

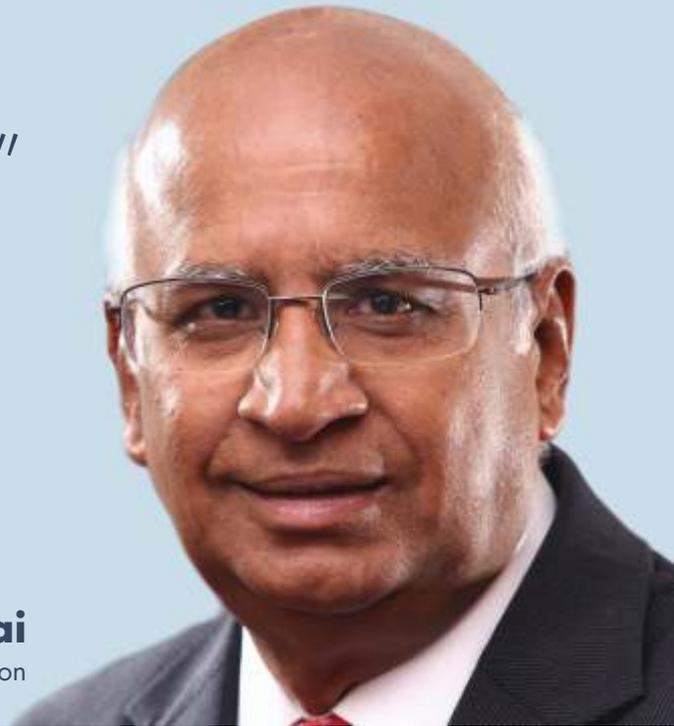
STRIVING FOR A SUSTAINABLE FUTURE



CONTENTS

FROM THE CHAIRMAN'S DESK	01
ET - CEO'S MESSAGE	03
TRUSTEES	05
OUTREACH & IMPACT	07
APPROACH TO DEVELOPMENT	09
SUPPORTING SUSTAINABLE LIVELIHOODS	11
CASE STUDIES	21
PARTNERS IN DEVELOPMENT	31
FORUMS	33
FINANCIAL OVERVIEW	35

“Our pathway towards 1 million livelihoods is pebbled with immense learning on measurable, community-owned sustainable models.”



S. Ramadorai
Chairman, Axis Bank Foundation

I am pleased to present Axis Bank Foundation's Annual Report for FY 2017-18. In order to make a long-lasting impact, our strategy, partnerships, intervention concepts and programmes are centred on supporting holistic development solutions with sustainable results.

The aim to reach to 1 million participants through creating livelihood opportunities for socio-economically weaker sections of the community was anchored on a specific strategic intent. Our guiding principles included introducing local development solutions through strong partner NGOs having 'feet on the ground'. We co-created long-term and integrated solutions for communities with the understanding that poverty alleviation is not a sprint to the top of the mountain but one involving many uphill and downhill movements. This requires great patience, innovation, commitment and trust. It is with this understanding, that the Foundation, NGO partners and community based organisations worked together to translate the strategy into tangible and enduring livelihood solutions across India.

The Foundation and its ecosystem of partner organisations have created credible livelihood value chains by enabling access to affordable credit, creating water saving structures, capacity building, farm and non-farm interventions, market linkages, etc. The opportunities for enterprise development interspersed with traditional agriculture related livelihoods were actualised through collectivisation of communities. These bodies like SHGs invest in their own development journey. Similarly, ABF's skilling programme, with a pan India presence, provides job oriented courses across

numerous industry sectors and trades. Some key outcomes of these initiatives include employment generation, increase in income levels and improvements on parameters like social inclusion, dignity at home and at the work place and economic empowerment. With over 60% of the Foundation's programme participants being women, changes across specific empowerment indicators such as access to land rights and privileges, access and control over resources and higher levels of voice and participation in their socio-economic growth has been successfully documented.

The Foundation's strategy towards impacting 2 million households by 2025 has been shaped by the knowledge repository garnered through more than a decade's journey of partnerships, programmes and work with people's institutions.

We will stay invested in our journey towards sustainable outcomes in the coming years through strategic partnerships with the Government and by extending the role of collectives and not-for-profit partners.

“Our journey towards 1 million livelihoods can be depicted as a collaborative mission of dedicated partners working towards a collective goal.”



Jacob Ninan

ET & CEO, Axis Bank Foundation

Our success can largely be attributed to the strategic focus on a definitive transformation towards sustainable livelihood solutions.

Some of the Foundation's strategic enablers for sustainability included high level of leadership commitment, Board members with a deep understanding of the sector and a long-term strategy with the knowledge that social and economic development is a process. Our intervention concepts, emanating from research and an evidence-based approach, focused on poverty alleviation of rural communities that were enmeshed in a deep rooted agrarian crisis combined with lack of local employment avenues for the youth. We worked with our NGO partner ecosystem's strengths in shaping solutions to address local developmental challenges with an added focus on building organisational capacities. ABF's investment in human capital is now recognised as a key sustainability enabler, resulting in localised development solutions that have been taken to scale.

Early on, the Foundation understood that singular development programmes do not necessarily create lasting impact. Hence, ABF's intervention concepts and livelihood models included co-creating integrated development solutions for communities such as water-saving structures, soil conservation, recognising and promoting indigenous irrigation methods, farm and non-farm activities, enterprise development, warehousing, market linkages, access to credit and financial inclusion, etc. The activities to enhance and protect the natural capital combined with developing key social and relationship capitals through affiliations with the Government, encouraging implementing partners to

engage with a gamut of smaller local NGOs and other funders to achieve scale, has translated into sustainable interventions for communities. In addition, at the community level, most interventions centre on collectivisation of people and working through instruments like water user groups, SHGs, farmer producer groups and federations. Strengthening people's institutions is also emerging as an enabler of sustainable livelihoods. Recent impact assessments of the programmes indicate increased knowledge and access to financial instruments, asset ownership and stronger local supply chains with distinctive social and economic impact for women in rural communities.

The Foundation's skill development interventions are focused on employment generation, with the programmes offering training courses based on a curriculum designed to cater to the emerging industry requirements. The approach involves taking credible steps towards sensitising the demand side or industry partners towards hiring skilled candidates with market-based compensation, including changing HR policies to be more inclusive of specially-abled candidates. This has translated into key economic capital such as improving income generating avenues, workplace conditions and career progression.

Learnings from the earlier phase of implementation have contoured the Foundation's commitment to reach 2 million households by 2025. Our journey moving forward will also be shaped on the strengths of enablers like a committed leadership, team with a long-term vision and capacity building. We strongly believe that the task will remain incomplete without the support of Government agencies. Therefore, collaboration with the Government will gain further traction in our journey ahead. Similarly, joining hands with like-minded funders is high on our agenda.



S RAMADORAI

CHAIRPERSON & TRUSTEE
SINCE 2010



An exemplary corporate leader and recipient of the coveted Padma Bhushan and CBE (Commander of the Order of the British Empire). He's been involved in public service since 2011. He was an advisor to the Prime Minister for the National Skills Development Council and headed the National Skill Development Corporation and the National Skill Development Agency till 2016. Mr. Ramadorai is also serving on the boards of several organisations.



SHEELA PATEL

TRUSTEE
SINCE 2006



Recipient of the Padma Shri, Ms. Patel is an eminent scholar and social worker, with years of work in the development sector. She is the Founder Director of Society for Promotion of Area Resource Centres (SPARC). Over the years, she has taken up lead and mentoring roles at several NGOs and development agencies.



SOM MITTAL

TRUSTEE
SINCE 2015



An engineering professional and an illustrious leader in IT and automotive industries. He was awarded a Lifetime achievement award by World Information Technology and Services Alliance (WITSA) in honour of his contribution towards the ICT globally. Mr. Mittal currently serves on the boards of many corporates, including Axis Bank Limited and works closely with many NGOs.



V. SRINIVASAN

TRUSTEE
SINCE 2015



A banker with over 20 years of experience in the financial service industry. Currently serving as the Deputy Managing Director of Axis Bank Limited, Mr. Srinivasan is also the Chairman of Axis Finance Limited and has served on various RBI Committees. He is also a member of the CII National Council on Services.



RAJESH DAHIYA

TRUSTEE
SINCE 2015



An engineer and a management professional, with experience across multiple roles including Audit and Compliance, Human Resource, Supply Chain, etc. Mr. Dahiya is on the Board of Axis Bank Foundation and is the Executive Director-Corporate Centre, Axis Bank Limited under which he is responsible for Audit, Compliance, Corporate Affairs, Legal and Human Resources.



JACOB NINAN

EXECUTIVE TRUSTEE & CEO
SINCE 2017



A banker with over 30 years' experience in the sector. Associated with Axis Bank Limited since 2000, Mr. Ninan used to head the Bank's businesses in Middle East and Africa. With a passion for 'giving back to society', he currently oversees the work of ABF and guides the team in scaling outreach through nurturing collaborations in the development space. He also is a Director on the Board of Maharashtra Village Social Transformation Foundation.

OUTREACH



23 ongoing projects
in FY 2018



Programmes in **178**
districts in FY 2018



Initiated work with **1,92,792** new households in FY 2018

9,12,940 households covered cumulatively under livelihood initiatives



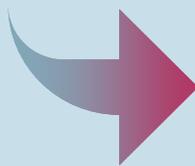
INR **414.11 Cr**¹ invested in developing communities since 2006

INR **96.53 Cr**² disbursed in grants in FY 2018

MISSION 1 MILLION

2011-2017

The Foundation
achieved its mission
of impacting **1 million**
livelihoods in
September 2017.



MISSION 2 MILLION

2018-2025

Augmenting the learning,
the Foundation now aims
at **reaching out to 2**
million households
and enable many to
achieve credible paths to
sustainable livelihoods.

¹Total grant disbursed by Axis Bank Foundation and Axis Bank Ltd.

²Includes an Axis Bank Ltd. donation of INR 44.39 Cr. that was managed by Axis Bank Foundation. In addition to Livelihood and Skilling grants, Axis Bank Foundation also disbursed INR 61.28 Lac towards Education initiatives

IMPACT: KEY OUTPUTS & OUTCOMES, FY 2017-18

RURAL LIVELIHOODS



INR 83.61 Cr allocated across projects in FY 2017-18



949 water conservation structures with **3.5** million litres capacity constructed / revived



INR **30.65 Cr** saved by SHGs

INR **25.10 Cr** borrowed by SHGs and JLGs



Collectives formed:

- **1,51,521** participants organised to form **13,181** SHGs
- **38** federations
- **1,715** village development committees
- **236** producer collectives
- **8** co-operative societies
- **146** water user associations



17,34,923 trees planted



1,34,728 SHG members trained through capacity building workshops

SKILL DEVELOPMENT



INR 12.30 Cr allocated across projects in FY 2017-18



18,940 youth trained
57% trained youth **found employment**



2,140 PwDs trained

Over the years since it was established in 2006, Axis Bank Foundation has constantly evolved to remain responsive to the needs of marginalised communities. The Foundation has adopted a research and consultation linked approach to inform its strategy and implementation approaches for development.

This included creating an issue map of challenges associated with rural livelihoods which resulted in the understanding that economic empowerment of societies is the solution to multifaceted development issues.



Subsequently, through multi-stakeholder dialogue and deliberations, ABF supported strong grassroots level organisations in building localised interventions with potential to translate into sustainable livelihood solutions. Economic empowerment resulting from the contextualised livelihoods options would nurture higher aspirations in terms of better quality of life, access to health services and education among participants. Additionally, the developmental activities of the Foundation are aligned to and contribute to multiple Sustainable Development Goals (SDGs) framed by the UN.

To take ahead the development mandate, ABF partners with strong grassroots NGOs with demonstrated experience in the areas of rural livelihoods and skilling. With inputs across the agricultural value chain to facilitating job linkages of appropriately skilled youth, ABF supports intervention concepts that ensure sustainability of outcomes largely in rural locations. The Foundation's initiatives enhance the capacities and capabilities of participants across a basket of livelihood options that have a potential to supplement and diversify their household incomes. The last financial year saw the Foundation complete its mission of enabling 1 million sustainable livelihoods.

While focusing on watershed and natural resource management, sustainable agriculture and allied practices and non-farm initiatives such as skilling and micro-enterprise development, the Foundation aspires to amplify impact through convergence for development. Convergence as an approach to development focusses on pooling of resources and expertise to tackle multi-dimensional issues. ABF endorses convergence for building sustainable solutions for the vulnerable communities. Thus, in addition to supporting grassroots organisations with immense knowledge of building successful intervention prototypes, partnerships will be forged with like-minded funding agencies, corporates and committed Government bodies to take

proven models to scale. Through awareness building, viability funding, programmatic linkages and advocacy efforts, ABF partnerships will ensure effective implementation and attainment of complex development goals.

Since its inception, the Foundation's programmes have empowered people by building their capacities, collectivising of community members and mentoring of village institutions. The Foundation aims to empower its participants through knowledge dissemination and financial inclusion. As a part of the process, the Foundation's grants also support organisational development and capacity building of its partner NGOs.

To bring in efficiencies as well as deepen programme impact, ABF has chosen the revenue block as a geographical limit. The block concentration approach means rationalising the geographic spread of projects to emphasise efforts in some of the most vulnerable blocks across India. The depth approach entails introducing multiple interventions to the same set of communities. This will also translate into larger aggregations and better negotiating power to the participants for their produce/products. The new phase of the livelihood programme under the rural livelihood aspect will focus on building and strengthening federations and cooperatives that support SHGs and producer groups.

The Foundation will continue to capitalise on the momentum and learnings thus far as it sets itself to enable livelihoods for 2 million households by 2025. Through its 'Mission 2 Million', ABF along with its partners will take proven intervention models to scale and look to consolidate on the gains made in economic and social transformation of the community of participants.

SUPPORTING SUSTAINABLE LIVELIHOODS

In India, agriculture and allied activities remain the mainstay occupation of a majority of the two thirds of its population living in rural areas.³ Radical changes in the sector in the last few decades have made India the world's 3rd largest agricultural producer and the agricultural GDP has increased at a rate of 3% per annum from 1980-2013.⁴ However, the sector is yet to reach its full potential in light of factors ranging from land owning patterns within the country, lack of access and inefficient use of water, limited access to formal credit and inputs required during sowing season, to reliance on traditional cultivation practices, lack of warehousing facilities and limited market linkages.





Thus, strengthening agriculture and allied activities - key agents dominating rural economies, is a powerful tool towards alleviating poverty in rural India. By developing and enhancing the agricultural value chain for local and external markets, many rural households could potentially achieve food security and an improved standard of living. Axis Bank Foundation's (ABF) rural livelihoods programme is based on a sustainable livelihood model which introduces various inputs and capacity/capability building activities along the agricultural value chain. Further, all rural livelihood initiatives have a farm-allied or non-farm capacity building element that ensures risk minimisation by augmenting farm income or stepping-in in times of crop failure. The holistic treatment and the value chain approach that entails strengthening of community based and community owned institutions establishes a sense of ownership and ensures sustainability of outcomes.

Additionally, the non-farm activities also encompass nurturing the larger skilling ecosystem. Skilling provides scope for aspirational migration of village youth, often with limited educational levels or local employment options and

an opportunity to earn a decent living. Pan India skilling centres run by a network of implementing partners are critical to train youth from peri-urban and rural areas in employable skills. The skilling programme also looks at improving the employability of differently abled youth in the country. It addresses industry linked demands, focuses on placement outcomes and offers post placement mentoring support to trainees to ensure retention in jobs.

Partnerships with strong implementing partners (NGOs) with sound technical knowledge and a close rapport with communities are crucial to achieving the Foundation's vision of supporting sustainable livelihood development.

³Changing Structure of Rural Economy of India: Implications for Employment and Growth; Chand Ramesh, Srivastava S.K., Singh Jaspal; NITI Aayog; November 2017; http://niti.gov.in/writereaddata/files/document_publication/Rural_Economy_DP_final.pdf

⁴Agricultural Value Chains in India: Prospects and Challenges; Kumar Surabh & Sharma Aparna; CUTS Interantional; April 2016; http://www.cuts-citee.org/pdf/Agricultural_Value_Chains_in_India_Prospects_and_Challenges.pdf

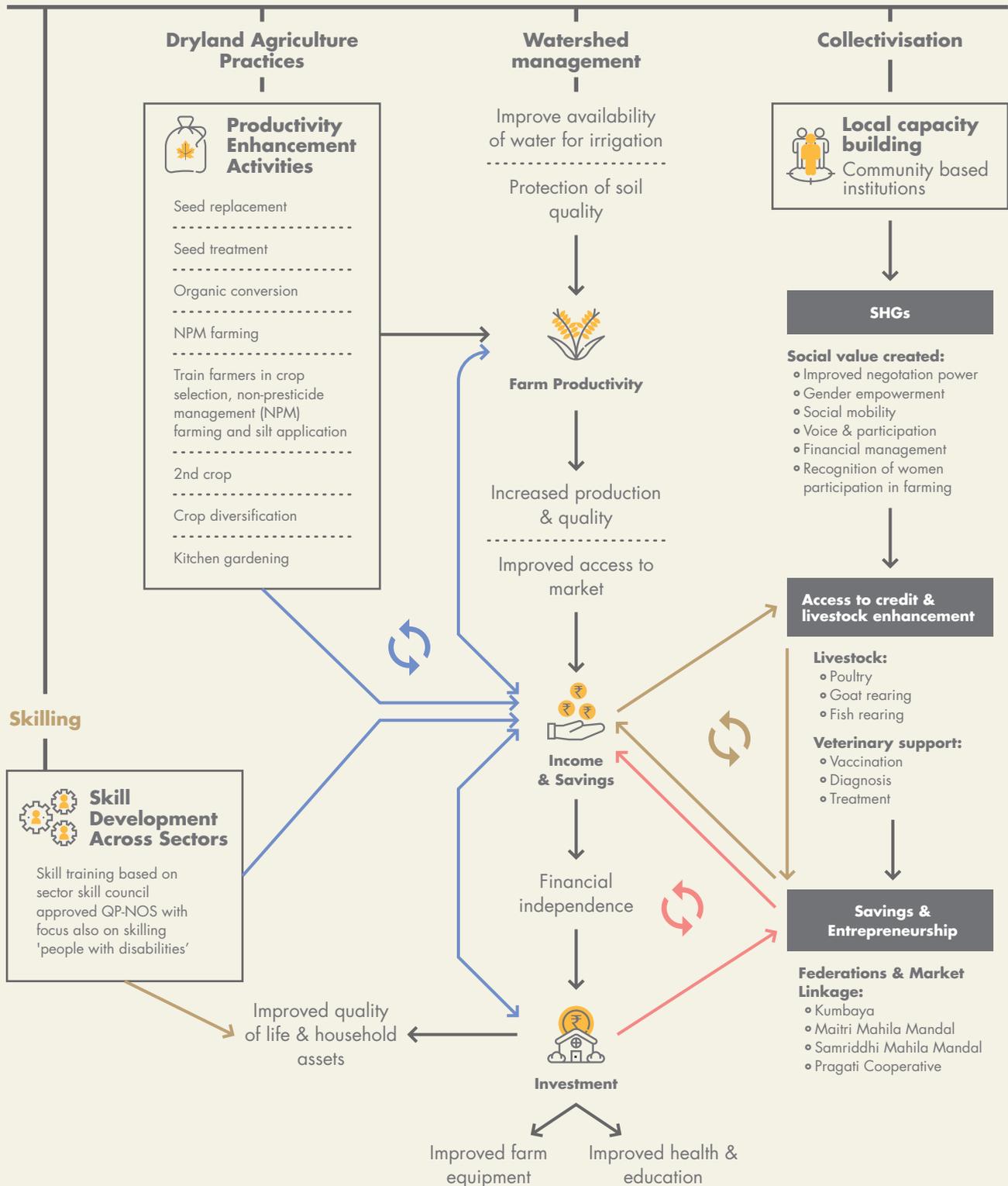
STRENGTHENING RURAL LIVELIHOODS

CONTEXT

WATER SCARCITY | RAIN-FED AGRICULTURE | UNEMPLOYED YOUTH
DISTRESS MIGRATION | LAND & FOREST ISSUES

Introduction of ABF & its implementing partners in the region

Rural livelihoods & skill development



FARM BASED ACTIVITIES

Watershed management

The essential prerequisites for agriculture to flourish in any region are soil quality and water availability. Optimal utilisation and management of these natural resources are critical to maintain or enhance the land productivity levels. The ABF interventions are spread across villages, in varied agro-climatic regions, that suffer from acute water scarcity and distressed agricultural productivity.

Initial activities in any village typically comprise topographical mapping and creating new or reviving existing watershed structures. Reinforcing catchment areas to harvest rain water, deepening and widening of existing water catchment areas, raising bunds also help in preventing soil erosion in addition to ensuring water availability. Further, soil erosion is reduced by adopting activities such as tree plantation and levelling of farm fields.



Creation of watershed structures (or revival of existing structures) in convergence with Government schemes such as MGNREGA and involvement of local Government bodies (PRI) limits duplication and provides avenues for scalability and sustainability. Through innovative and cost effective water and soil conservation techniques, a conducive environment is created for crops (as part of the dryland agriculture packages) to thrive. Topography of the area, climate and community dynamics play a role in deciding the type of irrigation models promoted in the

region. These could range from traditional systems such as diversion or tank based irrigation systems, to modern techniques such as lift irrigation, drip irrigation or hybrid models.

Since community participation and ownership is critical to the sustainability and optimal use of the water structures, participants are organised to form Water User Associations (WUAs) and Joint Liability Groups (JLGs). They are largely responsible for the management/maintenance of individual watersheds.

Key outcomes: Increase in availability of water and significant reduction in soil erosion has resulted in improved land productivity. Most of the households under the rural livelihood programme are encouraged to take up cultivation beyond the Kharif season. For many households, the fruit and soft tree plantations have served as a medium of additional income. Further, the financial sustainability of the watershed structures has been ensured through community ownership and introduction of a nominal user fee encouraged through the WUAs.

Promotion of dryland agriculture

After successful treatment of watershed catchment areas, dryland agricultural packages are introduced in these geographies. Similar to the above practice, crop selection and intensification activities are tailored to the climate, soil quality and availability of water in the region. To encourage optimal and efficient use of the harvested water, crop diversity and improved seeds that align with local conditions are promoted. Additionally, innovative techniques like Systemic Intensification of Rice (SRI) are also being promoted. The capacities of farmers are further built by collectivising them in groups like Farmer Interest Group (FIGs) and producer groups. These groups are created with the aim of increasing the negotiation power of the farmers.

Key outcomes: Due to improved availability of water, crop failure has significantly reduced and multi-cropping has been steadily on the rise. The farm based interventions also encourage composting, organic conversion and non-pesticide farming techniques, which has improved soil fertility by enhancing the quality of nutrients and water storage capacity. With establishment of producer groups, the bargaining capacity of the farmers has increased

considerably, resulting in both decrease of inputs costs and increase in rates for the produce. Therefore, due to reduced investment and higher yields that result from superior inputs, farmer credit burden and influence of money lenders has been diminished to a large extent.



Diversification

To further expand the range of livelihood options available to the farmers, the Foundation also promotes the practice of horticulture, floriculture, sericulture, pisciculture and kitchen gardening. Farmers are organised into groups and capacities are built through trainings on pisciculture. Under the intervention, nurseries are set up for farmers to cultivate fish in manmade farm ponds. The fish reared, upon maturity is sold in neighbouring local markets.

During non-farm season, self-help groups (SHGs) and farmers are given trainings on sericulture and silkworm breeding. The participants purchase silk worm eggs directly from Government departments. Further, in order to ensure sustainability, farmers are encouraged to grow mulberry to feed the worm instead of procuring it from external sources. Market linkages are established and the silk worm cocoons are sold to local traders.

Under floriculture activities, farmers are supported in developing and maintaining long-term and seasonal plots.

Capacities are built via dissemination of knowledge and provision of seeds to grow a variety of flowers including roses, jasmine, marigold, chrysanthemums and many more. Market linkages are established and vendors directly source the locally aggregated yield from the farmers.

Additionally, better seeds are introduced in kitchen gardens to provide a diverse range of fruits and vegetables.

Key outcomes: The introduction of various new practices has not only led to diversification but become a key agent in improving household incomes of the stakeholders involved. Furthermore, in the kitchen gardens while the primary intent is to establish nutritional security at a household level, many participants are also leveraging sales of the produce as a means of additional household income.



Collectivisation

Apart from the farmer groups mentioned in the earlier sections, establishing and developing SHGs is a key activity supported by the Foundation. The intent is to strengthen and formalise the development agenda with an additional focus to mainstream the participation especially of women through the SHGs. The core focus of SHG development is to establish a reliable channel for affordable and accessible credit. Most of the credit accessed from the SHGs translates to affordable agricultural inputs like seeds, fertilizers, etc.

Additionally, capacities are built via financial literacy (provided through training modules) and providing a means of financial inclusion – by linking SHGs to banks.



As livelihood generation activities are strengthened and harvests/production improved, there is a need for better aggregation to facilitate negotiation power and access to wider markets. This is when the role of Producer Organisations becomes important – they are able to procure inputs in bulk for their members (and others) at lower rates and sell produce/products directly in markets at higher rates, thus eliminating local intermediaries. The livelihood programme supports development of Farmer Producer Organisations (FPOs) and facilitates capacity building of its members.

Key outcomes: Multiple income generation options and support from implementing partners have ensured a high loan repayment percentage by the SHG members. A low default rate enables financial institutions to be more forthcoming in providing sustained credit access to SHGs. Rural livelihood projects have been able to establish a sustainable model creating a lasting impact, especially at the grassroots level due to their efforts towards increasing participation and building capacities of the communities and its members.

FARM-ALLIED ACTIVITIES

Livestock promotion

Farm-allied activities are promoted apart from dryland agriculture as a means to provide extra income to rural households. Livestock enhancement activities such as goat rearing, fish rearing, duck rearing, poultry and apiculture have been adopted. An additional livelihood avenue, although seasonal, is established by educating community members, on scientific livestock rearing practices while simultaneously leveraging existing Government schemes.

Focus is laid on capacity building and trainings of participants while supporting a range of inputs such as setting up of sheds and provision of feed. SHGs are assisted in establishing revolving funds for acquisition, maintenance and marketing of livestock assets. Additionally, veterinary support including deworming, vaccinations and artificial insemination is made available. Handholding support is provided by Community Resources Persons (known as Krishi



and Pashu sakhis) who are trained in livestock support across varied programmes and have experience across different regions. Further, to take the intervention to scale, provision of infrastructure support including cooling systems for storage of dairy products, etc. and other technologies is also provided. Ultimately, market linkages are established for the livestock and their products like dairy and eggs.

Key outcomes: Livestock rearing has especially proven to be a value add as a diversified source of income for small land owning farmers, landless labourers and women. The risk of high dependency on a single source of income has been significantly reduced by establishing a basket of income generating activities for rural households.

NON-FARM ACTIVITIES

Micro-enterprises

Micro-enterprises are crucial players for economic development especially in altering economies as they create opportunities for local livelihood generation. Creating an enabling ecosystem for micro-enterprise development requires among other things, accessibility to financial markets. This is facilitated through the ABF supported projects by building capacities of the participants, improving access to technical and business management knowledge and bridging gaps of inadequate financial resources through credit linkages.

Individuals as well as groups (SHGs and JLGs) are supported in business planning, accessing capital (loans or revolving funds) to set up and consistent handholding is provided to stabilise operations of the enterprise. A large majority of the participants receiving inputs on micro-enterprises are women.

Home based micro-enterprises leverage locally available resources and traditional processing techniques, to process and add value to agricultural, livestock and other produce before marketing them at local and external markets. Over time, the more mature enterprises have started focusing on aggregation and sales of produce via institutions such as cooperatives, SHG federations and larger producer organisations. Another component under the enterprise development focuses on setting up local centres as micro and small scale production units.



Key outcomes: The efforts towards micro-enterprise development has enhanced the standard of living for many by establishing alternate and additional sources of local income while empowering the community at large. Additionally, the intervention proves to be a means for increased participation, especially of women across various markets and cash based economies. The micro and small scale production centres provide mass employment opportunities at a community level through direct employment at the centre as well as indirect employment via channels for sourcing local raw materials.

The overall impact of various interventions along the agricultural value chain has resulted in enhanced harvests and value added product outputs. These improvements in productivity and market linkages, have translated into many rural households increasing their incomes by 50-100%. Not only have the programmes

ensured food security, but the focus on financial literacy has also resulted in improved savings for many of the participants. Results across interventions also demonstrate increase in purchasing power and possession of household assets with improved access to financial resources.

VOCATIONAL SKILLING

Skilling initiatives

A critical initiative under the livelihood portfolio is the skilling initiative that supports vocational training of youth in peri-urban and rural areas. The skilling initiatives' objective is to improve the employability of young people including those with special needs.

Customised training programmes are offered across various trades and industry sectors. In addition to imparting technical skills through practical oriented courses, the focus of the skills programme is to enhance the soft skills of the prospective trainees. The strong counselling component at the pre-enrolment, training and post-placement stages ensures that the right candidate enrolls for the programme, completes the course and gains employment.

Key outcomes: The training centres with an outreach of 200 kilometres or more, provide affordable local access to vocational courses to thousands of underprivileged youth across the country. In addition, skilling the specially-abled has resulted in scale and evolved skill training expertise. The placement linked focus has encouraged the implementing partners to develop a strong recruiter network for PwDs across the country.



Equipped with employable skills, the trainees (many of them first generation literates) have been provided with an avenue for aspirational migration through job linkages. The value creation for the placed candidates includes income security, social inclusion and a social security net.



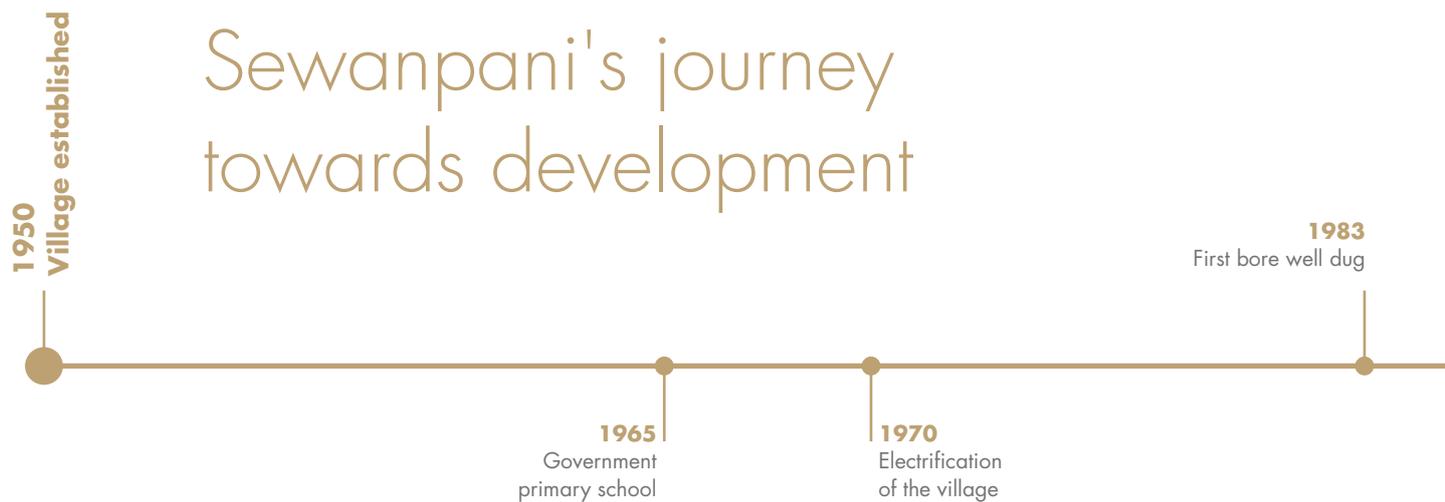
SEWANPANI: A TRANSFORMING TRIBAL VILLAGE

Sewanpani, part of the Sewanpani Gram Panchayat and located 60 kilometres from Indore, is a tribal village of about 130 households. The community comprises largely of Bhilala and Barela tribes and a few Bhil households. The village was established around the 1950s when the tribes migrated from north-western India – the native language draws extensively from the Gujarati and Marwari dialects. Sewanpani is bordered by forests, rich with Sagun, Palas and Mahua trees on three sides and a road on the fourth. The settlement in the village is scattered across 6 mohallas – this organisation corresponds with the location of farmlands of the households. The older mohallas are located within the valley of a typical watershed while the more recent settlements are on the hills.

The rocky terrain and red soil in most parts is not suitable for cultivation. The landscape due to the topography, lacks any perennial surface water source. Thus while the people owned land, most households till about 15 years back relied heavily on seasonal migration for labour contracts to earn

their livelihood. The limited public investment is evident from the fact that while electricity reached the village in 1970, street lights are absent even today. Further, the village had only a single ‘pucca’ road connecting it with the nearest major settlement of Udainagar block till last year; new arterial roads connecting the various mohallas of the village are under construction.

The community was part of a tribal rights based agitation in the late 90s. When the movement was dying down around the year 2000, progressive villagers such as Gulab Singh, sought assistance from Samaj Pragati Sahayog (SPS) to support the development of their community. SPS, a grassroots NGO led by a passionate group of development professionals was known to Singh and others as a few of them worked on the construction site of SPS’ training facility in the nearby Neemkheda village. SPS’ work in Sewanpani began in a very specific and troubled socio-historical setting. After years of neglect, the people of the area had begun to lose faith. There was an atmosphere of intense

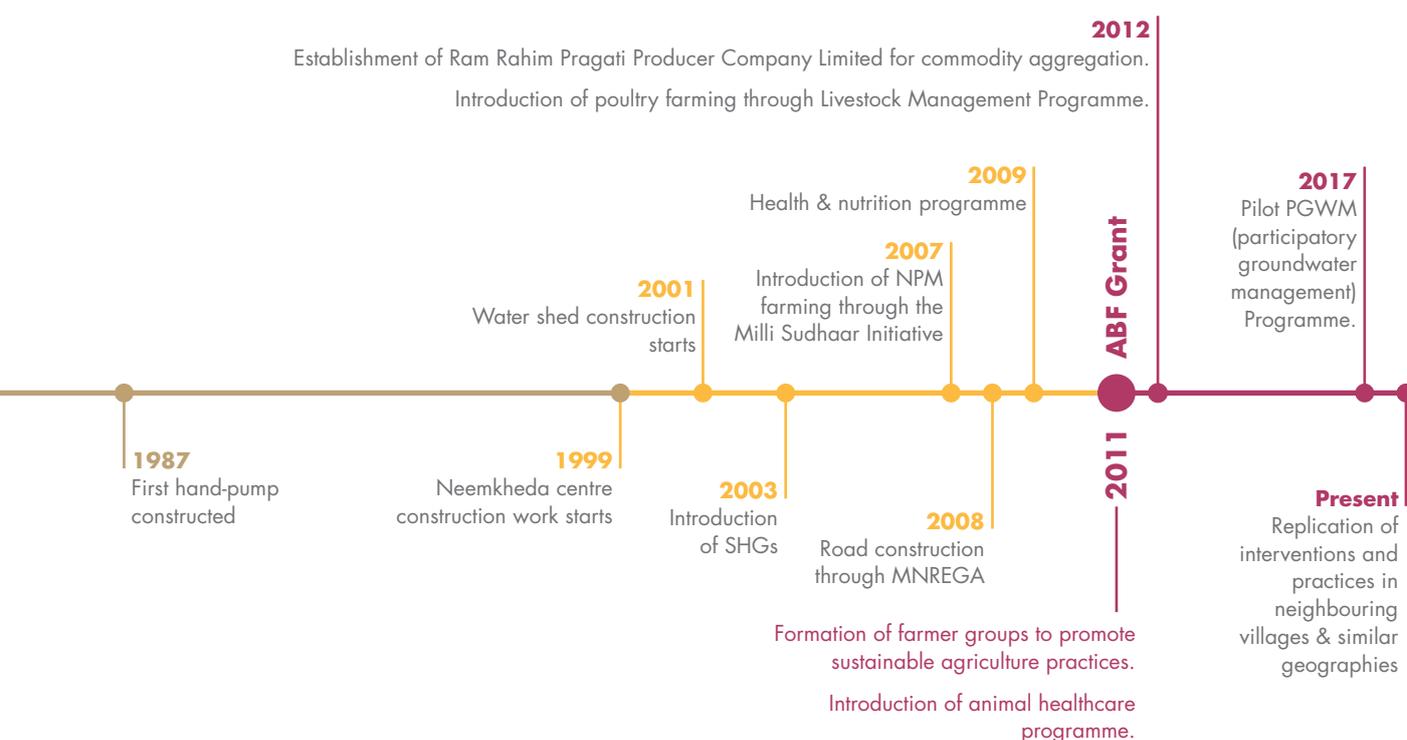


cynicism and despair. The need to restore the faith of the people was required to pave the way forward. While SPS' work focused on water and livelihood security, the initial community engagement saw extensive dialogue through participatory research with the community to identify their needs. Water scarcity was identified as one of the most critical constraints in sustaining a livelihood in the region. Watershed works that would enhance the utility of the land through multi-seasonal cropping was seen as the most logical entry point for a holistic community development intervention. This is when SPS started a dialogue with both the people and the administration on means for development.

The initial farm pond construction works were taken up with an objective of reducing the risk of crop failure in the short run and reversing land degradation and improving the productivity of land in the long run. Construction of ponds required buy-in from the landowners as well as clearances from the forest departments. Getting people to agree to give

part of their lands for construction was difficult and only workers employed in the construction work showed enthusiasm as it gave them a rare opportunity of employment within the village. Only after the ponds were filled with water post monsoons did the community realise the potential of these projects. In addition to harvesting rainwater for immediate domestic and farming needs, various land treatment structures based on the 'Ridge to Valley' concept created along the watershed had the potential of recharging depleted groundwater aquifers. Farmers were organised into water user groups to maintain these structures as well as to regulate usage.

One of the initial beneficiaries of the farm pond construction project was Amar Singh, whose land patch had an average annual yield of 5 quintals of 'Makka' or corn in the Kharif season. The produce was hardly sufficient for subsistence and household income was therefore generated through working in nearby cities. The construction of the 84,000 litre pond was made possible through funds obtained by SPS





and 'shramdaan' of the community. Post construction of the pond, Amar Singh has not only been able to increase his yield of corn 5-fold but has also added crops such as wheat and dal (arhar). He is now able to sell a part of the produce in the local markets and the family's dependence on wages earned through labour has reduced substantially. The family now owns 4 motorbikes and all the children of the household go to school. Anita Devi, a female member of the household recalls a time when women from the settlement travelled long hours down and up the hill to collect water. Now she says, the drudgery of women has drastically reduced, with water only required to be sourced in the peak summer months, that too from a closer source.

With the increased availability of water, the need to improve dryland agricultural practices and importance of collectivisation of farmers was realised. Along with the construction of water structures across the village, the villagers (producer groups formed) received training on sustainable dryland agriculture practices including inputs on sound soil and water conservation. Farmers were trained by Community Resource Persons called 'Mitans' on identifying best crop for cultivation based on soil type and water availability. They also received inputs on Non-

Pesticide Management (NPM) farming, a technique where no chemicals are used in the pest control process, along with silt application as a part of its 'Mitti Sudhar' (soil improvement) initiative. Continued monitoring of farmland and soil quality along with the training of farmers in these essential techniques has led to visibly improved soil quality and increased yield per hectare in the village. The farmers are additionally able to sell their NPM produce through the Udainagar Federation and the FPO (in which three of the four SHG's are shareholders), at better prices.

As the farmers started taking up multiple crops, their need for affordable credit became evident. Before the SPS intervention and in the absence of willing formal credit institutions, the villagers relied heavily on local 'sahukars' and 'baniyas' for loans. With high compounding interest rates and fraudulent practices, most villagers reaching out to them were left stuck in the 'debt trap' – at times even becoming bonded labourers despite owning lands. Providing access to reliable and affordable credit was the intention of the SHG initiative introduced in the village in 2003. Currently, 64 women have been organised into four SHGs in the Karuna Pragati Sankul (SHG Cluster). The project staff has constantly engaged and nurtured these



village level institutions – today, book keeping and accounting activities have been digitised, thermal printers are used to give members statement of accounts at the end of meetings and the books are audited at the end of the year. Establishing such governance structures has enabled the groups to monitor and maintain their saving and credit activities with minimum physical supervision. The women have collectively been able to save INR 8,08,874 and have got access to credit to the quantum of INR 14,59,606.

Since meat and poultry was included in the community's diet, most households reared livestock, adopting primitive techniques. As a result of this non-scientific management, the morbidity and mortality in livestock was high. 2009 onwards, livestock interventions were promoted to augment the household income of the participants. In 2012-13, a pilot poultry programme with ABF's support was initiated that led to the construction of 15 poultry sheds in the village. Additionally, loan based packages supporting women in buying livestock, feed, infrastructure and training components that built capacities of SHG members in scientific rearing methods were introduced. 'Desi' breeds of poultry were promoted as they were more immune to diseases and required minimal inputs. Through the SHG livestock package, medical assistance to the livestock was also introduced. In the village, para-vets were deployed to vaccinate, diagnose and treat often life threatening conditions of the animals – this has reportedly led to a reduction in mortality rates among various livestock. Seeing

the success of the poultry activities, 50-60 poultry sheds have been constructed by support from the Animal Husbandry department and beneficiary households have received 40 Kadaknath chicks (a local breed famous as a delicacy). More recently, a chick-rearing centre has been built in the village by the Udainagar Pragati Samiti, with support from a philanthropic fund, to further promote the poultry initiative. Further, a hatchery is also being tested at the unit after which the dependence and costs involved in transporting the chicks will be further reduced.

Uday Singh, has multiplied his income many fold owing to multiple income-generating avenues now introduced in the village. On his 3 bighas of land, he now has an average annual yield of 25-30 quintals of makka (corn), wheat and chana (green gram). The increased income through the improved watershed and advanced cultivation techniques



also allows him to buy an improved variety of seeds from the market instead of being dependent on home grown ones. Being able to rent a tractor, a task for which bullocks usually would have taken 10-12 days is now done in 5-6 hours; it saves him a lot of time for other activities. His watershed structure also doubles up as a fish pond. The rearing of the fish earns him an extra INR 12,000 a year. The shed he constructed can approximately hold 100 birds as a result of which he is able to earn approximately INR 25,000 annually from his livestock. Currently, the family is looking forward to the completion of construction of their new

4-room brick house, funds for which came from Pradhan Mantri Awas Yojna and supplemented by an SHG loan. Both his daughters go to school, one among them stays at a hostel.

In the village, the willingness to strive for quality educational opportunities is not an anomaly, especially now that their livelihoods have been enhanced. The current generation of villagers, most of whom are illiterate or semi-literate, are more than willing to spend on their children's education. In the absence of a reliable public education system, parents send their children to nearby towns for private schooling. The utilisation of funds made available through the SHGs towards education is a testament to the upward shift in their aspiration levels. For example, Kala Didi, a landless farmer, a member of the Sitavan SHG, has recently taken an INR 16,000 loan to cover the yearly costs of private schooling for her daughter, now in 9th class. She is confident she will be able to pay back the amount.

Despite the gains being made on the livelihood side, the village continued to experience a high incidence of malnutrition and poor health. The inadequate health services and some unhealthy community practices further added to the morbidity. To address this, a Health and Nutrition programme was launched in 2009. Implemented through trained Health Mitans, the programme aims at supporting and improving uptake of the ICDS scheme. Bundi Baghel, the Anganwadi centre worker at the Patel Mohalla in Sewanpani, recounts a time when nutrition or immunisation was not a priority for most, with villagers and the pre-school children hardly attending any sessions. According to her, about 15-20 children at the centre would fall within the Severe Acute Malnutrition (SAM) category during any given time. Through constant monitoring and support by the Mitans, along with higher attendance at the centre, the incidence of SAM has come down to about 6 a year. In cases where a kid is diagnosed with SAM, the Mitans act swiftly and persuade their families to admit them

at the Nutrition Rehabilitation Centre (NRC) located at Bagli Tehsil and continue to monitor their progress post-treatment. Sewaan, a low birth weight child, who at 14 months was diagnosed with SAM, through the efforts of the Anganwadi worker and Mitan, has now caught up with his peers in terms of both health and education status. The other key Anganwadi activity that has been revived is the Matra Sayogni Samiti meetings where pregnant women, lactating mothers and adolescent girls, come together every month to talk about key health and nutrition issues.

The focus is now on a water-sharing project and preparing a crop water budget to identify the quantity of water used per crop. A pilot involving treatment of a 14.25 acre land and 20 farmers is currently under way. SPS is also working towards extending its commodity aggregation scheme through the FPO. By providing access to better markets, which can ensure fair prices to the farmer, the project is trying to incentivise sustainable agriculture practices. Their next steps are focused on improving the drinking water quality, for which water testing is being conducted.

Key Takeaways

The intervention models in the village were designed based on the innate understanding of the local needs. By ensuring community participation in project development and implementation, communities and households have successfully claimed ownership of the projects. SPS showed the communities examples of transformation that was possible once people took charge of their own development goals. To bring about holistic and sustainable development at the community level, SPS projects have looked at convergence models, often leveraging existing Government programmes such as ICDS, MGNREGA, etc. in addition to private funding. Once the self-belief took roots, the people of village Sewanpani have not looked back.

The partnership with ABF since 2011 enabled SPS to continue building capacities of the community, provide/repair existing infrastructure, enable access to institutional credit, collectivise community and mentor village level institutions. This allowed the community to contribute and move towards its economic and social development. Further, the partnership has enhanced the agricultural component in the village by implementing a full-fledged agricultural programme.

In addition to empowering the local communities through its interventions, ABF-SPS partnership has played a vital role in supporting internal capacity building of SPS to scale operations in existing and newer geographies. Apart from asset creation, the grant supports operational costs of programmes such as trainings and compensations of project staff, etc. Now in its second phase, the ABF-SPS association is an example of potential development outcomes that can be achieved through need based and sustained funding support as a result of which, Sewanpani has become an exemplar of people-led development.

PROMOTING AN INCLUSIVE WORKFORCEⁱ

Census 2011 suggests that there are about 2.68 crore People with Disabilities (PwDs) in India.⁵ While this number is substantial, the India Social Development Report, 2016 recognises that it may be an underestimate.⁶ The most neglected groups include the mentally challenged, differently-abled women and those residing in rural areas.⁷ The 1.86 crore PwDs residing in rural India⁸ are most vulnerable due to the stigma attached to disabilities, lack of awareness about them, the dearth of rehabilitative and medical facilities and limited access to basic services. Despite the given scenario, India has one of the more progressive disability policy frameworks in the developing world⁹ in form of the recently amended 'Rights of Persons with Disabilities Act, 2016'.¹⁰

In more recent times, while companies recognise the need to include and nurture skills that PwDs bring with them, an International Labour Organisation report highlights that 73.6% of the differently-abled in India are still outside the labour force. This could be because of a near absence of

mainstreamed processes for hiring youth with disabilities. Other challenges include lower education levels among PwDs, higher concentrations in rural areas and the diverse range of disabilities included within the single category of PwDs. The task of matching a job role to a PwD's ability gets further compounded in the absence of specialised placement agencies supporting hiring of an inclusive workforce. Further, those who find employment face significant challenges that result in high attrition levels because of individual or workplace reasons.

In light of the above situation, in 2014 Axis Bank Foundation partnered with Youth4Jobs Foundation (Y4JF) with a mission to train 8,000 PwDs across India in over 4 years. The 'Parivartan' initiative aims at creating an inclusive ecosystem for employing PwDs and shattering stereotypes about them at the workplace. Project Parivartan's implementation model addresses both supply (training) and demand side gaps in employment of persons with Speech, Hearing and Locomotor disabilities.



Reference: www.youth4jobs.org; ABF-Y4JF Impact Assessment Report 2017

⁵Differently abled persons in India – A statistical profile 2016; http://www.mospi.gov.in/sites/default/files/publication_reports/Differently_abled_persons_in_India_2016.pdf

⁶India Social Development Report; 'Disability Rights Perspectives'; 2016; <https://www.iasabhiyan.com/india-social-development-report-2016/>

⁷Persons with disabilities & the Indian Labour Market: Challenges & Opportunities; <https://pdfs.semanticscholar.org/6ae8/aeb83912bdf1a0a6f03266e4b9a5b66855b.pdf>

⁸Differently abled persons in India – A statistical profile 2016; http://www.mospi.gov.in/sites/default/files/publication_reports/Differently_abled_persons_in_India_2016.pdf

⁹The 'State' of Persons with Disabilities in India; May 2012; <https://pdfs.semanticscholar.org/8f82/72e205a5c0c9e1939c195eb9e2666bbcf1cd.pdf>

¹⁰The Gazette of India; Ministry of Law and Justice; 'Rights Of Persons With Disabilities Act'; 28th December 2016; <http://www.disabilityaffairs.gov.in/upload/uploadfiles/files/RPWD%20ACT%202016.pdf>



On the supply side, an exercise to identify job roles that could employ skilled PwDs across Retail, Hospitality, ITeS and Manufacturing sectors, etc. was undertaken. This was followed by designing a comprehensive training programme that could enhance the employability of these trainees. The Work Integrated Soft Skills English and Computer (WISE) course, a 3 month placement linked residential programme, focuses on soft skills, life skills, computer classes and basic English speaking skills. While the 18 centres across 9 states are located in urban areas, the candidates are mobilised from areas of up to 150-200 kilometres including semi-urban and rural areas.

On the demand side, various avenues and forums to sensitise industry players to include disabled youth in their workforce were done. A 'Corporate Connect' programme works on networking, delivering services and developing content to ensure a focused and smooth hiring process in diverse sectors such as Hospitality, Retail, Banking and Finance, Telecom and Manufacturing.

Another team works with potential employers to map out various roles that might fit with each disability. Sensitisation workshops are conducted for senior executives to improve awareness about the disabilities' spectrum and how workplace inclusion might become a possibility from the onset of hiring process. As a part of employment process, accessibility audits for companies are conducted to check if workplaces are PwD friendly and comply with statutory

requirements. A workplace adaptation process helps formulate solutions for PwDs such as technology integration, developing an accessible training module and other custom-based solutions thus facilitating hiring. Additionally, sensitisation and sign language orientation workshops are conducted for recruiters, immediate supervisors and line managers to smoothen the adaptation process.

Valeo, an automobile components manufacturing company is one of the recruiters that achieved diversity within their workforce. The Valeo management aspired to have an inclusive workforce while brainstorming solutions for issues such as high attrition rate, production losses resulting from high absenteeism, related inefficiencies and dissatisfied clients. Valeo's team helped identify a list of job roles across departments where skilled PwDs could be placed. The training of speech and hearing impaired youth was followed by a series of sensitization and orientation



workshops for both the trainees (along with their families) as well as employers and line managers. An impact assessment revealed a 51% increase in productivity in packaging lines, almost negligible customer complaints, controlled absenteeism among employees, buy-in from the union, and appreciation from international stakeholders for the creation of an inclusive workplace. The company that started off its 'inclusion' journey by employing 5 PwDs, today employs 72 such differently abled individuals across its 2 plant locations.

Particularly noteworthy is the work of Vindhya E-Infomedia Private Limited, a BPO whose business model is centred on the idea of workplace inclusion. Vindhya employs close to 1500 employees with 70-75% of its employees comprising of physically challenged, hearing impaired, visually impaired, disadvantaged women and autistic candidates at both executive and managerial levels. Vindhya employs skilled candidates in diverse job roles that entail data processing, technical support, voice processing, etc. The objective of the association was to tap into the wide reach of the training centres across the country to on-board candidates, from both rural and urban areas, acquainted with different regional languages. Further, Vindhya has also partnered with the 'Campus Connect' programme. The programme helps educated PwDs seek suitable job roles as they interact with employees from different sectors. The partnership is now being extended to conduct 're-skilling' workshops within the organisation to have candidates better perform roles and understand the career trajectory that is available to them.

Another notable intervention is in the retail sector through a partnership with the Landmark Group – one of the largest retail and hospitality chains in the world. The Group piloted a model to train and place speech-hearing impaired candidates in customer facing roles at the checkout stations across Lifestyle stores. Training modules were customised to include innovative communication techniques while interfacing with the customer. Based on the results of the 3-month pilot, the organisation formulated a policy to hire 3 speech-hearing impaired candidates in more than 150 of their stores all over the country. Today, over 200 speech-hearing impaired candidates work with this organisation at their check-out stations or as cashiers. Piloting 'silent' cashiers has not only helped to improve the organisation's overall efficiency, but also helped the candidates gain a significant amount of confidence to perform well in a variety of different job roles.

Similarly, a remarkable stride of integrating PwDs at workspaces was undertaken by India's leading retailer – Future Retail by extending its 'Sabh Ke Liye' philosophy to the recruitment process. While hiring at the group is meritocracy based, policies were enacted to bring in equitable recruitment opportunities of PwDs across functions. While trainees were absorbed across functions,



sensitisation workshops were conducted for existing employees. The idea was to create a similar sense of sensibility among all Future Retail stores across zones. Today, over 300 PwDs in the company are employed at different levels for diverse job roles. The Deputy Manager who leads this special project for the company is visually impaired, while PwDs have been employed as packers, stock replenishers, loaders and even cashiers in stores. The company tracks the speed of each individual cashier at every store through a programme called 'Gati' and the fastest cashier in the East Zone for a brief period was hearing impaired. The head cashier, Customer Service Personnel and various senior personnel in stores are hearing impaired too – another notable instance of the impact that inclusive workplaces can create. Going forward, the company aims to create a drive to not only employ PwDs in entry-level positions, but in the mid-managerial and other leadership positions to visibly track career paths. It also intends to improve the disability mix by employing people with different disability types to build a holistic workforce.

In addition to finding direct placements in the manufacturing, hospitality and retail sectors, the trainees are also placed through third party contractors providing support services to major corporates. An example of this are the Food and Facilities management providers that have employed 35 PwDs at Google's Hyderabad campus.

Key Takeaways

The partnership with Y4JF has successfully demonstrated a hands-on working model that can be widely applied to PwDs and employers in the country. Various gaps at the policy, operational and cultural levels in the 'skilling to job' ecosystem were identified and ways to bridge them by involving all stakeholders that relate to employing PwDs were thought of. The intervention not only looks at a wide spectrum of PwDs, but also provides differently-abled rural youth an opportunity for formal employment.

Today, PwDs are being employed in client-facing roles with large organisations taking steps to become more PwD employee friendly. The recruiters in general have started taking note of the value that hiring PwDs brings with them – increased creativity, lower attrition rates, positive customer perception and increased incentives from the Government.¹¹ The impact of hiring PwDs is being assessed in terms of not only a change in the overall ecosystem and the attitudes involved, but also in terms of increased productivity that such employment decisions bring with them.¹²

ABF's support has enabled Y4JF to scale from 7 centres in 2014 to 18 centres across 9 states in March 2018. Till March 2018, 6207 differently-abled persons from a total of 6,399 trainee graduates have found employment since 2014. Y4JF was able to attract new partnerships and funds for the cause. As a result, even though the amount of ABF funding has increased gradually over the years, the share of ABF's funding has reduced from 90% in the initial years to 37% of the total grants in FY 18.

⁷ABF-Y4J Impact Assessment Final Draft; p.g. 34; "Business value of hiring PwDs"

⁸ABF-Y4J Impact Assessment Final Draft; p.g. 31; 5.1 "Impact of the programme on the skilling ecosystem"

Disclaimer: The case study is built upon various phone interviews conducted with the following representatives of companies who have benefitted from the Y4JF-ABF partnership:

- Valeo – Ramesh Sampath, Country HR Director
- Vindhya E-Infomedia Private Limited – Pavitra Y Sundareshan, Founder & Managing Director
- Future Retail – Vineet Saraiwala, Assistant Manager, Special Projects
- Google – Manjunath Bhat, Facilities Manager



PARTNERS IN
DEVELOPMENT

ACTION FOR SOCIAL ADVANCEMENT (ASA)
•
AGA KHAN RURAL SUPPORT PROGRAMME (INDIA) (AKRSPI)
•
DEVELOPMENT FOR HUMANE ACTION FOUNDATION
•
DHAN VAYALAGAM (TANK) FOUNDATION (DVTF)
•
DILASA SANSTHA
•
DON BOSCO TECH SOCIETY (D B TECH)
•
FOUNDATION FOR ECOLOGICAL SECURITY (FES)
•
HARSHA TRUST
•
KHERWADI SOCIAL WELFARE ASSOCIATION (KWSA)
•
LEND A HAND INDIA
•
NAV BHARAT JAGRITI KENDRA (NBJK)
•
NAVINCHANDRA MAFATLAL SADGURU WATER & DEVELOPMENT FOUNDATION
(N M SADGURU)
•
NOIDA DEAF SOCIETY
•
PEOPLE'S RURAL EDUCATION MOVEMENT (PREM)
•
PEOPLE'S SCIENCE INSTITUTE
•
PLAN INTERNATIONAL
•
PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)
•
SAMAJ PRAGATI SAHAYOG (SPS)
•
SELF-RELIANT INITIATIVES THROUGH JOINT ACTION (SRIJAN)
•
SGBS UNNATI FOUNDATION
•
THE CORBETT FOUNDATION
•
MAHARASHTRA VILLAGE SOCIAL TRANSFORMATION FOUNDATION (VSTF)
•
YOUTH4JOBS FOUNDATION (Y4JF)

Axis Bank Foundation Annual Conference 2017-2018



Partnerships for Sustainable Development Goals (SDGs)

In December 2015, the world entered a new era of global development with 193 countries adopting the United Nation's Sustainable Development Goals (SDGs). Unlike the Millennium Development Goals (MDGs) (2000-2015) that made development the Government's prerogative, the SDGs (2015-2030) call for concerted collaborative action towards the 2030 agenda from businesses, civil society and the Government alike.

Axis Bank Foundation (ABF) recognised this very need of collaboration for community development and since its inception has partnered with grassroots NGOs for implementation. Further, ABF is striving towards realisation of the SDGs through its programmatic interventions. As the Foundation takes ahead its development journey, 'Partnerships for Sustainable Development Goals (SDGs)' was an apt theme for its 3rd Annual Conference.

ABF organised a partners' meet ahead of the Annual Conference 2017-18. The session served as a forum for the partners where they shared their experiences of working with various state Governments along with sharing insights on the opportunities to leverage funds from the Government

and enhance the impact on the community. The speakers further stressed on various organisational and external enablers required to successfully operationalise such partnerships with Governments, common challenges encountered and the criticality of integrating community needs and participation in such partnerships.

The Annual Conference was inaugurated by Mr. Devendra Fadnavis, the Hon. Chief Minister of Maharashtra. The conference hosted eminent players and ABF partners from the development sector, through keynote speeches and panel discussions, highlighted the roles and approaches that multiple stakeholders need to adopt for attainment of SDGs by 2030.

Mr. Sonam Wangchuk, an innovator and education reformist delivered the keynote address. While admiring the leadership role in the CSR space that Axis Bank Limited, through its Foundation took on, he emphasised on the need for more collaborative action towards the common good. He went a step ahead to suggest the role that every person in his or her individual capacity can take to positively impact less advantaged sections of the society.

The first panel discussion highlighted the fundamental prerequisite of Shared Action for Shared Prosperity. The panel



comprised of Mr. Amit Chandra, MD, Bain Capital; Mr. Arun Maira, Former Member of Planning Commission and Chairman of the Board of Trustees of HelpAge International; Mr. Praveen Singh Pardeshi, Additional Chief Secretary, Govt. of Maharashtra; and Mr. S Ramadorai, Chairman, Axis Bank Foundation. The discussion was moderated by Ms. Ayesha Faridi of ET Now.

The panellists stressed that solutions for communities are most effective when the convergence between stakeholders allows for their strengths to be accentuated and the collaborative efforts plug individual shortcomings. Further it was pointed out, that it was imperative that the communities are involved in planning and execution of any solution for it to become successful. Additionally, if India is to attain the SDG targets (and their cross linkages with each other), scalable solutions that address both tangible and non-tangible outcomes are required – thus, it is also important to have systems in place to track qualitative as well as quantitative outcomes.

While discussing the context of livelihood initiatives, the panellists noted that efforts should be directed at designing localised solutions (focussing on local market needs) across both farm-based livelihoods and job-linked skilling. The huge potential that lies in livelihood generation across the agriculture value chain and its positive impact on preserving the natural environment was emphasised. Further, the role

that small local enterprises play in facilitating equitable distribution of wealth and resources was outlined. The panellists reiterated the interdependence between health, education and livelihoods.

The second panel of the evening, comprising Mr. Babu Joseph (former ET & CEO, Axis Bank Foundation), Mr. K Anil Kumar (former ET & CEO, Axis Bank Foundation) and Mr. Jacob Ninan (ET & CEO, Axis Bank Foundation) discussed ABF's journey towards achieving the goal of reaching out to 1 million livelihoods. The discussion outlined the strategic decisions that the Foundation made and the various initial challenges it faced while setting out on its development mandate. Critical to this was the Foundation's professional approach towards development, inherited from Axis Bank's culture, in its journey of impacting 1 million livelihoods over a given period. Once the vision was in place, intensive research and multiple field visits to form partnerships with established grassroots NGOs were undertaken. Further, towards a process of joint project development, ABF has taken on a mentoring approach towards partner NGO engagement, often also addressing the capacity needs and gaps within the organisation. The speakers pointed out that



since many grassroots NGOs are driven by individual leaders, the absence of a succession plan can affect the long term sustainability of outcomes – ABF has taken up the role of capacity building for its partners to ensure smooth transitions between leaders. Mr. Jacob Ninan in his concluding remarks gave insights into ABF's renewed commitment of supporting sustainable livelihoods of 2 million households.



FINANCIAL OVERVIEW

Balance Sheet as on March 31, 2018

Particulars	As at March 31, 2018	As at March 31, 2017
I Sources Of Funds		
1 Trust Funds		
Corpus Fund	65,00,00,000	65,00,00,000
Reserves and Surplus	17,93,81,175	25,12,96,566
Total	82,93,81,175	90,12,96,566
2 Current Liabilities		
Other Current Liabilities	52,08,991	73,17,414
3 Other Earmarked Funds	-	-
Total	52,08,991	73,17,414
FINAL TOTAL	83,45,90,166	90,86,13,980
II Assets		
1 Non Current Assets		
Fixed Assets - Intangible Assets	29,107	41,403
Intangible Assets under development	28,23,331	28,23,331
Long Term Loans and Advances	73,30,321	1,54,63,237
Total	1,01,82,759	1,83,27,971
2 Current Assets		
Cash and Cash Equivalents	77,37,24,373	87,92,12,217
Other Current Assets	5,06,83,034	1,10,73,792
Total	82,44,07,407	89,02,86,009
FINAL TOTAL	83,45,90,166	90,86,13,980

For HARIBHAKTI & CO. LLP
Chartered Accountants
Firm Regn. No. 103523W/W100048

For and on behalf of the Board of Trustees

Purushottam Nyati
Partner
Membership No. 118970

Place: Mumbai
Date: June 21, 2018

Jacob Ninan
Executive Trustee
& CEO

Place: Mumbai
Date: June 21, 2018

Rajesh Kumar Dahiya
Trustee

Statement of Income & Expenditure for the year ended March 31, 2018

Particulars	As at March 31, 2018	As at March 31, 2017
Income		
Income from Operations	47,67,10,608	85,77,91,256
Income from Other Sources	5,72,23,205	3,10,12,666
Total	53,39,33,813	88,88,03,922
Expenditure		
Application of funds towards object of Trust	55,41,83,226	66,86,71,799
Personnel expenses - Deputation cost	4,33,34,465	3,89,77,233
Depreciation and amortisation expenses	12,296	12,296
Other expenses	83,19,217	1,32,65,874
Total	60,58,49,204	72,09,27,202
Excess of Income over Expenditure	(7,19,15,391)	16,78,76,720

For HARIBHAKTI & CO. LLP
Chartered Accountants
Firm Regn. No. 103523W/W100048

For and on behalf of the Board of Trustees

Purushottam Nyati
Partner
Membership No. 118970
Place: Mumbai
Date: June 21, 2018

Jacob Ninan
Executive Trustee
& CEO
Place: Mumbai
Date: June 21, 2018

Rajesh Kumar Dahiya
Trustee



Through the green elements, the cover illustration represents sustainability and prosperity. The woman and the child signify the community which is looking forward with hope for a better tomorrow. They are standing on an elevated piece of land which symbolises upliftment from poverty and other social & economic barriers.

Axis House, C2, Wadia International Centre,
Pandurang Budhkar Marg, Worli, Mumbai,
Maharashtra, India. Postal code 400025.

Tel. No.: +91-22-24252525 / 43252258

Fax No.: +91-22-24251800

Email: foundation@axisbank.com