

# **SIR RATAN TATA TRUST**

**Annual Report 2001 - 2002**

## **Sir Ratan Tata's Vision**

His thoughts, in 1913, on the manner in which the Trust's funds could be used:

“... for the advancement of Education, Learning and Industry in all its branches, including education in economy, sanitary sciences and art, or for the relief of human suffering or for other works of public utility....”

“To engage qualified and competent persons to investigate into matters that pertain to the social, economic or political welfare of the Indian community, the object being to design schemes of a practical nature calculated to promote the welfare of the said community, care being taken that such work is not undertaken from the stereotyped point of view but from the point of view of fresh light that is thrown from day to day by the advance of science and philosophy on problems of human well-being....”

Further, he also directed that:

“No experiment and no venture should be aided or undertaken unless the scheme thereof is carefully prepared...”

“No institution or organisation should be aided of which the accounts are not subject to periodical audits and are not regularly issued and which would not be open to inspection and examination...”

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Mr. Hoshang D. Malesra

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Programme Officers

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Ms. Kavita Anand  
Ms. Vartika Jaini

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Mr. Ravi M. Shetty  
Mr. Ramesh V. Thingalaya  
Mr. Navin D. Thingalaya

The Trust is grateful to the following for their valuable contributions during the year.

**Bankers**

American Express Bank, Mumbai  
State Bank of India, Main, Mumbai  
UTI Bank, Main, Mumbai

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**Solicitors**

Mr. Jehangir N. Mistry, Partner  
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## Reflections: Looking back; looking forward

*The year 2001 – 2002 saw the completion of the review of the Trust’s Strategic Plan 2000 (SP2000) and the development of its Strategic Plan 2006 (SP2006). Embarking on a new phase marks a significant milestone in the history of an organisation. The Trust reflects on the probable perspectives of the founder of the Trust and at re-interpreting his vision in the current context.*

The transition from a charity that provided donations for worthy causes to a contemporary professional philanthropic institution in the 75<sup>th</sup> year of its existence, signified a turning point in the history of the Trust. The first Strategic Plan (SP 2000) was commissioned in that year, to accentuate the programmatic orientation in the Trust’s work. The Strategic Plan 2006 of the Trust states: “The transformation, we believe, would undoubtedly bring the Trust closer to the wishes of the Founder. The Trust therefore needs to interpret the purpose in the present day context of its engagement. It needs to work towards a vision it has of the society.”

Given the sparse oral and written history available on Sir Ratan Tata, the vision of our founder, can best be inferred from the nature and quality of the financial support provided by him in the early 20<sup>th</sup> century. In 1905, the younger son of Jamsheji Tata committed a significant sum to the Servants of India Society. A nationalist organisation founded by Gopal Krishna Gokhale, the members of the Society were sworn to poverty and enlisted to serve as volunteers for the social, political, and economic welfare of India. Sir Ratan Tata provided the operational costs of the Servants of India Society for 10 years, 1905 to 1915, amounting eventually to a sum of Rs. 1,11,000. This substantial, long-term support, is a perceptive precursor to the Trust’s current grant making<sup>1</sup>.

PRAY THANK MR. TATA FOR MUNIFICENT TIMELY HELP. DISTRESS GREAT. PRISONERS’ LOT HARD. RELIGIOUS SCRUPLES DISREGARDED. RATIONS SHORT. PRISONERS CARRY SLOP-PAILS; FOR REFUSING, PUT ON SPARE DIET. SOLITARY CONFINEMENT. PROMINENT MOSLEMS, HINDUS, PARSIS IN JAIL. GANDHI
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<sup>1</sup> The charter of the Society reads: “The Servants of India Society will train men prepared to devote their lives to the cause of the country in a religious spirit, and will seek to promote by all constitutional means, the national interests of the Indian people. Its members will direct their efforts principally towards (1) creating among the people, by example and by precept, a deep and passionate love of the motherland, seeking its highest fulfilment in service and sacrifice; (2) organising the work of political education and agitation basing it on a careful study of public questions and strengthening generally the public life of the country; (3) promoting relations of cordial good-will and co-operation among the different communities; (4) assisting educational movements especially those for the education of women, the education of backward classes and industrial and scientific education; (5) helping forward the industrial development of the country; and (6) the elevation of the depressed classes.”

The support to the Society and another substantive contribution to the non-cooperation movement led by Mahatma Gandhi in Transvaal, South Africa, also suggest an appreciation of ethical leadership for worthy causes. Sir Ratan is quoted to have said after a fierce argument with Gokhale, that he could never get angry with him because he was "...so true, so good and so saintly. The curse of a saint is better than the blessing of a hypocrite".<sup>2</sup> Gokhale is described by him elsewhere, as a man with a large vision of the country's progress which would march to self government through gradual and well-secured paces.<sup>3</sup> This approach to nation building appeared to have appealed to his own temperament. Sir Ratan's gift to Mohandas Karamchand Gandhi followed Gokhale's visit to Transvaal, and brought in response, a cable directing Gokhale<sup>4</sup> to express gratitude for munificent and timely help.

By the close of 1910, Sir Ratan Tata had followed up the first gift of Rs. 25,000 with two more matching gifts. We learn of his involvement from his animated letter to Mahatma Gandhi that commends the magnificent stand led by him in Transvaal.

YORK House,  
TWICKENHAM.

18th. November 1910.

My dear Mr. Gandhi,

I desire to contribute a second sum of Rs. 25,000/- in aid of the Indian struggle in the Transvaal.

About this time last year I was happy to give a similar sum, and since then nearly a lakh of Rupees have been subscribed by our countrymen in different parts of India, to-wards the heavy expense of maintaining this most unequal struggle. This is no doubt satisfactory as far as it goes, but it is not enough. Indeed when I think of the vast importance of this question, and the magnificent stand which a handful of our countrymen in the Transvaal have made and are making for the honour of our Motherland, I feel constrained to say that the support which India has so far lent to her brave sons and daughters in - their heroic and most righteous struggle in a distant land, has not been adequate.

Not only for their sakes therefore, but for the honour and well-being of Indians in all parts of the world, I say that a great duty rests upon us at the present time. We must recognise the significance of the issues involved, and see to it that the great sacrifices made, and the sufferings so willingly endured by the Indian Community in South Africa, are not rendered useless by our supineness or neglect. We in India must not forget that you and your fellow-workers in the Transvaal have suffered much

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<sup>2</sup> Extract from speech delivered by Mr. C. Ramalinga Reddy, distinguished educationist and the first Vice Chancellor of Andhra University, Waltair, on March 4, 1920. This is extracted from one of the publications in the Gokhaleana series by Mr. S. R. Venkataraman published in May 1965.

<sup>3</sup> *Times of India*, December 10, 1919.

<sup>4</sup> *The collected works of Mahatma Gandhi*, volume 10, page 334.

and have sacrificed much to maintain our country's (illegible) in the Transvaal, and that though your spirit might be steadfast, your resources would be considerably diminished in so prolonged a struggle. Unless I feel therefore (illegible) you receive renewed support it would be difficult for you to carry on so unequal a fight. Should you however be obliged to give up this struggle for want of due appreciation and support from us, in India, I fear it will be considered tantamount to an acknowledgment by us of our inferiority to the white races. What effect this would have in future in the treatment of our countrymen by the whites in various parts of the world, could easily be imagined.

I am confident the mass of the British public would not for one moment countenance the injustice which is done to our people if only they were aware of it, and we must therefore persist in our efforts of rousing general public attention not only in India but in England also, to the wrong inflicted on our people.

It is my earnest and devout hope that the new Parliament in South Africa will let one of its first acts be a satisfactory settlement of this vexed question, honourable to all, and compatible with our status as citizens of the British Empire.

But it is not enough to hope. We must also show that we are determined. Therefore I think it is the clear duty of all in India at this juncture to do what lies in their power – to give those who are engaged in this supremely important struggle the confident feeling that the vigorous and sustained support both material and moral of their countrymen in India is behind them. If the cheque which I enclose herein will in any degree be instrumental in giving you and your fellow-workers this feeling, my object in sending it will have been accomplished.

**Yours Sincerely**  
Ratan Tata

The letter firmly states a 'duty' of all in India to do whatever lay in their power to provide material and moral support. Three years later, in 1913, he wrote his Will, which till date, informs the vision of the Trust. Clause 18 of the Will states that the objects to be aided by the Trust funds should be public and general in preference to sectional, open to audit, with a carefully planned scheme, and employing qualified and competent persons. Mention is also made, of research fellowships and research stations including one for the study and promotion of the proper subjects of a charity. The professional tone to these directions is commended as being exceptional in the world of charity, especially in early 20<sup>th</sup> century India<sup>5</sup>.

Established after his death in 1918 with a corpus of Rs. 8.1 million, the Trust largely made grants in Mumbai until the early 1990s. Known for its grants for education and medical relief to needy individuals, the Trust also made small institutional grants for the promotion of arts and heritage, women's development, and rural development. The income of the Trust till 1994 was under Rs. 2 crore, and grants were usually made as one-time donations. In 1995, an exponential growth in the Trust's income meant that planning would be required for annual disbursements of Rs. 3 to 4 crores. The Trust could play a more

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<sup>5</sup> Sir Ratan Tata Trust, *An Indian Centre for Philanthropy Publication*; Edition First, 1998, Editor Pushpa Sundar.

meaningful role in the third sector. The Trust felt the need for programmatic guidance by professional staff that would create a clearly defined identity, relevant to its contemporary context.

Education and Health had been the focus areas of the Trust's grant making till 1995. The Trust introduced three additional thematic areas for professional institutional grants - Rural Livelihoods and Communities, Arts and Culture and Public Initiatives. Systems of appraisal, monitoring and evaluation were refined and set in place. By 1997, the Trust had 54 ongoing grants including endowments as an instrument for support to institutions. In 1997, a Discussion Paper on Endowment Strategy led to the creation of a separate Endowment portfolio. A Small Grant programme was introduced for welfare oriented institutions. The number of active grants to institutions steadily increased in number and size, to reach 110 in 2001-2002. The Trust acquired a pan-Indian character and by 2002, had disbursed close to a 100 crores since its inception in 1919. Significantly, 83 per cent of this amount, has been disbursed after 1995.

Rapidly changing development paradigms and the pressures of globalisation created new concerns on the nature of the support that should be offered by the Trust. Issues on assessment of impact and strategies to address disparity were debated internally. The development discourse called the label of the third world into question, situating the demand for worldwide equity in the colossal 'divides' in access to knowledge, capital and expertise. The sheer enormity and complexity of the task of development forced a global validity to the assertion that the people must play a central role in the development process themselves. This required a greater focus on the task of capacity building of community organisations. The Trust's engagement with these issues has led its staff to continuously examine the implications of all its actions, actively make and influence partners at multiple levels, study the field, take risks, innovate judiciously, demand accountability and make discerning entitlements to its grantees. We return to the comment of Mahatma Gandhi<sup>6</sup> on receiving the gift from Sir Ratan: "If Mr. Tata's gift is a matter of satisfaction, it also calls for a warning. In this world a gift can rarely be turned to good account. Only a few know how to put to good use money got as a gift. Such money makes people weak-willed and selfish. Our fight is based on self-help and is intended to bring about our own regeneration. Therefore, should Mr. Tata's gift lead people to relax their efforts, it may do more harm than good. We would urge the Indian community not to slacken in its duty in South Africa, regardless of this gift." For the Trust, these words carry more than a grain of truth, as over the years, a number of lessons have been learned about the difficulties of giving funds while ensuring that more good is done than harm.

**Sir Ratan Tata**, helped operationalise the dynamic ideas of visionaries. Today, the Trust stands with the mandate to help build a civil society in which the people must be empowered to chart their own development. In his will, Sir Ratan had said: "such work is not (to be) undertaken from a stereotyped point of view but from the point of view of fresh light that is thrown from day to day by the advance of science and philosophy on problems of human well-being." The Trust salutes his pioneering work in the field of philanthropy and commits itself to the spirit of his vision.

*Compiled by Kavita Anand*

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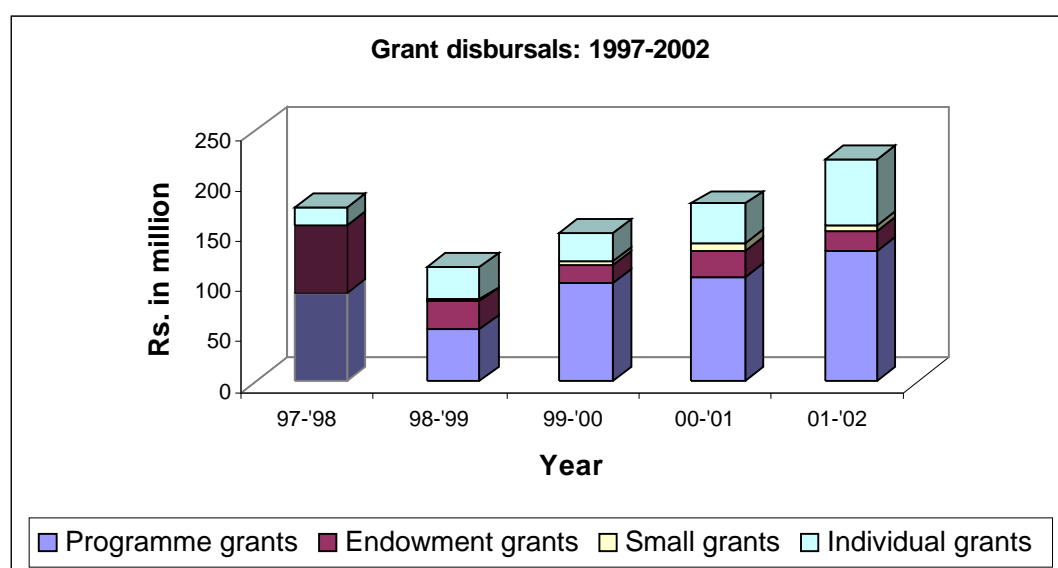
<sup>6</sup> *The collected works of Mahatma Gandhi*, Volume 10, page 352, printed in Indian Opinion, December 11, 1909.

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## An Overview: 2001-2002

**I The year that was:** In 2001-2002, the Trust deliberated on its earlier grant-making phase, to strategise its plans for 2001-2006. A review of the Strategic Plan 2000 (SP 2000), meant to guide the Trust's activities from 1995-2000, was completed during the period under review. The Trust revisited its positioning in the development sector, and significance in its thematic areas. A Strategic Plan 2006 (SP 2006) was conceptualised for the period 2001-2006. The total disbursements made by the Trust in 2001-2002 touched a record high rising to Rs. 210.43 million, a 32 per cent increase over the previous year and 46 per cent over 1999-2000. Disbursements of Rs. 130.8 million were made on programme grants during the year. Endowment grant disbursements totalled up to Rs. 21.8 million. Small grants touched Rs. 6.18 million. Seventeen new programme grants and thirty-one small grants were added to the Trust's portfolio during the year. Two organisations received endowments from the Trust. The total disbursements to individuals was Rs. 51.65 million, an increase of 65 per cent over the previous year.



### Details of grant disbursements: 2001-2002

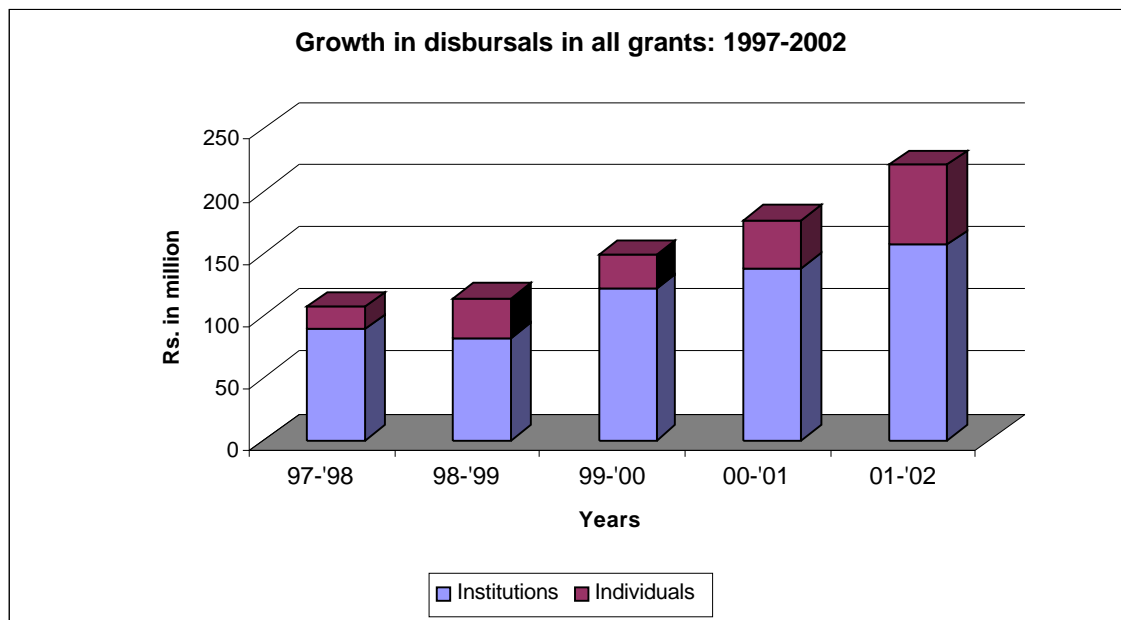
Type of grant	Rs. in millions	US\$
Institution: Programme grants	130.80	2,669,388
Institution: Endowment grants	21.80	444,898
Institution: Small grants	6.18	126,122
Individual grants	51.65	1,054,082
<b>Total</b>	<b>210.43</b>	<b>4,294,490</b>

Rs. 10 million is Rs. 1 crore; 1 US\$ is approximately equal to Rs. 49

The Trust's main areas of engagement during 2001-2002 are highlighted below:

- 2001-2002 saw the commencement of significant long term programming by the Trust. These included N M Sadguru Water & Development Foundation for a large scale, natural resources management project; Dhan Foundation for scaling up its community banking programme; and the IWMI-Tata Programme for water policy research.

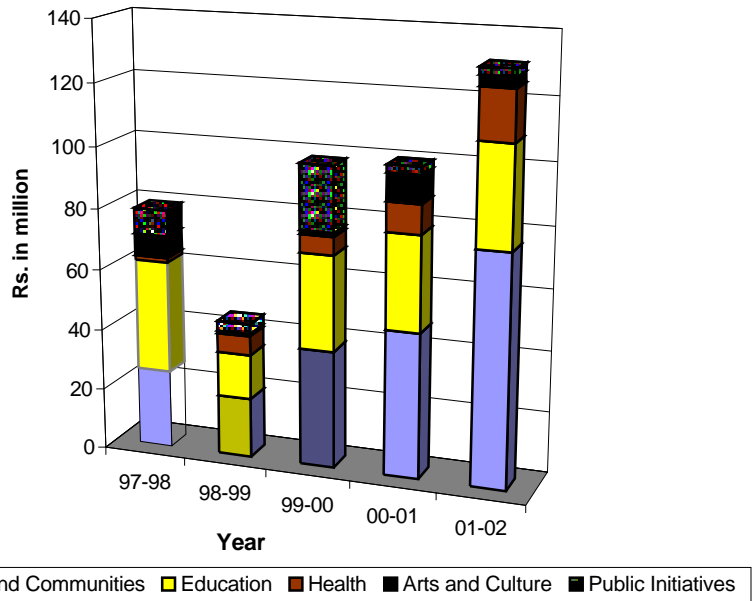
- The Trust worked towards consolidating its thematic portfolios, with a view to engaging significantly with the development sector. It commissioned reviews of its interventions in drought relief and micro-credit. Systems for monitoring of ongoing grants, including financial audits, were further refined.
- A review of the Endowment grants portfolio begun in 2000-2001 was completed. It recommended a more proactive role in regular monitoring of the endowed institutions. Also, based on the recommendations in SP 2006, the Small Grants Programme of the Trust was revised.
- The Trust developed priorities for its thematic areas in the form of an annual work plan.



### The Strategic Plan 2006

The Trust had commissioned a Strategic Plan (SP 2000) in 1995 to guide its operations from 1995 to 2000. A review of this period was commissioned by the Trust in May 2001, with a view to recommend strategies for the period 2001-2006. Deep Joshi, Programme Director of the Professional Assistance for Development Action (PRADAN), undertook this review. In his report he observed that the Trust has successfully managed a major transition from a traditional, reactive charity to a proactive development donor of considerable importance. A manifold increase in the number and size of grants, and pan-Indian coverage in defined thematic areas were an outcome of this transition. In addition to building a grantee portfolio of well-known development NGOs, the Trust had extended its outreach to small and fledgling initiatives in remote places. The Trust had also developed adequate systems for project appraisal and monitoring. Completed in the year under review, the Strategic Plan (SP 2006) recommends that the Trust play a catalytic and instrumental role in development by allocating priorities to its thematic areas. Enhancing civil society and governance are additional themes recommended for the Trust's future programming. The SP 2006 also suggests that the Trust consolidate its work in "the poverty belt" of the country.

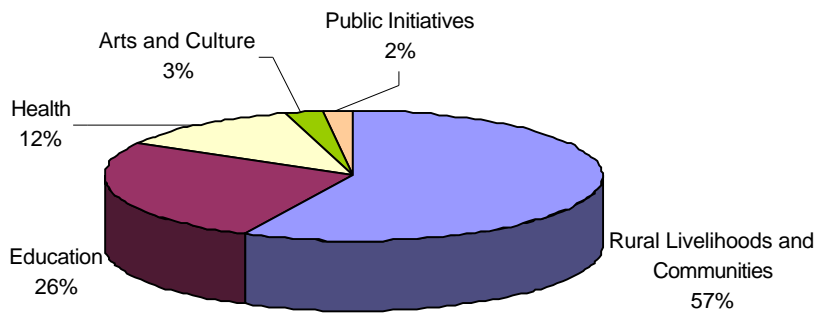
**Programme grant disburseals. 1997-2002**



**II Programme grants:** The areas covered under programme grants include:

- Rural livelihoods & communities
- Education
- Health
- Arts & Culture
- Public initiatives

**Programme grant disburseals: 2001-2002**



### Programme grant disbursements: 2001-2002

Thematic area	No. of grants	Rs. in million	US\$
Rural Livelihoods & Communities	40	75.93	1,549,592
Education	24	32.78	668,984
Health	16	16.17	329,898
Arts & Culture	4	3.32	67,755
Public Initiatives	5	2.60	53,061
<b>Total</b>	<b>89</b>	<b>130.80</b>	<b>2,669,290</b>

Disbursements made towards programme grants during the year were Rs. 130.8 million, a 24 per cent increase over 2000-2001 (Rs. 104.8 million) and 32 per cent over 1999-2000 (Rs. 98.52 million). In terms of disbursements, all the thematic areas except Arts & Culture witnessed a rise. The portfolios of Rural Livelihoods & Communities and Education, contributed 83 per cent of the total outlay towards programme grants.

#### Programme grant highlights of 2001-2002:

- The Trust supported natural resources management project with N M Sadguru Water & Development Foundation, completed its first year. This five year grant supports the organisation for its work in the field of community based natural resource management and its core organisational expenses as it consolidates its operations in Dahod in Gujarat and expands its activities to Banswara and Jhalawad in South Rajasthan.
- In the area of water research, this year marked the launch of the IWMI-Tata Water Policy Research Programme. This five-year initiative is designed to engage Indian and global scientific and resource management institutions in water sector action research and policy discussion.
- The Trust has committed three year's support to the Dhan Foundation for scaling up its community-banking programme and towards the seeding of a development management institution as a 'Rural University'.
- The Trust supported its existing partners in parts of Rajasthan and Gujarat to provide drought relief.
- The Trust's partnerships with the government of Andhra Pradesh and Centre for Environment Education, as well as the government of Madhya Pradesh through the Shiksha Mission have enabled the Trust to add value to school based education on scale.

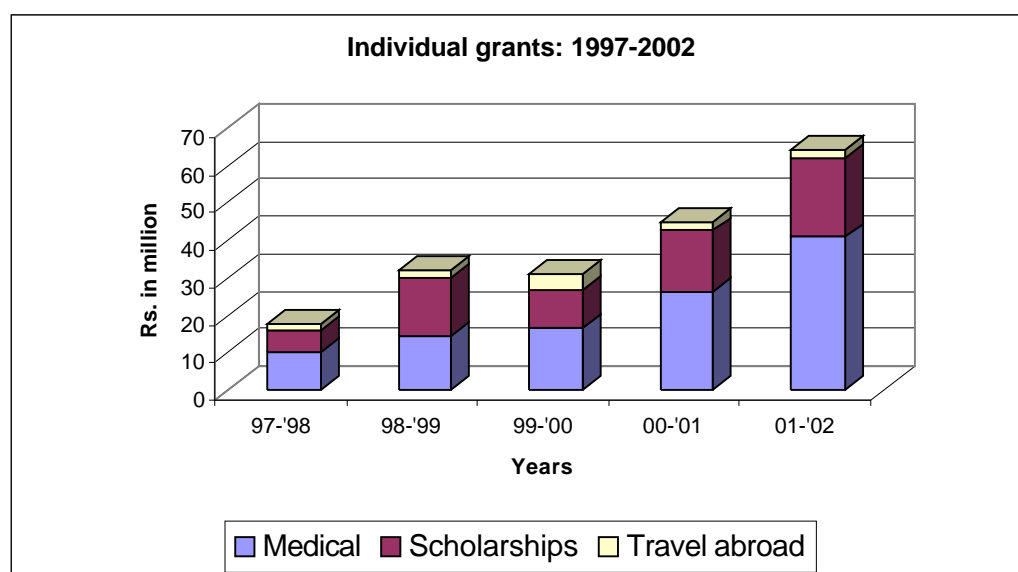
**III Endowment grants:** Two grants were made during the year to Adishakti Laboratory for Theatre Art Research, Pondicherry and Higher Education Committee, Mumbai. The total disbursement of Rs. 20 million. This was 22 per cent less than the disbursements of Rs. 25.64 million in the previous year. The lower disbursement figures are due to the deferred endowments, or ongoing programme grants, that are being monitored closely to assess the performance against plans. Made in previous years, these grants are expected to convert into endowments in the course of the next five years. This was a significant year for the Trust with respect to the endowment portfolio, as the first set of grants made in 1997 participated in a review of the portfolio. Many of these grants had challenge components for the grantee to fulfil. The recommendations from the review and the lessons learnt over the years, will be considered in the appraisal of future endowment grants.

**IV Sir Ratan Tata Small Grant Programme:** As this was the year of review and consolidation of the Small Grant Programme, disbursements were Rs. 6.18 million, 15 per cent lower than Rs. 7.23 million in the previous year. The programme was designed in 1998-1999 to meet the needs of small organisations with a welfare-oriented approach. Guided by the review, the grant amount has been increased with a focus on capacity building of nascent organisations. Specific, short-term support would continue to be provided through this programme, to large organisations.

**V Individual grants:** A 43 per cent increase was recorded in the sanction to individuals under the categories of Education and Medical, from Rs. 44.86 million in the previous year to Rs. 64.15 million in the present year. The grants were made to deserving students and to professionals for pursuing education abroad, for select higher studies in India, and towards accessing medical care. Institutional links have been established with 16 hospitals to facilitate access to needy patients. A monitoring system including field visits to assess the proper utilisation of funds was instituted. Of the 2,701 applications received for higher studies, 1,792 were sanctioned, totalling to Rs. 23.27 million, an increase of 25 per cent. Rs. 40.88 million have been sanctioned for medical expenses to 1,010 applicants.

**Individual grant disbursals: 2001-2002**

Type of grants	No. of persons	Rs. in million	US\$	%
Medical	1,010	40.88	834,387	63.73
Education	1,792	23.27	474,827	36.27
<b>Total</b>	<b>2,802</b>	<b>64.15</b>	<b>1,309,214</b>	<b>100</b>



**VI Finance, property and administration:**

The year under review saw a quantum rise in the Trust's income from Rs.108.8 million to Rs 316.5 million, an increase of 191 per cent over the previous year. Correspondingly, disbursals made under programme grants touched a record high of Rs. 210.4 million, the highest level of payments in its history. The general administration and programme costs were three per cent of the total income and 4.5 per cent of the total disbursals. The accounts for the year under review have been finalised and the statutory audit completed. The status of the immovable properties of the Trust remains unchanged. The application to the Central Board of Direct Taxes for notification under section 10(23c)(iv) for the subsequent three years have been pending with the Central Board of Direct Taxes, New Delhi.

**VII Human resources:** The increasing focus in the Trust's portfolio intensified the search for field-based specialists. The Trust also undertook campus recruitments to build its programme team. Links with management institutions enabled the Trust to access students for specific short-term assignments.

**VIII Experiences and lessons learnt:** A review of the Trust's work in the years 1995-2000, led to the formulation of SP 2006 has been formulated for the forthcoming five years. Its recommendations, largely, are that the Trust enters into long-lasting, nurturing relationships with grantees with continued rigour in

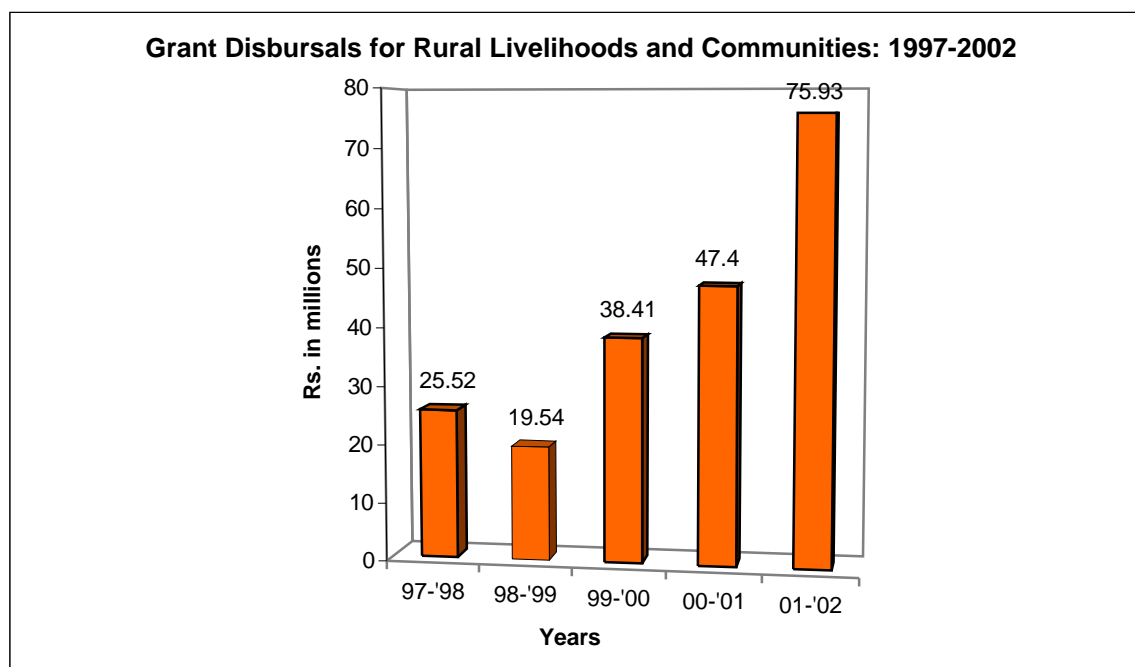
its review and monitoring systems. Grantees have expressed the desire for greater exchange and interaction with the Trust. In addition, there is a need to build capacity of the grantees in a number of areas identified in the course of the Trust's work in the last five years, such as, succession planning, financial systems and capacity building in human resources. The Trust has addressed some of these through fellowship grants and support towards future search exercises. The Trust also conducted audits with a view to building accountability and financial systems in grantees.

**IX Future:** The Trust will continue thematic consolidation and focus its support in order to have a significant bearing on the development sector in the country. Its emphasis will be on large and comprehensive projects with widespread impact, especially in the field of natural resource management. In the forthcoming period, the Trust expects to strengthen its human resource base, both at the field and organisation levels. It will extend the Public Initiatives theme to create a portfolio of grants under the theme of Civil Society.

## INSTITUTIONAL GRANTS: RURAL LIVELIHOODS & COMMUNITIES

About 80 per cent of India's 300 million poor reside in rural areas. Improving the quality of their life, would require regular sources of income, assets and entitlements, capacities and resources to counter vulnerabilities. Enhancing rural livelihoods and strengthening rural communities therefore continues to remain central to the Trust's grant making endeavours. Within the theme, the Trust supports high quality focussed initiatives in the areas of:

- Natural resources management
- Countering the impact of natural calamities
- Non-farm activities, particularly micro-finance
- Human resource development for the sector
- Decentralisation and strengthening local self-government



Recognising the centrality of natural resources to livelihoods of the poor, the Trust has supported upscaling and innovations in community-based programmes. The Trust entered into a five-year partnership with **N M Sadguru Water & Development Foundation**, making its largest grant to any organisation thus far, to benefit around 38,000 households in 250 villages in the four tribal districts – Dahod and Panchmahals in Gujarat, and Banswara and Jhalawar in Rajasthan. The Trust's support for project and core organisational expenses has helped **Sadguru** leverage substantial funding from State and Central Governments. **Action for Social Advancement** and **Professional Assistance for Development Action** (PRADAN) have been supported for their work in watershed development. The grant to **Development Support Centre** enables it to strengthen village institutions, formed during earlier watershed interventions. The Trust's effort at seeding the **IWMI-Tata Water Policy Research Programme** has led to pioneering studies in water-related issues in which sectoral problems were identified and researched in collaboration with local partners with the aim of influencing policy. Efforts are also underway to link other Trust-funded water resource development projects with the **IWMI-Tata Programme**.

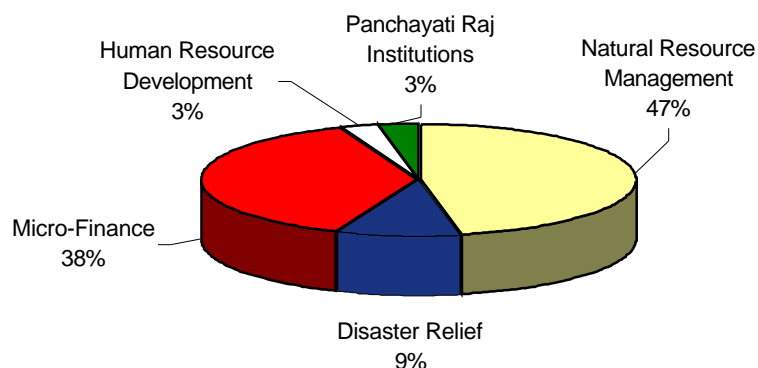
## Engaging with the field

The **IWMI-Tata Water Policy Research Programme** presents new perspectives and practical solutions derived from the wealth of research done in India on water resource management. Its objective is to help policy-makers at the Central, State and local levels address their water challenges – in areas such as sustainable ground water management, water scarcity and rural poverty – by translating research findings into practical policy recommendations.

During the first year, the programme initiated several research studies on ground water problems in India designed both by its own staff and in collaboration with partners. The major areas of research were: (i) water harvesting and recharging; (ii) institutional structure for tank irrigation; and (iii) canal irrigation. Studies on local water harvesting and recharging activities as a community response to water scarcity in Gujarat and Rajasthan focussed on social dynamics and the physical and socio-economic impacts of these activities. In the Ganga basin, the **IWMI-Tata Programme** assessed the scope for enhancing agricultural productivity, while in South India, the research was on the ill-effects of groundwater over-exploitation. The **IWMI-Tata Programme** used the research endeavours to build collaborations with a wide range of agencies and individuals across the country.

During the year the following major events were held: (i) Seminar on North Gujarat Water Crisis, Mehsana, October 2001; (ii) ICAR-IWMI Policy Dialogue on Groundwater Management, Karnal, November 2001; (iii) Workshop on Ground Water Sector in South India, Kodaikanal, February 2002; and (iv) Annual Partners Meet, Anand, February 2002. Two Policy Briefs were released during the year on “Innovations in Groundwater Recharge” and “Wells and Welfare in the Ganga Basin”. The following areas would be given priority during the coming year: (i) small holder irrigation; (ii) tank management; and (iii) energy irrigation nexus.

Rural Livelihoods & Communities- Sub Thematic Disbursals 2001-02



The learnings of encouraging community-based management of natural resources led the Trust to evolve comprehensive regional strategies for increased effectiveness. The “Gujarat Coastal Salinity Prevention & Mitigation Initiative” was launched by the Trust to systematically deal with the issue of salinity ingress in coastal areas of Gujarat. Two field pilots have been initiated with **Aga Khan Rural Support Programme (India)** and **Ambuja Cement Foundation**. The Trust also launched “Resolving the Himalayan Dilemma”, to address the core areas of concern in the Himalayas – food grain, fuel, fodder,

water and employment. The flagship project of this initiative, anchored by **People's Science Institute**, builds capacities of select non-profit organisations for enhancing livelihoods through participatory watershed development in Uttaranchal. Other planned components include safe drinking water and sanitation and generation of alternative employment for women, primarily from management of non-timber forest produce. Both initiatives will be supplemented by creating forums for policy interaction and coordination between governments, non-profits, civil society organisations and experts.

### **Comprehensive Rural Development**

One of the recommendations of the review of the Trust's work was that the Trust should make comprehensive multiple-year grants in its thematic areas. The **Gujarat Coastal Salinity Prevention & Mitigation Initiative** is a large project with comprehensive objectives. Initially, two three-year projects are being implemented through the **Aga Khan Rural Support Programme (India) (AKRSP(I))**, **Ahmedabad** and **Ambuja Cement Foundation (ACF)**, **Kodinar** in Mangrol, Kodinar and Sutrapada taluka of Junagadh. The objective of the initiative is to tackle the large-scale ground water extraction that has led to seawater ingress on the Gujarat coastline. Environment degradation has led to migration, decline in cattle population and caused an acute crisis of quality drinking water. Prolonged use of saline water for irrigation has led to a decline in agricultural productivity and decreased soil fertility. The long-term solution lies in changing cropping patterns by cultivating less water intensive crops, and decreasing the rate of ground water extraction. The initiative has two components. The first involves developing specific geographical coastal field pilot projects for replication and dissemination. The field pilots would broadly involve increasing the availability of freshwater for drinking water purposes; replenishing aquifers through recharge and encouraging the adoption of micro-drip irrigation systems to ensure the efficiency of water use. At the village level, the programme would be planned, implemented and managed by women groups and water-user committees. The second component involves setting up of systems for comprehensive dissemination and policy influencing. This involves the **IWMI-Tata Programme**, implementing non-profit organisations and Gujarat Agricultural University. The overall objective is to tackle issues related to salinity ingress and its prevention in a comprehensive manner, both the village and policy level, leading to policy change and social mobilisation towards tackling this developing catastrophe.

Immediate relief for natural calamities and disasters combats vulnerability of the poor in rural areas. Nine organisations in Rajasthan and Gujarat were supported to mitigate the ill effects of prevalent drought conditions. The activities included distribution of drinking water and fodder, deepening and digging of new wells, creation or renovation of water-harvesting structures. A study undertaken to evaluate and assess the impact of the drought relief projects found that interventions addressed an urgent need of the area and provided much-needed succour. Recommendations included: (a) emphasis on timeliness; (b) importance to technical support; and (c) more focussed monitoring systems with local support. The grant to **Kala Raksha** has enabled re-construction of 24 homes and community centres, post the earthquake in January 2001, in the artisans' village of Sumrasar Sheikh.

Natural resources alone cannot provide robust livelihoods for our growing population, especially for the landless and marginal cultivators. Alternate avenues in the non-farm sector are essential for diversification of livelihoods. The Trust has continued its engagement with the non-farm, especially micro-finance sector. It has encouraged promotion of savings and credit groups, with a view to organise communities, improving access to credit to reduce vulnerability and encourage asset creation. Twelve organisations were supported across the country for seeding or consolidating their programmes. Based on this grant-making experience, the Trust is now encouraging stronger linkages of micro-finance programmes with long-term social and economic development of its members and catalysing innovative action for deepening the sector. With strategic nurturing support from the Trust, **Development of**

**Humane Action Foundation** (DHAN) has strengthened itself as an institution, specifically its community-banking programme. The current grant to DHAN enables them to further consolidate and significantly upscale their operations. Similarly, with second phase support from the Trust, **Ibtada** would consolidate its programmes, promote self-management, encourage diversification of financial services and build institutional capacities at all levels.

The Trust has believed that professionals with the ability to combine grassroots knowledge with managerial skills can add significant value to non-profit organisations. To this end, it has supported initiatives, which increase the number of committed professionals working in the sector. It has supported **Association for Rural Advancement through Voluntary Action and Local Involvement**, for its Professional Assistance for Voluntary Action programme, which brings professionals from reputed management and social work institutes, to nascent non-profit organisations, to build technical capacity and human resources in the sector. **Grameen Development Services** has received a grant from the Trust to seed high quality, credible and action-oriented development initiatives in Uttar Pradesh through a fellowship programme that balances between field orientation and theoretical understanding. The Trust's support to the **Centre for Youth and Social Development**, Bhubaneshwar, helps ten action-oriented development initiatives in Orissa to build capacities. The Trust has also provided strategic seed support to **DHAN Academy**, for developing its post-graduate course in development management to groom young development professionals.

The Trust continues to support initiatives in decentralisation and strengthening local self-governance. The Trust is supporting four *panchayati raj* projects with **Samarthan** in Madhya Pradesh; with **Sahayi** in Kerala; with **Sahbhagi Shiksan Kendra** in Uttar Pradesh and with **Magra Mewar Vikas Sansthan** in Rajasthan. It has fostered local self-government through *panchayati raj* and other institutions including women's participation by supporting organisations working in these areas. These organisations are providing training to gram panchayats on leadership and management. Focus is also given to pre-election awareness, production and distribution of learning and training materials pertaining to rural management, the role of *gram sabhas*, and updated news and information pertaining to issues such as primary education.

The Trust disbursed Rs. 76 million towards 41 grants, as against a disbursement of Rs 47.4 million towards 42 grants in 2000-2001, a 55 per cent increase from last year and a 96 per cent increase from 1999-2000.

In the coming year, the Trust would extract learnings from operationalisation of the comprehensive programmes. It would further consolidate its portfolio through focussed reviews, and impact assessments. Future multi-year comprehensive programmes would include regional natural resource management initiatives, support to micro-enterprises and micro-finance interventions.

## Rural livelihoods & communities: Details of grants made in 2001-2002

	Rs.
1. <b>Action for Social Advancement (ASA), Dahod</b> <i>For a comprehensive land and water management programme in Mandavgarh, Rathmalia and Vekalgaon Choti villages, Jhabua district, Madhya Pradesh.</i>	800,000
2. <b>Adarsha Social &amp; Health Services Association (ASHA), Jharsuguda</b> <i>Towards formation of 150 new savings and credit groups and strengthening the existing 150 groups. The grant is expected to benefit a total of 3,300 women of rural Orissa.</i>	530,000
3. <b>Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad</b> <i>For undertaking a pilot on the Mangrol portion of the Junagadh coast, as part of the Trust's Gujarat Coastal Salinity Prevention &amp; Mitigation Initiative.</i>	2,200,000
4. <b>Ambuja Cement Foundation, Kodinar</b> <i>For undertaking a pilot on the Kodinar portion of the Junagadh Coast, as part of the Trust's Gujarat Coastal Salinity Prevention &amp; Mitigation Initiative.</i>	1,800,000
5. <b>Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI), Jaipur</b> <i>Towards strengthening the non-profit sector in Rajasthan through placement of young professionals.</i>	400,000
6. <b>Centre for Entrepreneurship Development – Andhra Pradesh (CED-AP), Hyderabad</b> <i>Towards a training programme in entrepreneurship, focussing on setting up rural based enterprises.</i>	450,000
7. <b>Development of Humane Action Foundation (DHAN), Madurai</b> <i>Support towards consolidation and expansion of the community-banking programme in South India, and support towards the promotion of Dhan Academy to groom young graduates as development professionals through a post-graduate course in development management.</i>	20,800,000
8. <b>Grameen Development Services (GDS), Lucknow</b> <i>Towards fellowship support to 15 individuals for a one-year programme focussing on management of rural livelihood initiatives in Uttar Pradesh.</i>	500,000
9. <b>Gram Swaraj Seva Trust (GSST), Wardha</b> <i>Towards revitalisation of 15 community-managed lift irrigation schemes in the Vidharba region of Maharashtra.</i>	100,000
10. <b>Hanuman Van Vikas Samiti (HVVS), Sakroda</b> <i>Towards consolidation of a micro-credit programme including strengthening of 100 women's savings and credit groups in 15 villages in Udaipur district, Rajasthan.</i>	190,000
11. <b>Ibtada, Alwar</b> <i>Towards the promotion of 20 clusters called Mahila Sabhas each comprising of ten groups, to address micro-credit needs, as well as facilitate financial sustainability in Alwar district, Rajasthan</i>	500,000
12. <b>India Natural Resource Economics &amp; Management Foundation (INREM), Anand</b> <i>To facilitate research on institutional policy regimes that help establish sustainable ground water management in river basins, using the Sabarmati river basin as reference.</i>	300,000

	Rs.
13. <b>Jamgoria Sevabrata, Gopal Nagar</b> <i>For the formation and challenging of 450 women's savings and credit groups in Purulia district, West Bengal.</i>	300,000
14. <b>Jan Shiksha Evam Vikas Sangathan (PEDO), Dungarpur</b> <i>Towards formation and strengthening of 240 women's credit groups in the Simalwara and Aspur blocks, Dungarpur district, Rajasthan.</i>	1,300,000
15. <b>Kala Raksha, Bhuj</b> <i>For undertaking the reconstruction of 24 houses in the earthquake devastated artisan village of Sumrasar Sheikh in Kutch district, Gujarat.</i>	880,000
16. <b>Kovel Foundation, Vishakhapatnam</b> <i>Towards the programme for enhancing livelihoods of the tribal community through training on scientific gum extraction in Parvathipuram area of Vizianagaram district, Andhra Pradesh.</i>	150,000
17. <b>Magra Mewar Vikas Sansthan, Jawaja</b> <i>Towards strengthening of 10 panchayats in Jawaja block, Ajmer district, Rajasthan.</i>	420,000
18. <b>National Council of Applied Economic Research (NCAER), New Delhi</b> <i>Towards creation of the Centre for Infrastructure Studies and Economic regulation focussing on a three year research programme on rural infrastructure</i>	2,500,000
19. <b>Navchetna, Yavatmal</b> <i>Towards formation and strengthening of 60 savings and credit groups, covering 900 women from 64 villages in Yavatmal district, Maharashtra.</i>	150,000
20. <b>Navinchandra Mafatlal Sadguru Water &amp; Development Foundation (SWDF), Dahod</b> <i>A multi-year grant, focussing on community managed integrated land and water resources development activities in Gujarat, and neighbouring state of Rajasthan. The grant also includes a drought relief component for the year 2001.</i>	23,500,000
21. <b>Participative Watershed and Rural Development Agency (PRAWARDA), Basavakalyan</b> <i>Towards formation and strengthening of 100 savings and credit groups benefiting 2,800 families in 10 villages of Basavakalyan block, Bidar district, Karnataka.</i>	400,000
22. <b>Peoples' Science Institute, Dehradun</b> <i>A multi-year grant for undertaking the capacity building of non-profit organisations in Himachal and Garhwal regions in community managed watershed development as part of the Trust's initiative 'Resolving the Himalayan Dilemma'.</i>	2,000,000
23. <b>Prayas, Chittorgarh</b> <i>For strengthening the organisational capacity of 150 groups in 112 villages in Pratapgarh and Dhariyawad blocks of Chittorgarh district, Rajasthan.</i>	1,000,000
24. <b>Professional Assistance for Development Action (PRADAN), Purulia</b> <i>Towards part support of a watershed development programme in Purulia district, West Bengal.</i>	2,900,000
25. <b>Rajasthan Forest Produce Collectors &amp; Processor Groups Support Society (Samarthak Samiti), Udaipur</b> <i>Towards core organisational support for this federation of tendu leaf pickers' co-operatives to enable the consolidation, expansion and</i>	320,000

	Rs.
<i>diversification of its livelihood generation activities in Udaipur district, Rajasthan.</i>	
26. <b>Rashtriya Gramin Vikas Nidhi (RGVN), Guwahati</b> <i>Towards operating costs of development support teams that provide financial support to voluntary agencies engaged in enhancement of livelihoods in the north-eastern states of India.</i>	1,000,000
27. <b>Sahbhagi Shikshan Kendra (SSK), Lucknow</b> <i>Towards strengthening panchayati raj institutions in eight districts of eastern Uttar Pradesh through a network of eight organisations.</i>	1,300,000
28. <b>Sahayi Centre for Collective Learning and Action (Sahayi), Trivandrum</b> <i>Support for building leadership in women to strengthen local self-governance in 19 panchayats, located in Chitumala, Lalam and Sultanbattery blocks in Trivandrum district in Kerala.</i>	500,000
29. <b>Samgra Gram Vikas Sanstha (SAGRAS), Pusad</b> <i>Towards formation and strengthening of 90 savings and credit groups, benefiting 1,350 members from 40 villages in Pusad, Rajasthan.</i>	250,000
30. <b>Society for Sustainable Development (SSD), Karauli</b> <i>Programme for initiation and strengthening of 16 existing and 34 new savings and credit groups in Karauli district, Rajasthan benefiting 800 families in 18 villages.</i>	140,000
31. <b>Vikas Anusandhan avam Shekshanik Pragati Sansthan (VASPS), Indore</b> <i>Towards formation of 100 women's savings and credit groups in Umarban block of Dhar district, Madhya Pradesh. The grant is expected to benefit 2,000 women belonging to the tribal communities.</i>	300,000
32. <b>Vishakha-Mahila Shikhsha Avam Shodh Samiti, Jaipur</b> <i>Towards formation of 55 savings and credit groups in Phaagi Block, Jaipur district, Rajasthan.</i>	200,000
33. <b>Aga Khan Rural Support Programme (India) (AKRSP(I)), Ahmedabad</b> <i>Towards drought relief activities in 2001 in 23 villages in Surendranagar and 17 villages in Junagadh districts of Gujarat.</i>	3,300,000
34. <b>Ambuja Cement Foundation (ACF), Ambuja Nagar</b> <i>Towards drought relief activities in 18 villages in Kodinar, Veraval &amp; Sutrapada blocks of Amreli and Junagadh district.</i>	588,860
35. <b>Hanuman Van Vikas Samiti (HVVS), Sakroda</b> <i>Towards drought relief works in Rajasthan.</i>	250,000
36. <b>Jan Shiksha Evam Vikas Sangathan (PEDO), Dungarpur</b> <i>Towards drought relief works in Rajasthan.</i>	175,000
37. <b>Kotra Adivasi Sansthan (KAS), Kotra</b> <i>Towards drought relief work to 10 villages, in Udaipur district, Rajasthan.</i>	200,000
38. <b>Prayas, Chittorgarh</b> <i>Towards drought relief works in Rajasthan.</i>	330,000
39. <b>Prayatna Samiti, Udaipur</b> <i>Towards drought relief works in Rajasthan.</i>	270,000
40. <b>Sahyog Sansthan, Udaipur</b> <i>Towards drought relief works in Rajasthan.</i>	350,000

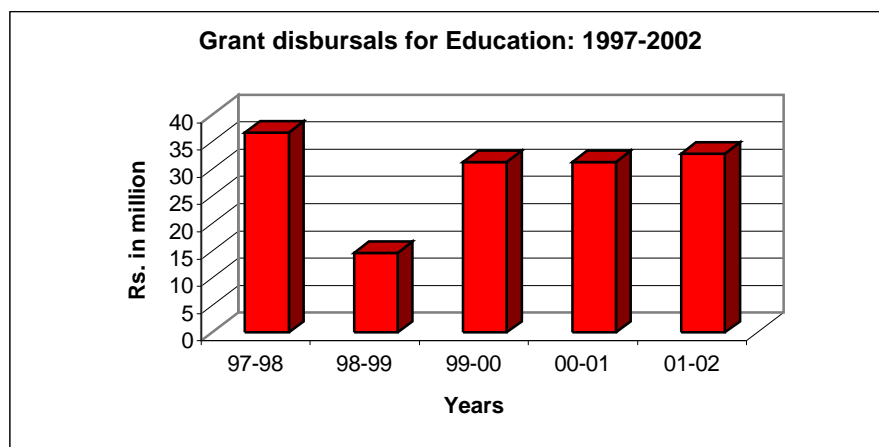
## **Ongoing multi-year grants: No disbursements during 2001-2002**

41. **Centre for Development Communication (CDC), Hyderabad**  
*Support for training programmes for improving the communication skills of personnel working in the non-profit sector.*
42. **Centre for Youth and Social Development (CYSD), Bhubaneswar**  
*Fellowship support for 10 fellows. This grant is expected to launch grassroots oriented development initiatives in Orissa.*
43. **Development Support Centre (DSC), Ahmedabad**  
*To strengthen village level institutions in 30 villages in Bhavnagar and Amreli districts, focussing on activities relating to watershed development through a network of locally based non-government organisations.*
44. **IWMI-Tata India Water Research Programme, Anand**  
*Towards the IWMI-Tata India Water Research Programme to engage Indian and global scientific and research management institutions in water sector research and policy discussion.*
45. **Mukti Dhara Sansthan (MDS), Jaipur**  
*Towards settlement of a nomadic community and providing them access to various government schemes. This multi-year grant was terminated.*
46. **Samarthan, Bhopal**  
*Support for strengthening panchayati raj institutions in two districts of Madhya Pradesh. The grant includes support for the creation of a 'plan implementation fund' for creating common assets at the village level.*

## INSTITUTIONAL GRANTS: EDUCATION

The role of education as a vital change agent of society and contributor to the economics of the country, has been researched and debated not only by practitioners, programme implementers, academicians, policy-makers, and commentators on education, but more significantly, parent communities of rural and urban areas. Ongoing efforts to improve the quality of education through better curriculum content and design, relevant pedagogy, meaningful text-books and ongoing teacher training, are expected to improve the motivation of the children to stay in school, thereby leading to an improvement in the level of education. In the field of higher education and advanced learning the increasing possibility of reduced funding to institutions, has necessitated thinking on institutional relevance and financial stability. Given this context, the Trust has concentrated its efforts in the following areas:

- Enhancing the quality of service delivery and value additions in government schools
- Encouraging innovative pedagogy, education management, teaching methods, curriculum and textbooks
- Promoting initiatives to educate out-of-school children
- Supporting institutes of higher education through fellowships and by strengthening their re-engineering efforts.



The Trust's grants to improve the quality of service delivery in government schools had been made after ensuring that community consultations fed into proposals, culminating in real partnerships between grantees and the beneficiaries of their work. This helped to ensure regular attendance at the schools and put pressure on the teachers to honour their employment obligations. An increasing familiarity with good education provided at the Vidyodaya school run by **Viswa Bharathi Vidyodaya Trust**, has enabled the adivasi community to compare the quality of education in the government run tribal schools and work out strategies for their improvement. It took five years of sustained work by the tribal teachers employed by the **Sir Albert Howard Memorial Trust**, to affect a change in student learning outcomes, for the community to become vocal in its demand for a high standard of teaching in the government run village schools. Similarly, **Lokmitra** teachers work towards improving the quality of education and infrastructure made available in village schools provided by the government, in which they are supported by time, money and labour inputs from the community. **Centre for Education Management and Development** research into large scale government partnerships with NGOs enables improvement in the quality of their own partnership with the Delhi government on a schools reform initiative.

To improve the involvement of the children in their learning processes through innovations and child friendly methods, the Trust has supported a number of diverse initiatives. **Sambhav** with 54 schools, is promoting the use of drama in classroom teaching based on portions of the syllabus. In collaboration with the government of Andhra Pradesh and the Trust, the **Centre for Environment Education** is disseminating techniques of environment education and demonstrating its linkage with school subjects in order to develop a nation-wide model. The grant to **Pravah** helps train school teachers to run an interactive awareness programme of development issues for the students. Textbooks for social studies developed by **Eklavya** have been field tested at every stage and their model for science teaching, thus far restricted to rural government schools, is now being adopted by private schools within the State and outside. The research grant to **Anveshi Research Centre for Women's Studies** will map the areas in which reform is urgently required and guide teachers to deliberate on how they can transact the curriculum in a meaningful manner with their students. With two consecutive grants from the Trust, **Vidya Bhawan Society** has revived basic education for their students that goes beyond the provision of academics, to equip them with practical knowledge, market skills and community service. The grant to **Rishi Valley Rural Education Centre** will scale up training in multi-grade teaching that uses a variety of educational materials.

### Learning is fun

Theatre as an appropriate and effective learning technique for students had been established by **Sambhav Shiksha evam Janonnayan Samiti (Sambhav)**. To introduce this technique into rural primary schools in Rajasthan, they had to convince the teachers that participating in the workshops was essential, in order to experience the reason why drama had a strong effect on the student. This presented a challenge. Usha, a young teacher, could not let go of her shawl when she was required to shout out her name as part of an ice-breaking exercise. The teachers had to say their names aloud in as many different ways as they could – they could laugh it out, cry, shout, sing... But Usha would just mumble her name into her shawl and sit down quickly in her corner. It took much patient coaxing and several rounds of similar exercises before Usha could enjoy the experience. She went on to become an active participant and on returning to her school, could utilise her training to dramatise lessons with her students. **Sambhav** promoted this drama-based methodology with Trust support as an integral part of primary school education in 54 schools of Jaipur, Udaipur, Baran and Chittorgarh districts of Rajasthan. They found that the training in theatre helped teachers to relate in a friendly manner with students during classroom interactions. **Sambhav** had identified lack of stimulus in the classroom environment, coupled with harsh punishments as one of the reasons for dropout in the primary. By incorporating drama as a systematic and integral way of teaching a significant portion of the syllabus, **Sambhav** hopes to increase retention and through periodic evaluations prove that recall of the lesson content is higher than when children merely read a textbook.

### Perceptions of women

The 16 single teacher schools in neighbouring villages of Madanapalle, forms the core of the work of **Rishi Valley Rural Education Centre (RVREC)**, Madanapalle. Adult education, theatre, health care, libraries and environment consciousness building, are programmes designed to draw the adult communities into issues that affect them. The Trust is supporting the development of a Multi-grade Trainers' Resource Pack (MTRP) developed by **RVREC**. A training manual for **RVREC's** multi-grade approach to education, the MTRP includes trainer's modules, teacher competency achievement booklets, trainee handouts and worksheets, material preparation formats and multi-media packages, developed through trial workshops. The proceeds from the sale of this pack will be the seed money for the corpus of the village based schools. With a view to community management, **RVREC** will further train the Mothers' Committees, originally set up to provide support systems around the schools, monitor the teachers' work and plan melas, to learn how to manage finances, and eventually take responsibility for

running the school as a community space. Rani Amma and Ammaji, were elected office-bearers of a Mothers' Committee. Having learnt the basic skills of handling **RVREC**'s multi-grade programme used in the school, they confidently manage the school even in the teacher's absence. The Mothers' Committee in Papul, Amma's village, has a bank account. Tulsi Amma's committee organised a sports meet, which brought together children from neighbouring villages. Ammaji reports a marked change in the attitude of the men folk in her village as an outcome of the year 17-year-old relationship with **RVREC**. They come forward to help them run the school and collect the firewood needed for cooking mid-day meals. Committee members have begun taking the initiative to settle local disputes. They have started organising themselves and taking on responsibilities for maintenance of finances and books of accounts, collecting material for gardening, beautification of the school and purchasing material. The MTRP symbolises the execution of **RVREC**'s ideas. It appears fitting that it should pave the way, through investing the funds raised in the corpus of each school, to sustain its long years of fruitful work with the villages.

The Trust supports interventions with out-of-school children, which administer to their specific educational needs without creating institutional dependencies. **Society for Assistance to Children in Difficult Situations** counsels run-away children who live on railway platforms, to return home through camps and educational inputs. Girls, who are not sent to school by their parents because of gender stereotypes and early marriages, are equipped by **Urmul Jyothi Sansthan** through their camps, with life skills, confidence and knowledge required to continue with their schooling. The **Rajasthan Mahila Kalyan Mandal** educates the mentally challenged and their care givers in rural areas. **Muskaan** works with slum communities to make education of their children a priority with a view to providing them with alternatives in the future. **Education Support Organisation** has set up a network of schools that caters to slum children of Ahmedabad, to inculcate proficiency in self study skills. **Bharat Gyan Vigyan Samiti** sustains reading skills of the neo-literate communities that participated in the literacy drive by the government, through its community based forums.

To build the programme execution capacity of development organisations, fellowships in higher education have been designed for practitioners seeking management skills through professional and mid career courses at **Entrepreneurship Development Institute, Institute of Rural Management and Indian Institute of Forest Management**. The grant to the **Indian Institute of Science** encourages students to pursue a research career in science. In recognition of the contribution of social science research organisations such as **Institute for Social & Economic Change** and **Institute of Economic Growth** to the field, the Trust provide strategic support towards refinement of their internal systems with a view to ensuring institutional vibrancy and financial sustainability in the future.

The Trust disbursed Rs. 32.78 million towards 23 grants, as against a disbursement of Rs. 31.3 million towards 25 grants in 2000-2001, an increase in disbursement, of ten per cent and 11 per cent over 1999-2000. The Trust is now poised to scale up its support to innovations and quality improvement in education through well designed larger initiatives. The thrust towards equity in opportunities for the marginalised will be maintained through support to both service delivery and non-institutional strategies. In higher education, the Trust will investigate possibilities of supporting departmental initiatives by forward-looking educational institutions.

## Education: Details of grants made in 2001-2002

	Rs.
1. <b>Anveshi Research Centre for Women's Studies, Hyderabad</b> <i>Towards a research programme focussing on the content and transmission of the curriculum in government schools and its implications for students.</i>	340,000
2. <b>Bharat Gyan Vigyan Samiti (BGVS), Jaipur</b> <i>For strengthening post-literacy activities in Baran and Dholpur districts through the promotion of 50 reader forums benefiting 750 neo-literates.</i>	100,000
3. <b>Centre for Education Management and Development (CEMD), New Delhi</b> <i>Towards enhancement of their intervention for reform in government schools, through research on existing educational collaborations between the government and non-profit organisations.</i>	350,000
4. <b>Centre for Environment Education (CEE), Ahmedabad</b> <i>In collaboration with the government of Andhra Pradesh for environmental education in 1,000 schools of the state.</i>	1,400,000
5. <b>Education Support Organisation (ESO), Ahmedabad</b> <i>Towards 'Gyan Shala' – an innovative pedagogical model for low-cost education to out-of-school children in the slums of Ahmedabad.</i>	1,050,000
6. <b>Eklavya, Bhopal</b> <i>Continued support for mainstreaming their educational models in schools of Madhya Pradesh; providing expertise and resources to the sector; improving publications; conducting action research and textbook revisions. The grant works to strengthen their internal management systems and provide a bridge fund to help tide over cash flow problems as a result of delays in release of sanctioned government funds.</i>	3,100,000
7. <b>Entrepreneurship Development Institute of India (EDI), Ahmedabad</b> <i>Enables the institute to award fellowships to fresh graduates and experienced professionals for pursuing a one-year management programme designed for the development sector.</i>	400,000
8. <b>Indian Council of Research on International Economic Relations (ICRIER), New Delhi</b> <i>Towards research on World Trade Organisation (WTO) related issues, focussing on the implications for India, and dissemination of the same.</i>	3,500,000
9. <b>Institute of Rural Management, Anand (IRMA)</b> <i>Towards the creation of the Sir Ratan Tata Trust draw-down fund for deferred fellowships to rural managers and towards support for the doctoral programme.</i>	5,130,000
10. <b>Institute for Social &amp; Economic Change (ISEC), Bangalore</b> <i>Towards creation of the Sir Ratan Tata deferred Endowment Fund. Initially, the interest income is towards enhancement of its library facilities and infrastructure.</i>	7,500,000
11. <b>Lokmitra, Raebareli</b> <i>To enhance community engagement in raising the quality of government run village schools.</i>	750,000
12. <b>Muskaan, Bhopal</b> <i>Towards developing a model of intervention in slums, which strategically emphasises community responsibility in improving the level of education of its children.</i>	300,000

	Rs.
13. <b>Pravah, New Delhi</b> <i>Towards implementation of a sensitisation programme for high school students at 25 schools located in Delhi and neighbouring towns.</i>	1,300,000
14. <b>Rajasthan Mahila Kalyan Mandal (RMKM), Ajmer</b> <i>Towards their programme for education and training assistance to 100 mentally challenged children in Beawar block.</i>	200,000
15. <b>Rajiv Gandhi Prathamik Shiksha Mission (RGPSM), Bhopal</b> <i>Towards evaluation of the grant for educational material and school infrastructure in 100 schools located in tribal areas of Betul district, under their Education Guarantee Scheme.</i>	30,000
16. <b>Rishi Valley Rural Education Centre (RVREC), Madanapalle</b> <i>Towards the preparation of a training package for use by trainers in multi-grade education programmes in rural schools.</i>	500,000
17. <b>Sambhav Shiksha evam Janonnayan Samiti (Sambhav), Jaipur</b> <i>Towards developing and mainstreaming a drama-based methodology in primary schools.</i>	700,000
18. <b>Sir Albert Howard Memorial Trust (SAHMET), Secunderabad</b> <i>To improve rural school education in 40 tribal villages of Hoshangabad district, Madhya Pradesh, through the involvement of youth, community interface, supplementary teaching and village-based libraries.</i>	775,000
19. <b>Sir Albert Howard Memorial Trust (SAHMET), Secunderabad</b> <i>To consolidate the gains of their programme to improve rural school functioning in 40 tribal villages of Hoshangabad district, Madhya Pradesh, expand libraries and invigorate community involvement through Sir Ratan Tata Trust Award.</i>	367,000
20. <b>Society for Assistance to Children in Difficult Situation (SATHI), Raichur</b> <i>Towards their programme for resettlement of runaway children living on railway platforms in Raichur and neighbouring railway stations.</i>	900,000
21. <b>Urmul Jyoti Sansthan (UJS), Nokha</b> <i>Towards their programme for education and awareness building through residential camps for adolescent girls.</i>	1,150,000
22. <b>Vidya Bhawan Society (VBS), Udaipur</b> <i>Towards their programme for action research in pedagogical innovations, consolidating the gains made during the first phase of the project supported by the Trust. The grant strengthens project management capacities of VBS and includes a challenge component for raising funds from other sources.</i>	2,200,000
23. <b>Viswa Bharathi Vidyodaya Trust (VBVT), Gudalur</b> <i>Towards an integrated education programme for children of tribal communities. The grant also includes a start-up contribution to the Adivasi Munetra Sangam (AMS) Education Fund.</i>	800,000

**Ongoing multi-year grants: No disbursements during 2001-2002**

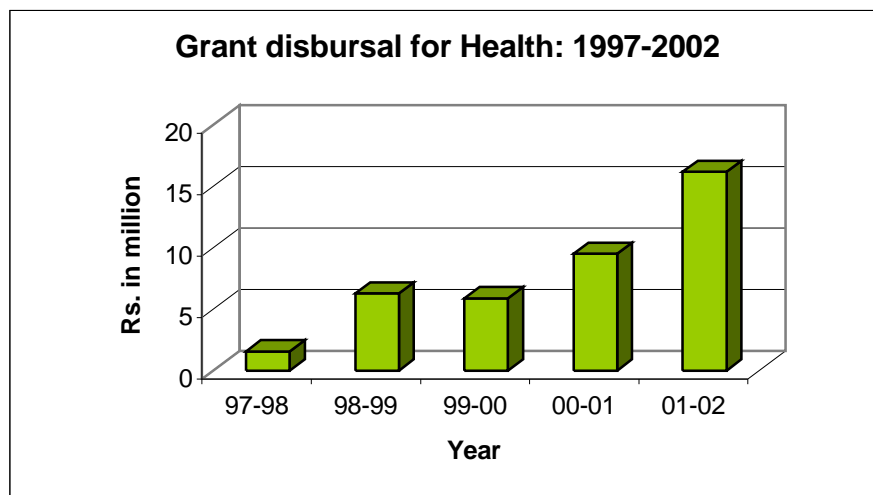
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| 24. <b>Atma Vidya Educational Foundation (AVEF), Malakkara</b><br><i>Towards their training programme for teachers and school administrators in an innovative pedagogy practiced in their school</i> |  |
| 25. <b>Institute of Economic Growth (IEG), Delhi</b><br><i>Towards the establishment of the Sir Ratan Tata Fund for research fellowships to young social scientists over a three-year period.</i>    |  |

26. **Indian Institute of Forest Management (IIFM), Bhopal**  
*Towards fellowship support for mid-career professional development of executives working in the non-profit sector and enhancement of curriculum through development of relevant case-study material.*
27. **Indian Institute of Science, Bangalore**  
*Towards a fellowship programme for 180 young scientists and engineers.*
28. **National Council of Applied Economic Research (NCAER), Delhi**  
*To enable graduates from the United States to study different facets of the Indian economy through research and field work in India.*

## INSTITUTIONAL GRANTS: HEALTH

India has made several significant efforts in improving the health status of her people. However, the gains have not been uniform across the country, remaining abysmally low among rural and marginalised communities, especially women. The paucity of trained professionals and institutions committed to improving community health invites new approaches with innovative strategies to provide quality health services at low cost and implement preventive health programmes, especially in under-served regions. To address these challenges, the Trust has focussed its efforts in the following areas:

- Community-based health programmes, including evolving new delivery systems
- Innovative strategies for institutions reaching specialist care to the disadvantaged
- Building organisational capacities and human resources towards programme effectiveness
- Research in public health issues



The role of paramedics such as trained nurse-midwives, in delivering timely and quality reproductive health care services has been demonstrated by **Action Research and Training in Health**, with support from the Trust. **Aarohi** has built capacities of traditional birth attendants, through consecutive grants from the Trust, besides providing health education input to women and youth. **Bhoruka Charitable Trust** has been supported to train *gram chikitsaks* in upgrading their knowledge and skills to sensitise them to needs of their clientele.

To provide relief from pain and succour to the terminally ill, the Trust has supported the **Bangalore Hospice Trust** for palliative care through hospice and home-based services. **The Banyan**, with Trust support, provides curative and rehabilitative services to over 160 mentally ill destitute women. By supporting the **World Zoroastrian Organisation Trust**, over 30 senior citizens from the Parsi community are provided opportunities for living their final years with dignity.

To build capacities, fellowships offered by **Medical Research Foundation - Sankara Nethralaya** and **LV Prasad Eye Institute** enable select ophthalmologists to undergo specialist training in order to upgrade their skills and knowledge.

In the area of research a grant to **Tuberculosis Research Centre** investigates multi-drug-resistant tuberculosis. The **Cancer Institute Adyar**, with Trust support, supports limb conservation and consequent improvement in the quality of life of young adults afflicted by bone cancer, as well as research in expanding the protocol to avoid radical surgery.

The Trust disbursed Rs. 16.17 million towards 16 grants, as against a disbursement of Rs. 9.5 million towards 14 grants in 2000-2001, an increase in disbursements of over 70 per cent and 175 per cent over 1999-2000. Over the coming year, the Trust would commission focussed reviews of its grants, consolidate its portfolio and develop new initiatives on the basis of priority areas identified.

#### **Home for the homeless**

Ramkumari, mother of three, went missing from her house in Pratapgarh, a hamlet in Uttar Pradesh, following a flash flood. Presuming she was dead, her family hung her photograph on the wall as is customary. When contacted by **The Banyan**, they were shocked to learn that she was alive. Mentally imbalanced by the calamity, Ramkumari had wandered through Mumbai and Kolkata before being rescued in Chennai by **The Banyan**. She was placed in Adaikalam (or Refuge), a temporary home for the mentally ill, destitute women where their condition is stabilised through therapy and care and they are resettled in their homes. Suffering from delusions and with no memory of her address, she spent two years in treatment at **The Banyan**. In a period of lucidity, she had remembered her children and family in "Pratapgarh in Uttar Pradesh". As part of their programme **The Banyan** makes an all-out effort to trace families and resettle the residents in their homes. Taking a chance, they accompanied her to Pratapgarh, where, with the help of the local police, and residents, she arrived at her doorstep on the day of her eldest daughter's wedding! Almost 50 per cent of the residents of the Adaikalam are reunited with their families. Most of them are from rural areas, mostly from within Tamil Nadu. **The Banyan** also works towards dispelling misconceptions about mental illness, especially with the families of the women.

## Health: Details of grants made in 2001-2002

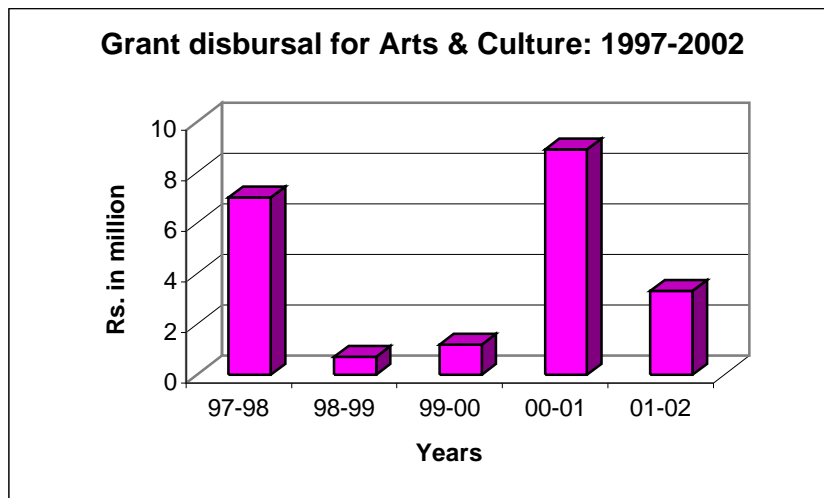
	Rs.
1. <b>Aarohi, Mukhteshwar</b> <i>A second grant towards provision of primary health care services, with a focus on preventive care, in 10 villages of Uttaranchal.</i>	300,000
2. <b>Action Research and Training for Health (ARTH), Udaipur</b> <i>Towards improvement of maternal and neonatal survival of the rural tribal population of 30 villages of Kumbhalgarh block, Rajsamand district, by training nurse midwives.</i>	750,000
3. <b>Bangalore Hospice Trust (BHT), Bangalore</b> <i>Towards operating costs of 'Karunashraya', a fifty-bed hospice, and for the continuation of the home-care service and palliative care for terminally ill cancer patients.</i>	1,200,000
4. <b>Bhoruka Charitable Trust (BCT), Churu</b> <i>Towards training of 80 local healthcare providers, gram chikitsaks, from 50 villages of Rajgarh and Taranagar blocks, Churu district, in collaboration with the Indian Institute of Health Management Research, Jaipur.</i>	125,000
5. <b>Cancer Institute, Adyar</b> <i>Towards the limb conservation programme for 30 young adults.</i>	400,000
6. <b>Digdarshika Institute of Rehabilitation and Research (DIRR), Bhopal</b> <i>Towards treatment and rehabilitation of mentally ill patients and the disabled in four panchayats of Phanda block.</i>	500,000
7. <b>Hyderabad Eye Institute, Hyderabad</b> <i>Fellowship support to enable 108 eye-care professionals to undergo training on low vision related issues.</i>	250,000
8. <b>Indian Council of Medical Research – Tuberculosis Research Centre, Chennai</b> <i>Towards a research programme on post-treatment lung disorders of tuberculosis patients.</i>	325,000
9. <b>Kasturba Gandhi National Memorial Trust, Indore</b> <i>Towards an integrated health and general development programme in six villages of Mhow and Barwaha blocks.</i>	500,000
10. <b>King Edward Memorial Hospital &amp; Seth GS Medical College, Mumbai (Diamond Jubilee Society Trust)</b> <i>Towards enhancement of the facilities of the hospital's emergency medical services centre.</i>	8,000,000
11. <b>Medical Research Foundation (Sankara Nethralaya), Chennai</b> <i>Towards the Sir Ratan Tata Trust Community Ophthalmology Fellowship Programme enabling 120 ophthalmologists to undergo training for implementing a community outreach programme. The grant also supports conducting 3,000 sight restoring cataract surgeries on poor patients.</i>	1,000,000
12. <b>Pragya, Gurgaon</b> <i>Towards conservation of rare and endangered medicinal plants in the districts of Lahaul and Spiti in Himachal Pradesh.</i>	700,000
13. <b>Ramakrishna Mission Ashrama, Narainpur</b> <i>Towards treatment of tuberculosis patients from 150 villages of Narainpur district.</i>	75,000
14. <b>Rural Unit of Health &amp; Social Affairs (RUHSA), Vellore</b> <i>Towards building the capacity of 20 development agencies in Orissa to develop an anti-malaria programme.</i>	700,000

15.	<b>The Banyan, Chennai</b> <i>Towards part operating costs of a shelter for 160 mentally ill destitute women.</i>	Rs. 800,000
16.	<b>The WZO Trust Funds, Navsari</b> <i>Towards meeting part costs of residents at the Bai Maneckbai PB Jeejeebhoy Centre for Senior Citizens, Navsari.</i>	540,000

## INSTITUTIONAL GRANTS: ARTS & CULTURE

Rich art and craft forms and diverse cultural practices form the base of India's pluralistic society. The sweeping reach of relatively accessible technology such as the television, and the enduring impact of popular entertainment on the aesthetics of new generations, are reducing the audience available to an artist. This crisis situation provides an opportunity and a challenge to artists to renew and reinvent their art forms. To invigorate institutions and work towards developing new audiences, the Trust concentrated its support on:

- critical and timely support to new and established institutions,
- strengthening existing funding for the arts.



To support the artist's sensibility at par with the international scenario, constructive interaction between artists worldwide, becomes necessary. The Trust's support to **Attakkalari** enabled close collaboration with their international peers while designing and executing two large festivals of contemporary dance and choreography. The influx of professional dancers, musicians, digital artists, choreographers and set designers of local and international renown also created an energetic space for workshops with indigenous talent and also with students. The grant to **Ustad Allauddin Khan Sangeet Academy (UAKSA)** gives a fillip to young artistes wanting to specialise in rare musical instruments. Through a concert series, **UAKSA** reaches enthusiastic audiences in small towns of Madhya Pradesh, that rarely have the opportunity to hear and see acclaimed performers. The grant to **Bala Balaga Srujansheela Shikshana Trust** similarly creates an audience amongst school and college students for shadow puppetry through extensive tours. Recasting the leather puppets, using contemporary stories and reworking the method of rendering the performance, have been challenges for the group. The Trust is currently the single largest donor to the Adopt a Book scheme of **The Asiatic Society of Bombay**.

Two institutions have been supported through the endowment grant made by the Trust in 1997–1998 to the **India Foundation for the Arts** under their thematic area Arts Research and Documentation. The Sir Ratan Tata Draw Down Fund created in the previous year has actuated **IFA** to actively pursue further funding from Indian sources for the arts, that will especially benefit organisations that do not have an FCRA.

The Trust's support for initiatives in Arts & Culture portfolio was Rs 3.32 million during the period under review vis-à-vis Rs 8.9 million in the previous year. The disbursements from the income accruing to the **IFA** endowment amounted to Rs. 0.65 million.

#### **Bringing the puppets alive**

**Bala Balaga Gombe Mane** (Puppet House) has benefited from the Trust's aim of invigorating dying art forms. Based in Dharwad in Karnataka, **Bala Balaga** is trying to revive the lost art of leather shadow puppetry. Once a widely appreciated art form in the region, leather puppetry was unable to survive the competition from cinema and popular music. With Trust support, **Bala Balaga** formed a 10-member troupe which identified contemporary stories, worked on new ways of enacting them and then performed in over 100 schools, colleges, cultural institutions and clubs in Karnataka in the last year. On an average, the troupe has had 150 shows each year for the last two years. The State and Central departments of culture encouraged the repertory and the troupe was given a slot for performance at the children's drama festival organised by the department. The **Bala Balaga** troupe charges a nominal fee from the audience. It has discovered that with a certain amount of planning, it can hold three shows a day. Work is under way to collaborate with the Department of Education and base the repertory's production on the school syllabus, making it a regular feature in the academic life of children.

## Arts and Culture: Details of grants made in 2001-2002

	Rs.
1. <b>The Asiatic Society of Bombay, Mumbai</b> <i>Towards the 'Adopt a Book' programme of the Society. The grant will help preserve 1,000 rare books over a three-year period, using conservation and microfilming techniques.</i>	320,000
2. <b>Attakkalari Public Charitable Trust of Contemporary Performing Arts, Kochi</b> <i>Towards a Centre for contemporary movement arts in Bangalore that will enable a core group of artists to host international festivals of dance and choreography.</i>	1,800,000
3. <b>Bala Balaga Srujansheela Shikshana Trust, Dharwad</b> <i>The grant aids the renewal of shadow puppetry as a contemporary performing art for children, through performance tours at schools and colleges, that showcase their use of contemporary stories.</i>	200,000
4. <b>Ustad Allauddin Khan Sangeet Academy, Bhopal</b> <i>Enables the Academy promoted by the government of Madhya Pradesh to train 20 young musicians and dancers in Dhrupad and Kathak, extend fellowship support to promising musicians to train on rare musical instruments, and organise concerts in ten small towns of Madhya Pradesh.</i>	1,000,000

## Ongoing multi-year grants: No disbursements during 2001-2002

5. **India Foundation for the Arts (IFA), Bangalore**  
*For a draw-down fund to enhance grant-making across their thematic areas. The grant includes a challenge for IFA to raise matching funds from other Indian sources.*

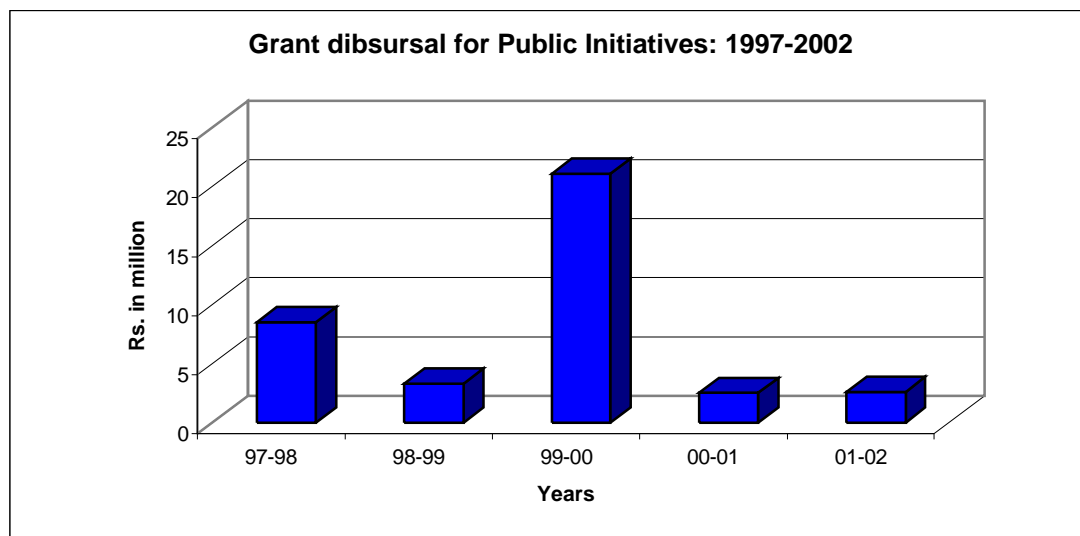
Grants made by the **India Foundation for the Arts, Bangalore**, during 2001-2002, utilising Rs. 0.6 million of the income earned from the endowment grant made by the Trust in 1997-1998

- **Mozhi, Chennai**  
*For the creation of a database on print materials pertaining to Tamil cinema*
- **Sandesh Bhandare, Pune**  
*Support for undertaking a photo-documentation of tamasha folk performance form of Maharashtra.*

## INSTITUTIONAL GRANTS: PUBLIC INITIATIVES

In the last few decades, people of all classes, creeds and ethnic background have organised themselves to fight for more equitable development and a safer environment. The world-wide effort has been to understand the requirements of defining and building a strong civil society. One of these requirements is promoting this citizen participation in a more effective manner and building a strong non-profit, non-government sector. The Trust has focused its grants around:

- Encouraging citizen interface with public systems and societal issues
- Professionalising the third sector through seeding development initiatives and building human resources.
- Building knowledge and awareness of and about the non-profit sector



To encourage better governance, **Foundation for Democratic Reforms (FDR)** works towards creating awareness of the quality of elected representatives and increasing scrutiny of the polling process. To catalyse citizen involvement through informed public debate, with Trust support, **FDR** organises training workshops for concerned citizens to build a critical mass of active citizens. To focus on specific issues such as women's role in panchayats and their portrayal in the media, the Trust supported **Mahila Punarvaas Samooch Samiti** for research, documentation and a newspaper for neo literates, targeted at rural areas.

Professional human resources are critical to the quality of development interventions. It is therefore necessary to design comprehensive and continuous training and support for increasing the effectiveness of public voluntary efforts. The grant to **Prerana** provides these inputs to select organisations, presently guided by individual commitment thereby strengthening individual spirit and citizen action.

The **Sir Ratan Tata Chair on Civil Society and Globalisation** at the **Indian Institute of Management, Bangalore**, signifies the Trust's commitment to map the field and identify issues that will be critically influence the future. Concomitantly, the **Johns Hopkins comparative research project in the non-profit sector** anchored by the **Society for Participatory Research in Asia (PRIA)** would report on the third sector in the country through analysis of secondary data available and institutional surveys.

The Trust disbursed Rs. 2.6 million towards five grants, as against a disbursement of Rs. 2.5 million towards four grants in 2000-2001.

The Trust will continue to encourage initiatives in the above areas. It would strive to identify forums that constructively engage with the identified lacunae in public services and systems. The challenges for bringing, retaining and developing human resources and influencing organisational effectiveness would continue to be addressed in innovative ways, including possible institutional support to niche agencies. The Trust would also attempt to seed knowledge building efforts in the third sector, specially to expand frontiers in its thematic areas through high quality, cutting edge research and documentation programmes.

### **Voice of the people**

Recognising the common man's decreasing confidence in governance, **Foundation for Democratic Reforms** (FDR) launched Lok Satta – a movement to improve the governance of the country. The Trust first collaborated with **FDR** in July 1999 for an “Election Watch” programme. The multi-pronged strategy adopted for this project included increasing voter awareness on quality and background of candidates, improving the quality of public debate, focusing on key governance reforms and monitoring the polling process. The project covered 130 assembly and 14 parliamentary constituencies. 10,000 volunteers were trained in the electoral process, and an estimated 20,000 volunteers participated in the movement across the state. An independent evaluation of the programme commended the efforts of **FDR** in generating awareness and catalysing citizen involvement in a fair and transparent electoral process. A replication of this programme has been tried in other states. To further strengthen its work with citizens, a second phase was supported to identify and train 75,000 concerned citizens in 1,000 *mandals* on relevant governance related issues. Training workshops and follow-up meetings were organised at various levels – state, district, *mandal* and at the individual citizen's level. Literature was developed on issues of governance and other related topics for distribution at the training workshops. 20 cultural teams performed shows with the aim of orienting viewers towards political and governance reforms.

## Public Initiatives: Details of grants made in 2001-2002

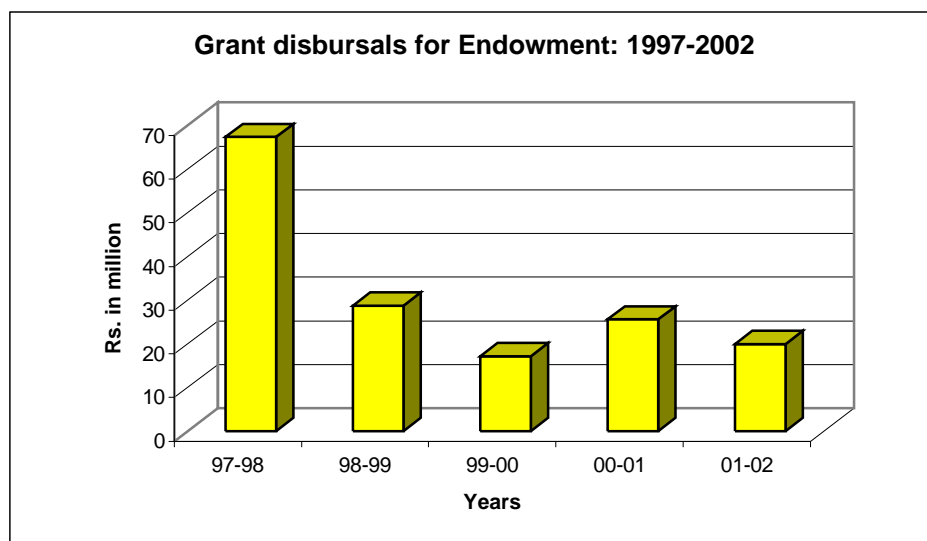
	Rs.
1. <b>Foundation for Democratic Reforms (FDR), Hyderabad</b> <i>Towards promoting a citizen's initiative for better governance through training programmes.</i>	1,000,000
2. <b>Indian Institute of Management (IIM), Bangalore</b> <i>Towards instituting the Sir Ratan Tata Chair on Civil Society and Globalisation for a period of five years.</i>	500,000
3. <b>Mahila Punarvaas Samooh Samiti (MPSS), Jaipur</b> <i>Towards a documentation unit to raise issues of rural women in Rajasthan and strengthen 'Ujala Chhadi', a newspaper for rural neo-literates.</i>	200,000
4. <b>Prerana, Raichur</b> <i>Towards fellowship for capacity building of 10 local development initiatives.</i>	700,000
5. <b>Society for Participatory Research in Asia (PRIA), New Delhi</b> <i>Towards the Johns Hopkins comparative research project on the non-profit sector to strengthen the information base on the sector in India.</i>	200,000

## Ongoing multi-year grants: No disbursements during 2001-2002

1. **Bai Hirabai Tata Memorial Trust, Tata Blocks, Bandra, Mumbai**  
*Towards part costs of repair and restoration work of a housing colony.*

## INSTITUTIONAL GRANTS: ENDOWMENTS

In recognition of the need to sustain mission driven institutions that have demonstrated far-reaching impact in changing environments and under new leadership, the Trust developed and used endowments as a tool of grant making. Since 1995 the Trust has endowed 25 non-profit organisations in different parts of the country, with a total committed disbursement of Rs. 171.6 million. After 1997, these efforts were guided by a formal endowment strategy with well-set norms and clearly defined criteria that enabled the Trust to identify and appraise deserving institutions.



During 2001-2002, the Trust re-examined the relevance and the operationalisation of its endowment strategy, through a review of nine endowment grants. The review reiterated the relevance and strategic import of these grants to recipient institutions. It stressed that future grants should be more closely integrated within the thematic areas of interest of the Trust and be the culmination, in specific cases, of a mutually rewarding programme partnership.

The Trust has endowed selectively, used challenge components of raising matching amounts and evolving deferred endowments that enable a programmatic relationship with the Trust. The endowments to community based organisations promoted by professional non-profits with a proven track record, have indicated the need for capacity building in sound governance and fiscal systems. Institutional grantees that had reviewed past working and charted a future growth strategy in their proposal document, have found it stimulating to assess their progress on plans in regular reports to the Trust.

In the last few years the Trust's endowment portfolio helped build institutions in the sector in a rigorous and reflective manner, taking the time to assess the impact of the grants on different categories of organisations. Identifying deserving institutions from the programme portfolio, evolving grant designs to unlock organisational dynamism and designing review mechanisms which help the grantee remain on a high trajectory of performance are challenges before the Trust as it embarks on a second phase of endowments.

In the year 2001 – 2002, the Trust grant enabled **Adishakti Laboratory for Theatre Art Research (ALTAR)**, Pondicherry to match the amount sanctioned by the Department of Culture, Government of India, in order to build a theatre centre that will strengthen a new aesthetic in performance.

#### **Organisations which received endowment grants from Sir Ratan Tata Trust since 1995**

1. Professional Assistance for Development Action (PRADAN), New Delhi
2. Bombay City Police Research Foundation – Bombay First, Mumbai
3. Ratan Tata Foundation at the London School of Economics (LSE), United Kingdom
4. University of Pennsylvania Institute for the Advanced Study of India (UPIASI), New Delhi
5. Indian Centre for Philanthropy (ICP), New Delhi
6. N.R. Tata Bandra Ajiary Trust, Mumbai
7. Sir Ratan Tata Buildings, CJ Colony, Mumbai
8. National Council of Applied Economic Research (NCAER), New Delhi
9. Eklavya Foundation, Bhopal
10. Child Relief and You (CRY), Mumbai
11. Visva-Bharati, Santiniketan
12. Co-operative Development Foundation (CDF), Hyderabad
13. Indian Grameen Services (IGS), Hyderabad
14. Centre for Advancement of Philanthropy (CAP), Mumbai
15. India Foundation for the Arts (IFA), Bangalore
16. Eight rural schools/*balashalas* set up by the Society for Integrated Development of the Himalayas (SIDH), Mussoorie
17. Amar Seva Sangam, Ayikudy
18. Navinchandra Mafatlal Sadguru Water and Development Foundation (Sadguru), Dahod
19. Centre for Science and Environment (CSE), New Delhi
20. Society for Rural Urban and Tribal Initiatives (SRUTI), New Delhi
21. Children's Book Trust (CBT), New Delhi
22. Various tank farmers associations in south India through the DHAN Foundation
23. Vrindavan Charitable Trust (VCT), Mumbai
24. Adishakti Laboratory for Theatre Art Research (ALTAR), Pondicherry
25. Higher Education Committee (HEC), Mumbai

#### **'We manage our own school'**

The village toiled for their school, everyone working for a common goal that they believed would help educate their children in a meaningful way. They had asked the **Society for Integrated Development of Himalayas (SIDH)** to run their school, and the building was a prerequisite. The school building for the five primary schools, with classes up to standard five, three *balashalas* with classes up to standard two and an elementary school which will be upgraded progressively till standard eight in the coming years have been built by the village communities. The teachers are local youth and the curriculum provided by **SIDH** refers to the surrounding environment. The Trust committed an endowment of Rs. 3.6 million to **SIDH** schools, that put development assistance directly in the hands of village committees. This required a legally sound Memorandum of Understanding (MOU) to be signed by **SIDH** and the village committees. Each school deposited the corpus in their own bank. Having signed the MOU, the committees now looked to **SIDH** for training in financial and administrative management. The feeling was one of overwhelming diffidence and lack of surety that they could really take over. Today, with support from **SIDH** a perceptible difference is visible, in the level of confidence and involvement of the members of the village committees that they can manage their own schools. The grant will ensure the sustainability of the schools that have demonstrated their potential to excel in providing educational services, over a sustained period of time, in a remote, hilly and inaccessible area.

## Endowments: Details of grants made in 2001-2002

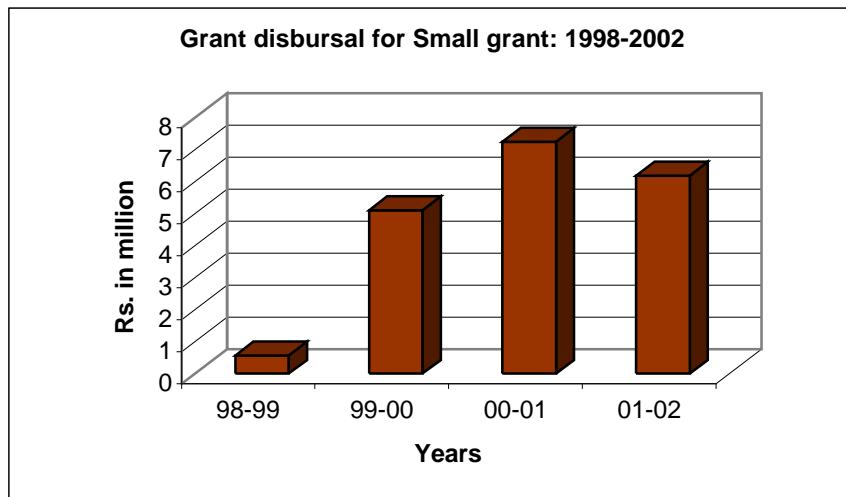
	Rs.
1. <b>Adishakti Laboratory for Theatre Art Research (ALTAR), Pondicherry</b> <i>Capital grant, for a theatre centre creating a new aesthetics in performance.</i>	1,500,000
2. <b>Amar Seva Sangam, Ayikudy</b> <i>The final instalment of the grant, the interest income of which is to be used towards strengthening the human resource base of the organisation, released against an equivalent amount raised from individuals and institutions.</i>	2,500,000
3. <b>Centre for Science and Environment (CSE), New Delhi</b> <i>Two instalments released against matching amounts transferred by CSE from its publications unit towards its endowment fund to ensure long-term security of the institution.</i>	2,500,000
4. <b>Children's Book Trust (CBT), New Delhi</b> <i>This ongoing capital grant is towards the proposed Shankar's Centre for Children and is conditional on CBT's ability to raise funds from other sources.</i>	7,500,000
5. <b>Dhan Foundation, Madurai</b> <i>This ongoing multi-year grant enables provision of performance-based endowment grants to tank farmers' organisations in Tamil Nadu, Andhra Pradesh and Karnataka.</i>	1,500,000
6. <b>Higher Education Committee (HEC), Mumbai</b> <i>The Trust is one of the eight which contributes to the corpus of HEC. Interest earnings from the corpus is utilised for awarding educational grants and scholarships to Parsi students in higher studies abroad.</i>	500,000
7. <b>Navinchandra Mafatlal Sadguru Water &amp; Development Foundation (Sadguru), Dahod</b> <i>Two instalments released against matching amounts transferred by them to their endowment.</i>	1,000,000
8. <b>Society for Integrated Development of Himalayas (SIDH), Mussoorie</b> <i>Final instalment of the endowment to the eight village education committees located in Uttaranchal. The corpus will be managed by the committees and the interest utilised for operating costs of eight rural primary/pre-primary schools. The grant has a challenge component of raising funds from other donors.</i>	300,000
9. <b>Society for Rural, Urban and Tribal Initiatives (SRUTI), New Delhi</b> <i>Final instalment has been released against matching amounts raised by them. The income from the grant is to be used for strengthening the organisation, including its human resources.</i>	1,000,000
10. <b>Vrindavan Charitable Trust (VCT), Mumbai</b> <i>Towards a capital grant for the construction of a Gurukul, which will contribute towards advancement of Indian classical music through the guru-shishya parampara.</i>	3,500,000

## INSTITUTIONAL GRANTS: SIR RATAN TATA SMALL GRANT PROGRAMME

Small and nascent non-profit organisations are often characterised by strong field presence, a welfare-oriented approach and limited capacities to conceptualise and implement development interventions. Their strong ground presence, locally relevant interventions and small scale of operations make their programme directions dependent on donor priorities.

The Sir Ratan Tata Small Grant Programme (SGP) was launched in 1998-1999 to cater to the needs of such organisations, and provide seed support for implementing new and innovative ideas. The Trust supported three organisations in the first year of the programme. The number increased to 33 in the second year and 41 in the third year. The programme was expanded to include strategic support to larger organisations for mainstreaming innovations, focussed research and streamlining internal systems.

Recognising the potential of the small grant programme for testing new organisations and ideas, the Trust has brought greater convergence between small grants and its thematic priorities. Towards this, the programme has been further modified over the year, in terms of eligibility criteria regarding annual expenditure of the organisation and grant size.



The Trust disbursed Rs. 6.18 million towards 31 grants in 2001-02, against Rs. 7.23 million towards 48 grants in the previous year. This indicates a higher average disbursement per grant in the year under review.

The SGP has been used extensively by the Trust to provide institutional support to fledgling development initiatives, including direct support to community based organisations. Credible professional organisations and field based resource support have been used to identify such organisations and develop programme ideas. However, support to small ventures such as these, needs to be coupled with effective capacity building and hand-holding support in the field. Local professional organisations are often reluctant to accept this resource support role, given constraints of human resources. The Trust has attempted to address this need of its grantees through designing appropriate reporting systems, encouraging long term planning for repeat assistance and linking up with regional resource support agencies. The challenge before the Trust in the coming year, is to evolve cost effective and non-intrusive support systems, which strengthen leadership and help increase effectiveness of these nascent organisations.

## The greening of Jhalod

**The Jhalod Taluka's Lift Irrigation Co-operative Federation Ltd.** is a federation of 54 irrigation co-operatives. Irrigation co-operatives are community management systems for the land and water interventions undertaken, with support from **N M Sadguru Water and Development Foundation**. Over years of its operation, the co-operatives have gone beyond this role and are ushering in social and economic change in the lives of their member communities through diversification into wasteland development, drip irrigation and advanced agricultural technologies. The federation mobilises funds from member co-operatives and also through consultancy assignments and implementation of new projects, especially of drip irrigation, where it is an authorised dealer for irrigation material. The Trust has supported the **Federation** for building capacities of its member co-operatives through training support, assistance in audits, interface with the electricity board. They have also diversified by taking up 20 acres of wasteland development. Based on the positive experiences, another 70 acres are proposed for wasteland development, in collaboration with the member co-operatives. Member farmers were trained in management and development of co-operatives. Local infrastructure such as the creation of a drinking water system in one village where land and water management interventions have resulted in increase in water levels. The **Federation**, with support from NM Sadguru Water Development Foundation and the Trust, is emerging as a strong institution representing member interests and sound fiscal and governance systems.

## Power in numbers

The **Ankur Vanavasi Vikas Sangathan (AVVS)**, a federation of village institutions, has been promoted by the **Aga Khan Rural Support Programme (India) (AKRSP (I))** to create greater self-management and control of local communities. The **AVVS**, with facilitation from AKRSP (I), now interacts with bank officials for operations as well as loans and credit planning. The support from the Trust enabled **AVVS** to strengthen its member and institutional capacity through interface meetings with government and bank officials, leadership development, accounts training, training of trainers and awareness workshops. A case study of Kabripathar and Koliwada Lift Irrigation (LI) Societies reflects the potential role for such apex institutions. Both the societies were facing problems in irrigation due to frequent disruption of electric supply. The office-bearers of the LI approached officials of the Gujarat Electric Board, *mamlaatdar* at the *taluka* level as well as the local MLA. However, help was not forthcoming despite written complaints. By this time the standing crop in the field had begun to dry up due to lack of water. The **Sangathan** members, anguished by the possibility of crop failure due to neglect, persuaded the concerned officials to take up the matter seriously. The electricity connection was restored on the same day. The Trust hopes to strengthen and catalyse such community-based efforts to foster sustained grassroots action and leadership.

## Sir Ratan Tata Small Grant Programme: Details of grants made in 2001-2002

	Rs.
1. <b>Akanksha, Lions School for the Mentally Handicapped, Raipur</b> <i>Towards early intervention programme for children with mental disorders in Dharsiwa block, Raipur district, Chhattisgarh.</i>	180,000
2. <b>All India Ex. Soldier's League Sainik Foundation, New Delhi</b> <i>Towards 'Tata-Sainiksangh Sahyog Abhiyan', a campaign for educational facility for the tribal village of Slaita, Badhpura block, Etawah district, Uttar Pradesh.</i>	158,000
3. <b>Andrews Palli Centre for Integrated Development, Birbhum</b> <i>Towards a sustainable tribal development project in Rangabandh, Birbhum district, West Bengal</i>	140,000
4. <b>Centre for Civil Society, New Delhi</b> <i>Towards an essay competition organised by the Centre and for fellowship to college students for research.</i>	300,000
5. <b>Centre for Rural Development, Guwahati</b> <i>Towards the operating costs of three veterinary centres in Mayong and Janroben blocks, Kamrup and Morigaon districts, Assam.</i>	220,000
6. <b>Centre for Science &amp; Environment, New Delhi</b> <i>Towards dissemination of 110 copies of the book 'Making Water Everybody's Business' to policy makers and practitioners across the country.</i>	78,320
7. <b>Dhandhuka Taluka Dalit Pachhat Varg Manav Vikas Sangh (MVS), Dhandhuka</b> <i>Towards a project for empowering local organisations of Dalits and OBCs through capacity building, in Dhandhuka Taluka, Ahmedabad district, Gujarat.</i>	150,000
8. <b>Directorate of Vocational Education and Training (DVET), Mumbai</b> <i>For a curriculum enhancement programme which will provide appropriate course material in Marathi for select Industrial Training Institutes in Maharashtra.</i>	160,000
9. <b>Development Initiative for Self-Help and Awakening (DISHA), Akurdi</b> <i>To develop infrastructure and to extend the organisation's micro-credit programme in Pune district</i>	120,000
10. <b>Dr. A.S. Rao Awards Council, Hyderabad</b> <i>Towards the capacity enhancement of science and mathematics teachers at the high-school level in Mehboobnagar district, Andhra Pradesh.</i>	70,000
11. <b>Education Support Organisation (ESO), Ahmedabad</b> <i>Towards an independent review of the organisation's Gyan-Shala project in Ahmedabad</i>	86,000
12. <b>Elgar Pratishthan, Chandrapur</b> <i>Towards strengthening 10 centres managed by the organisation for children and youth activities in Chandrapur district, Maharashtra.</i>	200,000
13. <b>Friends Society, Vadodara</b> <i>Support for revitalising the student-managed organisation, housed in the MS University. The Society provides an interactive platform for young persons to take up voluntary work.</i>	130,000
14. <b>Grameen Mahila Swayamsiddha Sangha, Khed</b> <i>For extension of support services by the organisation to self-help groups of women, in Khed taluka, Pune district</i>	70,000

	Rs.
15. <b>Holistic Action Research &amp; Development (HARD), Shahdol</b> <i>Towards strengthening of five women led gram panchayats of Kotma block, Shehdol district, Madhya Pradesh.</i>	150,000
16. <b>Janakalyan, Raichur</b> <i>Towards the dairy development programme of the organisation, in Raichur, Karnataka.</i>	280,000
17. <b>Jhalod Talukani Udvahan Sinchai Sahkari Mandaliono Sahkari Sangh Ltd., Jhalod</b> <i>Aimed at building the management capacity of the Lift Irrigation Federation, in Jhalod taluka, Dahod district, Gujarat.</i>	150,000
18. <b>King Edward Memorial Hospital &amp; Seth G.S. Medical College, Mumbai</b> <i>Towards support for a foreign faculty visit to participate in a National Workshop on Epilepsy Surgery</i>	100,000
19. <b>Kissan Sabha Trust, Karkala</b> <i>Towards operating expenses for students of the Mahatma Gandhi Residential High School, Karkala, Bangalore.</i>	100,000
20. <b>Mahila Siksha Kalyan Evam Prashikshan Parishad, Bilaspur</b> <i>Towards promotion of rural livelihoods through women's savings and credit groups in Bilaspur district, Madhya Pradesh.</i>	100,000
21. <b>Margdarshak Seva Sansthan, Surguja</b> <i>Towards community mobilisation in 10 tribal villages through formation of women's savings and credit groups in Premnagar block, Chhattisgarh.</i>	125,000
22. <b>Om Shakti Samiti, Rampur Sidhi</b> <i>Towards improving women's condition through education and training in Rampur Sidhi block, Madhya Pradesh.</i>	111,000
23. <b>Pan Himalayan Grassroots Development Foundation, Ranikhet</b> <i>Towards a participatory micro-watershed project in Sirmour district, Himachal Pradesh.</i>	174,000
24. <b>Parivartan, Delhi</b> <i>Towards the project 'Advocacy against Corruption in Delhi Vidyut Board'.</i>	100,000
25. <b>People for Animals, Bangalore</b> <i>Towards the operating costs of a hospital and shelter for animals.</i>	225,000
26. <b>Prayas, Hazaribagh</b> <i>Towards promoting women's education through self-help groups in the four blocks of Katkamsandi, Barhi, Barkattha and Chauparan in Hazaribagh district, Jharkhand.</i>	150,000
27. <b>Prayas Kendra Sanstha, Harsoli</b> <i>Towards participatory natural resource management activities including farm bunding, desilting of pond and deepening of wells in three villages of Dudu block, Rajasthan.</i>	100,000
28. <b>Purna Pragna Trust, Alanahali</b> <i>Towards supporting the operating costs of Purna Pragna School, in Alanahali, Karnataka.</i>	200,000
29. <b>Regional Institute of Development, Surguja</b> <i>To build the capacity of women representatives in 17 Panchayats, in Surguja district, Chhattisgarh.</i>	100,000
30. <b>Regional Institute for Education, Development and Health (RIEDH), Khanpura</b> <i>Towards the operating costs of an open middle school for 70 girl students from village Khanpura, Ajmer, Rajasthan.</i>	159,600

	Rs.
31. <b>Sahayog Nirmitee, Latur</b> <i>To make women self-sufficient through self-help groups in 25 villages of Latur and Osmanabad districts, Maharashtra.</i>	200,000
32. <b>Samrakshan in Harmony with Nature, New Delhi</b> <i>Towards their Kuno soil and water conservation project in Vijeypur block, Sheopur Kalan district, Madhya Pradesh.</i>	150,000
33. <b>Shri Prince Yashwant Library, Khargone</b> <i>Towards operating costs of the library, and support for purchase of books and periodicals.</i>	90,000
34. <b>Society for Integrated Management of All Resources (SIMAR), Chamoli</b> <i>Towards a project for empowering women for sustainable natural resource management through 10 self-help groups in the Pinder valley (Dewel block) in Chamoli district, Uttaranchal.</i>	200,000
35. <b>Society for Integration &amp; Rural Development (SIRD), Mehboobnagar</b> <i>Towards recurring expenses of a residential school and community mobilisation for children engaged in child labour in Meboobnagar district, Andra Pradesh.</i>	245,000
36. <b>Society for Promotion of Grass Root Environment and Social Action (PROGRESS), Banswara</b> <i>Towards enhancing livelihood strategies of SHGs for the 50 SHGs set up with support from the Trust during 2000-01 in Banswara district, Rajasthan.</i>	180,000
37. <b>Sree Chitra Tirunal Institute for Medical Sciences &amp; Technology, Cognition and Behaviourial Neurology Centre, Trivandrum</b> <i>Towards the research project for estimating prevalence and types of dementia and cognitive impairment in elderly persons.</i>	200,000
38. <b>Surguja Gramotthan Samaj Sevi Sanstha, Surguja</b> <i>Towards a project for empowerment of panchayati raj institutions in 18 villages of Ambikapur block, Surguja district, Chhattisgarh.</i>	123,700
39. <b>The Enabling Centre, New Delhi</b> <i>To support a rehabilitation programme for disabled and disadvantaged adolescents.</i>	212,142
40. <b>Youth for Voluntary Action (YUVA), Lucknow</b> <i>Towards a project for the promotion of self-help groups in Hydergarh block, Barabanki district, Uttar Pradesh.</i>	200,000

**Ongoing grants: No disbursals during 2001-2002**

- **Gyandoot Samiti, Dhar**  
*Towards the 'Healthy Child' and 'Milk Productivity' competitions aimed to encourage the usage of Information Technology in 30 kiosks in rural areas of Dhar district. The winners will receive Sir Ratan Tata and Lady Navajbai Tata Awards in the form of national savings certificates.*

## INDIVIDUAL GRANTS: MEDICAL

Quality health services are inaccessible to a large majority, due to skewed allocation of medical personnel and attendant costs, especially in specialised care, in both rural and urban areas. In this context, there is an increased demand for relief assistance from the Trust.

Over the years, the Trust has developed and streamlined systems to provide need-based assistance on pre-determined criteria. Linkages have been built with specific departments of reputed hospitals to obtain recommendations for patients deserving financial assistance. The Trust interacts with social workers at these hospitals to ensure appropriate selection and speedy processing.

The Trust is linked with 16 hospitals across the country. Four new connections were developed this year with the following hospitals:

- Smt Sushilaben R Mehta & Sir Kikabhai P Cardiac Institute, Mumbai
- Harilal Jechand Doshi Ghatkopar Hindu Sabha, Mumbai
- Bhakti Vedanata Hospital, Mumbai
- King Edward Memorial Hospital, Pune

The hospitals with which linkages continue are:

- King Edward (VII) Memorial Hospital, Tata Memorial Hospital, Sri Hurkisonadas Nurrotamdas Hospital, Lokmanaya Tilak Hospital, BYL Nair Charitable Hospital, Sir JJ Group of Hospitals, Holy Spirit Hospital, in Mumbai;
- N. M. Wadia Institute of Cardiology, Pune;
- Institute of Cardiovascular Diseases (Madras Medical Mission), Chennai;
- Christian Medical College and Hospital, Vellore;
- Wanless Hospital, Miraj and St. John's Medical College Hospital, in Bangalore.

In 2001-2002, the Trust undertook detailed appraisals of the applications, including home visits, especially for cases not recommended by hospitals. In addition, a database of grants made over the years to individuals, is in the process of being developed. An analysis of the collated information, will be used in further streamlining both appraisal and monitoring systems.

The Trust has disbursed Rs. 40.88 million towards support to 1,010 patients in 2001-2002 as against disbursements of Rs 26.2 million to 855 patients in 2000-2001, an increase in disbursements, of 56 per cent.

In the coming year, the Trust would expand its network of hospitals, preferably to those outside of Mumbai. It would also institute a regular qualitative assessment of grants made to individuals to assess effectiveness of grant making systems and impact.

### Medical: Details of grants made from April 2001 to March 2002

	No. of applications	No. sanctioned	Rs. in million*	%
Heart	1,559	459	16.60	40.6
Kidney	453	90	2.65	6.5
Cancer	436	228	14.74	36.0
Burns	9	9	0.40	1.0
Tuberculosis	28	19	0.47	1.2
Others	437	205	6.02	14.7
<b>Total</b>	<b>2,922</b>	<b>1010</b>	<b>40.88</b>	<b>100.0</b>

\*The amount mentioned is for grants sanctioned and may vary from actual disbursements.

### **Easing the load**

**Seema Khemkar**, 11, was undergoing treatment at the P.D. Hinduja Hospital, Mumbai, for aplastic anaemia. The doctors had given a cost estimate of Rs. 3,50,000 for her treatment. Seema had lost her father over seven years ago, and her mother, a housemaid, was the only earning member in a family of four. When the family approached the Trust for assistance, Seema was six months into her treatment, for which the family had already incurred an approximate expenditure of Rs. 3,00,000. As this was not an associate hospital of the Trust, the appraisal was processed in-house, a grant of Rs. 80,000 towards future treatment was sanctioned and the first instalment released. Unfortunately, Seema passed away during the course of her treatment and the cheque was returned, unutilised, to the Trust. A few weeks later Seema's mother, Sushila came to the Trust to express her gratitude to the programme team. The Trust found that the costs of Seema's treatment had been met through loans from friends and relatives and limited assistance from charitable organisations. Sushila was asked to submit bills for this expenditure and given Rs. 74,000 to assist repayment of the loan amount. While the Trust's assistance may not have helped save Seema's life, it went a long way to ease the financial load on her bereaved mother, recognising her wholehearted efforts to save the life of her daughter.

## INDIVIDUAL GRANTS: EDUCATION

The Trust supports individuals for higher education through:

- Merit scholarships for studies in India
- Grants for part costs of travel for studies abroad

**Merit-based scholarships for pursuing higher studies in India** are awarded to academically outstanding students primarily for undergraduate professional courses in engineering and medicine. Awards are also given to some scholars pursuing post-graduate courses in management, architecture, law, social sciences, catering & hotel management, information technology, fine arts & literature and education. Though the award of the Trust is on merit, the amount varies with the family's socio-economic standing. There have been cases of misrepresentation of family income by the applicants and the Trust has intensified its appraisal process to cross-check the information given in the forms. Further, the Trust has continued its support towards three fellowships for meritorious students at premier educational and management institutes.

The Trust also supports **travel assistance** for individuals, particularly scholars, for post-graduate and doctoral courses, doctors from municipal and government hospitals and professionals for mid-career programmes or to attend relevant and meaningful workshops, seminars or conferences. The Trust reviews applications based on the relevance and utility of the programme in the Indian context, ranking of the university and receipt of scholarship from the university. The Trust continued its linkage with the British Council to provide travel assistance to scholars awarded the British Chevening Scholarships. In the year under review, five Chevening scholars were awarded travel grants. Under the Higher Education Link Scheme, the Trust supported travel grants for a sabbatical to two doctors from municipal hospitals.

In 2001-2002, the Trust sanctioned Rs. 23.27 million to 1,792 applicants as against Rs. 18.66 million to 1,322 applicants in 2000-2001, an increase in disbursements of 25 per cent.

### Details of education grants made from April 2001 to March 2002

	No. of applications	No. sanctioned	Rs. In million*	%
Studies in India	2,139	1,693	20.96	90.1
Studies abroad	445	71	1.47	6.3
Short term courses/ mid-career training abroad	41	13	0.42	1.8
Others	22	9	0.25	1.1
Conference/presentation	54	6	0.17	0.7
<b>Total</b>	<b>2,701</b>	<b>1,792</b>	<b>23.26</b>	<b>100.0</b>

\*The amount mentioned is for grants sanctioned and may vary from actual disbursements.

### **Swift action**

In August 2001, **Nobhojit Roy**, scientific officer, Bhabha Atomic Research Centre (BARC), approached the Trust for a travel grant to attend the First Mediterranean Emergency Medicine Congress, in Stresa, Italy, for four days. The Trust's support made it possible for him to present a paper he had prepared, titled 'The 2001 Gujarat earthquake experience at a community hospital – patient profile and response'. In his application for the grant he wrote, "There is no data available in medical literature on disaster-related injuries from India. Scientific data collection during and in the aftermath of a massive disaster or natural calamity is difficult due to logistic problems. During the recent Bhuj earthquake, I was fortunate enough to have a very efficient team for collecting data, while I was rendering medical relief and rescue." The conference attracted experts in the field of disaster injuries and management and provided a good opportunity to interact with them and share his findings.

On his return from the conference, he wrote to the Trust, "The congress lived up to my expectation. It was a one-stop meeting place for emergency physicians responding to the medical needs in disaster areas around the world. There were experts who had worked in various situations of natural and man-made disasters. I have learnt from their experiences, and, for the future, I have established a working relationship for important concerns like bio-terrorism with institutions like the CDC, Atlanta, and the John Hopkins School of Medicine." About his paper, he wrote, "It was well received and generated discussion over the next three days. The fact that there was systematic data collection despite the difficult conditions during the rescue was appreciated. On my part, I learned that India as a developing nation has a lot to learn about preparedness for disasters from the developed nations."

He added, "I am a working person, always short of time, and so I appreciate the efficiency and the lack of bureaucracy at your centre."

## FINANCIAL HIGHLIGHTS: 2001-2002

### Income

April 2001 – March 2002

2000-2001		Particulars	2001-2002	
Rs. in million	%		Rs. In million	%
35.4	32.5	Dividend Income	220.7	69.8
68.9	63.3	Interest	94.4	29.8
0.1	0.1	Property Income	0.1	0.4
4.3	4.0	Rebate / Incentive on Investment	1.2	
0.1	0.1	Interest on Income tax Refund	-	-
<b>108.8</b>	<b>100.00</b>		<b>316.4</b>	<b>100.00</b>

### Expenditure

April 2001 – March 2002

2000-2001		Particulars	2001-2002	
Rs. in million	%		Rs. In million	%
159.9	146.9	Grant Programmes / Charities	210.4	66.5
8.9	8.2	Administrative Expenses	9.6	3.0
0.3	0.3	Property Expenses	1.0	0.3
5.4	5.0	Contribution to Charity Commissioner	-	-
0.5	0.5	Depreciation	0.3	0.1
(66.2)	(60.9)	Balance surplus / (deficit)	95.1	30.1
<b>108.8</b>	<b>100.0</b>		<b>316.4</b>	<b>100.0</b>

## Liabilities

As on March 31, 2002

<b>March 2001</b>	<b>Particulars</b>	<b>March 2002</b>
<b>Rs. in million</b>		<b>Rs. in million</b>
42.4	Trust Fund	42.4
328.5	Investment Reserve Fund and Other Funds	322.9
0.2	Other Credit Balances	0.2
423.4	Income and Expenditure Account	518.2
<b>794.5</b>		<b>883.7</b>

## Assets

As on March 31, 2001

<b>March 2001</b>	<b>Particulars</b>	<b>March 2002</b>
<b>Rs. in million</b>		<b>Rs. in million</b>
15.2	Immovable Properties	15.2
2.4	Movable Properties	2.1
741.7	Investments	720.5
0.9	Other Debit Balances	70.0
24.2	Outstanding Income	25.8
10.1	Cash and Bank Balances	50.1
<b>794.5</b>		<b>883.7</b>

## Guidelines for Grant Applicants

The Strategic Plan 2000 of the Trust identified Education, Health, Rural Livelihoods and communities, Public Initiatives, and Arts and culture as its five thematic areas. The Trust supports its thematic areas through: (a) Programme grants; (b) Endowment grants; and (c) Small grants.

For **programme grants**, the Trust prefers projects that:

- are from enterprising organisations, willing to innovate
- have a close link with the community
- aim at mainstreaming innovations on scale
- build in long-term sustainability in design and cost-effectiveness in delivery
- have clear reporting parameters and monitoring milestones
- make effective use of human resources
- strategically position their intervention in the field.

Organisations seeking programme grants should write to the Trust with a concise concept note which clearly states the purpose for which funding is sought, the problems to be addressed, and a brief outline of the proposed project including its rationale, objectives, approach, strategies, milestones, expected outcomes and the estimated budget. The concept note should be accompanied by the following documents:

- Narrative report and audited statement of accounts for three previous years
- Registration certificate under the Societies Act or the Public Trust Act
- List of present funding agencies
- List of members of the Board
- The curriculum vitae of the project leader

The Trust invites a proposal after an assessment of the concept note. The proposal is meticulously appraised and used as the detailed operational document for programme implementation. All proposals invited are not sanctioned by the Trust. Please note that concept notes and proposals by e-mail are not encouraged.

**Endowment grants** are made selectively, usually after a programmatic relationship with the Trust, to those mission-driven institutions which have exhibited enterprise and initiative for at least ten years, who meet the criteria laid down in the 1997 Endowment Strategy, and after a rigorous and thorough appraisal of the institution.

Grants under the **Sir Ratan Tata Small Grant Programme** are made to organisations with an annual expenditure of less than Rs. 2 million and employing not more than 20 people, for innovative programmes of one-year duration. Larger organisations can also apply to the Small Grant Programme for: (a) strategic planning and/or evaluation; (b) focussed research activities; (c) mainstreaming of innovations; and (d) setting up or strengthening of internal systems.

To apply to the Small Grant Programme a letter of enquiry should be sent to the Trust along with a brief description of the past and present activities of the organisation and the purpose for which the funds are sought.

All communication should be addressed to:

The Secretary  
Sir Ratan Tata Trust  
Bombay House  
24, Homi Mody Street  
Mumbai 400 001.