

THIS BUILDING IS ERECTED OUT OF A DONATION OF
RS 25000/- BY TRUSTEES OF
SIR RATAN TATA TO BE USED AS
RESIDENCE FOR SCHOLARS
(PRIMARILY OF FOREIGN COUNTRIES)
WHO STAY AND WORK AT SHANTINIKETAN.
THIS BUILDING IS FURNISHED THROUGH THE KIND GIFT
OF RS 5000/- CONTRIBUTED BY LADY RATAN TATA.

Cover page: Front view of Ratan Kuthi, the guest house at Santiniketan constructed out of the generous donation of Rs. 25,000 given by the Trustees of the Sir Ratan Tata Trust to Gurudev Rabindranath Tagore. The foundation stone of Ratan Kuthi was laid in the presence of Gurudev by Professor Dr. Taraporwala of the Department of Comparative Philology and Linguistics, Calcutta University. The guest house was constructed to enable a comfortable place of stay for foreign professors visiting Santiniketan. Gurudev Rabindranath Tagore made special mention of the generosity of Ratan Tata in his Nava-Varsha speech prior to the foundation stone laying ceremony on April 14, 1923. The Ratan Kuthi restoration project was completed during 1999-2000 with support from the Sir Ratan Tata Trust. The on-site assistance was provided by Tata Steel, Jamshedpur.

June 29, 2000

There is a need for enlightened philanthropy to be encouraged in the country, and the Trust continues to contribute to this process by developing collaborations with emerging philanthropic initiatives. It is heartening to note that some State Governments are responding with enthusiasm to new development paradigms. A vibrant philanthropic movement is gathering momentum, converting private wealth into public gain, and if sustained will lead to more equitable development in India.



Ratan N. Tata
Chairperson

TATA HOUSE,
NAUROY ROAD,
FORT,
BOMBAY.

11th September 1923.

My dear Dr. Rabindranath,

It has given me extreme pleasure to receive from Mr. Morris an autograph picture of yourself and an expression of your affectionate greetings. Coming as it did on the Parsi New Year, the picture has filled me with genuine admiration and regard for one who works so selflessly in the cause of humanity and of his own countrymen in particular. I know how dear Visva Bharati is to your heart, and I therefore hope that your efforts to collect sufficient funds for its welfare are being fully realised. I also hope that the building in memory of my late husband for which my Co-Trustees and myself gave a donation as a mark of our appreciation of your good work is now well in hand and that it will soon come into use for the accommodation of scholars. It will always give me great pleasure to hear from you occasionally of the progress you are able to make at Visva Bharati and of its continued welfare. Please accept my sincere thanks for the photograph and my heartfelt wishes for your institution.

Yours sincerely,

Jessie Tata

Dr. Rabindranath Tagore,
Visva Bharati, Santiniketan,

BENGAL.

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..."



SITTING (L TO R): JAMSETJI TATA, R.D. TATA, SIRDORABJI TATA
STANDING: SIR RATAN TATA

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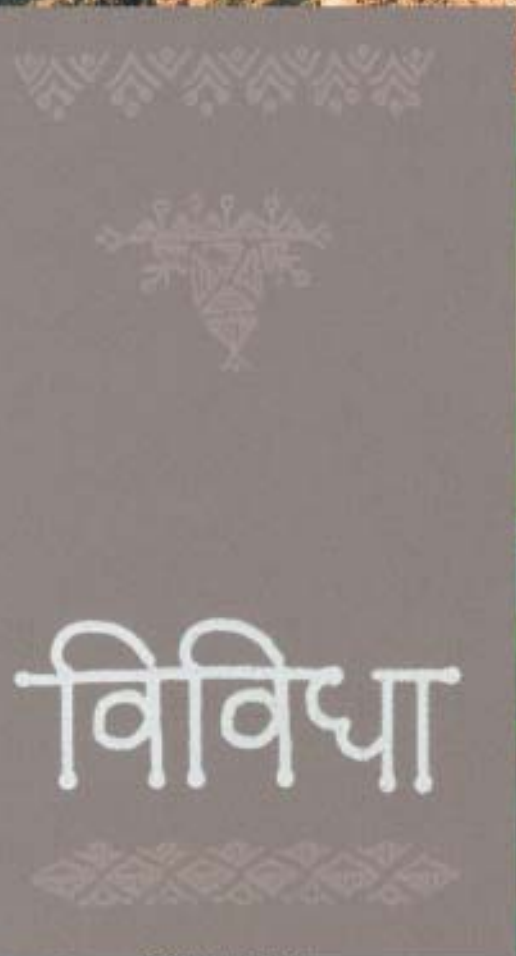
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The Trust is grateful to the following for their valuable contributions during the year:

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Private Wealth, Public Gain

Daman Singh

I

The first part of this essay discusses the importance of non-state actors in social development. It highlights the role of corporate citizenship and argues that the non-profit sector has demonstrated the ability to reach the unreached and to design practices and influence policies that help those who exist on the fringes of society. It finds that corporate investment in the social sector needs to be more consistent and better targeted. It also shows that the non-profit sector currently gets most of its funds from abroad.

Beyond the state

The international debate on the role of the state has been argued extensively in the years that followed the Second World War, fuelled by dramatic political, economic and social changes that have taken place since. In fifty-two years of existence as an independent nation, India's struggle with this issue has contended with the plurality of a society ridden with economic disparity, and sharp differences in regional resources and priorities. The role of the Indian state in pursuit of growth with equity has been substantially redefined in the process of economic reforms initiated in the 1990s. One of the hallmarks of the reforms is that the government must disengage itself from much of its preoccupation in many economic sectors and instead make room for private enterprise, towards which significant progress has been made. Another is that it must engage much more effectively in the social development sector, in which rather less has been achieved.

The Ninth Five Year Plan is clearly committed to public investment in social sectors, particularly in rural areas. It states that the heavy investment required in primary education, primary health care, safe drinking water, nutrition, sanitation and other quasi-public goods and services must be met out of public funds. In the last decade, financial allocation to social sectors has increased in both absolute and relative terms. Social sector spending¹ at current prices by the central government (plan and non-plan) increased from Rs. 8,175 crores (7.7 per cent) in 1991-92 to Rs. 23,996 crores (11.1 per cent) in 1997-98 and is expected to touch Rs. 32,380 crores (11.4 per cent) in 1999-2000. The combined plan outlay of the centre, states and union territories for social sectors climbed from 22.3 per cent in 1991-92 to 29.2 per cent in 1996-97².

¹ On social services (education, health, family welfare, water supply, sanitation, housing, social welfare and nutrition), rural development and minimum basic services.

² Ministry of Finance, 2000, *Economic Survey 1999-2000*, Ministry of Finance, Government of India, New Delhi. The increase, however, is less marked in proportion to GDP at current market prices, moving from 1.49 per cent in 1993-94 to 1.58 per cent in 1997-98.

As social development goals are given progressively greater importance, financial allocation to this sector will increase. By itself, however, this does not translate into real and sustained improvement in the quality of life of the poor. In fact, the Planning Commission observes that *“It is common knowledge that the benefits intended to be delivered to the people through development programmes in the social sectors have not fully reached the beneficiaries because of the weakness in administrative planning and delivery mechanism”*³.

The same source adds that *“The general weakness in programme formulation and implementation notwithstanding, there have been several cases of success. Such success stories have generally come about where different models of participation by people’s institutions are being adopted. There is evidence that voluntary organisations, cooperatives, government agencies and even the corporate sector have successfully designed and implemented rural development programmes and have contributed towards improving access to public services through people’s participation”*⁴.

Clearly, the government system must become more efficient, through the admittedly astronomical task of internal restructuring. However, its programmes can only become more effective if it learns how to work along with people. In a much larger context, a well functioning democracy needs a strong civil society; one that is supported by active citizens’ groups as well as by other non-government, non-market institutions.

There are today countless people, places, and problems across the country that remain virtually untouched by the wand of the state. Even as massive efforts may be launched to revamp the way this government works within and without, time is simply running out. Against an average infant mortality of 64 per thousand per year in the entire developing world, Uttar Pradesh loses an average of 85 infants per thousand every year. In Orissa there is only one government doctor for 64,178 people. And if current trends persist, it will take 124 years for all women in Rajasthan to learn how to read and write⁵. Enormous human and material resources are required to swiftly demolish the backlog of unserved social needs, as well as to cope with new needs unleashed in the process of globalisation.

The state cannot have a monopoly in giving a better life to its citizens. There is a huge need for non-state actors, including citizens’ groups, social, cultural and educational institutions, business groups, and the media to take on social responsibility. Many of these actors can make an incisive contribution in finding ways to mobilise people, to reach those whose need is greatest, and to design and deliver public services efficiently. The importance of non-state actors stems only partly from the limitations of the state. As independent entities they are

³ Planning Commission, 1999, *Ninth Five Year Plan 1997-2002 Volume 1*, Government of India, New Delhi. p.214.

⁴ Planning Commission 1999, p. 225, *ibid*.

⁵ UNDP, 1999, *Human Development Report 1999*, Oxford University Press, New York.

free to experiment with new technologies, methods and concepts. They also have the capacity to function as social critics and policy advocates. Finally, they provide the much needed balance between the role of government institutions and of market organisations⁶.

Investing in a non government action society is a global phenomenon that is evident not only in poor developing countries like Bangladesh, but also in rich powerful ones like the USA. Bangladesh has a strong tradition of non government movements and it is estimated that non government organisations currently serve 78 per cent of its villages. About twenty four million people, or roughly one quarter of the population, benefit from their activities⁷. Interestingly, the USA has the world's largest non-profit sector. In 1992 there were about 1.4 million non-profit organisations (5.8 per cent of all organisations) that accounted for 7.1 per cent of employment in the country. The non-profit sector is about 40 per cent of the size of government in terms of income but employs more civilians than the federal government and all state governments combined⁸.

Profits and public service

In a profit making concern, socially useful activities must be cross-subsidised or paid for out of profits. The concept of corporate social responsibility assumes that a business must have social as well as economic goals. It should therefore protect both the welfare of society as a whole as well as the interests of the organisation⁹. The related, but broader concept of corporate citizenship suggests that meeting social goals ultimately translate into corporate gain in one way or another. Theoretically, this aspect of enlightened self interest unlocks a wide variety of socially useful opportunities that business may tap.

The business community has a long history of philanthropy, quite distinct from the characteristic religious and cultural affinity for charity in India. During the freedom struggle, business leaders provided vital support to the movement. They were also instrumental in bringing liberal and professional education to the country, the revival of arts, historical research, the emancipation of women and the development of languages and literature. The foundations for medical, scientific and technological research have been made by the business community as has investment in public amenities, hospitals, hostels, museums and libraries¹⁰.

I think a typical village in western and southern India differs from one in northern and eastern India primarily in terms of the social capital base the former has because of the tradition of small-time private giving that survives even today.

Tushaar Shah
International Water
Management Institute

⁶ Mahajan V., 1999, "Voluntary action in India: a retrospective and speculations for the 21st century", Sir Ratan Tata Trust Annual Report 1998-99, pp. 1-15, SRTT, Mumbai.

⁷ ul Haq M., 1997, *Human Development in South Asia 1997*, Oxford University Press, Karachi. 153 pp.

⁸ Backman E., 1998, *Overview of the non-profit Sector*, Harvard Business School, Boston.

⁹ It does not, however, favour the former over the latter in the case of conflict of interest.

¹⁰ Sundar P., 2000, *Beyond business. From merchant charity to corporate citizenship: Indian business philanthropy through the ages*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

The story of business philanthropy in India is not just one of big firms and big money; but unfortunately, contributions of the unorganised business and trading communities are not well documented. Just a few examples of corporate initiatives are illustrated here. Exel Industries established the Vivekanand Research and Training Institute in Kutch which runs programmes of water harvesting, health and education in the villages of this drought prone area. Dr. Reddy's Foundation set up by a leading industrialist at Hyderabad works with local groups, the police and communities to rehabilitate children employed in shops, railway stations and businesses. A range of trusts, industries and foundations have contributed to the Lifeline Express, a train which travels to remote areas to provide medical care. NIIT has developed a software package called I-write that enables spastic children to complete their school education. It plans to translate this into regional languages and take it to all parts of the country.

Notwithstanding many more such examples, there remains a dichotomy between private profit and public service. This was reflected in a 1996 survey of 647 companies, which found that while 46 per cent were involved in some social activities, only 3 per cent had a written policy on the subject. Companies preferred to give direct cash donations, particularly in the sectors of health, education, public amenities, sports and arts. Natural resource management, community development and livelihood support were less popular, while consumer rights, legal aid, literacy, human rights and old age care had very few takers. Most activities were located in the vicinity of company premises¹¹.

The profit motive does not encourage consistent spending on causes that are entirely distinct from business objectives, whether thematically or spatially. Business philanthropy is often likely to be a one time or sporadic investment, in structures rather than in services, and in nearby rather than distant locations. A firm could thus be expected to be far more amenable to setting up a college for women, in say Hyderabad, rather than to teach girls to read and write in the villages of Barmer district of Rajasthan. Further, while it would probably do an admirable job of the former, its professional expertise would be severely limited in the latter.

What this suggests is that social investment by business is unlikely to be directed towards less known, or less visible public causes. These causes include those of countless faceless, voiceless people in distant villages, and in small towns. There are two exceptions to this rule. First, business owners who are personally, if not professionally, committed to contributing to social development. Second, many grant-making and operating organisations founded by business solely for public service that function independently of the parent concern.

¹¹ Survey conducted by Action Aid, quoted in Sundar 2000, p.304, *ibid*.

The attempt to find synergies between business and social development is picking up speed in India, and could ultimately generate some of the much needed investment in neglected public causes. It is virtually impossible to estimate the quantum of these resources, as they may not be accounted for separately and need not be officially reported.

Non-profits in public service

The profit making sector cannot be expected to give up its business and leap into the field of social development. To carry out the work, independent actors outside both government and markets somewhat loosely termed as non-profit organisations (NPOs), or simply non-profits,¹² can be found in large numbers. They are a far from homogenous group, spanning a confounding spectrum of social, cultural, educational and religious entities. While some of these serve members of specific castes, sects, religions, or professions, others are engaged in public service through community development, awareness raising, education, research, advocacy and activism. This essay concentrates on NPOs in public service that are registered as trusts, societies or non-profit companies, and do not discriminate on the basis of caste, creed or faith.

The roots of selfless service are embodied in all religions in India. They were brought to the fore in a number of social reform movements, before being institutionalised by Gandhiji. Thus, organisations such as the Harijan Sevak Sangh, the Hindustani Talimi Sangh and the All India Spinners' Association were the beginning of indigenous voluntary action in India. The non-profit sector later encompassed agencies set up by a generation of young people, including the urban and well-educated, who chose to live and work with the poor. Finally, the 1970s saw the emergence of professional NPOs that explored new alternatives in social action¹³.

The diversity of the non-profit sector produces a fascinating variety of initiatives. The Comprehensive Rural Health Programme at Jamkhed in Maharashtra helped to shape a nationwide scheme for community health workers. The Self-Employed Womens' Association, in Ahmedabad, shattered the myth that poor women are not creditworthy; this enabled increased lending to small entrepreneurs in the informal sector. The Children's Book Trust produces good, wholesome literature in regional languages at affordable prices, that have been read by three generations of children. The Centre for Science and Environment forced the government to take action against increasing air pollution, through an extensively researched, relentless campaign. The Hyderabad based Cooperative Development Foundation has achieved remarkable successes in its pursuit for reforms in the Cooperative law.

¹² The term 'non-profit organisation', interchangeable with 'not for profit organisation' is used throughout this essay, in preference to the more common 'non government organisation'; NPOs include a number of organisations that are not commonly perceived as NGOs.

¹³ Mahajan, 1999, *ibid*.

Despite the fact that NPOs are engaged in genuine public service, as a vast majority most certainly is, their ability to raise resources internally is severely limited, apart from being restricted by law. They are mainly supported by government and foreign grants and by private contributions from individuals and institutions. Just as in the case of profit making concerns, it is difficult to get an idea of the volume of money going into NPOs for social development.¹⁴

As is fitting in this age of partnerships, there are a number of ways in which government works with NPOs. In select government programmes, NPOs are invited in to ensure that communities participate in implementation, and (less often) in planning and design. Encouraging results are seen in programmes like Lok Jumbish in Rajasthan, and the Rajiv Gandhi Missions in Madhya Pradesh. The second form of partnership

It is very important that non-profit institutions do not become dependent on government largesse as that will actually destroy their essentially non governmental character.

Montek Singh Ahluwalia
Planning Commission

is where NPOs are engaged to provide public services, such as primary education, disaster relief and resettlement, for a fee¹⁵. In the third variation central and state government departments or agencies finance projects planned and implemented by NPOs in accordance with official guidelines.

Critics of this cautiously unfolding relationship between government and the non-profit sector argue that it amounts to coopting NPOs in an essentially unequal bargain and subverting their independent agenda; or, that the performance of NPOs is far from uniform and that they lack public accountability. Clearly, collaborative efforts must continue, even as the two sides learn to respect each other and draw upon their comparative strengths.

It is surprising that there is no official source of information on the amount of government funding in the non-profit sector. Accounts of funds are scattered among different arms of the government. In the central government, the Council for Advancement of People's Action and Rural Technology (CAPART) is devoted to the exclusive task of financing NPOs. In 1998-99, CAPART disbursed about Rs.23 crores under its various schemes¹⁶. The total central and state government grants to non-profits are unofficially estimated to be about Rs.200 crore a year¹⁷. This is a rather modest figure, considering that the central government alone spends over Rs.24,000 crores a year on social sectors.

¹⁴ Estimates should be available in a study by the Voluntary Action Network India and Charities Aid Foundation that is soon to be published by SAGE.

¹⁵ Mahajan, 1999, *ibid*.

¹⁶ Ministry of Rural Development, 2000, *Annual Report 1999-2000*, Government of India, Ministry of Rural Development, New Delhi.

¹⁷ For the year 1997-98; quoted in Dadrawala N H (ed), 1999, *Philanthropy*, Newsletter of the Centre for Advancement of Philanthropy (CAP), Issue no. 67, Mumbai.

External official development assistance (ODA) was traditionally routed to governments in developing countries; but now an increasing number of agencies channelise some amount of these funds to NPOs. Worldwide, an estimated 10 per cent of ODA or roughly \$6 billion goes to NPOs each year¹⁸. In India, during 1994 NPOs received Rs. 3,200 crores which was only seven per cent of ODA. This aid was supplemented by Rs.1,865 crore received from foreign foundations and private donors. The total contribution of foreign donors to the non-profit sector in India is thus of the order of Rs. 5,000 crores a year¹⁹. Compared to what NPOs get from government, this is clearly a vast amount of money.

The current trend in international aid is declining globally, even as net private sector flows to developing countries increase. This is also true in the case of India. Net disbursement of ODA fell from \$2745 million in 1991 (1.1 per cent of GDP) to \$1678 million in 1997 (0.4 per cent of GDP)²⁰. It is not exactly clear how this trend will affect the non-profit sector. While ODA funding to NPOs may slow down, it is possible that private foreign contribution may pick up.

Very little is known about the volume of individual and institutional donations made to NPOs. A large proportion of such contributions are eligible for tax concessions under various sections of the Income Tax Act, 1961. However, data on exemptions granted on donations made are simply not compiled. The amount could well be anywhere between Rs. 50-100 crores a year.

The total spending in the non-profit sector thus works out to about Rs.5,300 crores a year, by all counts an impressive figure. This places an enormous responsibility on the non-profit sector to sustain independent, creative and effective social action. Its ability to do so may in fact determine whether the sector will attract greater funds in the future. It is also important to note that there is a gross imbalance in funding sources. Financial dependence on any single source undermines the independence of NPOs. It is extremely disturbing that most of the money coming to the non-profit sector in India comes from abroad even after 52 years of hard won independence.

While the importance of foreign assistance has proved undeniable, it brings the inevitable baggage of agendas set elsewhere.

Ashoke Chatterjee
National Institute of Design

¹⁸ Earth Council, 1997 *Implementing Sustainable Development*, Earth Council, Costa Rica.

¹⁹ Based on official statistics; Sundar, 2000, p.290, *ibid*.

²⁰ UNDP, 1999, *ibid*.

II The act of giving

The second part of this essay is about enhancing private funding for non-profit activities. It underlines the need for a common agenda among all players in social development. It encourages the NPOs to develop credibility in functioning in order to foster better spending by the profit making sector. It argues that raising resources for the social sector is the responsibility of the state and the corporate sector.

Setting agendas

The creation of wealth is certainly one factor that increases the ability to contribute to social causes. Many people argue that a free market, and lower corporate, wealth, and personal income tax would result in greater giving. Others hold that the ability to give is quite distinct from the willingness to do so. The propensity to give is a perplexing issue, bound as it is with religious, cultural, and personal values. It also has much to do with ties of kinship, community, region and nation.

I believe that contribution to social and development causes has to come as a result of desire emanating from within an individual or organisation and that this desire is a result of sustained 'breeding' if I may use the word, of a contributive culture.

K A Chaukar
Tata Industries Limited

It is of course far simpler to discuss ways in which to activate, rather than to create public interest in giving.

Assuming that people are favourably inclined to donate to a public cause, they would naturally like to know why it is important, what it expects to achieve and how it proposes to do so. The first stumbling block is that there is enormous development illiteracy, even among the educated. This is being tackled at different levels. The media, particularly television, has increased its coverage of social costs and benefits of public and private action. A number of schools and colleges run popular social awareness programmes with outreach components. New professional institutions have sprung up, offering specialised courses in social work and rural development.

On the other hand, business management and allied courses are entirely divorced from development education. They thus produce a breed of managers that are not trained to see the social dimensions of business, let alone those that are larger than business. This gap progressively widens in the absence of relevant exposure or training on the job.

There is an acute dearth of creative, effective and innovative ways of imparting development education to entrepreneurs, potential philanthropists and corporate houses.

Shashidharan
Development Support Centre

There is tremendous scope to introduce modules of social responsibility in business management education and training. However, only a committed top leadership can translate theory into practice. The chambers of commerce can be a powerful instrument to promote a better understanding of social development concerns.

The second hurdle is that social development goals, whether national, regional or local, are not generally articulated. This means that different actors, whether public or private, are often engaged in activities that are at best uncoordinated and at worst incompatible. The failure to tap synergies results in waste of resources, which in turn weakens the capacity to raise more resources. Starting at the local level, there is a need to create forums at all levels where government and other actors collectively define social goals.

Given the disparities that cripple Indian society, well defined goals must prioritise the needs of the disadvantaged. This involves not just counting the poor, the dispossessed, the voiceless, and the powerless, but also capturing the human dimension of their lives. This aspect has been lacking in research, but is an area in which new methodologies are now available.

It is important for all actors to be united in a common goal; it is equally important that they have the freedom to pursue independent strategies. Current literature stresses that there is much to be gained through partnerships. It often fails to add that there is also a lot to be lost by imposing standard ways of perceiving, addressing, and solving problems. Forums to share the diversity of experiences are an important means to enrich and refine independent courses of action.

Earning credibility

A readiness to give needs to be in tandem with the ability to take and make use of the resources at hand. NPOs have come to occupy this significant place in society. They have called attention to little known places and little understood problems. They have come up with solutions that have been replicated on a large scale, even by government. And, they have argued for better laws and policies that address the vulnerable. Yet, some quarters view NPOs with cynicism. There are many reasons for this. First, many NPOs operate in virtual oblivion and little is generally known about what they do, and how they work. This leads to distrust borne of ignorance. Second, some have been known to oppose powerful interests that have greater capacity to rally support. Third, it is difficult to segregate social and political action. The obvious influence of NPOs in certain areas may threaten that of local politicians. Fourth, successful NPO action publicises government inaction. This may explain the often combative relationship of NPOs with the establishment. Fifth, there are some NPOs that are driven by far from altruistic motives, that serve narrow personal or chauvinistic interests, and that abuse the system to exploit the weak in the name of social development.

Sadly, it is the last kind of NPO that is considered most news worthy; just as the corrupt government officer arouses greater interest than the dedicated one; and the highly polluting industry gets more coverage than the clean one. However, a negative image of the non-profit sector cannot be entirely blamed on biased reporting. NPOs have often failed to realistically project the positive role that most of them perform.

The non-profit sector is a mixed bag of organisations that vary in both form and in function. This makes it difficult to establish a collective identity of the sector. Yet there are several associations of NPOs that are united in purpose. It is upto these associations, individual NPOs themselves, as well as their donors to present a realistic view of their contribution to public causes. This is required as much by the general public, as by the communities that NPOs serve. Publishing annual reports and audited accounts and conducting social audits are two ways of increasing operational transparency.

Periodic official enquiries and sporadic stories in the press question the financial integrity of some NPOs and cast aspersions on the sector as a whole. Some amount of speculation is inevitable and perhaps even necessary to prevent the misuse of public money. Existing laws contain sufficient provisions to declare income and expenditure and to deal with fraud. However, many donors including government lack systems to screen, monitor and evaluate financial dealings of NPOs. In fact, in an assessment of religious and charitable trusts, the public accounts committee 1994-95 observed a number of inadequacies in procedures for granting income tax exemptions and the absence of an effective system to monitor functioning of registered organisations²¹. Clearly, official procedures to ensure compliance with the law do need to be tightened. The onus of combating corruption lies largely on donors rather than recipients.

As a parallel to credit rating of companies, the government is supporting a project to grade NPOs on their financial and operational performance. This is certainly a welcome step to identify honest NPOs and compile reliable information on their work. However, it is simply not possible to design a fair system that compares the performance of NPOs working in different contexts, under different constraints, on different issues and in different ways, and places them on a common scale. A comparative system can only be meaningful if it is restricted to a set of NPOs engaged in related activities in similar conditions. Rather than grading, it would be far more useful for donors to exchange information among themselves on their experience with grantees. Ideally, a system for assessing performance should come from the non-profit sector rather than donors although past efforts of NPOs to rally support for a self imposed code of conduct have not succeeded.

²¹ *Public Accounts Committee (102nd report)*, 1994-95, "Assessment of religious and charitable trusts", Lok Sabha Secretariat, New Delhi.

Perhaps the best way to increase the flow of private wealth to NPOs is to show results. This is not easy for a sector that often struggles with some of the most complex social problems that themselves defy measurement. Donor insistence to quantify outcome can in fact cripple many of the most deserving causes, and divert resources to less deserving ones. This calls for a serious effort to develop suitable qualitative and quantitative indicators that can capture the dynamics of social change, and to promote their use by NPOs.

Routes to raising resources

There are set procedures to seek funds from government and from foreign donors. In contrast, fund raising from private individuals and institutions is an open arena in which a number of new ideas are gaining ground. Local institutions like orphanages and schools for the blind routinely collect money through door to door visits. Direct mail is also widely practiced. Although low cost, its success rate could vary from one per cent to 70 per cent. Sponsored events are organised with much greater effort and at a cost that could at times outweigh the money raised. Sponsorship of projects, such as child support services, invites donors to commit themselves to paying a certain sum of money at regular intervals. Collaborative programmes between companies and NPOs are still rare but seem to be on the rise²².

The success of some NPOs in eliciting donations is highly encouraging, as it directly involves people as stakeholders in the development process. However, direct fund raising cannot be the principal source of income for most NPOs for a number of reasons. First, the success is a relatively new phenomenon and as fund raisers multiply, donor fatigue might set in. Second, many causes are simply not as saleable as others. In the competition for donations, it is dangerous for an ill-informed, imperfect market to determine allocations. Third, most NPOs are woefully short of fund raising skills, staff and resources. Direct fund raising is thus quite beyond the reach of the small invisible NPO in the distant town and the remote village working on colourless issues.

Even as individual NPOs must seek ways to obtain private contributions, this will not provide the sustained funding of programmes and institutions that the sector needs. One answer is to create grant making institutions and form donor-NPO consortiums that can raise resources from private and from public donors and route them to NPOs where they can be best utilised. Indian grant making institutions, and consortiums of NPOs and of donors are some of the options. The challenge lies in designing systems that are cost

... if 100 companies and 100 trusts jointly decide to form a consortium and then support select projects for 5-10 years, it would make a significant impact.

Harnath Jagawat
N M Sadguru Water &
Development Foundation

²² Sardana V. K., 1999, "India (country profile)", in T Harris (ed), *International fund raising for not-for-profits. A country by country profile*, John Wiley and Sons inc., New York.

effective and do not needlessly divert money away from intended beneficiaries. Such institutions should be more than just a channel for funds. They must also be capable of adding value to the sector in terms of technical, managerial or institutional support.

Incentives to give

For many who give, the act of giving needs no reward. While some prefer to make anonymous contributions, others appreciate or even solicit recognition. Acknowledging donors is a due courtesy that can also help to leverage funds from other sources.

Tax breaks are also an incentive to give. Under section 80G of the Income Tax Act, 1961, individuals and organisations that contribute towards an approved government cause (like the Prime Minister's national relief fund, or any state blood transfusion council) may claim tax relief on 100 per cent of the amount donated. Under the same section 50 per cent tax relief is due on contributions made to certain other causes (like the national defence fund or the national childrens' fund) as well as to registered charitable institutions. There are prescribed limits to this concession to charitable NPOs; it is available to the extent that the total donation to certain approved categories is within ten per cent of the donors' taxable income. Under section 80GGA, donations made inter alia to an approved university, college or institution for social science research; an institution that undertakes approved programmes for rural development; and an institution that aims to carry out approved programmes in natural resource conservation and afforestation, are tax deductible.

There are advocates for higher tax breaks for private donations, as well as for withdrawing them altogether. Neither point of view is based on a fair assessment of the loss in tax revenue set against the benefits produced by donations. Before any change can be suggested, the case for or against tax breaks must be carefully studied and convincingly established. Under the present regime of tax concessions, there is, however, a strong case to target tax breaks at public causes that specifically affect the disadvantaged, and to earmark tax collection for specific social development programmes.

III Conclusion

Economic liberalisation has redefined the role of the government and of the private sector. New lines have been drawn between their functions, and new rules have been framed for them to act and to interact. Caught between the two, the non-profit sector has been virtually overlooked. If the reforms truly intend to achieve growth with equity by unleashing creativity and initiative, then surely this must happen in the non-profit sector as well. If this demands greater funding, then surely the funds must be found. If the use of these funds is to be determined by national, regional and local priorities, then surely they must come from indigenous sources.

The previous section discussed some ways to enhance indigenous private funding of the non-profit sector:

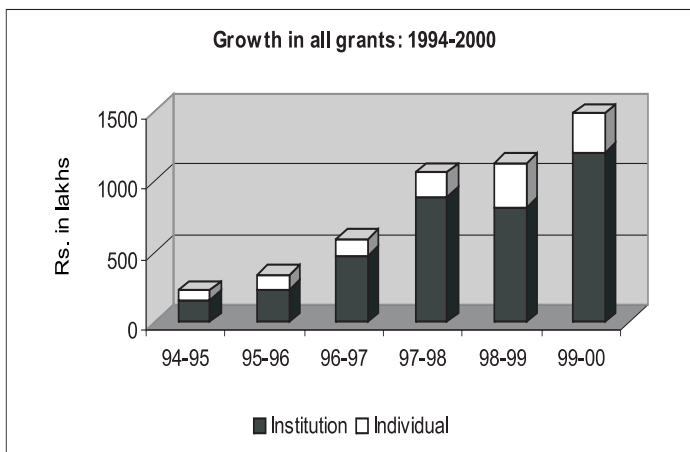
- Introduction of modules of social responsibility by business management education and training institutions
- Promotion of a better understanding of social development concerns among corporate leadership by chambers of commerce
- Collective defining of social development goals by all stakeholders, starting at the local level
- Using research methods that reflect the human dimension of need
- Projecting a realistic picture of NPOs' contribution to society
- Publishing of annual reports and audited statements, and conducting social audits by NPOs
- Improving donor systems to screen, monitor and evaluate NPOs, and exchange of information on grantees
- Tightening official procedures to ensure legal compliance among NPOs
- Promoting the use of suitable indicators for measuring results of non-profit activities
- Increased direct fund raising by NPOs from private sources
- Setting up of Indian grant making foundations and funding consortiums that raise money in a cost effective way and route them to proven NPOs
- Undertaking an impartial assessment of the costs and benefits of tax concessions
- Better targeting of tax breaks and earmarking tax collection for high priority programmes

Such measures should help to provide financial security to the non-profit sector and enable its growth. However, they can only succeed if they also protect the independence and diversity of NPOs. Stereotypes of desirable actors in social development, whether in government, business, or non-profits can only slow down the process. Wealth has enormous power in an increasingly commercial world. For this power to be used for the greater common good, it must be shared among all agents of social change.

This essay has been prepared by Daman Singh, who has been involved with the Indian non-profit sector since 1984, on invitation of the Trust. It reflects the personal views of the author. The insights provided by the following people are gratefully acknowledged by her: Montek Singh Ahluwalia, Ashoke Chatterjee, K A Chaukar, Malcolm Harper, N G Hegde, Harnath Jagawat, Deep Joshi, Ashok Khosla, Suraj Kumar, S S Meenakshisundaram, Y C Nanda, K Seetha Prabhu, K V Raju, Vijay Sardana, Parth J Shah, Tushaar Shah, Shashidharan, M R Suresh, Rajesh Tandon, Shankar Venkateswaran and Pravin Visaria.

AN OVERVIEW

I. **The year that was:** 1999-2000 has been a year of human resource development at the Trust. The in-house professional team was further strengthened during the year with the recruitment of management graduates for a one year internship in grant-making. In addition, the Trust continued to utilise resource persons/consultants to complement the work of the full-time programme staff. In line with the Trust's belief that a strong human resource base is the key to the development of the non-profit sector in the

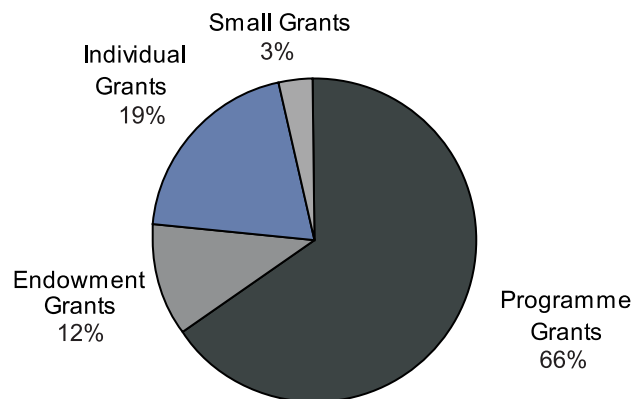


country, grants were made to institutes of advanced education for award of fellowships. These fellowships aim to attract people to, and enable them to develop skills for, a career in the non-profit sector. In addition, the Trust encouraged existing grantees to take on challenges relating to: (a) improving quality and timeliness in monitoring and reporting; and (b) measurement of performance against plans. The Trust's commitment to the philanthropic sector has been further reinforced through grant-making collaborations with other organisations having similar mandates. Under the grants programme for individuals, the Trust redefined the application and selection criteria for the Scholarship in India programme. The total disbursements made by the Trust amounted to Rs. 14.41 crores, a growth of 31 per cent over the previous year.

Grant Disbursements: 1999-2000

Type of grant	Rs. in lakhs*
Institutions: Programme Grants	985
Institutions: Endowment Grants	172
Institutions: Small Grants	51
Individual Grants	277
Amount returned from Grantees	(44)
Total	1441

* Rs. 1 lakh indicates Rs. 100,000, Rs. 1 crore indicates Rs. 10 million and 1 U.S.D. is approximately equal to Rs. 45.

Grant Disbursals: 1999-2000

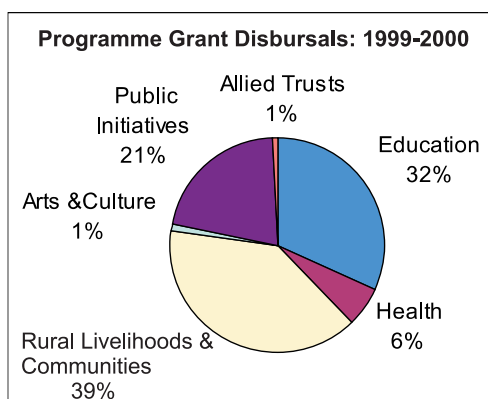
The Trust made progress on a number of fronts and a few of these are highlighted below:

- Continued focus on the programme grants portfolio:** The core of the Trust's strategy for grant-making continues to be programme grants to institutions in the non-profit sector. The Trust's programmatic interest in rural livelihoods and communities was expanded to include grants towards relief and rehabilitation especially in the aftermath of the cyclone which hit the state of Orissa. A strategy paper for expanding the Trust's portfolio in health was prepared.
- Working with select social science research institutions:** A grant was made to the Institute of Economic Growth, New Delhi, to help augment their human resource base through the introduction of the Sir Ratan Tata Fellowship Programme for Young Social Scientists.
- Encouraging philanthropic initiatives through a collaborative grant-making programme:** The Sir Ratan Tata Grant Development Fund was created at a new philanthropic organisation - Naandi Foundation - to develop a portfolio of grants in the themes of education and rural livelihoods, focusing on institutions in Andhra Pradesh.
- Refining the internal grant management systems:** For the first time, a status document on all grants was prepared for the period ending September 30, 1999. This document will be prepared twice every year; to update the Trust on performance and achievements of all ongoing grants.

II. **Programme grants:** Since 1995, the Trust has been focusing on the following programmatic themes as suggested in the Strategic Plan 2000:

- Education
- Rural Livelihoods and Communities
- Health
- Public Initiatives
- Arts and Culture

The programme grant disbursements increased to Rs. 9.85 crores from Rs. 5.2 crores in the previous year. The number of grants increased from 54 in the previous year to 70. Of the 70 disbursements, 37 pertained to new sanctions made during the year. Education and Rural Livelihoods and Communities continued as the core themes of the Trust accounting for 71 per cent of the programme grant disbursements. The Trust continued to stress on the need for improving governance structures, accountability systems, enhancing transparency and ensuring cost-effectiveness among its grantees as a part of its post-approval grant monitoring. As a result of this emphasis on quality, the Trust had to prematurely terminate multi-year grants in a few cases and hold back grant instalments in some others.



Programme Grant Disbursements: 1999-2000

Thematic area	No. of grants	Rs. in lakhs
Education	26	312.7
Rural Livelihoods & Communities	22	384.1
Health	11	58.8
Public Initiatives	6	210.8
Arts & Culture	3	11.9
Allied Trusts	2	6.9
Total	70	985.2

Over the last few years, the Trust has made a concerted effort to spread its grants throughout the country. However, during 1999-2000, the states of Orissa and Andhra Pradesh had disproportionately large disbursements. This was as a result of a grant of Rs. 2 crores to the Tata Relief Committee after the Orissa cyclone and the grant of Rs. 1.6 crores to the Naandi Foundation, Hyderabad. Rajasthan, with 16 grants, had the largest number of disbursements.

Geographical Coverage: 1999-2000

State	No.of grants	Rs. in lakhs	%
All India*	6	235.5	23.9
Orissa	3	241.1	24.5
Andhra Pradesh	7	219.9	22.3
Tamilnadu	6	66.4	6.8
Rajasthan	16	58.3	5.9
Madhya Pradesh	3	52.5	5.3
Gujarat	9	38.5	3.9
Maharashtra	9	35.3	3.6
Uttar Pradesh	3	16.2	1.6
Others	8	21.5	2.2
Total	70	985.2	100

- III. Endowment grants:** This was a year of consolidation with regard to operationalisation of the 1997 Endowment Strategy of the Trust. Only two new endowment grants were sanctioned during the year with total disbursements of Rs. 90 lakhs. In line with the Trust's strategy of extending support directly to peoples organisations at the grassroots, a multi-year grant was made to Dhan Foundation for endowment grants to community based farmers organisations. A grant was also made towards the construction of the Shankar's Centre for Children, New Delhi. In addition, Rs. 81.7 lakhs was released towards four multi-year grants sanctioned in the earlier years. Most of the disbursements made were against matching amounts leveraged by the grantees from other sources through fund-raising efforts.
- IV. Sir Ratan Tata Small Grant Programme:** The small grant programme was conceptualised during 1998-99 to address the funding needs of small organisations including those with a welfare oriented approach. While the overall sanction limit of grants under this programme remained at Rs. 3 lakhs, the Trust revised the criteria to include grants to larger organisations for specific purposes such as planning, research and systems improvement. During the year, the Trust sanctioned 33 grants with disbursements totalling Rs. 51.2 lakhs.

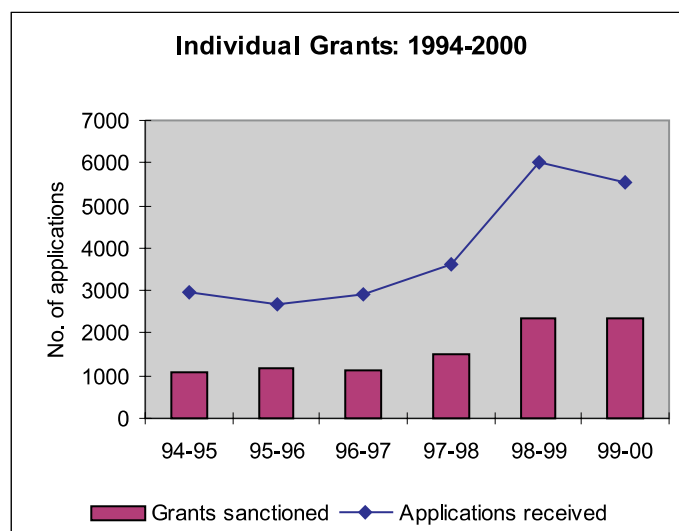
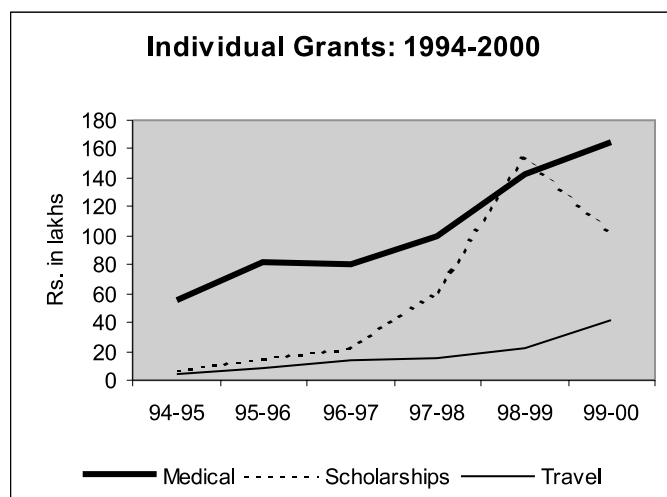
* The All-India grants include grants made to organisations like PRADAN, ICRIER, IEG, PRIA, VANI, and NCAER; for projects that span more than one state.

V. **Individual grants:** The Trust provides grants to individuals for medical assistance; to students for pursuing undergraduate and postgraduate courses within India; and part-travel assistance to students and professionals going abroad for advanced education or specialised training. Of the 5,500 applications received from individuals during the year, 2,364 were sanctioned. Considerable staff time was spent in redefining the application and selection criteria for the scholarship programme. There was a marginal decrease in the amounts sanctioned for individuals from Rs. 3.21 crores in the previous year to Rs 3.1 crores.

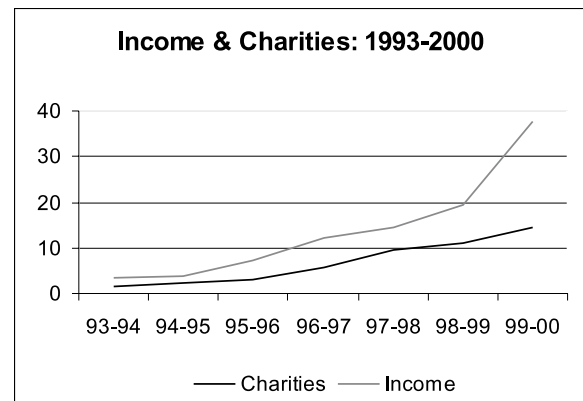
Individual Grants: 1999-2000

Type of grants	No. of persons	Rs. in lakhs*	%
Medical	830	165.4	53.7
Education	1534	142.4	46.3
Total	2364	307.8	100

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



VI. Finance, property and administration: The income of the Trust during the year under review increased by 93.8 per cent to Rs. 37.85 crores. The Trust's grants programme disbursement of Rs. 14.41 crores records the highest level of payments made in its history. The programme and general administration cost marginally increased from 5.7 per cent to 5.8 per cent of the total disbursements. The accounts for year ending March 31, 2000, have been finalised and the statutory audit completed. The notification under 10(23C) (iv) of the Indian Income Tax Act for the period ending March 31, 2002, has been granted by the Central Board of Direct Taxes, New Delhi. The status of all immovable properties of the Trust remains unchanged.



VII. Human resources: The Trust considers it important to invest in its human resource base. In addition to full time programme staff, the Trust employs resource persons and consultants as a part of its human resource development strategy. Two young professionals who joined the Trust in an internship position after graduating from management schools are now working as Programme Associates taking the number of full-time staff at the Trust to 16. Another senior professional, located at New Delhi, has been added to the Trust's team of resource persons to take on appraisal work relating to both endowment and programme grants.

VIII. Experiences and lessons learnt from grant-making: As a professionally managed philanthropic organisation, the Trust constantly reviews its work in order to improve its own performance and share its learnings with its partner organisations. There appears to be a shortage of professional human resources, as a result of which organisations at the grassroots suffer from inadequate monitoring and implementation systems. The Trust finds that a welfare oriented work culture comes in the way of achieving results envisaged in the proposal. Some grantees appear to have difficulty in focusing on outputs in development work. Therefore, potential grantees are required to include measurable outputs for monitoring at the proposal design stage itself. Organisational leaders, with support from their Boards, are encouraged to use grants effectively to refocus on management and organisational development issues which may have been inadvertently ignored in its evolution. The Trust has had positive experiences with grants to village level organisations, which access back-up support from professionally managed organisations. The role of written communication with grantees has been critical as it has enabled effectiveness in grant management and improved information flow. The Trust needs to maintain a prudent balance of appropriate communication mechanisms and focussed field visits to remain in touch with changing field realities and simultaneously ensure that the grantees retain their focus on the commitments given in the proposal.

IX. The future: In order to maintain and enhance its position as a leading Indian philanthropic organisation, the Trust needs to progress on a number of fronts:

In institutional grant-making, multi-year programme grants will continue to be the main thrust. However, in the scenario of a large number of international, government and private funding agencies targeting the same institutions for funding, the Trust needs to ensure that the high quality of its grant portfolio is maintained. Within the programme portfolio, a balance, between large projects implemented by experienced organisations and smaller and innovative projects implemented by fledgling organisations, needs to be maintained. Towards this end, the Trust needs to evolve ways and means of using the Sir Ratan Tata Small Grant Programme to complement its programme grant portfolio. The small grant programme needs to be used as an effective tool for encouraging pilot projects, some of which can in time mature into larger and focussed programme grants. The Trust needs to attract, retain and develop its human resources, on a continuous basis, so that it can take on new grant-making challenges in the future.

There are a number of challenging and interesting tasks ahead of the Trust which would need focussed attention for implementation in 2000-2001 and beyond:

- To undertake an evaluation of endowment grants sanctioned.
- To build a diverse portfolio of grants in the area of health as suggested in the strategy document.
- To proactively search for potential grantees in the area of social science research including exploring the possibility of revitalising a water management institute in collaboration with a responsive state government.
- To develop an institutional database of learning on disaster management operations through a series of focused grants providing relief to those affected by natural calamities.
- To assess the impact of the Trust's grant making endeavours on the final beneficiary.
- To continue to proactively seek proposals for strengthening village level institutions promoted and nurtured by professional organisations of repute.
- To continue to invest in recruitment and training of human resources both within the Trust and through its grant-making endeavours.
- To evaluate the implementation of the Trust's Strategic Plan 2000 and to prepare the Strategic Plan 2005, based on the lessons learnt.

Finally, The Trust dedicates this report to Gurudev Rabindranath Tagore, and remembers him through this extract from *Geetanjali* :

*“Where the mind is without fear and the head is held high;
Where knowledge is free;
Where the world has not been broken up into fragments by narrow domestic walls;
Where tireless striving stretches its arms towards perfection;
Where the clear stream of reason has not lost its way into the dreary desert sand of dead habit;
Where the mind is led forward by thee into ever-widening thought and action—
Into that heaven of freedom, my Father, let my country awake.”*



EDUCATION

There is growing evidence that the rural population believes education can provide access to a better quality of life. Nevertheless, the retention rate in primary schools of rural India remains only at 64 per cent and only 35 per cent of the children who complete primary schooling opt for studying further. The lack of quality in the delivery systems results in poor educational achievement, low attendance and high rates of dropout. Schools that meet the need of the community, helping it to achieve its economic aspirations, are required in India to achieve education for all.

During 1999-2000, the Trust's grants in the area of primary education focussed on:

- direct service delivery programmes for rural children particularly those from tribal areas
- improvement of the quality of teaching-learning methods through training and material development
- environmental education
- research programmes on school activities.

In addition, grants to supplement and enhance school education through sensitisation programmes, bridge courses, after school classes and camps for out of school adolescent girls were sanctioned. Most of the grants sanctioned had components focusing on community involvement.

New grants have been encouraged in the area of research and the Trust is particularly keen to see the results of these. The end-use and dissemination strategy of grants towards research and other studies were detailed at the proposal stage itself, so as to feed into the design of future education programmes.

In advanced education, the Trust has invested in fellowship programmes in two institutes of higher learning. It has also invested in a research programme on the implications of the WTO related issues on India's economy. In addition, the Trust supported a vocational programme for tribal adolescents undertaken by an established non governmental organisation.

Asha is a 15 year old girl living in Doodavas village in Bikaner district. All her time is spent in performing household chores and she never had the opportunity of enrolling in a school. Married as a child, she was to move from her parents home to join her husband when her parents decided that she should participate in a six-month residential educational camp for girls. On December 1, 1999, 135 adolescent girls, all first generation learners, joined the camp. The curriculum included Hindi, Mathematics, and Environmental Science. Special emphasis was given on preventive health and appropriate nutritional habits. However, 20 girls dropped out during the course of the camp. Asha, in a letter written by her, expressed happiness about the positive changes in her life. She is now able to read and write, and is also able to converse with others on topical issues. Her parents are proud of their decision to send her to the camp. The Trust realises that short-term residential camps for providing supplementary education are clearly not an ideal substitute for regular schooling. However, poor functioning of public educational system and parental apathy to education of girls leave no option to organisations like **Urmul Jyoti Sansthan**, except to go in for the short term mechanism of intensive teaching to enable adolescent girls like Asha to become literate.

The Trust encouraged some of its grantees in education to improve their management and reporting systems. The focus was on developing quantitative and qualitative indicators that facilitate measurement of progress and demonstration of results.

Overall, the Trust made 26 grants during the year with disbursements totalling Rs. 3.1 crores as compared to 21 grants with disbursements of Rs. 1.5 crores during 1998-99.

Entrepreneurship Development Institute of India (EDI), recently launched a one year postgraduate programme in Management of Non-Governmental Organisations with a special focus on micro-enterprise development and micro-credit delivery systems. The objective of the programme is to train young graduates as well as those with experience, to take on the challenging tasks of managing non-governmental organisations and ensure efficiency in implementation of different initiatives. The learning would be provided through field visits, simulation exercises, role-plays, case-studies and group work. Recognising the need for attracting quality human resources to take on careers in the non-profit sector, the Trust sanctioned a grant to EDI, to enable it to award 24 fellowships, over three years, to promising applicants. Around 50 per cent of the fellowship recipients will be those with a minimum of three years experience of working with non-governmental organisations.

Education: Details of Grants made in 1999-2000

	Rs.
1. Academy of Development Science (ADS), Karjat <i>Towards training for improving language teaching and strengthening village education committees in 20 rural schools of Karjat district.</i>	60,000
2. Academy of Human Resource Development (AHRD), Hyderabad <i>Towards part costs of conferences conducted by its Social Development Centre.</i>	60,491
3. Anveshi Research Centre for Women's Studies, Hyderabad <i>Towards a research programme focusing on curriculum in government schools and its implications for students.</i>	2,50,000
4. Apna Sansthan, Bhuwana <i>Towards an after-school teaching programme to supplement learning of high school children in Bhindar Block, Udaipur District, backed by guidance and counselling inputs.</i>	2,90,000
5. Atma Vidya Educational Foundation (AVEF), Malakkara <i>Towards the start-up phase of a multi-year training programme for teachers and school administrators.</i>	1,50,000
6. Bharat Gyan Vigyan Samiti (BGVS), Jaipur <i>Towards strengthening post literacy activities in Barna and Dholpur districts through promotion of 50 reader forums with a membership of 750 neo-literates.</i>	1,50,000
7. Centre for Educational Management and Development (CEMD), New Delhi <i>Towards research and analysis of existing educational experiments to enhance a reform intervention in government schools</i>	3,50,000
8. Centre for Environment Education (CEE), Ahmedabad <i>Towards a multi-year programme for environmental education in 1000 schools of Andhra Pradesh. A collaborative programme with the government of Andhra Pradesh.</i>	14,00,000
9. Centre for Learning Resources (CLR), Pune <i>Towards teacher and trainer training to non-government and governmental institutions and programmes across the country, and for developing training and educational materials.</i>	7,50,000

	Rs.
<p>10. Cummins College of Engineering for Women, Pune <i>Towards travel expenses of women engineering graduates selected for a collaborative programme with Rose Hulman Institute of Technology, Indiana, USA.</i></p>	75,000
<p>11. Education Support Organisation (ESO), Ahmedabad <i>Programme planning grant for the Gyan Shala Project which seeks to evolve a low cost education programme for out of school children in the urban slums of Ahmedabad.</i></p>	2,75,000
<p>12. Eklavya Foundation, Bhopal <i>Continued support to their expansion and consolidation work in elementary education in rural and government schools of Madhya Pradesh, Orissa, Rajasthan and Gujarat. The Trust's support will focus on building and strengthening their internal management systems. A bridge fund has also been created to help them to tide over cash flow problems as a result of delay in release of sanctioned government funds.</i></p>	40,00,000
<p>13. Entrepreneurship Development Institute of India (EDI), Ahmedabad <i>Enables the institute to award the Sir Ratan Tata Trust Fellowships to fresh graduates or to experienced professionals for pursuing a one-year management programme designed specifically for the development sector.</i></p>	3,00,000
<p>14. Indian Council of Research on International Economic Relations (ICRIER), New Delhi <i>Towards research on, and dissemination of, World Trade Organisation (WTO) related issues focusing on its implications for India.</i></p>	20,00,000
<p>15. Institute of Economic Growth (IEG), Delhi <i>Towards the establishment of the Sir Ratan Tata Fund for fellowships to young social scientists. The income from the fund, over a three year period, will be used to award fellowships to young social scientists to pursue focussed research activity.</i></p>	1,50,00,000
<p>16. Kisan Sabha Trust (KST), Karkala <i>For operating costs of the Mahatma Gandhi Residential School for bright students who are forced to drop out of school as a result of economic constraints.</i></p>	1,00,000

	Rs.
<p>17. Mobile Crèches, Pune <i>To meet expenses of their non formal education programme, for the children of workers, at construction sites in Pune.</i></p>	4,00,000
<p>18. Pravah, New Delhi <i>Towards setting up a Resource centre to implement a sensitisation programme for high school students of 25 schools located in Delhi and three other towns.</i></p>	5,00,000
<p>19. Society for Assistance to Children in Difficult Situation (SATHI), Raichur <i>Towards a programme for shelter including education and orientation camps for runaway children living on railway platforms at Raichur and other nearby railway station to meet the ultimate objective of resettling them with their families.</i></p>	2,64,000
<p>20. Rishi Valley Rural Education Centre (RVREC), Madanapalle <i>Towards research, development and documentation of innovative teaching/ learning practices, vocational training for young adults, and outreach to the community in 16 villages as well as surrounding government schools. This grant complements the operation of 16 rural schools supported by the Ministry of Human Resources.</i></p>	10,50,000
<p>21. SEWA Rural, Jhagadia <i>Towards strengthening infrastructure at the Vivekananda Grameen Technical Kendra, recurring costs of the Kendra's vocational education programme and an economic initiative programme for women.</i></p>	7,50,000
<p>22. Sir Albert Howard Memorial Trust (SAHMET), Hoshangabad <i>To improve rural school education in 40 villages of Hoshangabad district through involvement of youth in educational activities, bridge courses and to provide library services. Also for community interface and supplementary teaching in the government schools to increase enrolment rates and reduce drop outs.</i></p>	8,00,000
<p>23. Tata Institute of Social Sciences (TISS), Mumbai <i>Towards part costs relating to their Third Strategic Review exercise.</i></p>	2,00,000

	Rs.
<p>24. Urmul Jyoti Sansthan, Nokha <i>Towards costs associated with a residential education camp for 105 girls in Nokha block of Bikaner district. The six-month camp focuses on educating adolescent girls while preparing them for school examinations.</i></p>	5,50,000
<p>25. Vidya Bhawan Society (VBS), Udaipur <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. During the three year project, the Trust will focus on strengthening Vidya Bhawan Society's project management capacities.</i></p>	10,00,000
<p>26. Viswa Bharathi Vidyodaya Trust (VBVT), Gudalur <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></p>	5,50,000



RURAL LIVELIHOODS AND COMMUNITIES

With over 70 crores of India's citizens living in the rural areas, the theme of enhancing rural livelihoods and strengthening rural communities remains a priority area of funding for the Trust. During 1999-2000, 22 grants were made with disbursements amounting to Rs. 3.84 crores as against Rs. 1.95 crores in the previous year.

The broad areas of focus of the Trust's assistance include:

- Non-farm activities
- Natural resource management
- Strengthening of rural communities
- Relief and Rehabilitation
- Human resource development in the rural sector
- Research and dissemination

The Trust supported a number of initiatives promoting savings and credit groups especially of rural women, and the management of federations of these groups for linking with the formal banking channels. Support was provided to these groups to enable training in leadership and financial management, and towards creation and enhancing of livelihood opportunities.

Community based natural resource management initiatives were encouraged by the Trust to complement the government funds available. Other activities supported include recharging of groundwater and renovation of wells.

In the area of strengthening of rural communities, a grant was made to enable a nomadic community to access government schemes designed for them. Another grant was made to help a federation of forest dwellers and pickers diversify their activities from the traditional livelihood of *tendu-leaf* picking.

There are 8,500 tribal families in Andhra Pradesh who collect a variety of Non-Timber Forest Produce (NTFP) for their livelihood. Komrapu Chandriah's family of Madavalsala village in Vizianagaram district has been doing it for generations. They collect gum from the bark of the Karaya tree and sell it to the Girijan Co-operative Corporation Limited, a government promoted organisation. The somewhat primitive method of extraction results in poor quality of gum that provides an income of only Rs. 60 per kg. Chandriah heard about the training programme on scientific methods of gum collection organised by the **Kovel Foundation** in December 1999 and registered for it. The curriculum consisted of both theory and practice of collection, drying, grading and storage of gum. Chandriah now uses an improved sickle for making a semi-circular cut on the tree and uses a polythene sheet for collection to maintain the purity of the gum. On visiting the Kesali shandy depot in March 2000, he was overjoyed that the gum collected by him proved to be of superior quality. He doubled his income to Rs. 125 per kg of gum. The grant made by the Trust to Kovel Foundation will enhance the livelihoods of 500 gum collectors like Chandriah and also contribute to the protection of the gum Karaya trees.

Suresh Sathpathy, a postgraduate in management from Behrampore University worked in the marketing department of an electronics company. In August 1999, he met a development sector leader who put him in touch with the **Association for Rural Advancement through Voluntary Action and Local Involvement (ARAVALI)**. ARAVALI initiated the 'Professional Assistance for Voluntary Action (PAVA)' programme to build the human resource capacity of non-governmental organisations in order to enable them to be more effective in conceptualising and implementing their work. Suresh was placed in Shrujhamyaham, a Jaisalmer based organisation. Since mid 1998, nine professionals from institutions like the Tata Institute of Social Sciences and the Xavier Institute of Social Sciences have been working with grassroots organisations in the state of Rajasthan, as PAVA interns. The programme has in-built components of orientation, review meetings, cross visits and hand holding support. Today, Suresh, with his background in sales and marketing, is providing professional support to Shrujhamyaham with an understanding of the dynamics in the rural community. The Trust support to ARAVALI has assisted eight other professionals like Suresh to contribute to the strengthening and vibrancy of the voluntary sector in Rajasthan.

Relief to and rehabilitation of people struck by natural calamities has also been supported this year with the sanctioning of three grants. The grant made to victims of Uttarkashi earthquake for building shelters showed progress as 25 houses were constructed. One of the relief grants made had to be aborted as the grantee chose to return the Trust's funding as a result of a disagreement over norms of grant management.

In the area of human resource development, a grant was provided to enable nine young professionals take up rural based work with a group of organisations in Rajasthan. Another grant was to an Uttar Pradesh based organisation, to provide fellowships to 15 individuals to undergo on-the-job training in the management of rural livelihood initiatives. A new organisation located in South India was enabled to strengthen its human resource base through recruitment of professional staff.

Finally, recognising the importance and need for developing infrastructure in rural India, the Trust supported the creation of a Centre for Infrastructure Studies and Economic Regulation at the National Council of Applied Economic Research. The focus of this grant is a multi-year research programme on rural infrastructure. The Trust also made a grant to document the proceedings of a national symposium on building and managing organisations for rural development.

Bagi village in Uttarkashi district suffered major losses of life and property, as a result of the earthquake of October 20, 1991. Walls cracked, houses caved in and agricultural land was destroyed leaving the residents shelterless and in a state of distress and penury. Adding to the misery was the inadequate state relief, incessant rain and the frequent flooding of the nearby river in the following years. There was further loss of property on August 24-25, 1998, as a result of heavy rainfall. Over the past one year, the **Himalayee Paryavaran Shiksha Sansthan (HPSS)** in collaboration with the **Society for Integrated Development of the Himalayas (SIDH)** helped the citizens of this village build houses which are likely to be earthquake resistant. The people built 25 such houses with guidance from HPSS and SIDH on the land allotted by the government for the purpose. The people themselves collected the stones for the house construction and prepared the land as their contribution. The Trust's contribution was used towards part costs of construction of the walls and the roof. It is hoped that the construction of these houses brings back stability in the lives of the 25 families living in Huyli, Paluni and Kamad hamlets.

Ganga Bai, of Aajna village in Udaipur district is landless. In the hope of increasing her income, she joined the Mahila Ekta Mandal of the village promoted by the **Prayatna Samiti**. Over time, the savings of this group grew to Rs. 17,000 and they decided to adopt the income generating activities programme and received support of the Bank of Rajasthan. During the last two years, the group has been giving working capital loans to Ganga Bai for upgrading her retail store in the village. Her monthly sales are Rs. 4,500 and she is able to earn around Rs. 1,500 every month. She has taken 13 small loans over the last three years and has repaid Rs. 6,854. Her current outstanding to the group is Rs. 5,700. The total interest paid by her to the group has been Rs. 915. As Ganga Bai says: "the shop now gives me regular and assured income. I don't have to depend on moneylenders and even the drought has not affected my livelihood". The Trust's support to Prayatna Samiti towards strengthening of groups and training of members has resulted in 197 women belonging to 36 groups taking up livelihood promotion activities like land development, animal husbandry, well-deepening and small businesses.

Rural Livelihoods & Communities: Details of Grants made in 1999-2000

	Rs.
1. Association For Rural Advancement through Voluntary Action And Local Involvement (ARAVALI), Jaipur <i>Towards strengthening non-profit organisations in Rajasthan through placement of nine young professionals.</i>	4,00,000
2. Action for Social Advancement (ASA), Dahod <i>Towards preparatory work including community mobilisation for a natural resource management programme in the villages of Mandawgarh, Rathmalia and Choti Jamli in Jhabua district.</i>	1,25,000
3. Adarsa Social & Health Services Association (ASHA), Jharsuguda <i>For developing 80 new savings and credit groups of tribal women and strengthening 70 existing groups, through training in financial management and assistance in linking with banks in Jharsuguda, Sundergarh and Sambalpur districts of Orissa.</i>	1,00,000
4. Dhan Foundation, Madurai <i>Towards core organisational start up costs and human resource development. Also, towards its tank rehabilitation programme.</i>	17,00,000
5. Gram Vikas, Mohuda <i>Towards a relief programme for 2,000 families in Ganjam district. The grant was aborted and the amount returned by the grantee.</i>	40,00,000
6. Grameen Development Services (GDS), Lucknow <i>Towards fellowship support to 15 individuals for a one year programme focusing on management of rural livelihood initiatives.</i>	10,00,000
7. Hanuman Van Vikas Samiti (HVVS), Sakroda <i>Facilitating sustainability of 100 women's savings and credit groups.</i>	1,50,000
8. Himalayee Paryavaran Shiksha Sansthan (HPSS), Mussoorie <i>Towards construction of 25 houses to supplement the efforts of the community in rehabilitating landslide affected residents of Bagi village in Uttarkashi district.</i>	4,75,000
9. Ibtada, Alwar <i>Towards setting up and strengthening 50 women's savings and credit groups among the Meo community of Mewat area of Rajasthan.</i>	3,90,000

	Rs.
<p>10. Institute of Rural Management (IRMA), Anand <i>Towards the documentation of the proceedings of the National Symposium on Building and Managing Organisations for Rural Development, held to commemorate the twentieth anniversary of IRMA.</i></p>	3,25,000
<p>11. Jan Shiksha Evam Vikas Sangathan (PEDO), Dungarpur <i>Towards formation of 240 women's credit groups in the Simalwara and Aspur blocks of the Dungarpur district. The activities include training in leadership and book-keeping, exposure visits and organising camps.</i></p>	4,00,000
<p>12. Kovel Foundation, Vishakhapatnam <i>Towards their programme for enhancing livelihoods of the tribal community through training on scientific gum extraction in Parvathipuram area of Vizianagaram district.</i></p>	1,00,000
<p>13. Kutch Mahila Vikas Sangathan (KMVS), Bhuj <i>To strengthen women's groups in 190 villages in Kutch district through training programmes, linkages with government and provision of management information systems. To increase coverage of the organisation to Bhachau and Rapar Blocks.</i></p>	14,60,000
<p>14. Mukti Dhara Sansthan (MDS), Jaipur <i>Towards settlement of a nomadic community and providing them access to various welfare schemes of the government.</i></p>	1,00,000
<p>15. National Council of Applied Economic Research (NCAER), New Delhi <i>Towards creation of the Centre for Infrastructure Studies and Economic Regulation focusing on a three year research programme on rural infrastructure.</i></p>	50,00,000
<p>16. Professional Assistance for Development Action (PRADAN), Purulia <i>Towards part support of a watershed development programme in the Chhota Nagpur plateau covering six districts in Bihar and Purulia district in West Bengal. Also, for a bridge fund to provide continuity to the programme in the event of delays in release of government funds.</i></p>	10,00,000
<p>17. Prayas, Chittorgarh <i>Strengthening credit activities of tribal women members of 150 groups in Pratapgarh and Dhariyawad blocks over a period of three years.</i></p>	4,30,000

	Rs.
18. Prayatna Samiti, Udaipur <i>Towards providing training and skill building for income generating activities to 13 women's credit and savings groups in four villages in Girva block.</i>	2,35,000
19. Rajasthan Forest Produce Collectors & Processor Groups Support Society (Samarthak Samiti), Udaipur <i>Towards core organisational support for the consolidation phase and thereafter the expansion and diversification of this federation of tendu leaf pickers co-operatives.</i>	4,40,000
20. Sahyog Sansthan, Udaipur <i>Supports recharging and renovation of wells and strengthening of village level organisations in seven tribal villages of Bhindar block.</i>	1,90,000
21. Tata Relief Committee (TRC), Jamshedpur <i>Towards the reconstruction of five villages of Ambiki Gram Panchayat, Erasama Block of Jagatsinghpur district through a programme of construction of houses and school-cum-cyclone shelters to rehabilitate the victims of the Orissa cyclone.</i>	2,00,00,000
22. Vaigai Vattara Kalanjium (VVK), Madurai <i>Supports the strengthening of this federation of women's savings and credit groups, increasing its reach to 4,300 poor women, imparting training, promoting new livelihood activities and introduction of civic programmes.</i>	3,94,392

Planned but no disbursements made

Rashtriya Gramin Vikas Nidhi (RGVN), Guwahati

Towards the operating costs of nine development support teams that provide financial support to voluntary agencies engaged in enhancement of livelihoods in the eight states of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim.



HEALTH

During the past few years, the Trust has supported interventions ranging from community based services for reproductive and child health, support to cancer hospitals and tertiary care centres for specialized surgery and rehabilitation. The Trust has also supported capacity building efforts at the community level.

During 1999-2000, the Trust started work on developing a strategy for building a portfolio of grants in the thematic area of health. The strategy will primarily focus on improving the health of women and children. This will be done through support to a range of community based initiatives, selective collaborative ventures between the public and private sectors, capacity building of health care practitioners and developing a cadre of public health professionals.

The strategy advocates a holistic approach to health issues such as safe motherhood practices, family planning, adolescent health, infectious diseases including reproductive tract infections and sexually transmitted diseases. The social, cultural and economic influences on disease will be of particular focus. During the next few years, the Trust will proactively seek linkages with community based non-profit organisations/civil society institutions, that may or may not have experience in health programming, in order to enhance community action in health care. The Trust would support well established health and development organisations to provide technical, programmatic and mentoring support to smaller and newer initiatives. A second generation of organisations in the area of community health would need to be created through grants to select organisations led by public health professionals. The Trust is also keen to encourage organisations that provide specialized tertiary care but are closely woven into community outreach programmes, such as rehabilitation or cancer screening programmes.

In addition, the Trust could consider support towards fellowship and internship programmes for young physicians and nurses in well-established community health and development projects and in academic institutions focusing on public health training. The Trust believes that rotating tenure

Devli, a 32 year old woman, belonging to the Gameti tribe, lives in Bankora village in Kumbhalgarh block of the Rajsamand district of Rajasthan. Her family lives in poverty, with the second successive drought having further depleted its frugal resources. Devli had three children and was pregnant again. When labour pains started, a traditional birth attendant or dai, was summoned. After about 14 hours of labour the baby was still not born. In consultation with Dakhu Bai a trained local volunteer, a decision was taken to call the nurse mid-wife from a reproductive and child health centre six kilometres away at Kuncholi managed by the **Action Research and Training for Health (ARTH)**. The nurse mid-wife who has been trained to recognise and provide obstetric first aid as a part of a safe motherhood project implemented by ARTH, reached the village with a male health worker on a motorcycle. She quickly recognised that Devli had abnormally prolonged labour and that her baby had possibly died within the uterus. She helped Devli's family to hire a jeep and accompanied them to a referral hospital in Udaipur, where emergency care was provided and she was discharged after three days. A few weeks later, wiser by her experience and based on faith in ARTH and its activities, Devli visited the health centre for follow up where she accepted a Copper-T for long-term contraception. The Trust's support to ARTH helps provide access to maternal and neonatal healthcare for women residents of 30 villages of the block.

chairs in medical institutions could lead to the revision of medical and nursing curricula that would re-orient medical education to the current needs of the population. The Trust would consider proposals which seek support for: (a) focussed community health activities of networks/professional associations of doctors; and (b) high quality training programmes for continuing medical education programmes for trained health practitioners.

During 1999-2000, 11 grants were made by the Trust with total disbursements at Rs. 58.8 lakhs. This was marginally lower than the disbursements of Rs. 62.7 lakhs in the previous year. The Trust has already started operating its strategy paper through grants for training ophthalmologists, for training for local health providers, a tuberculosis research programme at a government institution, and for grants to primary health programmes implemented by non-governmental organisations.

Dr. L. Arun is an ophthalmologist trained at the Kilpauk Medical College, Chennai. He was one of the ten participants of the first batch of trainees, who were selected out of a total of 47 who had applied from all over India, for the three-month cataract surgery programme at the **Medical Research Foundation (Sankara Nethralaya)**. As part of this programme, which was conducted during January-March 2000, he was provided hands-on training in cataract and intra-ocular lens implantation surgery with special emphasis on managing a community outreach programme. The training curriculum consists of lectures, orientation to ocular examination and other outpatient procedures, record maintenance, operation theatre procedures and wet lab surgeries. Also, the trainees get the opportunity to perform surgeries both under supervision and independently. 12 such programmes will be conducted over the next three years as a part of the Sir Ratan Tata Fellowship programme supported by the Trust. Dr. Arun's skills in conventional surgery were refined and he is now equipped with new techniques of phacoemulsification and microsurgery. He has also been exposed to the high standards of patient care, which Sankara Nethralaya is known for.

During the next few years, particularly in 2000-2001, the Trust hopes to proactively seek proposals from select organisations so that further progress can be made in implementing newly formulated strategy.

Health: Details of Grants made in 1999-2000

	Rs.
1. Aarohi, Mukhteshwar <i>Towards upscaling their primary health programme in seven new villages in Nainital and Almora districts through training traditional birth attendants, health education and awareness building among village communities and exposure visits of staff.</i>	1,50,000
2. Bhoruka Charitable Trust (BCT), Churu <i>Towards training 80 local healthcare providers, Gram Chikitsaks, from 50 villages of Rajgarh and Taranagar blocks of Churu district, in collaboration with the Indian Institute of Health Management Research, Jaipur.</i>	3,00,000
3. Cancer Institute, Chennai <i>Towards the limb conservation programme which enables patients suffering from primary malignant tumour of the bone to undergo limb conservation surgeries.</i>	4,00,000
4. Medical Research Foundation (Sankara Nethralaya), Chennai <i>Towards the Sir Ratan Tata Trust Community Ophthalmology Fellowship Programme which enables 120 ophthalmologists to undergo a three month training focusing on the technical, managerial and financial aspects of implementing a community outreach programme. The grant also includes a provision for 3000 sight restoring cataract surgeries on poor patients from rural areas.</i>	26,00,000
5. Pain and Palliative Care Society (PPCS), Calicut <i>Towards the expansion of home care services for terminally ill cancer patients residing in four villages in Calicut district.</i>	1,00,000
6. Ramakrishna Mission Ashrama, Narainpur <i>Towards identification of tuberculosis patients living in 150 villages of Bastar district through conducting diagnostic tests and distributing medicines in order to control the spread of the disease.</i>	4,50,000
7. Rural Welfare Centre Charitable Trust, Jambughoda <i>Towards a programme for prevention of blindness in select villages around Jambughoda, Vadodara district.</i>	50,000
8. Seva Mandir, Udaipur <i>To address preventive health issues relating to women by holding periodic camps and to provide curative services through primary health care centres.</i>	4,00,000

	Rs.
9. Society for Education, Action & Research in Community Health (SEARCH), Gadchiroli <i>Towards programme planning for developing a health care intervention in ten villages.</i>	2,50,000
10. Indian Council of Medical Research (ICMR) - Tuberculosis Research Centre (TRC), Chennai <i>Towards a research programme on post-treatment lung disorders of tuberculosis patients.</i>	10,00,000
11. The W.Z.O Trust Funds, Navsari <i>Towards subsidising the per resident cost at the Bai Maneckbai P. B. Jeejeebhoy Centre for Senior Citizens, Navsari.</i>	1,80,000

Planned but no disbursals made

Action Research and Training for Health (ARTH), Udaipur

Towards improvement of maternal and neonatal survival rates of the rural tribal population of 30 villages of Rajsamand district by equipping and training village level workers and providing emergency services.

Bangalore Hospice Trust (BHT), Bangalore

Towards the operating costs of Karunashraya, a fifty bed cancer hospice, and continuation of the home care service for terminally ill cancer patients.



LOK SATTA

ELECTION WATCH-1999



ప్రజల ప్రభుత్వం

లోక్ సత్తా

ఎన్నికల ఉమ్మడి వేదిక-1999

శేరిలింగంపల్లి, సెప్టెంబరు 3, 1999

India's
**Living
Legends**

Savants of Voluntary Action

*Public Initiatives perspective
over the years...*

*"Growth of enlightened
philanthropy...*

*...respond to needs of the
changing society...*

*...encourage initiatives that
promote collective action."*

Social Action

An Indian Panorama

...writings on Voluntarism and Social Action

Savaanadi

An autonomous Foundation for the development of Andhra Pradesh

అంజురీ భరతజాస

PUBLIC INITIATIVES

The Public Initiatives portfolio of the Trust focuses on grants which seek to encourage: (a) promotion of citizens collective action towards a common good; (b) voluntary activism that catalyses community action among the disadvantaged; (c) individual endeavour to contribute new knowledge and change perspectives; and (d) research on issues relating to civil society and promotion of philanthropy.

New grants made by the Trust during the year include a large grant of Rs.1.6 crores to the Naandi Foundation. This is the philanthropic initiative of a group of concerned business persons with a focus on the development of the people of Andhra Pradesh. The Naandi Foundation will use the Sir Ratan Tata Trust Grant Development Fund to make grants in the themes of education and rural livelihoods. Another grant made during the year was to the Society for Participatory Research in Asia, the purpose of which is to undertake research and documentation on the non-profit sector. A grant was also made to a citizen's collective in Andhra

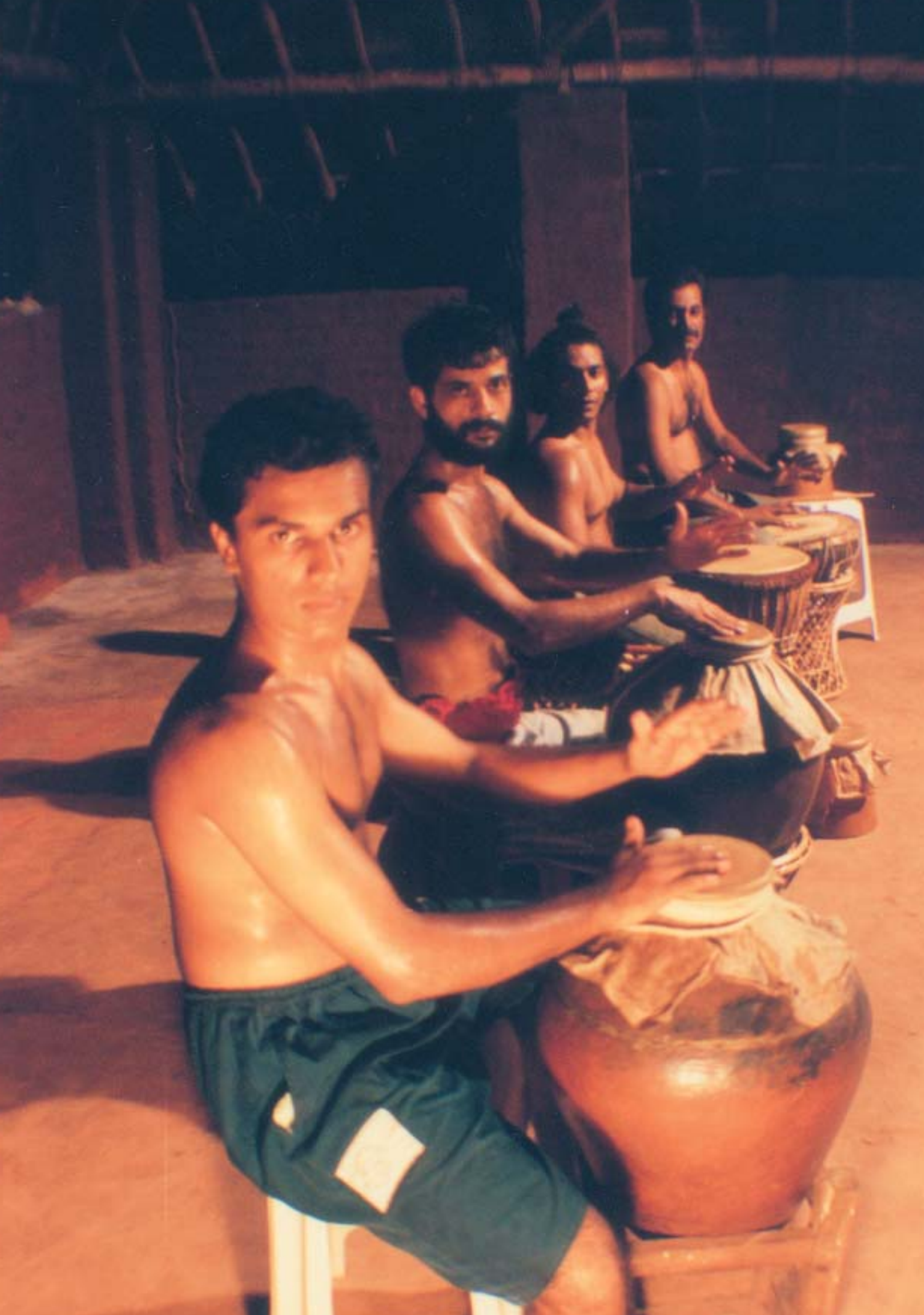
Pradesh with the purpose of improving the quality of the electoral process in the parliamentary and assembly elections held in 1999. A grant made to the Voluntary Action Network India (VANI) has resulted in the publication of a volume of biographies of 16 leading individuals who have catalysed voluntary action through a career dedicated to the disadvantaged.

In all, the Trust made six grants during the year with disbursements of Rs. 2.1 crores as against disbursements of Rs. 32.7 lakhs in the previous year.

It is common knowledge that there are a number of flaws in India's electoral process, although at a broader level electoral verdicts seem to largely reflect public opinion. Irregularities like illegitimate use of money power, deployment of criminal gangs, bribing officials, bogus voting and booth capturing appear to be a part of our electoral process. Candidates who do not indulge in malpractice, find it difficult to get elected. The concern and the urge to rectify the processes of democracy made a few concerned citizens to design the 1999 Andhra Pradesh Election Watch programme under the umbrella of the **Foundation for Democratic Reforms** and Lok Satta organisations. The components of the programme included: verification of electoral rolls, screening of candidates, public debates, enrol and vote campaign and people's vigil on polling day. The results of this unique campaign were difficult to measure but there were a number of noteworthy developments. Over ten lakh additions/deletions in entries in the electoral rolls took place. An independent panel reviewed the criminal records of candidates and publicly released the criminal records of 46 candidates. Public debates among candidates were encouraged in 130 constituencies. The Trust supported this programme as it believes that groups of well meaning and concerned citizens can contribute to improving the quality of the electoral process in the country.

Public Initiatives: Details of Grants made in 1999-2000

	Rs.
1. Foundation for Democratic Reforms (FDR), Hyderabad <i>Towards their 1999 Andhra Pradesh Election Watch 1999 programme focusing on verification of electoral rolls, screening of candidates, public debates, etc., with the objective of reducing corruption and criminalisation in the electoral process.</i>	31,26,000
2. Mahila Punarvaas Samooh Samiti (MPSS), Jaipur <i>Towards a documentation unit to raise women's issues in rural Rajasthan and strengthen Ujala Chhadi, a newspaper for rural neo literates.</i>	4,09,000
3. Naandi Foundation, Hyderabad <i>Towards setting up of the Sir Ratan Tata Trust Grant Development Fund, as a part of a collaborative grant making programme, focusing on the themes of education and rural livelihoods in the state of Andhra Pradesh.</i>	1,60,00,000
4. Organisation for Verdant Ambience and Land (OVAL), Mumbai <i>Towards restoration and protection of the green space of the Oval Maidan through citizens' participation.</i>	10,00,000
5. Society for Participatory Research in Asia (PRIA), New Delhi <i>Towards the Indian component of Johns Hopkins comparative research project on the non-profit sector.</i>	4,00,000
6. Voluntary Action Network India (VANI), New Delhi <i>Partly supports costs of three publications on the voluntary sector including the volume 'India's Living Legends: Savants of Voluntary Action'.</i>	1,50,000



ARTS AND CULTURE

The purpose of the Trust's grant making endeavours in the theme of Arts and Culture is to develop a small but meaningful portfolio of grants. India has a rich tradition of theatre, music, dance, painting and sculpture which needs to be promoted in a manner that makes it available to the common people, thus ensuring that art and culture does not become a monopoly of the elite. There is also need to preserve and protect our country's rich heritage in arts, crafts and architecture. Finally, institutions such as museums and archives may also be considered for support towards programmes that ensure the continued interest of visitors.

The disbursements made by the Trust during 1999-2000 amounted to Rs. 11.9 lakhs to three institutions. In addition, three more institutions were supported through the Arts Collaboration Programme of the India Foundation for the Arts (IFA), Bangalore. For these grants, IFA used the income earned from the endowment grant made by the Trust in 1997-98.

Dr. Anna Maria Quagliotti is a scholar at an Italian University - Istituto Universitativo Orientale. She sent a proposal for a publication on Gandharan Art to **MARG Publications**. As a part of its appraisal process, the team at MARG reviewed its earlier issues to assess the extent to which articles/books on Gandhara art had been published in them. The MARG database, now in place with support from the Trust, enabled the team to find out within minutes that they had published 14 articles specifically on Gandhara art and that 30 other articles carried its references. A year ago, this exercise would have involved referring to a manually prepared and non-exhaustive index of the 275 MARG publications. Dr. Quagliotti's proposal was processed in a fast and efficient manner by the team who confirmed that the proposed research covers aspects of Gandharan art that needed fresh investigation. The database management system at MARG will be available in a digitised form to external researchers and institutions. They will then have easy access to the vast body of information on art and architecture available with the organisation.

Arts and Culture: Details of Grants made in 1999-2000

	Rs.
1. Kala Raksha, Bhuj <i>For preservation and documentation of traditional craft, including rare forms of embroidery of Kutch, through setting up a rural-based museum.</i>	3,94,000
2. Marg Publications, Mumbai <i>Towards its database compilation programme to index and abstract Marg magazines and books since its inception in 1946.</i>	3,00,000
3. The Hecar Foundation, Mumbai <i>Towards highlighting the contribution of south-asian women to the field of architecture through an exhibition and the publication of a monograph.</i>	5,00,000
<p>Grants made by the India Foundation for the Arts, Bangalore, during 1999-2000, utilising the income earned from the endowment grant made by the Trust in 1997-98.</p>	
• Janapadam, Hyderabad <i>To exchange teaching methods and performance techniques and practices between a theatre director, a classical dance exponent and a traditional folk theatre group.</i>	2,00,000
• Adishakti Laboratory for Theatre Art Research, Pondicherry <i>To enable a theatre director, a contemporary actor and a musician to study the nature of music in Kudiyaattam and produce a new theatre piece using music as text.</i>	2,20,300
• Kalachavadu Trust, Nagercoil <i>Towards the preparation of the complete annotated edition of the writings of Pudumaippithan, the first modern Tamil writer.</i>	2,50,000

ALLIED TRUSTS

The Trust takes the initiative to upgrade the housing and other estates managed by the Allied Trusts in Mumbai, Navsari and other places. This essentially includes repair, restoration and maintenance. During the year, two grants were made.

Allied Trusts: Details of Grants made in 1999-2000.

	Rs.
1. Bai Hirabai Tata Memorial Trust, Mumbai <i>Towards part costs of repair and restoration of a housing colony.</i>	5,00,000
2. Ratan Tata Institute, Mumbai <i>Towards reimbursement of operating costs.</i>	1,90,000



ENDOWMENT GRANTS

Organisations operating in the non-profit sector face a unique problem. As a result of non-availability of long term funding, these organisations focus attention on projects with a limited life-span. The 1997 endowment strategy paper prepared for the Trust by Professor Tushaar Shah argued that well designed endowment grants would liberate the grantee organisations from the compulsions of resource generation on a recurring basis, thus allowing them to concentrate their efforts on working towards long term goals. The paper also cautioned that endowment grants provide a sense of stability which in turn could cause stagnation and possibly hasten the demise of the institution.

At the end of the previous year the Trust's portfolio of endowment grants, consisting of both corpus and capital grants, included grants made to the following institutions:

1. Professional Assistance for Development Action (PRADAN), New Delhi
2. Ratan Tata Foundation at London School of Economics, United Kingdom
3. University of Pennsylvania Institute for the Advanced Study of India, New Delhi
4. Indian Centre for Philanthropy (ICP), New Delhi
5. N. R. Tata Bandra Agiary Trust, Mumbai
6. Sir Ratan Tata Buildings, C. J. Colony, Mumbai
7. National Council of Applied Economic Research (NCAER), New Delhi
8. Eklavya Foundation, Bhopal
9. Child Relief and You (CRY), Mumbai
10. Visva-Bharati, Santiniketan
11. Co-operative Development Foundation (CDF), Hyderabad
12. Indian Grameen Services (IGS), Hyderabad
13. Centre for Advancement of Philanthropy (CAP), Mumbai

As a part of the process of putting its 1997 endowment strategy into operation, the Trust designed its endowment grant initiatives to include challenges for each recipient organisation.

A grant of Rs. 2.5 crores was sanctioned to the **Centre for Science and Environment (CSE)**, in March 1999. Of this, Rs. 1 crore was disbursed immediately. The balance was to be disbursed in instalments subject to the organisation's ability to transfer internal accruals from its publications unit to its endowment fund. The grant design thus offered an incentive to the organisation to improve its sales and increase the efficiency of its publications unit. By December 1999, CSE was able to transfer Rs. 50 lakhs from its publications unit to its endowment fund, accessing a further amount of Rs. 50 lakhs from the Trust. CSE has also been able to leverage a grant of Rs. 1 crore from the Ford Foundation.

An endowment grant of Rs. 1 crore was sanctioned to the **Society for Rural, Urban and Tribal Initiative (SRUTI)** in January 1999. An initial amount of Rs. 50 lakhs was released. The balance was to be released subject to SRUTI matching it with the funds raised from individuals, events and its fabricard division. As of February 2000, the organisation raised its endowment fund by Rs. 10 lakhs through its fund-raising efforts and secured the release of a further amount of Rs. 20 lakhs from the Trust. Thanks to the challenge it took upon itself, SRUTI today has an endowment fund of Rs. 80 lakhs.

In December 1997, an endowment grant of Rs. 90 lakhs was made to **Eklavya Foundation**, with the understanding that the organisation would raise Rs. 1 crore from other sources over a two year period. Thanks to a well designed and executed fund-raising strategy, Eklavya has been able to obtain Rs. 68 lakhs from Indian organisations and philanthropists. Though Eklavya was unable to raise the entire amount, the results of their hard work has been encouraging and in view of that an extension of a year has been given to it to raise the balance amount. As an unintended outcome, Eklavya's networking both in the educational sector and otherwise has been energised.

CSE, SRUTI and Eklavya have accepted the challenges of increasing their endowments through well planned fund-raising strategies. Positive results of their hard work should give impetus to other organisations in the non-profit sector to broaden their fund-raising base and make a beginning in building their endowment funds.

14. India Foundation for the Arts (IFA), Bangalore
15. Eight rural schools set up by the Society for Integrated Development of Himalayas (SIDH), Mussoorie
16. Amar Seva Sangam, Ayikudy
17. Navinchandra Mafatlal Sadguru Water and Development Foundation, Dahod
18. Centre for Science and Environment (CSE), New Delhi
19. Society for Rural, Urban and Tribal Initiative (SRUTI), New Delhi

1999/2000 was a year of consolidation for the Trust's endowment portfolio. The Trust released instalments to four institutions as per sanctions made in the earlier years. The conditions for release of instalments related mainly to the grantees ability to leverage contributions from other sources to their endowment fund. The Trust also helped organisations to create and develop a reporting system on the investment of the endowment, the interest yield on the investment, the interest ploughed back and the utilisation of the interest earned.

As part of the strategy to encourage the growth of locally managed organisations under the supervision of a mentoring institution, the Trust sanctioned a multi-year grant to DHAN Foundation. The grant would enable the Foundation to provide endowment grants to select tank farmers' organisations in South India. In recognition of its vast contribution in the area of children's literature, the Trust made a capital grant to the Children's Book Trust in New Delhi as part support to the creation of Shankar's Centre for Children. The disbursals totalled Rs. 1.71 crores in comparison to Rs.2.87 crores released during the previous year.

The Trust will take on the following challenges in the area of endowment grant making: (a) to identify grantees after a rigorous selection process based on the criteria suggested in the 1997 endowment strategy; (b) to identify village level people's organisations with proven records of fiscal and administrative discipline; (c) to enhance the reporting and monitoring systems in place; and (d) to evaluate the endowment grants made in the earlier years, including the impact of the design of the grants.

Endowments: Details of Grants made in 1999-2000

	Rs.
1. Centre for Science and Environment (CSE), New Delhi <i>The second and third instalment of a multi-year endowment grant released against matching amount transferred by CSE from its publications unit towards its endowment fund.</i>	50,00,000
2. Children's Book Trust (CBT), New Delhi <i>The first instalment of a capital grant for the proposed Shankar's Centre for Children.</i>	75,00,000
3. Dhan Foundation, Madurai <i>The first instalment of a multi-year grant to enable Dhan Foundation to provide endowment grants to three Tank Farmers' Federations and 500 Tank Farmers' Associations in Tamil Nadu, Andhra Pradesh and Karnataka.</i>	15,00,000
4. N. M. Sadguru Water & Development Foundation, Dahod <i>The second instalment of a multi-year grant released against matching grant transferred by them to their endowment.</i>	10,00,000
5. Society for Rural, Urban and Tribal Initiatives (SRUTI), New Delhi <i>The second and third instalment of a multi-year grant towards its endowment for strengthening the organisation including its human resources.</i>	20,00,000
6. Visva-Bharati, Santiniketan <i>Towards a capital grant for the repairs and restoration of Ratan Kuthi Guest House at Santiniketan.</i>	1,77,627

Planned but no disbursements made
Amar Seva Sangam, Ayikudy

Towards strengthening the human resources of the organisation.

Eklavya Foundation, Bhopal

Towards the endowment fund of the organisation. The organisation is to raise a matching amount from other sources.

Society for Integrated Development of Himalayas (SIDH), Mussoorie

Endowment grant to village level committees for operating eight rural primary schools.



BUILDING CIVIL SOCIETY

ICSC

Edited by
Bhargavi Nagaraja & M K Bhat



SIR RATAN TATA SMALL GRANT PROGRAMME

The Sir Ratan Tata Small Grant Programme was conceptualised and initiated during 1998-99. The purpose of this grant programme was to cater to the needs of small welfare oriented organisations and those which need seed support for implementing new and innovative ideas. The maximum amount of grant sanctioned under this programme is Rs. 3 lakhs. The organisations seeking funds under this programme would need to have an annual expenditure of less than Rs. 10 lakhs and employ no more than 20 individuals. During 1999-2000, based on an assessment of the grant requests received, the Trust revised the criteria for the small grant programme to include larger organisations, for the following grant purposes: (a) strategic planning and/or evaluation exercises; (b) focussed research activities; (c) mainstreaming of innovations; and (d) setting up or strengthening of internal systems.

The Trust sanctioned 33 grants with disbursements totalling Rs. 51.2 lakhs. The grant purposes broadly covered education, health, enhancing rural livelihoods, improved access to drinking water, strengthening of community based organisations, welfare activities for the physically disadvantaged, evaluation exercises, and research/ dissemination. The geographical areas of coverage included Rajasthan, Uttar Pradesh, Delhi, Orissa, Maharashtra, Gujarat, Tamil Nadu and Karnataka.

In future, the Trust needs to: (a) increase the number of grants made under this programme without compromising on quality; (b) initiate proposals for programme grants from a few of the grantees, based on the performance and outputs of the grants made in the earlier years; and (c) encourage larger organisations to access small grants for specific purposes based on the revised criteria.

The **Plant and Animal Lovers Society (PALS)** is a registered non-profit organisation whose members are mainly the residents of Colaba in Mumbai. PALS is attempting to reduce the problems associated with the increased population of stray dogs in the locality. Under a project supported by the Sir Ratan Tata Small Grant Programme, PALS is sterilising and vaccinating stray dogs against rabies in camps organised for the purpose. Since November 1999, 87 dogs have been treated. The team includes an experienced veterinary doctor and the logistical support has been provided by the Army and the Navy.

Marginalised groups such as the mentally ill or the learning disabled need specialised attention but rarely get it. For one, the extent of the problem has not been ascertained and adequate data is not available to design programmes that can provide solutions. Given this background, two studies were carried out by **Digdarshika** to: (1) assess the mental health of the population in the rural areas of Bhopal district; and (2) ascertain the level of learning disabilities in the students of primary schools in Bhopal town. The studies revealed that 3.9 per cent of the population was in need of psychiatric treatment but hardly ever accessed it, preferring to visit faith healers. Also 4.8 per cent of the primary school students had learning disabilities and required teachers with specialised training. As part of the research, orientations were held for parents and teachers of the primary schools, thus laying the ground for future interventions.

Sir Ratan Tata Small Grant Programme: Details of Grants made in 1999-2000

	Rs.
1. Aarangan, Udaipur <i>Towards their programme focusing on education, health, recreation and shelter assistance for 100 street children.</i>	2,50,000
2. Abhivyakti Media for Development, Nashik <i>Towards an evaluation of their programmatic and organisational performance.</i>	40,000
3. Bodh Shiksha Samiti, Jaipur <i>Towards a research study on ten private entrepreneurial schools in urban slums of Jaipur city to assess the quality of education.</i>	75,000
4. Centre for Civil Society (CCS), New Delhi <i>Towards part costs of: (a) an essay competition for high school students on civil society issues; (b) an internship programme for young researchers; and (c) publication of the book 'Profiles of Courage'.</i>	2,40,000
5. Citizen, Consumer & Civic Action Group (CAG), Chennai <i>Towards a programme for consumer education in schools in Chennai.</i>	1,00,000
6. Foundation for Revitalisation of Local Health Traditions (FRLHT), Bangalore <i>Towards a planning grant for developing a strategic research initiative on the efficacy of traditional and indigenous anti malarial remedies.</i>	2,00,000
7. Gharib Nawaz Mahila Avam Bal Vikas Samiti, Ajmer <i>Towards a family welfare programme including education and reproductive health issues among the Muslim community living in the slums.</i>	2,45,000
8. Gram Swaraj Sewa Trust, Wardha <i>Assistance towards developing a multi-year proposal focusing on rural development programmes.</i>	40,000
9. Grameen Mahila Swayamsiddha Sangha, Pune <i>For strengthening the support services of member groups of this federation of women's self help groups.</i>	80,000
10. Human Resource Development Centre (HRDC), Balasore <i>Towards enhancing livelihoods of rural women through vegetable cultivation. A collaborative funding programme with the Rashtriya Gramin Vikas Nidhi.</i>	1,40,000

	Rs.
11. Janakalyan, Raichur <i>Towards training, capacity building and other costs for a veterinary programme for women cattle owners in the Sindhanur block.</i>	1,30,000
12. Jeevan Sanskar Kendra, Beed <i>Part costs towards a residential education programme for 75 rural children.</i>	1,00,000
13. Jhalod Talukani Udvahan Sinchai Sahkari Mandaliono Sahkari Sangh Ltd., Jhalod <i>Towards strengthening the community owned lift irrigation cooperative federation. A grant made in collaboration with the Navinchandra Mafatlal Sadguru Water and Development Foundation.</i>	1,75,000
14. Kotra Adivasi Sansthan, Kotra <i>Assistance to farmers to deepen 35 wells for improved access to drinking water.</i>	2,50,000
15. Kurtade Panchkroshi Shiksha Prasarak Mandal, Mumbai <i>Towards operating expenses of a high school in Kurtade village.</i>	1,00,000
16. Lok Mitra, Rae Bareli <i>Towards an educational initiative, with community support, for increasing enrolment and retention in primary schools.</i>	1,70,000
17. Manav Vikas Sangh (MVS), Dhandhuka <i>Towards operational costs of a community based federation. A grant in collaboration with the Behavioural Science Centre, Ahmedabad.</i>	2,00,000
18. Minu Sharma Viklang Relief Society, Kuravali <i>Towards assistance to 315 physically disadvantaged individuals through distribution of artificial limbs and other devices.</i>	2,50,000
19. Navchetna, Yavatmal <i>Assistance towards developing a multi-year proposal focusing on rural development programmes.</i>	50,000
20. Palakniti Parivar, Pune <i>Towards development and publication costs of a bimonthly journal for science teachers in Marathi, 'Sandarbh', inspired by the Hindi journal of the same name published by Eklavya from Bhopal.</i>	2,00,000

	Rs.
21. Pallishree, Bhubaneshwar <i>Support for production of pedal pumps and marketing support for 1200 pumps.</i>	80,000
22. Plant & Animal Lovers Society (PALS), Mumbai <i>Towards a sterilisation and anti-rabies vaccination campaign for stray dogs.</i>	2,20,000
23. Purna Pragna Trust, Mysore <i>For operating costs of a school modelled on the David Horsborough pattern of alternate schooling for children in Alanahali village.</i>	80,000
24. Rural Development and Management Institute (RDMI), Ahmedabad <i>Towards the operating costs of a health centre located at Zezra village in Nalkantha block.</i>	2,40,000
25. Samaj Evam Paryavaran Vikas Sansthan, Jodhpur <i>Towards formation of 30 savings and credit groups in the block of Sergarh Jodhpur district.</i>	1,20,000
26. Samaja Vikasa Kendra Trust, Bangalore <i>Towards publication of 'Building Civil Society' and the 'Bangalore Declaration' relating to the 11th Annual Johns Hopkins International Philanthropy Fellows Conference at Bangalore, July 3-9, 1999. A grant in collaboration with Indian Civil Society Collective.</i>	1,50,000
27. Sambal Vikas Sansthan (SVS), Danjikedra <i>Assistance to farmers to deepen 25 wells for improved access to drinking water.</i>	1,80,000
28. Samagra Gram Vikas Sanstha, Yavatmal <i>Assistance towards developing a multi-year proposal focusing on their rural development programmes.</i>	50,000
29. Savali, Pune <i>For spreading awareness regarding rehabilitation and welfare of disabled children in the state of Maharashtra.</i>	1,80,000

	Rs.
<p>30. School for Potential Advancement and Restoration of Confidence - India (SPARC-India), Lucknow <i>For their programme on rehabilitation of 400 physically disadvantaged individuals in Lucknow.</i></p>	2,00,000
<p>31. Self Help Promotion for Health & Rural Development (SHEPHERD), Tiruchirapally <i>Towards promotional and operational costs of 60 women's savings and credit groups.</i></p>	2,10,000
<p>32. The Enabling Centre, Lady Irwin College, New Delhi <i>Towards a programme for creating career options for 40 disabled and disadvantaged students trained at the Centre.</i></p>	1,50,000
<p>33. Youth for Voluntary Action (YUVA), Lucknow <i>Towards promotional costs of 20 women's savings and credit groups.</i></p>	2,25,000





EDUCATION

The Trust provides educational assistance to individuals and the focus of this grant-making endeavour is two fold:

- to provide assistance for travel abroad, to pursue higher education, or for a mid career short term refresher course, or to attend relevant and meaningful workshops/seminars.
- to offer merit scholarships, covering tuition fees only, for higher studies in India.

The Trust has been continuously working to make the scholarship for higher studies in India a well structured programme, for certain disciplines only, at both the undergraduate and graduate level. Most importantly, this is a merit scholarship, and is perhaps the only scholarship available in India at present, which seeks out and awards merit, above all else. There has been a high demand for this scholarship, reflected in a four-fold increase in applications received by the Trust since 1995/96. The disciplines for which the scholarship is available are engineering, architecture, law, medicine, pharmacology, nursing, management, MSc., MCA, masters in social sciences, research, catering and hotel management, education, fine arts & literature.

A number of measures to improve and streamline the appraisal procedure; the recommendation circular to the Trustees for approval; and finally the disbursement of the scholarship, have been introduced. The Trust realised that it would be impractical to attempt to process this large number of disbursement with its limited staff. As such, along with the Trust's bankers, a system was designed, where the bankers undertook, after validation from the Trust, the preparation and despatch of all scholarship cheques. This immensely improved the disbursement procedure, and simultaneously saved staff time and prevented numerous cash transactions at the Trust office. This system is expected to continue for all future scholarship disbursements.

During 1999-2000, the Trust initiated institutional linkages with premier educational institutions in India. The Director/Dean of the institutions were encouraged to recommend two or three outstanding students for scholarship. The initiative has been well received by the participating institutions, most of whom have complimented the Trust on this endeavour. The educational institutions selected by the Trust for 1999-2000 include management schools, social work institutes and schools of architecture. This initiative will be further strengthened in the years ahead, and it is hoped that through the Sir Ratan Tata scholarship, the Trust will be able to give due recognition and acclaim to meritorious students from premier educational institutions in India.

Ms. Rekha Mammen, Lecturer with the Tata Institute of Social Sciences (TISS) is associated with its Rural Campus for more than 10 years. She attended the 11th International Symposium of the Inter-University Consortium for International Social Development (IUCISD) at Cape Town, South Africa, held in July 1999 where she presented a paper on "Social Development for the New Millennium - Visions and Strategies for Global Transformation". The paper was presented with special reference to the Rural Campus of TISS and the paper will be published in the IUCISD Journal. A sanction of Rs.30,000 by way of travel assistance, together with her personal contribution and a waiver of registration fees from the organisers made her travel possible. The presentations and the case studies at the symposium helped her gain fresh perspectives in social development. She was able to interact with other professionals and gain insights and information on current thinking in social work, which in turn has helped her in her teaching assignments at TISS. The Trust considers Ms. Mammen's participation at the Cape Town conference to be of significance, as the next IUCISD Symposium will be hosted at TISS in 2003.

Travel assistance is primarily directed to scholars pursuing their postgraduate/PhD courses abroad, or professionals, specifically doctors from Municipal or Government hospitals who wish to attend short term mid career programmes and remain informed of current developments in their chosen field of work. Travel grants are made based broadly on the following criteria: a) the relevance of the proposed course of study in the Indian context; b) reputation of the University, and c) extent of financial assistance received from the University. In determining travel assistance for both mid career courses and workshops and seminars, the primary consideration is on the relevance and practicability of the proposed programme for application in the Indian context. The Trust also initiated dialogue with the British Council during the year, to explore possibilities of providing travel assistance to scholars awarded the British Chevening scholarship, supported by the Council.

Ms. Anahita J. Kotwal, a postgraduate in neurology, was offered admission for a course in human movement science at the University of North Carolina. The course enables the participant to understand various concepts about the human movement and its control, using the latest technology available. She hopes to use the knowledge gained by her to make a difference in the lives of people affected by various movement disorders. She would also like to teach some of these concepts to budding physio-therapists in India. The Trust provided part travel assistance of Rs. 30,000 to Ms. Kotwal, which enabled her to participate in the course.

During 1999-2000, 3,017 applications were received from individuals of which 1,534 were approved with sanctions amounting to Rs. 1.42 crores.

Education: Details of grants made in 1999-2000

	No. of applications	No. sanctioned	Rs. in lakhs*	%
Studies in India	2409	1345	101.1	71.0
Studies Abroad	421	139	30.1	21.2
Short term courses/ mid-career training abroad	40	29	6.9	4.8
Conference	118	12	2.5	1.8
Others	29	9	1.7	1.2
Total	3017	1534	142.3	100

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

MEDICAL

The Trust recognises that without access to a national health service or other social security services, many individuals have to rely on charitable trusts and charitable minded individuals to be able to afford basic medical services. The Trust has developed in the past years a more equitable and focused programme to provide such assistance, based on financial need and the disease to be treated.

In order to provide meaningful financial assistance to individuals, it was necessary to determine the type of medical problems for which aid would be provided and the type of medical facility where the individual would seek treatment. As such, financial aid is now generally considered only for patients seeking treatment for heart disease, kidney disease, cancer, tuberculosis, burns, and any other life threatening or debilitating disease; in government or municipal hospitals in Mumbai, and selected private hospitals, who offer free or highly subsidised medical care to deserving patients. Other criteria used in considering an application are: the age of the patient, with preference for children and young adults; whether applicant/patient is the sole earning member/has minor dependants; the magnitude of financial liability already incurred or to be incurred for the treatment, and duration of the treatment.

The Trust has established linkages with the social work departments at hospitals in Mumbai, Pune, Chennai and the concerned department heads at Christian Medical College & Hospital, Vellore and Wanless Hospital, Miraj. This is in order to facilitate an efficient and effective system to reach deserving patients. During 1999-2000, medical assistance was offered to 830 patients totalling Rs. 1.65 crores, an increase of 15 per cent over the previous year.

In May 1999, after a seven year history of complaints of breathlessness and fatigue **Manda Shewale**, a 35 year old resident of Shewalewadi village near Pune, visited the N.M. Wadia Institute of Cardiology. At this hospital, she was diagnosed to have Rheumatic Valvular heart disease and was advised to have open-heart surgery to replace the diseased mitral valve. The medical social worker of the hospital prepared a detailed social history that revealed that the annual income of the five member household was only Rs. 24,000. The hospital provided them with reduced estimates for the surgery and also helped them to get details of charitable trusts, philanthropists and religious organisations who could be approached for assistance. The Trust provided Manda Shewale with Rs. 20,000 and this coupled with other donations she received, enabled the surgery to be performed in August 1999. Manda, today, is able to lead a normal life and is also able to provide support to her teenaged sons.

Shyam Jadhav has just appeared for standard XII examinations and his ambition is to join the medical profession. Ten years back, his father had succumbed to tuberculosis, leaving his mother to support her two children. Shyam's mother earns around Rs. 1200 per month through tailoring. Shyam is suffering from pulmonary tuberculosis which is resistant to the usual medicines. However, there has been improvement in his condition through administration of the secondary line of drugs, which is considerably more expensive. After processing the application forwarded by the social worker at the tuberculosis department of Sir J.J. Hospital, the Trust sanctioned Rs. 15,000 towards the treatment. It is hoped that Shyam recovers quickly and is able to become a doctor and fulfil his aspirations.

Medical: Details of grants made in 1999-2000

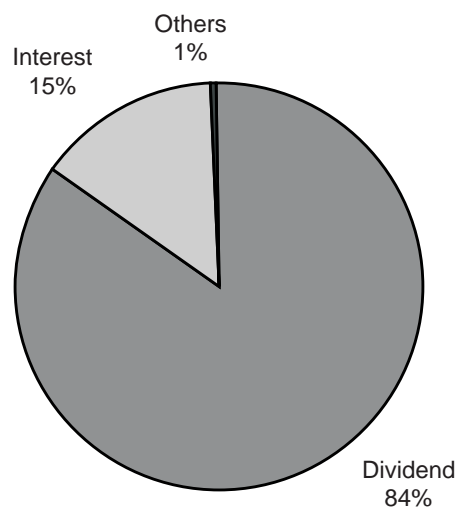
	No. of applications	No. sanctioned	Rs. in lakhs*	%
Heart	1437	420	79.4	48.0
Kidney	402	81	14.1	8.6
Cancer	295	146	39.6	23.9
Burns	13	11	3.2	2.0
Tuberculosis	21	17	2.2	1.4
Others	382	155	26.7	16.1
Total	2550	830	165.2	100

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

Income

April 1999 - March 2000

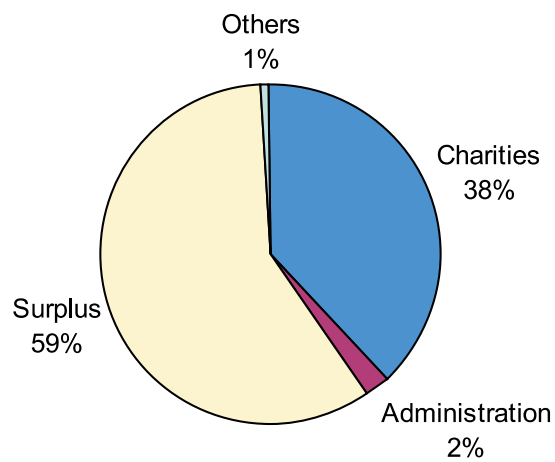
1998-99		Particulars	1999-2000	
Rs. in crores	%		Rs. in crores	%
12.62	64.5	Dividend Income	32.08	84.8
5.09	26.1	Interest	5.57	14.7
0.01	0.1	Others - Property Income	0.01	0.0
1.50	7.7	Others - Donation	–	–
0.32	1.6	Others - Rebate/Incentive on Investment	0.16	0.4
–	–	Others - Interest on IT Refund	0.03	0.1
19.54	100		37.85	100



Expenditure

April 1999 - March 2000

1998-99		Particulars	1999-2000	
Rs. in crores	%		Rs. in crores	%
10.96	56.1	Grant Programmes/ Charities	14.41	38.1
0.62	3.2	Programme and General Administration	0.84	2.2
0.09	0.5	Others - On Properties	0.05	0.1
0.16	0.8	Others - Contribution to Charity Commissioner	0.22	0.6
0.06	0.3	Others - Depreciation	0.07	0.2
7.65	39.1	Excess of Income over Expenditure	22.26	58.8
19.54	100		37.85	100



Liabilities

As on March 31, 2000

Mar-99 Rs. in crores	Particulars	Mar-00 Rs. in crores
4.24	Trust Fund	4.24
32.05	Investment Reserve Fund and Other Funds	31.81
0.11	Other Credit Balances	0.03
26.70	Income and Expenditure Account	48.90
63.10		84.98

Assets

As on March 31, 2000

Mar-99 Rs. in crores	Particulars	Mar-00 Rs. in crores
1.52	Immovable Properties	1.52
0.28	Movable Properties	0.27
54.54	Investments	62.54
0.08	Other Debit Balances	0.48
1.76	Outstanding Income	1.79
4.92	Cash and Bank Balances	18.38
63.10		84.98

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 makes the following grants to institutions:

- Programme Grants
- Endowment Grants
- Small Grants

For programme grants, the Trust gives preference to projects that:

- Are from emerging organisations, willing to innovate
- Are based in or have a close link with the rural community
- Enable the advancement of women and children
- 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

Organisations seeking programme grants should write to the Trust with a concise concept note which clearly outlines the purpose for which funding is sought, the problems to be addressed, outline of the project including its approach, rationale and the estimated budget. In the experience of the Trust, a proposal document that clearly states objectives, links them with strategies and specifies the milestones and expected outcomes, tends to be more effective in operationalising than one which is merely a narration of planned activities. In grants that are to be disbursed in instalments, the release of instalments is subject to a review of the grant performance. Reports and proposals by e-mail are not encouraged.

The concept note should be accompanied by the following documents:

- Narrative report and audited statement of accounts for the previous year
- Registration certificate under the Societies Act or the Public Trust Act
- List of present funding agencies
- List of member of the Board
- The Curriculum Vitae of the project leader

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 small organisations, with annual expenditure of not more than Rs. 10 lakhs and employing not more than 20 people, which need start-up funding for innovative or welfare oriented programmes. 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.

The Trust is grateful to the following for contributing towards the production of this report:

Photographs: K. R. Vinayan and grantees of the Trust
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