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...Where tireless striving stretches its arms towards perfection
Where the clear stream of reason
has not lost its way
Into the dreary desert sand
of dead habit
Where the mind is led forward by thee
Into ever-widening thought and action
Into that heaven of freedom, my Father,
let my country awake

From the poem, Where the mind is without fear

Rabindranath Tagore wrote this in 1910. And yet this fervent prayer for freedom reflects as poignantly what India needs today as it did almost 100 years ago.

I had made a very different draft when I started writing out the foreword to this year's report. But the bombings, the killing of innocents, the fear and the intolerance that's threatening our 5000 years old civilization today, has disturbed every shred of peace I usually experience when I contemplate the work we do and the people we reach out to.

I fear we are taking too long to offer solutions that can calm discontent. And discontent rises when people feel abandoned, when their needs and families are ignored, and when basic opportunities to live a life with dignity are taken away.

I represent the social sector when I say inequity and neglect of the poor need fast tracked and effective solutions. People need access to support and services with which they can overcome generations of their marginalisation and vulnerability. And they need it soon.
That’s why we invited eminent social scientists to review our key programmes to see if they can stand the test of these times, and be the need of the hour.

Discussing hunger and malnutrition in India, and our ability to provide the midday meal to children in government schools as a means to make India a hunger-free nation for children is Dr Ajit Ranade, economist, and newspaper columnist.

Breaching the last mile in the journey to bring safe drinking water to homes is our water programme, whose targets I have revised and increased. Clean drinking water for all by 2020 a milestone that was acceptable to us at the beginning of this year, no longer thrills. We’ve decided we do not want to wait beyond 2017 for this to come true. And Dr Jasveen Jairath, reputed water policy advocate and consultant, evaluates how we can live up to this promise with the right measure of equity and efficiency.

To pull families out of the poverty line, our attempts at making the small farmer’s land holding viable by linking him to global markets has Prof Malcolm Harper, expert on rural livelihood strategies, analyse how this can be done across the country.

And our work in government schools aimed at getting children a robust education that can change their lives is examined by education specialist, Kameshwari Jandhyala for its effectiveness and scalability.

They take a hard look at how we can accelerate and replicate what we do given that we have touched more than 3 million lives this year.

This is also Naandi’s 10th year. And we’ve committed to expand our reach to millions more, and in less than half the years it took us to get here.

For this we need your support. I am asking every government, every business, every group and every individual that wants peace and equity, to join us so we can reach out to every one of the 455 million poor in the country.

Let us remedy the fact that they have waited too long for their freedom. Let us not make them wait any more.

Dr K Anji Reddy
Fighting Hunger & Malnutrition

1 million midday meals everyday

Joining hands with the world's largest school feeding programme — The Midday Meal — run by the state to ensure no child stays hungry in school.

Midday meals are often supplemented with a hard boiled egg. Smiling into the camera is D Kalyani, std V, Government Primary School Balkampet, Hyderabad, Andhra Pradesh.
India scores low in hunger index
Nepal, Pakistan, Bangladesh, Myanmar fare better

Every 3 seconds, a child dies in India: Unicef

Kounteysa Sinha | Two

New Delhi: In India, over 2.1 million children are born before reaching their fifth birthday; 90% of them are not surviving. According to the 2008 UNICEF report, the number stands at 0.7 million annually.

The statistics are equally shocking among neonates—40% of the newborns die within the first 28 days of life across the planet every year. India records around one million of these cases.

Of the 19 million infants in the developing world who have low birth weight (less than 2,500 grams), 8.3 million are in India. This means that approximately 43% of all the world’s infants who are born with a low birth weight are born in India.

Malnutrition continues to affect newborns and young children and has been found to be the underlying cause of up to 50% of under-five deaths. About 30 million, or one-third of the world’s under-five children under age five, live in India with the worst affected states being Andhra Pradesh, Maharashtra, Bihar, Gujarat, Orissa, Chattisgarh, UP and Meghalaya.

These are the findings of Unicef’s latest “The State of the World’s Children-2008” report released on Tuesday.

The report places India at number one spot in children’s deaths across the globe—one child dying every three seconds. According to Gianni Murti, Unicef’s India representative, India is witnessing a paradoxical moment.

“While the country is experiencing record growth rates and unprecedented wealth, it is faced with an inescapable child survival challenge from the highest share of neonatal deaths in the world,” he said.

Murti said India accounts for over 20% of under-five children’s deaths. “What is more shocking is that 25% of children dying worldwide before the 28th day after their birth are from India. India’s future lies with these children. Focusing on the survival and development of children is an urgent investment that any country can make.”

However, the report says that in 2005, the average annual rate of reduction over the last nine years will have to be around 7.8%

According to the report, universalisation of early initiation of breastfeeding, within one hour of birth, would reduce neonatal mortality in India by 25%. Universalisation of exclusive breastfeeding for the first six months of life would avert nearly 16% of child deaths in India.
An inglorious Number One
India Leads in Underweight Children

THIRUVANANTHAPURAM: The World Bank’s report Undernourished Children: A call for Reform and Action presents some shocking facts. India is home to 60 million underweight children, and nearly double the figure for Sub-Saharan Africa. In 1998-99, the percentage of underweight or severely underweight children under three was an alarming 47%, down by just 11% from 20% in 1992-93. Clearly, the express need is to scale up and reform existing nutrition programmes, such as India’s main child development intervention, Integrated Child Development Service (ICDS). The primary focus of ICDS over the years has been food supplementation on the assumption that food insecurity is the primary cause of malnutrition. This defective approach has neglected the quality of food provided resulting in pervasive micronutrient deficiencies, such as iron deficiency, anaemia and vitamin A and protein deficiency. Public awareness and education campaigns are needed on child-care and feeding practices and micronutrient supplementation. Bhar, Madhya Pradesh, Uttar Pradesh and Rajasthan account for 43% of all underweight children. Blame it on service delivery, flaws, including omission of politically disempowered groups. The scheme targets children between 3-6 years, whereas the need is to target children under three and pregnant women. We also need enhanced coverage of the districts and blocks with the highest prevalence of malnutrition for the success of ICDS.

This year, the outlay for ICDS has gone up by 23%. This is welcome, given that persistent malnutrition has a
Hot Lunches at School - Six Sigma Style

There is a new lunch menu for children enrolled at school. At Government Primary School in Vihar, Gaon, Block, Udaipur, Rajasthan, children are enjoying paneer and lemon curry for their dinner meals.
The recent rapid economic growth in India has led to a lot of hope and optimism in the country. Yet daunting challenges of further economic development — large scale poverty, hunger, malnutrition and illiteracy — still persist. However, India also has examples of civil society initiatives which work in partnership with government to tackle seemingly impossible challenges of development.

There are many such candles being lit across the nation, and the story of Naandi is the story of a very bright candle. Naandi’s successful model of centralised preparation and distribution of hygienically cooked nutritious midday meals to children in government schools is as close at it comes to a magic bullet that addresses the twin objectives of nutrition and school enrollment under the larger education umbrella. The manner in which this social enterprise is run by Naandi — its kitchens feed 1 million children everyday — is worth a six sigma tag. And more importantly, worth considering for replication across more urban and peri-urban areas where children still wait for their hot lunch at school, which for many is their only meal for that day.
Our nation's 62nd birthday is an occasion for both celebration and introspection. There is much to celebrate, including the fact that we are still undivided after six decades. For when India was born in 1947 there were 40 odd independent nations in the world, and today there are more than 200. It's not as if more land was recovered from the seas, but simply that many countries splintered into smaller nation states. India itself was an amalgamation of diverse sub-national entities, each of whom could have become a full-fledged member of the United Nations.

The journey of the past 61 years has been tumultuous marked with wars and famines, small and large changes in the constitution and governments; and occasional internal conflicts. But all these have been dealt by constitutional means within a democratic framework. On the economic front there is much to celebrate. Today we are a trillion-dollar economy, and among the fastest growing in the world.

The memories of severe food shortages and emergency wheat imports appear distant now. Even foreign exchange is no longer a scarce resource as it used to be. Most youngsters polled today expect to lead a better life than their parents. This optimism and the can-do attitude of today's entrepreneurs is cause for celebration.

And yet the causes for introspection are many. Firstly, economic prosperity has come very unevenly to our people. Secondly, social, economic and regional disparities are widening in many parts. Thirdly, economic growth has extracted a heavy toll from our common ecological resources, so that environmental costs threaten to undo the gains in quality of life. Fourthly, insurgencies affect large parts of the country, partly caused and sustained by socio-economic deprivation. Lastly, the cancer of corruption is eating away at all levels of governance, in both the public and private sphere. This is not an exhaustive list, but is formidable as it is.

Poverty, hunger, malnutrition and illiteracy affect an intolerably high proportion of Indians. Even among those who are technically above the poverty level, there is a very high degree of vulnerability. A job loss or an illness in the family can quickly take the family below the poverty line. Almost 40 per cent of the workforce does not have any social security — either against unemployment, ill health, old age or other disability. Three rounds of comprehensive nationwide Family Health Surveys continue to show relatively modest progress in mothers' and children's health. Clearly, the public health infrastructure is grossly inadequate. In the sphere of education, literacy levels, enrollment and drop-out ratios especially of the girl child all continue to be unsatisfactory, although much has been achieved in recent decades.

A remarkable feature of the Indian economy is that the number of households tied directly or indirectly to agriculture is disproportionately large. These households need to move into services or industry, else their income and productivity will continue to stagnate, making it harder for future generations to break the shackles of poverty. The faster growth of other sectors also means that inequality worsens. The major hurdle that prevents agricultural labour from moving into services is education and training. Most industrial or service sector jobs require elementary education or some skills, to which a majority of Indians do not have access. Even when there is access to schools or training institutes, quality is often sub-standard.

Sixty-two is an age when ordinary human beings go into semi-retirement and become contemplative. You don't quite cut off from family or society, but you delve deeper into spiritual pursuits. What applies to humans, is obviously not applicable to our still youthful nation. But after 61 years of independence, this is an appropriate age to ask ourselves soul searching questions about the quality and path of economic development. The changing national agenda reflects the maturing of societal concerns. Not surprisingly, today, we care more about inclusive growth, and not just growth. We passed a law guaranteeing 100 days of rural employment as a proxy for genuine unemployment insurance. We are working on making the right to free elementary education a fundamental and an enforceable right.
The list of challenges look formidable, and is a cause for despair to the crowd who see the glass as less than half empty. Some go to an extreme and call it total darkness of development.

Even if one grants them the metaphor of darkness, the only way forward is to light a candle (a counter metaphor, if you will). India fortunately has a long tradition of civil society initiatives which have worked outside, or in partnership with the government to tackle seemingly impossible challenges of development and livelihoods. There are many candles being lit across the nation, and the story of Naandi is the story of a very bright candle. That the Naandi (literally a “new beginning”) logo is a lamp is perhaps not a coincidence.

**THE RIGHT TO FOOD AND EDUCATION**

The well functioning of our democracy requires that our citizenry be able to participate in democratic discourse and commerce. This implies that they be endowed with some basic entitlements. These entitlements have to be enshrined as rights, and become the duty of a state to enforce. Thus citizens should be literate and well informed, and they should have some minimum nourishment. This is the so-called rights based approach to development, which has gained equal acceptance, as much as development through economic growth. Over the years, such social and economic rights have been interpreted as flowing out of fundamental rights, such as the right to life (Article 21) or right to free speech (Article 19). Other rights such as right to clean air and water, right to basic housing and right to minimum employment may also follow. But since enforcement of these rights imposes an economic burden on the state, these rights remain unfulfilled, and far from universal in a developing country like ours. In richer economies, these rights are bundled as formal social security. But in India we don’t yet have social security for all, mainly due to resource constraints. Even the recent attempt to give teeth to the right to free education again floundered against the question of how to finance the universalisation of education. The right to education bill which would be the 86th Amendment Act (2002) seeks to provide free and compulsory education to every child.

But policy and action need not wait until the government is fully armed (or fully obliged) by legislation. This is best reflected in Sarva Shiksha Abhiyan (SSA), a mission mode initiative to universalise elementary education by providing community ownership of school systems. The SSA launched in this decade, provides a framework, and is a time bound programme, whose design has sufficient flexibility to adapt to regional variations. Apart from the goal of education for all, the mission seeks to reduce gender, regional and social inequality in elementary schooling also.

While the right to universal education has always existed as a directive principle in our constitution, the more recent right to food campaign arose not necessarily from constitutional considerations. Of course in a rights based approach, it is conceivable that right to food may be derived from right to life. In the interim, many policies of the government have tried to address food security without actually elevating right to food as a fundamental right. The campaign arose from the awareness of several disturbing trends, even during times when there were no droughts or famines. Acute malnourishment in many parts, as well as starvation deaths, large scale starving and wasting of children, the coexistence of mounds of food stocks in public granaries alongside food deprivation, and rising food prices, all pointed to the need to make minimal food provision a binding duty of the state. The existence for several decades, of the Public Distribution System (PDS), or various programmes like Integrated Child Development Services (ICDS) scheme were clearly not enough to address the problems listed above.

**A HOT LUNCH AT SCHOOL**

The dual challenge of universalising elementary education, and ensuring adequate nutrition for children needs a multi pronged strategy. Educational goal requires both a supply and demand side approach, i.e. supply of infrastructure, teachers and curricula, and a demand pull from parents and children. Just as absence of classrooms, teachers and even
toilets is a hindrance, so also are parents who are too poor or unwilling to send children to school. Children who attend school instead of helping on the farm, or in the family enterprise impose a large opportunity cost of foregone (child) labour, and hence such children are prevented from attending school. Often children are needed to tend to cattle or siblings, or as an extra hand during busy agricultural seasons. The problems of child labour, poverty and universalisation of elementary education are thus often interlinked.

The challenge of ensuring adequate nutrition especially to children, pregnant women and nursing mothers, is mostly a supply and logistics challenge. The data on malnutrition and underweight children from the three successive National Family Health Surveys (NFHS) over 15 years shows very slow progress. Immunisation coverage has also showed little improvement. ICDS is the only all India programme that caters to nutrition and health in a comprehensive way. The delivery of ICDS benefits is through a decentralised network involving state governments, village councils and anganwadi (health and nutrition) workers. Supplementary nutrition in addition to ICDS is provided by individual states. In addition to logistics, the other problems are inadequate funds as well as corruption and leakages.

There is one national level programme that has the potential to simultaneously and substantially address the educational and nutrition goal. This is the Midday Meal (MDM) scheme, which aims to give every child a hot lunch at school. The national level MDM prescribes that children in std I–VIII in government schools be given a hot, cooked meal. The centre bears most of the cost and states contribute partially. Although MDM was launched in 1995, the idea is older and was prevalent in parts of India and other countries earlier. As with the National Rural Employment Guarantee, which was inspired by a 30 years old programme of Maharashtra state, so also the national MDM was inspired by a more than two decade prior success in the state of Tamil Nadu.

Even though MDM was launched in 1995, it took a Supreme Court judgment of November 2001 in a public interest litigation to crack the whip on MDM implementation. The court also appointed commissioners who would periodically monitor the implementation of the court’s order and submit their reports to the Supreme Court. Seven official reports have been submitted till the middle of 2008. Such conscientious follow up, coupled with public pressure has ensured that MDM now covers more than 120 million children, making it the largest such programme in the world! The programme requires that each child gets 450 calories and 12 grams of proteins and micronutrients like iron, folic acid and vitamin A.

MDM is a crucial scheme that connects with both nutrition and education. This is best illustrated by the fact that one-fourth of the total central budget allocation to education sector for 2008-09 is for MDM alone. Thus, the hot meal is a very important part of the government’s strategy to expand education. Indeed, if poverty is an important cause for non-enrollment, or school drop-outs, then MDM makes an impact. This is because access to food is an important ingredient of poverty alleviation. If a child gets a hot, cooked and nutritious meal at school, then that may be the only meal she gets in the whole day. But this is not conjecture. Many studies have shown that enrollment has increased by 40 per cent due to MDM in many areas. Of course it is not a magic bullet that will get us 100 percent enrollment. Neither will it eliminate drop-outs completely. But the seven years of all India data strongly indicates that MDM makes a big dent in solving the hard challenge of universalisation of elementary education. There are about a million schools across the country entrusted with MDM.

The delivery of MDM is fraught with implementation challenges. The wheat and rice supplied from government’s buffer stock may be of very poor quality. It may not arrive on time. The additional funds required to cook meals may not be disbursed on time. Qualified staff may be unavailable for kitchens. Or there is no water, fuel or utensils available for cooking. What is cooked may not be tasty for the children. Occasionally there may be lapses in hygiene. To top it all, corruption and leakages can undermine the whole programme. There could be pilferage of grains or funds or both.
NAANDI’S MDM LAMP: SIX SIGMA STYLE

The fight against darkness begins with lighting of candles, maybe one at a time. Naandi’s decade of lamp-lighting illustrates this principle rather handsomely. Development goals present daunting challenges to our society, and the government often struggles with constraints on resources, staff and even ideas, or perhaps ideology. In modern times one idea which has gained acceptance, and is becoming inescapable is the public-private partnership (PPP) approach to societal challenges.

In the field of MDM, the task is to feed 120 million children daily with hot cooked lunch. There are many relevant and constraining factors. Some of them are: (a) Anganwadi workers or self-help groups must be involved. (b) The task should not be outsourced to contractors. (c) Food should be freshly cooked and should cater to local taste and preferences. (d) Hygiene and safety norms must be adhered to. (e) The state government will give only Rs 2 per meal towards preparation and distribution. This payment may get inordinately delayed. And so on.

Naandi is one of the only two organisations, which provide MDM in a PPP mode on a very large scale in urban areas. The other organisation is Akshayapatra, pioneered in Bangalore by Society for Krishna Consciousness. Although MDM policy prohibits contractors being used, it is clear that the urban setting — where children to be catered number in thousands — requires a centralised and enterprise oriented approach. That Naandi was chosen as a partner by local governments, in 17 locations across four states, is testimony to the credibility and reputation that this not-for-profit enjoys in this field. Currently, Naandi delivers 1 million hot and fresh cooked meals to more than 5,000 schools everyday. This number may be surpassed even before the ink is dry.

SIX SIGMA STYLE

Naandi’s approach is to treat MDM as an enterprise to be run professionally. Because, like healthcare, service of food is a high-risk responsibility that needs a superlative degree of alertness and commitment.

In the true sense of a PPP, governments invite Naandi to become their MDM partner, and this partnership is sealed by a signed document called the memorandum of understanding (MoU). The MoU clearly spells out deliverables (a hot meal, what else, you may say! But it is more complex), the responsibilities, and also contingencies and recourse in case of failure. Naandi has delivered more than 300 million hot meals since this programme began in 2003, without any incident of food poisoning, or any hygiene or safety incident. And not even a whisper of a corruption charge.

This is a spectacular performance that exceeds even six sigma standards. The only other parallel which can boast of a similar record in delivering hot meals flawlessly are the Dabbawallas of Mumbai. But they only ferry, they don’t cook and clean. It is time that Naandi too become a McKinsey or a Harvard case study!

The basic economics of an MDM enterprise is an investment of Rs 10 million per 35,000 students. This covers kitchen equipment, rice and wheat cleaning equipment, boiler to produce steam that is used for cooking, water softener and storage tanks. It does not cover the cost of land, typically 2 acres. Because of land prices and need for centralisation, the kitchen is located on the periphery of the city. But it can’t be too far away. Otherwise the ferrying cost and time undermines the economics and the very purpose of delivering a hot meal.

Apart from the fixed investment, the operating costs include the food materials, water and electricity, staff salaries, pest control, security and transportation of the meals. The latter three are typically all outsourced. The rice and wheat are delivered free from government stocks. All other ingredients such as vegetables, oils and condiments and masala are purchased locally. The local government reimburses Rs 2 per hot meal delivered. This is supposed to take care of all the above mentioned operating costs. Of course insurance and interest cost (of working capital, or delayed payments) is not covered separately. Naandi has also found resources to proactively fortify the midday meal. This is done with an objective to demonstrate the feasibility of giving fortified meals and its impact on children, and therefore to influence policy to seriously look at fortification as a mandate.

NAANDI HAS DELIVERED MORE THAN 300 MILLION HOT MEALS SINCE THIS PROGRAMME BEGAN IN 2003, WITHOUT ANY INCIDENT OF FOOD POISONING, OR ANY HYGIENE OR SAFETY INCIDENT. AND NOT EVEN A REMOTE WHISPER OF A CORRUPTION CHARGE. THIS IS A SPECTACULAR PERFORMANCE THAT EXCEEDS EVEN SIX SIGMA STANDARDS.

IT IS TIME THAT NAANDI TOO BECOME A MCKINSEY OR HARVARD CASE STUDY!
Given the stringent standards expected on quality, punctuality, and strict budget limits, it is not surprising that only a thoroughly professionally run enterprise can achieve success. Professionalism supported by passion. That’s why the staffing of central kitchens, including supervisors and liaising persons is very critical. The kitchen staff has to be sensitised about hygiene, safety and also be inspired by the mission. This is an area which Naandi has clearly mastered. The revenues on a Rs 20 million investment, with free land and rice/wheat, are about Rs 15 million per annum. But the margin of surplus after deducting operating costs is probably less than Rs 1.5 million, which does not cover contingency costs like insurance and delayed payments.

### What Naandi Puts on a Plate @ Rs 2 It Receives for a Midday Meal Per Child

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<td>A State of the Art Cooking Facility</td>
<td>Naandi builds the central kitchen on government’s land with funds it raises from corporates, institutions and individuals.</td>
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<tr>
<td>Superfast Kitchen Operationalisation</td>
<td>Once governments provide the necessary support – Naandi operationalises its kitchens within 90 days.</td>
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| Guaranteed Nutrition and Fortification     | • 450 calories + 12 gms protein is guaranteed and periodically certified by third-party assessments.  
• Forges global alliances to fortify food. Global Alliance for Improved Nutrition (GAIN) is partnering with Naandi to fortify rice, wheat and lentils with iron, zinc and folic acid for children in Rajasthan, Madhya Pradesh and Andhra Pradesh.  
• A fruit, an amla candy (vitamin C enriched) or an egg as an add-on supplements the nutrition of the cooked meal. |
| Zero Risk of Food Contamination            | • Fresh vegetables bought every day.  
• Hands-free, automated cooking and packing of food, in sanitized surroundings. Masalas made in-house.  
• Mechanised washing and cleaning of premises and containers for complete disinfection every day.  
• Weekly pest control checks.  
• Regular inspections by government health officials, and media. |
| Uninterrupted Food Delivery on All School Days | Even when there are delays by the state in settling accounts Naandi takes on the responsibility of securing working capital loans to continue preparing and delivering lunches everyday. |
| Equity and Zero Bias                       | No religious or political biases are allowed to play – given the secular nature of the organisation and its non-political partnerships with over four different state governments. |
| Ultimate Customer Satisfaction             | A complete MIS of meals, teachers’ feedback from schools everyday, and impromptu kitchen and school visits by government food inspectors, media and civil society are sources of feedback to Naandi, which help to improve food delivery and adapt taste of the meals to local preferences. |
| Going the Last Mile, Reaching Out to Remote Places | Naandi has accepted various state governments’ requests to prepare midday meals for children by involving local community in very remote rural and tribal areas — eg. Kotada in Udaipur district in Rajasthan, Kalahandi in Orissa — where children are yet to receive cooked midday meals. |
Naandi’s work impacts livelihoods, drinking water provision, education, and also MDM. In MDM it is focused on urban schools. It’s important to note, that although run professionally, and largely self-financing, MDM’s ultimate goal is to impact learning and nourishment. On this it is doing extremely well, as has been documented by outside audits, and by school officials and parents. Naandi’s urban MDM model is eminently scalable, and can easily be adopted across 50 major cities of India. Of course the challenge to recruit committed and inspired staff for centralised kitchens is not small. Other challenges are to maintain the six sigma standard of quality, punctuality and error free delivery.

The limitation of the centralised approach is that it cannot spread to areas with sparse populations. That's because benefits of centralisation are outweighed by ferrying cost. Another downside of centralisation is the opportunity to involve anganwadi workers, teachers or self-help groups is lost. These are perhaps more relevant in rural schools. There are also circumstances like children of construction workers (even in urban areas), or migrant workers who move with families to work sites, wherein Naandi approach will not apply. Innovative approaches like the bhatta-shala (brick kiln school) of Haryana or ‘charwaha’ schools of Bihar, are more appropriate in such settings. That’s why the MDM mission finds a variety of expression in different parts of the country.

But in dense urban settings, it is clear that Naandi has discovered and demonstrated the cheapest way of converting Rs 2 into a smile every day for the child.

Dr Ajit Ranade is presently, Chief Economic Advisor of the Aditya Birla Group of companies. He has a career that has spanned academic, corporate and development sectors. This is borne out as much from his stint as faculty at the Indira Gandhi Institute of Development, an RBI-supported deemed university, as from his tenure as Chief Economist and Head of Micro Finance Business at ABN AMRO Bank.

He has undertaken academic and corporate assignments including teaching in universities in India and the US. He has served on various committees of the Reserve Bank of India and most recently in the Committee for Fuller Capital Account Convertibility.

He is a member of the Board of India Today Economists, chairs the CII West Zone Sub Committee on Economic Affairs and Research Advisory Panel of the Indian Institute of Banking and Finance. Dr Ranade, with a B. Tech in Electrical Engineering, is a member of IIT Mumbai’s Advisory Council and also the Senate.

He contributes regularly to mainstream and financial dailies, and periodicals such as Mumbai Mirror, The Economic Times and The Week.
Rice is steam-cooked at 120 degrees centigrade at the central kitchens. Steam cooking is faster and ensures maximum hygiene. Equipment featured are foodgrade stainless steel containers at the central kitchen, Uppal, Hyderabad, Andhra Pradesh.
Fresh vegetables bought at dawn everyday are soaked in potassium permanganate to clean them, and are thoroughly rinsed before they are cut and prepared for curries. Shot at the midday meal kitchen in Udaipur, Rajasthan.
Rotis are also served with rice for children in northern India. Rotis are made on a mechanised machine @10,000 per hour and packed in insulated containers so children get to eat them hot with their curries. Shot at the central kitchen, Udaipur, Rajasthan.
As a nutritional add-on Naandi raises funds to supply boiled eggs to schoolchildren twice a week. The eggs are distributed in their shells to the schools. Shot at the central kitchen, Uppal, Hyderabad, Andhra Pradesh.
OUR PARTNERS

- State governments of Andhra Pradesh, Rajasthan, Madhya Pradesh and Orissa
- Union Bank of India
- Global Alliance for Improved Nutrition (GAIN)
- UMDS Pvt Ltd
- PB EXIM Pvt Ltd
- Siva Balaji Stone Suppliers
- Mewar Chambers Development Trust
- Stone on Net Pvt Ltd
- Mahindra & Mahindra Ltd
- Deve Trust
- Bakthe Sreeram Nivas Dharam Trust
- Hindustan Zinc Pvt Ltd
- DCM Shriram Consolidated Ltd
- RK Patni Charitable Trust
- Aditya Cements
- Rajasthan State Mines and Minerals
- Wadi Sakif Group of Companies, Kuwait
- Singhal Foundation
- Hindustan Petroleum Corporation Ltd
- Bohra Community
- Individual donors
PARTNERS SPEAK

“Coming to school everyday means a lot to me. Because, apart from learning and playing with friends, I get to eat good food until my stomach is full. I eat as much as possible because the food we get at school is more delicious than what is cooked at home.”
RATAN LAL BHEEL, std VI, UPPER PRIMARY SCHOOL DAMAKHER, KAPASAN VILLAGE CHITTORGARH DISTRICT, RAJASTHAN

“When I joined school last year, I couldn’t win the running competition. The teacher told me I was weak. I started eating the midday meal and see, I am strong enough. I get to eat biscuits and eggs and that’s what gives me strength. I’m going to win the running competition this year.”
UZAZ HASAN, std III, MADRASA SAMEER MODERN SCHOOL RANGDA BLOCK, BHOPAL DISTRICT, MADHYA PRADESH

“Naandi’s Midday Meal does not just mean providing dal, roti and rice. What’s interesting is the menu composition and the attention given to ensure that every single meal provides the requisite 450 calories per child.”
ANIL KUMAR SOMANI, TEACHER, GOVERNMENT PRIMARY SCHOOL KAPASAN VILLAGE, CHITTORGARH DISTRICT, RAJASTHAN

“I am very satisfied with the quality of the noon meal. Food containers are clean and the supply reaches on time. I’d encourage my own children to have this lunch if given a chance.”
P. J. K. VANAJA, HEADMISTRESS, G. U. M. C. ELEMENTARY SCHOOL ATCHIYAMAPETA VILLAGE, VISAKHAPATNAM DISTRICT, ANDHRA PRADESH

“GAIN is proud to work with Naandi Foundation in its fight against malnutrition. Their passion to improve the life of marginalised communities is matched by their professionalism in building effective partnerships that deliver tangible impact.”
COL RANJAN SANKAR, REGIONAL REPRESENTATIVE IN SOUTH ASIA GLOBAL ALLIANCE FOR IMPROVED NUTRITION (GAIN)

“Naandi works with a difference and has made it possible to sustain the programme. By establishing confidence among parents, it had brought in a significant increase in school enrollment.”
R V CHANDRAVADAN (IAS), COLLECTOR & DISTRICT MAGISTRATE, HYDERABAD DISTRICT (MAY 2006 – MARCH 2008), ANDHRA PRADESH

“Inspiring to see how much thought and care goes into preparing meals for our children.”
COOMI KOHLI, CONTRIBUTING EDITOR INDIAN EXPRESS, NEW DELHI

“We are impressed with the robust distribution mechanism from the central kitchen in Visakhapatnam to 110 schools on a daily basis. It’s quite a task to cook for such an enormous number in the first place. And to think of supplying meals before noon requires great amount of planning and implementation. Naandi proves that it can do this so well with every new kitchen they set up.”
VIMALA KUMARI, SUPERVISOR OF SCHOOLS, GREATER VISAKHAPATNAM MUNICIPAL CORPORATION, VISAKHAPATNAM DISTRICT, ANDHRA PRADESH

“I can see my child improving his height and weight. He looks healthy and is quite active at school. Last year, he was poor at studies and wasn’t interested in any cultural or literary activities. But this year, now that his health is improving, he seems energetic and is showing interest in studies too. I am sure he’ll score first marks in his class this year.”
LAXMI, MOTHER OF SAIKUMAR, std I GOVERNMENT PRIMARY SCHOOL SOMAJIGUDA AMEERPET MANDAL, HYDERABAD ANDHRA PRADESH
Safe drinking water for all

2 million water users and counting

Breaking all logistical, financial and political barriers to bring safe drinking water to rural households across India.

Preetam Singh, Sarpanch, Bihnder village, Gidderbaha tehsil, Punjab, is one of the first customers of Naandi’s safe drinking water programme in the state.
A pitcherful of poison: India's water

Caution! That drop could be toxic. In a list of 122 nations rated on quality of potable water, India ranks a lowly 120. And although India has 4% of the world's water, studies show average availability is shrinking steadily. It's estimated that by 2050, India will become a water-stressed nation.

The Constitution makes it the State's duty to provide potable water to its citizens — a mandate that remains on paper for many folks in 21st century India. Nearly 90% of villages still do not have any source of protected drinking water, say experts. Government officials paint a different picture though. According to the 2011 census, 68.2% households have access to safe drinking water. The Department of Drinking Water Supply estimates that 44% of rural habitations and 60% urban households have access to drinking water. But experts point out that these are

140-plus gazetted rivers have water fit to drink — is a major problem in many areas.

ELIXIR OF LIFE?
No wonder 37.7 million people — over 75% of whom are children — are afflicted by waterborne diseases every year. Overdependence on groundwater has brought in contaminants, fluoride being one of them. Nearly 60 million people in 26 Indian states are at risk because of excessive fluoride in their water, say experts. "While the permissible limit of fluoride in water is 1 mg per litre, in states like Haryana it's as high as 68 mg in some places. Delhi water, too, has 32 mg. But the worst hit are Rajasthan, Gujarat and Andhra Pradesh," says Dr A K Shambharkar, director, Fluorosis Research and Rural Development Foundation. Nearly six million children below 14 now suffer from dental, skeletal and non-skeletal fluorosis. "In Jharia district, for example, bone deformities are common among children," says Gayatri Parihar of Vasudha Vikas Sansthan, an NGO working in the area.

Arsenic is the other big killer lurking in ground water putting at risk nearly 10 million people. The skin rashes, some have lost their limbs. Many are dying a slow death due to arsenic-induced cancer.

High nitrate content in water is another serious concern. Fertilisers, septic tanks, sewage tanks etc are the main sources of nitrate contamination. The ground water in MP UR Punjab, Haryana, Delhi, Karnataka and Tamil Nadu has shown traces of nitrates. "In Bangalore, for example, the nitrate content in poorly developed areas is even higher," says T N

Water and India's Constitution

Water has to be given an important place in the Constitution to guide and empower the legislature, the judiciary, and the executive to regulate its use.

T N Narasimhan

There is a water crisis in India. India's poor lack elementary supplies of clean water for drinking and sanitation. The country's urban and industrial water needs are escalating. Its agriculture is severely vulnerable to the vagaries of the climate. Many believe large-scale technological actions such as interlinking of rivers are necessary to help in homogenising water availability throughout the country. Others believe harvesting rainwater and taking control of it locally is the desired solution. Public interest groups and non-governmental organisations strive for equitable distribution of water among all segments of society, and for protecting the environment and the biological habitat for future generations. Amid all this, a coherent national water policy does not exist.

What might be the reason for this absence of a national water policy? The answer lies perhaps in the nation's Constitution.

When India became independent, a Constitutional Assembly was immediately formed to assemble a set of philosophical principles to guide self-government. Meaningful self-governance was deemed not possible without a philosophical foundation. Here, India was inspired by the written Constitution of the United States. Just as the U.S., India too had rid itself of oppressive political tyranny as a prelude to independence. Consequently, India's Constitution, just as the American Constitution, devoted attention to asserting the rights of citizens. The third Freedom to

PRECIOUS RESOURCE: Long queues for drinking water are a common sight in many cities, especially during summer
Children dying for a glass of water

The rich countries must act to clean up dirty water and improve sanitation now killing more than a million kids a year.

Kevin Watkins

Nobody reading this started the day with a 3 km hike to collect the family's daily water supply from a stream. None of us will suffer the indignity of using a plastic bag for a toilet. And our children do not die for want of a glass of clean water.

Perhaps that is why we have such a narrowminded global economy. 2.6 billion people still have no access to even the most rudimentary latrine. Over one billion have no source of drinking water.

In Britain, the average person uses 160 litres of clean water each day. In rural Mozambique or Ethiopia, people use what women and young girls must carry back from river and lakes: around 5-10 litres a day for domestic water to well-off customers, but seldom reach the poor. Many slum dwellers face a choice between buying water from highcost private traders or taking a long trip to the nearest stream.

Meeting the United Nations' millennium development goal of halving the proportion of the world without access to clean water would cost $4 billion a year for 10 years. That minimum amount alone will raise the asset price of Senegal and Manila's public water supply may be out of reach of many poor.

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If you like, you can extend access to water to small surcharges or water tariffs. But making sure that social welfare is not scarced by poor many countries...
After Andhra Pradesh, Naandi brought its Safe Drinking Water offering to Punjab and into homes such as Ranjit Kaur’s in the Gidderbaha tehsil, Punjab. The programme has recently expanded to the villages of Haryana and Rajasthan.
Investments in safe drinking water have far-reaching fallouts for better health of communities and lighter domestic chores for women. Naandi Foundation has evolved a unique model of providing access to safe drinking water through decentralised treatment of locally available water sources. An affordable user fee (10 paisa per litre), consistent quality and an efficient system for provision of water have established Naandi Foundation as a reliable and user-sensitive agency in rural communities.

Because Naandi is responding to a deeply felt need, it has inspired in communities a willingness to pay for the management of services rendered. In fact, there has been a spurt in demand for extending the outreach of the programme. This has been reinforced through perceptible health impacts of consuming 'Naandi water' and marked role reversals between men and women. Fetching water from Naandi plants has acquired a social aura and prestige that attracts men to take on the job much to the relief of women!
Water deprivation of the poorest is a widely recognised phenomenon all over the world. It is estimated that over 1 billion people across the world do not have access to safe drinking water; although as a basic human need it is an integral constituent of the right to life. Reducing this number by half by 2015 is one of the United Nations’ Millennium Development Goals (MDGs) to which India remains committed.

**WATER QUALITY AND ITS EFFECTS: THE GRIM PICTURE**

The Human Development Report of the United Nations Development Programme (UNDP), 2006 says that it is indeed a tragedy that in a prosperous 21st century, 2 million children across the world die every year for lack of access to clean drinking water. Almost 1.8 million people die every year from diarrhoeal diseases (including cholera) of these about 90 per cent are children under 5, and that to mostly in developing countries. Eighty eight per cent of these disease incidents are attributed to unsafe water supply, inadequate sanitation and hygiene. In India, we have about 450,000 diarrhoea deaths every year - the highest in the world. In 217,000 habitations the drinking water is affected with quality problems arising out of the presence of excess arsenic, fluoride, nitrate, iron and salinity.

According to a World Bank estimate in Punjab for instance, some 30 per cent of the villages still do not have access to basic drinking water service. The remaining 70 per cent villages do have piped water systems made available through the public sector but many of these are characterised by poor operations and maintenance. As a result about 60 per cent of the households in Punjab are forced to be dependent on unsafe private drinking water sources with hazardous consequences (see box 1). A similar study for Andhra Pradesh concludes that up to 15 million people in rural areas are using water obtained from unsafe sources. Of these nearly 7 million rely on sources that are dangerously contaminated.

Bacterial contamination presents the highest and most immediate health risk affecting 85 per cent of those relying on most dangerously contaminated water. This is followed by exposure to excess nitrate linked contamination, which causes life threatening blood disorders in 125,000 infants, and excess fluoride leads to 400,000 people getting affected by fluorosis. This raises serious concerns about adequacy and sustainability of current interventions.

**REVERSING THE TREND: SOLUTIONS THAT WORK**

In view of the alarming situation, there exists a strong case for investing in the provision of Safe Drinking Water (SDW). This would stop, retard and reverse unnecessary health risks, medical expenditures, debilities and fatalities for a
BOX 2

PUBLIC VS. PRIVATE SECTOR –
THE MIDDLE PATH

Until the late 1980s, the supply of water in the vast majority of
developing countries was entrusted
to public companies. But these
companies failed to make the
infrastructural investments required
to provide water services to all
especially neglecting the poorer
regions and neighbourhoods. Even
areas that were connected to
public water supplies suffered from
unreliable service, an indication that
maintenance was also insufficient.

By the early 1990s, reforms
involving commercialisation of
water services — the application
of principles of cost recovery and
profit maximisation — and private
sector participation were being
proposed as a way to increase
investment in water delivery
networks, improve access for all
sectors of the population and
reduce the burden of public services
on government finances.

But the commercialisation and
privatisation of water services
are controversial as they lead
to increase in water fee, which
is predictably unpopular and
users have voiced their concerns,
sometimes violently, often bringing
reforms to a halt.

The study recommends that
social policies relating to water
supply (such as increasing block
tariffs, fixing lifeline consumption,
cross-subsidies and a ban on
disconnection) should not be
ignored when reforming the
water sector.

Study by United Nations Research
Institute for Social Development²

large percentage of the population. It has been
estimated, for instance, that improved quality
of water supply reduces diarrhoeal morbidity by
6 - 25 per cent, if severe outcomes are included.
Hygiene interventions including hygiene
education and promotion of hand washing can
lead to reduction of diarrhoea cases by up to
45 per cent. Improvements in drinking water
quality through household water treatment
such as chlorination at a point of use, can lead to
a reduction of diarrhoeal episodes by between
35-39 per cent.³ And an integrated approach of
providing water, sanitation and hygiene reduces
the number of deaths caused by diarrhoeal
diseases by an average of 65 per cent.⁴

The basic malaise however is not one of
insufficient availability of raw water. As noted
by UNDP, in a report released on November 9,
2006, “The scarcity at the heart of the global
water crisis is rooted in power, poverty and
equality not in physical availability... The
problem is that some people — notably the
poor — are systematically excluded from access
by their poverty, by their limited legal rights or
by public policies.”

Problems of access to drinking water are two
fold, lack of potable quality, and insufficient
quantity. According to a Unicef Report access to
‘improved’ water source has increased over the
years in India from 68 per cent in 1970s to 84
per cent of population in 2001. It appears thus
that India has been on a fast track to meet the
MDGs. However, despite five decades of planning
and prioritisation of SDW through Five Year
Plans, launch of various reforms, missions and
programmes. There are still a large number of ‘no
source’ habitations in the country.

Purely public or private agency driven
approaches have proven to be incapable of
addressing the twin challenges of equity
and managerial (technological and financial)
efficiency (see box 2). Too much of the policy
discussion on water delivery has been dominated
by a dead-end debate on privatisation versus
state ownership. This, it has been argued, is a
false choice: there are a wide range of rational
financial and policy approaches for securing
SDW supplies, most of which rely on some
combination of public and private
sector involvement.

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INVOLVEMENT.
Naandi Foundation's strategy for supplying SDW to rural communities is a practical demonstration of public-private partnerships. Through a successfully achieved collaboration with public, private and community constituencies, the organisation seeks to respond precisely to this globally experienced challenge of providing SDW to all.

It focuses on creating a network of stakeholders who, in a sustainable institutional model, provide safe and affordable drinking water. As part of this Naandi focuses on partnering with state governments, political representatives, and local communities in conjunction with appropriate technology providers.

As per the 73rd and 74th constitutional amendments, the subject of SDW became a mandate of local governments. With constitutional devolution of powers, panchayats were now entirely responsible for management, implementation, operation and maintenance of SDW initiatives.

However, the panchayats failed in creating any ground level results. The unattended technological, administrative and financial gaps handicapped all quality control efforts. Further, failure to integrate drinking water needs with irrigation water demands also affected the sustainability of the SDW initiatives.

In the light of the above impasse, Naandi Foundation's model acquires significance as a way to overcome the blocks and allow provision of SDW to all, in a sustainable and equitable manner. The mode of combining public, private and community contributions to create a purification plant that provides SDW at an affordable user fee, and exploring modalities of access to this water by poorest of the poor (PoP) has been the innovative feature of Naandi's strategy. Following are the typical components of the Naandi strategy that seem to be standing tall under the sustainability scanner.

### The Community and State as Partners

The model adheres to the spirit of community partnership. And involves dialogues at every level beginning with concerned state officials and elected representatives of the area/region right down to villagers and their panchayats to create their stake in the proposed drinking water schemes. In view of the widely acknowledged and weak capacity of existing systems for ensuring SDW supply, suggestions made by Naandi for effective delivery of SDW often come as a boon.

In this model water being a public resource continues to be the mandate of the panchayats. This underlines Naandi's intent and clarifies its role to serve only as the facilitator and manager of the treatment of the water, and access to it by the user community. Such an entry point sets the stage for cooperation and support from state governments, ranging from financial support (for capital investment as in the case of the governments of Punjab and Haryana) to facilitation of cost sharing (as in the case of Andhra Pradesh). Integration of a non-government initiative like Naandi's with constitutionally mandated structures like the panchayats bestow an element of legitimacy on Naandi's intervention by recognising and accepting it as a public programme.

Identification of villages for establishing the treatment plant is undertaken in consultation with the government departments where immediate provision of SDW is a priority and where the likelihood of social response is high. While the process of technical commissioning of the SDW facility is underway, local communities are mobilised and sensitised to the hazards of using contaminated water. Thus, the utility of the new project in this regard is highlighted. Campaigns of behavioral change for better health and hygiene further reinforce this message. Simultaneously, commitments from panchayats are obtained about their role and contribution towards running the project.

Typically, the panchayat identifies land appropriate for setting up the water purification plant and this decision is taken at a public meeting so the project is not driven by any hidden political agendas of the panchayat. Public forums are also preferred to share with
the community all programme details for complete transparency.

- MOBILISING PUBLIC, INSTITUTIONAL AND PHILANTHROPIC RESOURCES
Once surveys determine the kind of a water treatment plant a village requires, resources to set it up are sourced from any or a combination of some of the following: the government (as in Punjab, Haryana, Rajasthan), from the panchayat's resources, individual donors within and outside villages, national and international civil society institutions, village cooperative societies, the Member of Parliament Local Area Development Scheme (MPLADS) or loans that Naandi secures with the assurance of paying them back from the user fee collected.

For example, in view of its acute fluoride contamination, the villagers of Kacharam, in Nalgonda district of Andhra Pradesh contributed ₹150,000 from their Milk Cooperative Society to set up a water purification plant. Villagers are now looking forward to getting their cows hooked on to SDW for better health of their milk cooperative!

- APPROPRIATE TECHNOLOGY & CAPACITY BUILDING
This model uses appropriate water purification technology evaluating the nature of each village's water contaminant. Reverse Osmosis (RO) and Ultraviolet (UV) technology sourced through Tata Projects Limited and WaterHealth International, USA respectively are presently being used. RO is used for areas that have high levels of total dissolved solids (TDS) in their groundwater. And UV is used where there is a high degree of bacteriological contamination in the surface water sources.

Exploring technical partnership options with companies remains a constant effort. And benefits and limitations of the technology for areas with diverse forms of water contamination is factored in before finalising on a partner.

To build local capacities and to further the feeling of ownership, members from the community are trained on operations and maintenance of the plant and employed to take care of it. They together with Naandi and the technology partners take on the responsibility of ensuring that the plant never goes defunct.

- UNCOMPROMISED WATER QUALITY
Central to Naandi's contribution towards establishing reliable SDW systems is ensuring constant monitoring of water quality being supplied to users, and at the same time integrating quality control as an essential element of the overall strategy.

Water quality is tested at regular intervals for raw water, for treated water, and for water that emerges as waste from the use of RO technology and for waste water that collects in outlets that receive reject water. Quality of the treated water adheres to WHO guidelines and this is ascertained by sending treated water samples to accredited laboratories for testing. These results are regularly displayed for the benefit of all water users. Any deviation from expected quality is immediately acted upon either locally or through inputs from technical partners through an established hotline.

Maintenance of water quality remains the litmus test of Naandi's strategy and claims to deliver what is promised. This is in contrast to typical experiences in the water sector where promises have been broken more often than honoured and where innovative explanations for failure have substituted delivery of service.

In view of the shared capital costs and community ownership status, the plants retain their independence from the risk of being appropriated by any private or other non-government agency, thus ensuring local control. At the same time by managing and monitoring the working of the plants in a sustainable way, Naandi demonstrates a capacity that is not available at the local level, neither with government departments nor with the panchayats. It is this complementary collaboration between private sector technology partners, a non-government organisation, government agencies and the user community — enabled and formalised by Naandi — that works towards institutionalising a governance structure to ensure sustainability.
**MATRIX OF ROLES AND RESPONSIBILITIES**

**THE STATE GOVERNMENT**
- Commits its will and resources through formal MoUs to participate in this effort.
- Monitors the quality of the service and its delivery through its bureaucracy.

**NAANDI**
- Facilitates the construction and installation of the plants.
- Sets up the technological, financial and institutional management systems of treating the contaminated water and making SDW available to the community at an extremely cost effective and equitable user fee.
- Keeps the plant and equipment in optimum working order to ensure faultless service.
- Takes on the education and behaviour change communication to encourage communities to adopt hygienic practices and a healthier lifestyle.

**THE PANCHAYAT**
- Commits its support on a long-term basis to the project prior to grounding the SDW plants.
- Contributes to the costs of setting up the plant.
- Retains the guardianship of the land, building, plant, electricity connection & raw water source.
- Monitors the quality of water and the service delivered to the community.

**WHY THIS MODEL CAN SUCCEED WHERE OTHERS HAVE FAILED**

**DEMOCRATIC INSTITUTION & GOVERNANCE**
This is a decentralised and democratic institutional arrangement. And has built into it a robust and transparent matrix of roles and responsibilities for each stakeholder – the panchayat, Naandi and the government machinery (see box above).

None of the stakeholders in this model can afford to default on their commitments and neither one is able to monopolise, avoiding a situation that has been the Achilles heel of purely publicly, politically or privately managed systems. (see box 3). In this sense the SDW model comes closest to instituting democratic governance that provides for an inbuilt regulation of private agencies in an important sector such as water that surely cannot be subjected to dictates of profitability in the name of economic viability.

Perpetuation of this interlocking governance structure is critical for institutional sustainability of the model. While official legitimacy is necessary, insulating routine operations and maintenance from interference by local politics is equally critical for sustaining managerial autonomy to guarantee product quality and equitable outreach. Issues of access to water by PoP — who might not be in a position to afford even the minimum of Rs 45 to 60 per month for water — does however remain a major challenge.

**PROFESSIONAL SERVICE DELIVERY**
Another unique feature of this model is its delivery system and a commitment to uninterrupted water supply.
LIMITATIONS OF EXISTING WATER SYSTEMS

Supply of water through public systems in the area has been found to be contaminated with dangerously high levels of fluoride in Nalgonda district of Andhra Pradesh and with bacteriological, biological and high TDS in drinking water in Gidderbaha tehsil in Muktsar district, Punjab. For this, users were charged a monthly water tax of Rs 80 per household. Purely private initiatives for selling water have been found to be of dubious quality and charge exorbitant prices without accounting for those who cannot afford it. Gram Panchayats typically do not have capacity for the 3 Fs- Funds, Functions and Functionaries to handle such systems. Individual ownership of various private purification technologies (which are mostly domestic / household based) were also found to be increasingly having lesser acceptance by the user on account of various operational and maintenance requirements needed by such devices. In view of this and alternative to sourcing treated drinking water, centralised community-based plants have been a welcome change for such users.

The plants have robust storage facilities for storing raw water as well as treated water to maintain continuity in supply even in case of electricity failure, an eventuality that happens with religious regularity. An operator claimed that only two days of continuous interruption in electricity supply would cause the system to suspend the service, while minor fluctuations do not disrupt water supply during stipulated timings.

The community uses water cans as prescribed and are discouraged to use any other vessels for ensuring uniformity in off take. This ensures propagating a brand value, maintenance of basic hygienic standards and lends status and prestige to access of 'superior' water in the wider community. Also, every water plant keeps complete details of its water users and water usage through a robust MIS to ensure regular follow-ups, consumer feedback and also guards against unrealistic surges of water purchase to prevent misuse of water available at low rates. Making the programme responsive to customer needs by incorporating experiential learning from the plants is another way service delivery is made more user-friendly and relevant.

For instance, recently constructed plants have raised the height of water collection taps and provided a platform so that people don't have to bend down to collect the water cans, which was found to be rather uncomfortable in earlier plants. This sensitivity to user community has contributed to developing very cordial and personalised relations with them which is a goodwill capital that can never be over-rated. Confidence and goodwill of the users, in Naandi's case, have been going a long way to extend the outreach of the model and generating valuable ideas for constant improvement of service.

REVERSAL IN GENDER ROLES

A marked change has been noticed in gender roles. While traditionally the water fetching activity has been a woman's responsibility, a large number of those who come to fetch water from the Naandi SDW plants are male members (see box 4 next page).

This is largely because the water cans have been designed for the convenience of carrying on shoulders or on bicycles and a lot of incremental innovations have been carried out in the design after Naandi's first introduction in response to problems experienced and feedback from users.

THE PLANT AS A HUB OF CHANGE

The SDW plant is emerging as a central location, a nodal point for a communication network in the village as people aspire to visit it at least

RECENTLY CONSTRUCTED PLANTS HAVE RAISED THE HEIGHT OF WATER COLLECTION TAPS AND PROVIDED A PLATFORM SO THAT PEOPLE DON'T HAVE TO BEND DOWN TO COLLECT THE WATER CANS—THIS WAS FOUND TO BE RATHER UNCOMFORTABLE IN EARLIER PLANTS. THIS SENSITIVITY TO USER COMMUNITY HAS CONTRIBUTED TO DEVELOPING VERY CORDIAL AND PERSONALISED RELATIONS WITH THEM, WHICH IS A GOODWILL CAPITAL THAT CAN NEVER BE OVER-RATED.
once a day. This can be cultivated as a social platform for disseminating messages of common concern on a wide range of issues and for social enterprise purposes. As such, it can contribute to more effective implementation of development programmes at the local level. Such external fallouts of Naandi’s intervention generate positive synergies that go far beyond the water sector.

**CHALLENGES: ENSURING EQUITY & WATER AVAILABILITY**

In the quest to provide SDW for all, Naandi has traversed far on the road realising economic viability as well as effective decentralisation on technological, institutional and functional fronts. With over 350 operational water purification plants and 500 more in various stages of construction across the states of AP, Punjab, Haryana and Rajasthan the Safe Water Division within Naandi has grown from a single plant with 5,000 water users to 350 (including to be shortly commissioned) plants in 2008 reaching out to more than 2 million water users.

However, considerable ground needs to be covered. Foremost among the challenges — that distinguishes the Naandi model from the typically encountered models of water privatisation — is the inclusion of POP households within the fold of its service.

In spite of offering a price of water that is lower than that provided through the Rural Water Supply, the poorest 5-10 per cent of households are unable to avail of the service. Many are women headed households, some migrate to work on daily or seasonal basis leaving behind invalid, old or unproductive members of the family. Since Naandi’s object is not to sell water but to make it accessible to all, their exclusion from such a basic facility raises issues of designing various forms of cross subsidies targeted specifically on such households. Coexistence of freebies along with paid water however, can create problems as all would like to avail of concessions. Possible ways out, for instance, could be to seek labour payments for common village work in exchange for the basic lifeline of water. Bottom line is that no household should be denied water for want of payment.

Secondly, regulation of water access by all and prevention of its monopoly by few of those who can well afford the low priced water. For instance, members of the community who are well endowed with liquid resources should not be in a position to ‘buy’ excessive stock of ‘good water’ that may deprive others of their daily allowance, which is critical for their sustenance. Volumetric rationing in addition to price regulation in such a situation would be necessary to ensure equitable access. Ensuring that everyone gets a minimum supply on a daily basis even during periods of scarcity will remain a continuous challenge as there will be a tendency for resource appropriation by the locally influential sections of the community. This is where Naandi’s position as an external

**BOX 4**

**ROLE REVERSALS – RELIEF TO WOMEN**

An amazing transformation is being witnessed in the Naandi SDW villages. In contrast to typical pictures of rural women with pitchers on their head traveling long distances to fetch water you notice mostly men and young boys coming on their bicycles to collect water from the Naandi SDW plant.

**A REGULAR SIGHT IN BOMMINAMPADU (AP) AND BHATINDA (PUNJAB)**

The process of going to a hi-tech center with well-maintained premises has acquired a certain social prestige and glamour. The male population in the village has been quick to appropriate this new domain of water collection actively. This has released the female population of a highly arduous and regular domestic chore of fetching water. Though an indirect outcome of Naandi’s strategy, this realignment of gender roles brings strong learnings for the community of development practitioners at large.
agency can enable it to force a certain discipline in water access over the ruling financial supremacy of the few.

Thirdly, misusing treated water meant for providing aqua-security for domestic consumption of local inhabitants for commercial, industrial or other purpose. Cases of reselling of Naandi water in neighbouring markets was discovered and checked. Constant vigilance over sudden increase by individual user or such strange behaviour pattern needs to be maintained.

Fourthly, handling the reject water from RO plants that has a high concentration of contaminants is a major technological challenge that requires more concerted efforts. These effluents are at present being let out into any available channel: a drain, or a pond. Such a disposal is not sustainable and it might increase levels of contamination at some other point in the environment. Further expert consultation is required to look into the issue. Arrangements for meeting the needs of migratory population through designing flexible payment patterns, lower minimum payment required, sharing of cards by families etc. could be explored to overcome the needs of such a user group.

The model works on the assumption of available source of raw water. In the event of possible scarcity of availability — and the constraints this may play on sustainability of the service — it is necessary to look into backward linkages of sustaining the water source through conservation measures such as groundwater recharge, rain water harvesting and recharge and rehabilitation of water bodies by preventing discharge of village sewerage into fresh water ponds. This calls for an 'Integrated Water Resource Management' approach to manage village water sources and create awareness in local communities and decision making bodies for timely action.

The above notwithstanding, Naandi surges ahead with the confidence of what it has accomplished with humility to learn from the pitfalls and with a constant struggle to face the stream of challenges that strengthen its resolve to scale greater heights and one day ensure that every Indian village drinks safe drinking water.

Dr. Jasveen Jairath has been engaged with research, advocacy, networking and capacity building in the water sector through her tenures at government and non-government organisations. Through her specific field studies in Punjab, Maharashtra and Andhra Pradesh she has highlighted the social context of water to question technocratic and reductionist interpretations of the mainstream water discourse.

She is an Electrical Engineer with a Masters in Political Economy from the New School for Social Research, New York and a Ph D from the Centre for Economics Studies and Planning, JNU, Delhi. Her critical interventions in policy debates on large dams, droughts and institutional reforms have been adopted in experimental water projects on governance of urban water and sanitation systems in Madhya Pradesh.

Networking in the water sector she has helped initiate and establish Capacity Building Networks in South Asia (Cap-net) as part of a global UNDP promoted initiative for promoting Integrated Water Resource Management. She was the Founder & Regional Coordinator of Capnet South Asia for its first four years. An active member of Global Water Partnerships at the regional level, she has been on the Board of Governors of the World Water Council. At present she operates as an independent consultant and researcher–advocate. She has consulted for the World Bank, NORAD, ADB, and Unicef with a focus on the politics of water practice and policy.
Interior of a Safe Drinking Water Centre. Shown here is the Reverse Osmosis equipment from Tata Projects Limited that reduces high levels of total dissolved solids in water making it safe for drinking.
Safe Drinking Water Centres usually run from 6 am to 11 am and from 4 pm to 8 pm everyday.
Many families are using Safe Drinking Water for cooking too as it reduces the amount of time it takes to cook lentile and vegetables. Shot at Cagillaapur village, Nalgonda district, Andhra Pradesh.
For hundreds of housewives such as Amanjeet Kaur, Kauni village, Gidderbaha tehsil, Punjab, the Safe Drinking Water Can symbolises an assurance of clean drinking water for their families that is here to stay.
Top & Right

Home delivery comes to the rescue of all those, especially senior citizens, who can’t commute daily to fetch their can. Pre-paid water coupons keep a day-to-day record of water used by each household.

Every family has found its own preferred mode of bringing its Safe Drinking Water Can home.
Programme statistics

OUR PARTNERS

- State governments of Andhra Pradesh, Punjab and Haryana
- WaterHealth International
- Tata Projects Limited
- Rural Water & Sanitation Department (GoAP)
- FRANK Water Projects, UK
- Gram Panchayats
- Global Partnership on Output-Based Aid (GPOBA – administered by World Bank)
- American Association of Physicians of Indian Origin Charitable Foundation (AAPICF)
- Andhra Pradesh Medical Graduates in USA (APMGUSA)
- Global Giving
- Unicef
- Panchayat Raj Department (GoAP)
- Members of Legislative Assembly (MLAs)
- Members of Parliament (MPs)
- Several individuals

NUMBER OF WATER PLANTS

Total: 303
"Installing a Reverse Osmosis system at home is too expensive. And because there's a high level of TDS in the water, the system has to be serviced frequently, this means we have to spend more over and above the capital cost of Rs 10,000 on equipment. It's a lot cheaper to source water from Naandi's safe water plant at just about Rs 2 for 20 litres a day."

SANDEEP KUMAR SONI, FARMER
KOTLI ABU VILLAGE, MUKTAR DISTRICT, PUNJAB

"The drinking water situation in Kacharam has changed from that of a fluoride affected village to a village with abundant clean and safe drinking water. Your safe water is now a household name."

K KONDALA REDDY, FARMER
KACHARAM VILLAGE, NALGONDA DISTRICT
ANDHRA PRADESH

"Last year, numerous cases of diarrhoea and skin diseases were reported in our hospital. Children below 9 years and women were most vulnerable. But now the situation has improved. 90 per cent of such cases have reduced, thanks to your Safe Drinking Water (SDW) project. Now I advise all my patients to drink water from the SDW plant only."

Y CHAMUNDESWARI DEVI, MBBS, MEDICAL OFFICER
GOVERNMENT MATERNITY HOSPITAL, KRISHNA DISTRICT, ANDHRA PRADESH

"Tata Projects' team feels proud and honoured to be serving people of rural India together with Naandi Foundation and state governments. We assure you of ensuring quality safe drinking water to the rural community, especially the poor."

A K MISHRA, EXECUTIVE DIRECTOR & CHIEF OPERATING OFFICER
TATA PROJECTS LIMITED

"Visiting Naandi's SDW centre at Kacharam in March 2008 was the highlight of our India study tour. We are genuinely impressed with the dedication, professionalism and the committed services offered to the rural community in India."

DERIK UDO, HEAD AND PROFESSOR
INTERNATIONAL CENTER FOR MANAGEMENT LEARNING
FACCHHOCHSCHULE FUR DIE WIRTSCHAFT BERGISCH GLADBACH (FHGW) GERMANY

"Naandi's objective to provide SDW in fluoride affected villages is commendable. The programme is benefiting the state government's attempt to provide safe water in rural areas. When I visited Kacharam village, Nalgonda district, I found that the plant set up with participation from the community has already created awareness among villagers to drink safe water and that they are content drinking fluoride-free water."

PINNAMANENI VENKATESWARA RAO, MINISTER FOR RURAL WATER SUPPLY, GOVERNMENT OF ANDHRA PRADESH

"Naandi Foundation's Community-based Safe Drinking Water project is like a God sent opportunity for Gidderbaha."

SARDAR MANPREET SINGH BADAL, MINISTER OF STATE FOR FINANCE, GOVERNMENT OF PUNJAB

"I sponsored Naandi's Safe Drinking Water plant in my own village in Andhra Pradesh and am very gratified by the results. After considering many alternative partners, I decided on Naandi Foundation because it is professionally managed and demonstrates consistently high standards in its many endeavours. Naandi's involvement will ensure long-term project viability and grass-roots involvement. AAPICF is pleased to partner with Naandi in bringing safe drinking water to rural Gujarat, Rajasthan, Punjab and Andhra Pradesh. We strongly encourage our members and others to sponsor this worthwhile project that will improve the quality of people's lives immeasurably."

JAGAN AILINANI, MANAGING DIRECTOR, AMERICAN ASSOCIATION OF PHYSICIANS OF INDIAN ORIGIN (AAPI), BOARD OF TRUSTEE, AAPI – CHARITABLE FOUNDATION

"FRANK Water Projects is delighted to be working with Naandi, and to have formed such a strong relationship so quickly. We chose to work with you above other NGOs because you are efficient, effective and meet the rigorous transparency standards we expect from our partners. Naandi develops specific, progressive and well organised projects that are fundamental to FRANK's work. FRANK Water Projects prides itself on offering a direct line of sight to our projects so our donors can clearly see where their money is being spent. Our excellent working relationship with Naandi is a vital part of this."

PAUL CROSSLEY, CHAIRMAN
FRANK WATER PROJECTS
India Learns

transforming teaching and learning in government schools

Creating a responsive and interactive learning environment, tools, and all round support so underprivileged girls and boys alike — right from infancy — are nurtured to make a success of their schooling years.

Every child in a government school can learn. This is the premise of our education work. Shot at Government Primary School, Chatrimet, Hyderabad, Andhra Pradesh.
New lessons for rural schools: pay scholarships, lose students

As the UPA completes 3 years, we probe the efficacy of its big-spend programmes

Abhishek Anand
Lucknow, May 21

It had to happen in India and it’s not amusing. Primary school attendance in Uttar Pradesh drops sharply soon after the state government hands out scholarships of Rs 300 a year to students.

The moment students come to know that scholarships are likely to be given soon, the attendance level falls to 90-95%. Once the scholarships are distributed, there is normally a dramatic fall in attendance,” said Usha Singh, headmistress of a primary school in Haipalapur, the Sitapur district’s Khaibarab block. It would be great if the government paid scholarships only towards the end of an academic session and put a condition of minimum attendance for receiving them, she added.

Nevertheless, the Rs 300 a year scholarship to children from all sections of society has definitely seen a decent increase in the enrolment of students in the 6-11 age group in UP schools over the last few years. Interestingly the number of schools, too, has increased considerably.

Earlier, there was just one primary school every 3-1.5 km. Now, there is a school every 1-1.5 km. The dropout rate has also fallen considerably during the last couple of years. “In Lucknow, it was as high as 22%, but now it has dropped to less than 10%,” said Ramendra Tripathi, district magistrate, Lucknow.

Besides the central government’s Sarva Shiksha Abhiyan, for which Rs 10,874 crore have been allocated this year, the higher enrolment and attendance can also be partly attributed to the mid-day meal scheme and free distribution of books. “Free school uniform for girls, free books and the mid-day meal meals have helped,” said Sarat Devi, headmistress of a primary school in Kundan Ganj in the Raebareli district.

The quality of education, however, is not showing any signs of improvement. Also, the student-teacher ratio, despite the appointment of shiksha mitras, remains quite high. Shiksha mitras are teachers appointed on a contractual basis for a maximum of Rs 2,400 a month. Their selection is done by a village education committee on the basis of the average of their educational qualifications and marks obtained at the high school and intermediate levels.

A junior high school in Kundan Ganj has 190 students and only three teachers. Worse, one of them is due to retire soon. Also, the shiksha mitras are not paid regularly. “We do receive payments for all months, but we often do not receive payments for a couple of months and then receive after two months. We get a lumpsum payment,” said a shiksha mitra.

Sarva Shiksha Abhiyan is a state initiative to universalise elementary education for all children in the 6-11 years age group by 2010 through community ownership of the school system.

education, healthcare need greater government investment: Amartya Sen

Indian child suffers from under-nourishment, anaemia

Staff Reporter

KOLKATA: More expansion of the Indian economy will not address the issues relating to the plight of the Indian child who continues to suffer from under-nourishment, anaemia and lack of basic schooling facilities, Nobel Prize-winning economist Amartya Sen said here on Tuesday.

"Income is not negatable but it is only a small contributory factor in the quality of life," Dr. Sen said, as part of a public lecture on 'The Problem of the Indian Child', organised by UNESCO, India and Pratiki (India) Trust.

Stating that the health sector was booming, he said, "I feel that the problem is not only due to lack of funds but is also due to the way the funds are being used."

Schools need to be expanded to meet the growing population of children, he said.

"We have to focus on the quality of education, not just on the quantity," he said.

Also, the decision to increase the number of government schools in rural areas was "a very commendable move," he said.

"It is important to have some government schools in rural areas," he said.

New study: neglected child needs more than money

KOLKATA: In their efforts to feed the hungry and ill health of the child, Indian governments and their agencies are neglecting the need for "cultural and social development" of children, Nobel Prize-winning economist Amartya Sen has said in a lecture here on Tuesday.

"The country is expanding at a rapid rate, but the children are not benefiting from it," he said, while addressing students and teachers at the Indian Institute of Management.

"The government should give more importance to the children's education," he said.

Sen also said that the government should provide more facilities for girls and boys in rural areas.

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"These facilities should not only include schools but also other social and cultural activities," he said.

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Govt carrot and stick for teachers

TOUCHING BASE

Results of the baseline test for 34 districts

<table>
<thead>
<tr>
<th>District</th>
<th>Results (%)</th>
<th>% Failed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allahabad</td>
<td>180,688</td>
<td>14.27</td>
</tr>
<tr>
<td>Jaipur</td>
<td>311,492</td>
<td>34.69</td>
</tr>
<tr>
<td>Mumbai</td>
<td>306,148</td>
<td>31.75</td>
</tr>
<tr>
<td>Nagpur</td>
<td>317,056</td>
<td>30.87</td>
</tr>
<tr>
<td>Patna</td>
<td>305,652</td>
<td>31.60</td>
</tr>
<tr>
<td>Nashik</td>
<td>260,420</td>
<td>31.46</td>
</tr>
<tr>
<td>Pune</td>
<td>298,098</td>
<td>31.69</td>
</tr>
</tbody>
</table>

The state education department has found 3.6 lakhs class 3 students in Maharashtra didn't understand the meaning of the English sentence: "Show me your pencil.

The department has also found that 3.6 lakhs class 3 students couldn't fill in the blanks between '2' and '4' in English.

Simple division like 23/4 in Marathi sum could not be solved by 3.6 lakhs class 3 students.

TESTING TIMES

Teachers, too, will now have to appear for examinations. The state government plans to introduce regular tests for teachers from the next academic session, beginning June 2007. The move comes after the state asked 316 teachers to appear in a class recently. Every school will have at least one full-time English teacher on campus.

The state government has also decided to be away with merit lists for the SSC examinations next year.

State education secretary Sumit Mahfuz on an earlier inspection to a rural school in Mumbai

Punishments in schools to be constructive

Corporates help state govts spruce up schools

Funds aplenty, poor results

By Viplav Agasti

Visakhapatnam, March 12: Massive efforts by the State Government to educate tribals—boys and girls in the North Coastal districts have little to show by way of results, despite liberal injection of funds.

A large number of government and public sector schools reserved for STs, such as jobs for teachers, go as begging on account of paucity of eligible candidates. This is a clear reflection of the fact that few tribal youths in the first placeavail themselves of the courses offered by the ITIs.

Tribal girls fare worse.

It has been found that the dropout rate among girls rises alarmingly from Class V. For every 100 girls enrolling in Class VI, only 75 girls reach Class VII and just 45 to make it to Class X. The percentage is much lower at college level.

Tribal boys fare better, with about 30 per cent studying beyond Intermediate.

Sorry state of tribal education in Agency areas

Institute of Educational Management & Training, the key management training institute in the country under the banner of the Ministry of Human Resources, says "We have found that there were a variety of punishing methods adopted in schools. In some cases, students were humiliated. In some others, they were asked to pay a fine for remaining absent from class. A very common punishment was to ask the student to stand alone in the school yard on the next portal of punishment."

State principal (primary and secondary) Satish Malhotra: "In the light of the fact that high schools were asked to incorporate the punish- dalta, some schools have decided to limit punishments to small essays or short assignments. The idea is to provide a fair but firm approach to discipline.

In States, a number of schools have adopted merit-based admission and promotion systems, which have helped in reducing the dropout rate among tribal students.

In many States, measures have been taken to upgrade the quality of education provided to tribal students. These include providing scholarships, free uniforms, and mid-day meals.

But the overall scenario is still worrying, and much needs to be done to improve the situation.

Corporates have stepped in to help the State governments by providing funding and technical support. Many corporates have set up educational institutions in tribal areas, providing quality education to the children.

Despite these efforts, the dropout rate among tribal students remains high, and much is needed to be done to ensure that every child receives a quality education.

Caring for children

OPPORTUNITY: Education should be of prime concern

Education is the birthright of every child. Yet, in many parts of the world, children who have access to schools do not necessarily benefit from it. The quality of education and the affordability of educational materials are critical factors in determining the success of any educational program.

In the developing world, the education system is often inadequate for the needs of the children. The quality of education is often low, and the availability of educational materials is limited.

Furthermore, the cost of education is often a barrier to many children, particularly those from low-income families.

Despite these challenges, education is a fundamental right and an important tool for personal development and social progress.

In conclusion, education should be a priority in the development agenda. Governments, civil society organizations, and other stakeholders must work together to ensure that every child has access to quality education.

In the words of Nelson Mandela, "Education is the most powerful weapon which you can use to change the world."

Educate and empower children, and together we can build a better world.
Enabling children break barriers to learning

It is Naandi's aspiration to lead initiatives in elementary education that equip Indian children this generation onwards with quality education.
Basic health and a sound education continue to be elusive for the poorest children in the country and these are two of the core issues that Naandi attempts to address through its initiatives for children. The key non-negotiable in Naandi’s child-focused strategies is to work in partnership with governments. It is government institutions, such as schools and hospitals providing free essential services that the poorest and most vulnerable in the country access.

One of the anticipated outcomes of this public-private engagement is to pilot innovations and approaches for child rights in some of the most deprived and difficult regions of the country that can not only be taken to scale within the mainstream, but also demonstrate that qualitative changes can be brought across urban, rural and remote tribal areas as well.
Naandi’s approach to children is part of its wider vision to eliminate poverty that is premised on ensuring vital necessities – safe drinking water, sustainable livelihoods and above all access to quality education. Basic health and a sound education continue to be elusive for the poorest children in the country and these are two of the core issues that Naandi attempts to address.

Children are an attractive and heartwarming constituency to work for: they are trusting, responsive, and above all they provide us the comfort that perhaps our efforts would enable the next generation to negotiate their world on equal terms. It is here that the critical issue arises of what would constitute a relevant and meaningful engagement with the interests of children, especially poor children. Interventions for poor children to make any sustained difference need to address all the dimensions that impinge on them, be it the early crucial years of child development, hunger, resources to overcome gender inequities and above all a school that develops all the capabilities and competencies of a child. In that sense, a true beginning for one’s journey in life stands on the firm ground of good health and an effective education.

**ENERGISING THE MAINSTREAM VS SETTING UP PARALLEL STRUCTURES**

Working with the mainstream is often not an easy task and setting up alternatives is a tempting option that’s well within one’s control where quality and achieving the desired objectives can to some extent be assured. This is one option that Naandi has not exercised, and one of the key non-negotiables of Naandi’s child focused strategies is to work in partnership with the government, as it is government institutions such as the school that the poorest and most vulnerable access. Another dimension of this partnership has been the bold decision to work in some of the most deprived and difficult regions of the country, be it remote tribal areas of Madhya Pradesh, Chhattisgarh and Andhra Pradesh or in the urban slums of Hyderabad, Mumbai and Udaipur.

One of the anticipated outcomes of this engagement with the government is to pilot innovations and approaches for children that could be taken to scale within the mainstream, and to demonstrate that qualitative changes can be brought about even in very remote areas. A word on the scale of the pilots is in order. Innovative pilots are often so small in their reach that taking them to scale in most instances dilutes the basic spirit. As the Naandi pilot initiatives are fairly large to begin with, the probable problems and gaps that one may encounter in going to scale are usually anticipated and addressed within the pilots themselves.

**THE CHILD RIGHTS MANDATE**

Under the broad rubric of its Child Rights mandate Naandi’s education strategies cover the entire gamut of a child’s life: the early years, the families and communities within which she grows, and most importantly the school, a space that dominates a child’s life from the age of 6. Activating the Integrated Child Development Services (ICDS) scheme, addressing hunger through the provision of midday meals, ensuring healthy children through the schoolchild healthcare programme, overcoming gender inequities through the provision of incentives for girls’ education, and above all, addressing the issue of quality education squarely form part of its educational strategies. The strategy is not static but a dynamic and evolving one that is being refined as an understanding of the ground realities deepens.

**FOR THE PRESCHOOL CHILD**

There is a growing recognition that to ensure a meaningful participation of poor children in education, interventions need to address the health and cognitive development dimensions in the preschool years. The National Family Health Survey 2005-06 (NFHS 3) data has pointed to the alarming status of children both in terms of growth and malnutrition indicators. We do not have sufficient research for instance to establish the cumulative impact of deprivation on a child while still in the mother’s womb and subsequent lack of stimulation on cognitive development and learning levels later in life, yet one could make an intuitive linkage between them. In a sense then anyone
working on quality education issues cannot afford to ignore the preschool development and education needs.

India, despite having one of the largest child development programmes in the world, the ICDS, has gaps such as insufficient reach and poor quality and delivery of services that are all too glaring. While the issue of reach is to some extent addressed with the decision of the government to universalise ICDS, there continues, however, to be the problem of assuring the delivery of regular and good quality early childhood care services to marginalised populations as they often live in difficult to access terrains. It is here that the role of organisations such as Naandi gain significance. Naandi has taken on this challenge in some remote and backward tribal and low literacy districts in Madhya Pradesh and Andhra Pradesh and initiated early childhood development interventions. The involvement includes building the capacities of existing service providers – the anganwadi workers – enriching the preschool education curriculum with a focus on cognitive development, and above all enabling greater community sensitivity towards child development issues. Naandi could engage in longitudinal action research to inform policy and programme formulations on what would be the key determinants of sustainable and good quality child development services.

**HEALTHIER CHILDREN LEARN BETTER**

For those of us working with poor children, encountering school going children complaining of not being well, of headaches, stomach aches and a general feeling of listlessness is fairly common. The impact of ill health and deficiencies on a child’s capability to be regular, to be attentive in class and to comprehend what is being taught is self evident. Just as the recognition of hunger and its impact on schooling led to the very popular Midday Meal Programme, the time has come for a similar commitment and thrust on providing healthcare services to schoolchildren in government schools.

For long schoolchild healthcare has been a woefully neglected area. One could argue that health issues need to be addressed within the communities and the family. However, given the government’s thrust on Universalisation of Elementary Education (UEE) and the fact that more and more children are actually going to school now, the school offers the sole possibility of treating poor children at one accessible location on a regular basis. And yet the school as a site to provide preventive and promotive healthcare has not been exploited at all. While there have been efforts at providing school healthcare services, there has not been a sustained commitment on this. There are several reasons for the failure of earlier school healthcare programmes the most important being the inability to provide referral services and follow-up to a child once diagnosed with a disease or a disability. Naandi’s comprehensive Schoolchild Healthcare Programme, which is run by its implementation partner and sister organisation — NICE Foundation — encompassing promotive, preventive and curative healthcare services merits considerable attention. One, because it provides quality referral and treatment services to every child, and two, because of its bold claim of being a cost effective intervention at just 50 paise per child per day (the midday meal programme costs approximately between Rs 2 to 3 per child per day to implement). This innovative initiative is being implemented in Hyderabad, Andhra Pradesh and in Udaipur, Jodhpur and Bikaner in Rajasthan.

The positive outcomes of the Schoolchild Healthcare Programme are now being recognised and included in the country’s recent Eleventh Plan approaches to children’s health issues. “The Eleventh Five Year Plan will work on school going children’s health. One innovative School Health Programme is under implementation, in PPP mode, in Udaipur district of Rajasthan. In view of the low cost versus achievements, it is a good case for replicating in other parts of the country. However, to make it comprehensive — more preventive and promotive components of school healthcare will have to be added to this programme”.

It’s early days as yet as some of the issues that arise are the extent to which this approach gets embedded within the
government system and how the education and health departments can work in synergy. The track record of such convergent action has been abysmal in the past. Perhaps what is required is the involvement of a third party to maintain and keep the service going, nurture and build such synergy. This could well be the long-term dimension of this public-private partnership that Naandi has initiated for school going children.

**HELPING OVERCOME GENDER BARRIERS**

Deprivation takes various forms and gender based deprivation is both insidious and difficult to tackle. Despite proactive and sensitive policies and programmes, gender barriers in various forms continue to be a major deterrent to a girl having an equal opportunity for education. Over the past couple of decades this problem to some extent has been addressed at the primary education level through various governmental programmes such as the District Primary Education Programme (DPEP) and the Sarva Shiksha Abhiyan (SSA).

Though education is provided free by the government for the socially and economically marginalised, there are hidden costs that rise as the child progresses up the educational ladder. From the upper primary stage the hidden costs of education increase and often influence a poor family’s decision to educate their girls. A recent study on hidden costs and the importance of incentives showed that despite education being declared free, poor families have to incur expenditure that increases as the girl progresses to higher classes in terms of exam fees, greater demands for stationery, and so on. For poor families in particular, incentives in kind defray some of the costs of education and contribute directly to positive family decisions in favour of their daughter’s education.

Another related concern on gender has been the extent to which affirmative action for girls education is required. Is affirmative support up to upper primary enough or should this extend up to high school? The recent Government of India initiatives for girls education, ie National Programme for Education of Girls up to the Elementary Level (NPEGEL) and the Kasturba Gandhi Balika Vidyalay (KGBV) have turned the spotlight once again on persistent gender gaps from the upper primary level. Some state governments have extended the KGBV, residential school programme up to std X, a very positive step indeed.

In this realm Naandi entered into a unique and strategic partnership with K C Mahindra Education Trust to take their girl child project — Nanhi Kali — jointly across the country and provide to girl children support so they can continue schooling. The Nanhi Kali programme is very much in tune with the national initiatives for girl child support and is designed to address the hidden costs of education that affect a girl’s chances of education. Not surprisingly the provision of material (uniforms, stationery, personal hygiene materials) and academic support from std II – X, has reportedly resulted in an overwhelmingly positive community response. Currently there are 40,000 Nanhi Kalis spread over Andhra Pradesh, Madhya Pradesh, Chhattisgarh, Rajasthan and Mumbai city, who are potential change agents in the making. Slowly growing into a movement, Nanhi Kalis have begun to ensure that every girl in their local community has a chance for education. Given the positive impact, the Nanhi Kali programme has set itself an ambitious goal of supporting “100,000 deserving girl children”.

One area that Naandi needs to consider is the development of life-skills especially as many of the Nanhi Kalis are adolescents having to cope with all the attendant tensions and concerns that accompany adolescence. Programmes such as Mahila Samakhya have shown that working with girls requires to build in a strong life-skills component if they are to fully benefit from the various incentives and support provided, and if they are to take the lead in ensuring gender justice for themselves and in their communities.

**ENSURING CHILDREN LEARN**

The most exciting part of Naandi’s Ensuring Children Learn portfolio is the strategy for ensuring that children gain high quality schooling both in terms of the individual child’s development and the more thorny and
ENSURING CHILDREN LEARN: THE COOPERATIVE LEARNING APPROACH

- Every child learns. Not only from the teacher but also from her peers. This is an interactive group approach to learning. The value of cooperative learning lies in the way group dynamics are created within students in a classroom to encourage listening to one another, asking questions, clarifying issues, and re-stating points of view. This helps in the development of high level thinking skills in children such as explaining, analysing, and synthesising so they learn better, and understand what they learn.

- When children work in cooperative teams in which all work for one and one works for all, team members receive tremendous emotional and academic support from each other that helps them persevere against the many obstacles they face in school.

- While traditional teaching methods (individualistic and competitive) have their place in the instructional programme in a school, they need to be balanced with cooperative learning methodologies for a more robust learning experience for children, especially those whose learning levels are not being impacted through traditional methods.

The Cooperative Approach in Action

- Children in the classroom are divided into small work groups. Children of different learning levels but of the same grade sit together – there are usually four of five children per group.

- Each group has a group leader chosen from among the group. The group leader is usually the child who is better in that particular task and who can help other fellow students. Group leaders specific to different subjects change in due course over several exercises and practice sessions as the learning levels of children improve.

- Each member of the group is individually accountable for completing the task set for the day, so team members have to help each other for the team to declare they have completed their task. This creates several opportunities for interactive learning, tool for which are provided by the CA.

Cooperative learning methods hold great promise for accelerating children's learning levels especially in an Indian government school environment, which has multi-grade, and multi-learning level children within the same classroom and usually one single teacher. It does, however, need a deep sensitisation of how teachers can become learning facilitators, and how by leveraging upon the learning levels of good performers in a classroom they can create interactive means of group learning than not only engages every child in the classroom but also ensures they learn. It is the world view that in the long run cooperative learning approaches do create a very genial and non-threatening learning environment this is more conducive for children to succeed academically and become more informed and productive citizens.

Challenging Issue of Learning Outcomes.
The major aspects of Naandi's initial school focused strategy included a thrust on academic support to the child by building teacher competencies, facilitating parental and community sensitivity and action, and affirmative action for girls through the Nanhi Kali programme. While many of these continue, working with the formal school system provided a lot of insights on what more needed to be done. A 2006 assessment indicated the gaps in the quality education strategy. The initial strategy of school improvement through child centred extra curricular activities such as summer camps, competitions, and indirect support to children through teacher trainings resulted in a positive environment with local communities becoming responsive and children apparently enjoying going to school. While it gave teeth to the idea of child participation, and development of the all round personality of the child, the major gap and lacuna that emerged in the assessment, not surprisingly, was the lagging learning levels of children.
Ever since, Naandi has recast its entire quality education initiative to address squarely the issue of learning outcomes. At one level there was a need to shift gears not only in terms of what is to be done but also at a perspective level of what would constitute an effective strategy for ensuring improved learning levels. Naandi’s in-school strategy is built on the concept of cooperative and reflective learning where the focus is on enabling learning rather than teaching. This approach adopts what is called “theory of engagement” where in a multi-grade, multi-learning-level environment, every child is actively engaged in a learning activity. This new approach has been grounded through the setting up of what are called Academic Support Centres (ASCs) within the schools for std II – V. Using an “extra hour approach”, the ASC is open to children identified through a pretest baseline as requiring additional academic support. The programme develops understanding of concepts in math, science and language, and expression through listening, speaking, stories, songs, poetry, drama, music, games, artwork, craft, reading and writing. The idea is to help children make sense of their learning experience and to unlock their imagination to express themselves as freely as possible. Discussing, describing, asking and debating are encouraged through activities.

Much of what is being attempted at one level does not seem very new multi-grade group learning approaches, use of workbooks based on concept learning, problem solving and repeated practice and additional hours for study either before or after school. For instance under DPEP, states such as Tamil Nadu had introduced an after school tuition class for disadvantaged children with reportedly significant improvements in learning achievements. As in the case of many such efforts by the government, this initiative was not really taken forward nor was the issue of enabling a learning process as against a rote method resolved. Naandi’s strategy for Ensuring Children Learn addresses this latter issue quite squarely.

Depending on the local context, the ASC runs either before or after school hours. For instance in Hyderabad city classes are run within the school premises after school. In Chhattisgarh the ASC is open in the early morning hours before school. Run by what Naandi calls as community activists (CAs) selected from within the community. The long-term vision is that these 1,200 community youth (mostly young women) would be the local resource as friends and mentors to children and at the same time stoking community interest and proactive action for quality education. While one has not interacted with many of these young community activists, the few one met were motivated and imbued with a great sense of pride of what they saw as a meaningful social involvement. There is, however, a need to continually invest in building the perspective of this enormously potential group to retain its focus on enabling either children’s or the community level agency in learning and in action.

A word here on the focus on practice as part of the Naandi strategy is in order. Practice (abhyas) as Dr Sharda Jain (eminent national educationist) never fails to stress is the key and an often neglected dimension of the whole process of learning whether it is for children or adults. Working with adult women one realised that unless opportunities present themselves to practice what one has learnt, to gain confidence and voice to question and articulate one’s thoughts, it is difficult to internalise and retain the competencies and skills learnt; and it is these windows of opportunities that need to be created for new learners whether they be young children or new adult learners. These windows are what the ASCs of Naandi provide. As we all know the living conditions and contexts of poor children do not give them the luxury of space and time at home to study, revise and practice. Further, the common practice of giving homework further disadvantages poor children in that there is no one to really help the child understand and comprehend what has been taught. Most ‘good schools’ which emphasise rote learning to ensure better performance in examinations
learning levels. With most state governments having abolished board exams till about std X and the automatic promotion policy firmly in place, assessment of learning levels has emerged as a major challenge. Though there has been much talk of continuous assessment and teachers trained in this aspect, it is still a pipe dream. The inability of the mainstream system to adapt and adopt new approaches and methods has been repeatedly demonstrated. Is external assessment and by a third party then the answer? This is a moot question as the issue of sustainability and accountability needs to be addressed.

There are now a few external assessment models in the country. One, an incentivised approach to assessment where schools, teachers and students who meet the benchmarks are awarded, and the other an annual nationwide assessment of learning levels.

Both of these approaches are annual exercises. Naandi on the other hand has introduced a school-based assessment process that enables a periodic assessment of 'how children are learning' and whose findings then feed into improving the learning materials and approach of the ECL programme. In a 12-month cycle the ECL programme has shown that it is possible to demonstrate as much as a 22-23 percentage point improvement in children’s learning levels.

To ensure some degree of objectivity and also to give credibility to the assessment process, Naandi invites a third party to do this assessment. Educational Initiatives is a professional body that periodically assesses learning achievement in language and math at the primary level. This latter strategy could in a sense be a substitute for continuous assessment. With around 30 per cent of children tested twice a year, the assessment provides insights into performance across grades and conceptual levels, across schools and different mediums of instruction. This could easily become the firm basis for informing interventions that are school, child, grade, competency and language specific and could also potentially be powerful tools for community and parental education on learning levels. With most state governments having abolished board exams till about std X and the automatic promotion policy firmly in place, assessment of learning levels has emerged as a major challenge. Though there has been much talk of continuous assessment and teachers trained in this aspect, it is still a pipe dream. The inability of the mainstream system to adapt and adopt new approaches and methods has been repeatedly demonstrated. Is external assessment and by a third party then the answer? This is a moot question as the issue of sustainability and accountability needs to be addressed.

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AS EFFECTIVE AND SUSTAINABLE ASSESSMENT IS ONE OF THE LAST MILES YET TO BE REACHED, PERHAPS ORGANISATIONS SUCH AS NAANDI COULD FILL THE NICHE, AND THIS COULD BE ONE OF THE KEY DEFINING DIMENSIONS OF PUBLIC-PRIVATE PARTNERSHIPS IN EDUCATION IN THE FUTURE.

what is happening in schools. The third-party assessment reports, which are technical and professional require the intermediation of Naandi to translate the findings into everyday and easy to understand terminology and language as also to advocate with government for specific interventions. As effective and sustainable assessment is one of the last miles yet to be reached, perhaps organisations such as Naandi could fill the niche, and this could be one of the key defining dimensions of public-private partnerships in education in the future.

While there is much to laud in the children's interventions, there is one issue that Naandi needs to revisit expeditiously. Often an integrated strategy is delivered in a piecemeal manner thereby depriving the child of the full benefits that would flow from an integrated approach. Given that Naandi works with very vulnerable children, it is necessary to dovetail all children's interventions at a given project site and this perhaps should become a non-negotiable of its children's portfolio.

Kameshwari Jandhyala is presently a member of the Educational Resource Unit, a research and consultancy group working in an interdisciplinary manner on women's and girls' education and empowerment, elementary education, integrated child development and health.

She is also a member of the National Resource Group and the UGC Standing Committee on the Women's Studies programme. She has been closely associated with the women's movement and has been active in the promotion of women's studies.

Her areas of interest include gender mainstreaming, women's/girls' education, design and initiatives. Prior to this, she taught Modern Asian History at the University of Hyderabad. Subsequently, she worked with the Mahila Samakhyta programme in various capacities including State Programme Director in Andhra Pradesh and was the National Consultant for the Ministry of Human Resource Development.

She has done various studies on child education including the Unicef sponsored Elimination of Child Labour in Karnataka, Stocktaking for Literacy in Andhra Pradesh for National Council of Applied Economic Research (NCAER), and Let Children Speak.
At the Academic Support Centres, students are introduced to concepts such as the library hour to inculcate reading habits and develop a knowledge base on subjects of their interest. Shot at Piparpara village, Bhanupratappur block, Kanker district, Chhattisgarh.
The preschool teacher or community activist, as we call them, belong to the village. They fetch children from their homes and one often sees a group like this one, of boisterous children, running to their preschool centres in the mornings. Shot at Peddapadu village, Dumbriguda mandal, Visakhapatnam district, Andhra Pradesh.
Children enjoy themselves while learning at the preschool centres. Low-cost materials are used to create a joyful learning environment such as this one at Sukrapet village, Dumbriguda mandal, Visakhapatnam district, Andhra Pradesh.
Self-learning and learning from each other under the supervision of a facilitator is encouraged among children as part of the cooperative, reflective learning methods we follow in government schools. Shot at Government Primary School, Charminar, Hyderabad, Andhra Pradesh.
Periodic assessment tests are conducted at the Academic Support Centres to track learning levels of children to measure their progress. Shot at Government Primary School, Shalibanda, Hyderabad, Andhra Pradesh.
Ask questions. This is one of the most important lessons and advice a child gets at the Academic Support Centres. Shot at Government Primary School, Piparpara village, Kanker district, Chhattisgarh.
Every child in the Academic Support Centre is listed in a form called the Child Tracking Matrix. This charts each child’s learning levels and the monthly progress. Shot at Government Primary School, Chattri, Hyderabad, Andhra Pradesh.
Through the Nanhi Kali project the education costs of girl children are sponsored. She gets a school-going kit that includes—books, bags, shoes and uniforms, and payment of exam fees, and complete learning support for language, mathematics and science at the Academic Support Centres. Shot at Gaurai village, Udaipur district, Rajasthan.

In some remote villages such as Talai, Jhadol block, Udaipur, Rajasthan, Nanhi Kali team members help girls come to school by building simple rafts to cross streams during the rains.
The out-patient clinics for schoolchildren are run at government schools by a team of pediatricians from NICE Foundation. Shot at Government Primary School, Ashok Nagar, Udaipur district, Rajasthan.
Zahane Mustafa Qureshi, 5 years old, is one of the youngest children covered by the Healthcare Programme. He was operated twice — first to rectify a congenital heart disease in October 2007 and later for a heart valve repair in November 2007 at the super speciality SAI Hospital, Ahmedabad. Qureshi, who almost dropped out of school, attends classes regularly now at the Government Primary School Bhupalpur, Udaipur, Rajasthan.
OUR PARTNERS
Nanhi Kali is a project jointly managed by K C Mahindra Education Trust and Naandi Foundation
NICE Foundation is our implementing partner for Schoolchild Healthcare Programme

- State governments of Andhra Pradesh, Chhattisgarh, Madhya Pradesh and Rajasthan
- Public – Private Partnership Cell of Municipal Corporation of Greater Mumbai
- Michael and Susan Dell Foundation • Integrated Tribal Development Agency, Paderu Agency
- Ernst & Young Foundation • Reach India • Sir Ratan Tata Trust • Bayer Bio-Science (P) Ltd
- Municipal Corporation of Greater Mumbai • Room to Read • World Bank • Homi Bhabha Centre for Science Education • Mahindra Intertrade • E-Governments Foundation
- Educational Initiatives • Mandal and Gram Panchayats • Capgemini • Microsoft India (R&D) Pvt Ltd • Monster.com India Pvt Ltd • Value Labs Foundation • Western Union Foundation
- Hindustan Petroleum Corporation Ltd • Nvidia Graphics Pvt Ltd • BA Continuum Solutions Pvt Ltd • Foursoft Pvt Ltd • Dr Reddy's Laboratories Ltd • Tata Elxsi Ltd and Nagarjuna Fertilizers & Chemicals Ltd • Gas Authority of India Limited • Tech Mahindra Ltd • TATA Chemicals Ltd • Spectrum Value Management Ltd • Aegis BPO Services Ltd • Akshat Events
- Asha, Auto Car • Barclays Bank Plc • Bank of India • Castrol India Ltd • Central Bank
- Chryscapital Investment Advisors (India) Pvt Ltd • GMR Varalakshmi Foundation
- Housing Development Finance Corporation Ltd • HDFC Bank Ltd • Hindustan Unilever Ltd
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- NRB Bearing Ltd • Mckinsey & Company, Inc • Care Hospitals • LV Prasad Eye Institute
- Asian Institute of Gastroenterology • Ramaiyah Kidney Foundation • FMG Dental Hospital
- Mewar Orthopedic Hospital Pvt Ltd • Sal Hospitals • Narayan Seva Sansthan • Sterling Addlife India Ltd • Alakh Nayan Mandir • Apollo Hospital Pvt Ltd • Pacific Dental College
- Kalpana Nursing Home • Well Spring Amolak Urban Improvement Trust, Jodhpur & Bikaner
- Nagar Nigam, Jodhpur & Bikaner • Goel Exports • Rajdadi Hospital • Kamala Nager Hospital
- Manidhari Hospital • Well Spring Diagnostic Centre • Lions Club, Greater Bikaner
NUMBER OF SCHOOLS AND PRESCHOOL CENTRES

ANDHRA PRADESH
CHHATTISGARH
MADHYA PRADESH
MAHARASHTRA
RAJASTHAN

HYDERABAD
150
KANKER
SHEOPUR
MUMBAI
JODHPUR

VISAKHAPATNAM
353

MAHABUBNAGAR
60

UDAIPUR
290

BIKANER
Work in progress*

Total: 1,999

* Schoolchild Healthcare Programme
“Promotion of the girl child education through remedial classes conducted under the Nanhi Kali programme is praiseworthy. The fact that it reaches both scheduled tribe and scheduled caste girls is commendable. The programme will bring positive change for the girl children in this backward region.”

MADHUSUDHAN SHARMA, DEPUTY PRINCIPAL SECRETARY, ELEMENTARY EDUCATION (PLAN) DEPARTMENT, GOVERNMENT OF RAJASTHAN

“I want to be the class monitor and lead the class. Since I was weak in studies I always had to follow what the class leader says. But after attending the special classes after school, my teacher tells me that my grades are improving. I am a group leader now in the Academic Support Centre and I hope to be the leader of our class.”

TEJAS NAresh BHORI, std V, M G ROAD MARATHI MUNICIPAL PRIMARY SCHOOL, KANDIVALI WARD MUMBAI DISTRICT, MAHARASHTRA

“I have been greatly impressed by the Schoolchild Healthcare Programme and even more by what was said by the parents of the children treated in the facility. All those involved in setting up and operating the facility have much to be proud of, and we have much to thank them for…”

MONTEK SINGH AHLUWALIA, DEPUTY CHAIRMAN PLANNING COMMISSION, GOVERNMENT OF INDIA

“I feel special when someone calls me ‘Nanhi Kali’. Apart from learning, the teachers also organise cultural and literary activities. Recently, we visited the Submarine Museum in Vizag. It was the first time I'd ever gone out of my village.”

K LAKSHMI, std V, GOVERNMENT UPPER PRIMARY SCHOOL SANNICHEDU VILLAGE, MAHABUBNAGAR DISTRICT, ANDHRA PRADESH

“These preschool centres in Araku Valley are helping tribal children living in interior regions. Apart from preparing them for formal schooling, students are also educated on cleanliness, neatness and hygiene. It would be good if the programme is extended to other villages and mandals to reach out to more tribal children.”

K SUREN德拉, MEMBER, ZILLA PARISHAD TERRITORIAL CONSTITUENCY (ZPTC), ARAKU VALLEY MANDAL VISAKHAPATNAM DISTRICT, ANDHRA PRADESH

“A combination of nation building and women empowerment – the best effort.”

ASHWINI HIREN, HEAD – CONSUMER PRODUCTS BUSINESS TATA CHEMICALS LTD

“Our experience with student learning and bringing about measurable improvements is good. Rather than dramatic initiatives with tall claims, what works is a systematic plan involving people, regular monitoring (using quantitative as well as qualitative measures), analysing feedback and using that feedback to improvise the programme. Your ability to execute efficiently, plan the programme thoroughly and approach the task systematically is evident throughout the activities.”

SRIDHAR RAJAGOPALAN, MANAGING DIRECTOR EDUCATIONAL INITIATIVES PVT LTD
“Capgemini has had the pleasure of developing our partnership with Naandi Foundation throughout 2008. From an early start in 2007, with support out of India and Norway, we have now deployed our Naandi CSR programme nationwide at four continents. At the moment the Nanh Kali programme is spreading around our group like a hurricane. Our employees, customers and partners are all eagerly engaging in our CSR partnership with Naandi. It is our number one strategic CSR partner and a very important one in fulfilling our strategy. We are very proud and honoured to have become the biggest corporate sponsor of your world-class community programme. We see Naandi as a business driven, leading player in the social service sector. We strongly appreciate your professionalism and business-like approach to the way you work. Through our collaboration with you, Capgemini is now a part the most effective public private pluralistic alliances with governments, corporates and civil society institutions.”

ANDERS H LIER, VICE PRESIDENT, CAPGEMINI NORWAY

“The Michael & Susan Dell Foundation is proud to continue supporting the good work undertaken by Naandi Foundation in its quest to improve the quality of education for the children in India. The initiatives designed to improve the learning outcomes of children align well with the Michael & Susan Dell Foundation’s vision of focusing on opportunities with the greatest potential to directly and measurably transform the lives of children living in urban poverty.”

BARUN MOHANTY, COUNTRY DIRECTOR, MICHAEL & SUSAN DELL FOUNDATION

“Children in Municipal Corporation of Greater Mumbai (MCGM) schools — most of them hailing from the below poverty line families — are largely benefiting from this programme. The Nanh Kali programme through its material and academic support is motivating girl children to attend school and to continue and complete 10 years of formal education.”

MADHAY SANGLE (IAS), ADDITIONAL MUNICIPAL COMMISSIONER (EDUCATION & EASTERN SUBURBS), MUNICIPAL CORPORATION OF GREATER MUMBAI

“Focused support through the Nanh Kali programme for girl students from poorer families is a commendable strategy to ensure regular attendance and continuance of girls in the elementary schools. By providing them with books, writing material, uniforms and through academic support inputs, the basic gaps are met thereby ensuring conditions which facilitate completion of their schooling. This has also received parents acceptance as the economic cost to educate their girls is taken care by the scheme.”

KUMUD BANSAL (IAS), RETD SECRETARY EDUCATION ADVISOR – KNOWLEDGE COMMISSION, GOVERNMENT OF INDIA

“It is an excellent example and pioneering effort in the field of public-private partnership. The Schoolchild Healthcare Centres are being run in a very systematic, methodical and orderly manner. Our public health system drastically needs such innovative and path breaking initiatives. Every partner deserves my sincere congratulations and heartfelt appreciation.”

RAJESHWAR SINGH (IAS), DIVISIONAL COMMISSIONER, JODHPUR, RAJASTHAN

“If quality education, good nutrition and comprehensive healthcare is provided to these deserving future citizens in the school environment, it will lead to a synergy and will change the face of a whole generation of vulnerable populations who otherwise would not have participated in the growth story. The model of Schoolchild Healthcare Programme being implemented in four locations across two states since four years has shown that it is an innovative, cost effective and a replicable model and has stood the test of time. So much so that the Planning Commission in its Eleventh Five-year plan included this model as a plan to implement across the country.”

DR M PADMANABH REDDY, CEO, NICE FOUNDATION

“I was initially not in favour of your Academic Support Centres because I wasn’t sure what value you would add. But I’ve been seeing your group learning and individual performance tracking system in action in the schools. And after the 2007 annual examination results — where 65 per cent of std V students secured first division compared to the last year’s 43 per cent — I am totally converted to the way you are dealing with learning in the schools.”

H L KANGRE, HEADMASTER, GOVERNMENT PRIMARY SCHOOL BHANUPRAITAPUR BLOCK, KANKER DISTRICT, CHHATTISGARH

“KCMET entered into a partnership with Naandi Foundation in 2005 to jointly manage the Nanh Kali programme, with two objectives in mind. The first, to provide quality education to underprivileged girls in India, and the second, to scale up the project so that we could exponentially increase the number from the 3,500 girls we were supporting. We are extremely pleased that as a result of our partnership, today we are reaching out to 40,000 girls. Moreover, most of these are first generation learners living in rural, tribal and difficult to reach remote areas. We now look forward to reaching our shared goal of supporting 100,000 Nanh Kali.”

SHEETAL MEHTA, EXECUTIVE DIRECTOR K C MAHINDRA EDUCATION TRUST
araku emerald
ORGANIC COFFEE
MEDIUM ROAST
Aromatic, Smooth and Tangy

Pure organic coffee beans grown by indigenous people in the lush emerald green mountains of Araku in South India.
Crossing the poverty line

Guaranteeing sustainable incomes for small farmers and youth

Making small land holdings viable once again through farmer cooperatives, global know-how and market linkages. And making socially underprivileged youth employable with skills needed by the organised sector.

The Araku Valley Farmer’s cooperative produces Araku Emerald™ – the country’s premium Fairtrade organic coffee brand. It is exported to international markets in the United States and European Union.
Growth comes...en of rural India has gone up between 1999 and 2000, with the working. Rural men had employment for 298 days in 1999-2000 against 305 days of work in 1993-94, showing a drop of about 2.3%. Even among women, there was a 3.4% decline in 1999-2000 in the number of working days during the review period.

According to the Rural Labour Enquiry on Employment and Unemployment, a report by the National Commission on Labour, people belonging to scheduled castes had work for 300 days in 1993-94 and for 294 days in 1999-2000. In case of scheduled tribes, it was 314 days to 308 days during the period under consideration. Similarly in respect of women it went from 249 days to 249 days for SCs and 282 days to 267 days for STs.

Non-availability of work, sickness, bad weather are some of the reasons for the decline in employment among rural men and 8% rise among women during the 25 years, between 1974-75 and 1999-2000. According to the report, men worked for 298 days in 1999-2000 against 250 days in 1974-75. Similarly, the increase for women has been 200 days from 185 days during the same period.

Consequently, absolute unemployment, that is, the number of days not worked for want of work, has also shown a downward trend. For the men workers it declined from 99 days in 1974-75 to 67 days in 1999-2000.

Agriculture: No growth story

Agricultural policies have failed to build capacity among small farmers to grow more and to work more, according to N. Sundararajan, farm growth stagnated at a paltry annual average of 2.3 per cent for the last years.

In respect of women workers, it declined from 160 days to 109 days. Agricultural workers besides being mainly employed in agricultural occupations were also marginally engaged in non-agricultural jobs.

Vidhurba farmers not victims of debt-trap alone

Multiple factors seem to be responsible for farmer suicides in Vidhurba region of Mahabubnagar district in Andhra Pradesh. It has been reported that the region has witnessed over 1000 farmer suicides in the last two decades, with over 300 in the past year alone. The reasons for these suicides include debt, crop failure, and lack of government support.

The government has taken some measures like providing financial assistance, setting up suicide help centers, and organizing awareness programs. However, these efforts are not sufficient to address the root causes of farmer suicides. Therefore, there is a need for long-term solutions that focus on improving the economic conditions of farmers and ensuring sustainable livelihoods.
It's official: distress up, suicides appalling

The Maharashtra Government’s findings now show us that over 75% per cent of all farm households in the Vidharbha region are in distress. The data also show that farm suicides were 25 times higher this year than in 2001. But conscious jugglery works to play down the numbers.

P. Sajnath

Unemployment rate goes up marginally

"The primary cause is the dearth of a skilled workforce."

Special Correspondent

NEW DELHI: The Government on Thursday admitted that the unemployment rate in the country had marginally gone up, primarily due to the death of a skilled worker in the informal sector and not because of shortage of jobs.

Speaking at the State Labour Ministers' Conference, the Minister of State for Labour and Employment (Independent Charge) Oscar Fernandes said while the Government had, on an average, provided jobs to about 2.4 million people annually between 2000 to 2005, unemployment had gone up from 2.7 million in 2000 to 3.2 million in 2005. He asked the industry and the State Governments to improve skill development institutions and Industries Training Institutes (ITIs) to meet the rising demand for new skills.

"We have already taken up steps to upgrade the country's ITIs into centres of excellence. However, we need to undertake a sincere endeavour for upgradation of the skill levels in the private sector as well," he said.

"Labor being a subject of concern for the States, the States enjoy full power with respect to employment of workers. But the States need to do a thorough study of labour laws on their own initiative," he added.

Referring to the Centre for being the only agency in the country to work on the welfare of the workers, particularly those in the unorganised sector, Mr. Fernandes said the Government had intended to start a skill development initiative to focus a million workers during the next five years. He added that the union was trying to get the ITIs upgraded.
'Turning on the assets' to create livelihoods for the marginalised

Chinnamma, one of the coffee farmers from the cooperative in Gummguda village, Dumbriguda mandal, Visakhapatnam district, enrolled her daughters in school, and set up a petty shop at home for her husband with the money she earned from coffee. She earns more than Rs 14,000 a year now.
Livelihood promotion is different from the provision of basic services, because every producer community requires a different package of inputs to enable its members to earn a sustainable living. Naandi has capitalised on its management skills, and its linkages to a wide range of government, private sector and non-government institutions, within India and abroad, to enable several thousand small farmers and unemployed youth to obtain regular livelihoods.

These include tribal coffee farmers in eco-fragile hills of Araku Valley in south India, pineapple growers in the far-flung north-eastern state of Nagaland, drought-prone areas of eastern Andhra Pradesh, and unemployed youth in Pune. Naandi has successfully identified the critical components that were needed to enable these people to ‘turn on’ the assets they already had, and achieve dramatically improved earnings. The annual increases in their incomes already exceed the total costs of Naandi’s interventions by a wide margin.
LIVELIHOODS, AND WHY SHOULD NAANDI PROMOTE THEM?

Livelihoods are what we all need to have, and what we live by. Naandi works with children and health. Under these portfolios, services such as primary education and healthcare are perhaps the most fundamental which modern liberal societies try to provide to all their citizens. However, such fundamental services too become futile unless they are backed by sustainable livelihoods. India still has millions of poor citizens who suffer from inadequate education and health services, but genuine sustainable development is impossible until the mass of the population can earn a sustainable living. Naandi has already achieved remarkable results in the provision of basic services, and this success has emboldened the organisation to diversify into the more difficult but more fundamental field of 'livelihoods'.

First, what do we mean by 'livelihoods', and how can we measure the efforts to provide them? Primary education, primary health, and other basic services such as midday meals can be measured by inputs. How many children are going to school, how much clean water is being provided, how many meals or medicines are being consumed, these can all be measured. The eventual results can only be assessed with some difficulty, in terms of longevity and literacy, but the quantity and quality of the basic inputs can be measured, and even the long-term outputs can be forecast with some confidence.

Livelihoods are different in that there are no standard inputs. Each intervention requires a different mix of inputs, which may include market linkages, local institutional capacity, changes in regulations, or credit or technology. It is difficult to find out whether the mix is the right one, or whether the inputs have been effectively provided, and although the eventual output, in terms of increased incomes, may be measurable, it may take many years for this to happen, and even longer for the increases to be proved sustainable.

Definable and measurable basic services are desperately needed in India. The provision of such services is certainly not easy, but the issues are mainly technical, financial and managerial in nature. We know what services are needed; the problem is to figure simple, cost effective and optimum means to provide them, and then to manage their delivery.

Livelihoods is also a complex concept. The Oxford dictionary defines livelihood as 'a means of living, sustenance'. This is not very helpful, since it suggests only something which keeps a person alive. It is clear that development agencies such as Naandi are attempting to provide much more than this when they are engaged in livelihoods.

Chambers & Conway (1992)\(^1\) proposed the following definition:

"A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living".

And, since there is much concern that people should be able to have an improved quality of life tomorrow as well as today, they added:

"A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base."

The United Nations Development Programme (UNDP) proposed a rather more complex definition which distinguishes between a job and a livelihood.

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"A livelihood.... is engagement in a number of activities which, at times, neither require a formal agreement nor are limited to a particular trade. Livelihoods may or may not involve money. Jobs invariably do. Livelihoods are self-directing.... Livelihoods are based on income derived from "jobs", but also on incomes derived from assets and entitlements.

These assets and entitlements have been categorised into five types of 'capital':
- Human, our bodily health and our skills,
- Natural, the environment which we inhabit,
- Physical, infrastructure, housing, roads, communications,
- Financial, our savings, or access to credit, and
- Social, the family and community networks to which we belong.

Livelihoods also go far beyond the individual services, and every individual’s livelihood needs are unique. Tastes for school meals, or amounts of water used at particular times of day, will differ between one person and another, but the basic service is a standard one. Every household’s livelihood endowments are different, and the differences between communities are far more pronounced. Therefore, it is not possible to develop and roll out a ‘livelihoods package’. Indeed, one failure of the many public agencies’ livelihood ‘schemes’ has been that they are packaged as a standard unit, rather than being designed for and by each user.

As seen above, creation of a livelihood for someone requires access to five different types of capital, not just financial capital, or credit. Rural development efforts in India seem to have been based on the belief that financial capital, credit — preferably cheap credit — is what matters, and that the other four types of capital are less important. This belief is still dominant, although credit is now mainly disbursed under the new avatar of ‘microfinance’. Many agencies, have focused their efforts on micro-finance, which has been hailed as ‘a human right’ and a panacea for poverty. Livelihoods often require financial services, and Naandi facilitates the supply of finance when it is necessary. But they also require much more, and Naandi is using its unusual blend of private sector management skills and NGO social commitment, as well as close collaboration with government at all levels, to build livelihoods for thousands of disadvantaged people and to demonstrate to others how it can be done.

**HOW ARE LIVELIHOODS PROMOTED?**

Livelihood promotion is more difficult than micro-finance. Livelihood promoters do not provide anything as simple as loans. They undertake the far more complex and delicate task of ‘facilitating’ access to a whole range of services, which differ according to the product or service being provided and the needs of each household.

It took families such as my own a century or more to make the transition from bonded labour on a feudal rural estate to employment in England’s growing manufacturing sector, but it must and can move faster. The present dramatic economic growth can make this possible, but the process of change must be facilitated for the most marginalised people. Livelihood promotion is vital, in order to avoid the continuation and growth of the gap between ‘Bharat’ and ‘India’, the rural and urban, the included and the excluded, and the formally housed and the slum dwellers.

The livelihoods of the poor are under threat from many directions:

- Globalised integrated value chains are forcing out small and unorganised producers and intermediary traders, in domestic and foreign markets.
- Land holdings are becoming smaller.
- Protective trade barriers are being dismantled within India, and for imports into India.
- Modern consumers and their suppliers demand standardised goods and services in large quantities and at precise times and places.

Livelihoods promotion involves facilitating the provision of raw materials, training, management, information, design, technology, market access, advocacy and a whole range of other goods and services. The livelihood promotion institution is unlikely to be able to provide more than one or two of these, and they have to be provided by different types of institutions such as governments, for-profit businesses, producer cooperatives, financial...
institutions and others. Even more difficult and frequently necessary is for some institutions — particularly central and local governments — to withdraw or change regulations and to stop doing things which inadvertently constrain poor people’s livelihoods.

This complex mix of services and service providers has to be coordinated to facilitate the development of sustainable livelihoods. This coordination task is generally and imperceptibly undertaken by the market, but the purpose of interventions such as those made by Naandi is to correct market failures, which always tend to exacerbate the marginalisation of the poor. In spite of these difficulties, there are some successful livelihoods promotion initiatives in India. These are, however, few and far between and Naandi is starting to play a significant role in this difficult and vital field.

**WHAT HAS NAANDI ACHIEVED IN LIVELIHOODS?**

- **LIVELIHOODS FOR SMALL AND MARGINAL FARMERS**

  **a) Organic farming in eco fragile regions**

  Naandi has recognised that organic farming offers special opportunities for small farmers residing in eco fragile regions with subsistence and rain-fed farming. Their scattered small holdings are often unpolluted by chemical fertilisers and pesticides, so they do not need a lengthy period of ‘detoxification’. Small farmers can devote specialised care and attention to their crops in ways that larger farmers cannot replicate with hired labour. And costly purchased inputs can be substantially replaced by farmers’ own labour, which reduces costs and the need for credit. More significantly if such farmers can be brought together to achieve economies of scale, secure bargaining power, and be linked to global markets, they can substantially increase their incomes.

  Naandi has been working with close to 10,000 small farmers in Araku Valley in Andhra Pradesh, Nagaland and the Andaman Islands. The crops range from organic coffee, to pepper, ginger and pineapple. The common thread however, lies in Naandi’s strategy for an end-to-end solution for the small farmer. This requires a mix of several inputs that are required for each farmer to enhance his livelihood. It revolves around three core principles of:

  i) Reducing input cost by encouraging farmers to take up organic cultivation.

  ii) Harnessing economies of scale and increasing the bargaining power of small farmers by grouping them as a collective.

  iii) Linking them to global markets to maximise their returns.

  The coffee growers in Araku Valley have gained dramatically from this strategy. They were earlier getting Rs 30 – 40 per kg of coffee beans in the local markets, and they are now able to get Rs 125 per kg, because the coffee is centrally processed to high quality standards, and is exported to certified international organic and Fairtrade markets. Similarly the pineapple growers in Nagaland who were earning Rs 4 – 5 per kg are now earning Rs 15 per kg.

  In the Andaman Islands the farmers have started growing crops and vegetables by making their own organic compost rather than relying on expensive chemical inputs.

  Naandi has thus demonstrated that it is possible for previously scattered small farmers to make agriculture remunerative in a manner that is environmentally sustainable. The model relies on strong collaboration between a number of public, private, financial, not-for-profit and producer groups, each of which play a vital role in ensuring a robust institutional design that will guarantee long-term returns for the small farmers.

  **b) Reviving lift-irrigation in drought prone areas**

  One of Naandi’s earliest programmes was the revival of a large number of lift irrigation schemes which had been installed by the...
government of Andhra Pradesh along the Krishna and other rivers. The state had installed 1604 such schemes, irrigating several thousand acres each, of which almost 520 schemes had ceased operation altogether, and the remaining 1084 were operating at an average of half their stated command capacity.

Having surface water based irrigation facilities, especially in low rainfall areas is by far the best investment known to revitalise the agrarian economy. Farmers with small land holdings doing subsistence farming of a dry crop can suddenly harvest two wet crops and often double or triple their per capita incomes. This prompted Naandi to venture into this high return agri-livelihood intervention.

By early 2008, Naandi had revived 65 of the defunct schemes, increasing the irrigated area from 3,000 to 22,000 acres, and some 10,000 farmers were benefiting from this revived irrigation. This is a classic livelihood intervention, in that the situation had to be carefully analysed to identify the critical constraints. Many livelihood interventions fail because they comprise standardised packages of finance, or training, or technology, or community development, or some other input, which are selected on the basis of what the promoting institution can do rather than on what the situation requires. A given situation may require all, some, or none of these.

In this case, it appeared that the problem was the lack of electricity to power the massive pumps with which each scheme was equipped. The schemes had usually been disconnected from the power lines, because they were heavily indebted to the newly corporatised power distribution company, for amounts that were often unclear. The legal responsibility for these debts was also unclear, because the ownership and management of the schemes had not been properly handed over to the farmers.

I, myself, was involved in the early stages of the intervention in one of the major schemes, and I rapidly came to the conclusion that if power was made available the water would flow and the farmers would see the advantages. I persuaded them to bypass the power companies’ circuit breakers and to re-connect the pumps. The water gushed massively out of the pipe that had been dry for years.

HAVING SURFACE WATER BASED IRRIGATION FACILITIES, ESPECIALLY IN LOW RAINFALL AREAS IS BY FAR THE BEST INVESTMENT KNOWN TO REVITALISE THE AGRARIAN ECONOMY. FARMERS WITH SMALL LAND HOLDINGS DOING SUBSISTENCE FARMING OF A DRY CROP CAN SUDDENLY HARVEST TWO WET CROPS AND OFTEN DOUBLE OR TRIPLE THEIR PER CAPITA INCOMES.

The farmers were delighted, but their joy was short-lived. The power company came back a week later and re-secured their switch gear. It took a further year of painstaking community development work to help the farmers build their own cooperative institution that could resist pressure from politicians and from richer farmers who had their own private pump sets and wanted to continue to be able to employ and exploit the smallholders. Once this was done, the farmers mobilised their own funds, paid off the dues and repaired the pumps and channels. They are now enjoying reliable and affordable irrigation. The government of Andhra Pradesh recently invited Naandi to take on the revival of additional 87 more defunct lift irrigation schemes. This covers 9,000 more farmers and an additional 19,000 acres of farming land.

Naandi is also turning its attention to another constraint, the water itself. As more and more farmers exploit the dwindling river resource, and as electricity becomes more realistically priced, it is necessary to use less water. Naandi is helping the farmers to obtain and use micro-drip irrigation equipment, and more efficient pumps and piping systems.

Creating jobs for unemployed youth

In collaboration with the Mahindra & Mahindra Limited, Naandi has started the Mahindra Pride School in Pune, in the state of Maharashtra. This school trains young men and women from 'backward castes and tribes' for employment in the rapidly growing service sectors in Pune and around.

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The caste system is alive and well in India, in spite of (or in some ways because of) many years of efforts to eliminate it. Because of the tens of millions of people who suffer from this institutionalised discrimination, caste has become heavily politicised, and it has come to be seen as a route to advancement in itself. This has naturally reinforced popular perceptions of the inability of lower castes and tribes to move up the hierarchy without special reservations. Many, including people from the backward sections themselves, believe that people who belong to ‘backward castes and tribes’ cannot advance on the basis of their own abilities.

Naandi is making a modest effort to overcome this, in some ways, self-imposed discrimination, by training young people from the backward sections in basic ‘life-skills’. They improve their self-confidence, their ability to express and present themselves, and they then secure good jobs, not because they are from a scheduled caste, but because they are able to compete in the market place. This intervention has demonstrated that improved skills and self-confidence will do far more to break down traditional caste barriers than reservations. The successful trainees are already serving as role models for others in their own communities.

The students are trained for three months in ‘sunrise’ industries, such as information technology, hospitality and retail customer service. They also learn English and basic computer skills. This programme started in March 2007. By March 2008 some 600 young men and women had completed their training, in four three-month batches. At the end of each course the School arranged interviews with potential employers and all the students secured employment, many of them with companies such as Café Coffee Day, McDonald’s, Wipro, the Taj Hotels Group and a number of financial service businesses. Most are in customer service roles, where their newly developed presentation skills and confidence are most valuable.

Before the training, most of the students were unemployed or were doing occasional casual work, and their fathers or mothers were typically earning around Rs 3,500 per month or less. The first batch earned around Rs 2,500 per month, but the third batch earned an average monthly salary of Rs 7,500, with some earning as much as Rs 8,500. This increase appears to have been the result of the employers’ satisfaction with the earlier recruits, whom they had not expected would be as competent as they turned out to be. This dramatically demonstrates the economic potential of well-designed and well-targeted training. The social return from showing the trainees themselves, their families and society at large — that caste is irrelevant, is immeasurable.

**Building on existing under-used assets, delivering the missing input**

India has a long and undistinguished history of development initiatives, and very few communities offer a tabula rasa, where nothing has been done and everything is needed. Revival of existing assets, human or physical, is more often required than creating completely new ones, but it is easier, and more dramatic, to build something new than revive an existing asset which is under- or unused. Revival cannot attract headlines or votes, but it is usually more cost-effective.

The revival of the 65 lift irrigation schemes on the rivers of Andhra Pradesh is the most obvious case of this kind. The state government had constructed these schemes when electric power for irrigation was regarded as a public good, to be dispensed as a form of political patronage. As the supply of electricity became less reliable, the farmers were reluctant to pay for unreliable water delivery, and the State Irrigation Development Corporation was thus unable to pay for power. This induced a vicious circle, and most schemes ‘fell sick’.

The Naandi staff and their collaborators soon realised that what was needed was strong farmer-led institutions, which could resist the blandishments of politicians and mobilise the necessary money from the farmer-members themselves, to cover the cost of electricity, of maintaining the equipment and of running and managing the schemes so they would not become defunct again.
Naandi’s intervention in organic coffee in Araku has also been based on pre-existing assets. The Coffee Board of India introduced large-scale plantings of coffee to the area in the mid-1970s, and Naandi has built on this by training the farmers in better coffee cultivation and organic practices. It has further helped them to build their own cooperative institution and to secure Organic and Fairtrade certification for their product. Most importantly, it has linked them to global markets which are giving them significantly higher prices. The basic assets were in place, and Naandi’s role has been to strengthen them and to enable the people to gain more from what they already had. The tribal farmers in Nagaland and the Andaman Islands were similarly growing crops whose quality Naandi has helped to improve.

The young people in Pune whose lives are being changed by the Mahindra Pride School have already had some education, and they are chosen from large numbers of applicants. They want to move ahead, but they lack self-confidence and a few basic social and life-skills. The School fills this relatively simple gap, and their subsequent success demonstrates yet again how a relatively modest but carefully selected, well-designed and effectively delivered input can ‘turn on’ assets that already exist.

**OFFERING A CLEAR VALUE PROPOSITION**

Another key to Naandi’s success in the politically fraught task of mobilising marginalised farmers, whether it is to manage their irrigation facility or to adopt organic methods and run a coffee processing facility, is the fact that the new institutions are based on a clear value proposition. The farmers are shown how they will benefit, and what it will cost. Farmers have learned from bitter experience that politicians’ promises will not be fulfilled, and their cooperatives are founded on explicit business forecasts rather than vague general principles of solidarity. Small-scale farmers, even if they are illiterate, understand a good deal very well. They have to be shrewd judges of risks and returns in order to survive.

This business-like approach is reflected in the very high returns which are achieved by Naandi’s livelihood projects, in terms of increased earnings for the marginalised people whose livelihood needs are being addressed, compared with the costs of Naandi’s interventions. The table on top (Returns on Investment) gives the approximate figures for the livelihood interventions as at the beginning of 2008.

These figures describe ‘work in progress’: much of Naandi’s costs are up-front investment in building the capacity of local institutions, and the earnings and hence the return on the investment will increase in the future.

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**WORKING IN COLLABORATION WITH GOVERNMENTS AND BUSINESSES**

Many non-government organisations have been set up to confront and even to actively oppose the actions of governments and of private business. Such ‘activism’ has an important role, particularly where significant decisions are taken far away from the reality of the poor whom they most critically affect. But this is not Naandi’s approach.

Naandi collaborates with whichever institutions are most appropriate for each situation, irrespective of whether they are in the public or the private sector. In the public sector, Naandi is collaborating with the state governments of Andhra Pradesh, Nagaland and the Andaman Islands. Links have also been facilitated between the Araku coffee farmers’ cooperative and international private sector buyers, and between tribal farmers in Nagaland and Spencers, one of the many large companies whose retail innovations are being so strongly resisted by groups which attempt to
resist progress, rather than to ensure that the poorest benefit from it. The training programme for young people in Pune is run in close collaboration with Mahindra and Mahindra, one of India’s largest private companies. Naandi’s choice of partners is based not on any ideological preconceptions but on what is best for the disadvantaged people whose livelihoods are being addressed.

**CONCLUSION**

Creation of livelihoods is both complex and difficult, and Naandi has taken on some of the hardest situations, where many others have failed before. Farmer-managed irrigation, and processing and marketing have rarely been successful, particularly when new member-owned institutions have to be built on the basis of assets which were previously badly managed or unmanaged, and where political interests are involved.

But unemployed youth and small farmers are India’s biggest and most vulnerable groups. If they cannot be included in the country’s growth, the nation as a whole will fail. Naandi is right to focus on these groups; the country needs skilled and employable young people as well as food security.

Many of India’s disadvantaged people, such as tribals and scheduled castes and small and marginal farmers have come to believe that their livelihoods must always depend on continued subsidy and protection. Naandi is showing them, the government and the society in general that these people have particular strengths and advantages which they themselves can exploit for their own benefit, rather than rely on others.

What they need is not handouts, but opportunities, an enabling environment, and the right switches to be turned on.

Professor Malcolm Harper is the Chairman of M-CRIL of New Delhi, the pioneer of micro-finance credit rating in Asia.

He was educated at Oxford University, the Harvard Business School and the University of Nairobi. He worked for a years in a medium-sized household hardware manufacturing business in England, mainly in marketing. He then taught at the University of Nairobi from 1970 to 1974, before coming to Cranfield School of Management, where he was Professor of Enterprise Development.

He has published over 20 books and numerous articles on various aspects of self-employment, enterprise development and micro-finance. His most recent publications include ‘What’s wrong with microfinance?’ (co-edited with T Dichter) and ‘Development, divinity and dharma, the role of religion in development and micro-finance institutions’ (co-authored with DSK Rao and A K Sahu).

He was also the founding Editor-in-chief of the journal of Small Enterprise Development, and is a director and trustee of a number of other institutions, including Homeless International, EDA (UK) Limited, APT Enterprise Development and Intermediate Technology Publications in the United Kingdom.

Since 1995 he has worked independently, where he has advised and evaluated a number of enterprise development and micro-finance programmes in India and across the globe.
Revival of the lift irrigation schemes has put an end to distress migration in eight districts of Andhra Pradesh.
Organically grown Arabica coffee fruit from where the Araku Emerald™ coffee beans are produced. Shot at Araku Valley mandal, Visakhapatnam district, Andhra Pradesh.
The Farmer Passbook allows members of the Cooperative to record coffee procurement details, and the income generated from the produce. Shot at Thuraiguda village, Araku Valley mandal, Visakhapatnam district, Andhra Pradesh.
Premium quality wooden trays are used for drying pulped coffee beans at the Central Coffee Processing Unit at Thuraiyur village, Araku Valley, Visakhapatnam district, Andhra Pradesh, to avoid contamination and to retain the original aroma of the beans.
As part of the supply-chain management, Naandi takes care of transporting the coffee fruits from the plantation sites across seven regions to the Central Coffee Processing Unit.
Naandi facilitates the marketing of Naga Q, the organically grown pineapples from the north-eastern state of Nagaland for its women farmers.
Water for irrigation has come back to nearly 60,000 acres as Naandi helped revive 70 lift irrigation schemes across eight districts in Andhra Pradesh.
Gugulot Balya, chilli farmer, migrated from his native Bodavada village in search of daily labour in 2003. After the revival of the LI scheme in 2005, Balya returned to his own land. He repaid his farming debts and is planning to buy a tractor to till the land.
OUR PARTNERS
Naandi is the marketing, organic farming, and capacity building facilitator for the tribal farmers of the Small and Marginal Farmers Mutually Aided Cooperative Society (SAMTFMACS) of Araku Valley

• State governments of Andhra Pradesh & Nagaland (Department of Women Development)
• Andaman and Nicobar Islands Administration
• Integrated Tribal Development Agency, Paderu Agency
• SAMTFMACS
• Coffee Board of India
• Solidaridad
• Gram Panchayats
• Care India
• Coffee Labs Pvt Ltd
• Women's Self Help Groups
• Andhra Pradesh State Irrigation Development Corporation
• Sir Ratan Tata Trust
• Lift Irrigation Mutually Aided Cooperative Society Ltd.

NUMBER OF FARMERS AND SHGs

Total: 28,543 FARMERS
265 SHGs
"We have better visibility in the field of women empowerment. Thanks to Naandi for strengthening our efforts."

NEILAVOU KEDITSU, ADDITIONAL DIRECTOR AND FUND PROVIDER, TRANSFORMATIVE LIVELIHOOD INTERVENTION, DIRECTORATE OF WOMEN DEVELOPMENT, GOVERNMENT OF NAGALAND

"My husband expired in 2000. And at that time we had a debt of Rs 6,500 and three children to be looked after. That's when Naandi came in and gave training on organic coffee cultivation. I joined the programme. Without their support, I could never have cleared off debts and provide for my children."

JORIMANI, COFFEE FARMER AND BOARD MEMBER OF SAMTFMACS, ARAKU VALLEY MANDAL, VISAKHPATNAM DISTRICT, ANDHRA PRADESH

"It didn't rain the previous year and so we had no income for the past two years. And then Naandi came and revived the lift irrigation schemes and even gave us inputs on better farming. Now, for the first time, we've earned an income of Rs 15,000 from agriculture. We are happy."

KURAGANTI RAMAYYA, WOMAN FARMER, TATIGUMMI VILLAGE, KRISHNA DISTRICT, ANDHRA PRADESH

"Coffee cultivation is improving the lives of tribals in the agency area, Visakhapatnam district. Naandi has created an international market for coffee by exporting Araku Emerald™. The Coffee Board of India, the Integrated Tribal Development Agency (ITDA) and Naandi will enter a tripartite agreement to work with more than 120,000 farmers across the region."

JAI RAM RAMESH, UNION MINISTER OF STATE FOR COMMERCE, GOVERNMENT OF INDIA

"I appreciate Naandi Foundation for establishing market linkages and for ensuring maximum returns for small coffee growers. The organic coffee produced by the Small and the Marginal Tribal Farmers Mutually Aided Cooperative Society (SAMTFMACS) is not only unique but healthy."

SARATH KUMAR, MBA, PROJECT OFFICER, INTEGRATED TRIBAL DEVELOPMENT AGENCY (ITDA), PADERU AGENCY, VISAKHPATNAM DISTRICT, ANDHRA PRADESH

"Ownership was missing in our schemes. Naandi's lift irrigation project with its strong community mobilisation and social engineering skills, helped us provide water to more farmers. In 2004, we provided water for only 30 per cent of the fields but doubled in 2007 only because of Naandi's support."

G CHANDrasekHARA REDDY (IFS), VICE CHAIRMAN & MANAGING DIRECTOR, ANDHRA PRADESH STATE IRRIGATION DEVELOPMENT CORPORATION, ANDHRA PRADESH

"For the first time we are irrigating 50 acres in the Rabi season. Earlier cultivation happened only in the Kharif season as we were dependent on rains. Land would lie fallow the rest of the year. Most of us migrated in search of work. But last year was different. None of us went out of our village and continued farming even during Rabi season! This was possible only because the check dam — to store water for irrigation — was built as part of Naandi's lift irrigation revival scheme."

P BADRAIAH, PRESIDENT, PANDIRIMADUGU LIFT IRRIGATION MUTUALLY-AIDED COOPERATIVE SOCIETY LTD, LATCHIGUDEM VILLAGE, KHAMMAM DISTRICT, ANDHRA PRADESH

"Soul searching and yet stimulating, challenging yet satisfying, Araku Emerald™ is a shining example of a truly sustainable coffee. Grown by tribals, processed at a centralised processing unit and assisted by the Naandi Foundation, very soon these coffee beans would be a must in coffee cups around the world."

SUNALINI MENON, CHIEF EXECUTIVE OFFICER, COFFEE LABS PVT LTD

"The project is progressing on smooth lines and we are interested to partner with it."

K C PANDA, DGM, NABARD, DIMAPUR DISTRICT, NAGALAND

"For the first time we are irrigating 50 acres in the Rabi season. Earlier cultivation happened only in the Kharif season as we were dependent on rains. Land would lie fallow the rest of the year. Most of us migrated in search of work. But last year was different. None of us went out of our village and continued farming even during Rabi season! This was possible only because the check dam — to store water for irrigation — was built as part of Naandi's lift irrigation revival scheme."

P BADRAIAH, PRESIDENT, PANDIRIMADUGU LIFT IRRIGATION MUTUALLY-AIDED COOPERATIVE SOCIETY LTD, LATCHIGUDEM VILLAGE, KHAMMAM DISTRICT, ANDHRA PRADESH

"It has been quite a healthy and qualitative partnership with Naandi, which is focusing on revival of the defunct lift irrigation schemes. You have done a commendable job, with a professional attitude towards promoting sustainable livelihoods for the rural and tribal communities. Our partnership under the Central India Initiative (CINi) would be further strengthened through phase II to improve quality of lives in rural areas. Our experience with Naandi has been encouraging and it would continue in the long-run."

GANESH NEELAM, PROGRAMME OFFICER, SIR RATAN TATA TRUST"
Varsha Rani is an MPS alum. She was recruited from the MPS campus for Westside, a renowned chain of lifestyle merchandise stores, as a sales assistant. She earns Rs 8,000 per month.
Students are given hands-on computer-based training at Mahindra Pride School as skill building for call centre-based employment. Pune, Maharashtra.
**OUR PARTNERS**
Supported by K C Mahindra Education Trust and the Mahindra Group

- State governments of Maharashtra & Rajasthan
- Trent Westside a TATA Enterprise
- TRC The Redwood Contact Pvt Ltd
- AVIVA Life Insurance Company India Pvt Ltd
- InnVenue Hospitality Management Pvt Ltd
- Spinach - Wadhawan Food Retail (P) Ltd
- Café Coffee Day, a division of ABCTCL
- Barista Coffee Company Ltd
- McDonalds - HardCastle Restaurants Pvt Ltd
- Mphasis EDS Company
- Tata Servizsol – Tata Teleservices Maharashtra Ltd
- Deccan Rendezvous Business Boutique Hotel
- Sodexo Pass India Services Ltd
- Praxis Inc
- Wipro BPO, Pune
- Deccan Odyssey MTDC – Managed by Taj Group of Hotels
- India Infoline Ltd
- Dr Wood Mind Games Pvt Ltd
- ITC Wills Pvt Ltd
- Trent Landmark A TATA Enterprise
- Reliance BPO
- Angel Broking Pvt Ltd
- WNS Global Services Ltd
- Hotel Best Western Pride
- Syntel Inc
- Silver Jubilee Motors Ltd
- Hotel LeMeridien - Managed by Starwood Group of Hotels
- Fariyas Resort, Lonavla, Pvt Ltd
- Oakwood Service Apartments Pvt Ltd
- Seasons Service Apartments Pvt Ltd
- Hewlett Packard Service Centre
- Micro Serve Systems Pvt Ltd
- Anon Solutions Pvt Ltd
- ACME Pvt Ltd
- Info Expert Pvt Ltd
- Southern Spot Restaurant
- Laptech Solutions Pvt Ltd
- House of Laptops Service Centre
- HDFC Credit Card Division
- Bharati Airtel Ltd
- Eureka Forbes Pvt Ltd
- Kodak Pvt Ltd
- Sony World

**NUMBER OF BATCHES**

- **MAHARASHTRA**
  - Pune
  - 4
  - Work in Progress

- **RAJASTHAN**

**NUMBER OF PASS-OUTS: 604**

* MPS students from batch II, Vaishali Jogdande (left) and Roshan Sonawane (right), are employed with Spinach retail outlets, Chichwad, Pune, Maharashtra as Guest Care Associates. With a monthly take-home salary of Rs 4,000 + incentives, Vaishali is saving money for her marriage, whereas Roshan is paying for her brother's education.*
PARTNERS SPEAK

"I used to work in the fields for a daily wage of Rs 100, which was just not enough for a family of five. Hailing from a remote village in Pune, my parents were wary about sending me to a city. But the three-month training programme at the Mahindra Pride School went on well and I got a job soon after as a customer service executive. I visit home often and even take gifts for my family members. For the first time in my life I am earning a monthly salary of Rs 8,000. I am aiming to be a supervisor."

MPS Alum: RANI BUKHTAR, CUSTOMER SERVICE EXECUTIVE
WESTSIDE STORE, MUMBAI, MAHARASHTRA

"My husband often skips work. And I don't have any work qualifications. Whatever little I earned wasn't enough to take care of two children and the in-laws. Then I got through the MPS entrance and after undergoing training I got a job at Angel Broking. It's unbelievable that I am earning a 4-figure salary! I can send my children to school now and buy medicines for my in-laws."

MPS Alum: KAVITA DUMDA, ON-LINE CLIENT TRADING EXECUTIVE
ANGEL BROKING, PUNE, MAHARASHTRA

"Students from the Mahindra Pride School are far better groomed, poised and disciplined as compared to our own staff members and employees trained in reputed hotel management institutes. I would like to send some of my staff to get training at the MPS."

NITIN JADHAV, HR MANAGER, HOTEL LE MERIDIEN, PUNE, MAHARASHTRA

"Students from the Mahindra Pride School are more efficient in their task performance and achieving long-term goals as compared to employers from other professional institutes. Therefore, we not only recruit them in Pune but for other states as well."

GAUTAM MAGHNANI, HR MANAGER
CAFÉ COFFEE DAY, PUNE, MAHARASHTRA

"The visit to Mahindra Pride School today made my day – it made me feel proud. A dedicated faculty with great competence and commitment is the kingpin of this successful enterprise. Hearing the stories from students and their progress brought tears in the eyes and joy in my heart!"

BHARAT DOSHI
EXECUTIVE DIRECTOR &
GROUP CHIEF FINANCIAL OFFICER
MAHINDRA & MAHINDRA LTD

"I want more students from MPS. When will your next batch be ready so that I can take them on?"

VIRENDRA SINHA, REGIONAL MANAGER, HR AND TRAINING, WESTSIDE (TATA GROUP), PUNE, MAHARASHTRA

"We used to manage (four of us) with Rs 400 a month. Now I earn Rs 3,500 from the factory and Jyoti also earns. Earlier we used to share whatever little food we had – if we cooked in the morning, we used to sleep with empty stomachs. Now things are better and we sometimes wish to even indulge — you know the kind of food we see outside — we try that. I buy ghee sometimes for children. I am happy now — we have lived through such hard times — but things are certainly looking up now."

CHANDRABHAGA ASADKAR, MOTHER OF JYOTI
AN MPS ALUM: TEAM LEADER, LEVEL ONE
CAFÉ COFFEE DAY, PUNE, MAHARASHTRA

"I wanted my son to study and move ahead. His father was a Karate Master but couldn't study further. I wanted my son to study and have a job, so that his life will change from the kind of life we have known. It was only when he got enrolled in Mahindra Pride School I was convinced that even my son can achieve something in life."

LAKSHMI, MOTHER OF DURGA PRASAD
AN MPS ALUM: CUSTOMER SERVICE EXECUTIVE
MPHISIS EDS COMPANY, PUNE, MAHARASHTRA
Social Research @ Naandi

Creating New formulas for change

Designing and testing newer approaches to deliver services and opportunities critical to nation building.
At Naandi, we have chosen, what we consider, key issues in the social sector that we want to impact most: Education, Malnutrition, Safe Drinking Water and Livelihoods.

But, given that we also want to carry on pitting our wits against what seem to be impossible tasks (our programmes for Quality Elementary Education, Hunger and Malnutrition, Safe Drinking Water and Sustainable Livelihoods for youth and small farmers are all results of pilots done in action research mode) we continue to reserve space, time and resources for experiments in social innovation. Proof of concept is an essential first step for us before any plans of expansion are even considered.

As you read, there are experiments going on in the field designed to scrupulously adhere to the spirit and ethics of research and clinical trials so they can stand the scrutiny of anyone, be it a member from the community or a social scientist or an innovator.

Two programmes are being run in the research crucible of Naandi.

1. The Project Bachpan
An effort to see how the various departments of the government that work for maternal and child welfare can converge their services, resources and data so there is greater efficiency with which maternal deaths are prevented, children's nutrition is taken care of, there is better quality of education in schools and more importantly, the community gets involved and begins to demand and monitor these services to ensure better and more responsive delivery from the service providers.

2. The Champion Trial
It is a clinical trial that’s trying to come up with cost effective service delivery models that can impact neonatal deaths that are completely preventable in this country.

Far left: Better health, nutrition and attendance of children are being seen across preschools in Project Bachpan areas.

Bottom: Space for play is a prerequisite at all the preschool centres, Rauti village, Ratlam district, Madhya Pradesh.
Can governments make the delivery of essential health, nutrition and education services for children more robust, resource efficient and responsive?

This is the subject of the World Bank funded action research called Project Bachpan. It's a 3-year project that began in 2005 and is being deployed in partnership with the government of Madhya Pradesh.

The action research is going on in the most under-serviced and developmentally backward region of the state, the Bajna block, in the Ratlam district, which has a very low literacy rate, widespread poverty and a high prevalence of malnutrition. The attempt here is to create means through which communities become more participative and demanding of services for their children, and the government service providers from the departments of health, nutrition and education work together — as opposed to in isolation — to bring in a convergence in the way services for children are planned, managed and deployed so as to make maximum impact.

The research will evaluate (through a third-party evaluator: Indicus) the improvements that such a convergence model of working can bring in the context of measuring children in school Vs out of school, their nutritional status, their learning levels and the status of maternal and child healthcare.

A breakthrough development of this project has been the creation of groups called the Ekta Samuh (Unity Group). These groups comprise on one hand, opinion leaders of the village and on the other government functionaries—the anganwadi worker, the auxiliary nurse and midwife and the school headmaster/mistress representing the Integrated Child Development Scheme (ICDS), the Reproductive Child Health (RCH) services programme, and the Sarva Shiksha Abhiyan (SSA) programme respectively.

The government functionaries have begun to jointly make and review plans for the children of the village. By sharing responsibilities they are reducing duplication of efforts and resources and the community members on their part have begun to monitor the services that they are providing for the mothers and children. At the end of every month the Ekta Samuh meets and discusses what they are happy with and what they'd like improved. This is emerging as a forum that's helping child development programmes become more effective since they are being customised to the needs of the community.

The final analysis of this action research that's going on across 221 village in the block will begin at the end of 2008. It will be reflected in a paper published by the World Bank on how more convergence between government departments can actually improve the pace and the outcome of the social sector programmes they have for communities.
Left: Activities at the preschool centres at villages such as Malwa village, Ratlam district, Madhya Pradesh today include a range of physical and social skill building exercises.

Right: Anganwadi workers — most of whom are illiterate — are trained to create colourful learning material which is a hit with the children. Shot at the anganwadi centre, Malwa village, Ratlam district, Madhya Pradesh.
Community Health and Material Provision - Impact on Neonates (CHAMPION) Clinical Trial

The trial represents a major stride forward in community health research. In July 2007, the trial’s protocol was published in an international peer-reviewed medical journal, BMC Pediatric where it was reviewed as “an article of outstanding merit and interest in its field.”

The trial is a collaboration between Naandi, the NICE Foundation (health education and services delivery partner), and Effective Intervention, a charity in the UK, based in the Centre for Economic Performance at the London School of Economics (LSE) who are funding and monitoring the trial and its results. The London School of Hygiene and Tropical Medicine (LSHTM) is providing technical support for the trial.

In CHAMPION the intervention being tested is a programme to provide community education, community-level care and high quality, low cost delivery services to small and remote villages in the Nagarkurnool division in Andhra Pradesh.

Of the 464 villages in the trial’s catchment area 232 have been randomised to receive the CHAMPION intervention. The other 232 will be observed as control villages to compare the intervention results. These control villages, however, will receive a completely neutral intervention called Support to Rural India’s Primary Education System (STIPES). This is a programme designed to improve the learning levels of children in India’s underserviced rural primary schools.

The trials are putting the interventions developed by NICE Local educated women are recruited and trained as ‘Enumerators’ for the trial to record and maintain health records of eligible women and newborns.
(for CHAMPION) and Naandi (for STRIPES) under a rigorous academic lens and examining the nature of their impact.

As part of the CHAMPION research, a 442 strong team of enumerators and supervisors have already identified 'eligible' women in each trial village (women under 50, pregnant or have a high potential of being pregnant in the near future). Twenty thousand women were found eligible to participate and enrolled. Half of them will receive healthcare interventions and the other half will be in the control group. For the next three years, the team will monitor the pregnancies of these women and gather data on their health, their health knowledge, and the survival of their neonates to assess the impact of the CHAMPION healthcare intervention.

For the STRIPES trial we are hiring and training 300 community youth to give remedial after-school learning support for all school going children in the trial villages. This is an intervention inspired by Naandi’s Ensuring Children Learn programme. Children in trial area villages enrolled in std II to IV will be tested by an outside, independent agency two times over the next three years. The test will attempt to quantify the effect of the intervention on their language and math skills, and will provide a rich picture of how the intervention works.

We hope that the evidence for the best practices in maternal and neonatal health, and primary education gathered from the Trial can be replicated nationally and internationally.
This is an indicative illustration of the globe and does not represent actual territorial demarcation.
Naandi Norway

In support of the girl child

The country that gives away the Nobel peace prize has embraced the cause of the Indian girl child.

This is about Norway, a company called Capgemini, and how Corporate Social Responsibility can change lives.

Capgemini — a leading global IT and consulting giant listed at the Paris Stock Exchange — has become one of Naandi’s biggest corporate partners. Led by Capgemini Norway they champion girl child education in India through the Nani Kali Project*. Capgemini Norway together with Naandi and K C Mahindra Education Trust have formed Naandi Norway. The company hosts the Naandi Norway office at Oslo, and the Naandi Norway website to promote the cause in the country, Europe and the world.

They’ve also been instrumental in getting Anna Lunggjigren, the youngest Member of the Norwegian Parliament, to volunteer as the goodwill ambassador for the Nani Kali Project.

In a year, since the setting up of Naandi Norway, the Nanhi Kali campaign has spread across both the Corporate levels and among teams in the Capgemini offices in 12 countries. And as Anders H Lier, Vice President, Capgemini Norway, and Chairman, Naandi Norway says ‘Capgemini worldwide has 90,000 employees. It’s our dream that soon we will be able to support 90,000 deserving girl children in India.’

It is also Naandi Norway’s dream to bring Norwegian energy saving technology and water purification systems into India.

*The Nanhi Kali Project is a girl child support programme jointly managed by K C Mahindra Education Trust and Naandi Foundation.
L to R: Anders H Lier, Vice President, Capgemini Norway, Dr K Anji Reddy, Chairman, Naandi Foundation and Anna Ljunggren, Member of Parliament, Norway at the inauguration of Naandi Norway in June 2007.

Capgemini Norway employees pledging to support the Nanhi Kali Project after the launch of Naandi Norway.
The First Gesture

At an official function Capgemini Norway hands over to Naandi their first contribution collected from the company and the employees. L to R: Dr K Chandramouli, IAS, former State Project Director, District Primary Education Programme, Sarva Siksha Abhiyaan, Andhra Pradesh, Manoj Kumar, CEO, Naandi Foundation, Anders H Lier, Vice President, Capgemini Norway.

Capgemini Sponsored Art Camps

Capgemini Germany sponsored an art camp for children in Hyderabad. And the paintings that were harvested were used as greeting cards and auctioned within the company to raise resources.
The Norway – Naandi connect

The Norwegian delegation: The Members of Parliament, Norway, team members from Capgemini and Naandi at the midday meal kitchen in Hyderabad.
Anna Ljunggren, the youngest member of parliament of Norway and the brand ambassador of the Nandi Kalai project distributing Nandi Kalai kits to girls in Government Primary School, Udaipur, Rajasthan.

Connecting with India

Left: Nicolai Halbo and Anne Sofie Breivik from Capgemini Norway visiting Nandi Kalais in India. Top: Anne Grethe Sandvik, a Capgemini volunteer from Norway with schoolchildren in Hyderabad.
VITALSTATISTIX

audited financials

April 2007 - March 2008
We have audited the attached Balance Sheet of Naandi Foundation as at 31 March 2008 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 Organisations 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 31 March 2008; 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 B S R & Co.
Chartered Accountants

Sd/-
Zubin Shekary
Partner
Membership No.: 48814

Hyderabad
3 August, 2008
# Statement of Affairs

(Rs. in Million)

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>As at 31 March 2008</th>
<th>As at 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corpus fund</td>
<td>22.01</td>
<td>22.01</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>176.44</td>
<td>86.60</td>
</tr>
<tr>
<td>Deferred income</td>
<td>7.72</td>
<td>4.32</td>
</tr>
<tr>
<td>Capital grants received for infrastructure facility for midday meal programme</td>
<td>92.01</td>
<td>67.17</td>
</tr>
<tr>
<td>Loans</td>
<td>131.49</td>
<td>87.87</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>429.67</strong></td>
<td><strong>267.87</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets (includes Infrastructure for midday meal programme Rs.133.42 Million)</td>
<td>174.74</td>
<td>129.51</td>
</tr>
<tr>
<td><strong>Current assets, loans and advances</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants receivable</td>
<td>104.72</td>
<td>65.35</td>
</tr>
<tr>
<td>Sundry debtors</td>
<td>0.65</td>
<td>0.39</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>83.07</td>
<td>53.72</td>
</tr>
<tr>
<td>Loans and advances</td>
<td>54.88</td>
<td>749</td>
</tr>
<tr>
<td><strong>Less: Current liabilities and provisions</strong></td>
<td>418.06</td>
<td>256.46</td>
</tr>
<tr>
<td>Excess of expenditure over income</td>
<td>102.61</td>
<td>82.96</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>429.67</strong></td>
<td><strong>267.87</strong></td>
</tr>
</tbody>
</table>

For B S R & Co.
Chartered Accountants

Sd/-
Zubin Shekary
Partner
Membership No. 48814

Hyderabad
3 August, 2008
# Income and expenditure account

for the year ended 31 March 2008

(Rs. in Million)

<table>
<thead>
<tr>
<th>Description</th>
<th>For the year ended 31 March 2008</th>
<th>For the year ended 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>492.58</td>
<td>305.71</td>
</tr>
<tr>
<td>Other income</td>
<td>1.76</td>
<td>18.60</td>
</tr>
<tr>
<td>Interest income, gross</td>
<td>0.72</td>
<td>0.35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>495.06</strong></td>
<td><strong>324.66</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of sales</td>
<td></td>
<td>6.07</td>
</tr>
<tr>
<td>Program expenses</td>
<td>465.02</td>
<td>315.36</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>11.15</td>
<td>11.81</td>
</tr>
<tr>
<td>Administration and general expenses</td>
<td>13.68</td>
<td>6.59</td>
</tr>
<tr>
<td>Finance and bank charges</td>
<td>6.11</td>
<td>3.65</td>
</tr>
<tr>
<td>Depreciation</td>
<td>18.75</td>
<td>17.39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>514.71</strong></td>
<td><strong>360.87</strong></td>
</tr>
</tbody>
</table>

Excess of expenditure over income for the year

Excess of expenditure over income brought forward

Excess of expenditure over income carried to the balance sheet

for B S R & Co.
Chartered Accountants

Sd/-
Zubin Shekary
Partner
Membership No. 48814
Hyderabad
3 August, 2008

Sd/-
Dr. K Anji Reddy
Chairman and Trustee

Sd/-
Dr. Isher Judge Ahluwalia
Trustee

Sd/-
Manoj Kumar
Chief Executive Officer
## Receipts and payments account for the year ended 31 March 2008

(Rs. in Million)

<table>
<thead>
<tr>
<th></th>
<th>31 March 2008</th>
<th>31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opening Cash and Bank Balance</strong></td>
<td>53.72</td>
<td>33.82</td>
</tr>
<tr>
<td><strong>Receipts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corpus fund</td>
<td>-</td>
<td>2.00</td>
</tr>
<tr>
<td>Grants</td>
<td>586.98</td>
<td>373.60</td>
</tr>
<tr>
<td>Other receipts</td>
<td>1.52</td>
<td>32.62</td>
</tr>
<tr>
<td>Bank interest</td>
<td>0.72</td>
<td>0.35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>589.22</strong></td>
<td><strong>408.57</strong></td>
</tr>
<tr>
<td><strong>Less: Payments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of purchase and conversion of inventory</td>
<td>-</td>
<td>4.3</td>
</tr>
<tr>
<td>Programme expenses</td>
<td>449.64</td>
<td>280.66</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>6.67</td>
<td>9.87</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>13.90</td>
<td>6.27</td>
</tr>
<tr>
<td>Purchase of fixed assets</td>
<td>72.30</td>
<td>63.38</td>
</tr>
<tr>
<td>Advances and deposits</td>
<td>2.86</td>
<td>2.44</td>
</tr>
<tr>
<td>Finance and bank charges</td>
<td>6.11</td>
<td>3.65</td>
</tr>
<tr>
<td>Repayment to interest free loans</td>
<td>8.39</td>
<td>18.37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>559.87</strong></td>
<td><strong>388.67</strong></td>
</tr>
<tr>
<td><strong>Closing Cash and Bank Balance</strong></td>
<td><strong>83.07</strong></td>
<td><strong>53.72</strong></td>
</tr>
</tbody>
</table>
## Income

<table>
<thead>
<tr>
<th>Income</th>
<th>Rs. in Million</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants from Government</td>
<td>212.88</td>
<td>43%</td>
</tr>
<tr>
<td>Grants from International donor agencies</td>
<td>94.06</td>
<td>19%</td>
</tr>
<tr>
<td>Grants from Indian donor agencies</td>
<td>94.06</td>
<td>19%</td>
</tr>
<tr>
<td>Grants from Corporates</td>
<td>34.65</td>
<td>7%</td>
</tr>
<tr>
<td>Donations from individuals</td>
<td>34.65</td>
<td>7%</td>
</tr>
<tr>
<td>Other income (includes service fee of Safe Drinking Water division)</td>
<td>24.76</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>495.06</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

## Expenditure

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Rs. in Million</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Rights</td>
<td>380.42</td>
<td>74%</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>25.33</td>
<td>5%</td>
</tr>
<tr>
<td>Safe Drinking Water</td>
<td>51.27</td>
<td>10%</td>
</tr>
<tr>
<td>Safe Motherhood</td>
<td>6.47</td>
<td>1%</td>
</tr>
<tr>
<td>Administrative Overheads</td>
<td>26.36</td>
<td>5%</td>
</tr>
<tr>
<td>Depreciation &amp; Finance Cost</td>
<td>24.86</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>514.71</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
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 marginalized and under privileged communities of the society. Naandi is primarily engaged in providing charitable services in the areas of healthcare, education, livelihoods and safe drinking water. Presently, Naandi is providing community development services in the states of Andhra Pradesh, Madhya Pradesh, Rajasthan, Chhattisgarh, Orissa, Punjab, Nagaland, Andaman and Nicobar Islands and Maharashtra.

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 Organizations issued by the Institute of Chartered Accountants of India (ICAI) to the extent applicable. The financial statements are prepared in Indian rupees.

2.2 Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles which 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 recognized as revenue when received. Revenue from restricted grants is recognized based on fulfillment of conditions as stipulated in the agreement with the donor.

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

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

Grants received to acquire or construct depreciable fixed assets, the ownership of which lies with the trust are recognized as income over the period and deferred in proportions in which depreciation, on the asset concerned is charged.

2.4 Fixed assets and depreciation

Fixed assets are carried at cost of acquisition less accumulated depreciation. The cost of fixed assets comprises the purchase price, taxes, duties, freight and any other directly attributable costs of bringing the assets to their working condition for their intended use. Borrowing costs directly attributable to acquisition of those fixed assets which necessarily take a substantial period of time to get ready for their intended use are capitalized.

Advances paid towards the acquisition/ construction of fixed assets outstanding at each balance sheet date and the cost of fixed assets acquired but not ready for their intended use before such date are disclosed as capital work-in-progress.
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. 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 period of the lease.

2.5 Foreign currency transactions
Foreign currency transactions are recorded using the exchange rates prevailing on the dates of the respective transactions. Exchange differences arising on foreign currency transactions settled during the year are recognized in the income and expenditure account. Monetary assets and liabilities denominated in foreign currencies as at the balance sheet date are translated at the year-end rates. The resultant exchange differences are recognized in the income and expenditure account.

2.6 Provisions and contingent liabilities
The Trust recognizes a provision when there is a present obligation as a result of an obligating 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 a possible obligation or a present obligation that the likelihood of outflow of resources is remote, no provision or disclosure is made.

Provisions for onerous contracts, i.e. contracts where the expected unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it, are recognized when it is probable that an outflow of resources embodying economic benefits will be required to settle a present obligation as a result of an obligating event based on a reliable estimate of such obligation.

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

2.8 Retirement benefits
Gratuity, which is defined benefits, is accrued based on an actuarial valuation at the balance sheet date, carried out by an independent actuary.

Contributions to the recognized provident fund, which is a defined contribution scheme, are charged to the income and expenditure account.

3 Restricted funds
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 the donors or would otherwise be refunded if unutilized.

4 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. 3,758,919 (previous year: Rs. 2,160,964).

5 FAIR VALUE OF NON MONETARY GRANTS

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31 March 2008</th>
<th>As at 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice and Wheat received free of cost from Government of Andhra Pradesh, Rajasthan and Madhya Pradesh for midday meal program</td>
<td>44,241,519</td>
<td>30,263,541</td>
</tr>
<tr>
<td>Free office facilities leased to Naandi by a trustee</td>
<td>1,174,422</td>
<td>1,067,656</td>
</tr>
<tr>
<td>Land allotted free of cost by Government of Andhra Pradesh, Rajasthan and Madhya Pradesh</td>
<td>205,764,016</td>
<td>114,379,639</td>
</tr>
<tr>
<td>Total</td>
<td>251,178,957</td>
<td>145,710,836</td>
</tr>
</tbody>
</table>

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

6 EMPLOYEE BENEFIT PLANS

Effective 1 April 2007, Naandi has adopted the revised accounting standard on employee benefits. The adoption of the new standard did not have any material impact on the opening reserves and accordingly, no adjustments were considered necessary as of 1 April 2007.

7 COMMITMENTS AND CONTINGENT LIABILITIES

Naandi has the following commitments and contingent liabilities

(a) Commitments

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31 March 2008</th>
<th>As at 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated amount of contracts remaining to be executed on capital account and not provided for</td>
<td>8,862,000</td>
<td>31,444,919</td>
</tr>
<tr>
<td>Total</td>
<td>8,862,000</td>
<td>31,444,919</td>
</tr>
</tbody>
</table>
(b) Contingent liabilities

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31 March 2006</th>
<th>As at 31 March 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank guarantee issued to Government authorities</td>
<td>10,500,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,500,000</strong></td>
<td><strong>10,000,000</strong></td>
</tr>
</tbody>
</table>

8 Previous year’s figures have been re-grouped and reclassified wherever necessary, to conform to current year’s classification.

for Naandi Foundation

Sd/-
Dr. K Anji Reddy
Chairman and Trustee

Sd/-
Dr. Isher Judge Ahluwalia
Trustee

Sd/-
Manoj Kumar
Chief Executive Officer

Hyderabad
3 August, 2008
I'm Naandi. 10 years old.

Too young, as an archivist once told me, but old enough, I think, to look back and acknowledge my growing up moments.

1998. I was born because a Chief Minister went on a mission to the US and returned with an idea to change lives. He was then joined by a scientist who had the vision to realise that to change lives, discovery and innovation must take place outside of laboratories too.

In these 10 years, my growth has been marked by some very challenging trials and heartening developments. In an autobiography, I will one day list all my 'moments' but on this occasion I've handpicked only a few instances that helped me make that leap, raise that bar and get into an orbit where I have more than 3 million men, women and children reposing their faith in me and my promise that I will do my all to eradicate poverty from their lives.
AMARTYA SEN WINS THE NOBEL PRIZE
For economics – welfare economics
and solutions to poverty

1978

NAANDI IS BORN
To create ‘a new beginning’
To eradicate poverty
1. A copy of my original Trust deed.
2. What the press had to say when I was born.
4. My first Annual Report published and launched by the then state governor Dr C. Rangarajan at the end of year one.
Getting an Identity  From regional to national to global

I was born as Naandi from Andhra Pradesh, raised as Naandi the Indian and function as Naandi the global partner for change. As my responsibilities increased so did my demeanour change.

The evolution of the logo

Naandi logo as on 1998

Contenders for a new look when we decided to change in 2003

The winner was...

...because the idea was to represent Naandi's vision to Change Lives as a national inspiration. A stylised version of a burning candle, the logo, symbolise the Spark, which Naandi strives to ignite in people and actively work for change. The colour, burnt orange, indicates warmth and passion. The semi formal font is evocative of the Foundation's credo of working with grassroot communities. The stylised graphic and Indianised font, is indicative of a combination of corporate professionalism and grounded principles.
CM to launch meal scheme on Feb. 20

Hyderabad: The mid-day meal scheme, aiming to provide one nutritious meal to children in primary schools will be launched on February 20.

Ministry of Human Resource Development (HRD) and Andhra Pradesh government have decided to launch the scheme from February 20. The scheme will provide 200,000 mid-day meals to primary school children in Andhra Pradesh.

The scheme will be launched in partnership with the state government. The government will provide 50 lakhs rupees per month for the scheme.

The scheme will be implemented in a phased manner, with the first phase covering 100 schools. The scheme will be expanded to cover all primary schools in the state in a year.

Cooking tasty nutritious lunch for 1.5 lakh kids

Express News Service

PRIMING and distributing nutritious and tasty lunches for 1.5 lakh children across the state will be a major challenge, the Andhra Pradesh government has warned.

The government has already sanctioned Rs. 300 lakhs for the scheme, but the actual implementation may face challenges due to the sheer scale of the undertaking.

The Food Corporation of India (FCI) has been asked to provide the inputs for the scheme.

Keeping in view the possibility of delays in delivery, the FCI has been asked to ensure that theInputs are available in time. The FCI has been asked to make sure that the scheme is implemented within the stipulated time frame.

Modern kitchen for mid-day meal

City from today

Midday meal gets healthier for AP kids

Our Bureau

The Andhra Pradesh government has announced that it will provide nutritious and healthy meals to all school children in the state from today.

This decision is part of the government's efforts to improve the health and nutrition of school children. The government has partnered with the Ministry of Human Resource Development (HRD) and the Andhra Pradesh School Education Department to implement the scheme.

A SUPPLEMENT

The Andhra Pradesh government has decided to provide a mid-day meal for all primary school children in the state. The meal will be provided in all government and government-aided schools.

The meal will be provided free of cost to all children, regardless of their economic background. The meal will be prepared and distributed by the schools themselves, with the help of the local community.

Determining the number of children in each school

The number of children in each school will be determined based on the number of enrolled students. Additional meals may be provided to accommodate any increase in the number of students.

Donate for meal scheme: CM

The Launch & the GAIN partnership

I signed up with the government to provide midday meals to schoolchildren of Hyderabad. And recently tied up with Global Alliance for Improved Nutrition (GAIN), to fortify food grains used in the midday meal with nutrients essential for children's growth.
moving beyond Andhra Pradesh

Reaching out to more people across the country

Maharashtra

Madhya Pradesh

Haryana

Punjab
MoUs with State Governments

Naandi programmes

ANDHRA PRADESH
Midday Meal, Education, Safe Drinking Water, Sustainable Livelihoods, Champion Trial

NAGALAND
Sustainable Livelihoods

MAHARASHTRA
Education, Sustainable Livelihoods

ANDAMAN & NICOBAR ISLANDS
Sustainable Livelihoods

MADHYA PRADESH
Education, Midday Meal, Project Bachpan

CHHATTISGARH
Education

RAJASTHAN
Midday Meal, Education, Safe Drinking Water

ORISSA
Midday Meal

PUNJAB
Safe Drinking Water

HARYANA
Safe Drinking Water
A pat on the back

What others thought I did well
1. The Safe Drinking Water programme won the ASHOKA CHANGEMAKERS competition under the "Tapping Local Innovation: Unclogging the Water and Sanitation Crisis" segment that received 264 entries from 54 countries.


3. Naandi won the prestigious global bid for the World Bank administered – GLOBAL PARTNERSHIP ON OUTPUT BASED AID (GPOBA) grant – out of 200 contest from across the world for expanding its Safe Drinking Water programme to villages in Andhra Pradesh.

4. Naandi was one of the 10 organisations shortlisted out of 200 from around the world for the $1 million ALCAN PRIZE for Sustainability.

5. The Municipal Corporation of Greater Mumbai (MCGM) and Naandi partnered to deploy an innovative CHILD LEARNING TRACKING SYSTEM (CLTS) to track, record and maintain information of 450,000 government schoolchildren online, a first-of-its-kind in the country.

6. WORKBOOKS – that accelerate and improve the learning levels of children – developed by Naandi were taken on by the Government of Chhattisgarh to distribute across all government schools in the state.

7. Naandi’s Schoolchild Healthcare Plan may just be what the entire country was waiting for. The PLANNING COMMISSION, in its Eleventh Five Year Plan recognised and recommended that this programme be considered for roll out across the country.

8. Naandi has been able to convince the Government of Andhra Pradesh to extend its MIDDAY MEAL PROGRAMME – which helped increase enrolments and control absenteeism in schools – to anganwadis in Visakhapatnam district.
freedom of expression

Freedom of Expression is a selection of images taken by the children, the men and the women we work with from across the country.

This is a harvest from 40-day journey that began at Hyderabad travelled to Sheopur in central India then to Punjab in western India, Araku Valley a tribal area in south India and concluded in the north east, at Nagaland.

Equally exciting as the images the community took are, for us, how they felt and what they did when they got a camera in their hands for the first time in their life. This segment captures both.

An entire coffee table book and exhibition will eventually result from this project – giving a lot of us glimpses of areas, of lives and of customs that we may never have seen before.
Ever looked at the Charminar like this?
Photographer: K Anil Kumar, 11 years old, Government Primary School, Kulsumpura mandal.
Children of std III – VI from government schools in Hyderabad, Andhra Pradesh

Hyderabad, the capital of Andhra Pradesh is Naandi’s headquarters and also the birthplace of our Education programme – Ensuring Children Learn. 16 students from across the city participated. From their homes to the Indian School of Business, from the famed Charminar and Nizam’s palaces to their own schools, from art at the university to their gods and shrines – they spent six days looking at the city and themselves through the viewfinder. Here’s a glimpse of what they saw...

Sound of music
Photographer: B Parashuram, 12 years old
Government Primary School, Kalsumpura mandal.

The boy with the camera is Sheik Arshad, 11 years old
Government Primary School, Bahadurpura mandal.
The saree at Araku

Photographer: Korra Jagannatham, 25 years old, coffee farmer and community coordinator.
Tribals from the hills of Araku in the Eastern Ghats of Andhra Pradesh

Araku is the heartland of the tribes that live in the hill ranges of the Eastern Ghats of Andhra Pradesh. It's also where we work with 8,000 landless farmers on government land, growing coffee organically for it to become a steady source of income for them. The participants came from villages, men and women who were either farmers themselves or the children of farmers — who realised that 'images can show to the outside world what we are about and our troubles' and who from the steep slopes of their coffee plantations to the hill trains, their weekly market days to their rhythmic dimsa dances made a catalogue of their life and times in six days under pouring rain and whimsical sunshine.

To the market, to the market

Photographer: Killo Pratap, 36 years old, coffee farmer and community coordinator.

The person with the camera is Killo Neelambarr, 52 years old, coffee farmer and community coordinator.
Tribeswomen of Chambal at a fair
Photographer: Manisha Vaishnav, 12 years old, Government Primary School, Sheopur block.
Students of std III – V from government schools of Sheopur, Madhya Pradesh

Sheopur is in the infamous, dacoit ridden, Chambal Valley in Madhya Pradesh. It’s also a very, very poorly serviced area home to families that have been struggling to earn a living for generations. Like Hyderabad, our work here too is with children in government schools – ensuring they learn maths, science and their languages better. 12 children holding cameras for the first time in their lives visited forts, fairs – where they saw a giant wheel for the first time in their lives, revisited their homes and hearths and their customs and as one young participant said ‘once I saw the pictures we had taken I realised we live among so many beautiful things.”

The girl with the camera is Poonam Sharma, 12 years old Government Primary School, Sheopur block.
Three amigos

Photographer: Guruvinder Singh, 23 years old, son of Malkit Singh who runs a tea shop.
Villagers from Gidderbaha, Punjab

Punjab is the land of the five rivers and home to our drinking water project that serves 53 villages. It was the villagers of Gidderbaha, the first region where we set up our drinking water purification centres, who participated in this project. They were a motley crew of 12 young guns and wise matrons drawn together by the promise of learning to master the digital camera. And they became masters. Harvested from their cameras were images of their gurudwaras, their fields, their full blooded dances and of their industry — which as Rajendra Shaw the leader of the photography workshop said — were very close to the images he, with his over 30 years of experience in taking pictures, had captured.

At the Gurudwara
Photographer: Gurupdesh Singh, 15 years old, son of Jalour Singh, safe water plant operator.

The girl with the camera is Amandeep Arora, 22 years old, daughter of single parent Sushma Rani.
Cheers! One for the album

Photographer: Aku Nakora, 24 years old, housewife.
Tribeswomen from Kohima and nearby villages in Nagaland

It was the villages of Khonoma, Tupema and Viswema in the north-eastern state of Nagaland where our participants, eight tribeswomen chased by rain clouds, landslides and ‘don’t bother us’ warnings from their mothers and aunts (who were busy harvesting the famous Naga Q pineapples) concluded the last leg of the Freedom of Expression project. On one hand our livelihoods team was helping the women’s self help groups collect and market the fruits and vegetables they were growing and on the other — their daughters and nieces were busy collecting images of what they thought was the sum total of Nagaland for them — the police headquarters, their colourful weaves, the pineapples, their families and of course the tricolour.

Participants from Nagaland (L to R): Evure, Anole, Elzole and Sevi.
Andhra Pradesh

Naandi Foundation
502, Trendset Towers
Road No 2, Banjara hills
Hyderabad 500 034
Phone: 040-23556491/92

Naandi Foundation
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6-3-883 Punjagutta
Hyderabad 500 082
Phone: 040-23415890

Naandi Foundation
602/603, 6th floor
Golden Green Apartments
Erramanizil Colony, Punjagutta
Hyderabad 500 082
Phone: 040-23326365/66

Naandi Foundation
Ondru Sombamurthu Building
RTC Complex Road
Opp Modamamba Lodge
Paderu 531 024
Visakhapatnam District
Phone: 0899-5331265

Naandi Foundation
H.No.1-9-81, River Colony
Near DSP Office
Near Shanti Building
Gadwal 509 125
Mahabubnagar District
Phone: 08546-272011

Naandi Foundation
H.No. 13-135, Ramnagar Colony
Opp Police Quarters
Nagarkurnool 509 209
Mahabubnagar District
Phone: 08540-230449

Naandi Foundation
Door No. 39-9-2, 2nd floor
SaiBalaji Complex, Bunder Road
Vijayawada 520 010
Phone: 0866-2481124

Naandi Foundation
Aassav campus, Hattaguda
Cinnalabudu
Araku Valley 531 149
Visakhapatnam District
Phone: 0893-6249261

Naandi Foundation
D.No. 10/56, Geetha
Maudiram, Raithupeta
Nandigama 521 185
Krishna District
Phone: 08678-279286

Naandi Foundation
H.No. 76-92-19-1A
Sampath Nagar, Behind
APSRRTC Zonal Staff Trg Office
Bellary Chowrasta 518 004
Kurnool District
Phone: 9440807436

Naandi Foundation
Opp APSRTC Bus Stand
Bhadrachalam 507 111
Khammam District
Phone: 087443-232101

Naandi Foundation
Old ITI junction
Industrial Estate
5th Police station
Visakhapatnam 530007
Phone: 09848993297

Schoolchild Healthcare Plan
C/o Nice Foundation
4-1-1056, Bogulkunta
Abids
Hyderabad 500 001
Phone: 24755072/24752565

Naandi Foundation
18-59, Nirmaladevi Colony
Opp CNR School
Erragadda
Nagarkurnool 500 209
Mahabubnagar District
Phone: 08450-230623

Rajasthan

Naandi Foundation
7, Moti Magri Scheme
Near UIT Office 310 001
Udaipur District
Phone: 0294-2419574

Naandi Foundation
Chitrakoot Nagar
Bhuwan Bypass
Near Power House 313 004
Udaipur District
Phone: 09414162723

Naandi Foundation
Near Central Academy School
Near Bapu Nagar 311 001
Bhilwara District
Phone: 09351293111

Naandi Foundation
Besides Adarsh Vidy Mandir
Teen Dhar Chowraha
Ruparel Post, Jhalrapatan Block
Jhalawar District 326 023
Phone: 09929311662

Naandi Foundation
Near Railway Crossing
Sawargyadi Road
Raniyari Gram
Kapasan 312 202
Chittorgarh District
Phone: 0946042052

Naandi Foundation
Bhavaniipura, Medi Kheda
Near Railway Line
Suvaniya Panchayat
Gangari 312 202
Chittorgarh District
Phone: 09829639522

Naandi Foundation
Opp Vidya Niketan School
Sector 5, Gandhi Nagar 312 207
Chittorgarh District
Phone: 09414287820
Naandi Foundation
Prayachi Vajkiya Uuch
Prathmik Vidyalaya
Ajmer Road
Kishangarh 305 801
Ajmer District
Phone: 09929217183

Naandi Foundation
Behind Govt. Hospital
Bypass Road, Sanwariya
Mandapiya 312 024
Chittorgarh District
Phone: 09252132450

Naandi Foundation
Opp Govt School
Isarvas Dangiyani
Village Post
Salumber Tehsil 313 027
Udaipur District
Phone: 09829105576

Schoolchild Healthcare Plan
1st Floor, Pannadhay
Government Janani Hospital
MB Hospital Campus
Chetak Circle 310 001
Udaipur District
Phone: 0294-2418306/2412024

Schoolchild Healthcare Plan
Behind Emergency Ward
MBM Hospital
Sastri Nagar 342 001
Jodhpur District
Ph: 0291-2633760

Naandi Foundation
S-72, Sector-2
Avanti Vihar
Telibandha
Raipur 492 001
Phone: 09425598525

Maharashtra
Naandi Foundation
202, Abhinandan Swamy
Society, 21, Swarny Vallabdas
Road, Opp Sadhana Vidyalaya
Sion (W), Mumbai 400 022
Phone: 022-24013366

Mahindra Pride School
Plot No P/104, Block D-2
Opp Finistole Pipe, Telco Road
MIDC, Chinchwad 411 019
Pune District
Phone: 020-27464557

Punjab
Naandi Foundation
Mallan Colony, Kachari Chowk
Gidderbhau 152 101
Muktsar District
Phone: 0163-231230

Madhya Pradesh
Naandi Foundation
Above State Bank of India
Shivpuri Road
Sheopur Kala 476 337
Phone: 07530-221832

Naandi Foundation
After Phooti Koti
Behind Nagar Nigam Zonal
Office No 5
Hawa Bangla 452 009
Indore District
Phone: 0731-3267272

Naandi Foundation
Bhai ka Bagicha
Beside Ramleela Maidan
Ghamapur 482 001
Jabalpur District
Phone: 0761-2620387

Naandi Foundation
Near SOS Village
Khajuri Kalan
BHEL 462 021
Bhopal District
Phone: 0755-2752330

Naandi Foundation
Above District Corporation
Central Bank, Sardar Bazar
Bajna 457 555
Ratlam District
Phone: 07413275311

Nagaland
Naandi Foundation
C/o Joint Director
Department of Women
Development, Bayavu
High School Road 797 001
Kohima District
Phone: 0370-2260024

Andaman and Nicobar Islands
Naandi Foundation
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Herital Bay
Diglipur 744 202
North Andaman
Phone: 03192-271353