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# SHIVIA

## Trustees' Report and Financial Statements

Period ended 31st March 2015



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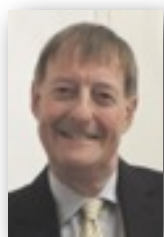
Shivia empowers the poorest  
to create livelihoods,  
boost income and inspire  
permanent change

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## Message from Stuart Tester, Chairman



Shivia continues to grow successfully. Our directly-managed operations in West Bengal have expanded to nearly 600 villages and we now operate in 4 regions of the outlying countryside, within an approximate 70km radius of Kolkata. Our scaling up continues and since we started we have affected the lives of over 11,700 people directly and 64,000 indirectly.

The poultry programme, launched in 2011, has now seen nearly 15,000 toolkits distributed to 6,000 home-farmers in West Bengal. During a recent visit I was struck by how much the programme has developed since its inception, not just in the sheer number of people involved, nor purely in terms of the improved family incomes, but also in the confidence and self-belief that it has given to these formerly impoverished people. It was particularly notable that many of the women, who previously had hidden in the background, were now proud to step forward and talk freely about the benefits the programme had brought to their lives.

Following the market research mentioned last year, we have implemented the first Agri-management Services enterprise, to enhance our clients' basic farming skills and thus increase the productivity of their small land holdings. We offer them support and advice in procuring good quality seeds at better prices than they can achieve acting alone, on better soil management, planting and caring for their seedlings, treatment for any crop diseases and finally support with their sales. All these items individually help, but together they can transform the farmers' economics. Whilst visiting earlier this year I talked to one of our first rice farmers who is delighted with the results to date. He told me his costs were down, yields were up, crops were healthier (reducing the need to use pesticides) and hence his overall profitability was much greater. It was also obvious to the naked eye that the crops planted under our guidance were performing much better than those in the adjacent plot planted under their old regime. He asked us to expand the activity to give him the same help with other crops. I feel certain that this programme has the potential to grow and transform lives in the same way as our existing poultry operations.

The team in West Bengal, under Mr Jogeshwar Rao, General Manager of Nirdhan, is now a mature group and has gained respect in the local area for the work they are undertaking. Although the Indian company will continue to trade under the local Nirdhan name, it has recently adopted the name of Shivia India, to demonstrate to everyone the very close working relationship we enjoy. With the poultry programme, we are now employing significant numbers of local people as our field staff, and enhancing their life skills and

employability. Field operatives wear our branded clothing with pride and the local company has been approached by other organisations, asking them to replicate the model elsewhere. Shivia UK's board and Nirdhan's board in India maintain a high degree of collaboration, with each side sending 'invitees' to attend the other's meetings, either in person or using technology, at regular intervals.

In Gujarat, our local partner SAATH expanded our training scheme helping 1,000 people progress in the construction trades such as masonry, carpentry, plumbing and becoming electricians. Feedback from participants showed that we made a real transformational change to their lives through this programme. Although our work there has now ended, we will maintain informal links to SAATH since we foresee mutual benefits from the cross-learning we can provide to each other.

Our fundraising activity has continued to meet our targets. Although it remains a challenging environment, a number of significant new donors have been sufficiently impressed with what we are achieving that they have started to support us; some of these have told us that they plan to increase the level of donation over time, once we demonstrate our continuing success. Each time I visit India, a country with significant wealth by global standards today, I am faced again with the reality that it is a country of around 1.3 billion people, of whom 840 million live below the poverty line and where the money simply does not 'trickle down' to the poorest. Whenever I am asked why we continue to help such a rich country these days, I believe these simple numbers tell the story.

We are also immensely grateful for the ongoing support from some of our established donors, without whom we would not have achieved so much to date. During the year, Shivia received donated, pro-bono services and gifts in kind totalling £12,443. We continue to be hugely grateful to all those who have given us their time, knowledge and skills which have made a significant contribution to the governance and charitable activities of Shivia.

Our board of trustees in the UK has remained unchanged this year, but we are delighted that Nick Jenkins has, recently, very kindly agreed to join us as our Patron. We look forward to working with Nick over the coming years.

Once again, as I look back on the past year I would like to thank our donors, my fellow trustees and all our managers for their efforts, which are positioning Shivia as one of the leading charities in the areas in which it works.

**Stuart Tester**



## Report from Olly Donnelly, CEO



I cannot believe that another year has gone by and all we have achieved in it. We are now a team of 52, including the ten trustees in India and UK, and work in four distinct locations of rural West Bengal, India, covering nearly 600 villages. Each time I go to India, I am heartened by our growing team and the impact they are making on the lives

of some of the very poorest people in India. With the team's hard work, our home-farmers' desire to get themselves out of poverty and our donors' generosity, Shivia is going from strength to strength in achieving our mission of **empowering the poorest to create livelihoods, boost income and inspire positive, permanent change.**

We achieve our mission through our Livelihood Programme which aims to give whole families, particularly women and children, the skills to enter new enterprises and significantly improve their earning power. We identify families who are living below the international poverty line (USD \$1.25 per day), and we help them develop their own backyard farming enterprises to earn the money to lift themselves out of poverty. Having obtained the necessary licences to operate and fine-tuned our livelihood models to ensure they are making the impact we want to see for the poorest, we are now focusing on expanding and become more sustainable.

A real sign of the significant progress that we have made is that during the first couple of years of our operations we had to go in search of poor households who would benefit from our programme; now people come to us seeking our guidance, training, advice, products and services, proving our popularity and trust amongst the village people.

Shivia's core values remain embedded in all decisions we make: **transparency, needs-driven, impact-driven, responsive and sustainability.**

### Key Highlights

- Shivia now has a team of 52 including the ten trustees in the UK and India.
- Since we started PDS in 2011, we have distributed nearly 15,000 toolkits to 6,000 home farmers and trained 35,000 people in backyard poultry farming.
- 2014-15 was our best year to date; we distributed 6,738 poultry toolkits and trained over 16,000 people.
- We opened our fourth field location at Kolaghat in West Bengal.
- We expanded our AMS project to 300 families.
- We appointed our first Patron, Nick Jenkins, founder of Moonpig greeting cards and the recent dragon on BBC's Dragons' Den.
- Olly Donnelly won Women of the Future Awards 2014, "Community Spirits".
- Shivia was a semi-finalist in the Schwab Foundation 2015 Social Enterprise Awards.

### Livelihood Programme

Our Livelihood Programme is run by Shivia India known locally as Nirdhan. It started in 2011 with Poultry Development Services and in 2014 we introduced Agri-management Services in response to requests from our home farmers who have small but un-productive plots of land. We are currently researching a third enterprise, small-scale goat farming or 'goateries'. Our Livelihood Programme is based on enterprise and not just aid; all our beneficiaries make a small financial contribution so that they have a sense of ownership and responsibility, attend training and help with the long-term sustainability of our projects.

### Poultry Development Services (PDS)

For the year under review, we delivered 6,738 poultry toolkits and trained over 16,000 people in backyard poultry farming. Since operations started in 2011, we have provided training and over 15,000 toolkits to 6,000 home-farmers in rural areas surrounding Kolkata, indirectly impacting the lives of over 35,000 people as each home farmer has, on average, 5 or 6 dependents and we train whole families. We continue to work with the poorest communities in West Bengal; most home-farmers earn approximately Rs100 (approximately £1) per day as agricultural labourers, typically planting paddy, for 200-250 days per year and so live below the World Bank international poverty line.

The Nirdhan team comprises 41 local staff and we are delighted to report that our fourth location at Kolaghat (67 km south-west of Kolkata) is up and running with a superb start. The villagers at Kolaghat have very little or no experience in poultry farming and mostly depend on farm labour for their livelihoods.

We have teamed up with a local organisation called ‘Amar Seva Sangha’,<sup>1</sup> introduced by Nirdhan’s Chairman, Vasant Subramanyan. Our first Livelihood Service Provider (LSP) from Familia location, Santu Dhara, has been promoted to Field Supervisor at Kolaghat leading the team; I have enjoyed watching his progress in the transition from when he first joined Nirdhan to becoming an experienced LSP and now Field Supervisor (see case study in Appendix 4). I felt proud of all 31 LSPs and 4 Field Supervisors when we met at their biannual awards ceremony in November; they are all committed to creating change for their communities and are in turn proud of earning regular incomes and gaining status through their jobs. Each month they are achieving better results with greater efficiency – several home-farmers now feel ready to ‘go it alone’ and others have reported that reducing the 30 day chick mortality rates has encouraged them to develop their poultry enterprises: mortality rates have reduced from 5% in our first year of operation to currently less than 2% at all four locations.

Rather than just continuing with our operations ‘as is’, we continually innovate to address concerns such as high cost of feed by growing algae-based azolla. We respond to unusual weather patterns such as particularly cold winters, hot summers and delayed monsoons by changing the timing of training and toolkit delivery. We also research and introduce new breeds to encourage home-farmers to keep their chicks to lay eggs, generate a continuous income stream and become independent from us.

A further exciting development for our operations has been that we found a supermarket buyer in Kolkata for the chickens, creating the market linkage to the main city that home-farmers having been asking for, rather than just local markets. This linkage has resulted in higher margins for the farmers and an additional funding stream for Nirdhan as the buyer has agreed to donate 25 Rs to Nirdhan for every kg sold.



## Impact

We complete Social Impact Assessments (SIAs) when farmers register for the PDS and again after four toolkits over the course of roughly one year. We combine results from our SIAs with data, observations of change from our field staff and anecdotes from home-farmers.

Results of our SIAs show that the sale of eggs alone can supplement household income by up to 30%; this additional income enables families to have choices to improve their lives, often for the first time. This is very empowering for these otherwise marginalised people. Tangible results are as follows:

- more children in **school** as they can afford the books and uniforms.
- more **nutritious meals** for all family members, especially girls.
- increased access to proper **medical care**.
- increased access to clean **drinking water**.
- increased ownership of **toilets**.
- increased **savings** amongst home-farmers.

Within the household, **the women** tend to benefit most. They are earning money, often for the first time, and have choices. They are respected by their community, in-laws, husbands and children and feel empowered. Most of all, their dream is to send their children to school or keep them there, any parent’s dream the world over. We don’t have the data to verify numbers yet but anecdotally we hear frequently that this is happening (see case study in Appendix 4).

**The children** benefit not just from the training and sense of stewardship and responsibility, but from better chances to access education as well as more nutritious meals. This is especially true for the girls who previously were fed last, whatever was left-over or simply dhal-bhat (rice and lentils) three times per day. With extra income, the women are either able to buy more varied foods or they can add eggs (and sometimes chicken meat) to the diet. Often **the elderly** who can no longer work are given an income stream and sense of responsibility by looking after the chickens. For those who are left alone, PDS has changed their lives, giving them income and dignity.

**The men** benefit as several have been able to start a second enterprise with profits made from PDS or improve their assets of their existing enterprise, such as a rickshaw van to carry goods. As **a community**, there are definite benefits – more toilets are being built, some families have bought televisions which

<sup>1</sup> Amar Seva Sangha is run by Professor Bolai Kishore Samanta, an academic veteran who has been working tirelessly for social improvement in the rural areas since 1977



brings households together, some have bought mobile phones which, in these fairly remote locations, is crucial for the community to use for data dissemination, calling family members who have gone to the city and listening to music. We may not see these as the most vital issues but the communities place huge value on them.

In addition to the impact we are making on our home farmers, the Livelihood Programme has also provided **employment** for 41 local people: 31 Livelihood Service Providers (LSPs), 4 supervisors, 2 data entry operators across 4 locations and 4 management personnel. Our LSPs and supervisors come from the villages and they all report that their families are proud of them for their work, their increased status in the community and for providing a regular wage to the household.

## Income

This year we have earned £27,602<sup>2</sup> from the sale of toolkits, which is encouraging for the sustainability of the programme.

We are also pleased that we have been contacted by two organisations in the last six months who are keen to replicate our poultry model. We are considering a social franchising model by licensing our PDS manual, which showcases our knowledge and expertise. As well as the income for Shivia, a franchising model will enable us to achieve much more than we could alone. However it is not without its risks so we are studying it carefully before taking the final decision on whether to go ahead or not.

## Future

In 2015-16, we plan to deliver 10,000 poultry toolkits. Nirdhan will recruit and train 5 more Livelihood Service Providers (LSPs) at Kolaghat to bring this location to full capacity, in line with our other three locations, Familia, Sundia and Babnan. We will also identify our fifth location by looking for an established, local welfare-based organisation within 70 km of Kolkata. From our experience, the best approach for entering a new location is to tie up with an established organisation on an informal basis so that we can benefit from existing trust amongst villagers, as well as infrastructure, networks, local knowledge and recruitment of good LSPs.

## Agri-Management Services (AMS)

Our expansion policy is based on a needs-based strategy by helping our existing home-farmers in a deeper more integrated way, in parallel with rolling out the PDS model to new areas. This approach is also

more cost-effective for Nirdhan, using the same infrastructure we have developed for PDS and our current LSPs.

AMS provides soil testing and training on how to develop small plots to produce high yield crops and a new source of income for the family. We have now helped over 300 families in AMS, formed 18 Farmer Interest Groups and feedback to date is very positive. The groups have undergone rigorous practical and theoretical (demonstration and video-based) training for Systems of Rice Intensification (SRI). It is a low water, labour intensive, organic method that uses younger seedlings singly spaced and typically with special tools. All the farmers were engaged in paddy cultivation during the monsoon season (July-September). They have also received training in mustard cultivation and the use of bio-organic pesticides and fertilisers.



## Impact

The impact of AMS is very apparent since fields that were previously not productive now are. They are much healthier than the neighbouring fields which have not benefited from our services. Our trustees who saw AMS in practice for the first time during their visit in March were struck by the clear benefits to our farmers of this programme.

Most of our beneficiaries are **the men** in the household as the land is often far from home. They benefit from extra income and the ability to pay off debts and spend on their families. Some of the feedback is that families are able to stay together as by generating income, the men do not have to migrate to the cities in search of work. A long-term benefit to the farmer and Nirdhan is that once trained, the farmer has skills in AMS for life and no longer needs our services (see case study in Appendix 4). Like PDS, **the children** benefit from the increased income this scheme generates which gives them a better chance of

<sup>2</sup> Exchange rate: 1 GBP = 92.76 INR (31st March 2015)

affording schooling as well as more nutritious meals, especially when the farmers can start growing more varied crops on their land. As **a community**, there are definite benefits – more land is in production, toilets are being built and families are staying together.

In addition to the impact we are making on our home farmers, the eight LSPs who are working on PDS and AMS have benefitted from training and increasing responsibility.

### **New projects**

We are in the process of researching a third enterprise, small-scale goat farming or, in the local vernacular, 'goateries'. As with PDS and AMS, we are responding to the needs and requests of our farmers who see goats as the 'asset of the poor'.

### **Measuring our social impact**

Measuring impact is of utmost importance as it drives our strategy, engages and retains staff who are proud of what we are achieving and ensures we are spending our donors' money effectively. We have spent much time developing our Social Impact Assessments (SIAs) to select clients as well as measure progress over time. The SIAs are based on the Progress out of Poverty Index (PPI) developed by the Grameen Foundation which looks at 12 key socio-economic indicators and are clear, statistically-sound indicators as to whether or not the project is working. We also record observations of change from our field staff as well as anecdotes from the home-farmers. It is obviously hard to ascertain what exactly is due to our work but we have decided that a randomised control trial at this stage would probably be too expensive and prove little more than what we already know from our SIAs and field staff feedback; this conclusion has been externally verified by a PPI consultant, an acknowledged expert in this field. However, we now have data entry operators at all four locations ensuring our records are accurate and we are transitioning into a database to analyse our data better.

### **Partners Programme**

This year marks the formal ending of our Partners Programme where we supported other local NGOs involved in microfinance or livelihood projects. Now that Shivia India (Nirdhan) is a strong team and the outstanding contracts with our partners have come to an end, we are focusing all our efforts on building and funding Nirdhan rather than spending time monitoring and trying to influence the work of others. We continue, however, to maintain an excellent relationship with both SAATH (Gujarat) and BASE (West Nepal) and have been pointing donors directly to BASE (and their network) following the terrible

flooding in August 2014 and the more recent devastating earthquakes in April and May 2015.

With SAATH, we supported two programmes – their microfinance work and the livelihood training centre. Both programmes had clear objectives and goals with a time-span worked out by Shivia and SAATH together. With the microfinance work, we supported SAATH for a period of four years until they were in a position to transition to a non-bank financial corporation (NBFC). This was deemed a great success from both sides and our support was instrumental to this happening. The livelihood training programme was supported by Shivia for two years during which period 1,009 slum-dwellers were trained, of which 90 were women. Reports from beneficiaries of this programme show that obtaining skills as masons, plumbers and engineers has indeed enabled them to earn more regular income, which has changed their lives and given them respect. SAATH has found another donor to continue this programme.

Our five year partnership with BASE has come to an end as per the contract we drew up in 2009; at present we are awaiting the repayment of the loan. Shivia helped BASE design and start their microfinance programme and it has been a huge success; like SAATH, BASE is in a position now to transition to a bank and has received the licences to do so, no longer requiring our financial support. Also, the water pumps we donated to BASE are running and greatly benefitting the local communities.

### **Fund-raising**

In 2015-6, we need to raise £215,000. We will continue to pitch to a range of corporates, foundations, high-net worth individuals and every-day givers. We are increasing our efforts to raise funds in India and I spent time in Mumbai in March to hold some initial meetings and conversations. We are aware that the 2014 CSR legislation in India creates a potential fund-raising opportunity for Shivia. The legislation requires large and medium-sized Indian companies to spend 2% of profits on charitable causes within India. We have spent much of the last six months researching potential opportunities and trying to make sense of the landscape. The immediate challenge however is that several donors here in the UK feel we can now source our funds in India because of the new legislation. However, the reality is that most of the money in India is in cities such as Mumbai (Bombay), Delhi, Bangalore, Chennai (Madras) and Ahmedabad, not Kolkata (Calcutta). People and companies tend to give in their 'own back yard' where it makes personal or business sense and so asking someone from Mumbai to give to Kolkata is somewhat counter-cultural and hence challenging!

We started Friends of Shivia USA in April, which we hope will attract US donors as they can now benefit from the tax relief. Having won the Global Giving Gateway Challenge competition in June 2014, we were also cross-posted to the Global Giving US site which means we can also attract US donors through that platform.

As mentioned, we are in the process of developing our PDS manual, which gives us the potential to develop our social franchising model and generate some income.

## **Acknowledgements**

We were sad to lose Charlotte Allum-Smith in December who moved permanently to Africa where she had spent much of the past three years. Even though Charlotte is greatly missed, we are delighted that Victoria Denison has joined us as Shivia's Executive Assistant.

I am thankful to all those advisers and supporters who have so generously given their time, knowledge, guidance and skills to Shivia. And all those of you who have helped us in our fundraising by organising events, introducing us to potential donors and giving so generously yourselves. It hugely motivates our local team and beneficiaries to know that people across the other side of the world are doing things to help improve their lives.

I would also like to mention that whilst I was awarded the Women of the Future Award in October 2014 and we were short-listed for the Schwab Foundation's 2015 Social Entrepreneur of the year, these recognitions were both due to the commitment of my team and the families and women we work with who work tirelessly each day to better their lives. They inspire us all on a daily basis and as Chandrani, our Head of Livelihoods, says:

**“We can try and measure our impact through data collection and analysis but ultimately, the smiles of the people says it all. They are no longer smiles of hope but smiles of achievement, no longer smiles with resignation in their eyes but smiles with twinkles in their eyes.”**



**Olivia Donnelly**





## Report of the trustees

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2015. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP 2015) Accounting and Reporting by Charities' issued in July 2014.

The company was entered on the Register of Charities by The Charity Commission on 27th October 2008, number 1126444.

### Trustees

Mr Stuart Tester	Non-executive Chairman of the board
Ms Olivia Donnelly	Chief Executive Officer
Mr Christopher Langridge	Chief Financial Officer
Mr Timothy Neslen	Non-executive
Mr Nishant Lalwani	Non-executive

### The Charity's Objects

The charity's objects are:

(a) the relief of need in areas of social and economic deprivation (and in particular in India and Nepal) by:

(1) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help:

- (i) in setting up their own business; or
- (ii) to existing businesses; and

(2) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience; and

(b) the relief of unemployment for the benefit of the public in such ways as may be thought fit, including assistance to find employment.

### Mission and Values

Shivia's mission is to empower the poorest to create livelihoods, boost income and inspire positive, permanent change.

Shivia's core values remain embedded in all decisions we make: transparency, needs-driven, impact-driven, responsive and sustainability.

### Livelihood Programme

Shivia's Livelihood Programme operates in the state of West Bengal, India and is our main focus. It is conducted by Shivia India operating under its local name of Nirdhan Development and Microfinance. Shivia India provides poor rural families with skills and toolkits to increase their household income.

Our first project, Poultry Development Services (PDS), covers four locations (593 villages) within a roughly 30-40 mile radius of Kolkata. PDS gives families training in their village in all aspects of backyard poultry farming as well as basic finance. Each family is also supplied with a subsidised toolkit consisting of ten one-day old chicks or ducks, a course of vaccinations, medication, initial feed and daily mentoring. After about 13 weeks the chickens may be sold locally or kept for food, egg production or breeding.

Our second project - Agri-management Services (AMS) – started in April 2014 and provides soil testing kits and subsidised agricultural advisory services to farmers to help them improve crop yields. With AMS we work with the same farmers as we help through PDS.

The current positions of both projects are explained more fully in the Chief Executive's report.

## **Partners programme**

Our Partners Programme is a smaller part of Shivia's overall work now that Shivia India (Nirdhan) and our Livelihood Programme are operating successfully. Donations, received primarily from the UK, have been lent interest-free to two local partners, which run microfinance schemes - SAATH Trust in urban Gujarat and Backward Society Education ('BASE') in rural West Nepal. SAATH Trust fully repaid their loan in the year under review and we expect BASE to repay their loan in 2015-16. We also made donations for a construction training centre in Gujarat and to help with the devastating floods in Nepal in August 2014.

## **Public Benefit**

The trustees confirm that they have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing Shivia's aims and objectives and in planning future activities. In particular, the trustees have considered how planned activities will contribute to the Charity's aims and objectives.

Our main achievements in the year under review are:

Distributed 6,738 poultry toolkits to 5,608 farmers.

Opening of fourth field location.

Introduction of second livelihood project, Agri-management Services.

Please refer to Chief Executive's report for more detail on projects and achievements.

## **Financial review of the period**

Results of the year ended 31<sup>st</sup> March 2015 are shown in the Consolidated Statement of Financial Activities on pages 12-13. The financial statements should be read in conjunction with their related notes, which appear on pages 14-20.

In summary, the Charity's income for the period was £214,625 details of which are shown in the income and expenditure account on page 12.

Income credited to the West Bengal, Gujarat and Nepal funds may be used only for operations in those states respectively. Income credited to the Unspecified Operations fund may be used only for operations, in such locations as the board may authorise.

£57,500 was sent to Nirdhan for its Livelihood Programme.

The board's reserves policy is to retain sufficient cash balances to meet the following 12 months' costs.

## **Governance and management**

### **Governing document**

The company is limited by guarantee, the governing document being its Memorandum and Articles of Association, as amended by special resolution dated 16 October 2008. Membership, which is limited to the subscribers to the Memorandum of Association and to the trustees, is not transferable. The liability of each member in the event of the dissolution of the company is limited to £10.

## Trustees

The trustees may appoint additional trustees or to fill a casual vacancy; such appointees must retire at the next annual general meeting, but may offer themselves for re-election. The board, which must have at least three members, provides governance and oversight; it meets six times a year and holds interim telephone conferences.

Mr Tester is Chairman of the board; Ms Donnelly is Chief Executive Officer and Mr Langridge is Company Secretary and Chief Financial Officer. The Remuneration Committee comprises Messrs. Tester and Neslen.

At the forthcoming Annual General Meeting, Mr Langridge will resign as a trustee and offers himself for re-election.

## Management

The management team comprises Ms Donnelly, Chief Executive Officer, Mr Langridge, Chief Financial Officer and Mrs Victoria Denison, Executive Assistant, both of whom report to Ms Donnelly.

Ms Donnelly, who is in charge of the day-to-day running of the company, planning, fund raising and the management of risk, reports to the board of trustees.

The company, with the authorisation of the Charity Commission under section 26 of the Charities Act 1993, pays Ms Donnelly a salary of £34,500 pa.

Mr Langridge, who works on a voluntary basis, assists Ms Donnelly with planning and organisation. He is responsible for the finance functions and advises the board on matters of governance.

Mrs Denison is responsible for day-to-day administrative matters, event organisation, helping with donor reports and newsletters as well as assisting Ms Donnelly with fund-raising.

Mr Jogeshwar Rao, the General Manager of Nirdhan, is responsible for the day-to-day operations in Kolkata; he reports to the directors of Nirdhan. He also monitors the funds lent to the two partners, reporting thereon to Ms Donnelly.

Shivia enjoys generous support from a number of friends and advisers (legal, website, office space) as well as volunteers who help with specific purposes, such as events.

## Facilities

The company's registered office is at EFG Private Bank, London, a donated service for which it is most grateful.

This statement was approved and authorised for issue by the board on 2<sup>nd</sup> July 2015 and signed on its behalf by:

**Olivia Donnelly**  
Trustee



**Stuart Tester**  
Trustee





# SHIVIA

## Consolidated statement of financial activities including Income & Expenditure Account for the year ended 31st March 2015

			2015	2014
	Note	General fund £	Restricted funds £	Total £
<b>Incoming resources</b>				
Voluntary income	4	103,764	67,762	171,526
Activities for generating funds		8,301	3,223	11,524
Trading income		0	27,601	27,601
Investment income	5	358	3,615	3,973
Total incoming resources		112,423	102,202	214,624
<b>Resources expended</b>				
Cost of generating funds	6	20,934	0	20,934
Charitable activities	6	33,911	138,913	172,824
Governance costs	6	18,691	(5,573)	13,118
Total resources expended		73,536	133,340	206,877
<b>Net movement in funds</b>				
		38,887	(31,139)	7,748
<b>Reconciliation of funds</b>				
Total funds brought forward		86,310	112,049	198,359
<b>Total funds carried forward</b>	15	125,197	80,910	206,107

The accompanying notes and policies form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Trustees on 2nd July 2015 and signed on their behalf by :

**Olivia Donnelly**  
Trustee



**Stuart Tester**  
Trustee



# SHIVIA

## BALANCE SHEETS

31st March 2015

	Note	31 March 2015		31 March 2014	
		The Group £	The Company £	The Group £	The Company £
<b>Fixed assets</b>					
Tangible assets	10	2,751	771	2,436	1,058
Programme related investments	11	19,369	258,719	71,416	308,401
		22,120	259,490	73,852	309,459
<b>Current assets</b>					
Stocks		169		120	
Debtors	12	3,946	237	2,178	0
Cash at bank		193,999	118,782	140,718	90,887
		198,114	119,018	143,016	90,887
<b>Creditors - amounts falling due within 1 year</b>	13	(14,127)	(4,884)	(18,509)	(103,236)
<b>Net current assets</b>		183,987	114,134	124,507	(12,349)
<b>Total assets less current liabilities</b>		<b>£ 206,107</b>	<b>£ 373,624</b>	<b>£ 198,359</b>	<b>£ 297,110</b>
<b>Funds</b>					
Unrestricted income funds	15	118,680	118,680	86,310	86,310
Restricted income funds :					
West Bengal fund	15	74,690	242,207	52,867	151,618
Gujarat fund	15	0	0	17,847	17,847
Nepal fund	15	2,520	2,520	4,649	4,649
Unspecified operations fund	15	10,217	10,217	36,686	36,686
<b>Total funds</b>		<b>£ 206,107</b>	<b>£ 373,624</b>	<b>£ 198,359</b>	<b>£ 297,110</b>

For the financial period ended 31st March 2015 the Company was entitled to exemption from audit under section 477 Companies Act 2006 ("the Act") relating to small companies. The members have not required the Company to obtain an audit of these financial statements in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The accompanying notes and policies form an integral part of these financial statements.

The financial statements were approved and authorised for issue by the Trustees on 2nd July 2015 and signed on their behalf by :

**Olivia Donnelly**  
Trustee

**Stuart Tester**  
Trustee




# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

### 1 Accounting policies

#### a) Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2015) issued in July 2014, adopting the following principal accounting policies :

#### b) Incoming resources

Voluntary income which provides core funding or is of a general nature is recognised when there is a certainty of receipt and the amount can be measured with sufficient reliability. Such income is only deferred where the donor specifies that the donation must only be used in future accounting periods or has imposed conditions which must be met before the Company has an unconditional entitlement. Investment income is recognised on a receivable basis. Donated services and facilities are included at values estimated by the donors.

#### c) Volunteers

No provision is made in these financial statements for the value of services provided by volunteers. Further details of the contribution made by volunteers can be found in the Trustees' Report.

#### d) Resources expended

Expenditure is recognised when a liability is incurred.

#### e) Value added tax

Irrecoverable value added tax is charged against the category of expenditure on which it was incurred.

#### f) Funds structure

The Company has a number of restricted income funds to account for situations where donors have given funds for specified purposes. Details of such funds are shown in note 15.

#### g) Programme related investments

Details of programme related investments are set out in note 11.

#### h) Depreciation of tangible fixed assets

Fixed assets are depreciated to write them off over their expected useful lives  
in the United Kingdom by equal annual instalments at the rate of 20% on cost  
in India at the following rates on the reducing balance -

computers	60%
office equipment	20%

### 2 Legal status of the Company

The Company is limited by guarantee and has no share capital. The liability of each member in the event of the dissolution of the Company is limited to £10.

### 3 Consolidated accounts

The Company is the principal provider of funds to Shivia India and Nirdhan Development & Microfinance (note 11) and the management teams of the three entities have a close working relationship. Accordingly, for the purposes of presenting a complete, true and fair view the state of financial affairs of all the group interests, the Trustees of the Company have prepared consolidated financial statements.



# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

	£	£	2015 £	2014 £		
4 Sources of voluntary income	Unrestricted	Restricted	Total	Total		
Individuals	44,690	25,472	70,162	57,557		
Foundations and trusts	56,334	32,587	88,921	32,500		
Donated services	2,740	9,703	12,443	18,537		
	103,764	67,762	171,526	108,594		
5 Investment income						
Bank interest	358	3,615	3,973	2,165		
6 Resources expended						
	Fund raising	Governance	Administration	Charitable activities	Total	Total
Unrestricted fund						
Costs directly attributable to activities						
Staff costs	13,917	3,930	1,802	27,024	46,673	30,410
Travel and subsistence	4,272	0	610	5,637	10,519	6,037
Activities for generating funds	2,319				2,319	20
Audit fees		1,000			1,000	1,058
Accountancy fees		5,921			5,921	
Legal costs		348			348	0
Legal costs *		0			0	4,844
	20,509	11,198	2,412	32,661	66,780	42,369
Support costs						
Office costs	0	255	2,688	1,250	4,193	5,904
Office costs *		0	2,740		2,740	5,500
Depreciation of fixed assets		0	288		288	288
Provision for doubtful debts		0			0	0
Provision for exchange differences		(901)	12		(889)	0
Other	426	0			0	3,851
Other *	0				0	360
	426	(645)	5,728	1,250	6,758	15,903
	20,934	10,553	8,139	33,911	73,538	58,272

# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

### 6 Resources expended, continued

	Fund raising	Governance	Administration	Charitable activities	Total	Total
<b>Restricted funds</b>						
Costs directly attributable to activities						
Grants to Partners				6,087	6,087	20,000
Staff costs				45,162	45,162	16,661
Purchases for resale				21,250	21,250	11,764
Travel and subsistence				2,071	2,071	1,375
Audit fees		432		0	432	272
Consultancy Fees				7,977	7,977	0
	0	432		82,547	82,979	50,072
Support costs						
Staff costs				17,467	17,467	13,399
Travel and subsistence				4,935	4,935	2,636
Consultancy fees				0	0	0
Office costs		5,724	6		5,730	3,957
Office costs *		8,086			8,086	7,079
Legal costs		157		355	512	471
Legal costs *		1,617			1,617	754
Depreciation of fixed assets		0	370		370	234
Provision for doubtful debts		0		19,000	19,000	0
Provision for exchange differences		(21,965)		14,609	(7,356)	31,116
	0	(6,381)	376	56,366	50,361	59,646
	0	(5,949)	376	138,913	133,340	109,718
<b>Total all funds</b>	20,934	4,604	8,515	172,824	206,878	167,990

\* donated services

	The Group £	2015 The Company £	The Group £	2014 The Company £
<b>7 Analysis of staff costs</b>				
Ms O M Donnelly, gross salary	34,500	34,500	17,809	17,809
Other UK staff, gross salary	10,000	10,000	10,000	10,000
UK employer's national insurance	2,173	2,173	2,601	2,601
Indian staff - gross salaries	51,199	0	28,195	
Indian staff - payroll costs	11,430	0	1,865	
Pension cost	0	0	0	0
	109,302	46,673	60,470	30,410
Average number of staff employed during the year	43	2	26	2
Average number of full time equivalent employees	43	2	26	2
Number of employees with emoluments above £60,000	0	0	0	0

# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

	The Group £	2015 The Company £	The Group £	2014 The Company £
<b>8 Movement in total funds for the period</b>				
Depreciation	682	288	522	288
Auditors' remuneration	1,432	1,000	272	1,058
<b>9 Taxation</b>				
The Company is a registered charity and no provision for taxation is considered necessary.				
<b>10 Tangible assets</b>				
<b>Office equipment</b>				
<b>Cost</b>				
At 1st April 2014	3,529	1,438	2,896	1,438
Additions	995	0	633	0
Disposals	0	0	0	0
At 31st March 2015	4,524	1,438	3,529	1,438
<b>Depreciation</b>				
At 1st April 2014	1,093	380	571	92
Depreciation charge	682	288	522	288
Disposals	0	0	0	0
At 31st March 2015	1,775	668	1,093	380
<b>Net book value</b>				
At 1st April 2014	2,436	1,058	2,325	1,346
At 31st March 2015	2,751	771	2,436	1,058
<b>Total net book values</b>				
At 1st April 2014	2,436	1,058	2,325	1,346
At 31st March 2015	2,751	771	2,436	1,058
<b>11 Programme related investments</b>				
Backward Society Education, Nepal	19,369	19,369	35,723	35,723
SAATH Trust, Gujarat	0	0	35,693	35,693
Nirdhan Development & Microfinance	0	239,350	0	186,025
Shivia India	0	0	0	50,960
	19,369	258,719	71,416	308,401

The loan to Backward Society Education, which is denominated in Nepalese Rupees, is to fund part of a project for the eradication of poverty in West Nepal and is repayable in 12 equal monthly instalments beginning in January 2015. Following the natural disasters affecting the country over the last 12 months, The Board considered it prudent to increase the possible bad debt provision by £19,000. The management of BASE have confirmed that they intend to repay the entire loan but have indicated that the start date for repayment has slipped.

The loan to Saath Trust which was denominated in Indian Rupees, was to fund part of a project for the eradication of poverty in the state of Gujarat; the entire loan was repaid during the year directly to Shivia India. The Company recognised a loss on exchange of £14,608 on receipt of the repayment of the entire loan from SAATH.



# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

	The Group £	2015 The Company £	The Group £	2014 The Company £
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### 11 Programme related investments, continued

Nirdhan Development and Microfinance ('Nirdhan') which manages an agricultural programme for the alleviation of poverty in a number of rural areas of West Bengal, is a private limited liability company formed in August 2011 in accordance with the provisions of section 25 of the Indian Companies Act, 1956, under which it is required to apply its income to the promotion of its objects and is prohibited from paying dividends or remuneration to its members. The directors of Nirdhan are Messrs Vasant Subramanyan, Shourya Mandal, Amitabh Rai, Deepak Daftari and S Radhalrishnan all of Indian nationality and residence. During the year under review Nirdhan obtained Permanent Approval under the FCRA from the Central Government of India under section 11(2) of the Foreign Contribution (Regulation) Act, 2010 which allows it to accept any amounts of donations from any donor to be used exclusively for the purpose of income generation projects/schemes, without having to obtain approval first. The Company has no legal control over Nirdhan : the relationship between the two companies is defined in a Memorandum of Understanding dated 12th February 2013.

Its aggregate assets at 31st March were £79,785 (2014 £52,928) its liabilities £9,038 (2014 £5,379) and its funds £70,746 (2014 £47,549). Its incoming resources for the year were £169,922 (2014 £64,466), its resources expended £146,724 (2014 £-1,342) and its net movement of funds was £70,745 (2014 £47,548).

Shivia India ('the Trust'), is a public charitable trust within the meaning of the Indian Trust Act, 1908, formed in December 2009 with the intention of managing the agricultural programme referred to above until such time as a suitable company could be formed with permission to receive foreign contributions. The sole trustee is now Mr Vasant Subramanyan of Indian nationality and resident in India. The Company has no legal control over Shivia India but relies on personal relationships between the two boards of directors and the two teams of executives. In order to rationalise the future operations, the Board of Shivia India has determined that its assets and liabilities will be transferred to Nirdhan and it will, when the due processes have been followed, be wound up.

Its aggregate assets at 31st March were £1,213 (2014 £545) its liabilities £205 (2014 £422) and its funds £1008 (2014 £122). Its incoming resources for the year were £38,907 (2014 £35) its resources expended £38,021 (2014 £11,412) and the net movement of its funds was £886 (2014 minus £9,451).

### 12 Debtors

Trade debtors	0	0	0	0
Gift Aid recoverable	0	0	0	0
Prepayments	3,946	235	2,178	0
	<u>3,946</u>	<u>235</u>	<u>2,178</u>	<u>0</u>

### 13 Creditors - amounts falling due within 1 year

Trade creditors	1,224	954	522	522
Tax creditors	0	0	1,055	1,055
Saath Training Scheme	0	0	10,000	10,000
Commitment to Nirdhan	0	0	0	90,527
Accrued expenses	12,903	3,930	6,932	1,132
	<u>14,127</u>	<u>4,884</u>	<u>18,509</u>	<u>103,236</u>

# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

	The Group £	2015 The Company £	The Group £	2014 The Company £
<b>14 Contingent liability</b>				
	0	0	0	0

## 15 Analysis of funds movements

	General fund £	West Bengal fund £	Gujarat fund £	Nepal fund £	Unspecified operations fund £	Total £
<b>2015 The Group</b>						
Balance at beginning of period	86,310	52,867	17,847	4,649	36,686	198,359
Incoming resources	112,423	96,116		6,087		214,626
Interfund transfer		34,865	(17,433)		(17,433)	0
Resources expended	(80,053)	(109,158)	(415)	(8,216)	(9,037)	(206,879)
Balance at end of period	118,680	74,690	0	2,520	10,217	206,107
<b>2015 The Company</b>						
Balance at beginning of period	86,310	151,618	17,847	4,649	36,686	297,110
Incoming resources	112,423	55,195		6,087		173,705
Interfund transfer		34,865	(17,433)		(17,433)	0
Resources expended	(80,053)	527	(415)	(8,216)	(9,037)	(97,194)
Balance at end of period	118,680	242,205	0	2,520	10,217	373,621

# SHIVIA

## NOTES TO THE ACCOUNTS for the year ended 31st March 2015

### 15 Analysis of funds movements, continued

	General fund	West Bengal fund	Gujarat fund	Nepal fund	Unspecified operations fund	Total
<b>2014 The Group</b>						
Balance at beginning of period	76,141	65,629	45,000	6,113	49,772	242,655
Incoming resources	68,441	55,253	0	0	0	123,694
Resources expended	(58,272)	(68,015)	(27,153)	(1,464)	(13,086)	(167,990)
Balance at end of period	86,310	52,867	17,847	4,649	36,686	198,359
<b>2014 The Company</b>						
Balance at beginning of period	76,141	119,202	45,000	6,113	49,772	296,228
Incoming resources	68,441	32,500	0	0	0	100,941
Resources expended	(58,272)	(84)	(27,153)	(1,464)	(13,086)	(100,059)
Balance at end of period	86,310	151,618	17,847	4,649	36,686	297,110

Income credited to the West Bengal, Gujarat and Nepal funds may be used only for operations in those states respectively.

Income credited to the Unspecified Operations fund may be used only for operations, in such locations as the Board may authorise.

	2015 The Company £	2014 The Company £
<b>16 Related party transactions</b>		
The Company incurred the following expenses for five Directors in connection with the Company's operations as follows :		
Travelling	7,189	2,528
Subsistence & entertaining	1,345	120
Telephone	1,347	1,312
Other	638	894
	<u>10,519</u>	<u>4,854</u>

The Company, with the authorisation of the Charity Commission under section 26 of the Charities Act 1993, pays Ms Donnelly a salary of £34,500 pa.

### 17 Auditor and independent examiner

Neither the Indian auditor nor the United Kingdom external examiner was paid for any other financial services than their audit and external examination respectively.

## Statement of trustees' responsibilities

### General responsibilities

The trustees are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and the United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- make judgments and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The trustees confirm that they have complied with the above requirements in preparing the financial statements.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2008. They are also responsible for safeguarding the assets of the company and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Trustees' declaration on unaudited financial statements

In relation to the financial statements comprising the Profit and Loss Account, the Balance Sheet, the Accounting Policies and the related notes the trustees approve these financial statements and confirm that they are responsible for them, including selecting the appropriate accounting policies, applying them consistently and making, on a reasonable and prudent basis, the judgments underlying them. They have been prepared on the going concern basis on the grounds that the company will continue in business.

The trustees confirm that to the best of their knowledge and belief, the accounting records reflect all the transactions of the company for the period ended 31st March 2014.

Signed on behalf of the board

**Olivia Donnelly**  
Trustee

**Stuart Tester**  
Trustee





## Independent examiner's report to the trustees of Shivia

I report on the accounts of the company for the period ended 31 March 2015, which are set out on pages 12-20.

### Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this period under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



H W G Maxwell FCA

Maxwell & Co  
Suite 13, The Granary  
Hones Yard  
1 Waverley Lane  
Farnham GU9 8BB  
Surrey

## Appendix 1: Map of Operations

Our Livelihood Programme in West Bengal is operational in four rural locations in the outskirts of Kolkata, all within a 70km radius of the city.

**1. Kanchrapara (Familia):**  
**Operating since March 2011**

**2. Babnan: Operating since**  
**September 2011**

**3. Sundia: Operating since**  
**April 2014**

**4. Kolaghat: Operating since**  
**December 2014**



## Appendix 2: Administrative Details of Shivia and Nirdhan

### Shivia

Registered office address:	c/o EFG Private Bank Ltd, Leconfield House, Curzon Street, London, W1J 5JB
	Email: <a href="mailto:info@shivia.com">info@shivia.com</a>
	Website: <a href="http://www.shivia.com">www.shivia.com</a>
Company registration number:	6596925
Charity registration number:	1126444
Bankers:	HSBC Bank, 129 New Bond Street, London W1S 1EA
Legal advisors:	Clifford Chance LLP, 10 Upper Bank Street, London E14 5JJ

### Nirdhan

Registered office:	D2 Rawdon Chambers, 11A Rawdon Street, Kolkata 700 017
Registration number:	11780
Auditors:	Banerjee & Bose, Chartered Accountants, 131/19 Netaji, Subhas Chandra Bose Road, Kolkata 700 040
Bankers:	HSBC Bank Ltd, 31 BBD Bagh, Kolkata 700 001
	Karur Vyaya Bank, 37 Shakespeare Sarani, S.B. Towers, Kolkata 700 017
	SBI Shakespeare Sarani Branch, Kolkata 700 017
Legal Advisors:	Fox Mandal, 12 Old Post Office Street, Kolkata 700 001
	LP Agarwalla & Co, 1B Old Post Office Street, Emerald House, Ground Floor, Kolkata 700 001



## Appendix 3: Biographies - Shivia UK

### Nick Jenkins, Patron

**Appointment Date:** Mr Jenkins was appointed patron of Shivia in April 2015.

**Career:** Nick Jenkins is the founder of Moonpig.com. After reading Russian at University he spent eight years working as a commodity trader in Moscow before returning to the UK in 1998 to study for an MBA at Cranfield University. Immediately after graduating Nick set up the online greeting retail business Moonpig.com which by 2011 had over four million customers worldwide. Since 2008, Nick has been actively investing in other start-up businesses, mostly in the technology and internet retail space, as well as being one of the dragons on the BBC's Dragon's Den. He sits on the investment committee of Impact Ventures UK, an investment fund which invests in social enterprises using innovation to find better solutions to social issues in the UK. Nick is a trustee of the international educational charity Ark.



### Olly Donnelly, CEO and Trustee

**Nationality:** British **Age:** 35

**Appointment Date:** Ms Donnelly founded Shivia in December 2007 and became a trustee in May 2008. She became Chief Executive in September 2010.

**Career:** Prior to Shivia, Ms Donnelly worked at Accenture Strategy in London and the World Bank in Washington DC. At the World Bank, she was awarded the World Bank Youth Innovation Fund.



**Education:** MSc (Distinction) and MA Geography (First Class Honours) both from Oxford University.

**Other:** Olly has travelled extensively over the last 15 years both in India and Nepal and has much experience working with NGOs and charities. She sits on the board of the charity MATTS; her Oxford College Committee, St Edmund Hall; her school Alumnae Committee, St Mary's Ascot. Olly previously sat on the International Committee for Leonard Cheshire International and the board of Moonpig Foundation. She is the UK Ambassador for the NGO, BASE, working with very poor communities in West Nepal and is also heavily involved with the foster home, Familia, in West Bengal. In 2014, Olly was awarded 'Women of the Future, Community Spirits' and in 2009 she was selected as one of Management Today's '35 women under 35'.

### Stuart Tester, Chairman

**Nationality:** British **Age:** 63

**Appointment date:** Mr Tester was appointed a trustee in May 2008 and Chairman in October 2009.

**Career:** Mr Tester is a consultant in the international gas and energy business. Prior to this he was a Senior Executive with Royal Dutch Shell. He is also an adviser to the boards/CEOs of several businesses across a range of industry sectors, and works with the Cranfield Trust providing management support to various charities.



**Education:** Applied Chemistry at Greenwich University (First Class Honours).

**Other:** Former Special Adviser on Middle Eastern Affairs to TRHs The Prince of Wales and The Duchess of Cornwall.



### Christopher Langridge, Trustee and Executive Director of Finance

**Nationality:** British **Age:** 60

**Appointment Date:** Mr Langridge was appointed a trustee in December 2013.

**Career:** Mr Langridge has worked in manufacturing and financial services in Asia, Europe and the USA for 30 years at board level, in both general management and financial management. He has been a director of two public listed companies and runs his own consultancy business, advising a number of small companies on improving performance.

**Education:** Chartered Accountant (FCA) from Ernst & Young, London.



### Tim Neslen, Trustee

**Nationality:** British **Age:** 32

**Appointment Date:** Mr Neslen was appointed a trustee in September 2009; prior to this he volunteered with Shivia for four months.

**Career:** Mr Neslen works for Aventicum Capital Management, a real estate private equity fund. Prior to this he was at The Townsend Group, a real estate investment solutions firm, where he ran their co-investment program in Europe. Before this he was at Europa Capital, a real estate private equity fund, focusing on acquisitions. He started his career at Goldman Sachs in the merchant banking division.

**Education:** MA Geography at Oxford University, gaining the Shell prize for Field Work.



### Nishant Lalwani

**Nationality:** British **Age:** 33

**Appointment Date:** Mr Lalwani was appointed a trustee in December 2013.

**Career:** Mr Lalwani has extensive experience in the international development and social enterprise sectors, including working with some of India's largest microfinance companies. He started a new fund, the Global Innovation Fund, to support the development, testing and scaling of innovations that accelerate poverty alleviation. Prior to this, Mr Lalwani was a core part of the Monitor Inclusive Markets group in India, which is focused on 'market-based solutions to create social change'. In this role he published papers on how businesses can engage the Bottom of the Pyramid in journals such as the Harvard Business Review. Before Monitor, he worked with the UNDP in Zambia and also spent several years in London and New York as a strategy consultant with Marakon Associates.

**Education:** MBA from Harvard Business School; MEng in Aeronautical Engineering and a BA in General Engineering from Cambridge University.



### Victoria Denison

**Nationality:** British **Age:** 51

**Appointment Date:** Ms Denison joined as Shivia's Executive Assistant in December 2014.

**Career:** Victoria's background is in marketing and business events and has most recently been working in the charity sector. She helped establish The Abubilla Music Foundation in 2011 to research, record and preserve the traditional music heritage of East Africa and, as Project Manager, travelled extensively in Uganda in support of the charity's music recording programme, The Singing Wells Project.

**Education:** BA Joint Hons Law & Psychology, Keele University.

**Other:** Governor at Sheen Mount Primary School.



## Appendix 3: Biographies - Shivia India

### Vasant Subramanyan: Chairman

**Nationality:** Indian **Age:** 50

**Appointment Date:** Mr Subramanyan was appointed a director of Nirdhan in August 2011.

**Career:** Mr Subramanyan is Director and CEO of Last Peak, a full-service healthcare management and billing group. He is a serial entrepreneur and has promoted a number of business entities providing services to various healthcare companies in the USA. He has also been a consultant in the info-tech space to technology ventures in the US which have seen the convergence of platforms in data, voice and picture capture. Mr Subramanyan was an international corporate compliance & financial administration consultant and former multi-national, F200 consultant on cross-border trade, statutory compliance, mergers and acquisitions.

**Education:** Bachelor of Commerce and Bachelor of Law, Calcutta University.

**Other:** Past President of Indo-American Chamber of Commerce (Eastern Regional Council) and Past President of TiE, Kolkata – a not for profit organisation, which advocates and promotes entrepreneurship.



### Shouryabrata Mandal: Director

**Nationality:** Indian **Age:** 48

**Appointment Date:** Mr Mandal was appointed a Director of Nirdhan in August 2011.

**Career:** Mr Mandal is a partner at the Indian national law firm, Fox Mandal, based in Kolkata. He focuses on corporate and commercial law and has been named as one of the International Who's Who for Corporate Lawyers and Real Estate lawyers.

**Education:** Solicitor, England & Wales. Bsc (Honours) in Economics from Kolkata University and LLB from University of Bombay.

**Other:** Founder Chairman of the British Business Group, Kolkata; Former National President of Indo-American Chamber of Commerce.



### Deepak Daftari: Director

**Nationality:** Indian **Age:** 37

**Appointment Date:** Mr Daftari was appointed a director of Nirdhan in November 2012.

**Career:** Mr Daftari is the CEO and Director of eSiksha.com & DD WebVision Pvt. Ltd. eSiksha.com is an education venture started in 1999 for the student community in India and today boasts a membership strength of one million users. DD Webvision Pvt. Ltd. is an executive resourcing firm catering to some of the most well-known IT Companies in India. He is an active angel investor, having invested in startups in multiple arenas such as IT, hospitality, education and QSR. He is also a domain investor, buying and selling high value domain names and has helped quite a few Fortune 500 companies acquire strategic domain names, in stealth mode.

**Education:** Bachelor of Commerce (Hons), Calcutta University. Diploma in System Analysis & Data Architecture, University of Western Australia. Also completed the e-Business Course conducted by IBM in association with PentaFour Technologies.



### **Amitabh Rai: Director**

**Nationality:** Indian **Age:** 44

**Appointment Date:** Mr Rai was appointed a director of Nirdhan in November 2012.

**Career:** Mr Rai started his career with The Oberoi Group in 1991 and his last assignment with them was as Vice President & General Manager of The Oberoi Grand in Calcutta. In March 2012, Mr Rai took over the management and operations of Sinclairs Hotels, which has properties across five locations in India. Mr Rai was Co-Chairman of the tourism committee of the state of West Bengal for 2005-06, on the board of the tourism and hospitality committee of the Confederation of Indian Industries for 2006-07. He has also advised the government of the province of Yunan, China to set up hotel schools and service oriented training centers.

**Education:** Bachelor of Science (Hons) in Environmental Science from Bangalore University, post-graduate degree in Hotel Management from The Oberoi School of Hotel Management and Advanced Management Program in General Management, Cornell University.



### **Sundaesan Radhakrishnan: Director**

**Nationality:** Indian **Age:** 62

**Appointment Date:** Mr Radhakrishnan was appointed a director of Nirdhan in December 2013.

**Career:** Mr Radhakrishnan is President of TiE (The IndusEntrepreneurs), Kolkata and Chairman of ICTE subcommittee of CII, Eastern Region. He is also a non-executive Director of DESCON Ltd., a knowledge based consultancy company specializing in the field of IT, ITES, GIS, power engineering, design and consultancy services. He worked previously as the Managing Director of DPSC Ltd.

**Education:** Law degree and professional Company Secretary qualification from St. Xavier's College, Kolkata.

**Other:** He is a Fellow of the Institute of Company Secretaries of India and a member of the All India Management Association. He was the President of The Bengal Chamber of Commerce & Industry, Kolkata, for two consecutive years in 2007 and 2008, and was Chairman of Electronics and Computer Software Export Promotion Council, Government of India, New Delhi for last two years.



### **Joe Rao: General Manager**

**Nationality:** Indian **Age:** 42

**Appointment Date:** Mr Rao was appointed General Manager in February 2013; he became Head of the Partners Programme in January 2012 and since March 2010 has been a consultant to Shivia.

**Career:** Mr Rao was appointed Acting General Manager of Shivia in October 2012. Prior to this he was Manager of Operations for Last Peak which he joined 12 years ago; latterly he managed a team of over 500 professionals. Prior to this, he was in the hospitality industry for eight years.

**Education:** Bachelor of Commerce from Goenka College of Commerce and Business Administration, Kolkata, India.



### **Chandrani Banerjee: Head of Livelihood Programmes**

**Nationality:** Indian **Age:** 40

**Appointment Date:** Ms Banerjee became a consultant to Shivia in March 2010 and was appointed Head of Livelihood Programme in January 2012.

**Career:** Ms Banerjee has been the Manager of Human Resources & Process Coordination for Last Peak since September 2004. She had joined Last Peak in 2001 and started her career as Trainer/Administrator in the company.

**Education:** Masters in Economics from Jadavpur University, Calcutta; Certified in National Eligibility Test for Lectureship from Delhi University; winner of a scholarship for higher studies in Social Welfare from Brandeis University, USA.

**Other:** Software application skills and speaks English, Hindi, Bengali.



### **Aloke Saha: Head of Finance**

**Nationality:** Indian **Age:** 42

**Appointment Date:** Mr Saha was appointed Head of Finance in January 2012 and became a consultant to Shivia in March 2010.

**Career:** Mr Saha heads the corporate functions of Last Peak (since 2000). Prior to this, he worked in several corporate houses in West Bengal as a Senior Accounts Officer.

**Education:** Masters in Commerce from Annamalai University (First Class) and Graduate in Commerce from Calcutta University (Honours).



### **Habib Reza: Operations Consultant**

**Nationality:** Indian **Age:** 35

**Appointment date:** Mr Reza was appointed a consultant to Shivia India in March 2010.

**Career:** Mr Reza is assistant accountant for Last Peak.

**Education:** Bachelor of Commerce (Accountancy Honours) from the University of Calcutta.



## Appendix 4: Case Studies from West Bengal

**Name:** Rahim Kaji  
**Location:** Babnan  
**Family:** Married with 2 children (aged 17 and 6)  
**Service:** Poultry Development Services

**RAHIM KAJI** (aged 33) is one of Shivia's most established home farmers benefitting from the **Poultry Development Services (PDS)** livelihood programme. He registered for PDS in June 2012 and started Shivia's six-month training programme on all aspects of poultry rearing and financial management. He received this training from his Shivia Livelihood Service Provider **Syed Golam Sabbar**. Since 2012, he has invested in nine subsidized poultry toolkits, with both chickens and ducks.

Prior to starting his poultry farming enterprise, Rahim earned a meager income from embroidery work, amounting to about Rs 2,500 a month – this works out at approximately USD \$1.30 a day (70% of India's population earn less than \$2 a day). Now Rahim is selling the eggs from his hens and ducks in the local market – about 150 eggs each month, which brings in an extra Rs. 500. He has increased his household income by 20%.

Rahim is using his extra income to allow his children to go to school, buying the books and uniform they need in order to attend. He is also better placed to cover the family's general household expenses.

He is delighted with his poultry enterprise which allows him to work from home and stay with his family. He now feels confident to continue with his business without our support.



**Name:** Kamala Nayak  
**Location:** Kanchrapara (Familia)  
**Family:** Married with 3 children  
**Service:** Poultry Development Services

**KAMALA NAYAK** is 36 and has three children, one of whom has a brain tumour. Her husband is a daily-wage labourer, and prior to her poultry enterprise with Shivia, their household income was very low. Kamala now has a regular income from selling eggs and chickens and has laid the foundations for a much bigger coop to expand her business. She is also able to pay the medical expenses for her sick child.

In the photo she is standing on the site for her new coop, alongside Prunendu Biswas, her Livelihood Service Provider from Shivia India (Nirdhan) who has helped her develop and grow her poultry enterprise.





## Appendix 4: Case Studies from West

**Name:** Nishikanta Mondal  
**Location:** Kanchrapara (Familia)  
**Service:** Agri-management Services (AMS)

**NISHIKANTA MONDAL** (45) registered for AMS in June 2014. He has a small plot of land (approx. 6,000 sq ft), part of which he leases to another local farmer, as he could not afford to plant the whole area himself. Since joining the AMS programme, Nishikanta has started making significant profits from his paddy field, with reduced input costs and higher output, both in terms of quality and quantity. He plans to take back his other plot when the lease runs out and plant more rice. Nishikanta has a family of six and he is delighted that he can now afford all the household expenses without having to resort to expensive moneylenders.



**Name:** Santu Dhara  
**Location:** Kolaghat  
**Job:** Field Supervisor for Shivia India (Nirdhan)

**SANTU DHARA** joined Shivia India (Nirdhan) in 2011. Prior to this he had worked at various jobs including working as a junior hotel accountant and a garment machine operator. Despite being well qualified for these roles, Santu found that he had to travel huge distances for work and was working very long hours for little remuneration. He was recommended for the job as Livelihood Service Provider (LSP) for Shivia India (Nirdhan) and started his training at our first location in Kanchrapara (Familia). The training was delivered by BASIX, experts in livelihood development services, and lasted 3 months, after which Santu was ready to start registering his own clients for PDS.

Santu was an excellent and very successful LSP with good leadership skills, so when we needed to recruit a **Field Supervisor** for our fourth location at Kolaghat in 2014, it was an easy decision to promote Santu to the role. We were delighted that he accepted the promotion, which meant relocating to the other side of Kolkata. He is performing equally well as a Field Supervisor and loves his new job. He feels proud of his achievements and proud to be working for his fellow community. His family and his community all respect and adore him!





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