



## From the Chairman



At the turn of the century when my peers and I set up Naandi, we agreed to unconditionally dedicate our attention towards one goal. Eradicate Poverty. Change Lives.

Since then our mission has taken us across boundaries and difficult terrain to reach people and communities who have been for long deprived and vulnerable. They needed nothing more than an idea and a helping hand to make a change. And indeed, this change has come. Sooner than one expected. Perhaps because the people who needed these ideas for change were often the ones who generated them.

Ancient wisdom in India believes in the power of *sat sankalpa* – good intention, and its ability to generate *sankalpa balam* – a force, a strength almost cosmic in nature that opens doors, gathers support and creates the right opportunities to translate intention into action. At Naandi, we seem to be experiencing the power of this intention. How else will one explain a chance dinner meeting with my friend, leading to a technology tie-up with WaterHealth International, USA, which enabled Naandi to launch jointly the safe water project pilots in Andhra Pradesh that are now ready for replication across India. Similarly, Anand Mahindra, soon after joining our board, linked Naandi with K C Mahindra Education Trust for taking up the cause of girl child education in the country.

I have no doubt that it is this power of good intention that is continuing to bring Naandi support from governments, institutions, bilateral agencies and civil society making it possible for us to reach thousands of people with help to lead a life of hope and dignity.

As you read this report you will come across men, women and children whose lives have changed for the better. You will notice the ideas, changes and determination. And you will see how even the smallest gesture has made a big difference.

I am convinced that should we set our minds to it, we can eradicate poverty together and live to see the changes well within our lifetimes.

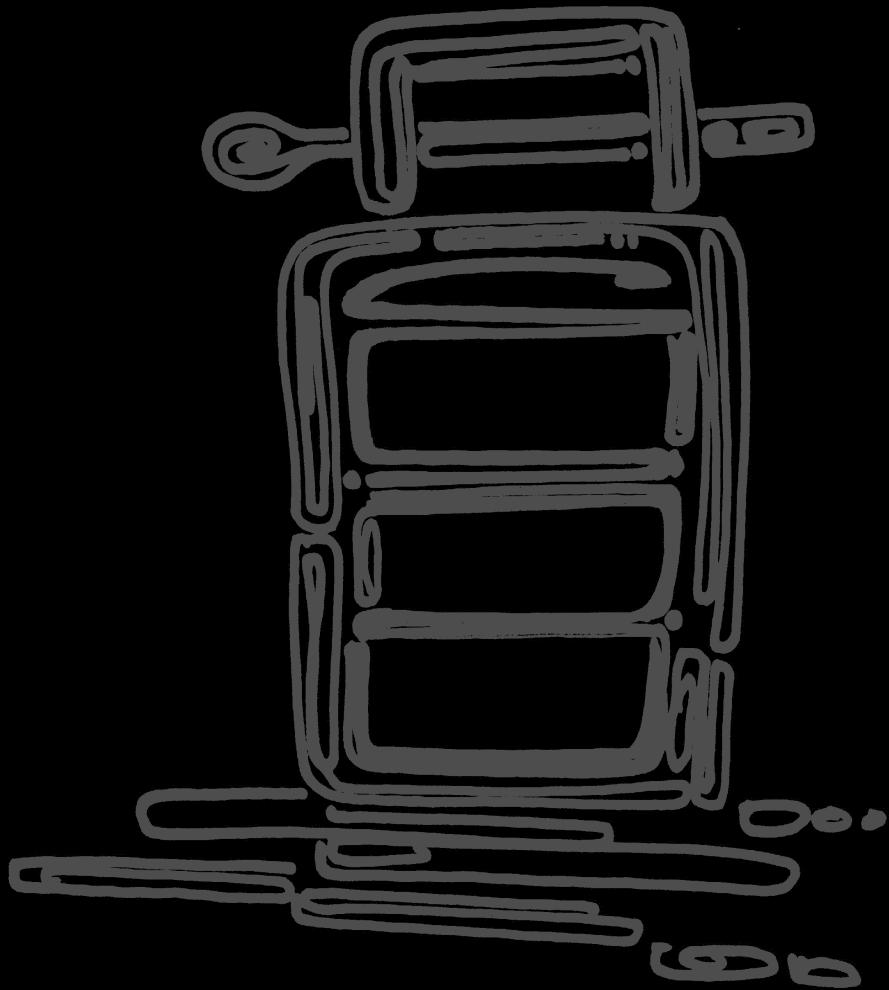
Join us.



Dr K Anji Reddy  
Chairman

Peoplespeak

# Case Study 1



# Crossing the Poverty Line

## Andhra Pradesh Rural Livelihoods Programme

### Programme Sketch

Facilitate the Andhra Pradesh Rural Livelihoods Programme (APRLP) on behalf of the Government in the Mahabubnagar district, Andhra Pradesh.

### Process

- Identify the poorest of the poor (POP) families through field visits and village level participatory rural appraisals (PRAs).
- Reduce errors in identification of POP families, and transmission losses in loan disbursement by ensuring that the members of the village organisation approve of the POP list.
- Create a livelihood generation action plan with each identified family according to their choice.
- Channelise the APRLP livelihood loans to these families through the village organisation and the women's Self Help Groups (SHGs). This would be done by enrolling the lady of the identified family into the SHG. The SHG would not only vet the viability of the livelihood action plan devised by the family, but also channelise the earmarked loan to her and follow-up on its repayment.



## Lakshmi

Widow, recent-owner of a tiffin centre, Dasardoddi village, Makthal mandal, Mahabubnagar district, Andhra Pradesh



**'She's the needy one' that's how I was known in the village.** I'm sure people meant well but I didn't like it. With my husband's death ten years ago, I was forced to work in other's fields to make a living, and all that earned me as wages was Rs 20 a day. I had to feed my family with that, so money was always scarce. Even the house I live in is crumbling. The roof has collapsed, and I have moved out to the open veranda. This is my home now but it won't be for long.

**In a couple of years I'll have a new house.** The loan I got from the women's Self Help Group (SHG) helped me set up a small tiffin centre. It's running well. And unlike working in the fields I now have a regular income even during the non-agricultural season. I'm able to save and pay back the loan (Rs 10,000). Most of the women in the locality congregate at my shop for a cup of tea, nowadays. And since I've become a member of the SHG I tell them about the advantages of joining this group, show them how my life is changing, and urge them to start taking decisions on their own - to save money, to stop getting daughters married off at 12 and 13,...This tiffin centre has become the centre point of my being. It has given me something to look forward to.

**Education is what I want most for my children.** Just because I'm a single parent doesn't mean my children shouldn't get the opportunity to study. My daughter Swetha wants to be an English teacher. I am able to send her for special English tuitions so she can fulfil her dream.

**Selling tea and snacks I earn about Rs 300 per day.** With this income, after all my shopkeeping and household expenditures I'm able to save Rs 500 per month and also pay back Rs 500 towards my loan and interest.

**I will make this shop grow.** Very soon no one will call me 'the needy one' any more.

**Lakshmi**

*Six months after setting up her tiffin centre*

Monthly meeting of the Self Help Group that monitors the APRLP loan repayments of members ▶



▲ Lakshmi at her tiffin centre

## Vital Statistics

**Location:** Mahabubnagar district, Andhra Pradesh

**Programme began in:** 2003

**Partners:** APRLP Hyderabad and District Water Management Agency, Mahabubnagar

**Programme Coverage:** 2400 poorest of the poor (POP) families, 104 villages

## Key Change Agents

- Creation of a comprehensive 10-point poverty indicator scale to reduce wrongful identification, and ensure only the needy and vulnerable are given loans. Some of the social and economic indicators used were indexing destitute houses, differently abled populations, widows, homeless, landless, dryland owners, families with more than two girl children, families with women as the sole breadwinner, migrant families and so on.
- Value additions such as:
  - a. Supervised purchase of economic assets for the families to ensure quality, initiating the Livelihood Action Plans through professional protocols such as purchase committees, insurance linkages, repayment pass books, encouraging the culture of regular repayments through community oath-taking and so on.
  - b. Enhancing skills and building managerial, financial and administrative capacities of the members of the Self Help Groups (SHG) and village organisations.

## Glad to Announce

- With POP families in 84 villages already utilising the APRLP fund successfully, Naandi has been recognised by the Government as the best External Resource Organisation of the APRLP.
- The SHGs have been certified with an 'A' grade after being trained with capacity building inputs customised by Naandi.
- All identified families are being trained to improve their business skills in the enterprises they have chosen by acquainting them with the prevailing best practices.

## Case Study 2



# Organic Coffee for Tribals

Eco-friendly, sustainable income opportunities

## Programme Sketch

Create wealth from waste. Regenerate semi wasteland through organic farming and Natural Resource Management (NRM). Combine restoration of environmental balance in eco-fragile areas with a sustainable livelihood initiative to help marginal tribal (aboriginal) families get regular income.

## Process

- In partnership with the Government, lease semi wasteland to poor tribals free of cost.
- Cultivate coffee – climatically, it is an ideal crop to be grown in this area – according to internationally certified organic farming procedures.
- Create Coffee Farmer Groups and train them in plantation-maintenance and harvest techniques.
- Provide appropriate market linkages and scientific coffee bean processing support.
- Secure international organic certification for overseas export.



**Gemmila Tikku**

Widow, Kodu tribal, Coffee farmer, Gondivalsa village, Araku Valley, Visakhapatnam district, Andhra Pradesh



“

**I've fed my family boiled roots for days, sometimes only water.** Those memories are painful. My husband was dying of brain fever and we had no money to take him to a doctor. Being orphans, my husband and I had no family to turn to, and I couldn't take a loan – with what would I pay it back? The land we have yields just three bags of rice, which was barely sufficient for us, so I had to go out for wage labour. I earned around Rs 300 per month. How can a family of four with three growing children live on that? I don't know what would have happened if the coffee project hadn't come up.

**I'll never give up coffee now.** The coffee plants are like my children. Just as your children look after you when you are old, these plants will look after my family for many years to come. I earned Rs 11,505 from the coffee crop this year. I had never seen so much money in my entire life. Other farmers also grow coffee but our plantation coffee because of Naandi's help in marketing is earning us more money, much more than anything we have received in this area so far.

**Organic didn't mean much to me.** I'm not a farmer and I'm illiterate. But I saw the soil was responding to the care we gave it. I've learnt new things about growing coffee; the trainings from the cluster coordinators have helped immensely.

**When I got the best woman farmer award** I was speechless. I didn't realise someone like me would be considered for an award, or be worthy of praise.

**Ability and self confidence are what I want for my sons.** Education will give it to them. I want them to know more about the world than I ever knew. I don't want them to end up like me – illiterate and helpless in the face of troubles.

**I've finally bought gold nose rings for myself, a cow and a couple of goats.** With money in hand you can look to the future and plan ahead. I have an account with a bank where I've begun to save money. I'm planning to repair my house and put aside money for health emergencies. I'll not let anyone else die without a doctor. There are just too many illnesses in this area.

”  
Gemila Tikku

*Organically grown Arabica coffee berries at the plantations* ▶



▲ *Tribal trainers demonstrating coffee bush management techniques*

## Vital Statistics

**Location:** Araku and Dumbriguda mandals, Visakhapatnam district  
Andhra Pradesh

**Programme began in:** 2001

**Partners:** Indian Coffee Board, Integrated Tribal Development Agency

**Programme coverage:** 1064 tribal families  
1014 acres of organically cultivated coffee plantations  
on semi wasteland areas  
25.78 metric tonnes of clean coffee produced

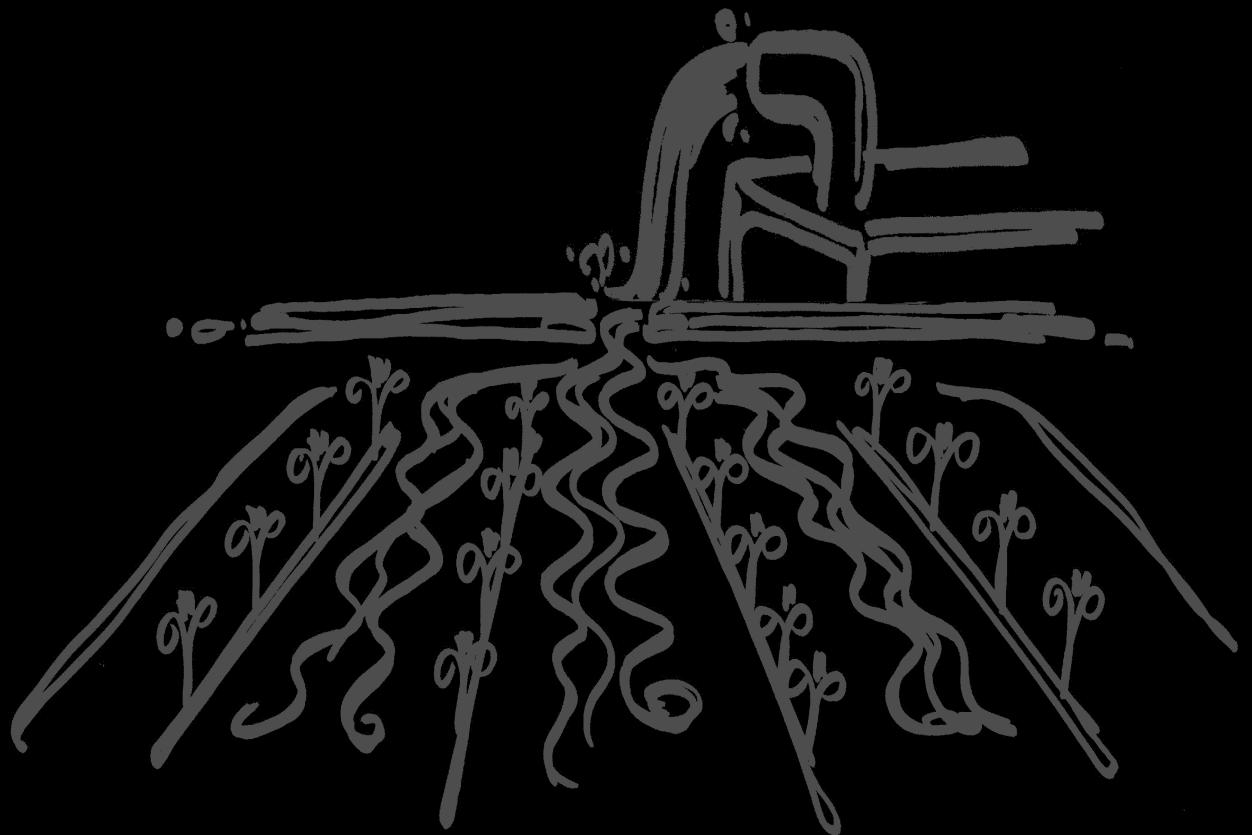
## Key Change Agents

- Enhancing the productivity of denuded land through intensive Natural Resource Management techniques.
- Creating market linkages and securing appreciably higher prices for the coffee compared to the rates offered by the local taders.
- Training tribal youth as Barefoot Botanists to enable them to transfer international best practices in organic farming to their communities.
- Grouping nomadic tribals into registered Coffee Farmer Groups and training them to meet their financial needs both on and off-farm effectively.

## Glad to Announce

- SKAL International, Netherlands has certified the coffee grown in this project as organic making it possible to explore export options for the coffee crop for the coming year.
- The replicability of this initiative has been proven as 2000 new tribal farmers, and an additional 2000 acres of semi wasteland will be brought under this project in the coming year.
- The Tribal Coffee Farmer Groups have been linked to a range of institutional support mechanisms such as the Price Stabilisation Fund provided by Indian Coffee Board, which secures them against wild price fluctuations.

## Case Study 3



# Helping Farmers Help Themselves

## Reviving defunct lift irrigation schemes

### Programme Sketch

Reduce dependence on rains and enhance agricultural productivity by reviving defunct lift irrigation schemes (LIs) that convert rain-fed agricultural land into irrigated land. LIs lift available surface water from rivers and streams and distribute them to fields through channels. A majority of the LIs in Andhra Pradesh had turned defunct and Naandi's task was to create a revival package, which would not only repair the LIs but also train the farmers to manage them effectively.

### Process

- Convince farmers through innovative social engineering processes to participate in the revival by volunteering their efforts, labour, and paying a percentage of the revival costs.
- Source the best technicians and engineers to repair the LIs.
- Create farmers' societies, register them and train them to manage, both financially and technically, the running of the LIs.
- Cultivate water saving techniques and technologies so farmers benefit from more income per yield.



Assured water for irrigation after the LI revivals have brought migrant farmers back to their lands. Paddy cultivation season at Reddy Nayaka Thanda, Krishna district, Andhra Pradesh

**Fights broke out over water distribution** when the lift irrigation (LI) scheme was first set up. Everyone wanted water at a particular time and farmers would block each other's water delivery channels to capture the most for their own fields. Since there was no one nominated to control the channels, managing the scheme was very problematic. Eventually, no one paid their dues and we had electricity arrears for more than one lakh rupees. The power supply was cut off and then the pumpsets failed because we knew nothing of machinery maintenance.

**B Govind**

*Farmer with one and a half acre land, Reddy Nayaka Thanda Lift Irrigation Scheme  
Krishna district, Andhra Pradesh*

**90 per cent of the village migrated** looking for daily wage jobs because the rains failed and so had the LI scheme. We were ready to sell our land even at Rs 5000 per acre (regular rate Rs 25,000 per acre) to get some money, but there were no buyers. Land is useless if there's no water and we had no rains for three consecutive years. We were desperate.

**We didn't believe a word of what Naandi told us** when they said the LI scheme can be revived, and all we needed to do was create a bank account and put money in it to start off the work. We had been duped twice before. Private firms came here on the pretext of repairing the LI scheme; they collected money from us and ran away. Since they disappeared mid-season we lost almost five to six lakh rupees worth of yield. We still hadn't recovered our money in spite of making a formal police complaint. We were very wary of outsiders offering help. But once we saw how Naandi had revived the neighbouring LI scheme, we began to listen to them. Today, we have water; we are growing paddy and groundnut, and our incomes have increased four times. Land is now selling at Rs 35,000 per acre.

**There is zero distress migration now.** And we have promised ourselves that this LI scheme will never go defunct again. It's in our hands now, and we know what we have to do to keep it running.



**We want to improve the yields and save water.** I am going to experiment with SRI (System of Rice Intensification) Paddy so we can grow more with less water. Our LI farmers' society has petitioned the MLA for longer hours of power supply so we can pump more water to grow more crop cycles. Since water is assured now we are working on how to improve our incomes.

**With the LI scheme's revival, things are looking up** for this hamlet. This is a tribal settlement attached to the village of Budawada. And not too much attention was paid to us earlier by the village panchayat. But at a meeting of LI farmers' societies from across the state at Hyderabad, it was I who represented the village, showcased the success of the LI scheme at our hamlet, and now people are visiting us to see our work and how we run the LI scheme. The village panchayat too has begun to consult us for village matters.

**Thanks to the training we've got**, we are able to manage the LI scheme, the finances and the water distribution effectively. We have meetings once a month and no one takes unilateral decisions anymore.

**G Sreenu**

*Owens two acres of land, President of the Reddy Nayaka Thanda Lift Irrigation Scheme, Krishna district, Andhra Pradesh*

**We've started paying back the moneylender.** Before the revival we had to take loans just to keep our households going. Thankfully, those days are past. I've started sending my children to school now and this year I'm going to rebuild my hut into a one-storey cement house. Our lives are changing.

**B Nageswara**

*Owens one acre of land, Water distributor, Reddy Nayaka Thanda Lift Irrigation Scheme*



*Agricultural productivity is at an all time high as water for farming is available round the year, thanks to the revival of the lift irrigation schemes*

Members of the Reddy Nayaka Thanda farmers' society meeting near the repaired LI pump house



The Kolatam dance performed as a part of the harvest celebrations in villages

## Vital Statistics

**Location:** Khammam, Kurnool, Krishna, Medak, Anantapur and Mahabubnagar districts in Andhra Pradesh

**Programme began in:** 2003

**Partners:** Andhra Pradesh State Irrigation Development Corporation (APSIDC), Department of I&CAD (minor irrigation) Government of AP, Hyderabad

**Programme Coverage:** 65 Lift Irrigation Schemes(LIs)  
10,000 households  
24,000 acres converted to irrigated land

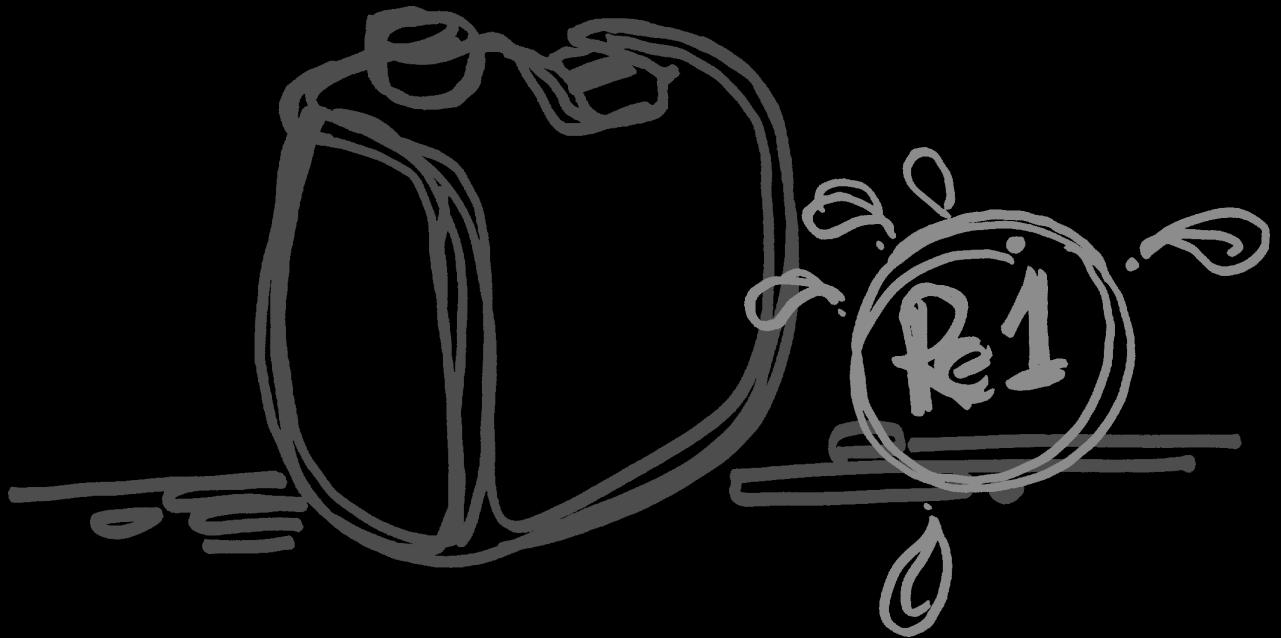
## Key Change Agents

- Adherence to timelines: all revivals took place within one farming season. Six months. This lent credibility to the revival exercise because farmers were able to reap the benefits immediately.
- The customised training, both technical and managerial, given to farmers has built their confidence. They supported the social mobilisation efforts of Naandi as they saw direct benefits for themselves in terms of being empowered to manage the LIs themselves.
- Cooperation of the APSIDC and the Department of Irrigation in supporting the project by contributing towards the repair costs and facilitating procedures to register and empower the farmer societies to manage the LIs themselves.

## Glad to Announce

- Village economies revived through increased income generation as a result of the LI revivals.
- Land owners back to their fields and distress migration across all villages reduced by 70 per cent.
- Definitive increase in income in every family leading to improvement in quality of life, nutrition, healthcare and educational aspirations.
- All farmers grouped under registered farmers' societies that are being trained to independently run and manage the LIs, and also add value to village development tasks as well.

## Case Study 4



# Safe Water

## Affordable, potable water for villages

### Programme Sketch

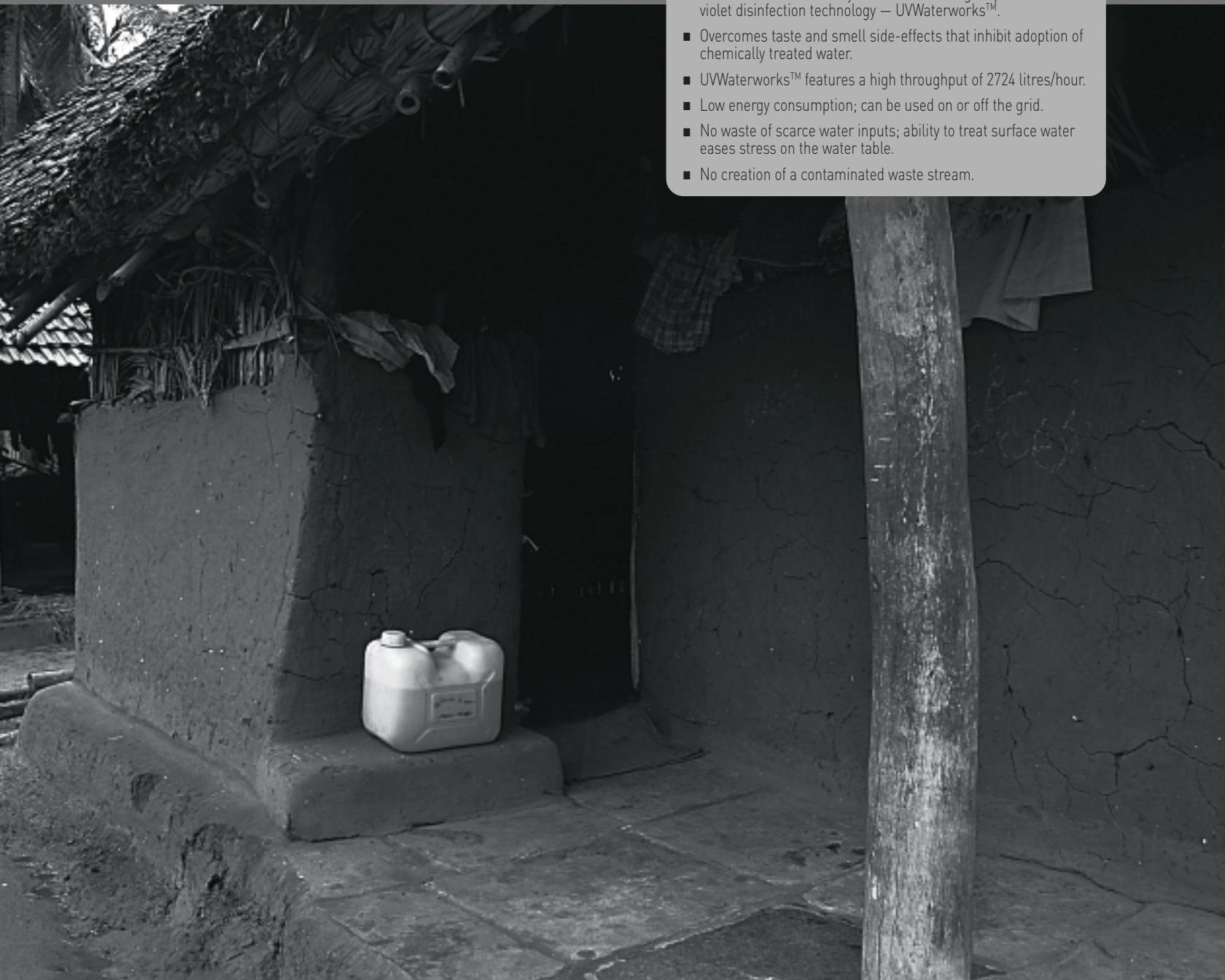
Set up a pilot project to bring safe water to Indian villages by combining the most suitable international technology with rural dynamics to create an affordable, sustainable community-owned-and-managed water purification system.

### Process

- Bringing to India a proven, patented technology that purifies water of all pathogens. This was done in partnership with WaterHealth International, a US based organisation that reaches the UVWaterworks™, a technology patented by the Lawrence Berkeley National Laboratory, to countries aspiring to provide safe water to all their citizens.
- Creating a 'community based' water purification and distribution model by convincing village panchayats to allow the water purification plant to be set up on community owned land. And more importantly, use the community water sources to draw the raw water for purification.
- Setting up the purification plant and training rural youth (including women) to operate and manage it.
- Pricing the purified water affordably so even the poorest of the poor can afford it. Using the fee thus collected to maintain and run the plant.
- Supplementing the safe water movement with messages of sanitation and hygiene to bring about healthier lifestyles in the community.

### Features of the water treatment process

- Contaminated water is filtered through multimedia, micron and carbon filters followed by disinfection through a patented ultra violet disinfection technology – UVWaterworks™.
- Overcomes taste and smell side-effects that inhibit adoption of chemically treated water.
- UVWaterworks™ features a high throughput of 2724 litres/hour.
- Low energy consumption; can be used on or off the grid.
- No waste of scarce water inputs; ability to treat surface water eases stress on the water table.
- No creation of a contaminated waste stream.



Making available pathogen-free water for as low as Re 1 for a 15-litre container can revolutionise the nation's effort to provide safe water to its villages. A pilot project underway at Bomminampadu, Krishna district, Andhra Pradesh

**How does a 15-litre can of safe water cost only Re 1?** Villagers kept asking us this question because they're used to seeing one-litre packaged water bottles being sold for Rs 10 at the shops. We are telling them it's affordable because this plant has not been set up in the village for making huge profits, it is to keep our families healthy.

**Sambasiva Rao**

*Panchayat member, Bomminampadu, Krishna district, Andhra Pradesh*

**Drink Bomminampadu water,** (from the Safe Water Plant). That's what I've recommended to patients who come here with gastroenteritis complaints. I've tested the water myself and have begun using it at home. It's good.

**Dr Y Subba Rao**

*General physician, resident for 30 years in the Bomminampadu area*

**How could a panchayat say no to this project?** We had no source of safe drinking water here. We were using water from the wells and irrigation canals but because of the proliferation of fish culture tanks, contaminated water was seeping into the groundwater and polluting wells. We've had recurrent outbreaks of gastroenteritis here, and when we were approached with this project promising us safe, affordable water, why would we refuse?

**There have been no cases of water-borne diseases this year.** The summer and monsoons are the seasons of highest water contamination. And this is the first time we have not reported the usual water-related diseases. Even those who were initially sceptical about it agree this project is godsend. There are more than 300 families here who live below the poverty line; the savings from inevitable medical care this season – thanks to this water has been immense for them.

**P Divakar**

*Panchayat Secretary, Bomminampadu*



**Setting up a conventional Rural Water Supply system is very expensive** (Rs 20 - 25 lakh) and even if it is put up, purity is not guaranteed. Sand filtration beds cannot kill germs, can they? It took hardly any convincing for the villagers to agree to setting up the plant at the community water source – the village water tank. After all, their's would be the first village in the country to use this technology and get guaranteed safe water. It was quite a step we agreed to take and haven't for a moment regretted agreeing to it. I'm now trying for a similar plant to be set up in my village, Mudenepally. 3600 families are clamouring for it.

**Dr Lakshmi Prasad**

*Mandal Parishad President, Bomminampadu, Krishna district, Andhra Pradesh*

**People from all over the district come here to see the Safe Water Plant.** It looks very modern. You can see the entire purification process on site, and since our community members work here as operators we feel as if it's our plant, and are very proud of it. The news has reached the entire district. Even the MLA orders for water from our plant for official functions organised in the nearby town. I'm very happy Bomminampadu is showing the way to providing safe water to every household. This is our pride, and we will do everything to take care of it.

**B Sesharatnam**

*Panchayat President, Bomminampadu*

**The Re 1 water is starting off a new sanitation movement.** There is a growing consciousness about safeguarding water and the environment, and children especially are very enthusiastic about following the sanitation lessons that are being taught in schools. Lately, my daughter has begun to pester me to repair and use the latrine that was constructed for us by the Government. Even though a majority of the houses here have latrines, none of us use them. We usually go to the fields.

**But we are realising the need to modify our sanitation habits.** The panchayat is planning to start a house-to-house campaign to ensure families begin using the latrines. It makes for a healthier village environment.

**Anand Jaya Raj**

*Panchayat member, Bomminampadu*



*Interior of the Community Safe Water Plant at Bomminampadu that houses the UVWaterworks™ – the water disinfection system along with the multimedia, micron and carbon filters*



▲ *Safe water cans being loaded for distribution to far flung habitations*



◀ *The Community Safe Water Plant has been set up near the community water source on land donated by the village panchayat*

## Vital Statistics

**Location:** Bomminampadu, Krishna district, Andhra Pradesh

**Programme began in:** February 2005

**Partners:** WaterHealth International, the Bomminampadu village panchayat

**Programme coverage:** 645 households

## Key Change Agents

- A proactive panchayat. Willing to invest community resources and volunteer labour to set up the Safe Water Plant for its people who had so far no source of certified safe water and were plagued by water-borne diseases.
- Affordable water purification price – Re 1 for a 15 litre-can of water.
- A streamlined, easy-to-carry water container is given free every time an individual or family registers to get safe water. The container has become a symbol of safe water for the community as opposed to the traditional water pot.

## Glad to Announce

- Safe water is being bought not only for drinking but also for cooking, bathing and other household needs ensuring families a healthier lifestyle overall.
- Gender roles have reversed with men coming forward to cart the water containers freeing women of their conventional water-fetching chore.
- Demand for the Safe Water Plant is spreading and roll out plans to cover 100 more villages in the next phase have already been completed.

# Case Study 5



# Safe Motherhood

## Reducing maternal and neonatal mortality in rural areas

### Programme Sketch

Support the Reproductive Child Health (RCH) programme of the Government and encourage community's access to institutional healthcare to reduce preventable deaths.

### Process

- Strengthen the existing healthcare programme service called Janani (translates as 'mother') run by the Government's Department of Health by setting up a fixed-day service model, creating a protocol for comprehensive healthcare services to be provided to expectant and new mothers, and enabling the service providers to deliver them.
- In the fixed-day model, the Janani healthcare service takes place in a village on a fixed day, at a fixed place and time as suggested by the villagers. This ensures all the services, the service providers and the beneficiaries are present under one roof on a particular day, month after month.
- Train the medical staff with supplementary and complementary skills to deliver quality care efficiently.
- Create a demand for institutional healthcare in the community through intensive health awareness and community mobilisation activities.
- Provide all antenatal care, referrals for institutional delivery, regular postnatal care and immunisation for newborns.
- Record health profiles and maintain a comprehensive Health Monitoring Information System (HMIS) to monitor pregnancies, care given, and deliveries.



**Mangamma (centre)**

With her husband, mother-in-law and four-month daughter Sowbhagya who was born at the Government hospital as against the usual practice of home-based deliveries. Bomraspet village, Mahabubnagar district, Andhra Pradesh



**I was carrying heavy loads when I miscarried.** During my first pregnancy I was working at a construction site in Mumbai because drought has been forcing many families to migrate from Mahabubnagar to earn a living. Being pregnant in a new place meant I had no one around me to advise on what precautions to take, and I lost the baby in the early months. I was 18 then, and very scared. I decided to be careful for my next pregnancy. But I lost my second child too, two days after the delivery. It was too weak to live, the elders said. I had thought being at my mother's for the delivery would help. Unfortunately, it didn't.

**I wanted my third baby to live.** The Janani healthcare programme was a blessing. As it took place in the village itself I could attend it without fail. They did a lot of physical examinations and tests and said I was very anaemic. They insisted I eat more, and take the iron supplement tablets that were given to me free of cost. I went for the check-ups every month and the nurses always gave me advice on what to do. It felt as if finally there are people around me who would keep the baby safe.

**The Anganwadi worker took me to the hospital for the delivery.** My labour pains had started and the *daiamma* (midwife) warned that the baby was in a complicated position. There was no one at home and I was too scared to decide what to do. But Padmamma (the anganwadi worker) found my husband and we went to the civil hospital at the nearby town of Kodangal. Sowbhagya was born without any complications. I was the first one in my family to have gone to a hospital for delivery. I've now begun to take Sowbhagya to the fixed-day service regularly for her vaccinations. I'm not going to lose any more children.

*Mangamma*

*21 years, mother of four-month old Sowbhagya*

**The community's faith in the Government health services is back.** Just three years ago people were shutting their doors on my face when I went to talk to them about medical check-ups and care during pregnancy. Because our medical services were sometimes not available to the community when they needed them, there was widespread resignation among people that they were better off left to their own remedies. But with the new Janani programme, it seems like the entire health services have got a new spirit. People are listening, they come for the fixed-day services, and things are changing.

*P Padmamma*

*Anganwadi worker, Bomraspet village, Mahabubnagar district*

**I've got tremendous support to get safe motherhood messages across to the people.** On one hand the Naandi team is bolstering our efforts by doing intensive healthcare awareness raising activities in the villages and on the other, by creating the fixed-day model it is ensuring the availability of all the services under one roof on stipulated days. Consistency and quality are back. And so are the people.

**Susheela**

*Auxillary Nurse and Midwife (ANM), Maddur mandal, Mahabubnagar district*

**Personalised care has made this programme very popular.** A very organised system of check-ups, examinations and follow ups such as growth monitoring, blood and urine tests, immunisations and so on, are in place now. Tests take place at the fixed-day health services and thorough records are maintained. Because of the regularity with which it is held the Government service providers (anganwadi workers, the community health workers and the ANMs) and the communities have begun to relate to each other, and bonds of familiarity are developing. We seem to have bridged a gap that has brought the Government services closer to the people and made them more responsive to the needs of the community.

**Dr P Gopal**

*District Medical and Health Officer, Mahabubnagar*

**Laxity of the Government service providers is disappearing.** Thanks to the way Naandi has restructured the programme by creating the fixed-day model, I'm hearing of incidents where the community has taken ANMs and other Government health service providers to task for coming late to the service. Villagers are waking up to the fact that if they collectively make a noise about the health services, the functionaries will be forced to deliver. This is a shot in the arm for the healthcare scenario in Mahabubnagar.

**Dr G V Ramana**

*Government Medical Officer, Utkoor Primary Healthcare Centre, Mahabubnagar*



*A fixed-day Janani health service in progress at Mandipally village, Dhanwada mandal, Mahabubnagar*

*Young mothers are given advice on neonatal care and contraceptive usage at the fixed-day Janani services* ▶



◀ *Detailed health profiles of each beneficiary is maintained at the fixed-day Janani health service and converted into a computerised Health Monitoring Information System (HMIS)*

## Vital Statistics

**Location:** Narayanpet division, Mahabubnagar district  
Andhra Pradesh

**Programme began in:** December 2003

**Partners:** Commissioner – Family Welfare, AP, Department of Health, Integrated Child Development Services(ICDS)  
Reproductive Child Health (RCH) Department

**Programme Coverage:** 466 habitations in 15 mandals of Narayanpet division

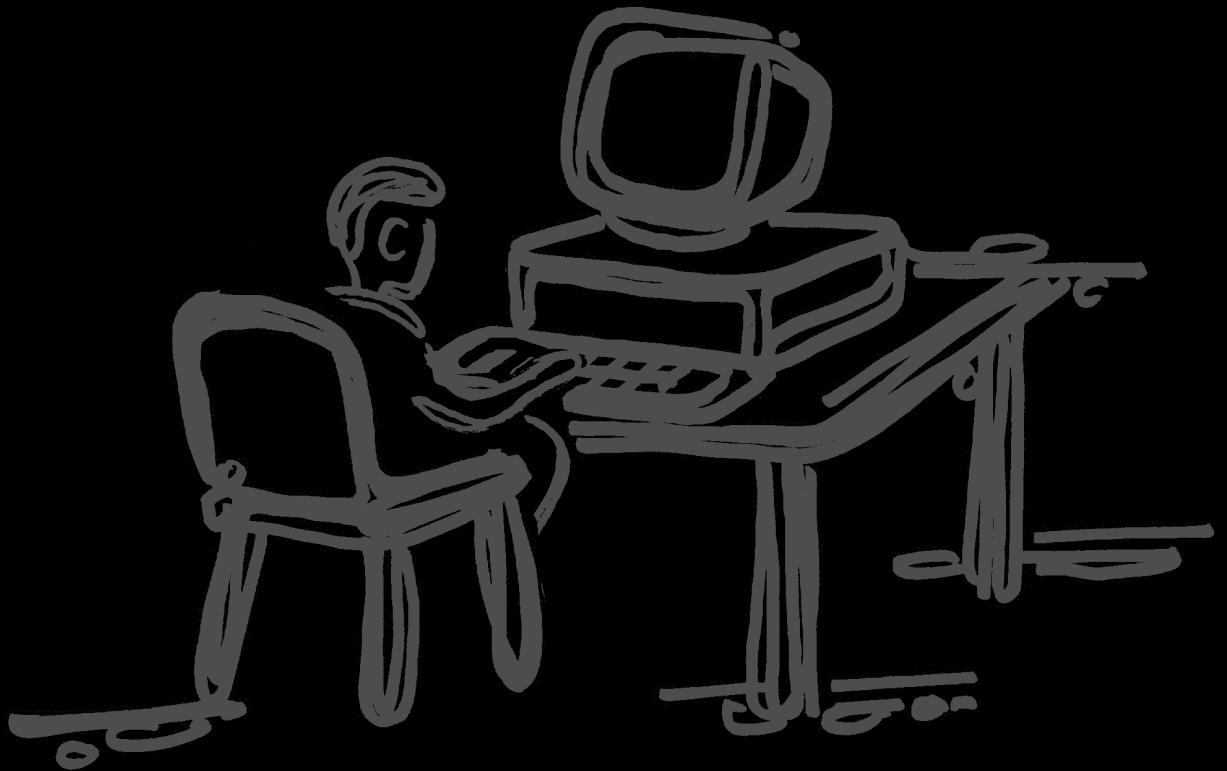
## Key Change Agents

- The convergence and the fixed-day model: Bringing health service providers together at one location on a particular day. This scheduling for every village has regularised the delivery of the Janani healthcare services. The community knows the time and the place where the services will be provided, and the service providers on their part are prepared with the required records, infrastructure and materials to make the programme a successful one.
- The responsiveness and cooperation from the Department of Health, the RCH programme and the ICDS functionaries. Without their participation, this convergence model could not have been possible.
- Specialised service delivery trainings and record maintenance protocols have made the programme more community-friendly and efficient.

## Glad to Announce

- Institutional deliveries, according to the hospitals and the health officers, are up appreciably.
- The Department of Health is considering replicating the fixed-day model across Mahabubnagar to reduce the high maternal and neonatal deaths in the district.

## Case Study 6



# Ensuring Children Learn

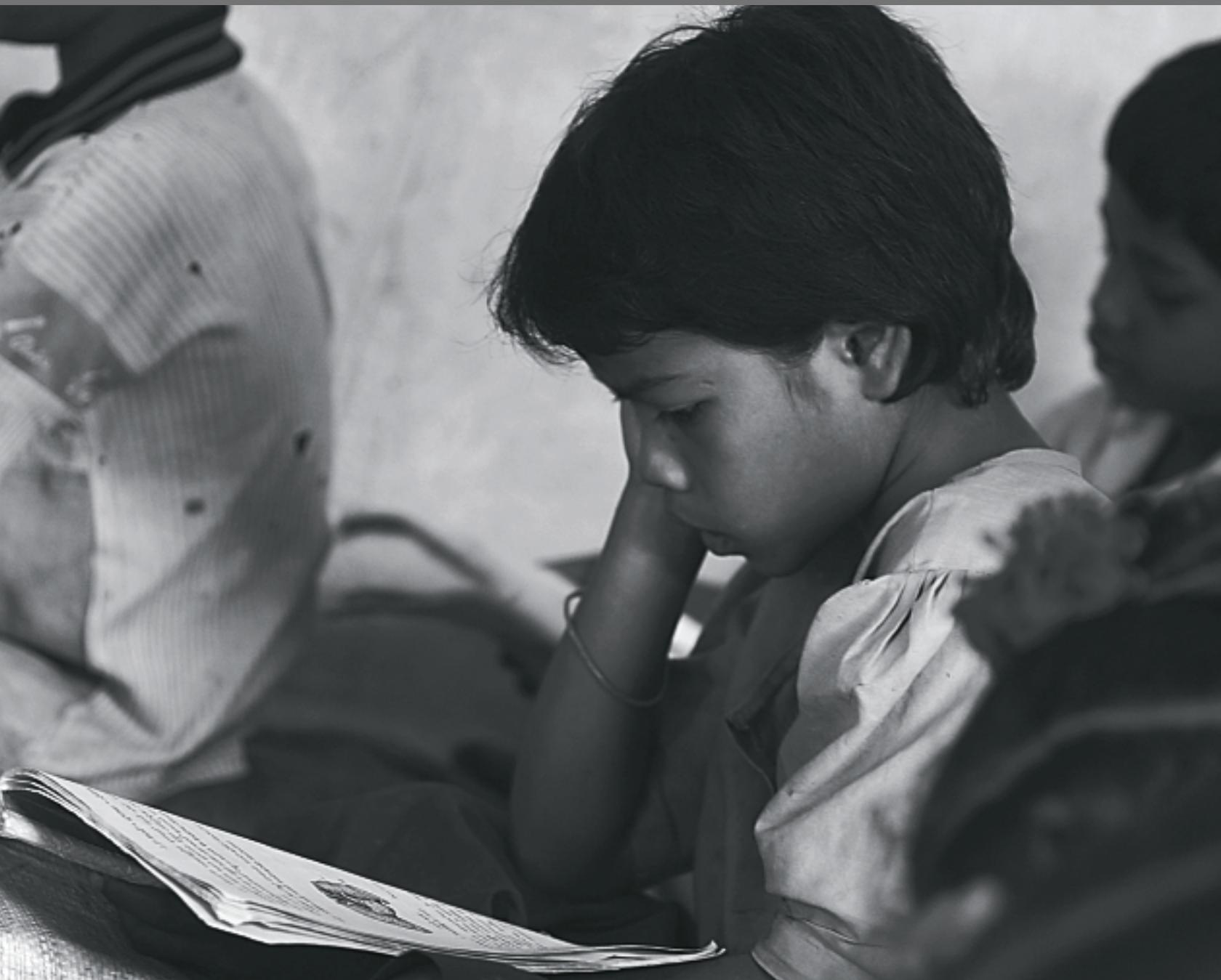
## Making children run to school

### Programme Sketch

Enhance quality of education in Government schools to improve learning outcomes of formal primary schooling.

### Process

- Partner with the Government's Sarva Siksha Abhiyan programme to universalise elementary education effectively.
- Support teachers. Complement their subject teaching skills especially in science, math and languages through innovative trainings. Provide affordable and appropriate teaching-learning materials including computer-aided learning tools.
- Create enabling teaching-learning environments in schools that include improvement of infrastructure, facilities and the immediate environment for the child.
- Improve the day in the life of a student by creating opportunities for practical learning, exposure visits, sports days, math olympiads, science fairs and reading-writing camps.
- Encourage the community's involvement in the schools by reactivating the School Education Committee meetings.



## Building comprehension proficiencies

Student at the Mandal Parishad Elementary School, Mardaguda village, Anantagiri mandal, Visakhapatnam district, Andhra Pradesh



**Let's not keep children at home.** That's the growing sentiment among the neighbouring *basti* (low income settlement) dwellers; especially after the school improvement programme, which began a year back. There is a lot for the child here, the computer centre is a huge draw, the interactive classroom sessions are very popular, and there seems to be a buzz about the school. For the first time in my tenure as principal, I've had to turn away children coming for enrolment because we have no space. Absenteeism has fallen from 30 per cent to just 2 to 3 per cent now.

**Manzar Ibrahim**

*Headmaster & Teacher, Government Girls Primary School, Mustaidpura, Hyderabad, Andhra Pradesh*

**None of my students are forced to go to work by the families.** Two years ago I couldn't have said this. Parents would come into classrooms and take their children away for petty work at the vegetable market. No amount of convincing them worked. But after the reading-writing camps in the vacations, we began newspaper reading sessions in the school. The children loved it. We've also started using the new library books to hold storytelling classes. We find children expressing more interest in coming to school. In fact, I've been noticing parents dropping their children to the school, and not taking them away. I can't be happier.

**Vidyavathi**

*Headmistress, Government Boys Upper Primary School, Sabzimandi, Hyderabad*

**We never had anyone showing interest in our schools before.** Children love having visitors, they are keen to show off what they learn but we never had anyone visit our school. Now, with the inter-school competitions there is so much for the children to look forward to. We have won prizes and people know of our school now. Other school teachers have come to visit my students to see 'what different things I'm teaching them', it feels good to be recognised.

**P Jyothi**

*Headmistress and multigrade teacher, trained by Naandi, MPES School, Mardaguda, Anantagiri mandal, Visakhapatnam district, Andhra Pradesh*

**We are better off than the private schools.** We have facilities now, which we could never think of. Take for instance the School Healthcare Hospital, I thought it would be like a regular Government hospital ward, one expects that whenever a service is free. But when we were taken for a tour of the hospital, I couldn't believe my eyes. Right from the facilities, to the doctors and even the ayahs, everyone was very kind and helpful. With the School Health Programme, the computer centres, the midday meal, the new exposure visits and excursions for children – we are leaving the private schools far behind.

**P Nirmala**

*Multigrade schoolteacher, Government Primary School, Kulsumpura, Hyderabad*

**Teachers don't beat us.** The only time the Principal gets angry is when we memorise lessons. She makes us use charts and models to understand them instead. This school is very different from the others. If anyone asks me to leave it I'll tell them to leave their school and join mine. I won't go anywhere else, after all Kishan Rao sir (math teacher), has promised to ensure I top in math so I can become an engineer and make houses. The first house I'll build will be for my parents.

**K Susheela**

*Std VII, Round Table Government High School, Filmnagar, Hyderabad*

**When I walked into this school for the first time four years back, I wanted to run away.** Right from dirt, to listless children, to a very belligerent community using part of the school as a dumping ground – there were so many negatives here. But teaching is not a profession for the weak hearted. I've decided to give my students the best, and with Naandi helping us all the way, bringing learning improvement programmes, corporate volunteers, and practical teaching ideas right into classrooms, it's been so much easier. I'm particularly thrilled with the computer training. I had done a computer course earlier but was still terrified of computers. The Naandi trainers made me lose my fear of computers and I've brought that confidence to my students. They are competing with their peers at the Little Flower School, it's a private school in the neighbourhood and very jealous of us.

**Sabia Begum**

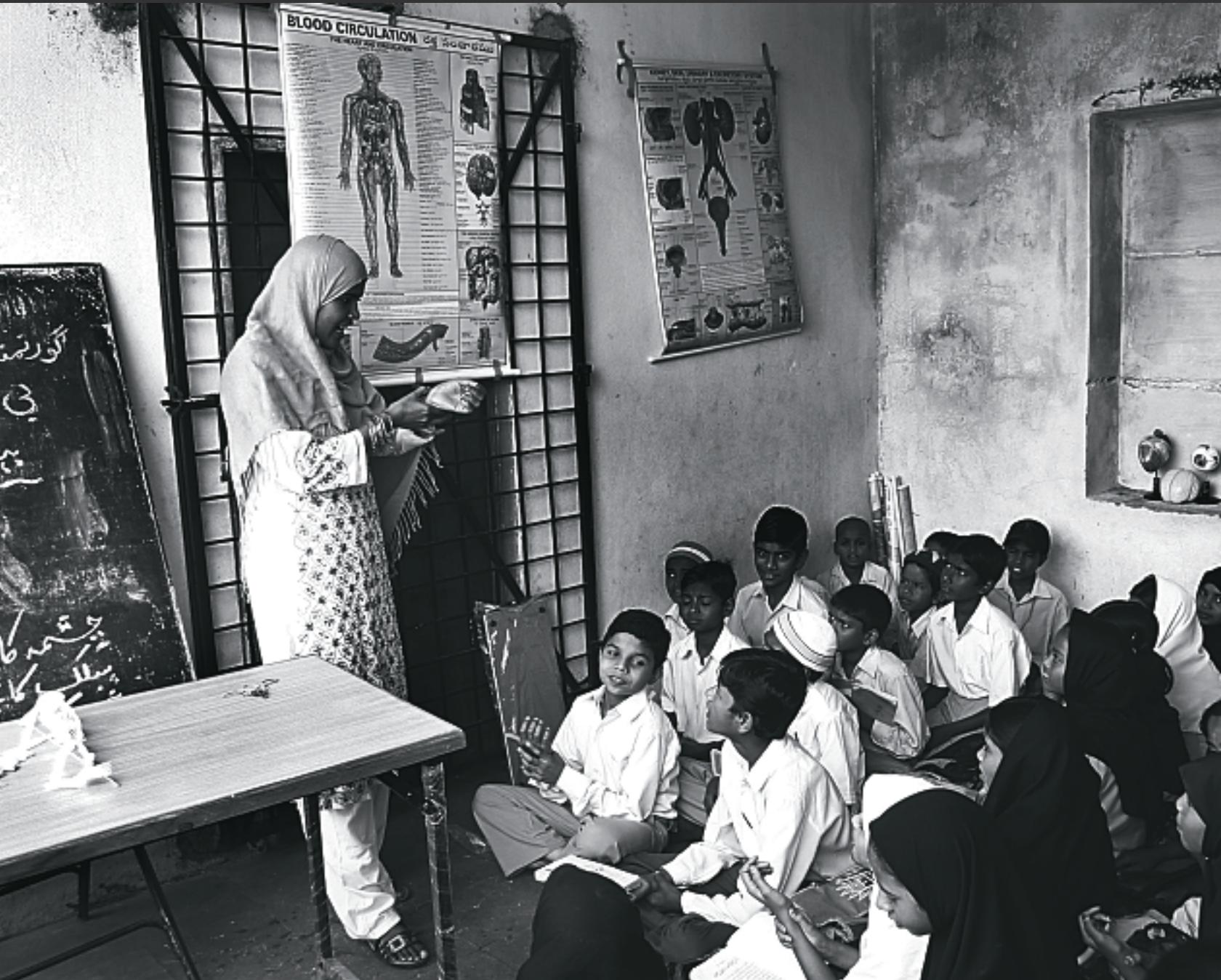
*In-charge Headmistress*

*Government Primary School, Bibi-ka-chasma I, Hyderabad*

**I'll give my school 99/100.** We are always learning new things here. We recently went to the zoo. It was the first time I've gone out of this area. Most of the time I'm at home helping my mother look after my six younger sisters. My mother keeps telling us we must not be illiterate like her. This school makes it easy for us to learn. I wish Std VI and VII are added to this primary school soon then I won't have to leave it next year when I get a promotion to Std VI.

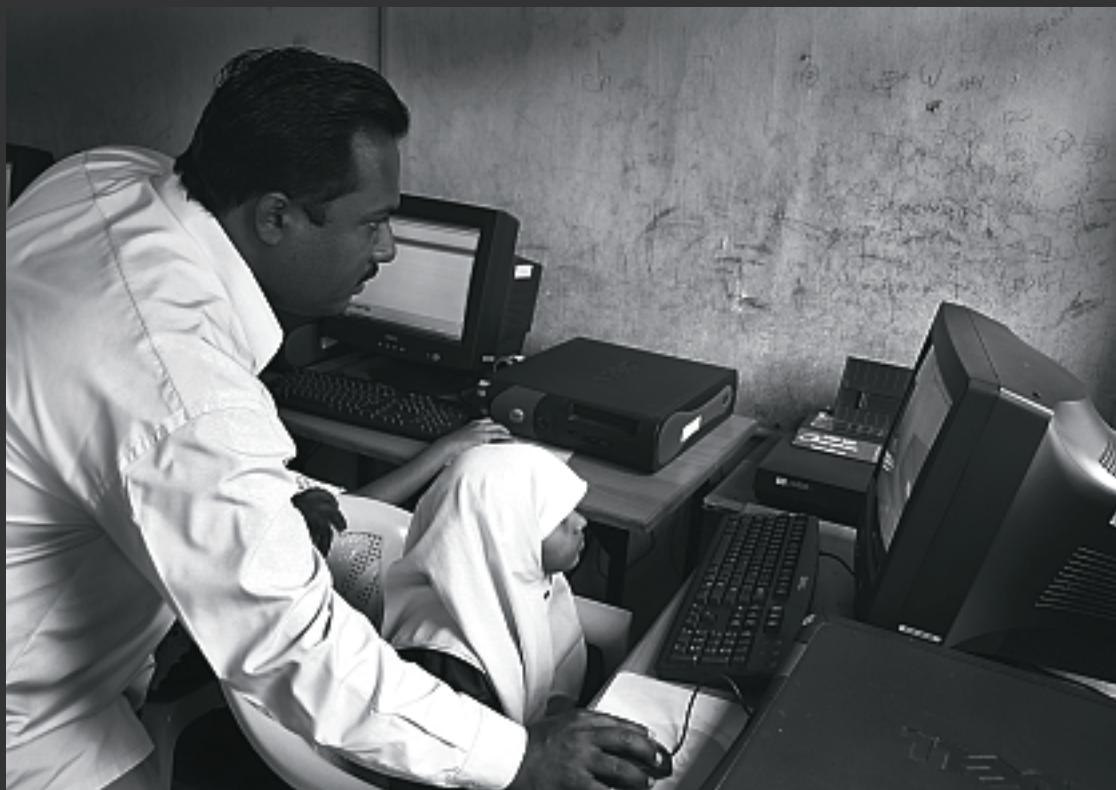
**Asma Begum Sheik Nabi**

*Std V, Government Primary School, Bibi-ka-chasma I, Hyderabad*



*Sabia Begum with her science class using a range of teaching aids to explain the human body*

Teachers are trained to overcome challenges of teaching in a multigrade classroom environment ▶



▲ Trained by Naandi, Manzar Ibrahim conducts computer awareness classes for his students

## Vital Statistics

**Location:** Hyderabad, Visakhapatnam and Mahabubnagar districts in Andhra Pradesh

**Programme began in:** 2003

**Partners:** [Sarva Siksha Abhiyan](#), Government of Andhra Pradesh, Department for International Development, Royal Netherlands Embassy, ICICI Social Initiatives Group

**Programme Coverage**

Hyderabad:	289 schools, 45,000 children
Visakhapatnam:	150 schools, 22,500 children
Mahabubnagar:	30 schools, 3,000 children

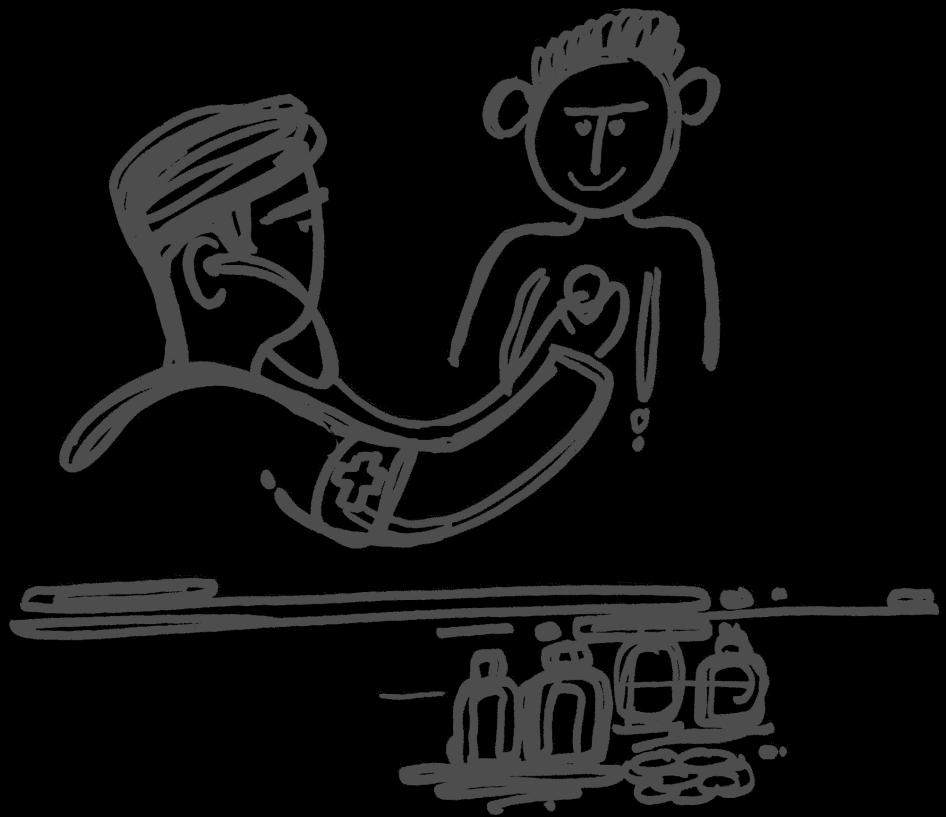
## Key Change Agents

- Child-centred teaching modules.
- Innovations such as the Computer-aided Learning Centres and School Activity Centres that house indoor games and libraries. Setting up children's clubs to promote math, science, reading habits, and health awareness in schools and communities.
- The free and accessible School Healthcare Programme (in Hyderabad) for every child enrolled in primary school.
- Frequent formal and informal meetings with children, [School Education Committee \(SEC\)](#), parents, community, teachers and officials.

## Glad to Announce

- Schools have recorded highest enrolment queries from the community in comparison to earlier years.
- Greater involvement of parents in their children's schooling. Increased number of visits to schools especially by mothers.
- Appreciable increase in learning outcomes proven through children's performances at various math, science and writing competitions.
- This programme is set to be replicated on the request of the State Governments of Madhya Pradesh and Chhattisgarh in their regions in the coming year.

# Case Study 7



# The Rs 10 Miracle

## Quality healthcare for school going children

### Programme Sketch

Provide Government primary school going children (Std I - V) in Hyderabad, a comprehensive medical cover free of cost that encompasses promotive, preventive and curative healthcare services.

### Process

- Extensive health screenings of students in 289 Government schools where Naandi is implementing its Ensuring Children Learn education programme.
- Creation of individual health profiles covering general health, dental, optometric, cardiac and other health conditions of the child.
- Creating unique health ID cards per child to entitle her to free out-patient and in-patient healthcare.
- Setting up out-patient clinics in key schools for students to access during weekdays. The location of the clinics are chosen with care to ensure they are within 4 km radius of neighbouring schools.
- Setting up a base hospital and special wards including intensive care wings for in-patient care.
- Liaison with tertiary care hospitals for major surgeries.



## Anusha

Playing with her skipping rope after the surgery that corrected the congenital defect in her heart. She is in Std III at the Government Primary School, Kulsumpura, Hyderabad



**‘Your daughter has a hole in her heart,’** the doctor told us the day after Anusha was born. We didn’t know what it meant then, just feared that our daughter’s life was at risk. The doctor consoled us saying a surgery would make it okay. But since I earned only Rs 2500 to 3000 in a month as a tailor, there was no way we could afford the Rs 2 lakh surgery, even if we mortgaged everything we owned. Ever since, whenever we heard of a free health camp we would take Anusha there hoping for a miracle. We’ve gone to all the hospitals that have schemes to help white ration card holders. Anusha’s name was put on many waiting lists for heart surgeries, I even got our local MLA’s recommendation letter but nothing happened.

**Breathlessness and fainting spells were her life.** She could barely attend classes; she’d go to school maybe eight or ten days in a month. If she walked a few steps she’d break out in a sweat and have to rest to get her breath back. There was a time when she went missing. We found her loitering in another lane looking dazed. She had fainted and couldn’t remember where she was. As parents we felt terrible that we couldn’t help her. We decided to take her out of the private school and shift her to the Government school nearby so she could be under our supervision. I think it was the best decision we ever made.

*M Krishna*

*Anusha’s father, Kulsumpura, Hyderabad*

**This programme, more than anything else, will bring children back to schools.**

It is a great source of security and faith for the parents that the health of their child is in safe hands, and it’s free. Word about the healthcare programme and the success of the surgeries has spread in the entire area. Fifty five children have enrolled in the school since the healthcare programme began six months back. I’ve been a principal for eight years in this school, I know the conditions the parents and children come from, this is the best support one could have given them. It has given life to Anusha and so many like her, and it continues to give good care to the children at the out-patient clinics that run at various schools.

*Bala Malleshwari*

*Headmistress, Government Primary School, (the school Anusha goes to), Kulsumpura*

**We couldn’t believe Dr Gopichand would be operating on our daughter.** We saw him on TV one day. He is supposed to be one of the best doctors in the world. To have him operate on Anusha was a blessing, we could not have asked for more. He spoke with us very gently after the surgery. He said all would be well. Miracles happen. Naandi has made our miracle possible.

*Vijaya*

*Anusha’s mother, after the surgery*

**The School Healthcare Programme is the one actually playing the role of god** for many families. What it has started is a long pending wish come true for many doctors. Supporting it is our way of giving back to society. Today, Anusha is as normal as any other child. The hole in the heart, in her case meant blood was overflowing from one lower chamber of the heart (the one that pumps blood into the body) into the other (which sends blood to the lungs) through a hole in the connecting wall. The lungs as a result were receiving more blood than they could handle, and any minor effort made by Anusha – even talking for a long time – was pumping more blood into the lungs making her breathless. During the surgery we sealed the hole between the two chambers with a tissue from the pericardium. She will be just fine now.

**Dr Gopichand Mannam**

*Chief of Cardio Thoracic Surgery, Care Hospital, Hyderabad*

*A contributor to the School Healthcare Programme*

**I'm proud of the scar on my chest.** It's making me a heroine. Lot of people visit me now from my school and the neighbourhood schools. The hospital has given me a toy monkey to play with because they don't want me to run about as yet. But the doctor said I'm going to get well soon and can join the skipping rope races with my friends. Earlier I used to watch them playing 'round the world' (a game devised by the girls in the colony) with the skipping rope; soon I am going to go round the world too, with my skipping rope.

**Anusha**

*Std III, Government Primary School, Kulsumpura*

*after her heart surgery*

**Rs 10 per child per month is all it takes to run this programme.** A lot of logistical planning goes into making this possible. But once you have people with the right spirit backing you, and are able to get the right infrastructure and tie-ups in place, you can give these deserving children, quality healthcare. At Rs 10 per child per month we have shown it is possible. When Mr Montek Singh Ahluwalia (Deputy Chairman, Planning Commission) visited Hyderabad, he had remarked that this programme might be worth replicating across the country. If this can be taken to scale, I can guarantee it will cost the state less than Rs 10 per child per month – a mere fraction of what it costs for the midday meal.

**Dr Padmanabh Reddy**

*CEO, NICE Foundation*

*Medical Partner for the School Healthcare Programme*



*The intensive care wing dedicated for the school healthcare programme at the base hospital in Barkatpura, Hyderabad, where a range of surgeries and in-patient care is given*

▶ *Dr Gopichand Mannam, Chief of Cardio Thoracic Surgery who has conducted numerous surgeries for the school healthcare programme, at the Care Hospital*



◀ *Sheikh Mukarram after the plastic surgery that restored the mobility of his arm, which was fused to his chest after he burnt himself accidentally. He is in Std III at the Government Primary School, Mahamud Nagar III, Hyderabad*

## Vital Statistics

<b>Location:</b>	Hyderabad
<b>Programme began in:</b>	November 2004
<b>Partners:</b>	Department for International Development (DFID), India Neonatal Intensive Care and Emergencies (NICE) Foundation
<b>Programme coverage:</b>	45,000 children in 289 Government schools
<b>Surgeries conducted:</b>	Orthopaedic, ENT, cardiac and plastic surgery for burns

## Key Change Agents

- Free, quality healthcare for underprivileged children. A doorstep approach (running out-patient clinics at schools) to reach maximum children.
- Professional service delivery. Speedy diagnosis, structured treatment, referrals and follow-ups.
- A dedicated team manning this service including a toll free phone number making medical care accessible 24/7 for the students.

## Glad to Announce

- Enhancement of the image of Government schools as providers of free of cost healthcare. A first in the country.
- Ill health no longer a cause for absenteeism. Parents have begun to come to Government schools with their sick children for the out-patient services. For many mothers this is the first time they are visiting the schools.
- Increased enrolments in Government schools.

## Case Study 8



# Hunger-free Classrooms

## Centralised midday meal kitchens

### Programme Sketch

Prepare and distribute on behalf of the Government the noon meal to Government school going children in cities.

### Process

- Land for setting up the kitchen donated by the Government. Kitchen infrastructure costs borne by Naandi.
- Set up state-of-the-art kitchen with highest standards of automation and hygiene.
- Create transport routes for delivering meals to all schools before 12.30 pm.
- Source from the Government, rice and recurring costs of cooking the meal.
- Create documentation, review and feedback mechanisms to constantly monitor and address problems that arise.



### **Raghunath D Medge (l) and G L Talekar**

President and Secretary, Nutan Mumbai Tiffin Box Supply Charity Trust popularly known as the six sigma certified Dabbawalas, at Naandi's central midday meal kitchen, Hyderabad complementing the cooking, and distribution network through which 1,30,000 meals are supplied to children in the city everyday



“

**You are feeding children, the future of India.** It is a very noble thing to do

**We've never come across a kitchen set-up like this** in spite of travelling quite a bit. The ability to manage scale with quality needs more than skill, it needs the spirit of service and good faith. You seem to have that.

**Everyone knows what a hunger pang is.** Reaching food to a hungry person on time might sound simple but we know what this effort entails. But you not only distribute the food but cook it as well. It is a huge responsibility to have 1.3 lakh hungry children waiting for your meals everyday.

**The kitchen must be a great source of pride for you.** It needs no certification apart from children looking forward to your meals everyday. We tasted the rice and curry, and without doubt say it tastes better than what we've eaten in many restaurants.

**Set up a similar kitchen in Mumbai.** We promise to support you all the way. Especially when it comes to advise on distribution routes.

*Raghunath D Medge and G L Talekar*

”

“

**The midday meal has lifted a big burden off families.** Mothers of most children here work as maids, and with the midday meal being served at school they are saved from having to return home in the afternoons. Earlier, children would go home for lunch and if the mother got delayed, which was usually the case; the child would not only stay hungry but also miss school. With the noon meal, afternoon absenteeism has reduced a great deal.

*B Sivaparvathi*  
School in-charge, Government Boys Upper Primary School, Lalaguda, Hyderabad

”

**Peacock feathers keep out lizards.** I didn't know that but learnt it at the midday meal kitchen when we went to see it as part of our excursion. I've never seen such a neat kitchen before. We didn't know so many people worked so hard for our rice and curry. But since I've seen how the kitchen works I have no doubts in my mind about where the food is coming from. I even encourage my other friends who hadn't come for the visit to eat the meal now.

**Gousia Begum**

*Std VII, Government Upper Primary School, Lalaguda, Hyderabad*

**I taste the food everyday before serving it to the children.** Till date there have been no problems with the meal. And the way the kitchen is managed I don't see any hygiene problems cropping up. There isn't a single fly to be seen in the entire kitchen even though it cooks for so many children. My husband, who is a doctor, accompanied us for the kitchen visit; he was very impressed with the discipline maintained by the cooks. No one touched the food after the cooking was completed. And even to move vessels they used sterilised gloves. It looks like a modern factory not a kitchen.

**S R Subhashini**

*Headmistress, Sarojini Government-aided Primary School, Hyderabad*



*A team of 200 people are involved in the preparation and distribution of the midday meal in Hyderabad making it one of the largest operations in the country*

Since a majority of the children coming to Government schools are from underprivileged families, for many of them the midday meal is the only food they have in a day ▶



◀ An attractive menu and the additional egg or a banana makes the midday meal a hit with the students

## Vital Statistics

<b>Location:</b>	Hyderabad, Visakhapatnam in Andhra Pradesh
<b>Programme began in:</b>	February 2003 – Hyderabad, August 2004 – Visakhapatnam
<b>Partners:</b>	State government, Corporates
<b>Programme Coverage:</b>	1,30,000 children in Hyderabad. 42,000 children in Visakhapatnam

## Key Change Agents

- The centralised kitchen model vs the cook-at-school model. This not only reduces fire hazards in schools but also solves the hygiene and space constraint many urban schools have, preventing them from having a kitchen in their premises.
- Using technology for greater efficiency. Steam cooking was introduced to take care of large-scale cooking with optimum hygiene. The locations of all the 915 schools in Hyderabad were plotted on maps using the Global Positioning System for highest accuracy. The Geographical Information System was used to chart ideal routes for distribution of meals to the schools.
- Varied menu, enhanced nutritional add-ons such as eggs, bananas, and unlimited servings make the midday meal a much awaited attraction in schools.

## Glad to Announce

- Attendance in schools is up by 40 per cent (GoAP figures).
- The efficiency of the kitchens and the consistency of the quality of nutrition they supply has resulted in the Governments of Madhya Pradesh and Rajasthan inviting Naandi to set up similar kitchens in the cities of Jabalpur, Bhopal, Indore, Bhilwara and Udaipur by the end of 2005.

## Case Study 9



# Building Model Schools

## Creating Government school infrastructure

### About the Programme

The Government of AP invited Naandi Foundation to construct 24 Government schools on a 70:30 resource contribution basis. These schools were jointly designed to be teaching-learning friendly by having attractive colour schemes, better layouts, basic facilities and optimum space management.

**Location:** Hyderabad

**Programme began in:** 2004

**Partners:** State government, Corporates

### Highlights

Involving the parents of children for the first time in the planning of the school buildings. This created greater ownership among the parents towards the new schools.

Including various architectural innovations never provided in Government schools before such as:

- Open classrooms designed without conventional doors and window fixtures. This brought down costs, made classrooms brighter and reduced the risk of recurrent damages.
- Chalkboards. They replace conventional blackboards not only for their low maintenance feature but also for the clarity they offer in viewing from any corner of the classroom.
- Customised storage provisions in every classroom to safeguard teaching-learning materials.
- Special elevated slabs in classrooms, and ramps instead of stairs to ensure comfort and mobility for physically challenged students.



## Government Upper Primary School, Hameli Basti

Giving Government school constructions a new, improved look and a child-friendly design



“ **The Government considers Naandi a fit project partner.** After the due diligence procedures were conducted it was decided that Naandi could not only fill in the resource gaps in the construction project but also bring quality and innovation to it. Credibility and trustworthiness of the partner organisation are key considerations for the Government before entering into any public-private partnership especially for the social sector. Naandi has fulfilled this.

**Everyone has welcomed the school constructions.** Right from the engineers and the officials in the Department to the community, everyone has been commending the quality and the appearance of the buildings. With some minor improvements these schools can become models that the State might consider replicating.

“ **V Madhusudan**  
*Additional Project Coordinator, Sarva Siksha Abhiyan, Hyderabad*

“ **Children used to be herded into one classroom** because the earlier building was very small and the classrooms tiny. But in the new building the ‘open classrooms’ are not only more spacious, they let in a lot of air and light as well. We have been able to segregate the classes into sections now, and can pay more attention to every child.

“ **Shantha**  
*Upper primary teacher, Government Upper Primary School, Yella Reddy Guda, Hyderabad*

“ **We like the new classrooms much better than the old ones.** They are so much cleaner. We’ve never studied in an orange coloured building before. I’m very proud of the way my new school looks.

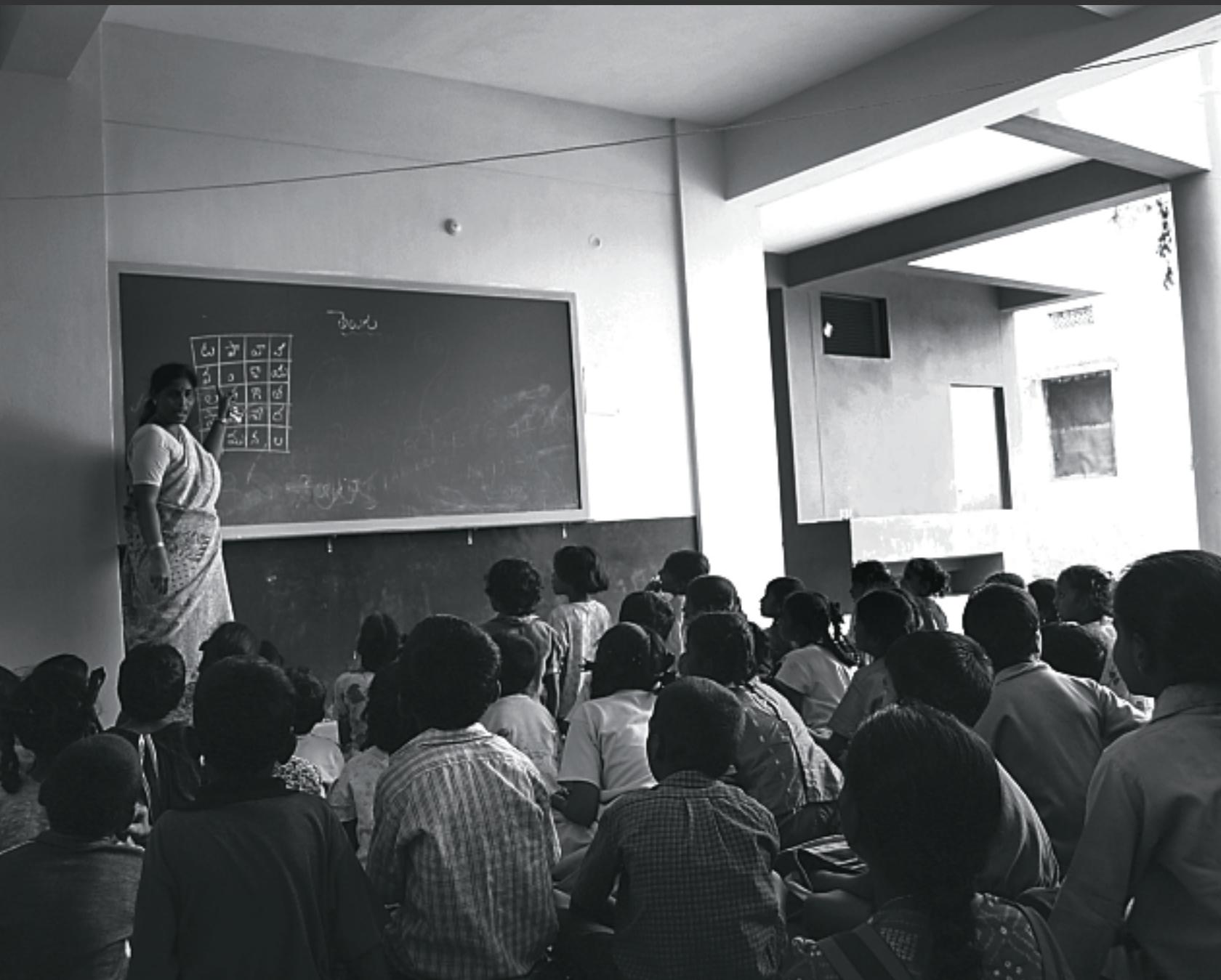
“ **Fareena**  
*Std IV, Government Upper Primary School, Hameli Basti, Hyderabad*

“ **We have clean toilets in the new school.** Earlier we had to go outside, it was very uncomfortable for girls. It’s also very easy to keep the classrooms neat because there are separate racks for us to keep our bags and books.

“ **Devi**  
*Std V, Government Upper Primary School, Yella Reddy Guda*

“ **My school looks better than the private school,** which I had joined a few years back. Once I saw the new building I told my parents to shift me back to this school. It’s the best looking school in our area. And far more comfortable.

“ **Kumari**  
*Std VII, Government Upper Primary School, Yella Reddy Guda*



*The new constructions have given the image of Government schools a face-lift*

*The new classrooms are much appreciated by the students* ▶



◀ *The new school buildings provide spaces for extra curricular activities*

# Case Study 10



# The Power of 10™

Enabling civil society and corporates to give back to society

## Programme Sketch

The Power of 10™ is an innovation devised by Naandi to enable individuals and corporates to change lives.

This is done in three ways:

### 1. Volunteering time: 10 hours a month

Right from youth in villages to corporate executives in cities The Power of 10™ enables individuals, who want to give back to society, to volunteer time either during the week or the weekends at the Government schools for a menu of activities that range from performing Kalajathas for community awareness, giving language tuitions to students, organising for their exposure visits, math olympiads, art camps and science fairs or volunteering for intensive reading-writing camps.

### 2. Contributing resources: Rs 10 a month

Employees or individuals contribute Rs 10 or multiples per month either online, through one-time donations or through a voluntary pay cheque deduction for the Support Our Schools programme – the Hyderabad chapter of the education programme: Ensuring Children Learn. Many organisations match the contribution made by their employees and make a consolidated donation to the programme.

### 3. Adopt a School

Corporates or individuals adopt a school by contributing Rs 40,000 per year. They also volunteer to work with the Naandi team to enhance the school environment and the learning outcomes of the students according to an annual school improvement plan that is drawn up for every school.

**A dedicated Civil Society Cell manages the volunteer engagement in schools.**

### Vital Statistics

Location: Hyderabad, 289 schools

Programme began on: 2002

No. of Power of 10 donors: 8150

No. of rural volunteers: 456

No. of urban volunteers: 924



Shiv, Ramanathan, Vijaylakshmi and Padma (Centre L to R)

Civil society and corporate volunteers are energising Government schools by 'adopting' them. Round Table Government High School, Filmnagar, Hyderabad

**If you can, you should do more than just chequebook charity.** And the schools are, for me, very important places to start with. I believe providing good quality education at a young age has a long-term impact. We can begin by making children feel wanted, give Government schools a sense of recognition by visiting them, and sharing the teacher's and the parent's concerns. There is so much about this schooling system we don't know or understand. I play the role of the observer; I watch, listen and try to understand.

**In corporatespeak working in Government schools is an HR challenge.** Sometimes a pat on the back or buying a pencil for a child is all that it takes to keep a child in school. I'm learning that everyday. I usually support children who've shown some potential in studies. I've been scouting for books and additional learning material for them so they can develop their skills. I'm aware we cannot do whatever we want in a school. We are not the Government; we have to work within the system. It's not possible to make sweeping changes overnight. We mustn't even attempt it.

**First, we have to earn the trust of the teachers, the children and the parents.** It's a long process but the affection of the children and the motivation of the teachers has given me a lot of hope.

**S Ramanathan**

*Sr Vice President: Strategy and Business Development, Cordys Asia  
Has 'adopted' two Government schools in Hyderabad*

**I love their smiles.** The students call me *anna* (big brother). Children shower so much love on you and you don't even have to do big things for them. I've experienced a lot of financial difficulties in my days as a student and I know what lack of money can do to a child. In a sense, I lost a part of my childhood because of my constrained circumstances. In this school, being with children feels like I'm reliving the boyhood days I missed.

**Now that I have the means to help, I will.** If you are really moved to do something, I believe you can do it, no matter what work schedules you have.



**Naandi's edge lies with its team**, its scheduling, and the work that goes on behind the scenes to enable people like us to work in schools. Lots of people want to do something good, but there are very few organisations that can make this possible.

***Shiv Shanker***

*Development Leader, Foursoft Ltd*

*Chief volunteer from the organisation, which has 'adopted' a Government school*

**Education is said to be the greatest gift you can give someone.** I'm from a Government school myself, and a first generation learner. I want to encourage Government schoolchildren to become achievers. Agreed there are many problems facing the schools, but the pleasure you get in helping teachers and children overcome even minor hurdles is immense. We mustn't let anything deter us.

**There is huge talent in these schools.** And the Government alone cannot do justice to every child. This is where we come in. By concentrating on individual schools we can give children the support they need. In our school we've begun Annual Day celebrations, which Government schools have never had before. This has become an occasion for children to showcase their talents. It's up to us to make small value additions that encourage both children and teachers to come to school.

***P Parvathi Padma***

*Junior Manager, FTO-2 SCM, Dr Reddy's Laboratories Ltd*

*Volunteer representing the organisation*



“

**Why must quality education be denied to poor children?** If Government schools are not delivering doesn't mean the solution is to send children to private schools. How will their parents afford it? Government schools need help to improve, and as a citizen of this country I'm doing my bit to help through this programme.

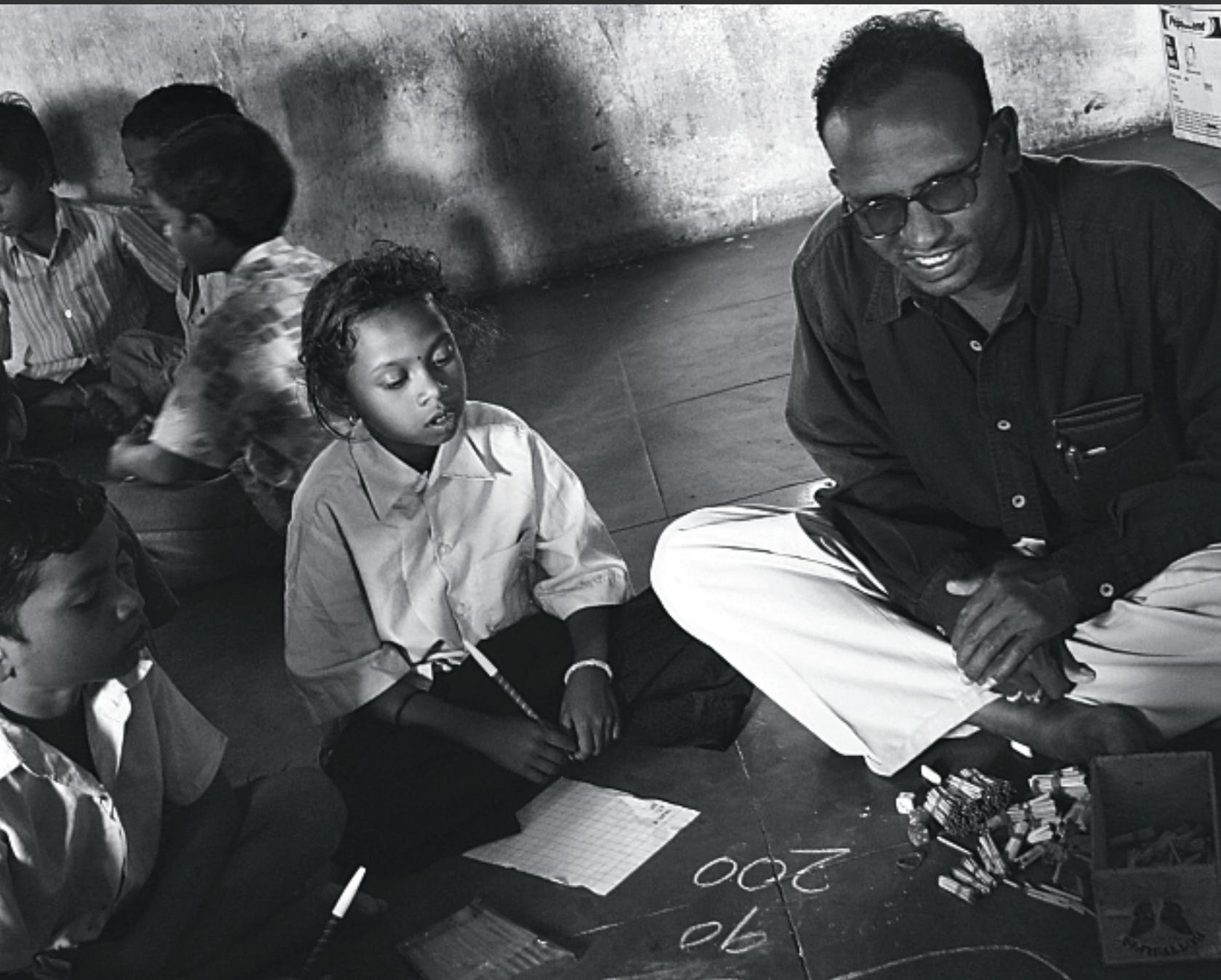
**We must stop looking for people to blame.** Government schoolteachers are often held responsible for not being able to teach children well. What we are doing in schools is giving teachers a patient hearing, and a helping hand. Our goodwill and involvement is enough to motivate teachers, and it's a motivated teacher that can turn a school around.

*G Vijaylakshmi*

*Junior Manager, SCM, Dr Reddy's Laboratories Ltd*

*Volunteer representing the organisation*

”



*Reading-writing camps held during vacations have become a success mainly due to committed volunteer participation in the rural and tribal schools*

# Financials



# Abridged Audited Financial Statements for the Financial Year 2004-05

## AUDITORS' REPORT

TO THE BOARD OF TRUSTEES OF NAANDI FOUNDATION

We have audited the attached Balance Sheet of Naandi Foundation as at 31st March 2005 and also the Income and Expenditure Account for the year ended on that date annexed thereto. These financial statements are the responsibility of the management of Naandi Foundation. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes, examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

We report that

- (i) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- (ii) In our opinion, proper books of account as required by law have been kept by Naandi Foundation so far as it appears from our examination of those books;
- (iii) The Balance Sheet and Income and Expenditure Account dealt with by this report are in agreement with the books of account; and
- (iv) The Balance Sheet and Income and Expenditure Account dealt with by this report are prepared in accordance with the Technical Guide on Accounting and Auditing in Not-for-Profit Organization issued by the Institute of Chartered Accountants of India.

In our opinion and to the best of our information and according to the explanations given to us, the financial statements give a true and fair view in conformity with the accounting principles generally accepted in India;

- (i) in the case of the Balance Sheet, of the state of affairs of the Naandi Foundation as at 31st March 2005; and
- (ii) in the case of the Income and Expenditure Account, of the excess of expenditure over income for the year ended on that date.

for BSR & Co.,  
(Formerly Bharat S Raut & Co.)  
Chartered Accountants

Sd/-

Hyderabad  
June 30, 2005

Zubin Shekary  
Partner  
Membership No. 48814

STATEMENT OF AFFAIRS AS AT 31<sup>st</sup> MARCH 2005

(Rs in Million)

	AS AT 31.03.2005	AS AT 31.03.2004
<b>LIABILITIES</b>		
Corpus Fund	18.01	18.01
Restricted Funds	18.00	8.80
Unsecured Loans	44.73	31.56
<b>TOTAL</b>	<b>80.74</b>	<b>58.37</b>
<b>ASSETS</b>		
Fixed Assets (incl. Infrastructure for Midday Meal Program Rs 22.33 Million)	34.13	26.76
<b>Current Assets, Loans and Advances:</b>		
Inventories	1.27	-
Grants Receivable	10.46	8.94
Cash and Bank Balances	16.38	12.26
Loans and Advances	1.51	1.19
<b>Less: Current Liabilities and Provisions</b>	<b>9.09</b>	<b>3.59</b>
<b>Excess of Expenditure over Income</b>	<b>26.08</b>	<b>12.81</b>
<b>TOTAL</b>	<b>80.74</b>	<b>58.37</b>
<b>INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31<sup>st</sup> MARCH 2005</b>		
	Year Ended 31.03.2005	Year Ended 31.03.2004
<b>INCOME</b>		
Grants	130.62	63.00
Other Income	1.41	6.73
Interest Income, gross	0.66	0.42
<b>TOTAL</b>	<b>132.69</b>	<b>70.15</b>
<b>EXPENDITURE</b>		
Programme Expenses	132.43	56.68
Personnel Costs	4.52	4.63
Administration and General Expenses	3.38	2.01
Tsunami Relief and Rehabilitation Expenses	0.43	-
Bank Charges	0.14	0.17
Depreciation	6.27	5.70
<b>TOTAL</b>	<b>147.17</b>	<b>69.19</b>
Excess of expenditure over income for the year	14.48	(0.96)
Write back of excess depreciation charged in prior years pursuant to change in depreciation method	(1.79)	-
Prior period items	0.58	-
Excess of expenditure over income brought forward	12.81	13.77
<b>Excess of Expenditure over Income carried to the Balance Sheet</b>	<b>26.08</b>	<b>12.81</b>
<b>RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED 31<sup>st</sup> MARCH 2005</b>		
	Year Ended 31.03.2005	Year Ended 31.03.2004
Opening Cash and Bank Balance	12.26	8.38
<b>RECEIPTS</b>		
Grants	142.08	62.33
Other Receipts	15.83	14.26
Bank Interest	0.66	0.42
<b>TOTAL</b>	<b>158.57</b>	<b>77.01</b>
<b>PAYMENTS</b>		
Cost of purchase and conversion of inventory	1.27	-
Programme expenses	133.65	53.55
Personnel expenses	3.68	4.49
Administration expenses	3.00	1.85
Purchase of fixed assets	10.16	10.20
Advances and deposits	2.12	2.87
Tsunami relief and rehabilitation expenses	0.43	-
Bank guarantee commission	0.14	0.17
<b>TOTAL</b>	<b>154.45</b>	<b>73.13</b>
Closing Cash and Bank Balance	16.38	12.26

# NOTES TO ACCOUNTS

(All amounts in Indian Rupees)

## 1 Background

Naandi Foundation (“Naandi” or “the Trust”) is an autonomous public charitable trust registered under Indian Trust Act, 1882. It was incorporated in the year 1998 to enable public private partnership in the economic development of marginalised and underprivileged communities of the society. Naandi is primarily engaged in providing charitable services in the areas of healthcare, education and livelihoods. Presently, Naandi is providing community development services in the states of Andhra Pradesh and Madhya Pradesh.

## 2 Significant accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared and presented under the historical cost convention on the accrual basis of accounting in accordance with the Technical Guide on Accounting and Auditing in Not-for-Profit Organisations issued by the Institute of Chartered Accountants of India (ICAI) to the extent applicable. The financial statements are prepared in Indian Rupees, rounded off to the nearest rupee.

### 2.2 Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities on the date of the financial statements and reported amounts of income and expenditure for the year. Actual results could differ from those estimates. Any revision to accounting estimates is recognized prospectively in current and future periods.

### 2.3 Revenue recognition

Unrestricted grants are recognised as revenue when received. Revenue from restricted grants is recognised based on fulfillment of conditions as stipulated in the agreement with the donor.

Consultancy fee is recognised as per the terms of contracts with the customers, when the related services are performed.

Income from interest on fixed deposits with banks is recognised on the time proportionate method.

Revenue from sale of items is recognised when significant risk and rewards in respect of ownership of items are transferred to customers.

### 2.4 Fixed assets and depreciation

Fixed assets are carried at cost of acquisition less accumulated depreciation. The cost of fixed assets includes taxes, duties, freight and other incidental expenses related to the acquisition and installation of the respective assets. Fixed assets under construction and advances paid towards the acquisition of fixed assets and cost of assets not put to use before the year end are disclosed under capital work-in-progress. Effective 1 April 2004, depreciation on fixed assets (except infrastructure facilities and leasehold improvements) is provided using the straight-line method based on the rates specified in schedule XIV of the Companies Act, 1956. Prior to 1 April 2004, depreciation was provided using the written down value method based on the rates prescribed by the Income Tax Act, 1961. Management believes that the change will result in a more appropriate reflection of the economic pattern in which these assets are consumed. Depreciation is charged on a proportionate basis for assets purchased or sold during the year. Individual assets costing Rs. 5,000 or less are depreciated in full, in the year of purchase.

Infrastructure facilities acquired for specific projects are depreciated on a straight-line method over the estimated tenure of the project. Leasehold improvements are depreciated over the primary lease period.

### 2.5 Foreign currency transactions

Foreign currency transactions are recorded at the rates of exchange prevailing on the date of the respective transactions.

(All amounts in Indian Rupees)

Exchange differences arising on foreign exchange transactions settled during the year are recognised in the income and expenditure account of the year, except that exchange differences related to the acquisition of imported fixed assets are adjusted in the carrying amount of the related fixed assets.

Monetary assets and liabilities denominated in foreign currencies as at the balance sheet date are translated at the closing rates of exchange rates on the date, resultant exchange differences (except those related to acquisition of fixed assets) are recognised in the income and expenditure account.

#### **2.6 Provisions and contingent liabilities**

The Trust creates a provision when there is a present obligation as a result of a past event that probably requires an outflow of resources and a reliable estimate can be made of the amount of the obligation. A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that may, but probably will not, require an outflow of resources. Where there is possible obligation or a present obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

#### **2.7 Corpus fund**

Corpus fund represents contributions made by the founder trustees of the Trust towards the corpus of the Trust.

#### **2.8 Inventories**

Inventories are valued at the lower of cost and net realisable value. Cost of inventories comprises cost of purchase, cost of processing and other costs incurred in bringing the inventories to their present location and condition. Cost is determined using First in First out (FIFO) method.

#### **2.9 Retirement benefits**

Liability on account of gratuity, which is a defined benefit scheme, is provided at the balance sheet date at half month's last drawn salary of each eligible employee for every completed year of service.

### **3 Change in depreciation method**

As more fully explained in note 2.4 above, the management revised the method of depreciation on fixed assets from the written down value method to the straight line method. Consequent to such change, the depreciation charge has been calculated retrospectively as required by Accounting Standard 6 – "Depreciation accounting" issued by ICAI, resulting in write back of excess depreciation charged in prior years amounting to Rs 1,794,685.

### **4 Prior period items, net**

Grants not accrued in previous year, net	(152,054)
Project and other general expenses not accrued in previous year	464,500
Gratuity liability not accrued for prior years	267,377
	<u>579,823</u>

(All amounts in Indian Rupees)

5 Restricted funds represent grants received in advance from donors. These funds would be released to income and expenditure account upon fulfillment of conditions stipulated in the agreements with such donors or would otherwise be refunded if unutilised.

## 6 Operating leases

The Trust leases project and office facilities under cancellable operating lease agreements. The trust intends to renew such leases in the normal course of business. Total rent expense included in programme expenses under cancellable operating lease is Rs 1,204,235 (previous year Rs 204,235).

## 7 Fair value of non-monetary grants

	31 March 2005	31 March 2004
Rice received free of cost from Government of Andhra Pradesh for midday meal programme	13,494,391	9,699,030
Free office facilities leased to Naandi by a trustee	882,360	812,700
Land allotted free of cost by Government of Andhra Pradesh	1,080,000	-
	<b>15,456,751</b>	<b>10,511,730</b>

In addition to the above, Naandi has the benefit of interest free loans from Government of Andhra Pradesh, Government of Madhya Pradesh and from a Trustee.

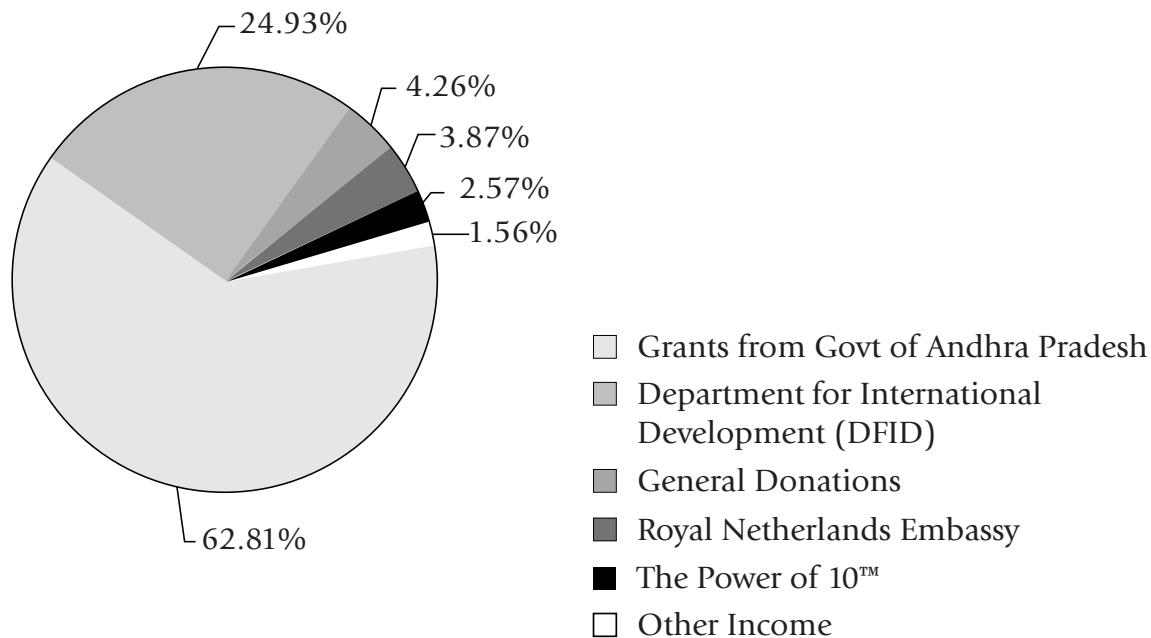
## 8 Contingent liabilities/commitments

	31 March 2005	31 March 2004
Estimated amount of contracts remaining to be executed on capital account and not provided for	1,277,843	294,000
Bank guarantee issued to Government authorities	27,500,000	15,821,000

9 Naandi being a charitable trust for public purposes, the provisions of Employees Provident Fund and Miscellaneous Provisions Act, 1952 are not applicable up to 31 March 2005 as per Notification No.S.O.2121(E), dt.4-7-2003 issued by the Central Government under the provisions of the said Act.

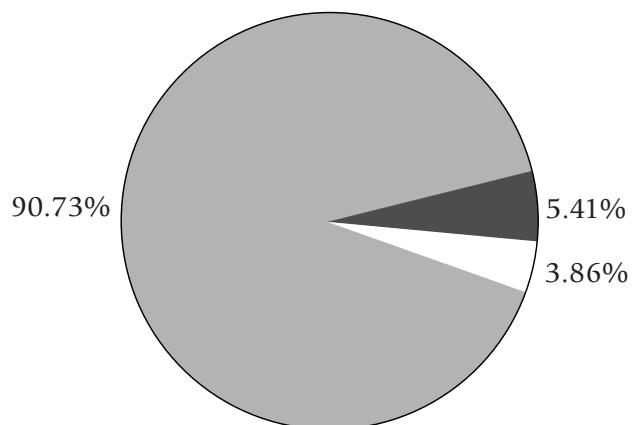
10 Previous year's figures have been re-grouped and reclassified wherever necessary.

## INCOME



INCOME	Rs in Million
Grants from Govt of Andhra Pradesh	83.34
Department for International Development (DFID)	33.08
General Donations	5.65
Royal Netherlands Embassy	5.14
The Power of 10™	3.41
Other Income	2.07

## EXPENDITURE



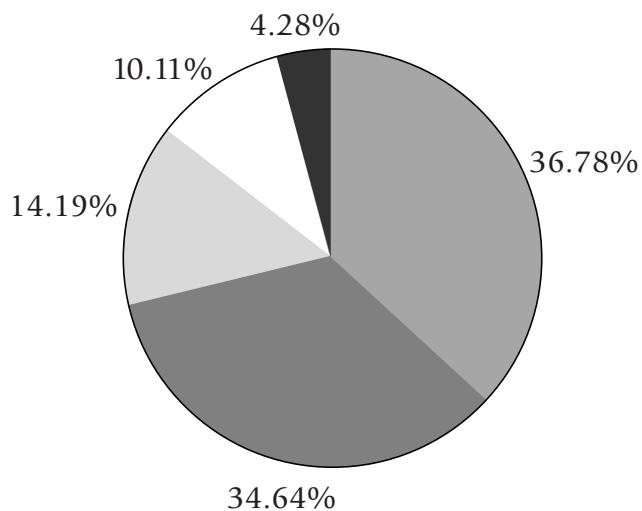
■ Programmes

■ Overheads

□ Others

EXPENDITURE	Rs in Million
Programmes	132.43
Overheads	7.90
Others	5.63

## PROGRAMME EXPENDITURE



■ Livelihoods

■ School Infrastructure

■ Other Programmes

■ Midday Meal

□ Ensuring Children Learn

PROGRAMME	Rs in Million
Midday Meal	48.71
Ensuring Children Learn	45.87
Livelihoods	18.79
School Infrastructure	13.39
Other Programmes	5.67

# New Beginnings

2005-2006

Of the four new interventions Naandi takes up in the coming year, three of them add value to the Ensuring Children Learn programme taking quality education to new heights, and the fourth has the potential to revolutionise rural lifestyles.





## 1. Early Childhood Care and Education

It is a backward linkage initiative to support the Ensuring Children Learn programme that focusses on pre-schools for children in rural and tribal areas. These schools not only reduce the burden of toddler care from older siblings but also develop the child's learning faculties early on, making it easier for her to progress to formal schooling in Government schools. This programme initiated in 10 centres as a pilot in the tribal areas of Visakhapatnam will be scaled up to 100 centres across five mandals of tribal Paderu in Andhra Pradesh.



## 2. Giving Girl Children a Chance: Nanhi Kali

With girl children clearly the more discriminated against in terms of education support from families, it was felt that a concerted effort was required from civil society to give them the encouragement and motivation necessary to stay in school. Called Nanhi Kali, this project for the girl child supports ten years of quality education for underprivileged girl children in Government schools and ensures they are not forced to drop out by their families for want of resources. Jointly managed by K C Mahindra Education Trust and Naandi, Nanhi Kali plans to support 25,000 girl children across the country.



### 3. Open Blackboard: The Government school progress card

Derived from the spirit of the Right to Information, the open blackboard movement brings into public reckon the happenings in a Government school by mirroring its day-to-day status. Placed outside the school at a public thoroughfare, the blackboard is filled in daily either by a parent, a corporate volunteer or local youth recording observations such as student enrolment, student and teacher attendance, conditions of the facilities and so on. The idea is to have open blackboards outside Government schools across the country to not only encourage civil society to take an interest in them but also create a 'people are watching' pressure on the school management, which has been a serious lack in school monitoring so far. The programme is to be implemented in Andhra Pradesh, Chhattisgarh and Madhya Pradesh.



## 4. Promoting Hygiene and Sanitation

Creating healthier lifestyles in rural areas through awareness of personal and community hygiene standards. Led by a movement against open defecation, this effort would complement the safe water programme in rural Andhra Pradesh, and cover in the first phase 250,000 lives.

# Glossary

**Anganwadi worker:** An integrated child development services (ICDS) representative for a population of 1000 people. She is responsible for health, nutrition and early childhood development in the community that encompasses maternal and neonatal health too.

**Division:** In the hierarchy of administrative units in the country, a division comprises a number of mandals. A number of divisions make up a district and a number of districts constitute a state.

**Integrated Child Development Services (ICDS):** Instituted in 1975 to integrate a package of services that improve the nutritional and health status of vulnerable groups including pre-school children, pregnant women and nursing mothers. ICDS is a scheme that brings together early childhood services that include supplementary nutrition, pre-school education, immunisation, health check-up, referral services and health education. The convergence of these inter-sectoral services takes place in a village at the anganwadi centre.

**Janani:** A programme run by the State Government's Department of Health, aimed to provide a range of healthcare and immunisation services to expectant and new mothers, and their newborns.

**Kalajathas:** Issue-based street theatre including songs, role-plays and dances, it is popular as a medium of spreading messages in a community.

**Lakh:** Hundred thousand.

**Mandals:** Revenue and administrative units into which a district is divided. Several village panchayats are grouped under a mandal.

**Mandal parishad:** The body of elected representatives at the mandal level.

**MLA:** Member of the legislative assembly. A democratically elected leader representing the constituency from where he or she is elected, at the state level governing body, the legislative assembly.

# Glossary

**Panchayat:** Village level governing body elected from among the villagers by the residents.

**Reproductive Child Health programme:** Launched in 1997 by the government. Includes interventions to promote child survival, safe motherhood and family planning in urban and rural families.

**Sarva Siksha Abhiyan:** A central government initiative to universalise elementary education with a special focus to ensure every child gets at least seven to eight years of quality education.

**School Education Committee (SEC):** An elected school governing body comprising the school management and the community. It is responsible for monitoring the school activities. All financial disbursements made for the school are routed by the State through the SEC.

**Self Help Group (SHG):** An autonomous organisation of women registered as a thrift and credit group to encourage financial and indirectly, social empowerment of women. A village may have several such groups.

**Thanda:** Telugu term denoting a hamlet.

**Tiffin centre:** A petty shop selling tea, biscuits and snacks.

**Village organisation:** A federation of nominated representatives of the self help groups in a village responsible for overseeing the effective implementation of any given village development project.

**White ration card:** Concession card given to families living below the poverty line.