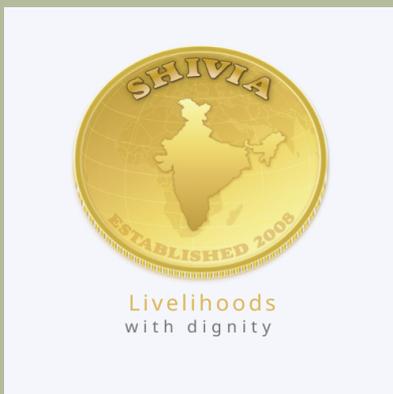




SHIVIA

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



Annual Review
2019/20

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(Photo credits: Victoria Denison and Garlinda Birkbeck)



ABOUT SHIVIA

OUR VISION

Our vision is a world where everyone can create opportunities for themselves and earn a livelihood.

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

Shivia's work contributes towards the delivery of the UN's Sustainable Development Goals, specifically:

- Goal 1: No Poverty
- Goal 4: Quality Education
- Goal 5: Gender Equality
- Goal 8: Decent Work and Economic Growth
- Goal 12: Responsible Consumption and Production

About Shivia: who we are

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. For more information about our journey over the last 12 years, please see pages 35 and 36.



"I joined Shivia having seen it grow and develop through the eyes of our CEO, Olly, who I have known for many years. The energy and professionalism of the team on the ground in India, combined with the innovative, unique and impactful actions of the organisation, distinguish it as a true pioneer in the charity world – something I just had to be a part of."

David Waring, Trustee

Patron

Nick Jenkins

Founder & CEO

Olly Belcher (Donnelly)

UK Operations Manager

Victoria Denison

Trustees

Yasmine Hilton (Chairman)
 Tim Neslen (Vice Chairman)
 Olly Belcher (CEO)
 Chris Langridge (CFO)
 Narind Singh
 Sudeshna Mukherjee
 David Waring
 Shailendra Patel



About Nirdhan: who we are



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 FCRA status enabling Shivia UK to transfer funds at any time. Shivia and Nirdhan work closely together and share the same mission, values, goals and objectives.

Nirdhan is governed by a board of six directors (trustees) who employ a team of four staff to manage our operations. Nirdhan's field team is made up of five Field Supervisors and 41 Livelihood Service Providers who deliver toolkits and training to our beneficiaries and capture all our social impact data. 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.



Nirdhan Livelihood Service Provider, Kolaghat location

Chairman

Mr Vasant Subramanyan

Directors

Mr Shourya Mandal

Mr Sundaresan Radhakrishnan

Mrs Rajlakshmi Syam

Mr Krupakaran Satish David

Mrs Nupur Vaswani

General Manager

Mr Jogeshwar Rao (Joe)

Head of Livelihoods

Mrs Chandrani Banerjee

Head of Finance

Mr Alope Saha

Operations Consultant

Mr Habib Reza

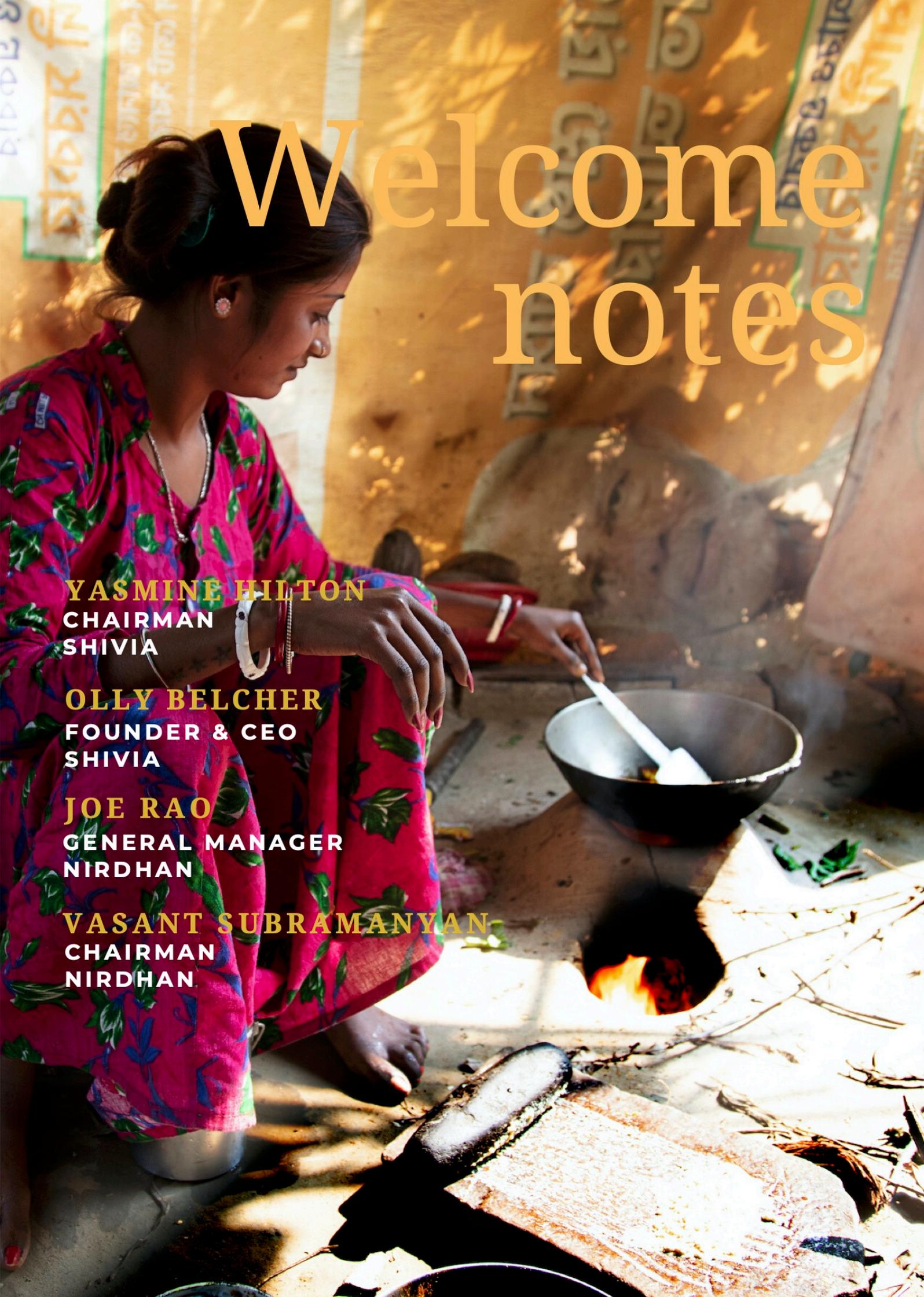
Welcome notes

YASMINE HILTON
CHAIRMAN
SHIVIA

OLLY BELCHER
FOUNDER & CEO
SHIVIA

JOE RAO
GENERAL MANAGER
NIRDHAN

VASANT SUBRAMANYAN
CHAIRMAN
NIRDHAN



Yasmine Hilton | Chairman | Shivia

Overview and Governance

Despite economic progress in India, there are still around 400 million people who live on just over USD \$3 per day. This includes tens of millions living in extreme poverty on less than USD \$2 per day. As I write, India is under lockdown due to the Covid-19 pandemic. It is the poor in rural India who are suffering most. It is hard to find the words to describe the devastating effect the pandemic is having on the lives and communities of those in rural West Bengal. They've never needed our help more.

The year 2019 was a strong one for Shivia. We raised £330,372 and were able to transfer £231,459 to our Indian partner Nirdhan, an increase of nearly 30% from last year. This was to support over 3,000 new families joining our three programmes – Poultry Development Services (PDS), Agri-management Services (AMS) and our Goat Farming programme. This is out of a total portfolio of over 19,000 families.

"It is hard to find the words to describe the devastating effect the pandemic is having on the lives and communities of those in rural West Bengal. They've never needed our help more."



With Olly in West Bengal in January

I visited India in January to take a closer look at some of our operations. The PDS programme continues to deliver at pace - many women have grown in confidence and are now able to start their own small-scale businesses, diversifying their income. These women have been given an opportunity to build a sustainable future for themselves and have grasped it with both hands. I was overwhelmed seeing the AMS work at first hand. The improved productivity using our methods is astonishing.

Had it not been for the tragedy of the pandemic, Shivia would have been set to grow in 2020 with plans for a new location and to start new livelihood programmes in fish-farming and tailoring garments and face masks. At our most recent Board meeting, we decided to defer these expansion plans for now and focus on adapting our operations to new ways of working, both in the UK and in India. We need to find innovative solutions to help and

support our existing beneficiaries and staff. To this end, we have revised our policies on reserves and talent retention. I would like to thank everyone in Shivia and Nirdhan for their flexibility and adaptability in completing this so rapidly.

Independent judgement and diversity on the Board of Trustees are fundamental principles for good governance. I am delighted to report that in 2019 we welcomed two new distinguished trustees - David Waring, Senior Managing Director at Evercore; and Shailendra Patel, Founder and CEO of the Sophia Akash Foundation. We are fortunate to attract people of such quality. We have a strong, dedicated team who will continue to deliver our mission. With your help and support, I am confident that we will weather this storm together and emerge stronger to provide many more livelihood opportunities in the coming years. In the meantime, many thanks to all of you who have helped our charity make a difference to the lives of so many. Finally, I hope you and your families stay safe and well.

Olly Belcher | Founder & CEO | Shivia

Mission and funding



With Chandrani during my visit in January

At the end of February, we were set to end the year on a high but then out of nowhere Covid-19 hit and as always in a true crisis, the poorest and most vulnerable suffer the most. With India in lock-down and millions of people back in their villages with few livelihood prospects, our mission to **empower the poorest to create livelihoods, boost income and inspire permanent change** feels more important than ever. With people likening the public response to the pandemic to that of the blitz spirit of World War II, I thought of Winston Churchill who said: ***“It is no use saying ‘we are doing our best’. You have got to succeed in doing what is necessary”***. In the state of West Bengal, with a population of 90 million people, the spread of Covid-19 could be truly devastating. We re-positioned ourselves quickly and effectively to do what is necessary by protecting and assisting our beneficiaries as best as we can at this time.

Due to the challenging fundraising landscape that lies ahead, we have scaled back our plans for 2020 but ensured that the beneficiaries we currently work with receive our unwavering support to continue with their much-needed enterprises from our three programmes - PDS, AMS and Goat Farming - which we have spent the last nine years building. The nature and logistics of our poultry programme mean our staff are used to accessing remote areas; they have been out there educating our beneficiaries and others in their communities about Covid-19 and providing them with much needed goods such as sanitisers, soaps and face-masks. They have also provided them with essential goods they cannot access during the lock-down such as sanitary napkins for women and girls, cooking materials, rice and dal (lentils). On top of this, we have started a new initiative in response to the pandemic: mask-making, providing local people with a much-needed income as well as protection from the virus.

“We have started a new initiative in response to the pandemic: mask-making, providing local people with a much-needed income as well as protection from the virus.”

We were extremely grateful to all our supporters who helped us raise £330,372 in 2019-20 including superb probono support totalling £35,102. This enabled our programmes to excel and continue to build the trust between our beneficiaries and field team who are so crucial during the Covid-19 pandemic. They have the end-mile reach that so many organisations are desperate for right now. We also raised £6,500 in India and made good progress with foundations such as Azim Premji Philanthropic Initiatives and the Tata Trusts, which we will continue to pursue in the year ahead.

Despite scaling back our plans for 2020-21 and our fund-raising target accordingly from £400,000 to £300,000, we remain ambitious to continue our usual services for those we already work with, as well as reach out beyond our portfolio to wider communities where people are adversely affected by Covid-19. With our staff properly trained and protected with PPE, we have every confidence that they can make a real difference to the lives of these desperately poor people. In a country of 1.37 billion people, these efforts may seem small but as Mother Teresa said: ***“We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop”***.



With the whole team and representatives from Artemis, October 2019

Joe Rao | General Manager | Nirdhan

From the field: our programmes

Nirdhan (Shivia India) is marching ahead and we completed another year successfully delivering our mission - and more. Each year seems to be more eventful than the previous one and it gives me great pleasure to share with you some of our recent accomplishments, experiences and challenges.

This year, the biggest achievement for me has been that 430 families in our PDS programme have become completely independent of us. By this I mean that these families now have the full knowledge, skills and confidence to run their poultry enterprises on their own and they can source the one day old chicks, feed, medicines and vaccinations required for their flocks directly from the suppliers. We have worked so hard to achieve long-term sustainability for our farmers and this year has proven that these farmers now have a permanent livelihood which has also become their primary source of income. Each and every family is proud of what they have achieved with our support.



For our AMS Programme it has been a year of extremes. On the one hand, our farmers suffered from the delayed monsoon and then faced a deadly cyclone, Bulbul, in November which destroyed their crops just before the harvest season. Immediately after that in December, the Government of India passed the Citizenship Amendment Act bill (CAA). This led to demonstrations, and for our farmers, valuable time away from their fields and group meetings queuing up to ensure they were on the citizens' register. On the other hand, with our intervention and training, the farmers are making an additional 40% profit and with these profits they are taking more land on lease. We facilitated 1,286 links between the Government and our farmers which enabled them to have access to a range of important schemes including free supplies of fertilisers, pesticides, seeds, saplings and crop insurance. We were very glad that most of the farmers whose crops were destroyed in Cyclone Bulbul were financially compensated by the Government, for which our team worked extremely hard. Our field staff collected accurate data, filled out lengthy forms on behalf of the farmers and accompanied them to the Government offices for answering queries.

In our Goat Farming programme, the 27 families from our initial pilot in December 2016 who had received two female parent goats now have a herd averaging eleven goats (including kids and grandkids) which are worth Rs. 27,000 (£290) at the local markets. This is compared with their initial investment of Rs. 500 (£5.50) per pair of parent goats. All the maintenance costs of vaccinations, medications and insurance were covered by Nirdhan but in future, when the farmers become independent of us, they will take on these costs which are approximately Rs. 400 per month (c. £4.30). As planned, the farmers returned half their herds (seven goats) to Nirdhan generating an income for us of Rs. 7,000 (£75) per family. I am delighted to report that these initial families now feel they have the skills and knowledge required for goat-farming to be a primary source of permanent income for the family. They are either expanding their enterprise or selling some of their goats depending on space they have at home to keep them. The second pilot phase of the goat programme for 500 families is also progressing well and we have a software in place to track this accordingly. During the course of the year, we experimented with artificial insemination at two of the four locations where we operate this programme and the initial results were positive.

I take this opportunity to thank all our supporters who enable us to carry out our important work. I would also like to thank my team from the five Field Supervisors and 41 Livelihood Service Providers in the field, to the management team and Board of Directors for their hard work and dedication; I am proud to be part of this team.

Vasant Subramanyan | Director | Nirdhan

Forging ahead

As I look back on 2019, and look forward to 2020 and beyond, I am astounded on many counts. We have had an amazing 2019-20 until the insidious Covid-19 broke over the shores of India and caused the biggest single lockdown in the history of humanity; as I author this note, over 1.37 billion Indians are in a state of lockdown!

2019 was a phenomenal year for us at Shivia India (Nirdhan). Our data shows that the impact we had designed for those less fortunate had been in keeping with and exceeding our expectations. Our “graduation” model into groups for the PDS programme had taken off very strongly and stabilised and the AMS programme had really come in as the way ahead for



“Our data shows that the impact we had designed for those less fortunate had been in keeping with and exceeding our expectations.”

thousands of poor farmers who have had a huge fillip to their incomes and substantial reductions to their input costs. In our Goat Farming programme, the introduction of artificial insemination had shown positive results. Our research into forming a “Backyard Fishery Programme” had also shown promise for a pilot in 2020 and later wider adoption.

Oh – and then this pandemic hit and sadly, all is up in the air. As some of you may know a large number of India’s rural population migrates to the cities and forms a “daily wage” work pool that works in the “unorganised sector”. Post Covid-19 and the ensuing slowdown of the economy (the IMF states that India is going to decelerate its growth rate from 5.8% to 1.9%), India is looking at millions more people slipping into poverty. For a charity of our size the task seems daunting.

However, we at our core know we never signed up to do an easy task! Our efforts will be, as always, to strive to be more efficient, frugal and harder hitting in our fight against poverty in rural Bengal. We shall leave no stone unturned to make resources have a deeper impact to those who look to us for support.

I end this note with my greetings to all of our supporters who have stood by us with a humble request. We need your support now more than ever. Stay safe, stay healthy and be cautious so as to keep Covid-19 at bay. As we watch the world heal may I wish you all well.



Where we work

We have chosen to help families living in poverty in West Bengal, one of the poorest and most populous states in India. We are running projects in five locations, all within 100kms of Kolkata.



OUR LOCATIONS

- FAMILIA**
opened in August 2011
- BABNAN**
opened in June 2012
- SUNDIA**
opened in April 2014
- KOLAGHAT**
opened in December 2014
- KRISHNAGAR**
opened in May 2018

The year in review

APRIL

Our Poultry Development Services group model was launched at Kolaghat, our newest location. We hired our first agricultural expert to support expansion of the Agri-management Services programme and launched our Goat Farming programme at Familia location. In the UK, Shivia was selected as part of the **#TOGETHERBAND campaign**, promoting UN Sustainable Development Goal 12: ensure sustainable consumption and production patterns.

MAY

We reached a significant milestone : 70,000 delivered poultry toolkits since we started the programme in 2011. That equates to **700,000 chicks** supplied to our farmers across our five locations. However, toolkit distributions were lower than expected in May due to the Indian General Elections which lasted six weeks. On 23rd May, it was announced that Modi and his BJP party had won a landslide election. We also launched the AMS Programme at Babnan. location.

JUNE

Another milestone was reached: 100 of our poultry farming groups became fully independent of us, ordering all toolkit parts directly from the suppliers. Fundraising initiatives progressed well in India and we were pleased to welcome the Project Leader from **Azim Premji Philanthropic Initiatives (APPI)** to West Bengal. We also welcomed Bristol University undergraduate, **Emma Ward**, who researched the employment aspirations of young adults in the rural villages given previous feedback that they are not interested in agricultural enterprises. Finally, Nirdhan applied for their FCRA licence renewal which is required by all NGOs who receive money from abroad. Back in the UK, we held our dinner and auction at the House of Commons, generously hosted by **Max Patel (St James's Place)**. We were delighted that **Joe and Chandrani** were in London for the event as well as for a week of meetings and presentations. We also participated for the first time in the Nightrider London bike ride, led by our UK Head of Operations, **Victoria**.

JULY

Another milestone was reached: **14,000 families have now benefitted from Poultry Development Services** since 2011. We were also able to distribute more toolkits than usual for July given a delay to the monsoon rains. Our management team in Kolkata hosted finance officials from APPI for budget talks regarding our pending application for local funding.

AUGUST

The monsoon was still late which meant we could again distribute more toolkits than budgeted for at this time of year. Given extreme weather in India can also affect our AMS farmers, we were glad to secure **free crop insurance** from the government for 107 of our

SEPTEMBER

Another milestone was reached : 3,000 farmers have benefitted from the suite of interventions offered by our AMS programme. However, the monsoon finally hit and hit hard meaning our field staff distributed 30% less toolkits than budgeted for; we did not want the chicks to drown! Our application to APPI for local funding progressed further with another visit and meetings with Nirdhan's Chairman **Vasant**. Our CEO, **Olly**, presented our AMS model for marginalised farmers at the Convergences Forum in Paris.

OCTOBER

We held our third **Family Field trip with Artemis**. A team of eleven joined us for an action-packed week both in Kolkata and out in the villages witnessing the impact of our programmes at first hand. We held our ever-important awards ceremony recognising our field staff for their hard work and commitment throughout the year. Nirdhan's new website also went live. Back in London, ten supporters ran the Royal Parks Half Marathon for us.



NOVEMBER

Sadly **Cyclone Bulbul hit West Bengal** and devastated the crops of many of our farmers. Our field team reacted swiftly and helped farmers claim compensation from the local government. On a more positive note, we facilitated a trial by **Aquasense** for their ground-breaking water-testing tool in some of our village locations. Our CEO, **Olly**, spoke about Shivia at the **St Edmund Hall, Oxford 'Teddy Talk'** (her alma mater).

DECEMBER

Compensations for crop damage following Cyclone Bulbul started to arrive for our farmers. We also identified our sixth location in Bunkura District, 235 kms north of Kolkata, after months of research. We planned to introduce both our PDS programme and a tailoring pilot here in 2020. Our field staff started our repeat 2016 Baseline survey for 715 PDS families as well as a second survey of 1,000 families including farmers from our AMS and Goat Farming programmes. However, this got disrupted due to the passing of the Citizenship Amendment Act (CAA) causing chaos in India with riots and demonstrations across the country and in particular in West Bengal. Many of our AMS farmers were impacted; they lost valuable working hours and time to attend their group meetings as they queued up to check if they were on the National Citizenship Register.

Our General Manager, **Joe**, and Head of Operations, **Chandrani**, attended the Livelihoods India Summit in New Delhi. They also submitted another funding application, this time to the Hans Foundation.

We were delighted to be included in two campaigns for the second year in a row: **Advent of Change**, the charity advent calendar, and **The Big Give Christmas Challenge**.

JANUARY

Nirdhan expected to receive its renewed FCRA licence but the CAA caused delays to the process. The UK team travelled to West Bengal for strategy meetings and welcomed **Jane Meyer (The T&J Meyer Foundation)**, **Garlinda Birkbeck**, **Peter Wilson** and our Shivia/Nirdhan Ambassadors, **Nawshir and Khursheed Khurody**. After Khursheed and Nawshir facilitated meetings in Mumbai for **Olly** and **Joe** to meet with the Tata Trusts and discuss potential expansion plans beyond West Bengal.

David Warina was elected as a trustee of Shivia.

FEBRUARY

First signs of Covid-19 were reported in Delhi which caused further delays at the Ministry of Home Affairs for the FCRA licence. On a positive note, 304 farmers received compensation for crop damage following Cyclone Bulbul. The General Manager of **Azim Premji Philanthropic Initiatives (APPI)** visited our operations and asked Nirdhan to submit a further funding application in the autumn. In the UK, we started to migrate all Shivia's financial data onto the database created for us by **Salesforce** (pro bono).

MARCH

With the rapid spread of Covid-19 and the consequent worldwide 'lockdown', all our plans for the month and the year ahead changed. The Shivia board revised the Annual Plan for 2020-21 accordingly. We cancelled **Joe and Chandrani's** visit to the UK with a day's notice as well as our Spring Celebration event kindly hosted by **Artemis**. Operations in India ceased but our field staff continued to support our beneficiaries via phone. As well as giving advice about their enterprises, they passed on Government advice about infection prevention. After receiving PPE and permissions to travel in the villages, our LSPs started to distribute essential items donated to Nirdhan including hand-sanitisers, soaps, sanitary napkins and dry foods. Nirdhan was contacted by the **Ministry of Home Affairs** to support the Government's response effort to Covid-19. We also started a new initiative to produce and distribute thousands of cotton face-masks given the demand, lack of availability and huge need for families to earn some income. **Shailendra Patel** was elected as a trustee of Shivia.



PROFILE

About our beneficiaries

Our programmes target some of the poorest families living in rural villages surrounding the city of Kolkata.

We have developed a **social impact assessment** questionnaire, specific to rural India, which allows us to identify the people who are in most need of our intervention and measure their progress out of poverty.

We have also conducted **in-depth surveys** (in 2016 and 2020) to develop an accurate profile of the families we are working with.

Despite a number of Government led pro-poor initiatives, the people we help are typically:

- *Living below the poverty line (in Bengal this is described as an annual income below Rs. 27,000 - about £290)*
- *Working as poorly paid, daily-wage labourers in agriculture. One member of the household maybe migrating to the city or other states for work*
- *Living in rudimentary houses with no access to running water or a proper toilet*
- *Cooking on a clay-based 'chula' and collecting firewood for fuel*
- *Women are particularly disadvantaged - if they can find work they may be paid half as much as men and have little say on spending decisions*





60%
of families live in houses with a rudimentary roof eg. plastic sheet



72%
of women cook on a wood burning 'chula' (clay oven)



83%
collect water from a hand pump in the village



73%
do not have access to a 'pour flush' toilet so use a pit latrine



About our programmes

Almost 70% of India's population lives in rural areas. As a result, there are vast numbers of people in the rural areas who fall below the poverty line. Our intention has always been to provide skills and training to Below Poverty Line (BPL) families so that they may increase their disposable income and create small pools of capital which can be used by the family for various needs. A large number of the families we work with use this capital to start up other micro-enterprises so that they may pull themselves out of poverty over a period of two or three years. We are strong proponents of the age-old saying that, **"if you feed a man a fish you feed him for a day, but if you teach him to fish, you feed him for life"**.

We strongly believe that education and training are two important lynchpins that help people pivot out of poverty. Our three programmes are designed to assist people to work their own way out of poverty so that they have strong and sustainable livelihoods, which reduce their need for hand-outs or financial support.

Creating livelihood enterprises for families living in rural areas must primarily revolve around agriculture and all our core interventions are based on activities involving agriculture or animal husbandry.

We have created a scalable and replicable model for each of our programmes and are actively researching new areas to launch our programmes within India. We have also developed operations manuals for knowledge sharing with other NGOs.



Poultry Development Services

Agri-management Services



Goat Farming



Poultry Development Services

STARTING OUT



Shivia offers Poultry Toolkits and training to very poor families, and primarily women, so they can start their own chicken farming enterprise from home. Each toolkit costs just £15 to supply.

When she registers for the programme, our new farmer makes a small contribution to the cost of the toolkit, allowing her to proudly take ownership of her new enterprise and seek our support to ensure it is a success.

WHAT'S IN THE £15 POULTRY TOOLKIT?

- ten one-day-old chicks
- a bag of starter feed to last for the first two weeks
- vaccinations to prevent disease
- training is an important part of the programme and includes all aspects of successful poultry farming, from how to build a suitable coop to marketing and selling the produce.



WHY RAISE CHICKENS?



There is a large market demand for chickens and eggs in West Bengal, so our farmer can easily sell the products and feed her family too! The chicks we provide are hardy and survive well on household scraps so are inexpensive to keep, excellent layers and do not require much space. So, it's an ideal 'backyard' enterprise for women in the villages surrounding Kolkata where we work.

DEVELOPING THE ENTERPRISE

Once the chickens are fully grown our farmer may decide to sell a few of the birds to pay for something the family urgently needs - medicines for a sick relative or school books are typical examples. Otherwise, she keeps her hens for laying and sells eggs to her local neighbours and at the nearest market, providing a small but regular income to help provide for the family.



THE LONGER TERM BENEFITS



We have been offering PDS to thousands of very poor families in West Bengal since 2011 (nearly 15,000 in fact) and know the programme is making a huge impact on the lives of women in particular. They feel empowered by the opportunity to earn their own income and make spending decisions. Invariably, women spend money on the family first. When women earn, children are healthier and more likely to stay in school.

EMBARKING ON NEW ENTERPRISES

Many of the women who have taken up poultry farming use their skills and new found confidence to start other enterprises - setting up a stall selling tea and omlettes is just one inspired example!

For those who want to expand their poultry business, we help them form groups so they can source the toolkits directly from our suppliers, continue their enterprise independently of us and really branch out on their own for long-term prosperity.



Poultry Development Services is directly aligned to several of the **UN Sustainable Development Goals** with a particular focus on 5 and 8, gender equality and decent work and economic growth.



Watch our PDS
animated video
[Just click here](#)

Poultry Development Services (PDS)

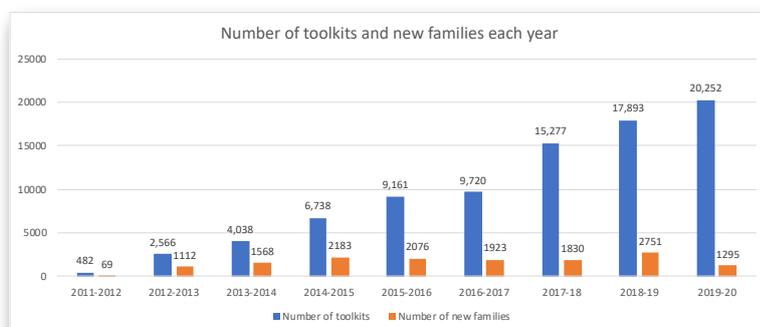
The individual and group models

Since we launched PDS in 2011, our dedicated team of Livelihood Service Providers have delivered the service to farmers on an individual basis, to their doorstep, giving them the excellent service and hand-holding they need to have the confidence to start and run a backyard poultry enterprise. In July 2018, we introduced our group model whereby, after two years of service, farmers should be able to run their enterprise independently of us or graduate into another enterprise altogether with their new skills and self-esteem. 2019-20 was the year that our group model really took off and we are delighted that **430 of our farmers are now operating completely independently of us**, sourcing the chicks, feed, vaccinations and medications on their own. Behind the scenes, we continue to check that the suppliers are providing the farmers with good quality chicks, on time and at the same competitive prices. Graduation into the group model has been our greatest success to date in PDS.

Steady and sustained growth

Since 2011, we have distributed **86,127 toolkits** and for the year under review 20,252 toolkits compared with 17,893 in 2018-19. This was despite no distributions in March due to the spread of the Covid-19 pandemic. In total, we have worked with 14,807 families in 1,388 villages with 1,295 new families joining us this year alone. The number of new families was lower this year as we focused on our group model and the path to independence rather than enrolling many new, individual farmers. Of the 20,252 toolkits, 13,951 were through the group model to 29 groups comprising 567 members. On average, farmers take 25

toolkits through the group model as they strive to grow their enterprise and become independent of us. We have achieved these figures with our PDS field team averaging 26 staff: five field supervisors, 10 LSPs in the individual model and 11 delivering the group model. We continue to cap the number of farmers we work with at 20% per village so they do not flood the market with chickens and eggs; this may change in future with the group model as farmers will be able to sell their produce further afield.



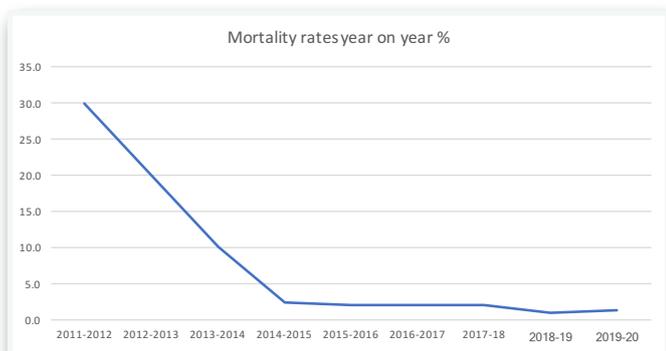
Our training programme

Our superb training is reflected in the mortality rates of the chicks declining every year from 30% in our first year of operations to less than 2% consistently since 2016. We train our farmers in how to build a coop relevant to their house and plot, how to vaccinate and medicate the chicks, how to feed the chicks cheaply but well and how to look after them especially given the dramatic changes in climate from the very hot summers to the cold winters and then the rainy monsoon season in between. We also train them in how to save money, grow their enterprises or invest their additional income into other enterprises. As farmers transition into the group model, we train them in how to be part of a group, how to deal directly with

suppliers, how to collect their toolkit parts from central points and how to grow their enterprises through, for example, building more permanent coops.

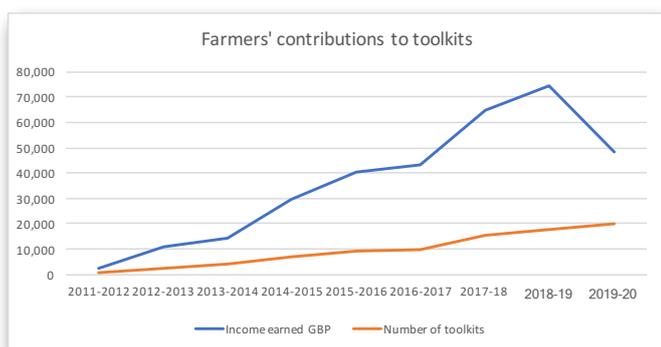
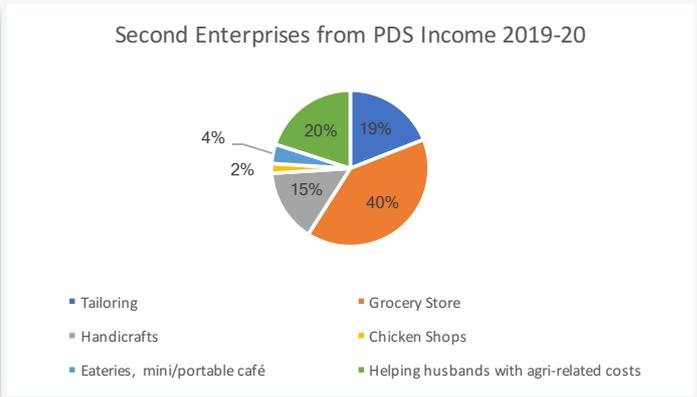
A path towards permanent change

Farmers typically take on average 15-20 toolkits per year for two years before we transition them into the group model, graduate them into our AMS or Goat Farming programmes or encourage them to start a second enterprise altogether. They are able to take any of these paths due to the combination of supplementary income from PDS, increased confidence and knowledge of how to do so. The majority of our farmers who start or expand second enterprises focus on grocery stores from their homes, tailoring or helping their husbands with agri-related products.



Contributing towards financial sustainability

In the individual model, our farmers contribute the equivalent of £5 towards each toolkit when the actual cost is £15. This is the level they can afford or are able to find from family and friends rather than going to money lenders. Contributing towards the toolkits means they have a sense of ownership, turn up for training and look after their birds with pride. It also contributes to the financial sustainability of Shivia, enabling us to distribute more toolkits. In the last year, even though the number of toolkits increased, the financial contribution was less since farmers only contributed c. £2.50 per toolkit because in the first stage of transition, they pay the feed suppliers directly. By the time they graduate, they pay all suppliers directly with no payment to Nirdhan.



Agri-management Services

Sustainable, affordable and responsible farming for marginalised farmers

AMS is aligned to the UN Sustainable Development Goals, particularly Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture and Goal 12: Ensure sustainable consumption and production patterns

Farmer Interest Groups

We organise local farmers into Farmer Interest Groups (FIGS) of 15-20 members. Each member pays a small fee of Rs. 100 after which they are eligible for all the programme benefits

Training and Advice

The training programme focusses on a range of subjects relating to sustainable farming practices, including crop selection, disease and pest management and making low/no-cost bio-fertilisers and bio-pesticides at home

Testing the soil

The test includes a pH test to determine the acidity or alkalinity of the soil and find out what nutrients are either in excess or deficient. We then advise our farmers about how to correct the pH and create the right balance of macro and micronutrients for the crop he intends to grow

Sourcing agri-inputs

We work with the farmers to source all their agri-inputs: seeds, fertilisers, pesticides, tools and mechanical equipment. We help the farmers get genuine products at competitive prices

Access to banking

We help farmers to open a group bank account. Once they start making regular deposits they can take out small loans to support their farming enterprise. Loans are used for renting agricultural machinery, paying for water for irrigation or for hired labour when needed

Links to Government programmes

The Government of India and the state government of West Bengal have introduced a number of initiatives to develop agriculture, which marginalised farmers are often unaware of. We link our farmers to these programmes by helping them to complete the required documentation

Agri-management Services (AMS)

Our AMS programme is directly aligned to the **UN Sustainable Development Goals: Goal 2: End hunger and achieve food security and improved nutrition and promote sustainable agriculture; Goal 12: ensure sustainable consumption and production patterns.**



The programme helps poor families who typically lease unproductive land that has been subject to overuse of chemicals, earn money from agriculture in a responsible, environmentally-friendly and affordable way.

AMS comprises a number of interlinked interventions:

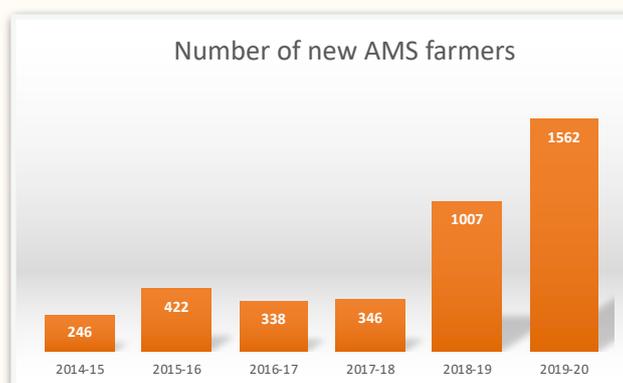
- ➔ Forming Farmer Interest Groups (FIGs) of 15-18 farmers
- ➔ Soil testing to ascertain the chemical imbalance and what is required to redress this
- ➔ Providing training and advice on affordable and environmentally-friendly farming techniques
- ➔ Helping FIGs to open group bank accounts
- ➔ Helping to link FIGs to government programmes which farmers are unaware of or cannot do on their own
- ➔ Linking FIGs to suppliers of agri-inputs including bio-products

Cyclone Bulbul struck West Bengal as well as neighbouring Bangladesh in November 2019 causing storms, heavy rains and flash floods. Many of the farmers in our AMS programme suffered huge losses due to crop damage, made worse because it was the reaping season for paddy.

Our team of Field Supervisors and Livelihood Service Providers worked extremely hard to connect the farmers to government schemes providing financial compensation for crop damage due to the cyclone. They collected data, took them to government officers and help them complete and submit the necessary forms.

New farmers

We registered 1,562 new farmers bringing our total portfolio to 3,921. This compares with 1,007 in 2018-19. Each farmer contributes Rs. 100 on registration for the holistic service they then receive over the next two years. This is carried out by a team of three Field Supervisors (also responsible for PDS and Goat Farming), our specialist in agriculture and 14 LSPs. We introduced AMS at a third location this year, Babnan, where we started charging Rs. 200 for the service.

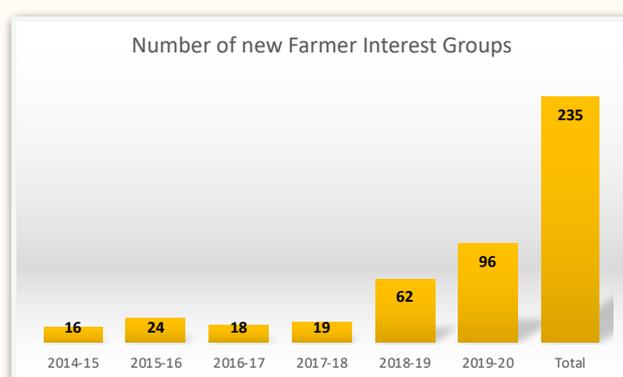


Soil testing/Farmer Interest Groups

We completed soil tests for all our new farmers and formed 96 Farmer Interest Groups bringing the total to 235.

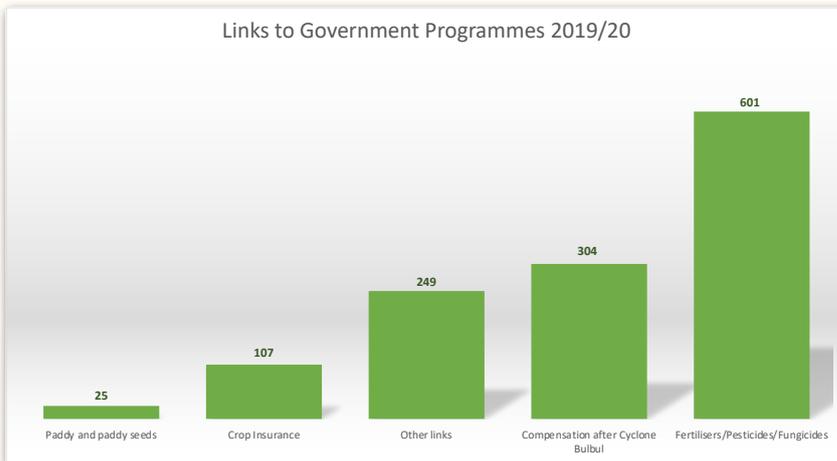
Training & advice

We trained all our farmers on how to reduce input costs, increase yields and farm responsibly by using bio-pesticides and bio-fertilisers largely made at home from cow dung, cow urine, jaggery, garlic, turmeric, oil cakes, neem leaves, akanda leaves (milkweed) and a local grass.



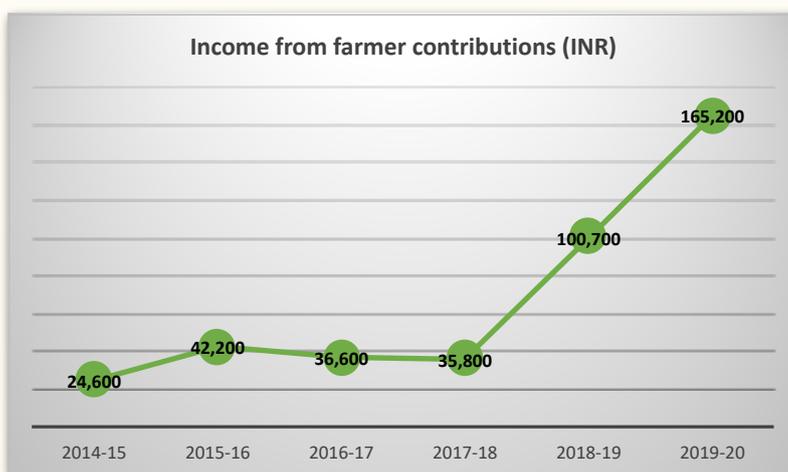
Bank accounts & government links

We opened ten group bank accounts bringing the total to 62. We had hoped the number would be 100 but increasing restrictions on opening group bank accounts made this process harder than anticipated. We also made 1,286 government links for farmers compared with 491 in 2018-19. The monetary value of these links for farmers totalled approximately £10,000. The majority of these were for the Government to provide “free” fertilisers, pesticides and fungicides as well as paddy and paddy seeds (rice). Of these farmers, 107 received government crop insurance for the products they were given and 304 received crop damage compensation for Cyclone Bulbul in November.



Sustainability

The Rs. 100 registration fee at three locations (Kanchrapara, Sundia and Kolaghat) and the Rs. 200 registration fee at Babnan location helps with our financial sustainability as well as ensures the farmers take the advice and training seriously. We are seeing that after two years, the farmers are in a position to be independent of us and are in fact transforming whole communities with their new knowledge, encouraging younger farmers to return home from the towns and cities as they see profit in farming for the first time in their lives.



GOAT FARMING

how the programme works

STARTING OUT



After our new farmer registers on the programme she receives two young female goats on loan from us, plus one male goat which is shared with other local families. All the adult goats are insured against loss. We ask all our farmers to pay a small cash contribution of Rs 500 (c. £5.50) towards the cost of the programme (training and mentoring, insurance, vaccinations, etc).

THE TRAINING

Our Livelihood Service Provider vaccinates the goats and gives every farmer extensive training on all aspects of goat husbandry. Each farmer also has access to a local vet should her goats need medical attention and especially at birthing time.



GROWING THE HERD



Over four reproductive cycles (approx. 27 months), each doe typically produces seven kids, so a total of 14 goat kids are born from the two original females. By this time, we expect at least two "grandkid" goats to have arrived also. Throughout this time, our Livelihood Service Provider is on hand for advice and home visits to check on the growing herd.



REPAYING THE LOAN

Our farmer doesn't repay the loan for the original goats in cash - instead she gives us half of the goat kids born to her flock, which we can then loan to new farmers on the programme. At the end of the programme, she also returns the two original females to us (which we sell at market to generate programme income to be reinvested).



A SUSTAINABLE ENTERPRISE



After 27 months with us and with a growing herd, our farmer is now ready to continue her goat farming enterprise independently. Our training includes financial advice so she understands the costs of maintaining the animals and keeping them healthy. Goats are highly prized in West Bengal, especially at festival time and hers will fetch a good price at the local market.

A FINANCIALLY ROBUST MODEL

We have designed our Goat Farming programme to be financially robust. Our original investment in two goats for each of our farmers is repaid with goat kids, which we then loan to new farmers, allowing us to continually expand the programme. We also sell the older females that are returned to us to generate a small income that is reinvested into the programme.



Our Goat Farming programme is directly aligned to several of the **UN Sustainable Development Goals** with a particular focus on Goals 1, 5 & 8: ending all poverty, gender equality and women empowerment, decent work and sustainable economic growth.

Goat Farming

Following a period of detailed research, we launched our third programme at Babnan location in December 2016: Goat Farming. The programme is particularly aimed at women who have been on our PDS programme but have no access to land to move into Agri-management Services. Graduating them into goat farming can provide a sustainable income in the longer term. The programme also allows for an income for Shivia/Nirdhan, meaning it is more financially sustainable for us too.

2016: the pilot phase

In the pilot phase of our Goat Farming programme we registered 27 farmers and supplied them with two female goats each. We also supplied one male goat to be shared between a small group in the same village. These farmers have now completed the full cycle of the programme with us and are continuing with their goat farming enterprise on their own.

The pilot phase allowed us to test the model for this programme and learn from the challenges it raised. We realised that the goats we were buying from the local market were not healthy, so instead we started buying our stock from Sanjevani Goats - a reputable goat farm where the livestock were vaccinated and robust.

2017-2019: expanding the programme

Over the following three years we expanded the programme to include a further 342 farmers. New initiatives were added to the programme including insurance cover and tagging for the adult goats. We also started testing the process of artificial insemination in two of the locations.

We faced a few challenges along the way too - a devastating goat pox swept through many goat herds in Babnan but, because the goats we supplied were insured, our farmers were covered for any losses. The unusually cold winter and heavy rains at the end of 2019 also caused problems for us....and then Covid-19 hit. Consequently, we have not been able to roll out the programme to as many farmers as planned but we will rectify this as soon as operations get back to normal levels.

Impact story: Lakshmi Soren

In March 2019, Lakshmi was selected to register for our Goat Farming programme. Previous to this she had been working in the local fields as a daily-wage labourer. Typically, women are paid poorly for this type of work and only half of what men get paid for doing the same job. Lakshmi's husband is often ill and so cannot find regular work. They have two young children who go to the local government school but there was never enough money to pay for the extra books or uniform they needed. The family live in a mud house which makes life miserable during the monsoons.



However, a year after starting her goat-farming enterprise, things are looking up for Lakshmi and her family. Three goat kids have been born, one of which she has sold at the local market. With the money, Lakshmi paid for some school books and also extra tuition sessions for the children to support their educational needs (government schools are often lacking in this respect). Lakshmi says she is extremely happy and indebted to Shivia/Nirdhan for changing her life and reviving her hope to continue her children's education.

Money matters

When a farmer is registered for the Goat Farming programme, we ask for a small contribution of Rs. 500 (£5.40) towards the costs. After a period of 27 months, she is ready to carry on her enterprise without our help and financial support. She will have a herd of about 11 goats with a total value of around Rs. 27,000 (£290) and be in a secure position to take on the financial responsibility for her livestock - on average, Rs. 400 (£4.30) per month for vaccines, medicines and insurance.



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

Assessing social impact is extremely important to us and we invest time in both quantitative and qualitative monitoring and analysis of our programmes.

Even though numbers and statistics can provide a valuable insight into effectiveness, it is often the anecdotal feedback - the human stories - that give us a really clear picture of how we are able to change people's lives.

We have thousands of individual stories dating back to 2011 when we started Poultry Development Services but a few main themes run through them all:

- *Poultry and goat farming allows women to earn their own income to help support their family - they become empowered, more confident and are able to make spending decisions.*
- *When women earn, the whole family benefits - children are better fed, healthier and are more likely to stay in school.*
- *AMS is making farming affordable for thousands of marginalised farmers - fewer people are migrating to cities in search of work and many men are now returning home to their villages to take up farming as their primary source of income to support their family.*



PDS farmers often use their income to support their children's education



15% reduction in agri-input costs and 30% increase in crop yields with AMS



93% of our farmers said PDS has changed their lives



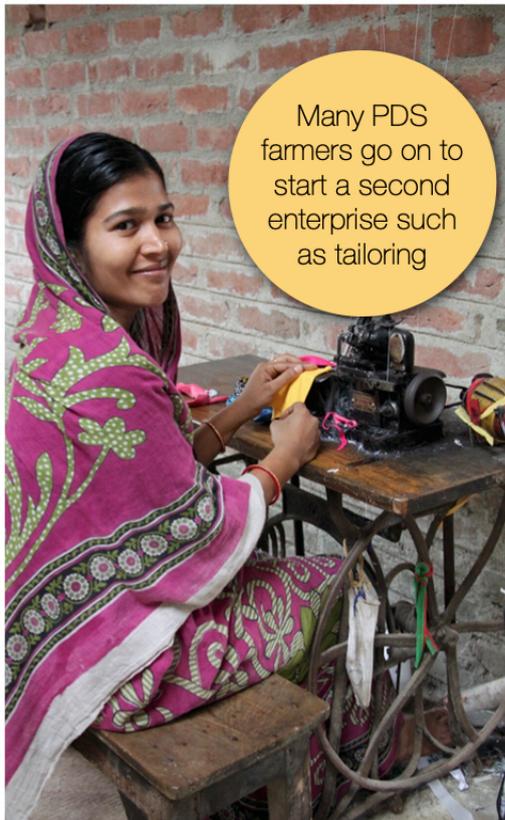
40% increase in profits from farming with AMS



30% increase in household income from selling eggs



Families benefit from a more nutritious diet - unsold produce can always be consumed!



Many PDS farmers go on to start a second enterprise such as tailoring



Goats are highly valued in Bengal and provide a good income for the family

COVID-19

Our response to the pandemic in West Bengal

Nirdhan responded quickly and effectively to the breakout of the coronavirus at the end of February. By March, we had several new initiatives in place and made sure all our staff had the appropriate PPE to carry out their work.



EDUCATION

Given our field staff were in complete lock-down, they phoned our beneficiaries sensitising them to Covid-19 and promoting good hygiene and social distancing practices due to the large number of migrant workers returning to the villages. They provided correct information and advice from the Government of India quashing rumours that were circulating on social media such as that livestock was spreading the virus.

DISTRIBUTION

The logistics involved with our poultry programme mean that our field staff have both trust with local communities as well as the end-mile reach, which is desperately needed right now. Once we had gained permissions for our field staff to move around, they started distributing donated goods related to Covid-19 (soaps, sanitisers and face-masks) as well as essential goods that the communities could not access in the lock-down, including sanitary napkins for the women plus rice, dal and cooking oils.



FACE MASKS

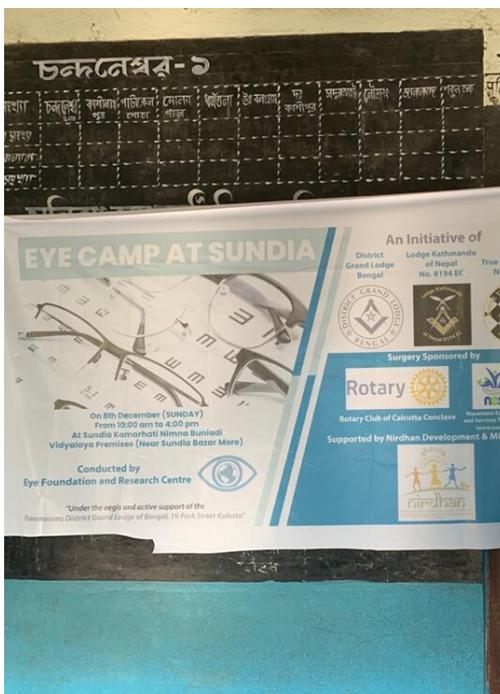
Lockdown across India has meant we cannot continue with our programmes as normal. Meanwhile, whole communities have lost their livelihoods. We quickly repositioned ourselves to offer a new source of income for some of these families and have trained many women to make the face masks everyone is being asked to wear but cannot afford to buy. We plan to scale this programme as the demand for masks increases, offering a livelihood opportunity to many more desperately poor families, focussing on unemployed young people.



COMMUNITY OUTREACH

Pop-up clinics

Nirdhan has a portfolio of over 19,000 families. As well as providing our core services, we can also link families to other reputable NGOs, so they can benefit in a much deeper way from other services too. During the year, Nirdhan organised two pop-up clinics - the first was an Eye Test Camp at Familia location in June and the second was a larger clinic at Sundia location involving eye-testing, menstrual hygiene training as well as sessions for parents and children on recognising appropriate and inappropriate touch.



Corporate engagement: Family Field Visit with Artemis

We are particularly proud of one initiative which we believe should be held up as a leading light to all in the corporate and charity worlds: the Shivia-Artemis family field trip. We have hosted three trips with Artemis colleagues accompanied by their teenage children - and each one has involved a unique blend of adventure, challenge and inspiration plus eye-opening and life-changing experiences – not to mention a great deal of fun, new-found friendships and memories to last a lifetime. We are sure that everyone who has visited the villages on one of these trips will always remember the warmth and hospitality of all those incredible families who told us their stories about how they have got themselves out of poverty.

October 2019

We were delighted to be able to host the third family field visit with Artemis this year. During the October half-term holiday we welcomed our visitors to Kolkata: **Sheena & Katie (17), Victoria & Hugo (15), Peter & Anna (14), Simon & Hannah (14) and Liana, Adam (13) and Luke (13).**

After a whistle stop tour of the city, we headed out to the villages to meet some of the families who are benefiting from each of our programmes.

Measuring our social impact is very important to us and we are thankful to our younger guests who completed case study questionnaires for each household we visited.

Once again, the feedback following the trip was very positive, leaving us in no doubt that the experience had a profound effect on everyone involved.

“Having already visited Kolkata in 2017, I was delighted to see how much progress has been made in the intervening two and a half years: whereas back in 2017 I saw many families live a hand-to-mouth existence and particularly women only begin to make their first steps out of financial illiteracy, in 2019 I was struck by the increased scale achieved in many of the poultry and agricultural projects, by the entrepreneurial drive shown by many families to diversify their income stream and, most importantly, by the number of families that had created a sustainable livelihood on the back of the initial help by Shivia. Moreover, as before, I was both impressed and reassured by the methodological rigour with which the Shivia team measures the impact of their work and by their preparedness to test and if needs be re-think their approaches to maximize the impact they make.”

Peter Saacke

“What an incredible week. Katie and I learned a huge amount; culture, the reality of real poverty, how smiley everyone is despite what they don't have, how a relatively small change can make such a huge difference. A big thank you from all of us!”

Sheena Kelman



“A truly amazing trip to see how Shivia changes lives but more importantly gives people the tools to build their own livelihood. The support that is given is well thought out and works in tandem with the people. I think this is why it is embraced so well by the beneficiaries and shows the strength of the relationship that Shivia has in transforming families and giving back dignity to the community.”

Simon Rogers



“Lipi, the first lady we met and interviewed was only 21, had two kids and was on her fourth chicken toolkit. An amazing woman who had gained so much respect from her family, including her mother in law, after starting this business. She had grown in self confidence and was a role model for her children. I was quick to learn that women in these villages are not respected, often covering their faces and not speaking unless spoken to. However, we were now seeing real spark and energy about them, and wonderful smiles. We were very privileged to have had the opportunity to experience it first-hand. At the last village we also met an older lady who, because of the chickens, had managed to get her husband out of alcoholism and had sent her 16 year old girl to a good school instead of her marrying at an early age. Shivia (and Familia Home) do unbelievable work for the local Bengali community, where an extra £300 per year, generated from their small businesses, makes an enormous difference and keeps families fed, together and educated. It was an extraordinary honour being allowed to be a small part of it, and to make so many new friends.” **Katie Kelman**



Lindsay Whitelaw | Chairman of The Artemis Charitable Foundation

“The Artemis Charitable Foundation has been supporting Shivia for over nine 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, 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.”

Financial health-check

Income: 2019/20

- **Corporate foundations:** £ 95,641
- **Other foundations:** £ 79,528
- **Events:** £ 95,062
- **Everyday giving:** £ 24,649
- **Interest:** £ 389
- **Pro-bono support:** £ 35,102
- **Programme income:** £ 54,003
- **Funds raised in India:** £ 7,043
- **TOTAL:** £ 330,371
(excludes programme income and funds raised in India)

Expenditure: 2019/20

- **Charitable activity:** £ 270,036
- **Fundraising:** £ 27,578
- **Governance:** £ 67,394
(includes £35,102 of pro-bono services)
- **TOTAL:** £ 365,008

Reserves

- **Allocated reserves:** £ 34,782
- **Non-allocated reserves:** £ 189,088

“What impresses us most about Shivia is the life changing impact that they have had on so many families in West Bengal. A simple, business idea has created a charity that has developed and expanded into something that is life changing for these villagers. An enthusiastic and committed staff keep this charity vibrant, and every challenge is met with unerring passion and professionalism.”

Alison and Mike Christieson
Donor

“When Olly first appeared at our offices over ten years ago, we knew she was special. Shivia is her success story and during my site visit to Kolkata in January, I saw first hand that Shivia is the real deal.

The poultry, goat and agricultural farmers are proud of their achievements and happy with the work and the outcomes. Farming is a family affair and when women are the main drivers, everyone benefits: children are educated and food quality increases. And they also drive the innovation to start other enterprises.

The Shivia/Nirdhan team work with efficiency and there is mutual respect which the villagers reciprocate and give them their trust. Such a simple concept transforms lives and neighbourhoods. Congratulations to the team for their success and I look forward to sharing in the future of Shivia.”

Jane Meyer, Director
T&J Meyer Family Foundation

A word of thanks

Financial support

We are very grateful to the many companies and foundations that donated so generously to Shivia in 2019-20, helping us to help others in need. These included:

- The Artemis Charitable Foundation
- Clifford Chance Foundation
- Ionic Information
- St James's Place Foundation
- Milton Walker
- Caledonia Investments
- Simply Learning Tuition
- T & J Meyer Family Foundation
- The Marr-Munning Trust
- B & J Lloyd Family Trust
- The Gibbings Family Foundation
- The Sant Trust
- The Sisi & Savita Charitable Trust
- Sophia Akash Foundation
- Open Gate Foundation
- Souter Charitable Trust
- The David Cock Foundation

We are also extremely thankful to the many individuals who give regularly to Shivia and those who provided significant grants including:

- Vin Murria
- Asim Ghosh
- Stewart Brown
- Peter Saacke

We fully respect the wishes of many of our donors to remain anonymous but our heart-felt thanks go out to them too for their invaluable support.

We were delighted to be part of three fantastic campaigns:

- Advent of Change
- The Big Give Christmas Challenge
- The Bottletop #Togetherband Campaign

Pro bono support

We are grateful to all those organisations and individuals who have given their time, expertise, knowledge, advice and office space which have all made a significant contribution to Shivia's governance and charitable activities.

- Clifford Chance LLP
- EFG Private Bank
- Salesforce
- Skadden, Arps, Slate, Meaghan & Flom LLP

How you can support Shivia

There are many ways you can support us including:

Corporate foundations

Other foundations and grant givers

Regular monthly giving

Give As You Earn

Sponsored events

Shop online with GoRaise, Amazon Smile and Ebay

The Big Give Christmas Challenge | Advent of Change | #Togetherband

Volunteering and pro-bono services

Find out more at: <https://shivia.com/support/donate>

Fundraising events in 2019

We would like to thank everyone who took part in our fundraising events this year, including the ones we have highlighted here.

House of Commons Dinner and Auction

Kindly hosted by Max Patel of St James's Place Wealth Management and also supported by The St James's Place Foundation.

£41,245



Nightrider London

£2,345

Thanks to Mike, Katie, Ed, Victoria and Matt who took part and peddled through the night on the 50km route around London.

Royal Parks Half Marathon

Thanks to our team of ten fantastic runners who took on the 13 mile challenge through London's historic parks to raise money for our poultry programmes - doing the 'Chicken Run' as we like to call it! Thanks also to Barnaby Parker who ran the Jurassic Ultra Marathon and raised £1,000.

£3,447



Royal Albert Hall Events

Thank you to Vin Murria for donating a box at the Royal Albert Hall for various concerts in 2019 and to all the successful bidders who attended the events.

£4,000



Advent of Change

For the second year, Shivia was one of the charities featured in this unique advent calendar which truly embraces the spirit of giving at Christmas.

£2,385



The Big Give Christmas Challenge

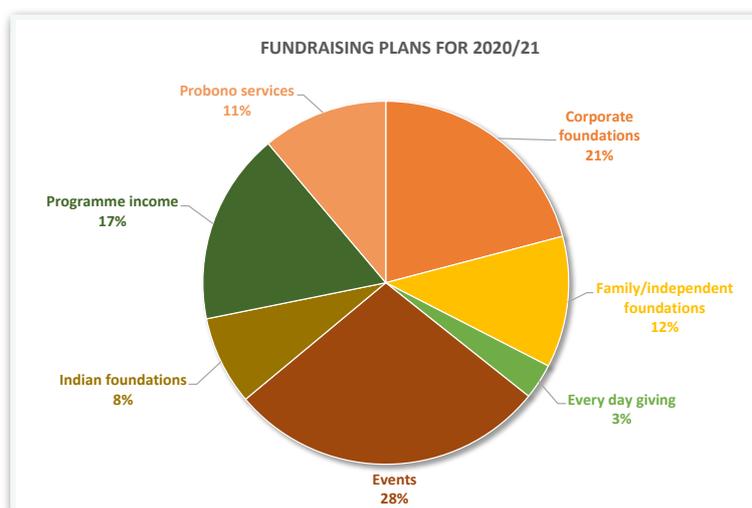
It was also our second year participating in TBG Christmas Challenge when online donations are matched by pledgers and champions during the week-long campaign.

£24,816



Funding our ambitions

Due to Covid-19 and the challenging fundraising landscape that lies ahead, we have significantly revised our plan for 2020-21 resulting in a need to raise £300,000. If we are able to raise more than that, we will revisit our original plan to expand all three programmes, open a sixth location and introduce pilots for both Fish-farming and Tailoring programmes.



At the time of writing (May), much is up in the air for fundraising. However, we will try and engage as many new and existing supporters be they corporates and family foundations, high-net worth individuals or every-day givers. We will continually review plans in case many of our events cannot go ahead, especially our House of Commons dinner in October, generously hosted by Max Patel from St James's Place. We will try and be innovative and flexible in our approach arranging a series of webinars and alternative ways to raise funds until people can get out and about again in a comfortable manner. We are excited to be part of online campaigns again such as the **Big Give Christmas Challenge** and **Advent of Change (the charity advent calendar)** later in the year.

Based off where we are now, we plan to raise funds as follows:



In terms of pro-bono services, we hope to benefit again from the superb skills and services of organisations such as Salesforce, Clifford Chance, Skadden Arps and EFG Private Bank which for the year in review totalled £35,102. A large portion of this was for Skadden developing our corporate offering template agreement to take teams out to West Bengal, as well as related intellectual property matters.

Shivia's Journey from 2008 to 2020

OPERATIONS	GOVERNANCE
2008	Incorporation of Shivia as UK registered charity Appointments (UK) <ul style="list-style-type: none"> Chairman: Mr Stuart Tester Trustee: Ms Olly Donnelly
2009 <ul style="list-style-type: none"> Launch of Microfinance 'Partners Programme' with BASE, West Nepal 	Formation of Shivia India Trust Appointments (UK) <ul style="list-style-type: none"> Trustee: Mr Tim Neslen
2010 <ul style="list-style-type: none"> Partners Programme: started working with SARS in West Bengal and SAATH in Gujarat 	Appointments (UK) <ul style="list-style-type: none"> CEO: Ms Olly Donnelly
2011 <ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> Chairman: Mr Vasant Subramanyan Director: Mr Shourya Mandal Head of Livelihoods: Mrs Chandrani Banerjee
2012 <ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> Director: Mr Deepak Daftari General Manager: Mr Joe Rao Head of Finance: Mr Aloke Saha Operations Consultant: Mr Habib Reza
2013 <ul style="list-style-type: none"> PDS continues at Familia and Babnan Team building includes appointment of first Field Supervisor for Nirdhan at Familia location 	Nirdhan converted to Section 8 company under Companies Act 2013 Appointments (UK) <ul style="list-style-type: none"> Trustee and CFO: Mr Chris Langridge Trustee: Mr Nishant Lalwani Appointments (India) <ul style="list-style-type: none"> Director: Mr Sundaresan Radhakrishnan
2014 <ul style="list-style-type: none"> Launch of our second livelihood programme, Agri-management Services (AMS) Launch of PDS at two new locations, Sundia and Kolaghat Completion of microfinance programme with BASE, West Nepal Completion of microfinance and training programme with SAATH, Gujarat 	Appointments (UK) <ul style="list-style-type: none"> Executive Assistant: Ms Victoria Denison

OPERATIONS	GOVERNANCE
2015 <ul style="list-style-type: none"> Livelihood programmes continue: PDS at four locations and AMS at Familia Research into new livelihood programme, Goat Farming, proves successful. Close of Shivia India Trust so all operations now run by Nirdhan 	Nirdhan gains permanent FCRA status to receive foreign funds Appointments (UK) <ul style="list-style-type: none"> Patron: Mr Nick Jenkins
2016 <ul style="list-style-type: none"> Launch of Goat Farming pilot programme at Babnan Baseline Survey conducted on 715 families on PDS programme at Familia 	Appointments (UK) <ul style="list-style-type: none"> Trustee: Mr Deepak Arora
2017 <ul style="list-style-type: none"> Research into potential new livelihood programmes, Fisheries and tapping into Skill India 	Shivia wins International Charity at Charity Times Awards Nirdhan gains income tax 80G certificate for local fund-raising Appointments (UK) <ul style="list-style-type: none"> Trustee: Dr Yasmine Hilton UK Operations Manager: Ms Victoria Denison
2018 <ul style="list-style-type: none"> Opening of fifth location for operations in Krishnagar. Launch of PDS there in May Introduction of the group model for PDS Expansion of AMS to three locations Expansion of Goat Farming pilot programme Research into cooking pollution and the aspirations of the next generation 	Shivia 10 year anniversary Shivia nominated for The Charity Awards - International Development & Aid Appointments (UK) <ul style="list-style-type: none"> Chairman: Dr Yasmine Hilton (Mr Stuart Tester retired) Trustee: Mr Nishant Lalwani retired Appointments (India) <ul style="list-style-type: none"> Directors: Mrs Rajlakshmi Syam, Mrs Nupur Vaswani and Mr Krupakaran Satish David Directors: Mr Deepak Daftari retired
2019 <ul style="list-style-type: none"> Expansion of PDS Groups model Independence of our PDS Groups farmers Expansion of AMS to four locations Research into future enterprises Publication of operational manuals for PDS and AMS 	Shivia conducted a full review of its Risk Register Nirdhan produced their Policy Manual Appointments (UK) <ul style="list-style-type: none"> First Vice-Chairman: Mr Tim Neslen Trustees: Mr Narind Singh and Mrs Sudeshna Mukherjee
2020 <ul style="list-style-type: none"> Covid-19 response work 	Appointments (UK) <ul style="list-style-type: none"> Trustees: Mr David Waring and Mr Shailendra Patel



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