programmes that create economic, social and environmental value on a large scale

Domain's Lines of Business

In the erstwhile Community Development Solutions (CDS) Domain, the work involved engaging with partners (for both funding and implementation); packaging community development solutions for infrastructure, livelihood and resource management; and managing & executing various projects (large, medium and small scale). Thus, the lines of business for the domain for 2016-17 were:

- a. **Partner Engagement:** Fostering associations with corporates, NGO's and technical support agencies to create an ever-growing network of partners that provides holistic profitable opportunities for all
- b. **Solution Packaging:** Creating solutions for our clients that create sustainable impact and generate revenue and resources for us by packaging essential services where our expertise lies.
- c. **Project Management:** Managing and scaling of projects through our network of implementing partners by providing knowledge support, monitoring & evaluation assistance and technical expertise to deliver quality outputs that maximize impact

Key Target Audience and Client Groups (Funding Agencies)

Over the FY 2016-17, the domain not just focused on strengthening existing partnerships, by scaling up opportunities, such as with **Hindustan Unilever Limited (HUL)** and **Bharat Oman Refineries Limited (BORL)**; but also established new partners – such as **Godrej & Boyce**.

Working with **women, youth, children and farmers** in **rural & semi urban communities**, the domain **footprint** was spread across **4 districts of Uttar Pradesh, 4 districts of Bihar and 1 district each in Uttarakhand and Madhya Pradesh**. This also included the renewable energy based livelihood interventions (load expansions & conversions) under the RF Smart Power India: Load Development Project, with The Rockefeller Foundation.

Besides, the domain also expanded its network of implementation partners to Uttarakhand, where it partnered with **Disha Social Organisation** to implement a sustainable community development programme supported by Godrej & Boyce. The collaboration with **PANI** and **CREATE NGOs** continued in parts of Uttar Pradesh.

Domain Assets & Resources

In the last one year, the domain built several assets for greater sustainability and outcomes. These were in the form of:

Infrastructure Assets: *4 Production centers* were set up across Uttarakhand and Madhya Pradesh. In addition, a *Skill Development Centre* was set-up in Uttarakhand, which can be leveraged in different forms for fulfilling both business and social objectives in the future.

Knowledge Assets: *16 Concepts* (combination of rural & urban projects) were packaged around themes such as Access to Energy, Integrated Village Development, Women Empowerment, Skill Development and Waste Management. Besides, *2 toolkits* were also developed – one each for Integrated Village Development and Skills to Livelihoods (in addition to the existing toolkits developed in 2015-16).

Networks & Partnerships: Network of 3 implementation partners – PANI, CREATE and Disha across Uttar Pradesh and Uttarakhand was strengthened / built, increasing the outreach to different project locations. 4 institutional partnerships were developed with *VLCC, Fullerton, Max Life Insurance* and *Airtel Digital* for employment generation.



3,200 sq. ft. (top floor) Skill Development Centre at Haridwar, Uttarakhand



Production Units Set-up across Uttarakhand (Haridwar and Bhagwanpur) and Madhya Pradesh (Bina)



Partnerships Strengthened & Scaled Up with HUL

Section II: Review 2016-2017

Key Highlights

Some of the major highlights and achievements for the domain were:

- **4,000 households (20,000 individuals)** provided access to energy under the SPI – LD. Also **500 local enterprises** strengthened/ expanded under the same project providing better employment opportunities to local youth
- **200 children** were made aware towards **WASH** activity under the Godrej – Interio project
- A total of **872 youth and women** completed skill training under HUL, Godrej and BORL project. **535 trainees** out of 872 were linked to livelihood opportunities through employment or enterprise development.
- **160 acre of land irrigated** through solar based models benefitting 160 farmers in different villages in TARAurja UP & Bihar and DESI sites under the SPI – LD Project.
- **11 SHG & CIG** formed in Uttarakhand and Madhya Pradesh under the BORL – SCD and Godrej Interio - SCD project



2a. **Tools and systems:** Tools and systems were developed to maximize efficiency of resources to achieve desired objectives as well as for monitoring and evaluation of projects carried out throughout the year. Some of these tools were introduced in FY 15-16 and persisted with in FY 16-17.

- Domain Management:

1) Resource Allocation Sheet

S.No	Title	Mar-17										Remarks	Paid for Unbudgeted Needs to be c
		SUN		JUB		TUS		DIV		AJS			
A: Projects: (approved, accounted for)		Pln	Act	Pln	Act	Pln	Act	Pln	Act	Pln	Act		
1	HUL Orai	1		4									
2	HUL Haridwar -II	2						8					
3	Godrej SCD	1						2					
4	RF-SPI-LD	4								1			
5	BORL - SCD - II												
Sub Total A		8	0	4	0	0	0	10	0	1	0		
B: Additional Substantive													
B1	Marketing Tools												
a	DMD Write-up			0.5		1						Final Version	
b	CSR Brochure	1		0.5		4						1st version - TARA CSR services menu card	
c	CSR Presentation	1		1		4						1st version - TARA CSR services menu card	
d	CSR Webpage												
e	CSR Newsletter	1		1		2		1.5		1		1st publication for the month of April 2017	
B2	Package Development												
a	Database of CSR Opportunities					3							
B3	Programme Development												
a	Flagship Programme Design (Themes)												
C.Business Development													
1	Proposal / Concept Writing											JUB & DIV: Godrej Phase II	
	BD Tasks - Recce Visits + Reports, Client Meetings, follow-ups	3		3		4		2				JUB: HUL Orai Ph II + New DIV: HUL Kotdwar + New SUN: InterGlobe, Honda, JM Financial, DCM Shriram	

2) Weekly Priority

		Major Outputs	Client	WEEKLY PRIORITIES (MAR 6-11, 2017)	
				OUTPUTS	RESP.
i		Tie-ups with 3 global and 5 national organisations (private and public corporations)	Funds to be sourced from implementation costs of different projects	Godrej SCD Phase 2	DIV, JUB
				Proposition for HUL Kotdwar Phase 2, HUL project parity	DIV, SUN
				Follow up (DCM, Honda, JM Fin, CAF, IGT)	SUN
ii		Partner with 2 institutional partners (such as PHFI for health sector in Uttarakhand)			
B	IF	2. Network of Implementation Partners			
i)		Establish / strengthen network of 10 implementation agencies (NGOs / CSOs) across geographies			
ii)		Network of capacity building, technical support, M&E and media partners			
C	IF	3. Outreach & Strengthening			
		Organise 2 workshops for investment leveraging – 1 each in Uttarakhand & Bundelkhand			
i)		Taskforce for CSR funding leveraging for the state of Uttarakhand			
II		SOLUTION PACKAGING			
A		1. Marketing Tools		• DM Domain Annual Report 2016-17 • SI 2 pager	AJS, DIV SUN
i)		CSR brochure, presentation & webpage		DMD write up, Presentation first draft	TUS, JUB

1) Monitoring tool for Energy Programme

Weekly update_Sitapur Cluster - Excel

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1		DATE	Ataipur Jadid	DATE	Awrangabad	DATE	Bansura	DATE	Behajam	DATE	Bihat Gaur	DATE	Kaima	DATE	Kamalpur	DATE	Kamlapur	DATE	Rampur Mathura	DATE	Sanda	DATE
2		1		2		3		4		5		6		7		8		9		10		
3	Site	Ataipur Jadid		Awrangabad		Bansura		Behajam		Bihat Gaur		Kaima		Kamalpur		Kamlapur		Rampur Mathura		Sanda		
4	Total no. of pre registrations	41		18		8		64		11		12		14		50		60		43		
5	Total site connection	38		4		2		56		6		11		4		38		55		34		
6	Any complaints																			cancelled		
7																				4 pending		
8	Site	Ataipur Jadid		Awrangabad		Bansura		Behajam		Bihat Gaur		Kaima		Kamalpur		Kamlapur		Rampur Mathura		Sanda		
9	Total no. of pre registrations	44		18		8		70		12		14		14		50		66		45		
10	Total site connection	41		18		2		59		8		12		4		38		57		37		
11	Any complaints																					
12																						
13	Site	Ataipur Jadid		Awrangabad		Bansura		Behajam		Bihat Gaur		Kaima		Kamalpur		Kamlapur		Rampur Mathura		Sanda		
14	Total no. of pre registrations	47		35		8		73		13		14		14		60		73		49		
15	Total site connection	45		24		2		59		9		12		4		45		57		42		
16	Any complaints																					
17																						

H40

	A	B	C	D	E	F	G	H	W	X	Y	Z	AA
1	SITE ASSESSMENT FOR HARDOI, UNNAO & SITAPUR CLUSTER'S												
2													
3	Name of Village	Number of Households	Potential Households	Number of Shops	Potential Shops	Total Potential	Registrations Done	Difference	Hit Percentage	Category	No. of days to continue	No. of Expected Reg	Remarks
4													
5	Cluster : Hardoi												
6	Baghauli	69	36	100	36	72	49	-23	68.06	Medium	30	59	* Site has potential for load but wil move slowly
7	Harpalpur	66	24	74	20	44	50	6	113.64	Medium	60	60	* The sites are near saturation. * About 5 new micro enterprises could be set up.
8	Bawan	132	45	20	8	53	34	-19	64.15	Medium	60	50	*About 8 existing micro enterprises could be enhanced. * Grid range has limited potential as most poles are wasted in farmland * 4 new micro enterprises could be set up and 5 existing enterprises can be enhanced
9	PratapNagar	2	0	43		16		1	106.25	Low	45	20	
10	Badagaon	66	32	4	1	33	35	2	106.06	Medium	60	50	*Site has potential for more lighting loads. *5 new micro enterprises could be set up
11	Gausganj	76	36	0	0	36	26	-10	72.22	Medium	60	40	*Site has potential for more lighting loads.
12	Jangaon	110	42	15	7	49	72	23	146.94	Medium	45	85	*3 new micro enterprises could be set up
13	Gaju	82	53	12	11	64	38	-26	59.38	Medium	60	50	*Existing enterprises can be enhanced as the site has large market area.
14	Atrauli	43	28	45	24	52	84	32	161.54	High	45	95	

Weekly Monitoring and Assessment Trackers for Energy Programme

Under the SPRD project different tools like site assessment, weekly trackers and customer engagement were developed in order to monitor the progress of the project and also to plan the future course of action. The trackers and assessment sheet was also used for reporting to the clients. This helped the team to coordinate the progress in different geographies as the project has been implemented with various partners at various location.

Also various enterprise expansion package were developed under the energy project, this helped in the process of community engagement, as the field executive communicated the similar product to different products (energy packages) in different geographies.

2) Monitoring tool for tracking Progress – Scorecard

TARA (2) - Excel (Product Activation Failed)

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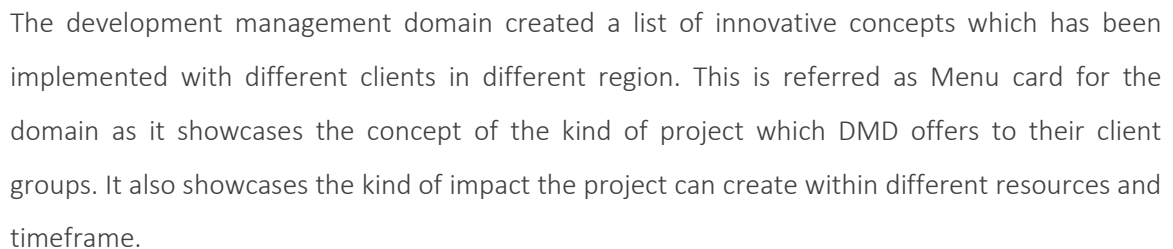
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	A	B	C	D	E	F				G	H	I	J	K	L				M	N	O	P			Q	R
	Sr. No.	Centre Location	Course Name	Training Start Date	Training End Date	Enrolled				Trained	Assessed	Certified				Impact (Employment & others)										
						M	F	Total	SC/ST			M	F	Total	SC/ST	Placed in Job	Self Employed	Total								
1	1	Orai	Assistant Beauty Technician 1	23-Dec-15	23-Mar-16	0	23	23	6	22	22	0	22	22		1	20	21								
2	2	Orai	Assistant Beauty Technician 2	23-Dec-15	23-Mar-16	0	29	29	5	27	27	0	27	27		1	16	17								
3	3	Orai	Assistant Beauty Technician 3	23-Dec-15	23-Mar-16	0	26	26	5	24	24	0	24	24		1	15	16								
4	4	Orai	Assistant Beauty Technician 4	2-Dec-16	2-Mar-17	0	22	22	1	22	No	0														
5	5	Orai	Assistant Beauty Technician 5	2-Dec-16	2-Mar-17	0	23	23	1	23	No	0														
6	6	Orai	SMO	23-Dec-15	23-Mar-16	0	27	27	4	23	23	0	23	23	1		12	12								
7	7	Orai	SMO	23-Dec-15	23-Mar-16	0	27	27	5	22	22	0	22	22	2		14	14								
8	8	Orai	SMO	23-Dec-15	23-Mar-16	0	25	25	5	16	16	0	16	16	1		10	10								
9	9	Orai, Rageda	SMO	18-Apr-16	18-Jul-16	28	0	28	10		No	0					7	7								
10	10	Orai, Rageda	SMO	18-Apr-16	18-Jul-16	30	0	30	13		No	0					8	8								
11	11	Orai, Indra Nagar	SMO	31-Jan-17	31-Mar-17	0	47	47		On going	No															
12	12	Orai	BCBF 1	6-Dec-16	22-Feb-17	10	0	10	6	10	Exam Conducted-Results Pending		0													
13	13	Orai	BCBF 2	6-Dec-16	22-Feb-17	22	0	22	6	22	Exam Conducted-Results Pending		0													
14	14	Orai	Mehendi	24-Dec-16	2-Mar-17	0	19	19	1	19	No	0														

Annexure: I “Skills to Livelihood” trainees’ tracker

The development management domain under the “skills to livelihood” developed tools to track the progress of the project at different locations. The trackers helped the team to monitor the project efficiently internally and also helped in reporting to client in an effective manner. The tracker been used in different location with different clients.

- 1) DMD Menu card



2) External Scan for CSR spending

Annexure: II External Scan for CSR spending of Corporates and PSUs

As the domain strategies were under revamp and the focus was to leverage CSR funds available with public and private corporates, a tool for external scanning has been developed to identify prospects and opportunities based on sectors, TARA's existing geographies, classification of projects on size & thematic areas. The tool will also identify prospective implementation partners associated with projects. The scanning exercise and identification of partners is currently in progress.

2b. Knowledge products developed



"Skills to Livelihood" Toolkit: The development management domain developed the skills to Livelihood toolkit which can be useful to organizations which are looking for implementing the similar kind of skill training programme in different geographies. The toolkit contains different solutions like training syllabus, trainee's kit, branding collaterals, mobilization tools, monthly and annual reporting format, monitoring tools and systems.

Hamari Urja Toolkit: Hamari Urja Toolkit is a useful package for implementing partners like other domains of TARA/ DA group looking for a one stop solution for energy programme to be implemented with a community owned community operated energy project.



- 2c. **Strategic partnerships formed/established.** Over the last one year while efforts were made to establish new partnerships, the domain experienced scaled up and strengthened partnership with some of the existing collaboration such as with HUL and BORL.

In case of HUL, there was expansion to new geographies where existing programme were replicated and further with scaled up opportunities, the domain experienced emergence of new cluster across Uttarakhand. Similarly with Godrej Interio, collaboration for creating a sustainable model village in Bhagwanpur (Uttarakhand) was initiated. This further strengthened the domain's belief in Haridwar belt being a cluster for the DA group to create greater impacts.

Besides, with BORL the partnership continued in the form of Phase II of "*Hariyali, Udyamita and Sampannata*" in Bina, Sagar district of Madhya Pradesh under the CSR mandate of BORL.

2d. Stories of our Impact

1. Reshma Parveen - Sewing machine operator, CTC Kotdwar

“My life became hell when my husband gave divorce to me and left me and my children alone just because my father could not meet the demands (dowry) of my husband but TARA gave me an opportunity to earn living for my family and myself”, says Reshma Parveen. Reshma enrolled in the tailoring course being run by TARA and HUL at SDC, Haridwar on 29th August 2016 after her



father told her about the courses being offered at SDC for women empowerment. After completion of the course, she borrowed some amount of money from her father to start a tailoring centre at kotdwar. She now makes around Rs. 500 per day through tailoring and is able to take care of her parents and children without depending on others for help. She is quite satisfied with her life and expressed her gratitude to TARA and HUL for providing her this opportunity to be independent.

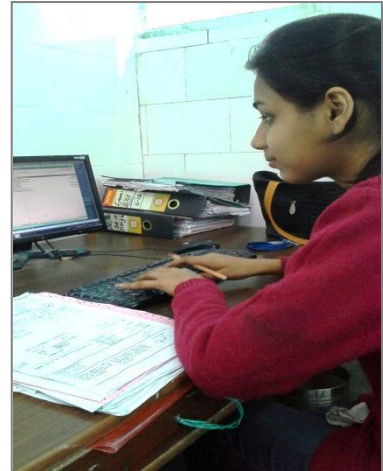
2. Nidhi Yadav - Assistant Beautician Therapist, VTC

Nidhi is a 26 year old girl from Haridwar, who used to take tuitions to make both ends meet. She always aspired to excel in the beauty and wellness sector. As a step towards to follow her dreams she joined Skill Development Centre, Haridwar. Owing to her quick learning abilities and already acquired teaching skills, the HUL-TARA team absorbed her as co-trainer. As an instructor she displayed she received a very appreciative feedback from the trainees and management. For her, Skill Development Center (Prabhat) is a ray of hope for a better and secured future. It seemed that PRA BHAT gave her wings to fly.



3. Inshita Sinha – Banking Financial services and Insurance, VTC

Inshita Sinha, 23, a post graduate degree holder in commerce, belonged to an affluent business family. However due to certain unforeseen reasons he had to close down his business. Even her grandparents were ill and a lot of money was spent on their treatment for which they sold their house and are now living in a rented house. She wanted to help her family financially but due to lack of guidance she was unable to go ahead. When she heard of SDC, Haridwar she immediately approached the centre



and enrolled herself in BFSI course as she found it to be an inexpensive professional course to get employed and earn something for her family. She is now working with Sedwil Padam Company and is earning Rs. 8000 per month. She now feels confident and encouraged to take more challenges in her life and is now exploring opportunities to enhance her income.

4. Jagram – Ram Misthan



One of the forerunners of using electricity to ‘expand’ his business is Jagram, an ambitious middle-aged man in his 30s who successfully runs a dhaba called ‘Ram mithan’ in Shivpura village of Balrampur district. In spite of being surrounded by 20-25 other similar eating

joints, Ram Mithan holds the ‘preferred eating joint’ position in the community, serving more than over 200 customers a day.

Being the eldest child in the family with an aging father, Jagram had been shouldering the responsibility of 15 members including his parents, siblings, wife and two children since he was

19. He not only manages his own dhaba but also provides a helping hand to his father's cycle shop. Jagram started the dhaba in 2005 to build financial security and fulfill aspirations in the form of quality education for his children, a good match for his unmarried sister and improved standard of living for his family.

Always keen to grow his business to fulfill his ambitions and dreams for his family, Jagram tapped on the opportunity of being the first few TARAurja lighting customers. He was extremely happy as his business was now more profitable since he could operate for longer duration in the evening; **"I am always keen to try different business ideas for enhancing my profits", and I was happy to see so much "ronak" (in terms of both brightness and larger footfall) in my dhabba",** says Jagram. However, Jagram's success story is proof of how electricity can spark growth of a business. Encouraged by potential of solar powered electricity, he then installed a deep freezer with TARA's support for selling chilled cold drinks. After experiencing small success with lighting and deep freezer, he enthusiastically took his business to the next level by installing a juicer-mixer. Currently, he is able to sell 30 glasses of juice & lassi at Rs.20/glass. Jagram added, **"My customers are pleased to get delicious and chilled lassi with such fast service in hot weather and are always looking forward to what I will offer next; this has strengthened my position in the food service segment".**

Jagram has three different electricity packages from TARAurja; a 15W package for Rs.120 (lighting load) as his initial package to addition of 350W package for Rs.1800 (deep freezer) and 250W for Rs.600 (juicer). Consequently, his daily customer base increased four times in a span of 14 months.

As against his previous profit and revenue of Rs.10, 000 and Rs.18, 000 he is now able to secure Rs.13, 000 and Rs.25, 000 respectively, with addition of one more worker. Jagram is already thinking ahead and constantly asking TARA's Micro enterprise Development team for new ideas for his expanding his business further. Jagram says, **"I am constantly in search of innovative ideas to expand my business and am thinking of putting more appliances like coffee machine, improved cook stoves & pellets and television to keep my customers engaged and loyal".**

2e. Key Shortfalls

- The current set of team – requires more expertise and greater focus on raising funds
- Not a very high convening power (or at least currently not leveraging DA/TARA brand name to the fullest)
- Lack of appropriate BD tools and visibility amongst potential partners / target groups
- Slow or delayed response to business development

2f. Lessons/Learnings

a. Business Development –

- **Quick Closures:** The domain needs to focus on rigorous follow up and quick closures with Clients and Funding agencies
- **Need for BD Tools:** The domain needs to develop business development tools like Corporate Presentations, Domain Menu Card etc. for better communication with the clients
- **Cluster Development:** In the last year, with the kinds of external client demands, clusters seem to be emerging across geographies, beyond Bundelkhand – such as Uttarakhand, Rajasthan, Delhi NCR etc. This suggests that CSR funds of other Corporations in these locations can also be tapped into for a larger impact on ground.
- **Service Package:** The domain experienced that, while corporates like HUL and Godrej look for long term implementation partners, they are also looking for partners who can provide them the overall services for programme management, strategy development, impact assessment etc. Hence, there's a need for the domain to package its services in a way that clients see value beyond implementation or technical expertise.

b. Project Management & Operations

- **Network of implementation partners:** Over the years TARA/ DA group has a vast network of CSO partners which resulted in expansion of geographies for the organization. The Development Management Domain in last year strengthened this network of partners and extended its work in new geographies like Bhagwanpur, Haridwar – with partners like Disha Social Organisation. Besides, the domain strengthened its partnership with

organizations like PANI and CREATE. Specifically, with the evolving strategy of DMD, it becomes imperative for the domain to strengthen this network.

- ***Cluster Development & Leveraging of Resources:*** A strong team on the ground and infrastructure set-up in a location can be capitalized upon for more projects in the same area. The domain experienced this for the Uttarakhand cluster and it helped in adequately utilizing the budgets. Thus, for the domain, it is imperative to identify how this leveraging can be carried out.

Section III: Projects Details (completed / ongoing in 2016-17)

1	Title of the Project (as mentioned in the sanction order)	'SKILLS TO LIVELIHOODS' Haridwar
2	Project ID (as per PFMS)	NG70
3	Duration (in months)	Months/Year: 12 months Start Month/year: January 2016 End Month/Year: December 2016
4	Funding Agency	Hindustan Unilever Limited
5	Total Project Budget	49.01 (in Lakhs)
6	Co-financing or leverage requirements, if any	Leveraging course fees from the trainees
7	Budget for the FY 2016-17	43.46 (in Lakhs)
8	Overall Objectives	To develop a sustainable model for skill development of 450 youth & women in Haridwar . The model provided sustainable livelihood and income generation opportunities for school drop-outs and unemployed youth and women at their doorstep, and helped them become self-reliant through facilitation of market linkages.
9	Strategic Approach	A permanent training centre was set up in a rented establishment in Ranipur More, Haridwar along with temporary training centres at each of the other locations (with spaces leveraged from communities). These centres are catering to different training and capacity building needs of the local community. Each of the targeted youth and women underwent life and vocational skills training and approx. 1/3 rd of these individuals were trained on enterprise development skills.
10	Partners (if any)	TARA Livelihood Academy
11	Thematic areas covered (list only those thematic areas against which you can enumerate some quantifiable outputs for the following) a. Natural Resource Management b. Clean Technology c. Strengthening Institutions d. Basic Needs Fulfillment e. Enterprise Development f. Employability	Enterprise Development Employability
12	Stage of the Project a. Completed b. Ongoing c. Project in phases (please specify the phase)	Completed
13	Key Activities Undertaken and Outputs Achieved	Activities: • Detailed Needs Assessment

		<ul style="list-style-type: none"> • Community Mobilisation • Setting-up Training Centres • Life Skills & Vocational Training • Enterprise Development Training • Formation of CIGs and Linkages Facilitation <p>Outputs</p> <ul style="list-style-type: none"> • 467 individuals trained on life skills and vocational skills (as against a target of 450) • 100 individuals trained on enterprise development skills (as against a target of 100) • 323 individuals linked to livelihoods (as against a target of 315)
14	<p>Key Outcomes</p> <ol style="list-style-type: none"> Outcomes and impacts. If the project is being carried out in phases. Please specify the outcomes of the past-phase, work going on in the present-phase and planned outreach for the future-phases. 	<p>The programme has resulted in increased self-confidence of women and youth in the city through creation of employment/self-employment opportunities. The community recognizes the efforts of both TARA and HUL in bringing prosperity to their family and praises the work of Prabhat initiative. This has, thus, created the need for continued engagement in Haridwar for training & capacity building.</p>
15	<p>Please provide a project summary below (100-150 words)</p> <p>The project aimed to develop a sustainable model for skill development of 450 youth & women in Haridwar.</p> <p>The target beneficiaries in the proposed project areas have less control over household resources (or simply less resources) than men, resulting in more constraints for them. They also tend to have lesser access to information. These factors restrict their options and livelihood opportunities. Use of affordable technology would increase household income earned by women and they would be encouraged to participate in decision making process at all levels of project implementation. As a result, this empowerment would reflected in changes to the internal dynamics of household.</p> <p>During these 12 months, 467 women were trained on life skills and vocational skills to make women capable of self-directed growth. It provided a deeper understanding and awareness of self that helped women establish a good attitudinal foundation as well as a basis for long term professional and personal development and behaviour. 100 women were trained on Enterprise Development skills, in order to up-skill the women in setting up their enterprises giving better outputs in terms of work and enhancing their delivery skills to bring out quality that is up to the market level mark. HUL team provided their support in every possible way to make the project implementation successful.</p>	
16	<p>Please attach any report which has been submitted to client</p> <p>Monthly Progress Report Feb 2016 Monthly Progress Report March 2016 Monthly Progress Report April 2016 Monthly Progress Report May 2016 Monthly Progress Report June 2016 Monthly Progress Report July 2016 Monthly Progress Report August 2016 Monthly Progress Report September 2016 Mid-Term Progress Report October 2016 Monthly Progress Report November 2016 Project Closure Report December 2016</p>	

1	Title of the Project (as mentioned in the sanction order)	SKILLS TO LIVELIHOODS' Haridwar Phase II
2	Project ID (as per PFMS)	NG94
3	Duration (in months)	Months/Year: 12 months Start Month/year: January 2017 End Month/Year: December 2017
4	Funding Agency	Hindustan Unilever Limited
5	Total Project Budget	50.02 (in Lakhs)
6	Co-financing or leverage requirements, if any	Leveraging course fees from the trainees
7	Budget for the FY 2016-17	9.27 (in Lakhs)
8	Overall Objectives	<p>To capitalise on the efforts of Phase I, by strengthening livelihoods, creating more income generation opportunities and fostering local economic development.</p> <p>The specific objectives of Phase II are:</p> <ul style="list-style-type: none"> • To impart vocational, life skills & financial management training to 500 women and youth • To set up 1 production centre on commercial stitching & tailoring and facilitate market linkages • 70% of trained individuals linked to employment/self-employment/income generation
9	Strategic Approach	The existing Vocational Training Centre (VTC) at Jwalapur will be utilized for imparting different kinds of vocational trainings to women & youth residing around the Centre. In addition, the Community Training Centre (CTC) at Ferpur would act as an additional centre to cater to women & youth in the nearby villages. Vocational training at both the VTC & CTC will also include a three day component of life skills and financial management training.
10	Partners (if any)	TARA Livelihood Academy
11	Thematic areas covered (list only those thematic areas against which you can enumerate some quantifiable outputs for the following) g. Natural Resource Management h. Clean Technology i. Strengthening Institutions j. Basic Needs Fulfillment k. Enterprise Development l. Employability	Enterprise Development Employability
12	Stage of the Project d. Completed e. Ongoing f. Project in phases (please specify the	Ongoing The project has started in Jan 2017

	phase)	
13	Key Activities Undertaken and Outputs Achieved	<p>Activities:</p> <ul style="list-style-type: none"> • Detailed Needs Assessment • Community Mobilisation • Life Skills & Vocational Training • Financial Management Training • Setting up of a Production Centre • Market Linkage Facilitation <p>50 enrolments completed in different types of vocational training.</p>
14	<p>Key Outcomes</p> <p>c. Outcomes and impacts.</p> <p>d. If the project is being carried out in phases. Please specify the outcomes of the past-phase, work going on in the present-phase and planned outreach for the future-phases.</p>	
15	<p>Please provide a project summary below (100-150 words)</p> <p>The partnership between TARA and HUL at Haridwar commenced in January 2016 with a skill development programme for 450 youth and women in and around Haridwar city. A total of 467 women and youth were trained and certified on different courses like Assistant Beautician Therapist, Sewing Machine Operator, Banking Financial services and Insurance and Mobile Repairing against a target of 450 which has provided livelihood opportunities to 323 women and youth through home based work, setting up their own small enterprise, jobs, etc. and are earning between Rs.3000 – Rs.15000 per month in Phase 1.</p> <p>The programme has resulted in increased self-confidence of women and youth in the city through creation of employment/self-employment opportunities. The community recognises the efforts of both TARA and HUL in bringing prosperity to their family and praises the work of Prabhat initiative. This has, thus, created the need for continued engagement in Haridwar for training & capacity building.</p> <p>This suggests the implementation of phase II 'Skills to Livelihoods' programme for women and youth in Haridwar and its nearby villages.</p> <p>In this context, the on-going skill development & livelihood creation programme at Haridwar under the Prabhat Livelihoods mission of HUL was expanded for up-scaling</p>	
16	<p>Please attach any report which has been submitted to client</p> <p>Monthly Progress Report Jan 17</p>	

1	Title of the Project (as mentioned in the sanction order)	SKILLS TO LIVELIHOODS' Orai
2	Project ID (as per PFMS)	NG69
3	Duration (in months)	Months/Year: 17 months Start Month/year: December 2015 End Month/Year: May 2017
4	Funding Agency	Hindustan Unilever Limited

5	Total Project Budget	50.02 (in Lakhs)
6	Co-financing or leverage requirements, if any	Leveraging course fees from the trainees
7	Budget for the FY 2016-17	38.59 (in Lakhs)
8	Overall Objectives	To develop a sustainable model for skill development of 350 youth & women in Orai . This will provide sustainable livelihood and income generation opportunities for school drop-outs and unemployed youth and women at their doorstep, and help them become self-reliant through facilitation of market linkages.
9	Strategic Approach	CTCs planned to be set up in a rented establishment in Orai or other nearby proposed villages in Orai, Uttar Pradesh. These centres are catering to different training and capacity building needs of the local community. Each of the targeted youth and women underwent life and vocational skills training and approx. 1/3 rd of these individuals trained on enterprise development skills.
10	Partners (if any)	TARA Livelihood Academy
11	Thematic areas covered (list only those thematic areas against which you can enumerate some quantifiable outputs for the following) m. Natural Resource Management n. Clean Technology o. Strengthening Institutions p. Basic Needs Fulfillment q. Enterprise Development r. Employability	Enterprise Development Employability
12	Stage of the Project g. Completed h. Ongoing i. Project in phases (please specify the phase)	Ongoing
13	Key Activities Undertaken and Outputs Achieved	Activities: <ul style="list-style-type: none"> Detailed Needs Assessment Community Mobilisation Setting-up Training Centres Life Skills & Vocational Training Enterprise Development Training Formation of CIGs and Linkages Facilitation Outputs: <ul style="list-style-type: none"> 407 individuals trained on life skills and vocational skills (as against a target of 350) 105 individuals trained on enterprise development skills (as against a target of 100) 250 individuals linked to livelihoods (as against a

		target of 245)
14	Key Outcomes e. Outcomes and impacts. f. If the project is being carried out in phases. Please specify the outcomes of the past-phase, work going on in the present-phase and planned outreach for the future-phases.	The programme has resulted in increased self-confidence of women and youth in the city through creation of employment / self-employment opportunities. The community recognises the efforts of both TARA and HUL in bringing prosperity to their family and praises the work of Prabhat initiative. This has, thus, created the need for continued engagement in Orai for training & capacity building.
15	Please provide a project summary below (100-150 words)	
	<p>India has one of the youngest populations in the world and the proportion of workforce in the working age group is well in excess of those dependent on them, a trend that is expected to continue until 2040. Skill training is one of the most important sectors for economic development in India. One mandate TARA and HUL aims at creating sustainable livelihoods through new opportunities, thereby promoting better quality of life in villages. Thus, Skills to Livelihoods project around HUL factory in Orai, Uttar Pradesh was initiated with the following objectives: To develop a sustainable model for skill development of 350 women/youth in the selected village and 100 women in enterprise development. This will provide sustainable livelihood and income generation opportunities for school drop-outs and unemployed women/youth at their doorstep, and help them become self-reliant through capacity building.</p> <p>The project will be completed in May 2017, In this duration of 14 months, 407 women and youth were trained on life skills and vocational skills to make women capable of self-directed growth. It provides a deeper understanding and awareness of self that helps women establish a good attitudinal foundation as well as a basis for long term professional and personal development and behaviour. Of the 100, 105 women and youth were trained on Enterprise Development skills, which is to up-skill the women's in setting up their enterprises giving both, quality and quantity output in terms of work and enhancing their delivery skills to bring out quality that is up to the market level mark.</p>	
16	Please attach any report which has been submitted to client	
	<p>Monthly Progress Report Dec 2015 Monthly Progress Report Jan 2016 Monthly Progress Report Feb 2016, Monthly Progress Report March 2016, Monthly Progress Report April 2016, Monthly Progress Report May 2016, Monthly Progress Report June 2016, Monthly Progress Report July 2016, Monthly Progress Report August 2016, Monthly Progress Report September 2016, Mid Term Progress Report October 2016, Monthly Progress Report November 2016, Project Closure Report December 2016</p>	

1	Title of the Project (as mentioned in the sanction order)	Hariyali, Udyamita aur Sampannata: A Sustainable Community Development Programme
2	Project ID (as per PFMS)	NG91
3	Duration (in months)	Months/Year: 9 months Start Month/year: October 2016 End Month/Year: June 2017
4	Funding Agency	Godrej Interio
5	Total Project Budget	15.41 (in Lakhs)
6	Co-financing or leverage requirements, if any	Leveraging course fees from the trainees
7	Budget for the FY 2016-17	10.57 (in Lakhs)
8	Overall Objectives	<ul style="list-style-type: none"> • To make individuals employable, specifically in the commercial stitching & tailoring area resulting in availability of skilled manpower (vocational skills training) • To generate awareness amongst school students and communities around Water, Sanitation, Hygiene & Health (WASH) (awareness campaigns, health camps – thereby improving hygiene & sanitation conditions in the communities) • To strengthen institutions & promote entrepreneurship in the communities, by formation of self-help groups (SHGs) and building their capacities, thereby fostering local economic development
9	Strategic Approach	<p>The project will be implemented by TARA through its training and capacity building wing – TARA Livelihood Academy (TLA) and NGO partner DISHA Social Organisation.</p> <p>To cater to the training requirements, training centre will be established with space leveraged from Godrej. Other components of the project like WASHH carried out by TARA with the help COPCOM team.</p>
10	Partners (if any)	DISHA Social Organisation and TARA Livelihood Academy
11	Thematic areas covered (list only those thematic areas against which you can enumerate some quantifiable outputs for the following) s. Natural Resource Management t. Clean Technology u. Strengthening Institutions v. Basic Needs Fulfillment w. Enterprise Development x. Employability	<p>Strengthening Institutions Basic Needs Fulfillment Employability</p>
12	Stage of the Project j. Completed k. Ongoing l. Project in phases (please specify the	Ongoing

	phase)	
13	Key Activities Undertaken and Outputs Achieved	<p>Activities:</p> <ul style="list-style-type: none"> Detailed Needs Assessment Community Mobilisation Setting-up Training Centre by Godrej Interio Life Skills & Vocational Training Enterprise Development Training Formation of CIGs and Linkages Facilitation <p>Outputs</p> <p>Skill Development:</p> <ul style="list-style-type: none"> 1 Vocational Training Centre (VTC) established – Stitching & Tailoring 33 youth / women undergoing life skills & vocational training on stitching & tailoring (including for upholstery) – against a target of 20 <p>Basic Needs Fulfilment:</p> <ul style="list-style-type: none"> 1 awareness campaigns organised on WASH <p>Strengthening of Institutions:</p> <ul style="list-style-type: none"> 3 SHGs formed and linked with the banks
14	Key Outcomes g. Outcomes and impacts. h. If the project is being carried out in phases. Please specify the outcomes of the past-phase, work going on in the present-phase and planned outreach for the future-phases.	
15	<p>Please provide a project summary below (100-150 words)</p> <p>Having adopted 'Transforming Lives' as its brand philosophy, Godrej & Boyce team at Mumbai and Godrej Interio team at Bhagwanpur (Uttarakhand) have been in discussions with the TARA team to design a suitable community outreach programme focusing on skill development & WASH (Water, Sanitation & Hygiene) for communities around the Bhagwanpur plant.</p> <p>Phase I has been designed such that, it would lay the foundation for the entire programme, with the objective of gaining community buy-in. The activities include: setting up of a sewing/upholstery training centre & imparting training, awareness creation around WASH (Water, Sanitation & Hygiene) & health and formation of self-help groups. The prospective target groups to be covered through these interventions are women & youth from Village Mandawar & neighboring villages, school students and other community members. The overall objective of the programme is to create livelihood opportunities for youth & women and enhance the standard of living of communities around Godrej Interio's Bhagwanpur plant.</p>	
16	Please attach any report which has been submitted to client	
	Inception report Jan 2017	

Section IV: Details for Completed Projects

Annexure 1:

A	Title of the Project (as mentioned in the sanction order)	'SKILLS TO LIVELIHOODS' Haridwar
B	Project ID (as per PFMS)	NG70
C	<p>Provide an Executive Summary for the projects (150-200 words)</p> <p>Around HUL's Haridwar factory, TARA undertook the 'Skills to Livelihoods' programme for training and building capacities of 450 youth & women from 5 villages. The objective was to provide sustainable livelihood and income generation opportunities for school drop-outs and unemployed youth and women at their doorstep, and help them become self-reliant through facilitation of market linkages.</p> <p>In April 2016, TARA formally launched the project – 'Skills to Livelihoods' at Haridwar with the inauguration of the VTC and two batches of trainees were enrolled for various vocational courses. In due course of the project, with intensified community mobilization & engagement, more training courses were added, two Community Training Centres (CTCs) were set-up and linkages with (potential) employers like VLCC, Bajaj, Fullerton, Max Life, HDFC, TVS etc. were established.</p> <p>In addition to vocational training, life skills training was also imparted to each of the enrolled candidates, and for a select few, enterprise development training (ILO curriculum) was organized.</p> <p>The overall achievements of the project (Jan-Dec'16) have been the following:</p> <ul style="list-style-type: none"> • 467 individuals trained on life skills and vocational skills (as against a target of 450) • 100 individuals trained on enterprise development skills (as against a target of 100) • 323 individuals linked to livelihoods (as against a target of 315) 	
D	<p>Specify the Problem it addresses? (Provide greater context to why this solution is needed. If possible, provide data or other evidence to describe the extent of the problem, and identify 1-3 specific vulnerabilities the solution seeks to address) (500 words)</p> <p>The bulk of labour force in India, about 93 per cent who work in the unorganised sector are largely untouched by any kind of formal training. Recent trends in the employment composition in India indicate that the workforce is migrating from the agriculture sector to the industry and services sectors. This structural shift towards higher-productivity sectors requires skilling and up-skilling of the labour force and bridging the skill gap.</p> <p>India has one of the youngest populations in the working age group in the world. The benefits of a large labour force can be leveraged to accelerate economic growth through skill development, thereby creating a demographic dividend. Thus, it is primarily the youth in India who need to be targeted for skilling and up-skilling.</p> <p>India lags far behind in imparting skill training to its workforce. The accelerated economic growth has increased the demand for skilled manpower that has highlighted the shortage of skilled manpower in the country. Employees state a variety of reasons for their inability to fill jobs, ranging from undesirable geographic locations to candidates looking for more pay than what the employers have been offering. India is among the top countries in which employers are facing difficulty in filling up the jobs. In India, about 12 million people join the workforce each year comprising highly skilled, semi-skilled and unskilled work force. The last category constitutes the majority of the population entering the workforce and thus the skill of such population needs to be enhanced and polished with constant effort by employees.</p>	

E	<p>Please write a description that relays the solution, also state who it caters to and how? Describe the key principles and key components of the solution (500 words)</p> <p>The skill to Livelihood opportunity project has been designed for the unskilled youth and women to enhance their skill set and provide them with vocational skills to make them employable.</p> <p>The market analysis of Ranipur More (Haridwar) indicated the presence of a large number of retail shops, jewellery stores and hotels. However, opportunities for skill development and enhancement for youth and women appear inadequate. Additionally, the location has a significant number of entrepreneurs and budding entrepreneurs lacking formal training. The bustling retail economy of Ranipur More has a vast scope in absorbing skilled labour force in large numbers. Most retail / business stores are from three categories – clothing, jewelry and hotels. Hence, skill building in the areas of retail, customer engagement and sales & marketing, considering the relevant work opportunities available, would provide both youth and women to earn quality livelihood.</p> <p>Presence of entrepreneurial ventures such as tailoring, beautician, electronics repairing and distribution, bicycle repairing etc. was also observed. Skilling and up-skilling of such existing entrepreneurs and motivating youth and women to start their own enterprises (with market linkages being facilitated) is the way forward since there is an immense potential to attain self-reliance among the people of this community. This will indirectly create jobs for the rest of the community members (including the targeted individuals) and contribute towards creation of self-sustainability.</p> <p>It was concluded that undertaking skill development initiatives in these locations, will not just help people become self-reliant, but also usher in a cycle of trust and goodwill for HUL based actions on the ground. In this context, with HUL's support, TARA has put together a programme to address needs of the people in a manner without creating any dependencies on HUL.</p>
F	<p>Specify whether it is any of the following. Describe it in a line or two.</p> <ul style="list-style-type: none"> • Product • Service • Process/Approach • Other <p>Process/Approach: The project is an approach to enhance the skill set of individuals to address the employability issue prevailing in the area.</p>
G	<p>Briefly describe how the solution addressed the problem and what was the process followed) (500 words)</p> <p>The project was implemented by TARA through its training and capacity building wing – TARA Livelihood Academy (TLA). A permanent training centre was set up in a rented establishment in Ranipur More and temporary training centres in each of the four locations, in schools or community resource centres (with spaces leveraged from communities). These centres catered to different training and capacity building needs of the local community. Each of the targeted youth and women undergo life and vocational skills training and approx. 1/3rd of these individuals were trained on enterprise development skills.</p> <p>i. Detailed Needs Assessment: A team from TARA conducted a detailed situational analysis of the mentioned five locations to get an in-depth understanding of the aspirations of the communities, market environment and presence of an entrepreneurial mind-set. Alongside, a market demand assessment was carried out to understand the kinds of linkages that can be done and the needs of the market in terms of skilled workforce.</p> <p>ii. Community Mobilization: The objective of community mobilization was to not just make the community aware of the project that was undertaken, but also to get on board the willing participants. To ensure the willingness of the people to participate, they were made to undergo a</p>

	<p>screening and selection procedure; and then, based on the interest, time and distance factors, they were formed into batches for various activities. They also undergo a training needs assessment to understand the individual skilling needs of each trainee.</p> <p>iii. Setting-up Training Centres: A Vocational Training Centre (VTC) in Ranipur More and 2 need based Community Training Centre (CTC) in Kotdwar and Ferpur were set up.</p> <p>iv. Life Skills & Vocational Training: Life Skills training was imparted aimed at enhancing the personality and knowledge of individuals on topics such as health, hygiene and related aspects. This will lay the foundation for vocational training and enterprise development training, leading to an enhanced personality and thus, increased livelihood opportunities. The Vocational Skills Training was aimed at making the individuals employable. The vocations on which training were imparted were Sewing Machine Operator, Assistant Beautician Therapist, Business Correspondent and Business Facilitator and Mobile Repair Technician. The training modules are job-oriented and range from basic to advance level training programmes based on the needs of the target group. Each of the individuals were trained on one vocation each.</p> <p>v. Enterprise Development Training: After the participants undergo vocational training, there were a number of them who were interested in venturing into entrepreneurial activities. Thus, selected individuals were trained on enterprise development and were helped in setting up microenterprises.</p> <p>The SIYB (Start & Improve Your Business) curriculum – a trademark business development and management curricula developed by ILO (International Labour Organization) in 1970 – was used for imparting this training. ILO in the year 2011 identified TLA as a potential Training Service Provider for this curriculum. TLA has a set of trained trainers and master trainer for this curriculum. SIYB is divided into four sub-curricula – Generate Your Business (GYB), Start Your Business (SYB), (Innovate Your Business (IYB) & Expand Your Business (EYB) – to cater the needs of different potential and budding entrepreneurs.</p>
H	<p>Specify the area/ areas of implementation.</p> <ol style="list-style-type: none"> List particular systems or sectors where it was applied. At what scale did it operate at? (Global, national, regional, urban, rural, village, household, other?) In what geographic regions has it been implemented? (Continent, country, state, district, block, village) Have there been any other areas indirectly impacted, apart from the main area of implementation? If yes, please provide details... <p>The project is applicable for Skill Development and Livelihood & Income Generation Activities It operated at Regional Level – Urban & Rural Areas. Geographic Location: 1. Ranipore More, Haridwar 2. Kotdwar 3. Ferpur</p>
I	<p>Human Interest Stories (Please write 1-2 paragraphs describing two or more specific examples (150 words each) of the solution in action, along with at least two good quality images to illustrate your solution in action)</p> <p>Nidhi Yadav - Assistant Beautician Therapist, VTC: Nidhi is a 26 year old girl from Haridwar, who used to take tuitions to make both ends meet. She always aspired to excel in the beauty and wellness sector. As a step towards to follow her dreams she joined Skill Development Centre, Haridwar. Owing to her quick learning abilities and already acquired teaching skills, the HUL-TARA team absorbed her as co-trainer. As an instructor she displayed she received a very appreciative feedback from the trainees and management. For her, Skill Development Center (Prabhat) is a ray of hope for</p>

	<p>a better and secured future. It seemed that PRA BHAT gave her wings to fly.</p> <p>Luxmi Rani - Sewing Machine Operator, VTC: Luxmi Rani is a resident of Jawalanagar, Haridwar and a PG degree holder in Commerce. Even after Post graduation, she was unable to get a job and was confused to what to do in her life as her life have been very struggling since her father passed away in 2005. Her mother used to stitch clothes to meet their daily needs. Laxmi wants to help her mother expand her business and also own a boutique to improve her family's financial condition. Her dream came true when TARA in partnership with HUL started Skill Development Centre at Haridwar, wherein she registered for the tailoring and stitching course and learnt how to stitch clothes. She now helps her mother at her home and working as a Co-trainer with TARA at VTC, Haridwar</p>														
J	<p>State the Direct / Indirect impacts and outcomes created by your project. (*support your response with data on short term and long term impact, future projections, policy-reach, households reached, people influenced etc.)</p> <table border="1"> <tr> <td>Natural Resource Management</td><td>NA</td></tr> <tr> <td>Clean Technology</td><td>NA</td></tr> <tr> <td>Strengthening Institutions</td><td>2 new CIG's for garment production were formed and linked to market</td></tr> <tr> <td>Basic Needs Fulfillment</td><td>467 individuals trained on Life skills and vocational skills</td></tr> <tr> <td>Enterprise Development</td><td>100 individuals trained on ED</td></tr> <tr> <td>Employability</td><td>323 individuals linked to livelihood</td></tr> <tr> <td>Any Others</td><td>NA</td></tr> </table>	Natural Resource Management	NA	Clean Technology	NA	Strengthening Institutions	2 new CIG's for garment production were formed and linked to market	Basic Needs Fulfillment	467 individuals trained on Life skills and vocational skills	Enterprise Development	100 individuals trained on ED	Employability	323 individuals linked to livelihood	Any Others	NA
Natural Resource Management	NA														
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Basic Needs Fulfillment	467 individuals trained on Life skills and vocational skills														
Enterprise Development	100 individuals trained on ED														
Employability	323 individuals linked to livelihood														
Any Others	NA														
K	<p>Can your solution be adapted / replicated to other sectors, contexts or geographies? If yes, please list three or more key elements that could be applied elsewhere.)</p>														
L	<p>Key Shortfalls in the execution of the project. (350 words) (please analyse reasons, describe how these are to be taken up, and going forward)</p> <ul style="list-style-type: none"> • Delay in project commencement on ground: The project was officially slated to begin in Jan 2016. However, owing to constraints of entering a new geography, finalizing location for setting up a VTC (with consent of HUL), mobilisation of trainees in a semi-urban area etc., the project was finally launched in April 2016. • Women keen on joining an on-going programme: It was a challenge for the trainers to handle some women who wanted to join the course after the training session had already started. This was owing to some of the late enquiries and success of the first batches. • Commencement of training at Kotdwar & centre set-up: The process of mobilisation and center establishment was a major challenge for the TARA team at Kotdwar location, owing to the new geography, socio-economic dynamics (where women / youth were not found to be very keen on training activities), limited resources for training set-up (infrastructural requirements etc.). • Reluctance in paying training fees up-front: Despite repeatedly informing the trainees about submission of the course fee, several women / youth showed reluctance in paying the nominal amount at the beginning of the course. This was a challenge faced primarily in the first batches of all new courses. 														
M	<p>Lessons/Learnings (500 words)</p> <ul style="list-style-type: none"> • The location of the centre set up should be accessible to the targeted population. The individuals in the peri-urban or rural areas hesitate to travel long distance, either due to mode of transportation or security issues. Also, it should be set up in areas, which lie in the visibility range of prospective beneficiaries. • Rigorous project monitoring and tracking activity should be in process from the day one of the 														

	<p>project to keep the project on track.</p> <ul style="list-style-type: none"> • The manpower required for project implementation should be explicit and enough resources should be allocated on field so that project deliverables can be achieved on time • Registration in any course should be closed on a specific date and trainers and centre in-charge should make sure that no more registrations should be done for a course which has started a week before. • The team should necessitate in advance, the need for any additional centres required for achieving project deliverables during need assessment else the project deliverables may get extended • The community in rural areas may not be able to pay high fees at a single go, thus the course fee should be divided and collected in monthly basis. • Often, people drop out from the course as they either do not find it useful for them or are bounded by household activities, such trainees should be identified and motivated in early stage to keep them bound to course through recreational activities, guest lectures, etc
N	<p>Please attach any report which has been submitted to client</p> <p>Monthly Progress Report Feb 2016 Monthly Progress Report March 2016 Monthly Progress Report April 2016 Monthly Progress Report May 2016 Monthly Progress Report June 2016 Monthly Progress Report July 2016 Monthly Progress Report August 2016 Monthly Progress Report September 2016 Mid Term Progress Report October 2016 Monthly Progress Report November 2016 Project Closure Report December 2016</p>

Annexure 2:

Name of Domain	Innovation	Incubation	Implementation	Influence	Impact
NRM			<ul style="list-style-type: none"> 120 acres of land irrigated through solar based models (150-175 farmers benefitted) 		
CT					
SI		<ul style="list-style-type: none"> 16 concepts packaged & 3 toolkits developed 	<ul style="list-style-type: none"> 11 (5 CIGs and 6 SHGs) groups formed 	<ul style="list-style-type: none"> 2 Private & 1 Public – CSR partnerships 4 institutional tie-ups for employment creation 3 partnerships with implementation agencies 	
BNF			<ul style="list-style-type: none"> 4000 HHs provided access to energy (SPLD) 200 children made aware of WASH (Godrej) 		
ED			<ul style="list-style-type: none"> 4 production centres set-up 		
Emp			<ul style="list-style-type: none"> 872 youth & women trained; 535 linked to livelihoods 		

Section V: Strategic Plan & Way Forward 2017-18

Strategic Plan (2017-18) and Way Forward (350-500 words)

The Development Management Domain (DMD), as mentioned earlier, is in the process of being evolved. In 2017-18, the domain is looking at positioning itself as DA Group's CSR Management & Consultancy Service Provider. The aim will be to move from being just a programme management & implementation unit, to providing different service packages.

The domain will work towards:

1. Engaging with partners (funding, institutional) and developing a network of implementation partners
2. Packaging of services for CSR
3. Delivering services in the form of large/medium/small projects or programmes

Following is the operational strategy that the domain will adopt:



Some of the **strategic priorities for the domain** over the course of 2017-18 will be:

- **Position DA Group in the CSR consultancy space** by capitalizing on DA Group's existing strengths and establishing long-term collaborations – package DA Group's CSR services (based on CSR opportunity scan); tie-ups with Public / Private Corporations; workshops with a focus on Uttarakhand and Bundelkhand clusters
- **Develop Uttarakhand as a cluster** – scale-up and scale-out the CSR interventions in the Haridwar belt; form a taskforce for leveraging CSR funding
- **Establish a network of partners across geographies** – implementation agencies, M&E partners, capacity building & other technical solution providers, institutional partners (sector specific)

Besides, the domain will work around building and strengthening its team of professionals and reinforce its systems & processes for the smooth functioning of domain functions.

Summary of the domain action plan for 2017-18 is:

I. Partnership Engagement & Network Management					
Major Outputs	Anchor	Timeline			
		Q1	Q2	Q3	Q4
1. Global & National Partnerships for Funding					
• Tie-ups with 3 global and 5 national organisations (private and public corporations)	SUN (++)	3	2	2	1
• Partner with 2 institutional partners (such as PHFI for health sector in Uttarakhand)	DIV, JUB	1	1		
2. Network of Implementation Partners					
• Establish / strengthen network of 10 implementation agencies (NGOs / CSOs) across geographies	DIV, JUB	4	3	3	
• Form a network of capacity building, technical support, M&E and media partners	JUB, TUS				
3. Outreach & Strengthening					
• Organise 2 workshops for investment leveraging – 1 each in Uttarakhand & Bundelkhand	NEW		1	1	
• Form a taskforce for CSR funding leveraging for the state of Uttarakhand	NEW				1

II. Service Packaging

Major Outputs	Anchor	Timeline			
		Q1	Q2	Q3	Q4
1. Marketing Tools					
• CSR brochure, presentation & webpage	NEW				
• CSR newsletter – quarterly	NEW				
2. Package Development					
• Database of CSR opportunities collated and updated monthly basis (to help reach out to relevant companies)	NEW				
• Package services (4 packages developed with services defined)	SUN, NEW				
3. Programme Development					
• Identify & design 3 themes for translating into DA Group's Flagship Programmes for CSR	SUN, NEW				

III. Service Delivery

Major Outputs	Anchor	Timeline			
		Q1	Q2	Q3	Q4
1. 1-2 Medium Projects					
• Package B– services delivered	DIV, AJS				
2. 3 Small Projects					
• Packages C & D – services delivered	DIV, AJS, TUS, JUB				
3. 3 Very Small Projects					
• Package D – services delivered	DIV, AJS, TUS, JUB				

Section VI: Financial Report for 2016-17

Actual Budget as on 31 Jan17								
S.No.	Description	Target			Actual			
		DA	TARA	Total	DA	TARA	Total	%
1	Personnel	-	48.00	48.00	-	24.68	24.68	51%
2	Travel	-	9.00	9.00	-	7.84	7.84	87%
3	Capital	-	0.00	0.00	-	0.00	0.00	0%
4	Other Direct Costs	-	33.00	33.00	-	25.35	25.35	77%
5	Institutional Support Cost	-	12.00	12.00	-	13.35	13.35	111%
	Total	-	102.00	102.00	-	71.21	71.21	70%

Projects Expenditure Status FY 2016-17(Lakh Rupees) as on 31 Jan17								
S.No.	Description	Amount (in Rs.)						
		Budget Target	Budget Actual 2016-17	Expenditure	Budget Balance	To be Achieved	Available 2017-18	Available After Mar18
1	Personnel	48.00	24.68	16.12	8.56	23.33	17.81	0.00
2	Travel	9.00	7.84	5.81	2.03	1.16	0.97	0.00
3	Capital	0.00	0.00	0.00	0.00	0.00	0.00	-
4	Other Direct Costs	33.00	25.35	15.96	9.39	7.65	1.18	0.00
5	Institutional Support Costs	12.00	13.35	10.43	2.92	(1.35)	3.33	-
	Total	102.00	71.21	48.31	22.90	30.79	23.28	0.00