

# SHIVIA

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

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## Annual Review

2016-17

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A photograph of a rural village scene. In the background, there are traditional houses with tiled roofs and woven walls. A person is sitting in the doorway of one house. A bicycle is parked nearby. In the foreground, a large hen with a red comb and two small chicks are walking on the ground. The ground is dry and cracked.

“It’s pretty clear to me that just about anyone who’s living in extreme poverty is better off if they have chickens.....It has been eye-opening for me to learn what a difference they can make in the fight against poverty. It sounds funny, but I mean it when I say I am excited about chickens”.

**Bill Gates, June 2016**

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# Welcome notes

## Stuart Tester | Chairman | Shivia

### A note on governance....

Although globally the number of people in poverty is shrinking, sadly in India the wealth does not trickle down enough to help the very poorest who still number over 200 million. Our work provides a vital additional source of income to our beneficiaries. We continue to seek high-calibre individuals to join our UK Board of Trustees to maintain its strength and diversity. I am delighted with the recent appointment of Dr Yasmine Hilton,

former Chairman of Shell India. Dr Hilton was ranked the 6<sup>th</sup> most powerful business woman in India in 2016 by Fortune magazine and we look forward to benefitting from her leadership, governance and strategic skills, as well as her contacts to help in our goal of raising funds in India. During the year, we completed a review of our policies and procedures to ensure they continue to remain appropriate, and that they help safeguard our donors' funds and our beneficiaries' interests.

Shivia's board and Nirdhan's board work very closely together and discuss any major decision or new project proposals in depth. In the past year we transferred £101,500 to Nirdhan to undertake the work we have jointly agreed. All potential projects undergo rigorous research and small-scale pilots before moving on to implementation, which gives us the opportunity to review and improve on our initial ideas. Ensuring that donors' money is wisely spent is a key driver for Shivia and being able to quantify our impact, whilst complex, is a necessary task.

*"Shivia's board and Nirdhan's board work very closely together and discuss any major decision or new project proposals in depth."*



## Olly Donnelly | CEO & Founder | Shivia

### A note on fund-raising and relevance....

In 2000, 189 countries came together to face the global realities of poverty, famine, drought, war and plagues. Leaders from these countries created the Millennium Development Goals (MDGs): a set of 8 goals which imagined a world in fifteen years time that would be free from poverty and hunger. Even though improvements were made the plan was too ambitious and so the countries introduced a new set of goals in 2015, the Sustainable Development Goals (SDGs),

which aim to end poverty and hunger by 2030. The SDGs set out a future where everybody has enough food, everybody can work and where living on less than \$1.25 a day is a thing of the past. Shivia could not be more relevant in this ambitious plan with our mission of **empowering the poorest to create livelihoods, boost income and inspire positive, permanent change**. But to do this we rely on donor generosity, staff commitment and the will of our beneficiaries to get themselves out of poverty. At Shivia I believe we have created this winning combination and I hope that together we can continue to achieve great things. We had a successful year with fund-raising totalling £250,000 to support our plan and budget of £215,000. I am delighted that we achieved this in spite of me being on maternity leave with during the second half of the year. I am particularly pleased that Nirdhan secured all the necessary licences to raise funds in India and appointed its first fund-raiser to do so. In terms of pro-bono services, we received the equivalent of £25,268 in time and skills for which we are most grateful.



*"To achieve our mission we rely on donor generosity, staff commitment and the will of our beneficiaries to get themselves out of poverty. At Shivia I believe we have created this winning combination."*



## Vasant Subramanyan | Chairman | Nirdhan

### A note on Indian governance....

*"We at Nirdhan pride ourselves with the range of skills and experience of not only our Board of Directors but also the dedication and proactive nature of our management team."*

The past year saw an uptick in the quantum of compliance and regulatory reporting for Nirdhan (Shivia India). However, our excellent

management team under the able leadership

of my Board of Directors did an admirable

job of being able to meet with compliance

as well as regulatory issues and we are

proud to state that we have procured

Donor Exemptions for Income Tax

(Section 80G of the Indian Income Tax

Act) for India-based donors as well. This is a noteworthy

achievement especially since the Government of India is working

to shut down over 20,000 charities which were misusing the

existing regulation in ways that were detrimental to the economic

and national interests of India. We at Nirdhan pride ourselves with the range of skills and

experience of not only our Board of Directors but also the dedication and proactive nature of our

management team. This as always helps Nirdhan engage with its beneficiaries as well as

donors in a responsible and fair manner. I would like to record my gratitude to the Board

Directors of Nirdhan for devoting their time and effort to help guide our management team in

times such as these with skill and relevance.



## Joe Rao | General Manager | Nirdhan

### A note on operations....



After six years of running our Poultry Programme, I am confident that

we are making a positive difference to the poorest people in India.

This year, however, I have been most excited by the progress and

impact of our Agri-Management Services Programme. Our plan was

to "go it alone" in April 2016 when our two-year hand-holding with the

livelihood organisation, BASIX, was complete. We achieved this with

a smooth transition and also

managed to hit our target of

bringing 1,000 farmers onto the programme so that we could

get them into Farmer Interest Groups. With these groups, we

have linked our farmers to government programmes where

they have benefitted from additional training and free inputs of

seeds and fertilisers. They have been able to sell their

produce further afield and opened group bank accounts. We

have encouraged them to save so that they can take out low-

interest loans for growing their agricultural enterprises. We will

transfer this model to our PDS farmers so that they too can

lead a more sustainable, self-sufficient life in the future and, in

years to come, will have no need for organisations such as ours

to provide them with support. I commend my field team of Supervisors and Livelihood Service

Providers who work tirelessly every day to achieve these results despite harsh working

conditions and I am glad for the respect they have encountered as a result. I look forward to

continued growth and success as well as completing our Goateries pilot and researching our

next two potential programmes, Fisheries and Skill India.

*"I commend my field team of Supervisors and Livelihood Service Providers who work tirelessly every day to achieve these results despite harsh working conditions and I am glad for the respect they have encountered as a result."*

# About Shivia

Shivia was founded in 2008 as a UK registered charity. The board of trustees and two executives are responsible for governance, strategy and fund-raising.

## OUR MISSION

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

Our goals:

- to help people living on or below the poverty line in rural West Bengal earn an income from home
- to provide people in need with the tools and training to start a market-driven enterprise
- to innovate and develop our programmes to ensure the best outcomes and impact for our beneficiaries

## OUR VALUES

- Excellent governance and transparency in all that we do
- Responsiveness to the changing needs of our beneficiaries
- Sustainability for Shivia and our beneficiaries
- Regular impact measurement and reporting to donors



*"I am delighted to be the patron of Shivia. I wholeheartedly support the approach that people should be given the tools to help themselves out of poverty. Through years of practical experience Shivia has developed a really robust livelihood development programme which is making a significant difference the quality of life of families in West Bengal. Furthermore, they continue to move towards the ultimate goal of any development organisation which is to hand over the management to local people with the passion and drive to take it onwards and upwards"* **Nick Jenkins, Patron**



# Our organisation in the UK and India

*"I joined Shivia because of its vision and its focused delivery and impact in India. The charity is run efficiently, to the highest ethical standards. Funds raised go directly to equipping the poorest people with tools, skills and training that can transform their lives and empower them for life. Sustainability is at the core of our efforts in terms of transferring skills and knowledge to farmers so they can stand on their own two feet in the future, allowing other organisations to benefit from our experience or through farmers contributing to the programmes to help with our financial sustainability."*

**Yasmine Hilton, appointed trustee of Shivia in May 2017**



## **Patron**

Nick Jenkins

## **Founder**

Olly Donnelly

## **Trustees**

Stuart Tester (Chairman)

Olly Donnelly (CEO)

Chris Langridge (CFO)

Tim Neslen

Nishant Lalwani

Deepak Arora

Yasmine Hilton

## **Executive Assistant**

Victoria Denison

For more information about us  
please visit our website

**[www.shivia.com](http://www.shivia.com)**



*"I am delighted to contribute to the growth and success of an organisation that inspires, and results in tangible changes to, lives in an area of India that I have known since childhood and which holds a special place in my heart."* **Deepak Arora, appointed trustee of Shivia in April 2016**

# Our organisation in the UK and India

In 2011, we set up our partner organisation in Kolkata in order to manage our operations in India. Shivia India, known locally as **Nirdhan**, is a Section 8 company (NGO), with permanent FCRA status enabling Shivia UK to transfer funds at any time. Our two organisations work in close harmony and share the same aims and objectives in all that we do.

Nirdhan is governed by a board of five directors (trustees) who employ a team of five staff to manage our operations. The field team is made up of four Field Supervisors and 36 Livelihood Service Providers who deliver toolkits and training to our beneficiaries. There are also two data entry operators who capture all our social impact data.



## Chairman

Vasant Subramanyan

## Directors

Shourya Mandal

Deepak Daftari

Amitabh Rai

Sundaresan Radhakrishnan

## General Manager

Jogeshwar Rao (Joe)

## Head of Livelihoods

Chandrani Banerjee

## Head of Finance

Aloke Saha

## Operations Consultant

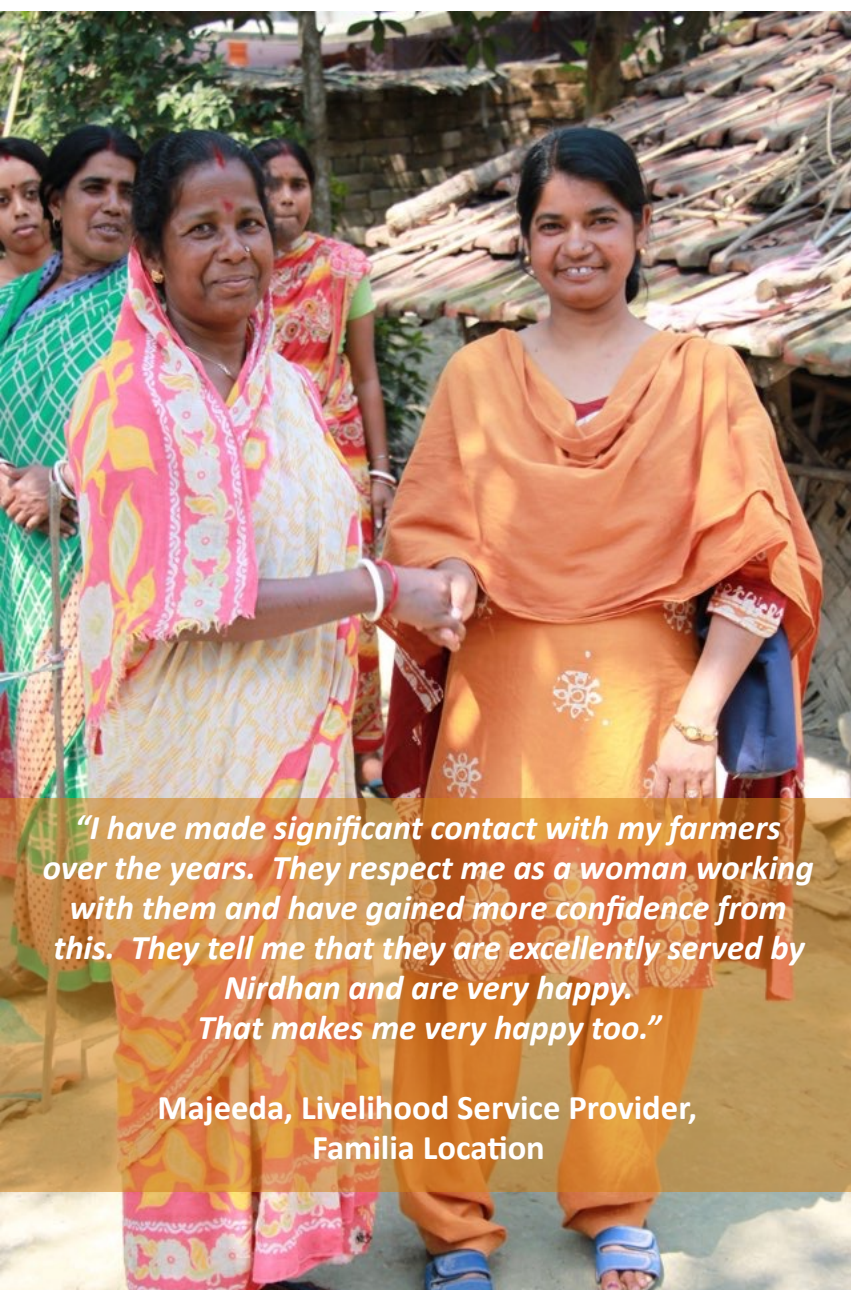
Habib Reza

## Head of Fundraising

Moiyuddin Ansari

For more information about us please visit our website

[www.nirdhan.org](http://www.nirdhan.org)



*"I have made significant contact with my farmers over the years. They respect me as a woman working with them and have gained more confidence from this. They tell me that they are excellently served by Nirdhan and are very happy. That makes me very happy too."*

Majeeda, Livelihood Service Provider,  
Familia Location





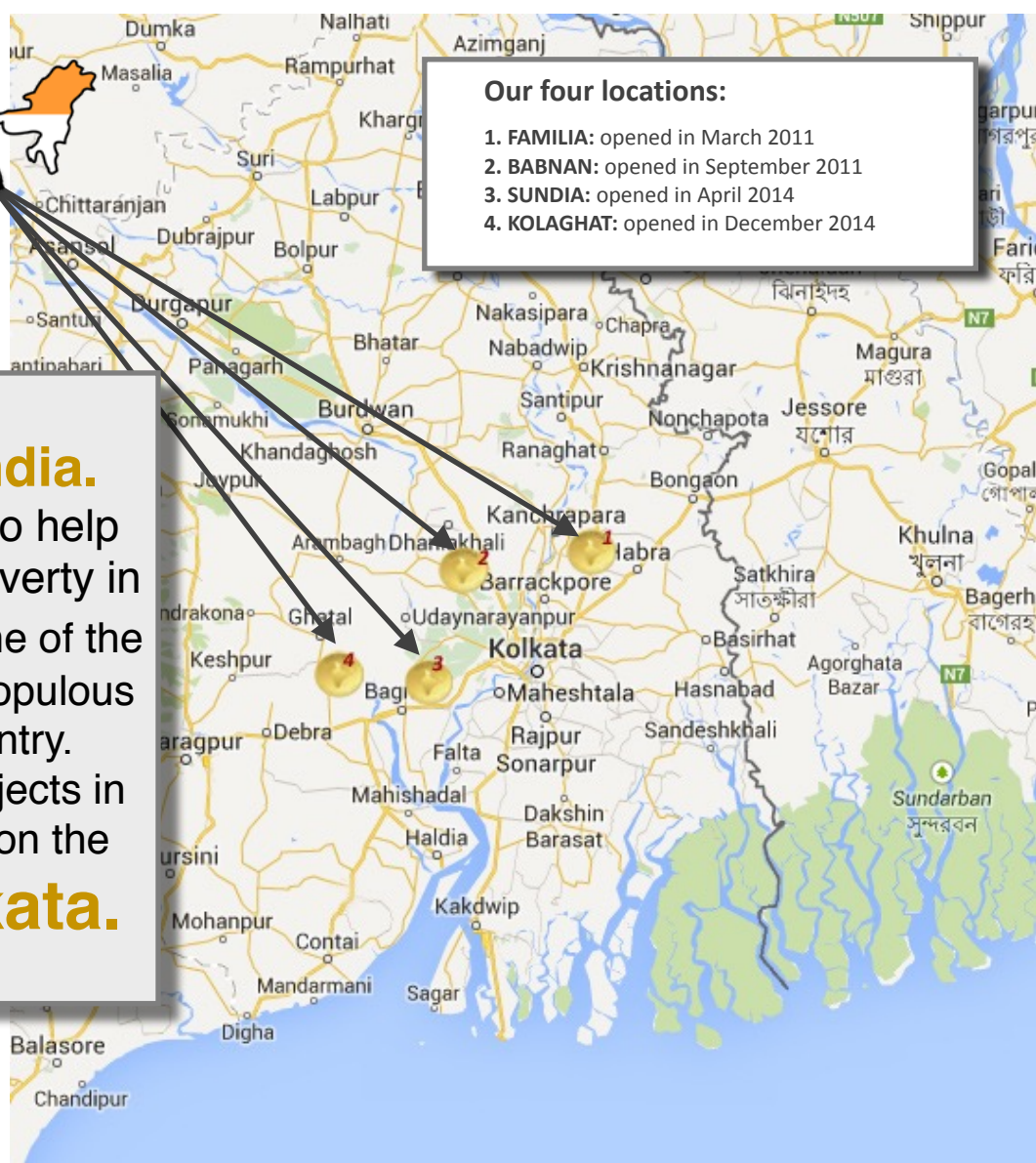
Our programmes are delivered by our team of **four Field Supervisors** and **36 Livelihood Service Providers** pictured here at Nirdhan's annual award ceremony. They are all recruited from the villages where we work. They speak the local language and understand the problems faced by the communities. Above all, our beneficiaries know and trust them.

*"I have visited Shivia in India and met the team on the ground and seen the impact of the work being done. It was truly humbling to witness the difference being made to so many families by this small group of highly motivated and capable people."*

**Stewart Brown, Partner, Artemis Investment Management LLP**



Shivia works in **India**. We have chosen to help families living in poverty in **West Bengal**, one of the poorest and most populous states in the country. We are running projects in over **920 villages** on the outskirts of **Kolkata**.



#### Our four locations:

1. **FAMILIA**: opened in March 2011
2. **BABNAN**: opened in September 2011
3. **SUNDIA**: opened in April 2014
4. **KOLAGHAT**: opened in December 2014





*“When I visit poor communities and speak with women about their lives, they tell me about the daily struggle to give their children a chance at a better life than they had. And a lot of times, one of the most powerful weapons in that struggle is a small flock of chickens.”*

**Melinda Gates, Co-chair of the Bill and Melinda Gates Foundation (June 2016)**



# Highlights of the year: 2016-17



**Poultry Development Services:** We distributed 9,720 poultry toolkits against our budget of 8,830 toolkits



**Agri-Management Services:** We organised 1,006 farmers into Farmer Interest Groups, opened bank accounts and made numerous links to government schemes



**Goats:** We showed great resilience in the face of the worst goat-pox in 30 years and our pilot resumed as planned



**Fisheries & Skill India:** We identified fish-farming and 'Skill India' as our next two programmes to research in 2017-18



**Income:** We raised £250,000 to support our annual plan and budget of £215,000



**Fundraising:** Nirdhan appointed its first fund-raiser to start raising money in India



**Governance:** Dr Yasmine Hilton, former Chairman of Shell India, joined Shivia further strengthening our board



**Employment:** As well as helping our beneficiaries, we have created jobs for 47 local people in West Bengal



**Visitors:** seven representatives from our key supporter Artemis visited our operations - they described the trip as "life-changing" and it was motivating for our whole team



**Recognition:** We were short-listed for Charity Times 2016 award: 'International Charity of the Year'

# Year in review: events, achievements....

## April 2016

- **Deepak Arora** joined Shivia adding legal skills to the board
- Shivia's ambassador **Max Patel** from **St James's Place** sponsored our first fundraising dinner at the House of Commons where we raised over £ 40,000
- Nirdhan took over the management of AMS from our external consultants BASIX who had been supporting us for two years
- The first goat kid on our 'Goateries' pilot programme was born



## May

- Despite the **hottest month ever** on record in India, chicken mortality rates remained at less than 2% due to our excellent training. Many farmers **not** on our PDS Programme suffered losses
- Following the collapse of several UK charities, we conducted a full review of Shivia's policies

## June

- **Joe Rao and Chandrani Banerjee** from Nirdhan spent a week in the UK meeting our key supporters, contributing to our goal of empowering the Indian team
- **Bill Gates** announced his plans to support poultry programmes to alleviate poverty. Since then we have engaged with The Gates Foundation about sharing our experience in Poultry Development Services (PDS)



## July

- **Clifford Chance** drafted the contract for other organisations to replicate our PDS model; at the same time we started producing our manual on how to start and sustain a PDS programme
- The revised Lokpal Act in India led to mass resignations of charity trustees but all Nirdhan directors stayed on board



## August

- In the wake of tightening charity regulation in India, **Vasant Subramanyan** spent time with the UK board discussing the likely implications
- 715 families on PDS participated in our first baseline data collection survey allowing us to track their progress out of poverty and better understand how we can help them in the future

## September

- Shivia was short-listed for **Charity Times International Charity of the Year** alongside internationally renowned organisations such as BRAC
- Our Babnan location experienced the worst goat-pox in 30 years but our farmers and team remained confident due to our training and goat vaccines
- Shivia's CEO, **Oilly Donnelly**, went on maternity and the team stepped up to the mark in her absence



# ....and challenges faced in 2016-17

## October

- **Agri-Management Services:** 331 links were formed between our farmers and local government agricultural schemes for the first time
- The goat-pox worsened in Babnan; local farmers **not** on our programme suffered significant losses



## November

- Demonetisation of the rupee caused disruption across India when all 500 Rs and 1,000 Rs notes were taken out of circulation. Our farmers weathered the storm and programmes were largely unaffected
- Local government introduced a new poultry farming scheme at our Babnan location and started talking to Nirdhan about identifying suitable beneficiaries

## December

- **Eve Black** from our core supporter **Alquity** visited our operations to get first-hand feedback for their 'Transforming Lives' programme
- Joe and Chandrani attended **Livelihoods Asia** in Delhi to research the transition of our AMS farmers into a Farmer Producer Organisation



## January 2017

- **Salesforce**, our pro bono partner, completed the design of Shivia's new database, which we have named '**DOC**' - **Data, Organisations & Contacts** (also stands for 'day old chicks' supplied in our poultry toolkits!). DOC contains vital information on donors and beneficiaries, enhancing Shivia's effectiveness and professionalism



## February

- **Mr Moijuddin Ansari** was appointed as Nirdhan's first fund-raiser to achieve our goal of raising funds in India

## March

- We distributed **9,720 poultry toolkits** over the year and reached out to **2,312 families** in need
- In AMS we formed **58 Farmer Interest Groups** and opened **33 bank accounts**
- AMS farmer numbers hit **1,006** - the number required for them to form a Farmer Producer Organisation

**IT'S BEEN A VERY GOOD YEAR FOR SHIVIA!**

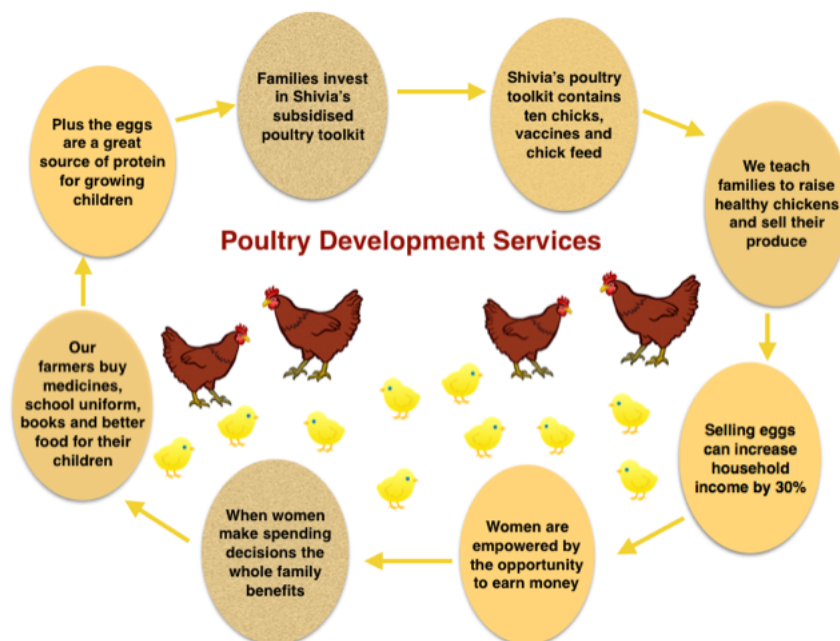


# Poultry Development Services

Poultry Development Services is our 'flagship' programme. It provides the tools and training - **the 'toolkit'** - for families living in poverty to start a small enterprise from home by raising chickens and selling the produce.

## THE £15 TOOLKIT SHOPPING LIST

- 1) Delivery of 10 one-day-old **CHICKS** or **DUCKS** (£4)
- 2) **CHICK** vaccinations and medicines to prevent disease (50p)
- 3) 2kg bag of **CHICK** feed to last two weeks (£1)
- 4) **SIX MONTHS** training in poultry rearing; coop building; producing feed; disease prevention; sales & financial advice (£9.50)



*"It is quite staggering how a clever toolkit practically administered can act as such a powerful catalyst to give individuals the hope and means for a better future."*

**Elaine Gordon**  
 Head of Institutional Business  
 Artemis Investment Management LLP



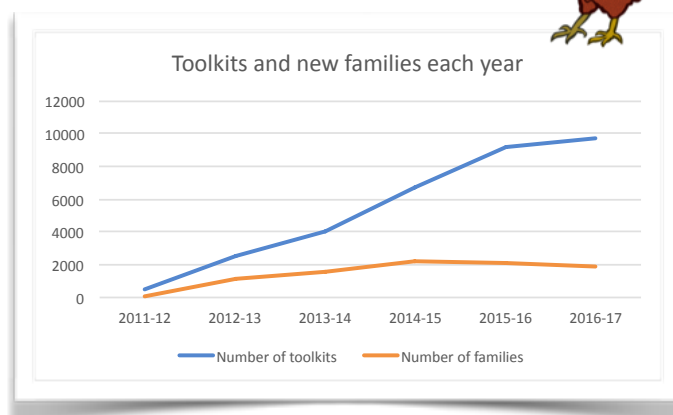


# PDS: progress 2011-2017



## STEADY AND SUSTAINED GROWTH

Since 2011, we have distributed **32,705 toolkits** and for the year under review **9,720 toolkits**. This has been to a total of **8,940 families**, with **2,312 families** taking toolkits in the last year. We have achieved these figures with a highly motivated field team averaging 40 staff: four field supervisors, 36 LSPs and two data entry operators.

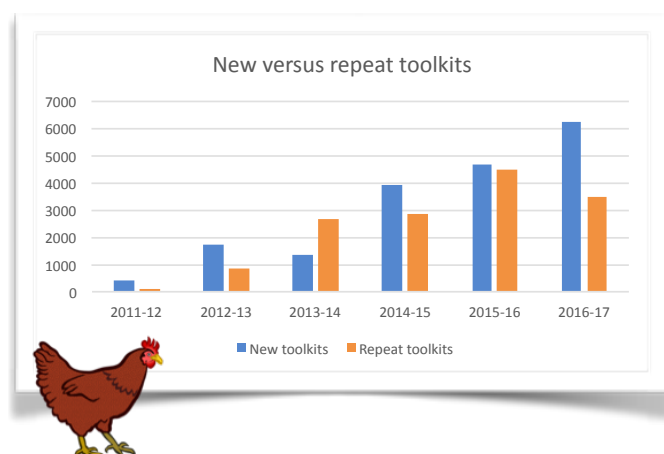
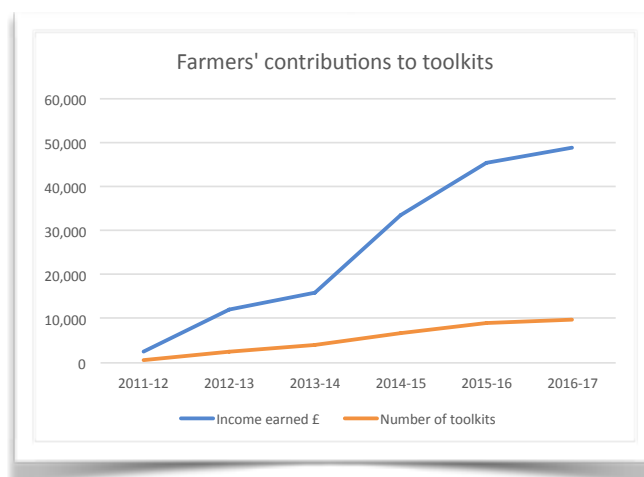


## OUR TRAINING PROGRAMME

Our superb training is reflected in the **mortality rates of the chicks declining every year** from 30% in our first year of operations to 2% for the last three years. We train our farmers in how to build a suitable coop, how to vaccinate and medicate the chicks, how to feed the chicks well but cheaply, and how to care for them through the dramatic changes in climate from the very hot summers to the cold winters and the monsoon season in between. We also advise our farmers about the importance of growing their enterprise and saving money.

## WORKING TOWARDS SUSTAINABILITY

Our farmers contribute the equivalent of £5 towards the £15 cost of each toolkit. This is the level they can afford and they are able to find the money from family and friends without resorting to money-lenders who charge exorbitant interest rates. Contributing towards the toolkits means they have a sense of ownership, complete the training and look after their birds with pride. It also contributes to the financial sustainability of Shivia enabling us to distribute more toolkits. Since 2014 we have increased the price of repeat toolkits from 350Rs to 400Rs, hence the increased income. This year we earned £47,572 from our PDS Programme.



## A PATH TOWARDS PERMANENT CHANGE

Each year we have distributed toolkits to new families as well as those who are building their enterprises in poultry or other activities. They typically take 3-4 toolkits per year. We cap the number of farmers at 20% per village but each time we expand into a new village we can reach out to new farmers. We are currently working in **920 villages** across our four locations. The only year when we had more repeat toolkits was 2013-4 when we increased the price of repeat toolkits from 350Rs to 400Rs which meant existing farmers signed up before the policy was put into practice.





*"Raising chickens has improved my family's life and means of income. Now I can buy many things for us and we eat good food regularly. I am very happy that I can earn some money to pay for extra tuition for my child and keep her in school. I am very interested to start another farming enterprise and I want to start raising goats one day."*

**ANAWARA, PDS FARMER,  
FAMILIA**

78% of our  
farmers live below  
the poverty line

## From West Bengal

Meet the PDS families  
who are earning money  
from raising chickens



Shivia focuses on  
agricultural  
enterprises that will  
boost income and  
give farmers the  
chance to work their  
way out of poverty



*"I cannot thank Shivia enough for giving me this opportunity. I am extremely happy that your team held my hand and provided me with excellent training. I now have the confidence to carry on with my poultry enterprise on my own."*

**PUTUL, PDS FARMER,  
KOLAGHAT**







*"I had nothing to do before Shivia introduced me to poultry farming. Now I am a full-time income earner for my family and I am very proud of my achievement."*

**KAMALA, PDS FARMER, SUNDIA**



85% of our farmers are women...both Hindu and Muslim

56% of our farmers are involved in agriculture to earn money

18% work as agricultural labourers picking and planting paddy, earning as little as \$1.90 a day



91% of our farmers use wood or coal for cooking

Only 6% have access to a proper toilet

*"When my husband passed away I had no money coming into the house. Now I am raising chickens and selling birds and eggs. I have even started a small roadside café selling omelettes. Thank you Shivia! Long live Shivia!"*


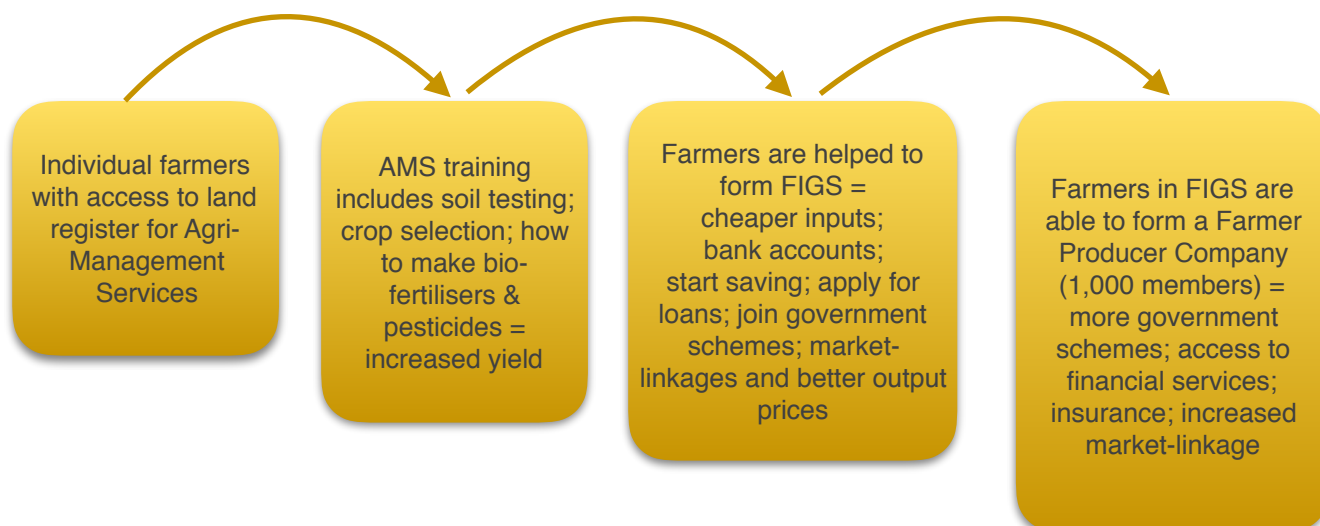
**SABERA, PDS FARMER, BABNAN**





# Agri-Management Services

Agri-Management Services (AMS) provides training and advice to farmers who have access to a small but unproductive plot of land, usually on lease. The programme includes: soil testing; crop selection; access to wholesale markets for inputs (e.g. seeds); advice on how to make inexpensive or free bio-fertilisers and bio-pesticides; and the formation of **Farmer Interest Groups (FIGS)**. Each FIG has 10-15 members. AMS enables farmers to develop a sustainable agricultural enterprise and earn a living from local land.



***"I registered for AMS and now I am a member of a Farmer Interest Group. We have saved money into a group bank account and paid for a water pump for our paddy field. This would have been impossible on my own."***

**Pradip, AMS Farmer, Familia location**



# AMS: progress 2014-2017

Our goal was to get 1,000 farmers registered onto our AMS programme by the end of this financial year; most of the farmers are the husbands of our female PDS farmers with access to small plots of unproductive land, mainly on lease.

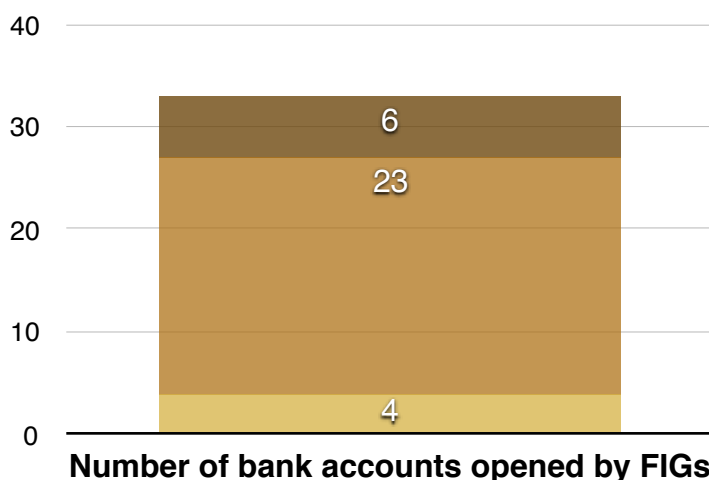
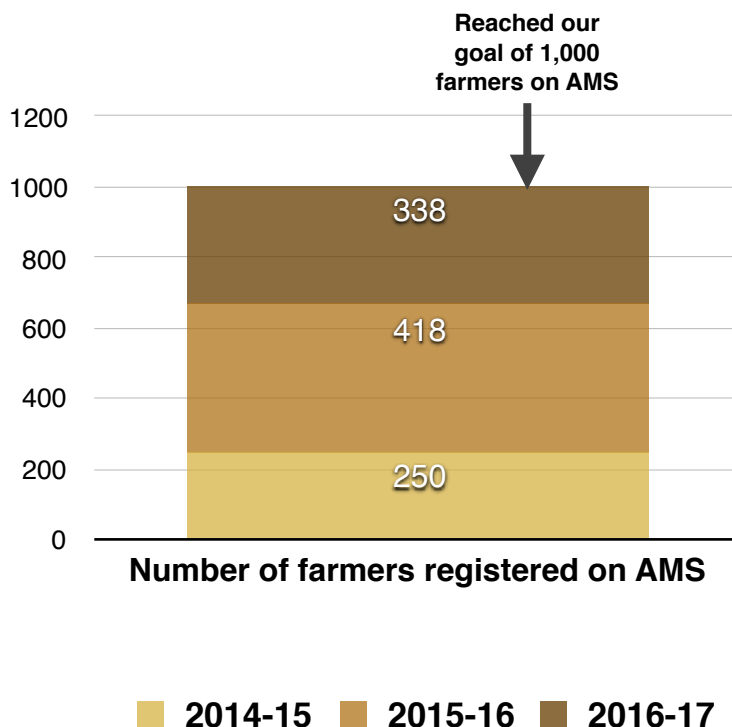
We achieved this in March 2017 when numbers of active farmers reached 1,006. Our team in India also reached another milestone when they took over the management of AMS from BASIX, the livelihood organisation that had been training our Livelihood Service Providers for the past two years.

Feedback from farmers is that our training has led to the cost of inputs reducing and their yields increasing resulting in a 72% increase in monthly income.

We have managed to get all 1,006 farmers into 58 Farmer Interest groups and 33 of these now have bank accounts giving them access to finance. The majority (23) were opened in 2015-16 as those groups were closer to the banks; our aim in 2017-18 is to open accounts for the remaining 25 groups.

We train our farmers how to save each month giving them the ability to take out low-interest loans to expand their agricultural enterprise. The 33 groups with bank accounts have managed to collectively save the equivalent of £3,730 since they were opened through small monthly contributions.

Through the groups we have also been able to link our farmers to numerous government schemes. This year we made 331 links to schemes for free seeds, pesticides/insecticides, fertilisers, crop insurance and training on effective use of water.





*"I am farming on leased land but hope to be the proud owner of a small piece of land one day. I know the AMS programme will help me achieve my dream"*

**Keyamat Ali**  
AMS farmer, Familia



*"I have definitely seen an improvement in yield and my input costs are down too. All this means extra money for the whole family....and a better life for our children which makes me very happy."*

**Yunus Mondal**  
AMS farmer, Familia

## From West Bengal

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Meet the farmers on our  
AMS programme who  
are earning money from  
the land

Over 1,000  
farmers have  
joined AMS since  
we launched in  
April 2014

**In 2017-18 we  
will expand  
AMS to include  
300 additional  
farmers across  
two more of  
our locations  
in West Bengal**







*"I am managing to save more money since joining AMS. I have learned how to reduce my farming costs so my profits are up. I bought my wife a sewing machine and she has started her own tailoring business. Thanks to the Nirdhan team for helping us change our lives!"*

**Krish Ghosh, AMS farmer, Familia**



*"My harvest has increased by 20% and input costs are down by 25%. I can use this extra income to pay for my children's education and now they will have a better future."*

**Rabin Mondal  
AMS farmer, Familia**



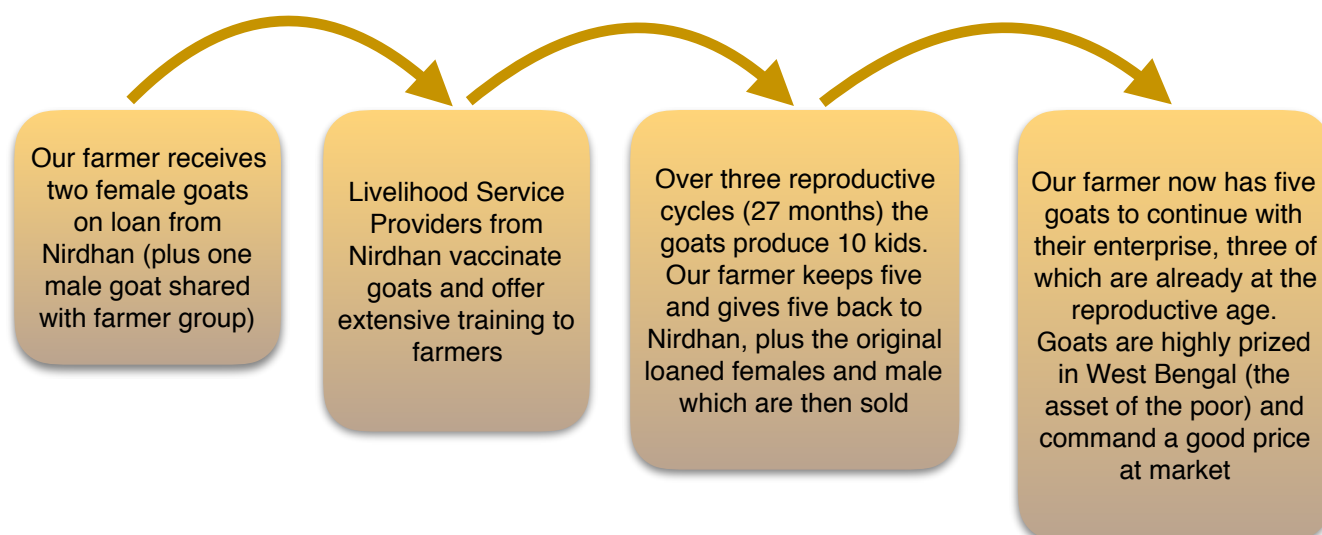
*"I have joined an all women Farmer Interest Group with 15 members. We opened a bank account and have started saving every month so we can invest in our joint enterprise. My family and community have shown great respect for me and I feel very proud of everything our group has achieved as a result of the AMS programme with Nirdhan."*

**Serina, AMS farmer, Familia**



# Goateries

In January 2016 we added a third enterprise to our portfolio, goat-farming or 'Goateries' as we like to call it. We conducted extensive research before launching a pilot phase of the programme with a small group of families at our Babnan location. The model allows our farmers to start and maintain a profitable goat-farming enterprise whilst also generating an income for Nirdhan, making the programme financially sustainable in the long-term.



## Progress report

- In January '16 we launched the pilot with 18 families at Babnan
- 20 kids have been born to date
- A severe outbreak of goat pox in September '16 affected 12 goats, only 5 of which died compared with huge losses suffered by farmers not on our programme
- Insurance claims have been made for the 5 lost goats
- 28 female and 4 male goats remain healthy due to our vaccination programme
- 10 more families from our Kolaghat location will join the pilot in 2017
- We will decide whether to scale the programme at the end of this year



# Future programmes

One of our core values is to be responsive to our beneficiaries. We always ask our existing farmers how we can help them a little bit more. Once they have suggested an enterprise that falls within our criteria of being agricultural, market-driven, affordable, appropriate for the poor and near to home we embark on our first phase, research. If the enterprise seems viable we pilot it with a few families and then once the model is in place and is “working”, we scale it across our portfolio of farmers.

## Fish-farming

Fish are an integral part of the Bengali diet: even the poorest families have small albeit poor quality fish for most of their meals.

Since it is not always affordable to buy fish from the market, the children in the villages catch fish from local ponds. Rural Bengal is blessed with water pools, small ponds and bheris (wetland) and so many families have access to at least some fish for their own consumption. However, they cannot afford or do not have the know-how to develop fish-farming commercially.

We believe that with the growing middle-class in India, demand for fish is rapidly increasing. Given pond-based fish-farming is a low-investment business with low maintenance costs, we would like to research whether it would be suitable for our farmers and sustainable for them and us.

## Tapping into Skill India

We are keen to tap into Prime Minister Modi's ambitious **Skill India** campaign, launched in July 2015. It aims to train over 400 million people in India in different skills by 2022. Given our past experience with the NGO, SAATH, in Gujarat where we supported slum-dwellers to gain skills to become plumbers, masons and electricians, we are keen to do something similar in the semi-urban areas near to our four field locations. Many of our beneficiaries' household members migrate to these areas in search of work. We would also like to help our female beneficiaries in the villages benefit from the campaign. This year we will do initial research into this exciting space.

*Give a man a fish and  
you feed him for a day*

*Teach a man to fish and  
you feed him for a  
lifetime*

*“Shivia's unique approach to helping subsistence farmers in West Bengal is very effective. They train individuals, giving them specific expertise to improve their agricultural output for the benefit of the whole family.*

*The first great success has been teaching many thousands how to raise chickens and take advantage of selling eggs to produce an income. Having studied the lives of their beneficiaries, and asking them where they needed help, their second project was with agriculture and their third with goats.*

*When I visited Shivia in West Bengal in November 2015, it was interesting to note the number of water ponds and the possibility of developing fish-farming as another source of protein and income. The Shivia team always starts a project with in-depth research and I am delighted to learn that they are now in a position to conduct a research project into fish-farming as their next livelihood enhancing programme. I look forward to hearing the results later this year and hope others will join me in supporting this project.”*

**Damon de Laszlo, The Damon de Laszlo Foundation**

# Financial health check

“As the trustee responsible for the financial control and corporate governance of Shivia, it gives me great pleasure to say that following the outstanding efforts of Olly and Victoria, the charity is in a much stronger financial position than it has ever been. Equally the adherence to the ‘*best in class*’ corporate governance policies is a key outcome delivered by the Board as a whole. It is a privilege to be a trustee of such a successful and well-run charity.”

**Chris Langridge, CFO & Trustee**

"Clifford Chance has been a supporter of Shivia since it was founded in 2008. During that time, we have provided Shivia with extensive pro bono advice and a number of grants. Originally, the relationship was led by a senior partner in our Corporate practice and when he retired it was easy to find another partner to take on the leadership role. Our lawyers are always keen to work with Shivia. We see Shivia as being strategic, smart, dynamic, responsive and brilliantly led. It is exactly the type of NGO that we want to work with in order to be able to achieve some social impact.”

**Tom Dunn, Pro Bono Director,  
Clifford Chance**

For a copy of our statutory accounts please visit [www.shivia.com](http://www.shivia.com)



## Income (2016-17)

**Corporate foundations:** £ 55,000

**Family & other foundations:** £ 73,299

**Events:** £ 70,989

**Everyday giving:** £ 25,197

**Interest:** £ 116

**Pro bono support:** £ 25,268

**Programme income:** £ 48,702

**TOTAL (less programme income):** £ 249,869

## Expenditure (2016-17)

**Charitable activity:** £ 118,686

**Governance:** £ 21,372

**Admin costs:** £ 26,327

**TOTAL:** £ 166,385

## Reserves

**Allocated reserves:** £ 87,810

**Non-allocated reserves:** £ 92,429



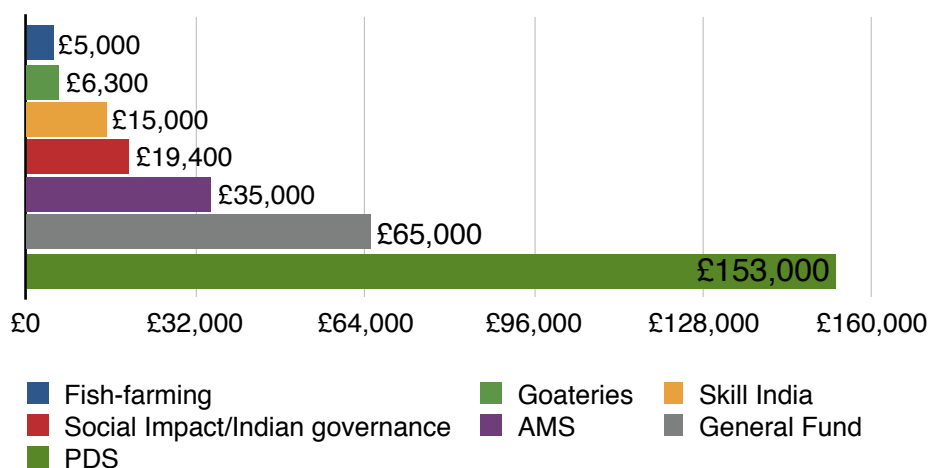
# Funding our ambitions

To achieve our plans for the year 2017-18 and retain reserves in line with our policy we need to raise £250,000. The actual cost for the period is budgeted at £298,700 but we will earn £48,700 from our three programmes, PDS, AMS and Goateries.

We will pitch to a range of corporates and family foundations, high-net worth individuals and every-day givers. We will also organise a repeat event at the House of Commons with our ambassador from St James's Place Wealth Management, Max Patel, and encourage people to undertake activities to raise funds on our behalf.

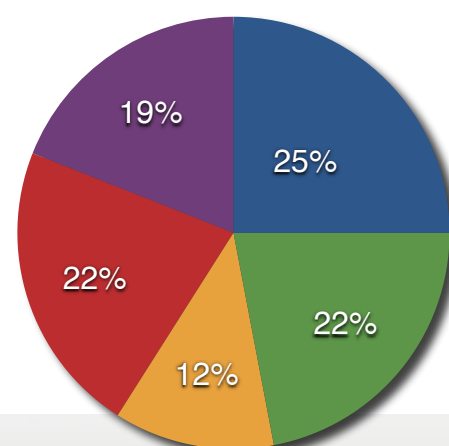
In terms of pro-bono services, we hope to benefit again from the superb skills and services of organisations such as Salesforce, Clifford Chance, Sophia Akash Foundation and EFG Private Bank which for the year in review totalled £25,268.

**Programme budget 2017-18**



**Fund-raising plans 2017-18**

- Corporate foundations
- Family/other foundations
- Everyday giving
- Events
- Programme income



"The Artemis Charitable Foundation has been supporting Shivia for over five years. Throughout this time we have been constantly impressed by the sustainable impact of Shivia's work in some of the poorest communities in India, alleviating poverty by helping people gain the skills and materials and confidence to provide for themselves and their families. Some of their work is truly ground breaking, setting down a blue print that other charities will likely follow. Although a relatively small charity, the standard of governance is of the highest order and the quality of reporting back to the donors exemplary.

We have visited Shivia's operations in India and found the quality of people and their commitment to be commendable. Our view is that Shivia has the organisational structure in place to be a significantly larger charity without compromising on quality or the impact of their work.

As with all charities a key factor is the founder, and in Olly Donnelly, the founder and Chief Executive, there is unstinting commitment and effective professionalism and a driving force for maximum positive impact in the communities in which Shivia operates."

**Lindsay Whitelaw, Chairman,  
The Artemis Charitable Foundation**



# A word from our supporters....

**Malcolm Cooper Smith,  
Trustee,  
St James's Place Foundation**

"The St. James's Place Foundation is proud to have supported Shivia over a number of years. We have done so because we like what they do and the way that they do it. All of the people we have met, whether from the UK or West Bengal, show a passionate belief and commitment to people in one of the poorest parts of the world, coupled with the skills to implement change.

We particularly like the fact that they try to help people out of poverty by encouraging and enabling them to generate an income for themselves, providing them with a longer lasting benefit that will help the entire family.

They set an example which we hope many more will replicate, both in India and in other parts of the world."

**Lars-eric Roden, Executive Director,  
The T&J Meyer Family Foundation**

"The T & J Meyer Family Foundation is excited to support such a strategically-minded and professionally run charity that is making a real – and sustainable – difference. Informed by years of hands-on experience working with communities in need in West Bengal, the focus and design of the livelihood programmes are simple and highly effective – and the results speak for themselves. Thousands of families are engaged in trades that enable them to make the critical health and education investments needed to realise a more positive future."

**Cari Cardew, Principal Solution Engineer, Salesforce**

"Our CEO and founder Marc Benioff said "the business of business is improving the state of the world". Salesforce leverages its technology, people and resources to help improve communities around the world and as an employee I can choose which charity to assist. Shivia, with its mission to empower the poorest to create livelihoods, closely matches our shared vision.

It is not enough for software companies to supply their software as smaller charities do not have the IT resource to configure it for themselves. As a solution engineer I can provide pro bono configuration as part of my volunteer time and Shiva's work helping women to grow their own backyard farming enterprise really appealed to me. I was also

impressed with their professional approach to impact measurement to determine how best to spend their money and time in India.

Shivia is a charity making a real difference in improving the quality of life for these people by teaching and educating them to become self-sufficient and I was delighted to have the opportunity to use my skills and time to help them become even more cost effective and reach even more people with their practical programmes."

**Vin Murria, Partner,  
Elderstreet Investments Ltd**

"Giving Shivia access to my box at the Royal Albert Hall is an easy way for me to help the charity raise funds. I am delighted to be able to contribute to a charity that is making a truly significant impact to some of the world's very poorest people".



**Karen Millen, UK Operations Manager,  
The Funding Network**

Shivia was a natural project for TFN to support: a strong social change mission, with a local focus providing a hand up, not a hand out to the women and communities it works with. The scalability and sustainability of the project made it an attractive proposition for our members, resulting in Shivia raising over double their target. A year on and its clear they've put TFN funding to great use; supporting over 1,000 farmers, many of whom have created their own enterprises and will see the benefits for years to come.

**Paul Robinson, Executive Chair and  
Founder, Alquity**

"At Alquity we pride ourselves on finding innovative NGO partners who recognise the need to build self sustaining futures for those disadvantaged by engrained multi-generational poverty. Shiva's work has so impressed us because it simply supports and ignites the spark of developmental desire that is ever present in the people they work with. Through providing something as simple as a poultry kit, and the essential training of how to use it, Shiva gives people a route to a better future."

**Barnaby Parker, CEO, Venquis**

"I ran 27 miles (and up and down 1,800 metres) because I knew that every step was raising money that would go directly towards creating better lives for families and children. Shivia is an organisation very close to my heart and I drew inspiration from that. It didn't make a difference that the beneficiaries of my run live 6,000 miles away (though I'd rather not run that far!). Above all, running for Shivia probably got me round the marathon course faster!"

**James Fitzpatrick, Director, The Marr-Munning Trust**

"The Marr-Munning Trust awarded a grant to Shivia for the first time in September 2016. The project we are supporting will provide skills-based training and 30,000 poultry toolkits to 3,000 poor, rural families in West Bengal to start sustainable enterprises from home, earn a living and make their own way out of poverty over a three year period. Our trustees chose to support this project as Shivia's approach – training and supporting local people to deliver livelihood skills development - matches our vision of a world of empowered people living free from poverty. We are looking forward to learning more about Shivia's approach and seeing the impact of its work over the next three years."





**"I have been supporting Shivia since 2014 and throughout this time I have been immensely proud to be involved with this team of dedicated individuals who focus on empowering the poorest families in India by providing them with the essential ingredients and tools they need to not just survive, but to improve their lives immeasurably.**

**When I first heard about Shivia and the work they do I was immediately attracted to them and genuinely believe their concept of providing these tools and skills to the families that need them most can make a sustainable and life changing difference. I feel this is such an effective idea and concept as it is a gift for an improved life.**

**Last year we held a joint charity evening at the House of Commons that was a huge success thanks to the hard work of both the Shivia and St. James's Place teams and of course all of the generous supporters who managed to raise an incredible £40,000 on the night. Not only was it a great success but it was a celebration of the progress Shivia has made and as a result we are planning a similar event for this October that promises to be an even greater hit!"**

**MAX PATEL, CMP FINANCIAL, ST JAMES'S PLACE WEALTH MANAGEMENT**



# A word of thanks....

We are grateful to the many individuals who donated personally to Shivia in 2016-17, helping us to help others in need. We are also thankful to the organisations that contributed so significantly to ensure we reached our fund-raising targets, including:

The Artemis Charitable Foundation

The Funding Network

Alquity Foundation

Global Giving UK

St James's Place Foundation

Clifford Chance Foundation

The Marr-Munning Trust

The De Laszlo Foundation

Norton Rose Fulbright Foundation

Claudia Harding Foundation

Nick Jenkins Foundation

The MacArthur Foundation

The Sant Trust

Souter Charitable Trust

Venquis

## PRO BONO SUPPORT

Clifford Chance LLP

EFG Private Bank

Salesforce

Reed Smith LLP

The Sophia Akash Foundation

# How you can support Shivia....

There are many ways you can support us - just head to our website for all the details

**[www.shivia.com](http://www.shivia.com)**

**REGULAR  
DIRECT DEBIT**

**GLOBAL  
GIVING**

**Donate by  
text**

**CORPORATE  
GIVING**

**Virgin Money  
Giving**

**Send a cheque**

**JustGiving**

**Donate via  
your CAF  
account**

**PRO BONO SUPPORT**

**Become a Shivia  
ambassador**

**GIVE AS YOU EARN**

# Shivia's journey: 2008-2017

## OPERATIONS

## GOVERNANCE

**2008**

Incorporation of **Shivia** as UK registered charity

**Appointments (UK)**

- Chairman: **Stuart Tester**
- Trustee: **Oilly Donnelly**

**2009**

- Launch of Microfinance '**Partners Programme**' with BASE, West Nepal

Formation of **Shivia India Trust**

**Appointments (UK)**

- Trustee: **Tim Neslen**

**2010**

- Partners Programme: started working with SARS in West Bengal and SAATH in Gujarat

**Appointments (UK)**

- CEO: **Oilly Donnelly**

**2011**

- Launch of **Livelihoods Programme** in West Bengal.
- **Poultry Development Services (PDS)** is launched at Familia location
- Completion of microfinance programme with SARS, West Bengal

Incorporation of **Nirdhan (Shivia India)** as Section 25 Company (NGO) in India

**Appointments (India)**

- Chairman: **Vasant Subramanyan**
- Director: **Shourya Mandal**
- Head of Livelihoods: **Chandrani Banerjee**

**2012**

- **PDS** continues at Familia location
- **PDS** is launched at second location, Babnan
- Research into new livelihood programme, Mushroom Cultivation, proves that it is not a viable enterprise
- Launch of skills training programme with SAATH, Gujarat

**Appointments (India)**

- Director: **Deepak Daftari**
- General Manager: **Joe Rao**
- Head of Finance: **Aloke Saha**
- Operations Consultant: **Habib Reza**



<b>2013</b>	<ul style="list-style-type: none"> <li>• <b>PDS</b> continues at Familia and Babnan</li> <li>• Team building includes appointment of first <b>Field Supervisor</b> for Nirdhan at Familia location</li> </ul>	<p>Nirdhan converted to Section 8 company under Companies Act 2013</p> <p><b>Appointments (UK)</b></p> <ul style="list-style-type: none"> <li>• Trustee and CFO: <b>Chris Langridge</b></li> <li>• Trustee: <b>Nishant Lalwani</b></li> </ul> <p><b>Appointments (India)</b></p> <ul style="list-style-type: none"> <li>• Director: <b>Sundaresan Radhakrishnan</b></li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>• Launch of our second livelihood programme, <b>Agri-Management Services (AMS)</b></li> <li>• Launch of <b>PDS</b> at two new locations, Sundia and Kolaghat</li> <li>• Completion of microfinance programme with BASE, West Nepal</li> <li>• Completion of microfinance and training programme with SAATH, Gujarat</li> </ul>	<p><b>Appointments (UK)</b></p> <ul style="list-style-type: none"> <li>• Executive Assistant: <b>Victoria Denison</b></li> </ul>
<b>2015</b>	<ul style="list-style-type: none"> <li>• Livelihood programmes continue: <b>PDS</b> at four locations and <b>AMS</b> at Familia</li> <li>• Research into new livelihood programme, <b>Goateries</b>, proves successful.</li> <li>• Close of Shivia India Trust so all operations now run by Nirdhan</li> </ul>	<p><b>Appointments (UK)</b></p> <ul style="list-style-type: none"> <li>• Patron: <b>Nick Jenkins</b></li> </ul>
<b>2016</b>	<ul style="list-style-type: none"> <li>• Launch of <b>Goateries</b> pilot programme at Babnan</li> <li>• <b>Baseline Survey</b> conducted on 715 families on PDS programme at Familia</li> </ul>	<p>Nirdhan gains <b>permanent</b> FCRA status to receive foreign funds</p> <p><b>Appointments (UK)</b></p> <ul style="list-style-type: none"> <li>• Trustee: <b>Deepak Arora</b></li> </ul>
<b>2017</b>	<ul style="list-style-type: none"> <li>• Research into potential new livelihood programmes, <b>Fisheries</b> and tapping into <b>Skill India</b></li> </ul>	<p>Nirdhan gains income tax 80G certificate for local fund-raising</p> <p><b>Appointments (UK)</b></p> <ul style="list-style-type: none"> <li>• Trustee: <b>Dr Yasmine Hilton</b></li> </ul> <p><b>Appointments (India)</b></p> <ul style="list-style-type: none"> <li>• Fundraising consultant: <b>Mojjuddin Ansari</b></li> </ul>



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



**SHIVIA**

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Twitter: [@shiviatweets](https://twitter.com/shiviatweets)

Facebook: [/shiviacharity](https://www.facebook.com/shiviacharity)

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