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# SHIVIA

## Annual Review

1<sup>st</sup> April 2020 to  
31<sup>st</sup> March 2021

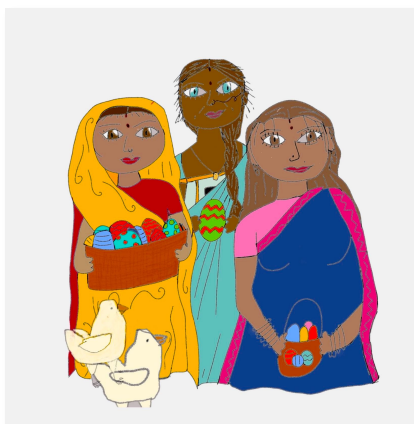
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[SHIVIA.COM](http://SHIVIA.COM)

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These pictures are some of the entries from Shivia's Art Challenge in April 2021.

Thanks to Aanya (10), Elliot (5), Leo (8) and Sofia (14).



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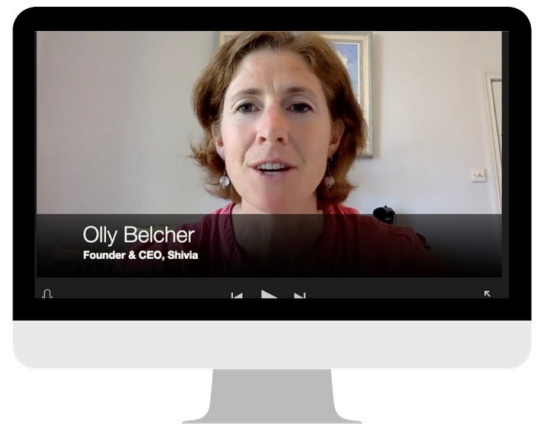
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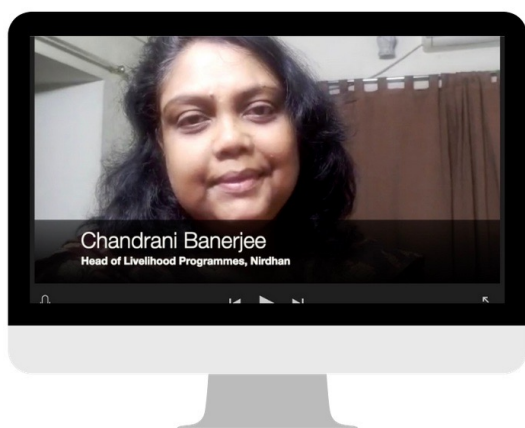
50-51: Shivia's timeline

# A word of welcome from Olly Belcher



[Click here to play video](#)

(1m 50s)



[Click here to play video](#)

(3m 28s)

# A word of thanks from Chandrani Banerjee



# About Shivia

## OUR GOALS

- To help people living near or below the poverty line in India to earn an income **with dignity**
- To provide people in need with the **tools and training** to start a market-driven enterprise
- To **replicate** our tried and tested programmes elsewhere in India where there is a need
- To **innovate** and develop our programmes to ensure the best outcomes and impact for our beneficiaries

## OUR VISION

Our vision is a world where everyone can create opportunities for themselves and earn a livelihood in a dignified way

## OUR MISSION

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

## OUR VALUES

- **Beneficiaries first:** listening and responding to needs, providing practical support and acting with humility
- **Fostering independence:** promoting self-respect and self-reliance
- **Integrity:** being honest, transparent and living by our policies
- **Determination:** being resilient and never giving up

# Shivia in the UK

Shivia was founded in 2008 as a UK-registered charity. The UK Board of Trustees and three executives are responsible for governance, strategy and fundraising.

You can see Shivia's timeline from 2008 to 2021 on pages 50/51.

*"I feel extremely privileged to be a part of this high performing team – the driving force behind the successes Shivia has witnessed so far. What truly amazes me is the dedication and commitment of the team in both the UK and India.*

*As a Trustee Board, any problems are tackled with the utmost clarity and sincerity and we are always mindful of the implications, long or short term, resulting from our decision making."*

*Sudeshna Mukherjee, Shivia Trustee*

**Patron**  
Nick Jenkins

**Founder & CEO**  
Olly Belcher (Donnelly)

**UK Operations Manager**  
Victoria Denison

**Lead Consultant in India**  
Joe Rao

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

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

# Shivia Livelihoods Foundation in India

We incorporated Shivia Livelihoods Foundation (SLF) in Mumbai in October 2020 to raise funds in India and to help identify livelihood focused NGOs which can replicate our tried and tested programmes in West Bengal elsewhere in India. SLF is a Section 8 Company (NGO).

## Founding Directors

Ms. Khursheed N. Khurody  
Ms. Ursula Thakkar

[shivia.in](http://shivia.in)

*"Shivia's focus on livelihoods as a rapid and sustainable way out of abject poverty, is practical, doable and quick. Ideal for India as it stands today. The resources needed are: passion for the cause, devoted personnel, discipline, and committed funders. The programmes focus on women as leaders in the most natural way. This will lead to equitable treatment of women all over India, particularly in rural areas. The unjust and cruel way in which women are exploited in India and in other places too, the world-over, is a matter of great shame particularly in the 21st century. I am privileged, challenged and excited to be part of an initiative that has the seeds of success because much depends on individuals and a common sense of purpose as the binder. Besides, the journey will be long, diverse and innovative as it addresses the issues of poverty in India."*

**Khursheed Khurody, Chairman, SLF**

A woman with dark hair, wearing a green and yellow patterned sari, stands in a field of purple-leafed plants. She is holding a large, worn, woven bag. The background shows a line of trees under a clear sky.

# Executive Summaries

**Yasmine Hilton**  
Overview & Governance

**Olly Belcher**  
Mission & Funding

**Joe Rao**  
Operations



**Yasmine Hilton**

**Chairman**

**Overview and  
governance**

**As I write, India appears to be emerging from the devastating surge of Covid which put the country at the epicentre of the global pandemic, reaching over 400,000 positive cases per day and untold deaths.** We started the year with India in a national lockdown and ended it with the heart-breaking news of people dying on the streets due to a lack of oxygen, hospital beds and vaccines. There were also worrying reports that Covid had reached the villages where our staff and farmers were falling sick. Words cannot describe the devastating effect the pandemic has had and continues to have on the poorest people in the country. The demand for our services has never felt more acute and we have never been more determined to help.

Despite the bleak outlook at the beginning of the year, 2020 was in many ways a remarkable one for Shivia. We took the opportunity to reflect – to rethink our strategy, working practices, strengths and risks. The Board met virtually on a regular basis to prepare for a potentially poor fundraising year. We changed our business plans to protect and support existing beneficiaries in our Poultry Programme as a priority. We decided to close our Goat Farming programme at the end of the year once all these farmers were independent. We recognised our over-reliance on Nirdhan (single NGO in one state) for our entire operations. We therefore decided to diversify and have now partnered with the NGO SAATH who we had worked with at the start of Shivia's journey and have maintained a strong relationship with since. We support their Beautypreneur Programme and are piloting a Cook Training Programme to help poor women from slums to earn an

income with dignity. Having changed our business model, we appointed Joe Rao to become Shivia's Lead Consultant in India. He is now responsible for overseeing all our existing operations in India as well as looking to expand our footprint through new NGOs that share our values. We aim to replicate our tried and tested programmes in other impoverished states without the costs and bureaucracy of setting up new organisations ourselves. We have also set up Shivia Livelihoods Foundation in Mumbai to raise funds as well as help identify the new NGOs to work with. Risks associated with the ever tightening changes to India's Foreign Regulation Contribution Act highlighted the need to set up a fundraising arm in India to raise money for India. Finally, we took the opportunity to update our Policy Handbook to reflect the many changes to ensure it remains relevant and fit for purpose.

***As we have adapted to the challenging and ever changing landscape it became clear to us that we should also review our core values – those that underpin our key decisions***

As we have adapted to the challenging and ever changing landscape it became clear to us that we should also review our core values – those that underpin our key decisions. We sought input from a few beneficiaries, partner NGOs, supporters, trustees and staff and these four stood out for us all:

**Beneficiaries First, Fostering Independence, Integrity and Determination.** I hope they resonate with you too.

Despite a turbulent and tragic year in many respects, I am immensely proud of Shivia's achievements. For that I must thank Olly and Victoria for their dedication and determination, my fellow trustees for their time and thoughtfulness; they have gone well beyond the usual role of a trustee and our amazing colleagues in India. Let me close by thanking you for your steadfast support and continued donations that have been so vital to sustaining our programmes. I am confident that we will weather this storm together and emerge stronger, able to provide many more livelihood opportunities for those in India who have never needed our help more.



**Olly Belcher**

**Founder & CEO**

**Mission and Funding**

**The past year has been quite extraordinary for our team and farmers in West Bengal and highlights just how hard it is to earn a living against a backdrop of demonstrations, natural disasters and then Covid.** Our farmers started the year amid the Citizenship Amendment Act demonstrations, then Covid hit and millions of migrant labourers returned to the villages, millions more livelihoods were lost due to the national lockdown, the most devastating Cyclone in a decade hit in May just as the lockdown restrictions were being lifted, violent election rallies took place in March given how contested West Bengal is and then just as life felt like it was improving, the devastating second wave of Covid ripped through both urban and rural India. I find it mind-boggling to comprehend how much people can take yet remarkable to watch and hear our farmers' determination and resilience to bounce back.

This makes all of us at Shivia even more determined to fulfil our mission **to empower the poorest to create livelihoods, boost income and inspire permanent change.** We have and will do everything we can to live by our values to put our beneficiaries first in all decisions we make by listening to them and responding to their needs following the devastation this last year has brought them. We will do our best to ensure our beneficiaries get back on their two feet and are able to run independent enterprises. Finally, we will always act with integrity and determination to overcome any challenge and raise the funds required to help our beneficiaries deal with the personal tragedies and hardships that they have experienced.

Our plan this year is to raise £400,000 to support Nirdhan and our farmers through the Poultry Development Services (PDS) and Agri-

management Services (AMS) Programmes, SAATH with the Beautypreneur and Cook Programmes, another one or two NGOs in the neighbouring State of Odisha to replicate our PDS and AMS programmes and to continue to build our reserves.

At the beginning of the year, we were very concerned about the fundraising landscape that lay ahead and revised our plan and budget from £300,000 down to £202,000 accordingly. All our major annual events were cancelled but we embraced technology and adapted to new ways of working from home as well as taking people at home to the villages of West Bengal through our online zooms and first ever virtual field trips. We were also part of two successful online campaigns, the Big Give Christmas Challenge and Advent of Change. As a result, we raised £316,886 plus pro bono support to the value of £143,033. We are extremely grateful to all our supporters who stood by us, stepped in without being asked and helped us to raise this amount. The pro bono support has been particularly important as we required much legal advice to put in place our new plans, set up Shivia Livelihoods Foundation in Mumbai and transfer Joe Rao from the General Manager of Nirdhan to our Lead Consultant in India.

*I will not lie - the last year has had its moments for us all but I am so grateful to our beneficiaries for inspiring us every day to do better*

I will not lie - the last year has had its moments for us all but I am so grateful to our beneficiaries for inspiring us every day to do better, to my Board for stepping up and being there every step of the way, to Victoria who responded so well to new ways of working, to the Nirdhan team in Bengal who have gone above and beyond with their Covid relief efforts as well as performing their usual services in unprecedented conditions, to the SAATH team for their excellent partnership and to Khursheed Khurody and Ursula Thakkar for being the Co-Founding Directors of Shivia Livelihoods Foundation so we are well positioned to raise funds in India when possible. My greatest thanks, however, go to you all for your unwavering support, friendship, guidance and generosity of spirit. We couldn't do it without you.



**Joe Rao**

**Lead Consultant  
in India**

**Operations**

**I was delighted to be appointed as Shivia's Lead Consultant in India in December** to oversee all operations as the organisation expands beyond West Bengal. We could hardly have imagined the year we have had only one year ago: Covid lockdowns throughout the country including West Bengal where we have our main operations, Gujarat and Rajasthan where we have started working with SAATH and Odisha where I have been travelling to research NGOs to partner with to replicate our Poultry Development Services, Agri-management Services and Goat farming Programmes if desirable.

In West Bengal, the lockdowns started on 24<sup>th</sup> March 2020; the rules were extremely strict which made it impossible for our field team to move around in the villages, and hence we could not distribute any toolkits in our Poultry Programme nor enrol any farmers into our Agri-management Services Programme. On 20<sup>th</sup> May 2020, West Bengal was hit by Super Cyclone Amphan; all five of our locations suffered from the destruction and many of our farmers' house's roofs were blown away, crops destroyed and livestock killed. Despite these challenges, I am happy to report that we have distributed 11,606 toolkits to 1,342 existing farmers and enrolled 1,778 new farmers in our AMS programme. We have also made 465 farmers independent of us in our Poultry Programme which was a priority set at the beginning of the year by the UK Board. The Nirdhan field team worked extremely hard to ensure that the toolkits and training were delivered to the farmers as usual despite the logistical challenges of restrictions and social distancing practices. We also provided the field team with PPE kits including face masks, gloves, hand sanitisers; their safety was imperative as well as setting an example to villagers who did

not necessarily follow Covid practices being put in place. When the team could not distribute toolkits and provide training, we gained permission for them to move around and help with the Government's efforts to distribute Covid and non-Covid products such as rice and dal to the village people. We also trained local village ladies to make masks for both an income and to distribute to the villagers.

2020-21 was the final year for the Goat Farming Programme due to concerns over the fundraising landscape. The decision was made to focus on our core programmes to take forward with Nirdhan. We documented all our knowledge and experience from 2016 into a manual so that we can reintroduce the Programme in future either in West Bengal or elsewhere. We spent the year phasing out the Programme so that all current 341 goat farmers completed their cycle of training and were able to operate independently with herd sizes of 8-10 goats. Sadly, five Livelihood Service Providers from our Goat Farming Programme were made redundant but when we expand again in future, their hope is to rejoin the Nirdhan team as they have prior experience in poultry and agriculture too.

Since October, we have also worked with SAATH to train 180 beauticians across Gujarat and Rajasthan and we piloted a Cooks Training programme for twenty young women in Gujarat so they can earn a livelihood with dignity. Shivia had worked with SAATH previously to train plumbers, masons, electricians and carpenters. I travelled to Gujarat and Rajasthan twice to see the progress of the programme and was impressed by the quality of the training and the difference it made to the Beautypreneurs' businesses in terms of revenue and quality of service. I was lucky enough to open the Cooks Training Centre and try some of the delicious global cuisines that the women cooked despite no previous knowledge of how to do so. By the end of the financial year, SAATH had trained 122 beauticians and five cooks.

***Overall, it was a challenging year but despite all the hurdles that stood in our way, we were able to help thousands of individuals and families during these hard times***

I have also spent time researching NGOs which are focused on working with very poor families in the livelihoods space; I travelled to the neighbouring State of Odisha to meet some and once it is possible, I will visit some more who may be interested in replicating our tried and tested models from Bengal. In some of these tribal areas, the families are extremely poor and I am confident that our programmes will make a huge difference to their lives, even if we tweak them somewhat to suit local contexts.

Overall, it was a challenging year but despite all the hurdles that stood in our way, we were able to help thousands of individuals and families during these hard times. I was most struck by how many of the women in our Poultry Programme used their income to top up mobile phones so their children could access home-learning; with education being the greatest aspiration for most yet schools shut, without our programme, thousands of children would simply have dropped out of school.

I take this opportunity to thank all our supporters who we are extremely grateful to and look forward to welcoming you back to India in person when possible and show you at first-hand the difference your valuable contributions are making. Thank you.



I was pleased to be at the official opening of the Cooks Training Centre and to present graduation certificates to our new Beautypreneurs



*“It has been a pleasure to help shine a light on the inspirational work that Shivia does through PDS and its other programmes.*

*Olly, Victoria and the rest of the Shivia team’s passion and determination to make a lasting difference to families living in poverty – and doing so respectfully – is clear in every interaction. By contributing support for their marketing communications and brand identity evolution, we hope that they are able to empower even more people in the future.”*

***Rebecca Lovelock and Louise Davis, Bretom***



SAATH

Creating Inclusive Societies

COOKS TRAINING



PROGRAMME

BEAUTYPRENEUR



PROGRAMME

# Where we work in India

Jaipur,  
Rajasthan

Ahmedabad &  
Vadodara, Gujarat

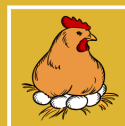
Mumbai,  
Maharashtra

SHIVIA  
LIVELIHOODS  
FOUNDATION



Kolkata,  
West Bengal

POULTRY DEVELOPMENT



SERVICES



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

AGRI-MANAGEMENT



SERVICES

GOAT

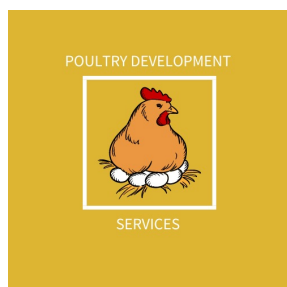


FARMING

Shivia's work is aligned to the UN Sustainable Development Goals, specifically:

- Goal 1: No poverty
- Goal 2: Zero hunger
- Goal 4: Quality education
- Goal 5: Gender equality
- Goal 8: Decent work and economic growth
- Goal 12: Responsible consumption and production

# Programme Summaries



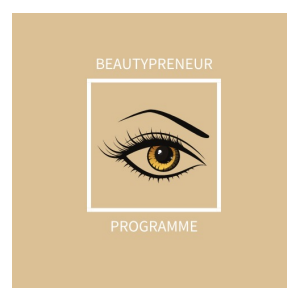
- Provides the tools and training for women to start a backyard poultry enterprise with a view to becoming independent of us after three years
- Launched in 2011
- Implementation partner NGO: Nirdhan
- Location: near Kolkata, West Bengal
- **Total number of beneficiaries to date: 14,807**



- Makes farming affordable and sustainable for marginalised, smallholders and teaches responsible, eco-friendly farming
- Launched in 2014
- Implementation partner NGO: Nirdhan
- Location: near Kolkata, West Bengal
- **Total number of beneficiaries to date: 5,699**



- Provides the tools and training for women to start a backyard goat farming enterprise with a view to becoming independent of us after two years
- Launched in 2016
- Implementation partner NGO: Nirdhan
- Location: near Kolkata, West Bengal
- **Total number of beneficiaries to date: 371**



- Provides business skills training to women so they can start their own entrepreneurial enterprise in the Beauty & Wellness sector
- Launched in 2020
- Implementation partner NGO: SAATH
- Location: Ahmedabad and Vadodara, Gujarat & Jaipur, Rajasthan
- **Total number of beneficiaries to date: 122**



- Provides skills-based training to urban slum dwellers to enhance job prospects and increase income in the Home Management sector
- Launched in 2020
- Implementation partner NGO: SAATH
- Location: Ahmedabad, Gujarat
- **Total number of beneficiaries to date: 5**

# Our partners in India



## NIRDHAN

We incorporated Nirdhan in August 2011 to deliver Shivia's operations on the ground in West Bengal. Since then, with Nirdhan, we have built up a team of five Directors, four management, five field supervisors, an agriculture specialist and 34 Livelihood Service Providers. This is a smaller team than in previous years due to reducing our Programmes during Covid. Joe Rao also left as Nirdhan's General Manager in December 2020 in order to take on the role as Shivia's Lead Consultant in India for all our operations.

**Nirdhan is a Section 8 Company with FCRA status.**

*The Foreign Contribution (regulation) Act, 2010, was amended in December 2020. All NGOs in India wishing to receive foreign funds require the FCRA licence. We were delighted that Nirdhan's FCRA licence was renewed in 2020 for a further five years.*



**Co-Founder & Chairman**  
Vasant Subramanyan

**Head of Livelihood Programmes**  
Chandrani Banerjee

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

*“SAATH's partnership with Shivia for creating livelihoods for young women has been highly effective because we co-created the Cook Training Programme and are very aligned in our approaches for the Beautypreneur Programme. Shivia's support in designing, funding and accessing networks has led to greater success of the programmes.”*

**Rajendra Joshi, Founder and Managing Trustee, SAATH**



## SAATH



Shivia first partnered with the NGO SAATH in 2010 when we supported their microfinance programme. In 2012-13 we went onto support SAATH's Nirman Programme, providing training to workers in the informal sector to improve their livelihood and earning opportunities in the areas of electrical work, carpentry, masonry and plumbing.

We are delighted to be working with SAATH again since October 2020 supporting their Beautypreneur Programme and piloting the Cook Programme to help young women earn an income with dignity. This partnership has enabled us to move beyond West Bengal to the States of Rajasthan and Gujarat and support low-income ladies in urban settings.

**SAATH was registered in 1989 and is a Charitable Trust with FCRA status.**

[saath.org](http://saath.org)



**Vasant  
Subramanyan**

**Chairman**

**Nirdhan**

### **Greetings from West Bengal!**

We have had a tumultuous year; the ongoing Covid pandemic continues to gut rural economies as migrant workers are finding it harder to get back to previous livelihoods in urban settings. These have now crumbled under the onslaught of the first wave and now the second wave of the pandemic in India. We are very concerned with the possibility of a third wave and the Government both at the Centre and at the State (West Bengal) level are rapidly augmenting capacities for healthcare and vaccinations. India is a vast country. The Government seeks to have over 90% of its adult population vaccinated by December of 2021 – an incredible task with a population of over 1.35 billion persons! In West Bengal, Ms. Mamata Banerjee and her TMC party have secured her third iteration of a very strong mandate in the elections and will reign until 2026.

Post the destruction of Cyclone Amphan in May 2020 and Cyclone Yaas in May 2021, the Coastal and neighbouring areas have been hit hard. Most of the areas where we work have not been badly affected though the levels of poverty all around due to the economic hit of Covid and the terrible weather has hurt a lot of livelihoods putting more stress on those who live below the poverty line.

However, those who have been part of our programmes have fared a lot better than most as they have steady and secure secondary income streams thanks to the Poultry Development Services Programme as well as those who participate in our Agri-management Services Programme which has seen a strong uptake of produce at good rates.

**The levels of poverty all around due to the economic hit of Covid and the terrible weather has hurt a lot of livelihoods putting more stress on those who live below the poverty line**

As an organisation we have been able to successfully reshape in spite of the shrinkage of our budgets from Shivia due to Covid. We have embraced the reality of lower funds and still made a great impact. That itself fills my heart with joy and this would not have been possible without the support of the entire team which pulls strongly in a unified direction in a fiscally sensible as well as sensitive manner.

The skies above the state of West Bengal fill with the life-giving monsoon clouds. Our AMS farmers are looking forward to a strong autumn harvest. Our Poultry Farmers however look up and hope that too much flooding does not happen as chickens like dry feet. They are now looking for our duck rollout which happens during this time of the year!

Hope is the only beacon that lights up these grim days. We thank each and every one of you who donates to us, and keep the beacon of hope shining strong, guiding us on our mission to help those less fortunate than us.



Our field team helped during the government's Covid response effort, distributing emergency donated goods within their village communities

# Year in review



**APRIL** Following the declaration of a global pandemic by the World Health Organisation in March both the UK and India were in complete lock-down by April. Due to lockdown in India, millions of migrant workers returned to the villages and were desperate for any form of earning, however, we could not distribute any PDS toolkits or enrol farmers onto AMS. Instead we mobilised the Nirdhan team to repurpose for Covid relief work and gained permissions to distribute basic goods such as masks, food and sanitary napkins for women. They also educated the farmers about Covid, social distancing and hygienic practices.

**MAY** We held a Covid-webinar to update our supporters about the situation in India and our response to it. The Nirdhan team resumed our usual operations after nearly two months of no activity and we reached a milestone of registering 4,000 farmers in AMS since inception. Later in the month, tragically Cyclone Amphan hit West Bengal and devastated the crops, livestock and houses of many of our farmers. Our team were exemplary and linked farmers to government support as well as helped the farmers gain compensation for their damaged crops. The UK Board revised the annual plan and made the decision not to work with any new farmers in PDS over the year but to focus efforts on existing beneficiaries and help them to recover from lock-down as well build their path to independence from us through the PDS Group Model.



**JUNE** It was a euphoric moment on 1<sup>st</sup> June when Nirdhan's FCRA license was renewed after a six month delay, enabling foreign contributions to be made and for Shivia to provide the funds to support our joint annual plan. In PDS, we saw the highest number of poultry toolkits being distributed due to huge pent up demand, devastation from Cyclone Amphan and more people returning to the villages after losing their jobs in the cities. In the UK, lock-down measures started to ease.

**JULY** We published our Annual Review which included our response to the initial wave of Covid. Two milestones were reached in the PDS Group Model whereby 1,000 farmers were enrolled since we introduced the model in 2016 and 500 farmers were able to operate entirely independently of Shivia with their own sustainable, poultry enterprises. We also introduced the PDS Group Model at our fifth location, Krishnagar. In AMS, the first farmers started to receive compensation from the government for the Cyclone Amphan damage.



**AUGUST** We reached a milestone of distributing 90,000 PDS toolkits since inception in 2011. As usual, the monsoon hit Bengal but we are well prepared for this each year.



**SEPTEMBER** Covid cases in the UK began to rise leading to decisions to cancel further events and trips to India.



**OCTOBER** To be less dependent on the FCRA licence and Nirdhan we partnered with SAATH to provide support to 180 Beautypreneurs in Gujarat and Rajasthan and 20 cooks for an up-skilling pilot programme for young women in Gujarat. We also set up Shivia Livelihoods Foundation in Mumbai to help share knowledge and fundraise for our programmes in India itself. Khursheed Khurody and Ursula Thakkar are the Co-founding Directors. We ran a virtual field trip for our Artemis colleagues as sadly our family field trip was cancelled due to Covid. The day included a quiz about India and a curry bake off! We also had an Artemis colleague running the Virtual London Marathon.

**NOVEMBER** We ran our first major virtual field trip to West Bengal for over 150 supporters and the recording has been watched by over 200 people since. This was an example of the Shivia team embracing technology and providing our team and supporters with a wonderful alternative to our cancelled House of Commons event and real visits to India. The event greatly mobilised the team and farmers too as we brought visitors to them through smart phones. We reached another milestone in AMS of registering 5,000 farmers onto the programme. Local trains started operating again in West Bengal for the first time since March and so it was possible for families to commute to and from the villages.



**DECEMBER** Joe Rao moved across from being Nirdhan's General Manager to Shivia's Lead Consultant in India, overseeing all our programmes. Farmers in West Bengal who were still seeking jobs in the cities started leaving the villages slowly. Many others who had started on our AMS programme or were able to work because of the PDS programme, chose to stay back to be with their families. We were delighted to be included in two campaigns for the third year in a row: Advent of Change, the charity advent calendar, and The Big Give Christmas Challenge where we raised an incredible £58,000.



**JANUARY** Whilst the UK went into a third lock-down, Joe Rao visited the Beautypreneurs and Cooks in Gujarat and Rajasthan with SAATH. In the UK, we started the process of re-branding our logo to make it more modern and fit for purpose for both Shivia and Shivia Livelihoods Foundation.



**FEBRUARY** It seemed that Covid was under control in India and society felt back to normal. On 12<sup>th</sup> February, schools in West Bengal reopened and our farmers started sending their children back to school and for in-person private tuition. Joe Rao visited some livelihood focused NGOs in the state of Odisha to assess whether they would be suitable for Shivia to partner with and to replicate our PDS, AMS and Goat Farming programmes. Shivia Livelihoods Foundation gained its 80G and 12A licences to be eligible for tax exemptions and for Indian donors to receive tax deductions too.

**MARCH** Shivia Livelihoods Foundation organised Shivia to lead a two day Senior Leadership training session, "Unconventional Learnings" with the Tata Management Training Centre. It was a wonderful opportunity to engage with Tata's executives in the US and India. Joe Rao visited the Beautypreneurs and Cooks again in Gujarat and Rajasthan to monitor progress. As planned, we phased out the Goat Farming programme, ensuring that all existing 341 farmers were trained to continue their enterprise. We produced a Goat Farming manual to document our knowledge. Covid cases in India started to soar with the second wave. Reports started to hit the UK that India was running out of oxygen and vaccinations. We launched a UK Mother's Day Campaign to think about all those mothers around the world who had experienced a year of Covid, especially those in West Bengal who were fighting for survival.



# Coping with Covid

## March-May 2020: national lockdown across India

The Nirdhan team responded quickly to the Covid crisis and by mid-June we had several new initiatives in place.

### Education

In the early days when no one had heard of Covid, the field staff explained to farmers what was happening and distributed Government of India information flyers about the virus. They encouraged our farmers to wear face-masks and promoted good hygiene and social distancing practices given the large number of migrant workers returning to the villages. They also provided correct information and advice from the Government of India quashing fears and rumours that were circulating on social media that livestock was spreading the virus.

### Distribution of donated goods

Over the years, Nirdhan's field staff have gained trust with local communities as well as the end-mile reach to those in desperate need. Once we had gained permissions for the field staff to move around, they started distributing donated goods related to Covid (soaps, sanitisers and face-masks) and essential goods that the communities could not access including sanitary napkins for the women, rice, dal, biscuits and cooking oils. We ensured all the field staff were – and continue to be – properly protected with PPE: surgical masks, double-layered cotton reusable handmade masks, gloves and face shields.

### Mask-making and distribution

We quickly re-positioned ourselves given we could not carry out our usual operations. The communities where we work had lost most means of livelihood and at the same time were being advised to wear masks that were unavailable or unaffordable to them. We trained some of them to tailor masks and paid them a small income to do so. We also distributed masks provided by other organisations. In total, we distributed 22,428 masks of which 7,766 were tailored by women we trained in the communities where we work. The vast majority (20,000) were distributed to Shivia farmer communities, 150 to the children and foster parents at Familia Home where Shivia's first location is based and the remainder to the local police, civic officers, volunteers and hospital staff.



*"Thank you for bringing the mask making equipment to my village and teaching me to sew masks to protect our community. The money I was paid was so valuable. The lockdown meant I could not earn any money from my chickens."*

[Click here to watch the video](#)

# Our response to Covid

During the first wave in 2020, our field staff delivered face masks and other essential items to their local communities.



22,428 face masks  
1,000 food packages  
1,000 sanitary napkins  
900 hand sanitisers  
4,000 bars of soap  
30 saris



We are working with SAATH once again in Gujarat and Rajasthan, this time supporting the Beautypreneur and Cooks Training Programmes (see pages 41-42).

During the devastating second wave of Covid this year, we asked SAATH to let us know if any of our 127 beneficiaries needed extra support to cope with Covid.

We have provided vital funds to assist 33 women and their families who have been affected by Covid. The money has been used to provide food ration kits, Covid tests and health insurance.

# Life during lockdown

Life during lockdown was extraordinary by anyone's standards but for someone who has been to Kolkata and experienced the hustle and bustle of those busy streets, the thought of those streets emptied of people, cars, rickshaws, taxis and bicycles is almost impossible to imagine...but a video shot in April 2020 (produced by Genesis) gives us a glimpse of a city transformed by Covid.

Over a period of six weeks, we recorded a series of conversations with Chandrani and Joe about how our farmers were affected by the ensuing pandemic and what living in lockdown was like in Kolkata and London. We decided to record our conversations so that we would remember the extraordinary situation the whole world was facing. You can hear our conversations on our website here.



## Covid: the second wave

At the time of writing, India is emerging from its tragic second wave of Covid that surged through the country in early March 2021, leaving millions of families grieving for their loved ones due to shortages of oxygen, hospital beds, vaccines and other medicines. Only weeks before, it looked as though India had beaten the pandemic.

The Government's approach to Covid in March 2021 was different from the previous March partly due to the financial devastation that the national lockdown caused between 24<sup>th</sup> March – 30<sup>th</sup> May. During the lockdown, all non-critical businesses and services were closed except for hospitals, grocery stores and pharmacies. There was a total ban on leaving home for non-essential purposes. All public transport was suspended and schools closed. Millions of migrant workers returned to their villages – often walking miles and miles as no transport was available – losing their livelihoods in the process. However, rural penetration of the virus remained relatively low.

From March 2021, the virus swept through both the urban and rural areas at an alarming rate. Many people in rural areas had stopped following practices such as social distancing and wearing face-masks, festivals were held and election rallies, including in West Bengal, took place in four States and one Union territory. People did not want to be tested for fear of losing their livelihoods and income as a result of a positive test. Despite this, there was no national lockdown but State-led ones instead; in West Bengal, activity was still allowed between 7-10am, for example.

Many of our farmers and Nirdhan's field staff have fallen ill recently and are isolating at home. Chandrani and the Field Supervisors are actively calling the farmers to try and gather data so we can help them get back on their two feet when staff have recovered and normal services can resume again.



Thankfully, the situation is improving from the horrors of April 2021 that the world witnessed when India became the epicentre of the Covid pandemic.



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# PROGRAMME UPDATES

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*"Shivia is one of the most worthwhile charities I have come across. Their work to relieve poverty in India is outstanding. The charity epitomises the old adage that 'If you give a man a fish he will eat for a day but if you teach him to fish he will eat for ever'. Not only does Shivia specialise in teaching farmers to raise poultry and grow better crops but they set up the infrastructure to support the enterprises on a long-term basis"*

**DAMON DE LASZLO, THE DE LASZLO FOUNDATION**

# Profile

## Our beneficiaries in West Bengal

Our programmes target some of the poorest families living in rural areas 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.

The people we help typically:

- Live below the poverty line (in Bengal this is described as an annual income below Rs. 27,000 - about £280)
- Work as poorly paid, daily-wage labourers in agriculture. One member of the household maybe migrating to the city or other states for work
- Live in rudimentary houses with no access to running water or a proper toilet
- Cook on a clay-based 'chula' and collect 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.



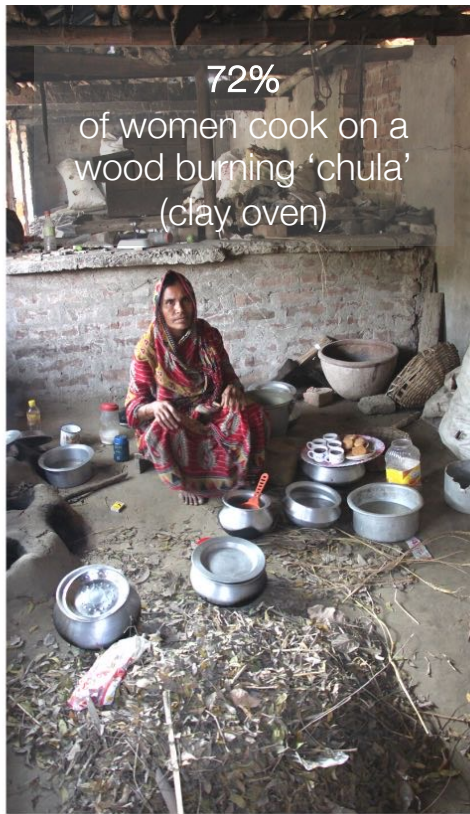
“It gives me great pleasure to support Shivia as they live and breathe their values always putting their beneficiaries first in all the decisions they take.”

**Vin Murria**  
Shivia Ambassador



“In a turbulent year, Shivia has gone from strength to strength, continuing to support villagers with whom it has worked for many years in Bengal during particularly tough times for them, and expanding its reach into new areas. As a Trustee I have seen first-hand how the Shivia team works tirelessly to achieve our objectives and have maximum impact for some of the least privileged individuals in society.”

**Narind Singh**  
Shivia Trustee



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



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



83%  
collect water from a  
hand pump in the  
village



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



# Poultry Development Services



## STARTING OUT

Shivia offers Poultry Toolkits and training to very poor 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 to 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 chicken 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 (over 14,800 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 omelettes 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 and 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.

# Poultry Development Services

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

PDS provides the tools and training – “the toolkit” – for families living in poverty, especially women, to start an enterprise from home by raising chickens and selling the produce.

For the first two years, the families receive one-to-one support from our Livelihood Service Providers (LSPs) in what we term **the Individual Model**; farmers receive the toolkits to their doorstep and the LSPs provide the excellent service and hand-holding they need to have the confidence to start and run a backyard poultry enterprise.

When they are ready, the LSPs help the farmers to form groups under what we term **the Group Model** so that over time they can procure the toolkit parts on their own and operate their poultry enterprises without our intervention.

[Click here](#) to see our animated video about PDS generously created for us by Louise Davis from Bretom and narrated by our Chairman, Yasmine Hilton

# The importance of training

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 for the past five years.

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, 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.

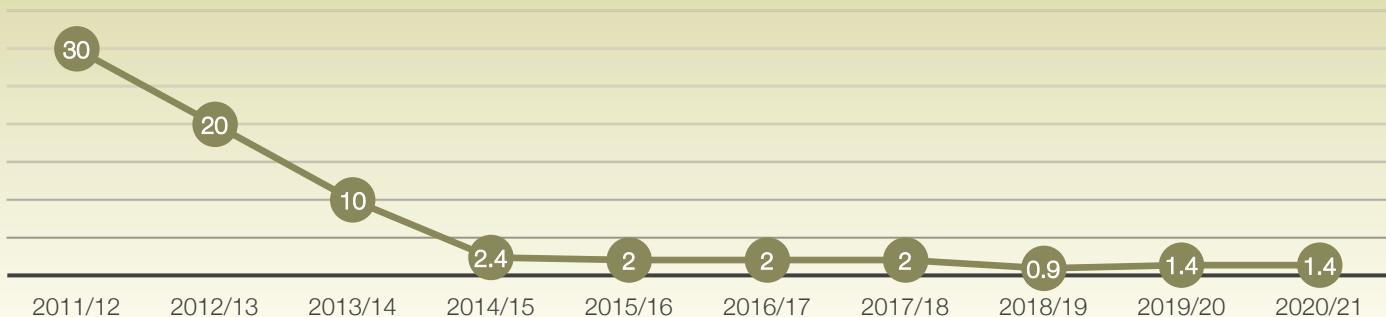
Cyclone Amphan, the most devastating cyclone in over a century, hit West Bengal on 20<sup>th</sup> May and many of our farmers' chicken coops were heavily damaged. An incredible result is that no mortality of chickens or ducks was reported due to the Cyclone. This is because the farmers moved their chicks inside and many of the chicken coops were empty or filled with very few birds due to the lack of distributions in March and April. They had sold most of their previous flocks in February, March and April during the initial spread of Covid. It was remarkable how quickly our farmers rebuilt or repaired their coops utilising wood from the uprooted trees, branches, twigs, leaves and bamboo; all free natural resources. Farmers commented over and over that our LSPs were instrumental in reducing the impact by giving them warning that the Cyclone was coming and advice to them after when rebuilding the coops.



The devastating Cyclone Amphan struck Kolkata in May 2020



## Chick mortality rates year on year %



# How Covid affected PDS

This is our tenth year of running PDS and never have we felt the programme has been more important than helping to get our farmer communities back on their two feet after the first Covid lockdown in March – May 2020 as well as following the devastating Cyclone Amphan also in May. Many migrant labourers returned to the villages during lockdown and the families relied solely on their PDS income.

Initially, the impact of Covid was very worrying for PDS as “fake news” spread fast on social media saying that animals and chickens were spreading the coronavirus; video clips went viral of farmers in other states burying chickens alive because they felt they were infected with the virus. The poultry industry was quickly devastated and the prices of chickens and eggs fell drastically in the local and city markets of West Bengal from Rs. 150-60 per Kg or Rs. 280-200 per bird to more like Rs. 70-80 per Kg or Rs. 140-160 per bird.

However, we deployed our LSPs quickly to educate our beneficiaries that this was simply not true and to spread these messages further into the communities. The rumours, combined with the lockdown restrictions, meant there were only toolkit distributions for the first half of March and no distributions at all in April. In May, we were given permissions for our LSPs to move around. Following this, farmers registered for new PDS toolkits; they no longer believed the rumours and many had no other forms of livelihood since their husbands and sons had returned to the villages from the cities.

After Covid broke out we held several Trustee Board calls to re-look at our annual plan and devise several key principles to best protect our beneficiaries and staff. We were unsure about the fundraising landscape and about when our staff would be able to resume normal services. We decided to only support our existing PDS farmers to complete their journey out of poverty before enrolling new ones onto the programme; to achieve this we focused on the Group Model to make those farmers independent of us. Finally, we put the opening of our sixth location on hold despite months of research to find one that satisfied our “new location” criteria.



We had to make tough decisions too – to service fewer farmers, we required fewer field staff. We let go of four PDS LSPs and operated for the year with a team of 22 staff: five field supervisors and 17 LSPs. Of these, seven have continued to deliver the Individual Model and ten have transitioned into delivering the Group Model.



# PDS Progress Report

Since 2011, we have distributed 97,733 toolkits to a total of 14,807 families across 1,348 villages of West Bengal

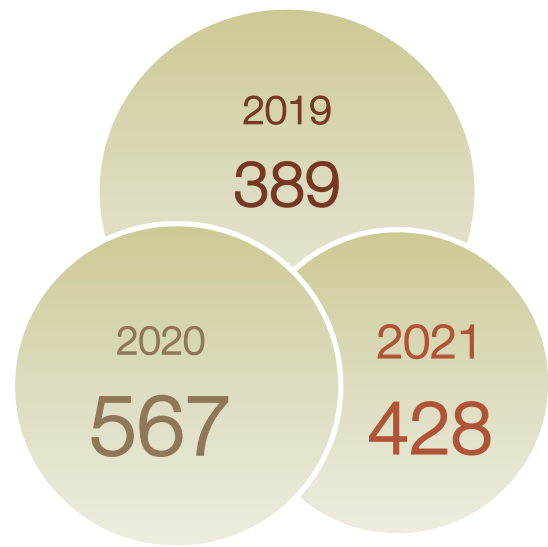
For the year under review, we distributed **11,606 toolkits** to **1,342 farmers** already on the programme. We distributed fewer toolkits than in the previous three years due to no distributions at all during the first lockdown and our focus on both forming groups and facilitating other farmers to graduate from our programme.

### The path to independence: graduating from the Individual to Group Model and beyond

In July 2018, after an initial pilot, we introduced our Group Model to our more experienced farmers where they now source the toolkit parts on their own and sell their produce further afield without the need for our assistance. **During this financial year we formed 17 groups comprising 428 members.**

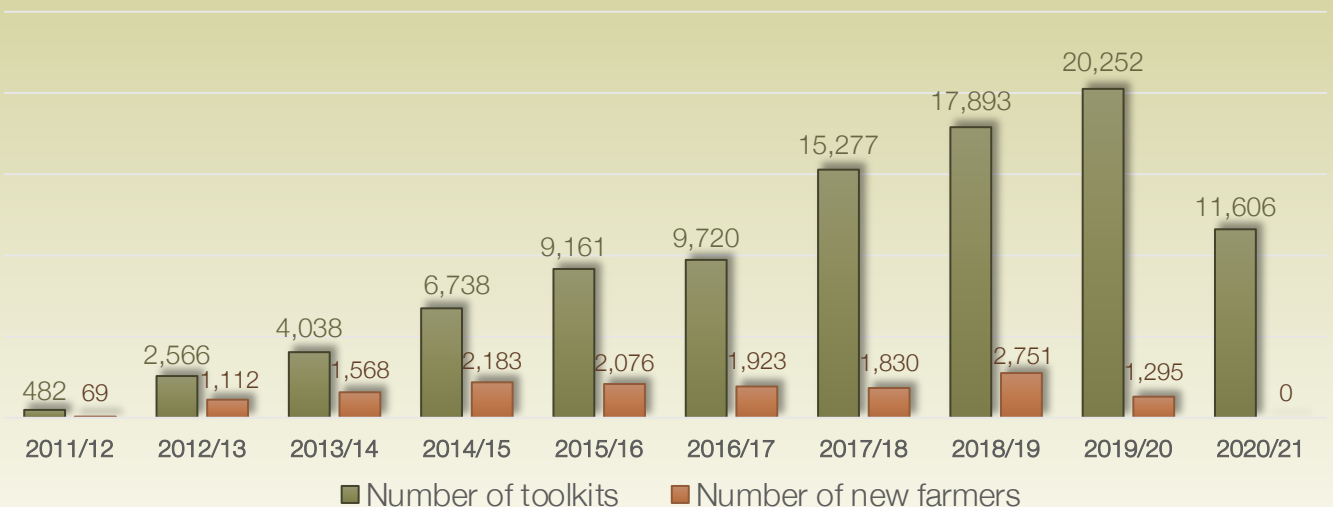
We are delighted that **945** of our farmers are now operating completely independently of us, sourcing the chicks, feed, vaccinations and medications on their own. This year, **465** of those became independent often with enterprises of over 250 birds. Of the **11,606** toolkits distributed in 2020-21, **4,099** were to individual farmers, **4,051** to farmers who had already formed groups and **3,456** were distributed directly by the suppliers to the groups. Behind the scenes, we continued to check that the suppliers were 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 Poultry Development Services.**



Number of farmers joining groups each year  
There are 69 groups in total

## Number of toolkits and new farmers each financial year



# The impact of PDS

Our impact data shows that 32% of our farmers choose to spend their additional funds from PDS on sending their children to school or keeping them there through private tuition

On top of the economic benefits, our impact data shows that 32% of our farmers choose to spend their additional funds from PDS on sending their children to school or keeping them there through private tuition. At a time when millions of children have not been able to go to school, there are alarming reports that many, especially girls, will never return as they can't afford it or are needed to work. PDS may provide at least some hope to our farmers whose biggest aspiration has always been for their children to have a better chance in life than they did and this usually starts with an education. Many of our female farmers have been using their additional income to top up their mobile phones so that their children could access online learning provisions. As soon as schools opened in mid-February, parents started sending their children to their private tuition groups again.

## Spending priorities of our PDS farmers in 2020/21

- 1: Household daily expenses, especially food
- 2: Saving for the next poultry toolkit
- 3: Saving to start another enterprise
- 4: Saving for difficult times ahead
- 5: Mobile data for children to access online classes during lockdown
- 6: Medicines to treat family illness
- 7: Masks, soaps, sanitisers
- 8: Loan repayments to microfinance organisations



# A path towards permanent change

Farmers typically take 15-20 toolkits per year for two years before we transition them into the Group Model to become poultry farmers; graduate them into our AMS or Goat Farming Programmes or encourage them to start a second enterprise altogether. They are able to do all these things due to the combination of supplementary income from PDS, increased confidence and knowledge of how to do so. They see PDS as a “stepping stone” towards a brighter future.

The majority of our farmers who start or expand second enterprises focus on grocery stores from their homes, helping their husbands with agri-related products or tailoring by buying a second-hand sewing machine or the materials to tailor clothes and items such as face masks.



## Starting a second enterprise from PDS

Grocery shop: 45%

Helping husbands with agri-related costs: 23%

Food stall: 15%

Sewing/tailoring: 10%

Handicrafts: 5%

Chicken shop: 2%



*“We had a wonderful and enlightening trip to India. Shivia’s work is very impressive and it’s clear to see how important these interventions are. The highlight was seeing women who have continued beyond the poultry and are now running their own businesses. Their positivity and pride is thanks to Shivia and the vision they have to help these communities.”*

Jane Meyer  
T&J Meyer Foundation

# Mamoni's story

We have heard many reports of how delighted our farmers were to receive toolkits again in May and re-start their poultry enterprises - a glimmer of hope amid a bleak backdrop.

One inspiring example is that of Mamoni who registered with us in 2019 under tragic circumstances. Her husband had recently died of a heart attack, leaving her and her two sons without an income. The eldest, Subhankar, was preparing to leave home to find work as an agricultural labourer in another part of the country when he heard about our PDS programme and told his mother about it.

One year on, Mamoni has developed a really successful poultry enterprise and managed to save some money for the family to start a second small business which Subhankar is running - he rents a noodle making machine and sells chicken chowmein meals in the village! The machine has been invaluable in the months since lockdown, providing a much-needed second source of income for the family.

Mamoni was delighted to tell us one more piece of good news - Subhankar is getting married at the end of the year, which is making her feel very positive and happy after the challenges they have faced with Covid. She credits their change in fortune since her husband's premature death to her little chicken farming business.



*"We had the unique privilege of providing pro bono legal advice to Shivia in respect of specific Indian law aspects that are relevant in connection with Shivia's honourable efforts in India to empower destitute individuals and families by not only creating livelihoods, but also inspiring permanent change through some of their programmes like providing training and services for poultry development, agri-management and goat farming. We appreciate the opportunity presented to us to play our (own little) part in the systemic growth trajectory that Shivia is keenly working towards."*

**Mithun Thanks, Partner, Shardul, Amarchand, Mangaldas & Co, Mumbai**

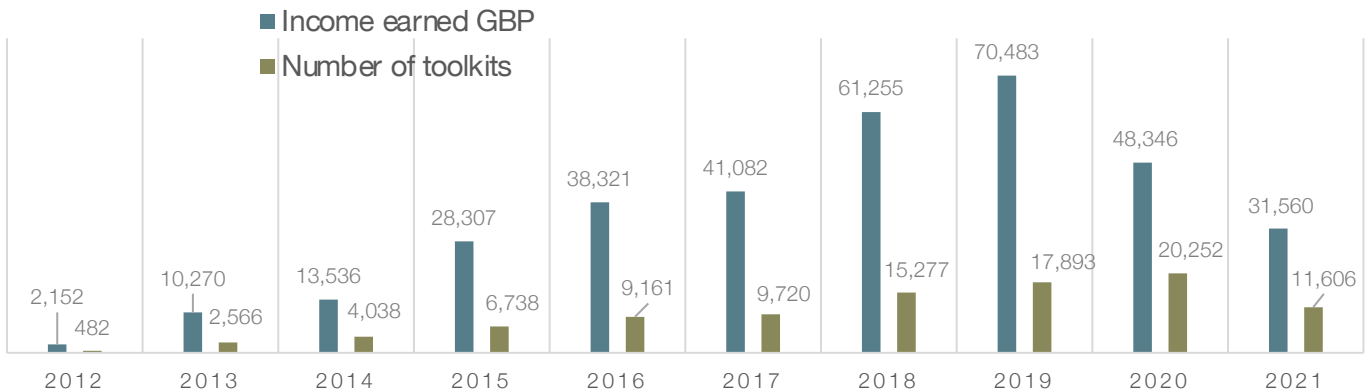
# Financial sustainability

Our aim with PDS is for our farmers to become financially independent. We have also developed the model so that there is some financial sustainability for Shivia and Nirdhan.

In the Individual Model, the cost of each toolkit including all the elements and the mentoring and training is £15. We ask our farmers to contribute the equivalent of £5 towards each toolkit. This is the level they can afford or are able to find from family and friends rather than going to local, expensive money lenders. Contributing towards the toolkits means they have a sense of ownership, attend the training and look after their birds with pride. It also contributes to the financial sustainability of Shivia and Nirdhan, enabling us to distribute more toolkits.

In the last year, we received fewer contributions from farmers as we distributed fewer toolkits due to Covid. We also focused more on the Group Model where farmers contribute c. £3.50 per toolkit. During the first lockdown, the chick supplier (Kegg), reduced the price of day-old chicks and so we were able to reduce the price of toolkits accordingly during that period.

## PDS INCOME (GBP) AND TOOLKITS



## Leena's story

Three years ago, Leena used to work for some local agents and spent her days making ropes out of jute. It was arduous, poorly paid work. Her husband worked as an apprentice for a local carpenter but they still struggled to make ends meet.

Then, in 2019, Leena met Majida, our Livelihood Service Provider who works in the area near Leena's village. Over the next two years, Majida taught Leena everything she needed to know about raising chickens, selling the products and saving for the future. When Covid struck last year, things took a turn for the worst as Leena's husband lost his job but her chickens saved the day. By selling birds and eggs at the local market, Leena was able to keep the money coming in. Not only did she buy some goats to add to their farming enterprise but she also bought a mobile phone which allowed her daughter to access school classes online during lockdown. Now Leena has a large flock of over 70 birds and is a member of one of our PDS farmer groups. She is confident that soon she will be running her business completely independently of our support.



# 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



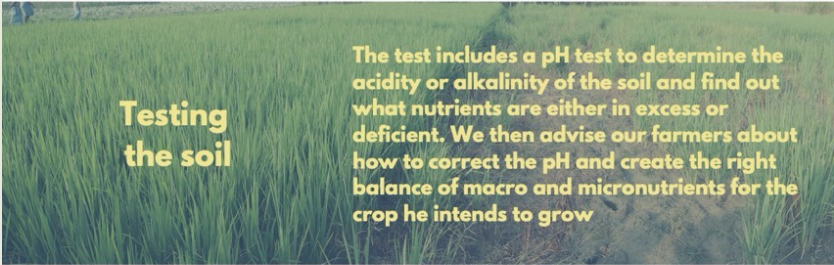
## Farmer Interest Groups

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



Our AMS programme is directly aligned to **Sustainable Development Goal 2: End hunger, achieve food security, improve nutrition and promote sustainable agriculture** as well as **Goal 12: Responsible Production and Consumption**. The programme helps poor families, who typically lease unproductive land that has been subject to overuse of chemicals, earn money from agriculture in an environmentally-friendly, affordable and sustainable way.



[Click here](#) to watch our AMS impact video with Joe Rao

AMS comprises a number of interlinked interventions: forming Farmer Interest Groups (FIGs) of 15 or so 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 and products; helping the FIGs to open bank accounts; linking the FIGs to government programmes which farmers are unaware of or cannot do on their own and also linking them to suppliers of agri-inputs including bio-products. Even though the bio-pesticides and bio-fertilisers are largely made at home from cow dung, cow urine, jaggery, garlic, turmeric, oil cakes, neem leaves, akanda leaves (milkweed) and local grass, they still have to supplement them with bought products.

AMS now operates in four of our five locations (Familia, Sundia, Kolaghat and Babnan) and to date we have covered 236 villages. The Programme is carried out by a team of four Field Supervisors (also responsible for PDS and to date Goat Farming), our specialist in agriculture and twelve LSPs. As with PDS, we had to reduce the team by three staff and hope to expand again when fundraising improves. The agricultural specialist left at the end of the year and so we will be recruiting two more part-time specialists in due course.

# Covid and Cyclone Amphan

As with PDS, the AMS programme has been more important than ever this year for our farmers. The widespread disruption caused by the Citizenship Amendment Act (CAA) in December 2019, the first Covid lockdown in March – May 2020 and the devastating Cyclone Amphan all led to chaos for our farmers and their families. During lockdown, many migrant labourers returned to the villages with no form of livelihood and so demand for AMS was very high.



The lockdown meant our staff were unable to move around until we had permissions to do so. Our services were limited to phone calls only and we did not enrol any new farmers or form any groups for two whole months despite March typically being a busy period for AMS where we take on around 280 new farmers.



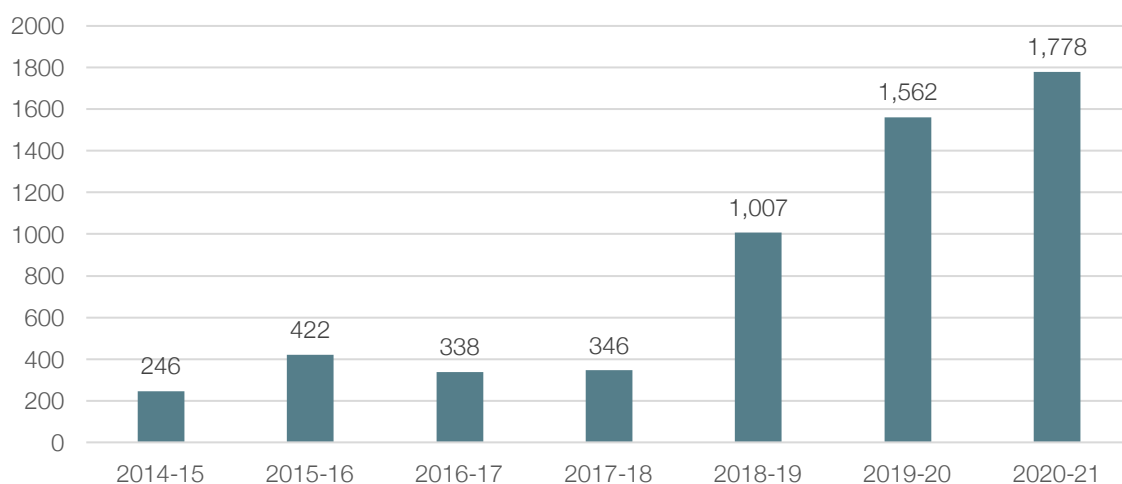
Following the Covid outbreak, as with PDS, the Board re-looked at our annual plan for AMS and worked off the same key principles to best protect our beneficiaries and staff. We budgeted to enrol 1,287 farmers onto the AMS programme which was less than we had achieved in 2019-20. We thought that the CAA protests may return during the year. Unlike with PDS, we agreed to still add new farmers and expand AMS as the fixed cost of the staff is largely the cost of the programme unlike in PDS and Goat Farming where toolkit parts have to be bought.

Cyclone Amphan struck West Bengal as well as the neighbouring State of Odisha and Bangladesh on 20<sup>th</sup> May 2020. It was considered the strongest storm to hit the region in over a century. Many of the farmers in our AMS programme suffered huge losses due to the devastation of crops as well as widespread damage to houses and livestock. Thankfully in May our staff were able to move around. 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 assessed the damage, collected data, took the farmers to government officers and helped them complete and submit the necessary forms. Sundia was the worst affected location where many crops, seasonal vegetables and paddy fields were flooded and destroyed. In other locations, such as Kanchrapara (Familia), mango and lychee trees fell and paddy fields and vegetables were ruined. At Kolaghat, our fourth location, the River Rupnarayan's embankment was breached causing flooding to the crop fields and damage to our farmers' houses close to the riverbank.

# AMS Progress Report

We started AMS in 2014 and have worked with 5,699 farmers in total. For the year in review, we registered 1,778 new farmers on the programme. This was higher than the budget as the **CAA protests\*** did not resume after the initial lockdown and migrant labourers who had returned home were desperate to join the programme.

Number of AMS farmers



Over the course of the year, we completed soil tests for all 1,778 new farmers and formed **113 Farmer Interest Groups**, bringing the total to 348.

The team was able to open seven bank accounts for the FIGs, bringing the total to date to 69. Through regular group savings, farmers are able to pool their resources and rent or buy much needed machinery.

\* On 11<sup>th</sup> December 2019, the Government announced the Citizenship Amendment Act which hugely disrupted our AMS programme. The Act provided a path to Indian citizenship for illegal migrants of Hindu, Sikh, Buddhist, Jain, Parsi and Christian religious minorities, who had fled persecution from Pakistan, Bangladesh and Afghanistan before December 2014. Muslims from those countries were not given such eligibility and it was the first time that religion had been overtly used as a criterion for citizenship under Indian law. This led to riots and protests.

# Making farming affordable

One of the ways we help to make farming affordable is by linking our Farmer Interest Groups to government agri-programmes for free agri-related products and training.

Over the last year, through the Farmer Interest Groups, our team has facilitated 1,706 links for our farmers to various government programmes, giving them benefits they could not have had access to as individual, small holder farmers. The total value of these benefits amounts to about £10,500 in real terms.

Farmers have reported that some of the most important links our LSPs made were for them to receive crop damage compensation following Cyclone Amphan. The LSPs went above and beyond helping farmers to ascertain the damage and fill out and file all the necessary forms. When the State Government announced compensation, the team met block development officers to find out the terms and conditions of the compensation as well as the required paperwork. In June and July, they helped the farmers to fill out the forms and submit them along with other documents such as bank account details and identification checks. They continually followed up with the block offices, accompanied by FIG representatives, and assisted officers visiting our farmers' fields to assess the extent of the damage.



## Links to Government programmes in 2020/21 included:

- ✓ Supply of seeds & other crops
- ✓ Bio-products (fertilisers/pesticides/other)
- ✓ Training
- ✓ Farming machinery/tools/kits
- ✓ Other livestock (cows, chickens, fish)
- ✓ Insurance/compensation for crop damage
- ✓ Other agri-inputs including non-bio fertilisers/pesticides



Since 2014, we have registered 5,699 farmers on AMS

We have formed 348 Farmer Interest Groups

**Contributing towards financial sustainability:** Each farmer contributes Rs. 100 or Rs. 200 (dependent on the location) on registration for the holistic service they then receive over the next two years, after which they are fully equipped to continue their farming enterprise independently of us. Their contribution ensures they value the training service we provide and helps with our own financial sustainability. In 2020/21 we received £2,093 in farmer contributions which will be reinvested in the AMS programme.

# The impact of AMS

Our data shows that our farmers are making, on average, 40% additional income from AMS – as a result far fewer men are migrating to cities to find work and many are returning to their village to take up farming

The impact of AMS is staggering and has been particularly pertinent during this Covid year with input costs down by 15% and yields increased by 30%. Farmers have also changed, on average, to using 50% bio-products as opposed to 80% chemical products when we started. Much of the feedback is that families are able to stay together; by generating income from the land, the men do not have to migrate to the cities in search of work. Following lockdown, many men decided not to return to the cities as they saw profits in farming for the first time ever. The farmers are also delighted that once trained they are no longer reliant on Shivia and Nirdhan as they have obtained life-long skills.

Unlike in PDS where over 90% of our farmers are female, AMS is largely dominated by men, more often than not our PDS farmers' husbands. Whereas 32% of our PDS farmers spend their additional income on educating their children, their husbands tend to use their income to lease more land - 60% of AMS farmers reported this as their spending priority. The jump from them leasing two bighas (one bigha is c. 1/3 acre) of land when we started to between 3 - 6 bighas of land now has given our farmers real confidence that they can earn a living in the villages rather than migrating to the cities in the hope of finding some unskilled work and sending remittance home. They are also able to lease better quality land closer to home.

## Spending priorities of our AMS farmers in 2020/21

1: Taking more land on lease to expand their enterprise

2: Household expenses, especially food

3: Farming inputs to manage their enterprise

4: Hiring additional labour for harvest

5: Medicines to treat family illness

6: Saving for difficult times ahead

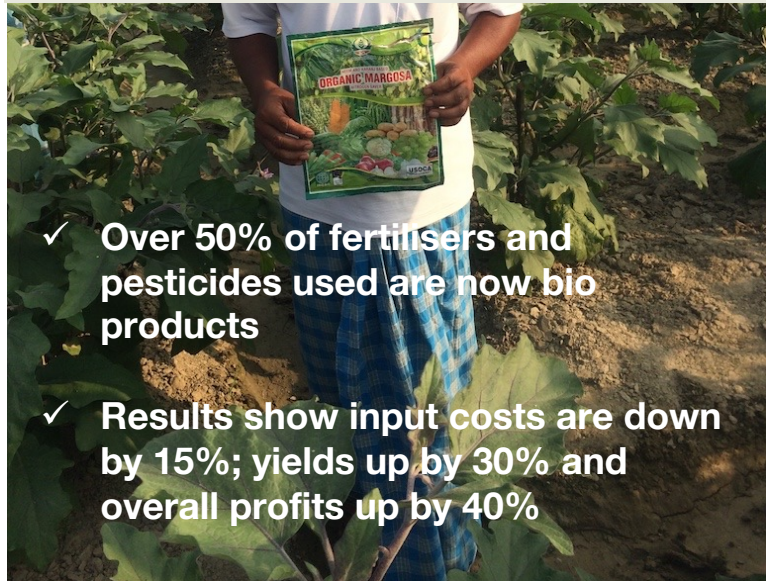
7: Loan/debt repayments

# AMS proves bio is best

Through reporting and video footage from the field staff, we see endless examples of fields where the difference between using bio and chemical pesticides and fertilisers is stark. The team always emphasises how our impact is way beyond the 5,699 farmers we have registered and trained. “Seeing is believing” in the rural areas and thousands of farmers have started copying those on our programme by learning methods of planting seeds, bio-fertilisers, bio-pesticides and finding out about government schemes. This is leading to whole areas transforming their farming techniques.



Our focus is to move farmers away from using chemicals on the soil



- ✓ **Over 50% of fertilisers and pesticides used are now bio products**
- ✓ **Results show input costs are down by 15%; yields up by 30% and overall profits up by 40%**

## Nirapada's story



This is Nirapada, one of our AMS farmers at our location in Sundia. He joined us in 2019 after seeing how well other local farmers were doing on our AMS programme. At the time, the soil on his small plot of land was so depleted after years of using chemical fertilisers and pesticides that he was unable to grow enough produce to make farming affordable. He and his wife tried to supplement their income by working as labourers on other farms but found themselves getting deeper and deeper into debt.



Since joining AMS and getting training from Gour, one of our LSPs at Sundia, Nirapada's fortunes have changed significantly. Gour linked him to a government programme for making a vermi-composting bed at home and now he uses this to fertilise his land instead of using chemicals. The results are amazing and he says he is earning double what he used to. He also sells the compost to other local farmers, or the worms so they can start their own vermi-composting bed. Nirapada and his wife no longer have to work for other farmers and are paying off their debts. They are happy to be earning money from doing what they love best – farming!

# Goat Farming

We first launched our Goat Farming Programme in 2016 and offered this new enterprise predominantly to women on our PDS programme who were unable to expand their poultry enterprises due to lack of space and had no access to land to move into AMS. Graduating them into Goat Farming provided a sustainable income for them and, due to the nature of the model, provided an income for Shivia/Nirdhan too. **A total of 371 families have benefitted from this programme.**

## Our model for Goat Farming

When we register a farmer for our Goat Farming Programme, as with PDS and AMS, we ask for a small contribution of Rs. 500 towards the costs. After a period of 27 months, the farmer is ready to carry on her enterprise without our help and financial support. She has a herd of about eleven goats with a total value of around Rs. 27,000 (£280) and is in a secure position to take on the financial responsibility of her livestock which costs, on average, Rs. 400 (£4.12) per month for vaccines, medicines and insurance.

Our income for the programme is derived from the initial Rs. 500 (£5.15) contribution paid by the farmer, plus a supply of goat kids from her herd which we can then sell or give to new farmers joining the programme.

**For the year under review, 415 goat kids were born, 147 were returned to Nirdhan and 96 sold bringing in an income of Rs. 100,200 (c. £1,032). Nirdhan sold a further 43 parent goats for Rs. 49,050 (c. £505).**



## Goat Farming Manual

Early in 2021, we produced our Goat Farming Manual, documenting our experience and knowledge from when we initiated the pilot in 2016. We will use the manual to reintroduce the programme to our communities and others in different parts of West Bengal when the future is brighter. We also plan to train other livelihood-focused NGOs elsewhere to replicate the programme where it can add significant value to people's 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. £5.15) 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 three reproductive cycles (approx. 27 months), each doe typically produces five kids, so a total of 10 goat kids are born. 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 delivered to the original two does - usually five kids - which we can then either sell for cash or loan to new farmers who join the programme.



#### 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.

# The challenges of Covid and Cyclone Amphan



At the beginning of the year, with the uncertainty around funding due to Covid, our Board took the decision to phase out the Goat Farming Programme so that we could focus on our core programmes in West Bengal, Poultry Development Services and Agri-management Services. We therefore did not take on any new farmers in 2020-21 but made a commitment to ensure all existing farmers would have a goat enterprise by the end of the year that they could run on their own.

We are proud that the Nirdhan team achieved this and all 371 farmers on the programme now have a sustainable goat-farming enterprise, often their sole source of income.

Sadly, we had to make the five goat LSPs redundant but we hope to recruit them again when the funding landscape settles and improves.

Cyclone Amphan was very destructive to our Goat farming Programme; many goat kids and calves were washed away from houses and our farmers could not retrieve them. Before and during the Cyclone, villagers were taken to shelter camps but they could not carry their livestock with them; when they returned many had also been stolen. It was not possible for us to claim on the insurance as there was no proof of either loss or theft because you have to present the deceased goat to get compensation. The worst area was at Babnan location in the village of Dhanekhali where we had distributed parent goats to more than 200 families, most of whom live in mud houses or sheds. We made the decision to replace the parent goats for these families regardless of the insurance.



**Mina joined us at the very start of the programme in 2016 and now manages her goat farming enterprise completely independently of us. Her income means that her husband no longer migrates to the city in search of work – in fact, she has helped him start another enterprise in selling fish, inspiring a permanent and positive change to their lives.**

# New programmes in 2020/21

Covid has resulted in a time of reflection and evaluation for all of us at Shivia. We spent time recognising our strengths and assessing our risks, one of which is being reliant on one implementing partner, Nirdhan, in one State, West Bengal.

As a result, we partnered with the NGO SAATH who we have a long-standing relationship with and expanded our footprint beyond West Bengal to the States of Rajasthan and Gujarat where SAATH has presence. In October 2020, we agreed to support their **Beautypreneur Programme** as well as help design and pilot the **Cooks Training Programme**, both of which are strongly aligned to our mission of creating livelihoods with dignity.

Over the course of the year Joe Rao, our Lead Consultant in India, has also been researching and visiting livelihood focused NGOs to see whether they can replicate our Poultry, Agri-management Services and Goat farming Programmes. We are focusing on the poorest States close to West Bengal including Odisha and Jharkhand. There has been strong interest from the NGOs for all three of our programmes; when Covid improves, we will pilot our replication model accordingly.



Joe visited women on the Beautypreneur Programme in Jaipur and Ahmedabad and presented them with their training graduation certificates.



January 2021: Joe Rao visited SAATH and was present for the opening of the training centre in Ahmedabad, Gujarat.

## Working with SAATH

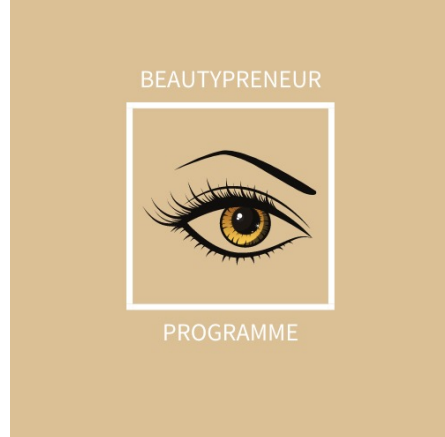
The women who we have chosen to support are from low-income households in slum communities with only basic levels of education



**SAATH**  
Creating Inclusive Societies

# Beautypreneur Programme

The idea of the Beautypreneur Programme is to help young women (aged 18-35) who have already been trained as beauticians under SAATH's **Beauty and Wellness Vocational Programme** to be able to set up small beauty salons or run an 'at home' beauty service. The demand for beauty services throughout India across all sections of society is high but the women have little knowledge of skills in business, finance, marketing or savings. They are also trained to train others in beauty to give them additional income streams during the lean season.



## Locations

**Gujarat**  
Ahmedabad  
Vadodara

**Rajasthan**  
Jaipur

- ✓ Shivia is providing funds to **train 180 urban slum dwellers** to become Beautypreneurs so they can create their own livelihoods in a dignified way.
- ✓ To date, 122 women have signed up to the Programme and have completed their training with SAATH in **Business Planning** and **how to train others** in providing beauty services.
- ✓ 22 of our new Beautypreneurs have also completed their **Product and Colour Training** to help increase their client base and revenues.

As with West Bengal, the second wave of Covid hit Gujarat and Rajasthan hard and all educational institutions were ordered to close, as were Beauty Salons. As a result, the programme has stalled until SAATH can start training again. Due to salon closures, women are losing vital income; this is particularly challenging as they are often the only earners in their family. For immediate support, we have been providing 'Covid relief packs' to those who need them (see page 18). SAATH also plans to link our Beautypreneurs to its microfinance division – which Shivia supported in 2010 – to provide interest-free loans to restart their businesses when society opens up again.



# Cooks Training Programme

The main objective of the Cooks Training Programme is to train slum residents who are currently house-maids to become home-managers by initially training them to be cooks, significantly increasing their income. Covid has resulted in a large demand for reliable, trust-worthy, hygienic home-cooks and food delivery services especially as middle and upper class families are not going out to eat as much. This is on top of an already rising demand for home-cooks given the increasing number of women going to work, requiring help at home. Shivia and SAATH designed the Cooks Training Pilot together and plan to train twenty young women over the year to either cook better meals more hygienically or provide a snacks delivery service to existing home-manager clients known to SAATH through their Urmila Home Manager Programme. The training also focuses on the women knowing their rights to ensure they are not exploited or know what to do if they are.

As with the Beautypreneur Programme, the second wave of Covid has meant that the Cook training has had to temporarily stop and will start again when the rules allow.



COOKS TRAINING



PROGRAMME

## Location

Ahmedabad  
Gujarat

- ✓ Shivia is providing funds to run a pilot programme for Cooks Training.
- ✓ The pilot involves training **20 urban slum dwellers** to become Home Managers so they can create their own livelihoods in a dignified way.
- ✓ To date, five women have completed the **35-day training course**, learning a range of cuisines from all over the world as well as India.
- ✓ Four women have been placed in good jobs: one as a home-cook and three at SAATH's Urmila Centre preparing snacks.

# Life-changing stories

- ❖ Daksha's story
- ❖ Programme: Beautypreneur
- ❖ Location: Vadodara, Gujarat



My name is Daksha. I am single mother and I have two children. Ever since my husband left us 15 years ago, I have been supporting my family on my own. I have been running a small beauty parlour and renting a little unit to do that but I really wanted to develop my abilities and my parlour. In November 2020, I met with Mr. Kalpesh Agrawal, Programme Officer of the Saath/Shivia Beautypreneur project. I realised that the training could help me to fulfil my dreams and goals. Now I have finished the training I really understand how to grow my business; how to take decisions to increase my number of clients and the wealth of my business. I also received a log-book which I use to record my daily expenses and income in a systematic way. This helps me to gain knowledge about which way my business is going. I just want to say that I am very happy I joined the Beautypreneur Programme because - as I hoped - it really has helped me to fulfil my dreams and goals.

- ❖ Kavita's story
- ❖ Programme: Cooks Training
- ❖ Location: Ahmedabad, Gujarat

Kavita lives with ten family members in one of the slum areas of Ahmedabad. Since completing the Cooks Training Programme, Kavita is now a fully-fledged 'Home Chef' and able to command more money from her employers due to her new skills. She told us, *"SAATH and Shivia provided a wonderful training environment with the latest machines and equipment for training, plus full safety and security was provided. I gained good knowledge about cooking healthy and hygienic food and learnt different country cuisines like Italian, Thai and Mexican. Through this training programme my confidence has increased. I am now able to contribute to the household income."*



The Livelihoods Programme Director at SAATH is Kruti Javeri. She told us, "the recent second wave of Covid hit the family hard and Kavita's husband lost his job. With Shivia's support, we were able to provide them with a ration kit to help them out. Kavita sincerely thanks Shivia and SAATH for giving her the experience, knowledge, and the support during the second wave. Now that the lockdown restrictions have been eased, she hopes to resume her work and is hopeful for all that life has in store for her."

# New ways of working

At the beginning of the year when the Covid pandemic hit, Joe and Chandrani were meant to be visiting the UK for our annual Spring Celebration generously hosted by Artemis. It was cancelled and in the weeks that followed, many of our reliable fundraising opportunities disappeared from the calendar: our House of Commons Dinner hosted each year by Max Patel from St James's Place, the London Marathon, the Royal Parks Half Marathon, the Royal Albert Hall box kindly given to us each year by Vin Murria and other activities here and there.

As well as fundraising, trips to and from India were scratched: the greatest sadness was the family field trip with Artemis in October. This is usually the highlight of the year for the team and beneficiaries especially as we hold our annual awards ceremony for Nirdhan, recognising those field staff who have outperformed. We always return feeling inspired and motivated by what the beneficiaries have achieved with a small helping hand from us.

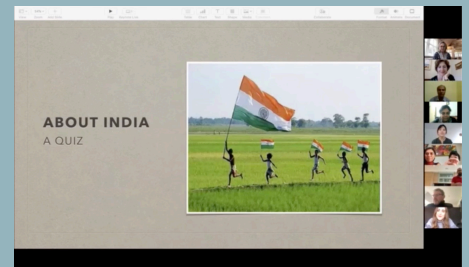
Despite the potential doom and gloom that faced us, we had a strong fundraising year and managed to engage with our team and beneficiaries. We adapted quickly to the unravelling situation and adopted new ways of working, primarily by embracing technology.

## Updates on Covid in India

At the start of the year, many of our supporters were keen to know what was going on in India and how we were responding. We held online Zoom calls – when people were still just hearing about Zoom – where Vasant, Joe, Chandrani and Olly were able to share our thoughts, take questions and receive suggestions.

## The Artemis Family Field Visit

Instead of taking Artemis colleagues and their children to West Bengal, we brought our team and farmers to them by hosting our first ever virtual field trip. Feedback from previous trips to West Bengal is that they are always fun as well as humbling. As a result, the day involved family teams cooking curries, participating in a quiz about India and then visiting our team and farmers in the field. Despite some technical hitches and the light fading quickly in the paddy fields of Bengal, it was incredible to speak to field staff and farmers nearly 5,000 miles away through simple smart phones with Joe and Chandrani translating.

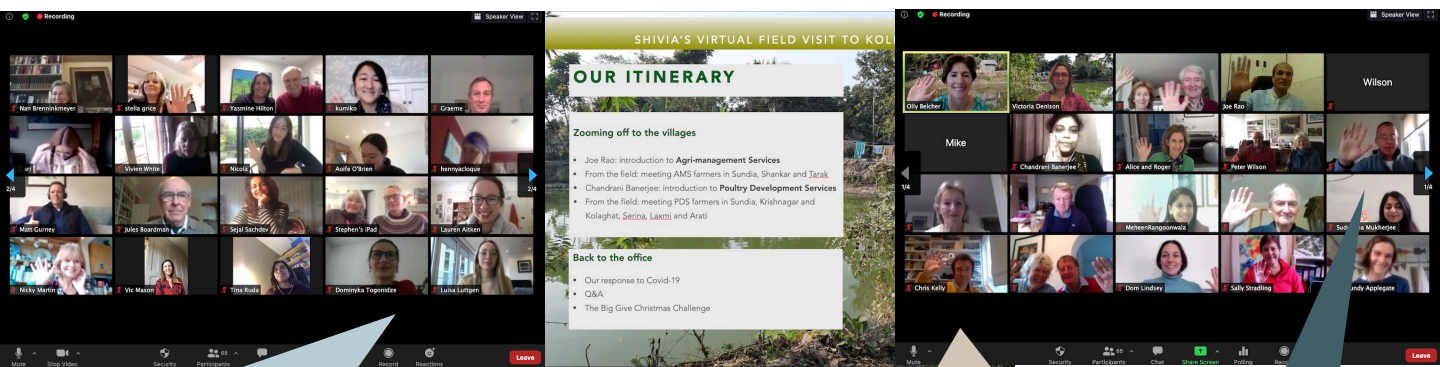


*“The Shivia team always goes the extra mile to help Artemis staff feel engaged with their work. When we couldn't get to India to see Shivia's programmes first-hand due to Covid they arranged a virtual field visit for our staff and their families, complete with authentic Bengali cuisine, which was very much appreciated and enjoyed by our team. The work Shivia does is simple and yet so life-changing, we're thrilled to have been part of the charity's growth story and hope to partner with them for many years to come.”*

**Marisa Charosky, Coordinator  
Artemis Charitable Foundation**

# Shivia's Virtual Field Visit

This was probably the highlight of the year for Shivia. We had over 150 people dialling in from all over the world to be taken to West Bengal to meet our farmers and the Nirdhan team. Despite the rather high-risk strategy, we pulled it off and the feedback from people who had largely been at home for the best part of eight months was heart-warming. Hearing the struggles yet determination of our farmers to overcome the Covid situation put a lot of things into perspective for many of our guests. The Virtual Field Visit was recorded and has been watched over 200 times since ([click here to watch](#)).



*"Shivia's virtual field trip was such an incredible learning experience, seeing directly where monies go and actually how it helps. The difference in the crops 'live' from the field was incredible – it's one thing hearing how well things are going and another experience seeing live-streamed action. It was heart warming to see the villagers and how Shivia has enabled them to build up their businesses with such success and then sharing with the wider community. Inspiring is an understatement. Bravo Shivia!"*

*"I'm giddy with admiration at the technological challenges you took on this morning, across continents, time zones, mixing live and recorded action, planned and unplanned speeches. Well done."*

*"Can I just say that was ABSOLUTLY fantastic - you nailed that. It was so informative and what a privilege to actually see the real people you are helping - so special."*

## The Tata Management Training Centre: Unconventional Learnings event

At the end of the year, Shivia was offered an exciting opportunity through Shivia Livelihoods Foundation in Mumbai to collaborate with the Tata Group through the Tata Management Training Centre. We ran a two day online event for emerging leaders within Tata Consultancy Services to hear the Shivia story and focus on "unconventional learnings". Participants dialled in from both the US and India and feedback was gratifying.

*"Shivia is a powerful example of impacting lives and the manner in which each of you prepared and shared of yourselves was touching. Thank you for the partnering."*

**Emmanuel David**  
Director TMTTC, Group Human Resources

# Pre-Covid Field Visits

Before Covid changed our world we enjoyed a number of supporter field visits to India 'in real life'!

The feedback from each visit is always positive, with many people describing the experience as 'life-changing'.

We organised three Family Field Visits with supporters from Artemis and their teenage children, pictured below in 2017, 2018 & 2019.

Our October 2020 Family Field Visit with Artemis was postponed but we hope to reschedule this in 2022.

*"For many years Shivia has been an important core charity of the Artemis Charitable Foundation. The relationship is founded on the trust and integrity we have found evident within Shivia's culture, and the effectiveness and efficiency it demonstrates in its operations.*

*While still relatively small, it punches well above its weight in delivering sustainable care and hope where the need is greatest, whilst being rigorous and demanding in its governance standards.*

*Olly and her team have now hosted multiple visits of Artemis staff and their children to India to witness first-hand the life changing work they do, and it is a testament to Olly and everyone at Shivia how highly regarded they are by all those staff members."*

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



# Financial health check

## Income: 2020/21

- Corporate foundations: £91,764
- Other foundations: £79,819
- Events: £67,337
- Everyday giving: £77,851
- Interest: £115
- Pro bono support: £143,033
- Programme income: £34,497
- Funds raised in India: £ 9,910

## TOTAL: £459,919

(excludes programme income and funds raised in India)

*"I have twice had the opportunity to experience at first-hand the work that Shivia does in West Bengal. Both times I was impressed by the immediacy of the impact Shivia's programme had on families, with women benefiting especially, thanks to being helped out of financial illiteracy and towards a degree of independence, as well as towards greater respect within the community.*

*It strikes me that Shivia's work is all the more important today in light of the pandemic which has affected India particularly heavily with the poorest communities such as those in rural West Bengal suffering the most."*

**Peter Saacke**  
Artemis Fund Managers Ltd

## Expenditure: 2020/21

- Charitable activity: £113,954
- Fundraising: £19,910
- Governance: £171,625  
(includes £143,033 of pro-bono services)

## TOTAL: £305,490

## Reserves

- Allocated reserves: £98,393
- Non-allocated reserves: £279,906

NB. An average exchange rate of £1 = INR 97 was used

*"I am forever in awe of the work Olly, Victoria and the team at Shivia do but never more than I have been over the past year. During the most difficult times globally, and especially in India they have evolved at the drop of a hat to be able to support the people who need it most, and keep raising funds in innovative ways. The stories of lives changed that I hear from them never fail to make me proud as a supporter, and we're thrilled at Advent of Change to be even a small part of the difference they are able to make. Since the start of our fundraising we have been supporting Shivia, and as well making a fantastic impact they are also a joy to deal with - we hope to be there to support them for many years to come."*

**Kristina Salcenau**  
Founder of Advent of Change

# Funding our ambitions

We are delighted to report that, despite the uncertainties caused by the global pandemic which coincided with the start of our financial year, we had a successful year in terms of fundraising.

We have developed our annual plan for the coming year and have a new, ambitious target – we aim to raise £400,000, of which £360,955 is to fulfill our operational plan, plus £39,045 to build our reserves.

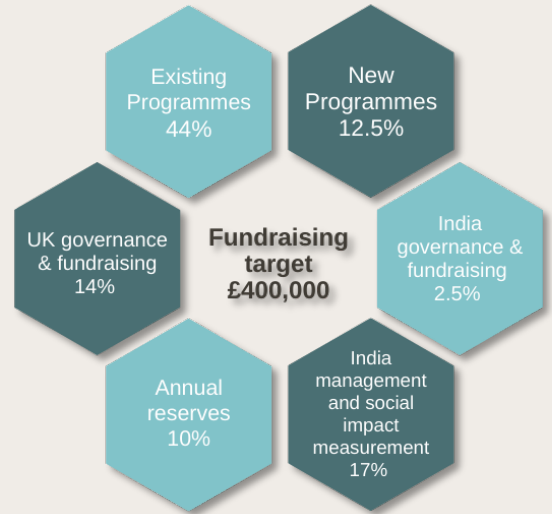
## Fundraising in an uncertain world

At the time of writing (early June), it is still unclear whether fundraising events such as our annual House of Commons dinner and auction will be able to go ahead this year. We also await news about the lifting of final restrictions to enable events such as the London Marathon to take place. Given the uncertainty that still surrounds us, we plan to engage our new and existing supporters in a mix of virtual events with the possibility of some ‘in person’ events towards the end of the year, for example the chance to bid for a box at the Royal Albert Hall for one of their Christmas concerts.

We are excited about taking part in the Big Give Christmas Challenge once again and being one of the charities supported by Advent of Change, where Shivia features in their unique Charity Advent Calendar and Christmas Crackers. We sincerely hope that we can resume Field Visits to India for our donors and supporters in 2022-23.

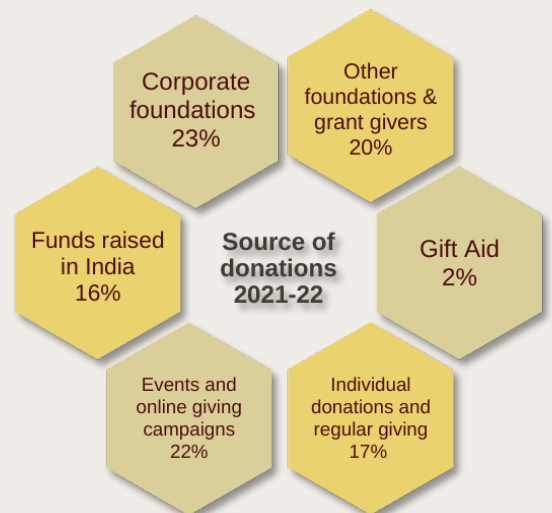
## Pro bono services

We have been privileged to benefit from the superb skills and services of our pro bono supporters Clifford Chance, Skadden Arps, Shardul Amarchand, Salesforce, Bretom and EFG Private Bank which, for the year in review, was valued at £143,033. A large portion was for legal advice on changes to our Policy Handbook; the new structure of Shivia including Joe Rao becoming our Lead Consultant in India and the set-up of Shivia Livelihoods Foundation. We are very grateful for the support given and hope to benefit from these valuable services in the coming year. Our focus is on rebranding Shivia including a new logo, plus pursuing new partnerships in India which may require legal attention.



*“We have been keen supporters of Shiva from its inception. Why? Because we believe in the vision and dedication of its Founder Olly Belcher and we have seen her ability to execute on a tight budget in all economic climates. When we choose charities to support we look for bang for buck both in terms of how much of our donation reaches the intended recipient and of course in its impact on those recipients. Shivia scores top marks in both and it delights us to continue our support. May your inspired team stay safe during this second wave of Covid.”*

**B & J Lloyd Family Trust**



# A word of thanks

We are very grateful to the many companies and foundations that donated so generously to Shivia in 2020/21, helping us to help others in need, including:

- The Artemis Charitable Foundation
- Clifford Chance Foundation
- St James's Place Foundation
- Milton Walker
- MD Group
- Simply Learning Tuition
- T & J Meyer Foundation
- The Marr-Munning Trust
- B & J Lloyd Family Trust
- The de Laszlo Foundation
- Mac Bevan Charitable Trust
- The Gibbings Family Foundation
- The Sant Trust
- The Sisi & Savita Charitable Trust
- Sophia Akash Foundation
- The Bottletop Foundation
- The BGS Cayzer Charitable Trust
- Paget Charitable Trust

We are also extremely thankful to the many individuals who give regularly to Shivia, those who ran virtual events on our behalf and those who provided significant grants including:

- Vin Murria • Max Patel • Nishant Lalwani and Ishna Berry • Asim Ghosh • Derek Stuart • 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 **Advent of Change** and **The Big Give Christmas Challenge**.

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

- Clifford Chance LLP (legal)
- Skadden, Arps, Slate, Meaghan & Flom LLP (legal)
- Shardul Amarchand Mangaldas & Co (legal)
- Bretom (Poultry Development Services video animation and Shivia branding)
- Salesforce (CRM database)
- EFG Private Bank (registered address and office use)

*"We were very disappointed not to be able to host the annual House of Commons dinner for Shivia this year but I have admired how they have been so innovative in their new ways of working to raise funds for those deserving communities who benefit from their services. We are all aware that those communities need more help than ever to get back on their own two feet and I look forward to being part of that journey."* **Max Patel, St James's Place Wealth Management**

## How you can support Shivia

There are many ways you can support us including:

- Corporate Foundations
- Other Foundations and grant givers
- Regular giving
- Give as you Earn
- Sponsored Events
- Shop online with:  
GoRaise, Amazon Smile and Ebay
- The Big Give Christmas Challenge
- Advent of Change
- Volunteering
- Pro bono Services

*"Skadden is proud to support Shivia with its critical work helping indigent communities in India transcend poverty and achieve a better future for themselves and their families. We have been providing pro bono advice to Shivia since 2017 and are grateful for the opportunity to support Shivia in championing those in need. It is a pleasure working with such an enthusiastic and dedicated NGO, and we look forward to continuing to work together in the years ahead."*

**James Anderson, Partner**  
**Skadden, Arps, Slate, Meagher & Flom LLP**

# Shivia's timeline

## OPERATIONS

## GOVERNANCE

|      | OPERATIONS   | GOVERNANCE  |
|------|--|---|
| 2008 |  | Incorporation of Shivia as UK registered charity<br>Appointments (UK)<br>- Chairman: Mr Stuart Tester<br>- Trustee: Ms Olly Donnelly  |
| 2009 | <ul style="list-style-type: none"> <li>• Launch of Microfinance 'Partners Programme' with BASE, West Nepal</li> </ul>  | Formation of Shivia India Trust<br>Appointments (UK)<br>- Trustee: Mr Tim Neslen  |
| 2010 | <ul style="list-style-type: none"> <li>• Partners Programme: started working with SARS in West Bengal and SAATH in Gujarat</li> </ul>  | Appointments (UK)<br>- CEO: Ms Olly Donnelly  |
| 2011 | <ul style="list-style-type: none"> <li>• Launch of Livelihoods Programme in West Bengal.</li> <li>• Poultry Development Services (PDS) is launched at Familia location</li> <li>• Completion of microfinance programme with SARS, West Bengal</li> </ul>   | Incorporation of Nirdhan (Shivia India) as Section 25 Company (NGO) in India<br>Appointments (India)<br>- Chairman: Mr Vasant Subramanyan<br>- Director: Mr Shourya Mandal<br>- Head of Livelihoods: Mrs Chandrani Banerjee       |
| 2012 | <ul style="list-style-type: none"> <li>• PDS continues at Familia location</li> <li>• PDS is launched at second location, Babnan</li> <li>• Research into new livelihood programme, Mushroom Cultivation, proves that it is not a viable enterprise</li> <li>• Launch of skills training programme with SAATH, Gujarat</li> </ul>                      | Appointments (India)<br>- Director: Mr Deepak Daftari<br>- General Manager: Mr Joe Rao<br>- Head of Finance: Mr Aloke Saha<br>- Operations Consultant: Mr Habib Reza  |
| 2013 | <ul style="list-style-type: none"> <li>• PDS continues at Familia and Babnan</li> <li>• Team building includes appointment of first Field Supervisor for Nirdhan at Familia location</li> </ul>  | Nirdhan converted to Section 8 company under Companies Act 2013<br>Appointments (UK)<br>- Trustee and CFO: Mr Chris Langridge<br>- Trustee: Mr Nishant Lalwani<br>Appointments (India)<br>- Director: Mr Sundaresan Radhakrishnan |
| 2014 | <ul style="list-style-type: none"> <li>• Launch of our second livelihood programme, Agrimanagement Services (AMS)</li> <li>• Launch of PDS 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> | Appointments (UK)<br>- Executive Assistant: Ms Victoria Denison   |
| 2015 | <ul style="list-style-type: none"> <li>• Research into new livelihood programme, Goat Farming, proves successful.</li> <li>• Close of Shivia India Trust so all operations now run by Nirdhan</li> </ul>   | Nirdhan gains permanent FCRA status to receive foreign funds<br>Appointments (UK)<br>- Patron: Mr Nick Jenkins  |

## OPERATIONS

## GOVERNANCE

|      |   |  |
|------|---|--|
| 2016 | <ul style="list-style-type: none"> <li>• Launch of Goat Farming pilot programme at Babnan</li> <li>• Baseline Survey conducted on 715 families on PDS programme at Familia</li> </ul>   | <p>Appointments (UK)</p> <ul style="list-style-type: none"> <li>- Trustee: Mr Deepak Arora</li> </ul>  |
| 2017 | <ul style="list-style-type: none"> <li>• Research into potential new livelihood programmes, Fisheries and tapping into Skill India</li> </ul>   | <p>Shivia wins International Charity at Charity Times Awards</p> <p>Nirdhan gains income tax 80G certificate for local fund-raising</p> <p>Appointments (UK)</p> <ul style="list-style-type: none"> <li>- Trustee: Dr Yasmine Hilton</li> <li>- UK Operations Manager: Ms Victoria Denison</li> </ul>  |
| 2018 | <ul style="list-style-type: none"> <li>• Opening of fifth location for operations in Krishnagar. Launch of PDS there in May</li> <li>• Introduction of the group model for PDS</li> <li>• Expansion of AMS to three locations</li> <li>• Expansion of Goat Farming pilot programme</li> <li>• Research into cooking pollution and the aspirations of the next generation</li> </ul> | <p>Shivia 10 year anniversary</p> <p>Shivia nominated for The Charity Awards - International Development &amp; Aid</p> <p>Appointments (UK)</p> <ul style="list-style-type: none"> <li>- Chairman: Dr Yasmine Hilton (Mr Stuart Tester retired)</li> <li>- Trustee: Mr Nishant Lalwani retired</li> </ul> <p>Appointments (India)</p> <ul style="list-style-type: none"> <li>- Directors: Mrs Rajlakshmi Syam, Mrs Nupur Vaswani and Mr Krupakaran Satish David</li> <li>- Directors: Mr Deepak Daftari retired</li> </ul> |
| 2019 | <ul style="list-style-type: none"> <li>• Expansion of PDS Groups model</li> <li>• Independence of our PDS Groups farmers</li> <li>• Expansion of AMS to four locations</li> <li>• Research into future enterprises</li> <li>• Publication of operational manuals for PDS and AMS</li> </ul>   | <p>Shivia conducted a full review of its Risk Register</p> <p>Nirdhan produced their Policy Manual</p> <p>Appointments (UK)</p> <ul style="list-style-type: none"> <li>- First Vice-Chairman: Mr Tim Neslen</li> <li>- Trustees: Mr Narind Singh and Mrs Sudeshna Mukherjee</li> </ul>   |
| 2020 | <ul style="list-style-type: none"> <li>• Covid response work</li> <li>• Partnership with SAATH: support of Beautypreneur &amp; Cooks Training Programmes</li> </ul>   | <p>Appointments (UK)</p> <ul style="list-style-type: none"> <li>- Trustees: Mr David Waring and Mr Shailendra Patel</li> </ul> <p>Incorporation of Shivia Livelihoods Foundation</p> <p>Appointments (India)</p> <ul style="list-style-type: none"> <li>- Co-founding Directors of SLF: Ms Khursheed Khurody and Ms Ursula Thakkar</li> <li>- Lead Consultant in India: Joe Rao</li> </ul> <p>Renewal of FCRA for Nirdhan</p>  |
| 2021 | <ul style="list-style-type: none"> <li>• Continue Covid response work</li> <li>• Publish Goat Farming Manual: a guide to operations</li> <li>• Closure of Goat Farming Programme in West Bengal</li> </ul>  | <p>Review and update Shivia Policy Handbook</p> <p>Revise Shivia's values</p>  |

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# SHIVIA

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