

# Annual Review

for 1st April 2021  
to 31st March 2022

SHIVIA  
LIVELIHOODS WITH DIGNITY



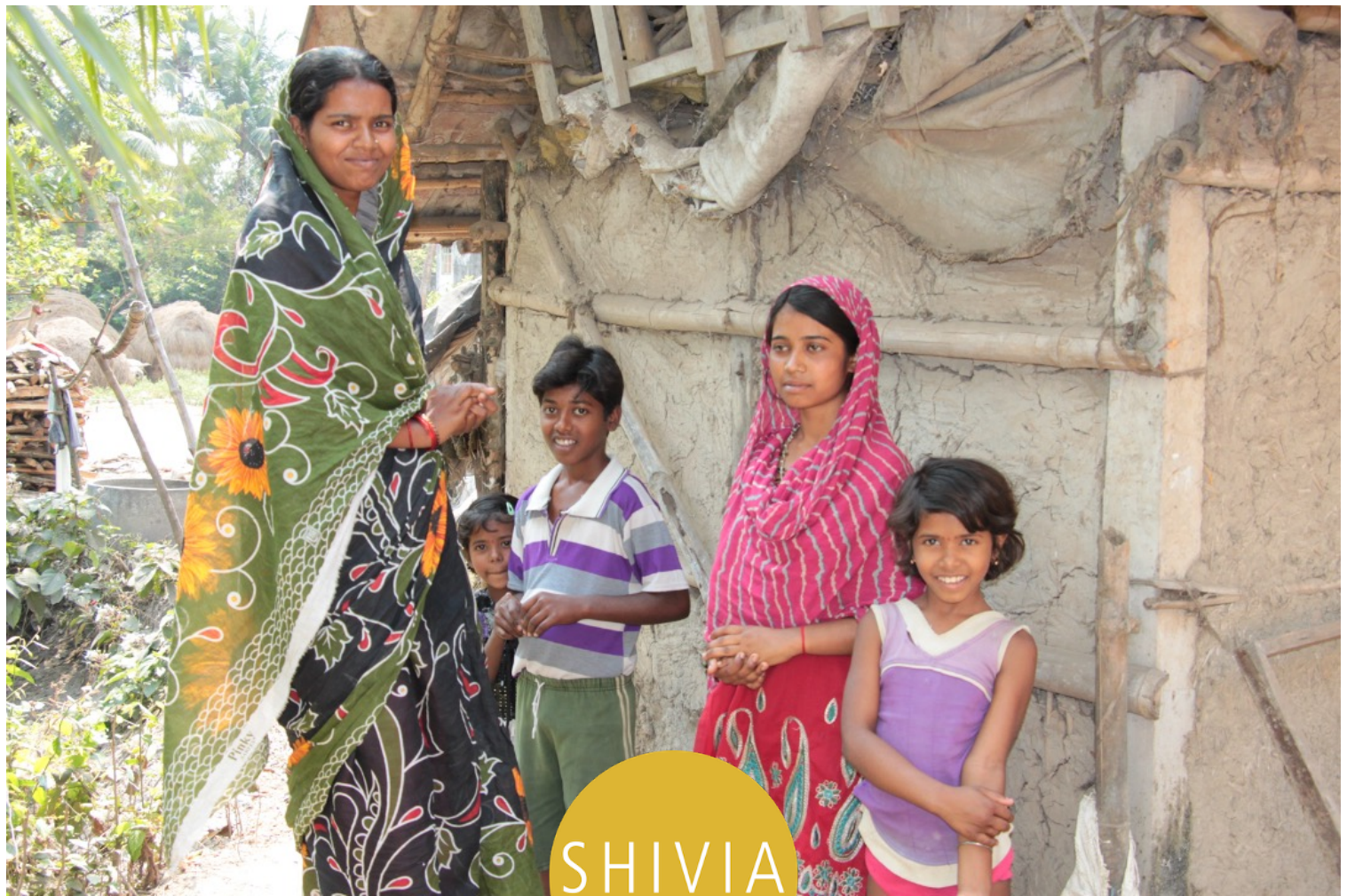
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*I am proud to be Shivia's Patron. The team live and breathe their values : beneficiaries first, fostering independence, integrity and determination. They achieve remarkable things for India's poorest, with limited resources. I look forward to seeing the team expand their work to help thousands more families who deserve a brighter future.*



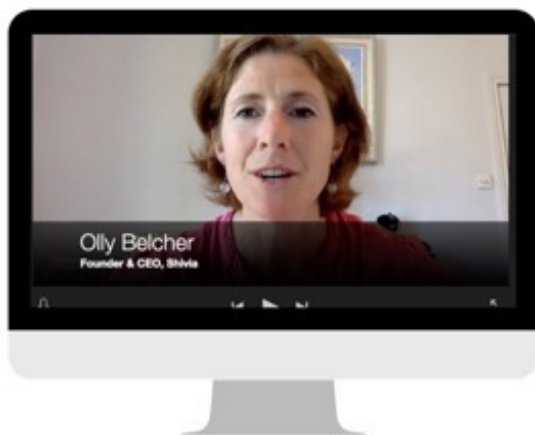
**Vin Murria**  
**Patron of Shivia**

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# SHIVIA

## LIVELIHOODS WITH DIGNITY

A word of welcome from Olly Belcher



[Click here to play video](#)

(4 mins)

A word of thanks from Chandrani Banerjee



[Click here to play video](#)

(3 mins)



# About Shivia

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 the evolution of the charity from 2008 to 2022 on pages 56-57: **Shivia's Timeline**



The Artemis Charitable Foundation has a long history of supporting Shivia's work in Bengal. Many of our colleagues have both visited the region and participated in various fund raising events over the years. We look forward to continuing this partnership as Shivia seeks to expand its operations and improve the lives of many more Indian families.

**Derek Stuart**  
Chairman, Artemis Charitable Foundation



## 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. In January 2022, Malav Shroff and Olly Belcher were appointed as Directors. SLF is a Section 8 Company (NGO).



*The eradication of poverty is an age-old affair, but it has now reached a tipping point, globally. The call of the hour is, therefore, supple and dynamic organisations who embrace fresh and workable approaches – unromantic, functional and constructive at grass roots level. SLF was born in a period of disquiet and restlessness but despite and because of this strife, I am confident that a new order will emerge. My Board and I look forward to helping those less fortunate than ourselves and to SLF taking its rightful place among the most meaningful non-profits in India.* **Khursheed Khurody, Chairman, SLF**



## Shivia in the UK

### Patron

Vin Murria OBE

### 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**

## SLF in India

### Directors

Khursheed N. Khurody

Ursula Thakkar

Malav Shroff

Olly Belcher

**shivia.in**



## Shivia's 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

***SHIVIA'S VISION** is a world where everyone can create opportunities for themselves and earn a livelihood in a dignified way*

***SHIVIA'S MISSION** is to empower the poorest to create livelihoods, boost income and inspire permanent change in their lives*

## Shivia's 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



# The Year in Review

Yasmine Hilton, Chairman

- *Overview & Governance*

Olly Belcher, CEO & Founder

- *Mission & Funding*

Joe Rao, Lead Consultant

- *Operations*





## Yasmine Hilton | Chairman

### Overview and Governance

2021 was another difficult year for India – Covid cases soared and the initial roll out and uptake of the vaccine was slow, leading to high mortality and a number of local and state lockdowns with international travel to India suspended. We also witnessed extreme weather events in Eastern India with cyclones and flooding. Against this backdrop, Shivia has continued to operate flexibly and manage its operations effectively in West Bengal, Gujarat and Rajasthan as well as expand to Odisha.

In 2021, our strategic intent was to demonstrate we could extend our impact by using our knowledge and experience to replicate our programmes elsewhere in India through partner NGOs. In order to manage the risks, we have devised a rigorous due diligence process to ensure we select partners who share our mission and values, have good governance and strong operational capability. I am pleased to report that our first project to replicate Agri-management Services with VIEWS for four hundred poor and marginalised tribal people of Odisha is well underway and proving successful. We have also agreed partnerships with two other NGOs to replicate our Poultry Development Services in Odisha. We plan to continue with this growth strategy in the coming years

In January 2022 Shivia's first patron Nick Jenkins stepped down after seven years and handed the baton to Vin Murria. We are deeply indebted to Nick for his wise counsel and generous support over the years and delighted that he will continue to support us as one of our Ambassadors. We are excited to be working with Vin who has been a long time supporter of Shivia. Vin is a successful entrepreneur who

founded Advanced Software Plc in 2008 and now sits on several Boards including Softcat Plc and Bunzl Plc. She shares our vision to empower the poorest to create livelihoods with dignity and is also passionate about elevating the status of women in India to become respected earners.

**I believe we have demonstrated our values, shown resilience and are poised to grow with your continuing support**

I am grateful for the support of the Trustees in the UK who have continued to give their time and expertise as we continue to work virtually. Olly and Victoria have done a splendid job creating new ways of engaging with our stakeholders – partners, donors and beneficiaries. In India we are delighted to have added Dr Malav Shroff and Olly as Directors of Shivia Livelihoods Foundation. Malav is the CEO of Ocean Blue Boating as well as President of the Asian Sailing Federation. He was a Rhodes Scholar at Oxford where he first met Olly.

Looking back on 2021, I believe we have demonstrated our values, shown resilience and are poised to grow with your continuing support. Thank you all, and I hope you will be able to visit us in India very soon to gauge the impact your donations have made. Seeing is believing ...







## Olly Belcher | CEO & Founder

### Mission and Fundraising

As I reflect on the past two years, it is striking just how much the world has changed. Not a single country has been left untouched by Covid-19: the tragic loss of hundreds of thousands of lives and the economic uncertainty it has already left in its wake. Through it all, Shivia's team and partners have been supporting vulnerable communities who have been hit hardest by the Pandemic. I am immensely proud and humbled to be part of this team which has responded to the crisis with both compassion and pragmatism.

The last two years have certainly been a time of change for Shivia. Like so many other organisations, we have been navigating the challenges thrown up by Covid – for the people and partners we work with and for Shivia itself in raising the funds and expanding our programmes beyond West Bengal. **Our mission to empower the poorest to create livelihoods, boost income and inspire permanent change** has never felt more important than now when 75 million Indians have slipped back into poverty, leaving 250 million people living below the poverty line.

**We started the year with horror scenes of Covid in India dominating the news.** At the same time there were hotly contested elections going on in West Bengal followed by the devastating Cyclone Yaas at the end of May. With ever increasing extreme weather conditions, West Bengal suffered from an unusually long and intense monsoon period, resulting in severe flooding and damage to our farmers' homes and crops. Despite this rather bleak first six months of the year, it is testament to the dedication, determination and expertise of the Shivia and Nirdhan teams that we were able to work with 4,800 families with our much-

needed services. Many staff have gone the extra mile to deliver our life-changing work in the most difficult of circumstances. I am pleased to report that we enrolled 1,708 farmers in our Agri-management Services Programme (AMS) as well as supported 1,778 farmers who had joined the year before. I am particularly proud

that some of our farmers in AMS have been recognised and awarded for their environmentally-friendly and affordable farming techniques, both imperative for the future where we need to address the climate crisis and increasing hunger worldwide. In our Poultry Development Services Programme (PDS), we distributed 13,259 toolkits to 664 new farmers and 650 existing farmers; **we also distributed our one-millionth chick in July!** This year, we

made 403 farmers totally independent of us in PDS, bringing the total number of independent farmers to 1,348. During a time where schools in India were largely closed for two years, we were heartened to see that many of the women used their income to top up mobile phones with data so their children could access home-learning; without our programme, thousands of children would simply have dropped out of school. And we are all aware that when children - especially girls - are not in school their risk of child marriage increases, their access to sexual and reproductive health services decreases and their access to economic opportunities falls.

**We phased out our work at Familia location where we have serviced the very poor we set out to help ten years ago.** It was

a hard decision to make given Familia was our first ever location and we have built up a fantastic and loyal team there, however, they have relocated within Nirdhan or taken on jobs elsewhere with our help. Since we started in July 2011,

*'Our mission to empower the poorest to create livelihoods, boost income and inspire permanent change has never felt more important than now when 75 million Indians have slipped back into poverty.'*



we have worked with 7,804 farmers at Familia location. The decision has enabled us to open a new location, Chhatna, 230 kms northwest of Kolkata where the poverty levels are akin to those at Familia when we first started and in line with our mission of serving the very poorest. We are aware that it is more risky working with extremely poor and remote communities but we hope to make a deep and lasting impact for them.

Building on over a decade of experience of delivering our Poultry Development Services and Agri-management Services Programmes, this year we embarked on replicating our models in the neighbouring state of Odisha to provide brighter futures for many more people living in poverty. In October, we kick-started with replicating our AMS Programme with the NGO VIEWS and in March we signed collaboration agreements with the organisations DSS and NIRMAN to initiate Poultry Development Services. These organisations all work with extremely poor tribal populations who are the most neglected in society and need organisations like Shivia to help them to create livelihoods for themselves and their families. Joe Rao, our Lead Consultant in India, has selected these organisations, carried out the due diligence, formed the replication plans and is responsible for overseeing their implementation. He continues to research other NGOs we can partner with in the Eastern “poverty corridor” and we hope to further extend our reach to states such as Jharkhand and Bihar. To assist Joe with this expansion, we plan to recruit an Operations Consultant in 2022.

We have continued supporting SAATH’s Beautyprenuer Programme and expanded the Cooks Training Programme that we piloted last year. We also assisted with their Covid relief efforts early on in the year. Feedback from the Cooks pilot is that the women did not want to work for others; they wanted to start their own enterprise and

so we included business training in the expansion phase. Over the course of the year, we trained 111 Beautypreneurs and 25 cooks in both Gujarat and Rajasthan and they have all reported higher incomes, increased confidence and most importantly the ability to create their own livelihoods with dignity.

**On the funding side, we have been successful in finding new ways to raise money and raised £340,271 against our budget of £315,000.** We are extremely grateful to all our supporters who have helped us to raise this amount. Most of our major annual events were not possible but we built on our ability to work from home and took people to the villages of West Bengal and Odisha through online zooms and virtual field trips. We participated in two successful Christmas campaigns, the **Big Give Christmas Challenge** and **Advent of Change**, and we had a team of runners, including myself, who participated in the Royal Parks Half Marathon. I was pleased to get round in just under two hours, the rest of the team were dressed as chickens! We are also grateful to our supporter who ran the London marathon for us.

**We raised £53,293 in probono support. The probono support has been particularly important for our expansion strategy where we needed to draw up confidentiality and collaboration agreements with our new NGO partners.** We are grateful to Clifford Chance for this assistance and to Skadden Arps for continually reviewing and updating our policies which we require our partners to adhere to. We now have a thorough due diligence process in place for all future replications. We are also grateful for our new branding designed by Bretom and the organisation Lightful for enabling us to participate in their year-long programme to improve our social media presence. Our continued thanks go to Salesforce and EFG for their unwavering support by providing us with our donor management system and office space respectively.



*‘Building on over a decade of experience of delivering our Poultry Development Services and Agri-management Services Programmes, this year we embarked on replicating our models in the neighbouring state of Odisha to provide brighter futures for many more people living in poverty.’*



Our plan this year is to **raise £420,000** to support Nirdhan and our farmers through the Poultry Development Services and Agri-management Services Programmes as well as potentially pilot a Fish Farming Programme; we will continue with our three replications with DSS, NIRMAN and VIEWS as well as implement 2-3 more replications; we will continue to work with SAATH on the Beautypreneur Programme and Cooks Programmes and as always we look to build our reserves; we plan to recruit a part-time fundraiser to assist Olly and Victoria with this ambition.

I am so grateful to our beneficiaries for inspiring us every day to do better and to my Board, Chaired by Yasmine Hilton, for being there every step of the way. I am thankful to always have Victoria and Joe by my side. I am thrilled that Vin Murria has become our new Patron and that Nick Jenkins has joined our impressive team of Ambassadors after seven years as Patron. I am immensely proud of the Nirdhan team in Bengal who have gone above and beyond to deliver our services in turbulent conditions; their passion and willingness to deal with the demands of a rapidly changing world are inspiring. I am delighted by the excellent partnership we have with SAATH and encouraged by the enthusiasm to which the Founders of VIEWS, DSS and

NIRMAN have embraced the plan to replicate our tried and tested models from Bengal. I am pleased that we have strengthened the Board of Shivia Livelihoods Foundation so that this year Khursheed Khurody, Ursula Thakkar, Malav Shroff and I can push forwards with our efforts to raise funds in India itself as well as identify more opportunities to deliver our life-changing work to those who will benefit most.

My greatest thanks, however, go to our friends, donors and Ambassadors for their unwavering support, friendship, encouragement and generosity of spirit. With your commitment to our work in the face of unprecedented crises, difficult working contexts and multiplying risks to the communities we serve, we have been able to raise more income than ever before and adapt our ways of working to deliver on our mission. It is the combined effort from our beneficiaries, trustees, staff, donors, advisors, friends and partners that enables us to always do better. As we look ahead, it is deeply worrying that hunger and poverty are increasing due to the climate crisis and the fallout from Covid. However, with your help, I am optimistic that we can all help to shape a kinder, better world and hopefully inspire others to do the same.





## Joe Rao | Lead Consultant in India

### Operations

**I am delighted to report that in the year 2021-22 we were able to execute our ambitious plan of replicating our time-tested Poultry Development Services and Agri-management Services Programmes beyond West Bengal so that more poor people can benefit from them.**

During the year, I travelled to various parts of Odisha and Jharkhand to identify small but effective social organisations delivering excellent services in their local communities with whom Shivia could partner to replicate our PDS and AMS Programmes.

In October 2021, we identified an organisation in the Ganjam district of Odisha to replicate our AMS Programme, **Voluntary Integration for Education and Welfare of Society (VIEWS)**. Olly and I selected this organisation based on our stringent due diligence process. With VIEWS we plan to work with 400 farmers over a period of two years. These farmers are known as the tribals and they are the most neglected people in Indian society, at the bottom the Caste System. Some of these villages do not even have electricity and they live in a very dry terrain where they usually grow only one crop for which they are dependent on the rains.

As part of the training, we brought the VIEWS field team and some farmers to Nirdhan's operations in West Bengal for a three day exposure visit. The farmers from Odisha interacted with our West Bengal farmers to understand the diseases affecting the crops, the treatments, the benefits of soil testing etc. They heard at first-hand how our farmers' lives have changed due to AMS and returned to Odisha inspired and enthused to put into practice what they had seen. We are now putting these farmers into small groups of 15-20 farmers and training them on how to prepare bio pesticides and bio fertilisers at home. We have provided them with seeds and are training them on kitchen

gardening so that they can grow vegetables in their backyards and also sell them in the marketplace. We are encouraging these farmers to grow vegetables commercially so they can earn a living accordingly.

In March 2022, when I visited VIEWS, I was delighted to see that each and every household had prepared the bio pesticides/fertilisers and they were using them in their kitchen gardens. We will also train the farmers to grow paddy and millet with less water and less resources during the monsoon time. I am confident that in two years' time these 400 farmers will have learnt the techniques to become independent of our support and their income will increase by 30-40%.

We have also identified two other organisations, **Nirman** and **Darbar Sahitya Sansad (DSS)**, in Odisha; Nirman is in Nayagarh district and DSS in Dhenkanal district to replicate our PDS Programme. Again, Olly and I had narrowed down to these organisations after our thorough due diligence process. At each of the organisations we plan to work with 150 farmers over a period of two years. Again, these farmers are all tribal women from interior rural villages who have no source of income except for daily labour. We have slightly tweaked the PDS model to suit the local context. These tribal villages are in very remote places and there is a danger of predators like wild cats and mongooses eating the chickens, so we are providing nets to these farmers so that the chickens are safe. Also, these farmers are much poorer than the farmers in West Bengal

so they will not be able to pay Rs. 400 per toolkit. We have reduced the price of the toolkit to Rs. 200 accordingly. Once this project is implemented, I am confident that all these women will earn an additional income of 20-30% per annum. We plan to make 50 farmers independent from each location; this means they take up poultry as their main source

*'Once this project is implemented, I am confident that all these women will earn an additional income of 20-30% per annum.'*



of income. For the rest of the women, this enterprise will give them the skills and confidence to move to another enterprise such as tailoring, opening small grocery shops etc. which we see in West Bengal. We are currently in the process of recruiting the field team and the Supervisors at both these organisations to run the programme.

All three organisations have been in existence for over twenty years and the leaders who founded them did so based on societal needs, working for the most deprived people in their villages; they are very passionate about alleviating poverty from the grassroots level.

For the Year under review at Nirdhan, in the PDS Programme we have distributed 110,992 toolkits to 664 new farmers and 650 farmers already on the programme. In the AMS Programme we have added 1,708 farmers to our programme as well as supported 1,778 farmers already on the programme. We also recruited an agriculture expert, Shyam, to oversee the AMS Programme across the five locations at Nirdhan.

It was a challenging year given the second wave of Covid, the restrictions and then to top it off, Cyclone Yaas and the prolonged monsoons. The field team worked very hard under tough conditions so that they could help the beneficiaries as much as possible.

We have phased out the Familia location as per the plan and will open a new location at Chhatna in the Bankura district of West Bengal which will be fully functional from April 2022 and will start with the PDS programme. The initial survey at Chhatna showed that the farmers are mostly tribal people and are much poorer than our other locations in West Bengal, so we have reduced the price of the toolkit from Rs. 400 to Rs. 200 as with our replication in Odisha. The supervisor of Familia has been transferred to Chhatna and will be the Supervisor at that location. For those members of the team who we had to let go, they have found new jobs or started their own businesses in the villages.

*'The field team worked very hard under tough conditions so that they could help the beneficiaries as much as possible.'*

We are continuing our partnership with **SAATH** to train Beautypreneurs and Cooks. One of the learnings from our pilot Cooks Training programme with twenty women was that after completing the training, these cooks were keen to open their own small businesses rather than working for someone else. Initially we thought

that the women - who were already housemaids - would earn more by cooking and this would be a good outcome for them. However, given their feedback and desires, this year in the expansion phase SAATH has incorporated an entrepreneurship module so that the women can also learn basic entrepreneurial skills such as marketing, stock register, cash flow, sales records etc. With the initial success and learnings from

the Cooks programme, we have extended the Cooks programme to Jaipur in Rajasthan and over the course of the year trained 25 cooks.

For the Beautypreneur Programme, SAATH has trained 111 Beautypreneurs across Gujarat and Rajasthan. Covid restrictions have meant the training has been disrupted at points but these have now eased again. Those who have completed their training have seen their income increase by 30-40% compared to before joining the programme. Some of these Beautypreneurs are also training students to become beauticians which is an additional income for them.

Our plan for the next year is to identify more small, good organisations in the poverty corridor of Eastern India including the states of Jharkhand, Bihar and Odisha and to replicate our PDS and AMS Programmes where the need is greatest. In time, we may also replicate our


Goat Farming Programme as the communities tell us this could really benefit them.

I would like to take this opportunity to thank everyone from the bottom of my heart for all your support without which all this would not have been possible. It has been an exciting and rewarding year for us all.




Joe with Bheema from VIEWS

# Monthly snapshot




**APRIL '21:** Covid dominated the news this month. In India the devastating second wave overwhelmed the healthcare system, leaving hospitals struggling to cope and critical drugs and oxygen in short supply. Our field team continued to support our farmers and for the first time in over a year they were able to register new farmers on our PDS programme.

**MAY '21 :** Covid deaths in India began to fall but **West Bengal was hit by Cyclone Yaas causing more hardship and devastation** for all, especially rural communities. We managed to get compensation for crop damage for AMS farmers and Covid health insurance for our field team. We supported SAATH's Covid relief effort for women on the Beautypreneur and Cooks Training Programmes. Back in the UK, we **reviewed Shivia's core values**, ensuring they reflect our mission to serve our beneficiaries as best we can.



**JUNE '21 :** We published our **Annual Review for 2020-2021** and hosted a webinar for supporters, highlighting our key successes, outcomes and impact. After a year of lockdowns, the ability to engage with supporters via Zoom has definitely been a positive outcome from Covid! In Gujarat and Rajasthan, the lifting of restrictions meant that the **Beautypreneur and Cooks Training Programmes were able to resume.**



**JULY '21:** We hit a really significant milestone this month - 100,000 Poultry Toolkits delivered in PDS since 2011, one of which contained the **one-millionth chick!** Back in London, we launched **Shivia's new logo**, designed for us by pro bono partner Bretom.

**AUGUST '21:** With lockdowns across India lifted, our operations resumed with relative normality and we reached another milestone - **6,000 farmers registered on AMS since 2014.** Joe Rao continued to research our AMS Replication Programme and visited VIEWS India in Odisha to talk about a partnership. We made a submission to the **Charity Film Awards** with our PDS animated video.

**SEPTEMBER '21:** Shivia was shortlisted for the **Third Sector Awards.** Olly and Victoria attended the ceremony — despite not being the overall winner, we were delighted to be one of six finalists in the **Small Charity, Big Achiever** category. Trustee Shailendra Patel donated for a box at the **Last Night of the Proms** and invited NHS workers to join as guests in recognition of their work during Covid.

**Clifford Chance** drew up our partnership agreement with the organisation VIEWS on a pro bono basis. This is to start our first AMS replication in the state of Odisha in early October.



**OCTOBER '21:** It was marathon month! **Tom Skinner finally got to run in the London Marathon** after the 2020 race was cancelled. And a 'plucky' bunch took part in the Royal Parks Half Marathon - **Olly and Imke plus Robbie, Hettie and Will who were dressed as chickens!** It was an egg-cellent team effort. In India, we **launched the AMS Replication Programme** with VIEWS India in Odisha and renewed our partnership with SAATH to support the Beautypreneurs and Cooks Training Programmes.





**NOVEMBER '21:** Joined by over 50 friends of Shivia, we 'zoomed' off for another **virtual field trip to India**. Blessed with a good internet connection, we connected with Chandrani and the field team in our Sundia location and with Joe in the Kolkata office for some live updates on our programmes. Once again, we marvelled at how technology has enabled our supporters to 'meet' our beneficiaries and witness the true impact of their donations...without getting on a plane! The **AMS Replication with VIEWS** really got underway as the field team conducted a baseline survey of our new farmers in Odisha. Salesforce donated for a box at the Royal Albert Hall for the Jon Hopkins concert raising a significant sum for our work in India.



**DECEMBER '21:** Covid peaked again with the Omicron variant. Despite this, we were able to host an exposure visit to Kolkata for our new AMS farmers and VIEWS field team. They travelled from Odisha for training with the team from Sundia and some of our existing farmers. We took part in **The Big Give Christmas Challenge** for the fourth year running and were delighted to be included in **Advent of Change** once again, benefiting from the sales of their inspirational charity Advent Calendar, Christmas Crackers and Advent Candle.

**JANUARY '22:** It was a month for new appointments. **Vin Murria OBE** became our new **Patron**, taking over from Nick Jenkins who stayed on as one of our nine Ambassadors. Olly Belcher and Malav Shroff were appointed as Directors of Shivia Livelihoods Foundation in Mumbai. Joe travelled to Odisha to meet with potential partners for our **PDS Replication Programme**.



**FEBRUARY '22:** After a Covid imposed delay, we were ready to **launch PDS in a new location in West Bengal, Chhatna**. Chandrani and Joe visited the location to begin the process of registering farmers on the programme.

**MARCH '22:** We reached a bitter/sweet milestone when, after 10 years of service, **we closed our Familia location**, having achieved our mission to serve the poorest households there. Field Supervisor, Nrusingra Jena, relocated to head up our new PDS location in Chhatna. At the same time, **we agreed partnerships with Nirman and DSS for PDS replications in Odisha**. We were able to host our first 'in person' event for two years when our **Ambassador Damon de Laszlo** hosted a **strategy-focused lunch** at his home in London.

Very exciting news came in right at the end of the year....one of our AMS farmer groups received the first prize trophy from a government sponsored Television Channel for being the best group practicing environment-friendly farming (using mostly bio inputs for fertilisers and pesticides) as well as making more profits compared to other farmers in their locality. **Congratulations to our LSP Gour who took the initiative to participate in this programme and all the farmers in the group.**



# Partners and Programmes



## Partner NGOs





# 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, three management, five Field Supervisors, an agriculture specialist and 27 Livelihood Service Providers.

Nirdhan is a Section 8 Company with FCRA status. The Co-founder and Chairman is Vasant Subramanyan and Head of Livelihood Programmes is Chandrani Banerjee.



## Greetings from West Bengal from Vasant Subramanyan



In India, 2021-22 saw the third wave of Covid-19 loosen its stranglehold on the health care system and the Indian economy though sadly the War in Ukraine has delivered a series of hammer blow price escalations and allied hardship to the economy. The cascade of these rapidly changing scenarios on the rural economy where Nirdhan operates have been a mixed bag. On the one hand prices for agri produce have crept upwards and on the other inputs have seen a surge especially since prices have spiked – though to be fair the Central Government has held the price line on fuels stable – in an interesting segue, more than 40% of fuel prices are attributable to central and state-based taxes, levies, and surcharges.

Given the evolving scenario, Indian agri-products have seen a sharp rise in export demand. This does augur well for the “Below the Poverty Line” families who are part of Nirdhan's programme. The flip side is sadly an increase in the cost of living with inflation creeping up. I personally am of the strong view that our farmers will do exceedingly well if they are not unduly impacted by the vagaries of nature in a manner that causes deep losses to their economic activity.

We started Nirdhan's operations at Familia Location in 2011. We have decided to move on from there – however we have a wonderful story to narrate about Familia.

We have trained over 7,800 home-farmers in backyard poultry farming, impacted the lives of almost 40,000 members in these households, worked in 459 villages in the district of North 24 Parganas and distributed 31,894 poultry toolkits. From 2018, when we introduced our group model in poultry, we formed 16 groups, enrolled 469 members in these groups and made 289 farmers completely independent of Nirdhan with poultry as their primary means of livelihood and therefore with a permanent change in the households to lift them out of poverty.

Also at Familia location, through our Agri-management Services Programme from the year 2014, we have enrolled more than 2,100 farmers into Farmers' Interest groups (FIGS), given them training and technical support and impacted more than 10,000 family members in these households. We have seen that farmers have opted out of migration to the cities from many of these families and last but not the least inspired them to adopt best practices and methods of farming through usage of home-made, less expensive and environmentally friendly bio input products of fertilisers and pesticides.

We have also worked with nearly 100 households since 2019 in our Goat Farming programme at Familia; families who now have a total herd of almost 300 goats to carry on the enterprise on their own!



The decision to move on from Familia is manifold but is primarily based on the fact that we have helped as many people as we could have with our programmes, and we are finding it increasingly difficult to onboard new farmers within the reach of our location here. This in itself is an encouraging sign; our model works well over the long term and achieves its primary objectives!! Hurrah!!

We now look forward to making a deep impact at our new location which will go live by the 1<sup>st</sup> of April 2022. We have chosen a small town in the Bankura District – Chhatna – as our base for operations. Chhatna is a good 230 kilometres from Kolkata. The Bankura District of West Bengal is the poorest one in the State, and we are of the strong opinion that Nirdhan should focus its efforts on geographies where poverty is most telling even if we need to travel further afield to achieve this goal.

I am very heartened to report that one of our Agri-management Farmer groups at Sundia location has received the first prize trophy for being the best group for practicing environment-friendly farming (using mostly bio inputs as fertilisers and pesticides) as well as making significantly higher profits as compared to others in their area. These farmers received the prize from a government sponsored Television Channel. Further, in a Q&A session where farmers from other districts of Bengal participated, some of Nirdhan's farmers formed a team and performed the best. Our Livelihood Service Provider, Mr Gour, took up the initiative to participate in this programme and bagged the first prize award along with two farmer members as representatives of the Farmers' Group. We are very proud that we are continuing to make a lasting and visible impact on the transfer of knowledge to the farming community!! Hurrah again!!

As an organisation we are absolutely nothing without the support provided by our donors, managed by our employees and mentored by our Board of Directors. I have the incredible privilege of interacting with a most wonderful, competent and dynamic group of people

*'I have the incredible privilege of interacting with a most wonderful, competent and dynamic group of people who are aligned and focused on our mission to help those in need.'*

who are aligned and focused on our mission to help those in need. As always none of this will be possible without the amazing support that our donors provide! Nirdhan would just be another idea lost in the fog of time instead of being a potent tool in delivering much needed succour to the less fortunate.

Building an institution that withstands the rigours of an ever-changing reality needs commitment, faith and a zeal for engagement that meets not only donor expectations but also beneficiary utility. While we feel happy to have been of immense

service during the years gone by, we are all very cognisant of what lies ahead and towards this end we are happy to move to a new base further afield in Chhatna where we can make an even deeper impact to the lives of those who need us the most.

I thank you once again for the exceedingly generous support that you extend to us, and I fervently pray that good sense prevails and the war in Ukraine is called off and our world takes many steps back from destroying itself. We have this one world beset with problems - let's all be part of the solution instead of adding to its woes. May I wish you all a safe and pleasant 2022.



Our AMS farmers with their well-deserved award!



# VIEWS India

(Voluntary Integration for Education and Welfare of Society)

Shivia partnered with the NGO VIEWS India in October 2021 to replicate our Agri-management Services Programme for the first time outside of West Bengal.

VIEWS was founded in 2002 and was registered in 2008 as a Society under the Societies Registration Act XXI of 1860. It operates in six districts of Odisha and has its head office in the capital, Bhubaneswar. VIEWS has its FCRA status. The Founder and Secretary is Mr Bheema Rao.



[Visit VIEWS website](https://www.viewsindia.org/)



“

*“Partnering with Shivia to enhance sustainable farming among 400 marginal and vulnerable communities here in Odisha has been a privilege and an immense learning opportunity for our team at VIEWS.*

*During the past six months, we have been actively engaged in building the skills of marginal farmers by training them on sustainable agricultural practices, growing nutritional gardens in their backyards and providing handholding support to minimise their costs of production.*

*As farming continues to battle climate change and harsh weather conditions, the support that we are able to provide with the help of Shivia is crucial for the capacity building and overall well-being of the farming community in this region.”*

**Bheema Rao, Founder of VIEWS**

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## SAATH

Shivia first partnered with SAATH in 2010 when we supported their microfinance programme. In 2012-13, we went on to support the 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.

Since October 2020 we have supported SAATH's Beautypreneur Programme and we have piloted and expanded the Cook's Training Programme to help 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 women from low-income households in urban slum settings.

SAATH was registered in 1989 and is a Charitable Trust with FCRA status. The Founder and Managing Trustee is Mr Rajendra Joshi and the Livelihoods Programme Director is Mrs Kruti Javeri.

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## NIRMAN

Shivia partnered with the NGO NIRMAN in March 2022 to replicate our Poultry Development Services Programme for the first time outside of West Bengal. NIRMAN was founded in 1997 and is registered as a Society under the Societies Registration Act XXI of 1860. It operates in nine districts of Odisha and has its head office in the capital, Bhubaneshwar. NIRMAN has its FCRA status. The Founder and Executive Director of NIRMAN is Mr Prasant Mohanty.

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## DARBAR SAHITYA SANSADA (DSS)

Shivia partnered with the NGO DSS in March 2022 to replicate our Poultry Development Services Programme for the first time outside of West Bengal, in parallel with our replication through NIRMAN. DSS was founded in 1982 and is registered as a Society under the Societies Registration Act XXI of 1860. It operates in six districts of Odisha and has its head office in the city of Bhalipatana. DSS has its FCRA status. The Founder and Chief Executive of DSS is Mr Kedareshwar Choudhury.

[Visit SAATH website](#)



Joe Rao and the SAATH team presenting certificates to Cooks Training Programme graduates

“

*Shivia's support to SAATH for the Cooks Training and Beautypreneur Programmes has gone a long way in creating and reviving livelihoods for those who were very adversely affected by the Covid pandemic. We are grateful for your timely support.*

**Rajendra Joshi, Founder of SAATH**

”

[Visit Nirman website](#)



“

*We are pleased to have partnered with Shivia this year, as Poultry Development Services will make a huge impact on the poor in Dasapalla block of Nayagarh district in Odisha, India. Thank you.*

**Prasant Mohanty, Founder of Nirman**

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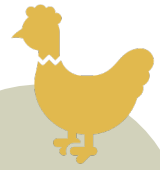
[Visit DSS website](#)



# Programme Summaries

**Poultry Development Services** 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: Nirdhan, DSS and Nirman*
- *Location: West Bengal and Odisha*



15,471  
Farmers



7,807  
Farmers

**Agri-management Services** makes farming affordable and sustainable for marginalised, smallholders and teaches responsible, eco-friendly farming

- *Launched in 2014*
- *Implementation partners: Nirdhan and VIEWS India*
- *Location: West Bengal and Odisha*

**The Beautypreneur Programme** provides business skills training to women so they can start their own entrepreneurial enterprise in the Beauty & Wellness sector

- *Launched in 2020*
- *Implementation partner: SAATH*
- *Location: Gujarat and Rajasthan*



233  
Beautypreneurs



80  
Trained  
Cooks

**The Cooks Training Programme** 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: SAATH*
- *Location: Gujarat*

**Goat Farming Programme** 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: Nirdhan*
- *Location: West Bengal (not currently operating due to Covid)*



371  
Goat  
Farmers

# Programme Updates

for 1st April 2021  
to 31st March 2022

SHIVIA  
LIVELIHOODS WITH DIGNITY





## 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.



# Life in the villages: a profile



Cooking on  
clay ovens



Daily wage  
labour



Living in  
rudimentary  
houses



Collecting fuel  
for cooking



Collecting water  
from a pump





# Facing challenges

## COVID

**Until two years ago, India had emerged as the country with the highest rate of poverty reduction in recent years.** Since the onset of the Covid Pandemic, India is thought to be adding the maximum number of the world's poor; 75 million people, mainly from the Eastern and Northern parts of the country, have fallen back into poverty meaning 250 million people still live on just £1.50 per day.

The tragic second wave of Covid hit India when the Delta variant 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. The devastating scenes of funeral pyres burning on streets and bodies littering the banks of the holy Ganges River dominated the news for a few weeks. As a result, we started the financial year with great concerns for the weeks and months that lay ahead. It felt extraordinary given that weeks before, it looked as though India had beaten the Pandemic.

The Government's approach in March 2021 was different from the previous March. This was partly due to the financial devastation that the national lockdown caused when there was a total ban on leaving home for non-essential purposes. All public transport was suspended and schools were 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. Despite this, rural penetration of the virus remained relatively low.

By contrast, 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. By May, there were reports of over 400,000 Covid cases per day. Despite this, there was no national lockdown

only State-led ones instead; in West Bengal, activity was still allowed between 7-10 am, for example. Many of our farmers and field staff fell ill although most have since recovered; sadly, one of our female LSPs, Jayanti Porey, felt too weak to return to work. We ensured that we provided all Nirdhan staff with Covid insurance so that they could get tested and afford medicines if required. With SAATH, at the time of the second wave we were working with 127 women of which 33 were affected by Covid and so we supported them with food ration kits, Covid tests and health insurance.



After May, the number of cases fell dramatically and the vaccination programme was in full swing. Hospitals prepared to ensure the bitter experience of the second wave was not repeated. By July, most lock-downs across the country were lifted and we could address the pent up demand for our Poultry and Agri-management Services Programmes.

When the third wave of Covid hit in early December, there were deep concerns due to the infectious nature of the Omicron variant. Schools which had been closed for 21 months were open for only a few days before closing again. India restricted its borders to international travel which meant Olly's much longed for trip in January was cancelled.

However, by the middle of February, it looked as though Omicron was ebbing as fast as it appeared. Unlike the second wave which was fuelled by the Delta variant and killed over two million people in just a few weeks, the Omicron outbreak passed without enormous loss of life and normal life resumed again allowing us to work as usual.

Against this backdrop of uncertainty and turbulence over the last two years, our Nirdhan team has achieved remarkable things in West Bengal through our main two programmes Poultry Development Services and Agri-management Services, as has the team at SAATH in Gujarat and Rajasthan through training the beauticians and home cooks. We are also proud that the team at VIEWS has kick-started our first Agri-management Services replication in Odisha and the teams at DSS and NIRMAN in

Odisha are all ready to start replicating the Poultry Development Services Programme. It has become apparent that services such as ours are imperative to getting millions of Indians back on their own two feet after the devastation already caused by Covid.

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## Elections

**West Bengal held elections in March and April and in May it was announced that the All India Trinamool Congress Party (TMC) had won again.** The elections were hotly contested between the BJP and TMC leading to violence and clashes across the state; our field team at Sundia location were advised not to go out which, coupled with Covid, meant that many farmers wanting to benefit from our Poultry Development Services and Agri-management Services Programmes had to wait.

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## Extreme weather



**Cyclone Yaas hit West Bengal in late May which caused more devastation for our farmers both to their home and farmlands.** The Nirdhan team worked hard to help them assess damage to their crops through flooding and file for compensation.



**A prolonged monsoon led to widespread flooding across eight states and caused huge agricultural damage across the country; West Bengal was one of the worst hit states.**



Three of the districts where we work were hit particularly badly especially as these farmers had already suffered from Cyclone Yaas a few months before. The heavy rains between May – November destroyed paddy, vegetables and flowers which are a crucial enterprise to many of our farmers at Kolaghat location. Even though the price of agricultural produce increased dramatically, it was the middlemen rather than our farmers who benefitted. Our poultry farmers suffered too as we could not distribute toolkits with severe flooding; with festival season in October and November, this would normally be a lucrative time of the year for the farmers to sell their produce.

The state and central government announced compensation for the damage caused by the monsoon floods but very few farmers benefited. The officers found fault in many applications and rejected them in huge numbers.

Our team worked very hard, filled up applications on behalf of our farmers and made regular visits to the block offices with farmer representatives from our Farmer Interest Groups. As a result, most of our farmers got their damage compensation. This has been a major achievement for the team in West Bengal who worked so hard to minimise the losses of our farmers due to the harsh weather conditions this year.



# Poultry Development Services



Operating  
since 2011



# Poultry Development Services

*Shivia provides the tools and training - the toolkit - for families living in poverty, and especially women, to start an enterprise from home by raising chickens and selling the produce.*

For the first two years, 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 in 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. We introduced the Group Model in 2018.

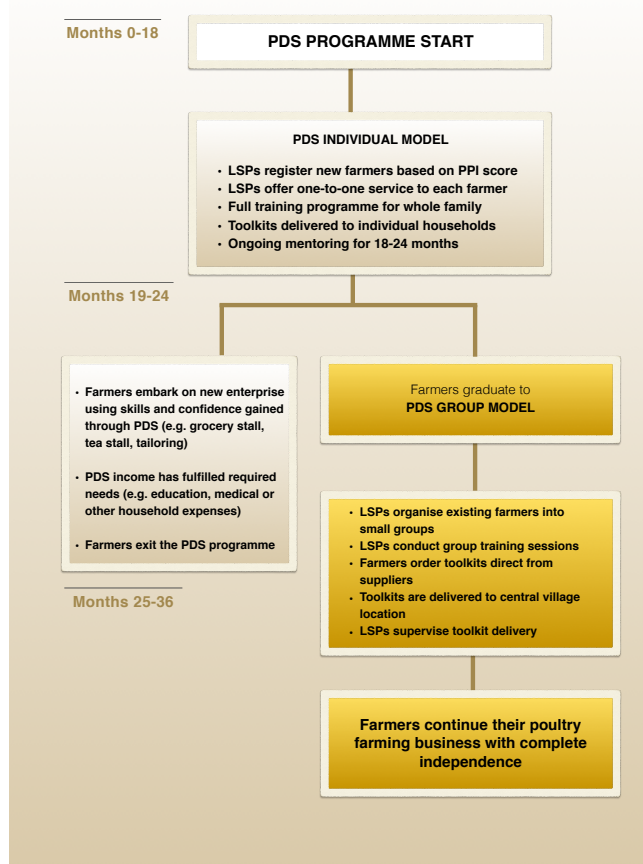
Our PDS Programme is delivered by a team of Five Field Supervisors and seventeen Livelihood Service Providers, thirteen of which operate the Group Model and four the Individual Model.

“It is quite staggering how a clever toolkit, practically administered, can act as such a powerful catalyst to give families the hope and means for a better future.”

**Elaine Gordon**



[Watch our animated video about Poultry Development Services here](#)



**5** GENDER EQUALITY



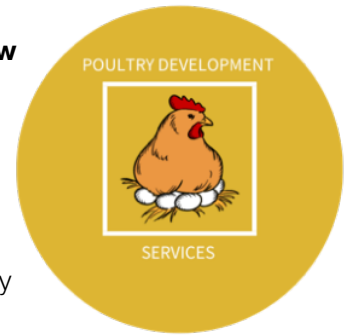
**8** DECENT WORK AND ECONOMIC GROWTH



Our Poultry Development Services Programme (PDS) is directly aligned to several of the Sustainable Development Goals with a particular focus on Goal 5 : Gender Equality and Goal 8: Decent Work and Economic Growth.



**This is our eleventh year of running PDS and we hear every day how important the programme has been to our farmers given the devastation to livelihoods over the last two years.** Many families have relied solely on their PDS income to feed themselves, pay for medicines and obtain mobile phone data so that their children could access online education. The operating environment has been easier than last year since even though there have been restrictions from time to time, there have not been repeats of the national lock-down nor horror scenes from last May where hospitals ran out of oxygen.



## What's in the Poultry Toolkit?

- ✓ A comprehensive, one-to-one training programme for every poultry farmer and their family members, delivered by a fully trained, dedicated member of our field team - the Livelihood Service Provider (LSP), plus:
- ✓ Ten day-old chicks (DOCs) or ducklings
- ✓ 2kg bag of starter feed (2 week supply)
- ✓ Electrolyte powder (supplementary vitamins to prevent dehydration)
- ✓ Glucose D (for instant energy)
- ✓ Vimeral (multi-vitamin)
- ✓ Tetracycline (antibiotic)
- ✓ Vaccines against Ranikhet, IBD, Fowl Pox and R2B



## 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 and at 0.54% this year.

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.

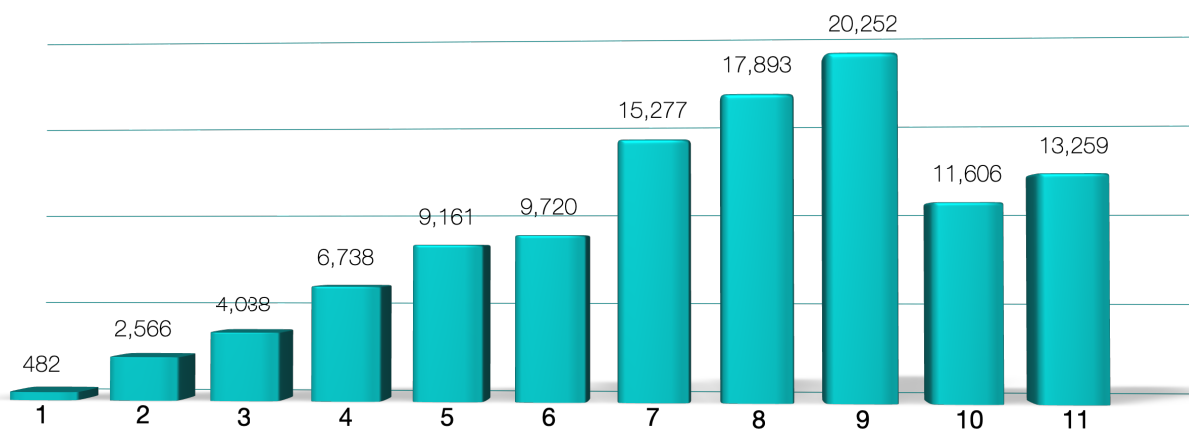


# PDS progress report: 2011-2022

## Toolkit distribution

Since 2011, we have distributed **110,992 toolkits** to a total of **15,471 families** across **1,385 villages** of West Bengal. For the year under review, we distributed 13,259 toolkits to 664 new farmers and 650 farmers already on the programme. July 2021 included a major milestone for us when we distributed our one-millionth chick!

## PDS toolkit distribution each year since 2011



On average, we work with 1,500 PDS farmers each year. In 2021/22 our focus was on graduating our farmers to the Group Model and then complete independence.



2011: Oly with one of the very first chicks



2021: We think the millionth chick is in the box!



# The path to independence

## Graduating from the Individual Model to the Group Model and beyond

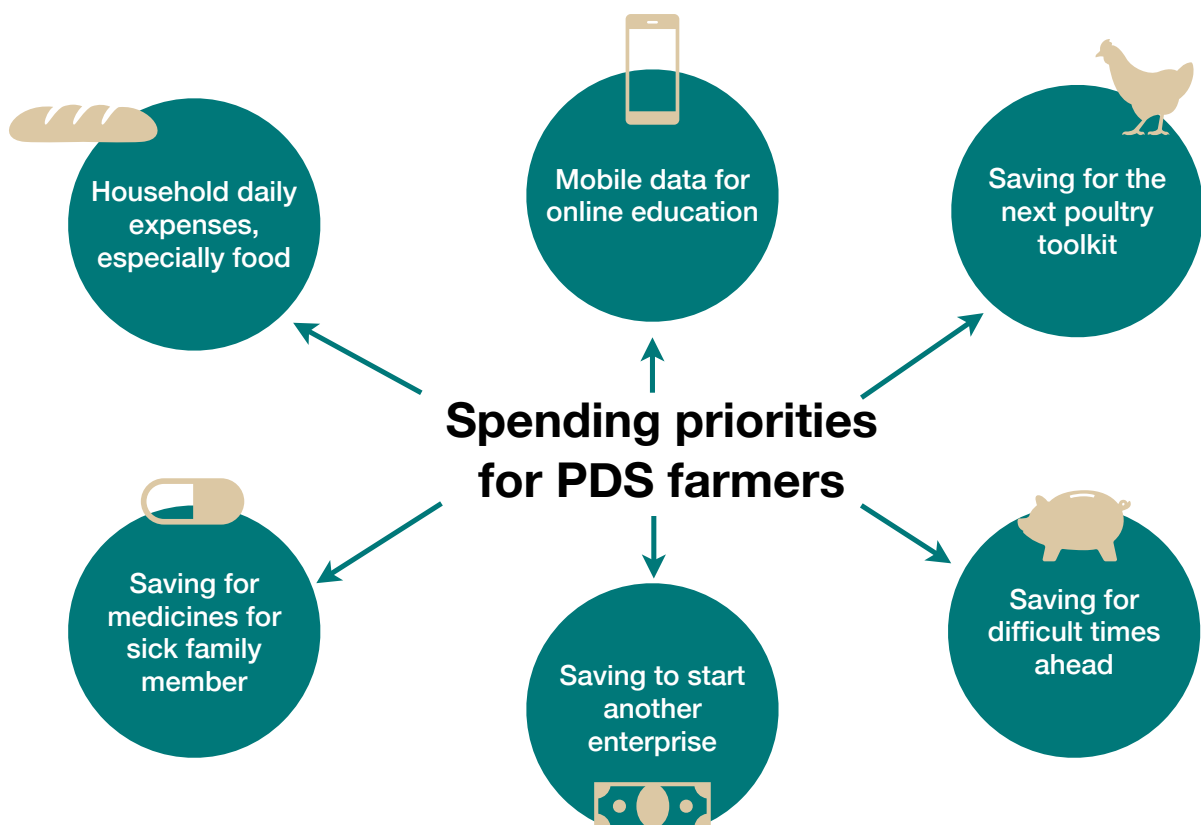
Graduating from the Individual Model to the Group Model and then to independence has been our greatest success to date in Poultry Development Services. During the year, we formed 27 groups comprising 585 members. We distributed 5,104 toolkits through the Group model, 2,298 to farmers in the Individual Model and the suppliers distributed 5,857 toolkits directly to groups with our assistance. Beyond this, the farmers do not need our service at all.

We are delighted that 1,348 of our farmers are now operating completely independently of us, sourcing the chicks, feed, vaccinations and medications on their own. This year 403 of those became independent often with enterprises of over 250 birds. 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. We now have three suppliers of chicks, rather than one as in previous years, to ensure competitive prices and good quality chicks.

“Graduation into the Group Model has been our greatest success to date in Poultry Development Services.

**Chandrani Banerjee**  
Head of Livelihoods

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 income



Shelafi bought a second-hand sewing machine for her new tailoring enterprise



SHIVIA  
LIVELIHOODS WITH DIGNITY



Bharati poses proudly in front of her own shop



Pinki sells her chickens at her own shop in the village



Amena has started an enterprise doing embroidery



Sahara opened a roadside stall making and selling omelettes



Kamala rents a room and sells chicken feed



Sritikana has opened a grocery store in her house



Rehena opened a grocery shop in her village



Kalyani rents a loom and weaves doors mats

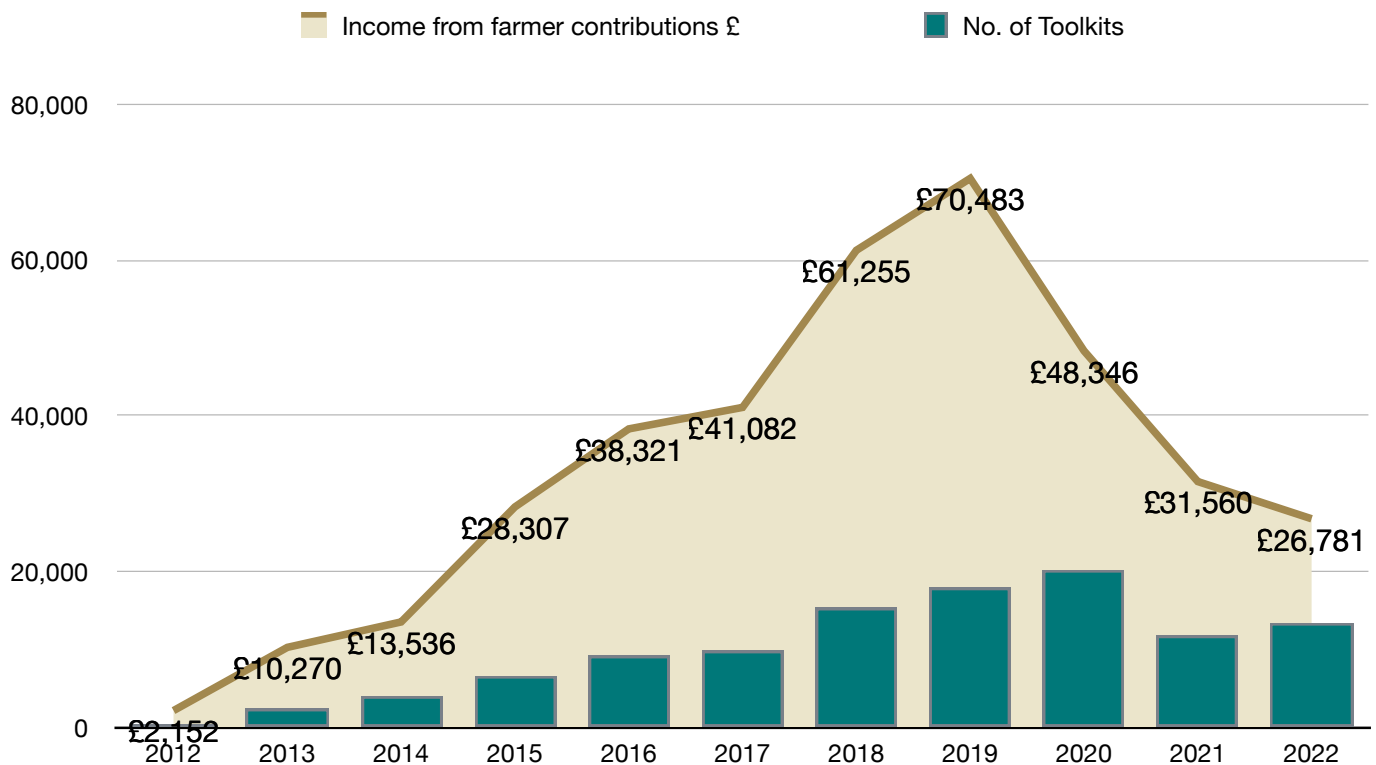


Rita rents a sewing machine and is making shirts and blouses



## Contributing towards financial sustainability

In the Individual Model, our farmers contribute the equivalent of c. £5 towards each toolkit whereby the actual cost is c. £15. This is the level they can afford or are able to find from family and friends rather than going to money lenders. Contributing towards the toolkits means they have a sense of ownership and dignity, turn up for training and look after their birds with pride. It also contributes to the financial sustainability of Shivia enabling us to distribute more toolkits. In the last year, we recovered less from farmers as we focused more on the Group Model where farmers contribute c. £3.50 per toolkit.



# Impact stories



## Purnima's story



## Sufiya's story





# Agri-management Services

Operating  
since 2014





# Agri-management Services

**AMS is an agricultural training and advisory programme designed to address the particular problems faced by very poor, marginalised farmers.**

We launched the programme in 2014 in response to requests for help from some of our beneficiaries who had taken up Poultry Development Services. We heard time and again that their husbands were unable to make farming profitable, largely due to poor soil quality and increasing costs of inputs such as seeds and fertilisers. As a result, many were giving up farming altogether and migrating to the city in search of work. Since we launched the programme we have worked with over 7,400 farmers including many all-women farmer groups.

The programme is designed with a holistic approach to address the particular challenges faced by individual farmers and includes a number of inter-linked interventions:

- Soil testing
- Crop selection
- Access to wholesale markets for agri-inputs (seeds, etc.)
- How to make free or inexpensive bio-pesticides and fertilisers to improve soil quality
- Joining a Farmer Interest Group
- Access to government sponsored agri-programmes

“*Agri-management Services has the capacity to deliver lasting change for marginalised farmers. I have always felt that it is the farmers who actually feed our nation while they can hardly afford to feed themselves. What an irony. So if my team and I are able to help farmers earn a sustainable income through agriculture, there's nothing better than this.*”

**JOE RAO, LEAD CONSULTANT**

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.

**2** ZERO HUNGER



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



## Agri-management Services

Sustainable, affordable and responsible farming for marginalised farmers

### Farmer Interest Groups

Two year training includes crop selection and making bio-fertilisers

### Soil testing

Sourcing agri-inputs at wholesale prices

Access to banking and agri-loans

Linking farmers to Government programmes

### Contributing towards financial sustainability

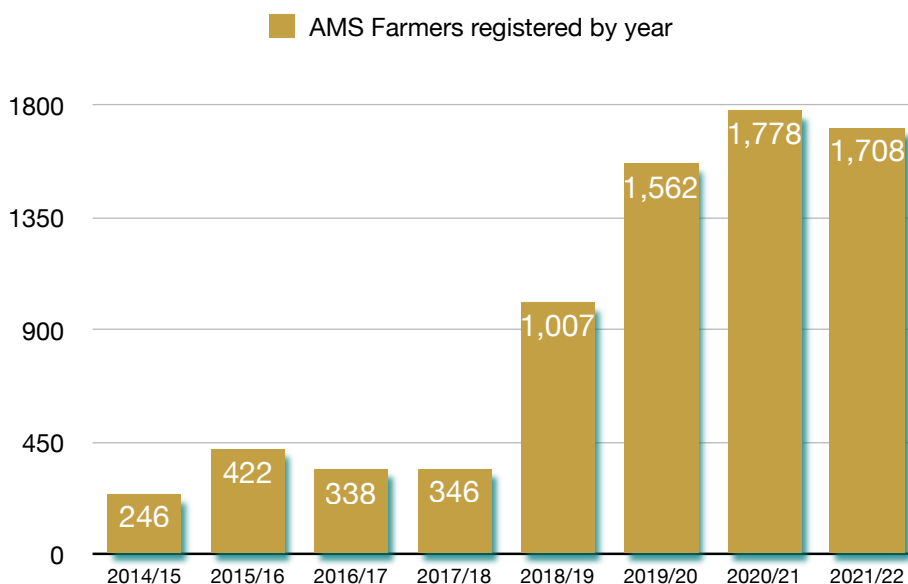
Each farmer contributes Rs. 100 or Rs. 200 (dependent on the location) on registration for the holistic service they then receive over the next two years, after which they are fully equipped to continue their farming enterprise independently of us. Their contribution ensures they value the training service we provide and helps with our own financial sustainability.



# AMS Progress Report: 2014-2022

## Farmer Registrations

We started AMS in 2014 and have worked with 7,407 farmers in total. For the year in review, we registered **1,708 new farmers** on the Programme and also supported 1,778 farmers who had enrolled the year before. Over the course of the year, we completed soil tests for our new farmers and formed 102 Farmer Interest Groups (FIGs), bringing the total to 450. The team was able to open bank accounts for four more FIGs, bringing the total to date to 73 bank accounts arranged for our groups. Through regular savings, farmers are able to pool their resources and rent or buy much needed machinery. In April and May 2021, we were not able to register farmers or form FIGs due to the second wave of Covid as well as the State elections but once these were over and the number of Covid cases was back in control, the team pressed on with enrolling new farmers onto the programme.



Our Field Team helps farmers to form **Farmer Interest Groups** of 15-20 farmers. We now have a total of **450 FIGs** with farmers working together to share knowledge and access new opportunities and benefits.

### The benefits of Farmer Interest Groups

- ✓ The group has more bargaining power with the suppliers of agri-inputs (e.g. seeds, fertilisers and pesticides) resulting in lower production costs.
- ✓ Selling produce as a group opens up wider markets and bio-produce can fetch higher prices.
- ✓ Attending group training sessions and monthly meetings ensures knowledge, experience and best practice is easily shared.
- ✓ Opening a group bank account means pooled savings can be used to buy equipment which can then be shared by the group.
- ✓ FIGs can apply for agriculture business loans that are not available to individual farmers.
- ✓ Farmers can take advantage of government subsidies and agricultural initiatives that they were previously either unaware of or not eligible for.

## 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 groups, the team has facilitated **1,693 links** for our farmers to different government schemes giving them benefits that they could not have dreamt of when we started the programme. **These links have a value of approximately £12,000**; 36% of these have been for crop insurance and 28% for compensation due to damage from Cyclones. 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 accordingly, 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.

Cyclone Yaas struck West Bengal on 26<sup>th</sup> May 2021. 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. 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. The farmers praised our staff for their huge efforts. They were also badly affected by flooding following the prolonged monsoons in October. Again, our field team were exemplary in helping the farmers to recover.



Given we work with the poorest populations, we need to make sure they can continue to farm in an affordable and environmentally friendly way. We teach all our farmers methods of **making bio-pesticides and bio-fertilisers for no or very little cost** by using cow dung, cow urine, jaggery, garlic, turmeric, oil cakes, neem leaves, akanda leaves (milkweed) and a local grass found at home. We also help them build a worming compost container using elements supplied by the government.







Links to Government programmes include:

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

*“Since joining the AMS Programme offered by Shivia and Nirdhan I can say that farming is now a profitable business for me. The quality of the soil is so much better and this is why my crops are healthier. I can sell my vegetables for higher prices and still have some left over for my family.”* **Tarak, AMS Farmer**



## The impact of AMS

The impact of AMS is staggering and has been particularly important during the past two years of the Covid pandemic. Data shows that our farmers are making, on average, 40% additional income following our services, 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 have obtained life-long skills.

Unlike in PDS where over 90% of our farmers are female, AMS is largely dominated by men, often our PDS farmers' husbands. Whereas 32% of our PDS farmers spend their additional income on educating their children, not a single AMS farmer seems to do this; instead, 60% take more land on lease. 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

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 7,407 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.

### Results from AMS

- ➔ reduce input costs by 15%
- ➔ increase yields by 30%
- ➔ generate profits of 40%
- ➔ soil has, on average, changed to a 50% focus on bio-products as opposed to 80% focus on chemical products when we started
- ➔ 60% re-invest in land
- ➔ farmers can lease land closer to home
- ➔ 10% less migrate to the cities
- ➔ 5-8% return home to take up farming

### Spending priorities

- 1 Taking more land on lease to expand their enterprise 
- Household expenses, especially food 2
- 3 Farming inputs to manage their enterprise 
- Hiring additional labour for the harvest 4
- 5 Medicines to treat family illness 
- Saving for difficult times ahead 6
- 7 Loan/debt repayments 



We were particularly proud that in March 2022, one of our Agri-management Service Farmer groups at Sundia location received the **first prize trophy for being the best group for practicing environmentally friendly farming techniques**, using mostly bio inputs as fertilisers and pesticides, as well as earning significantly higher profits compared with other farmers in their area. These farmers received the prize from a government sponsored Television Channel. Further, in a Q&A session where farmers from other districts of Bengal participated, a team of Nirdhan's farmers performed the best in demonstrating their AMS techniques and won another first prize accordingly. This independent recognition for our AMS techniques, training and impact was a great achievement for all in Shivia.



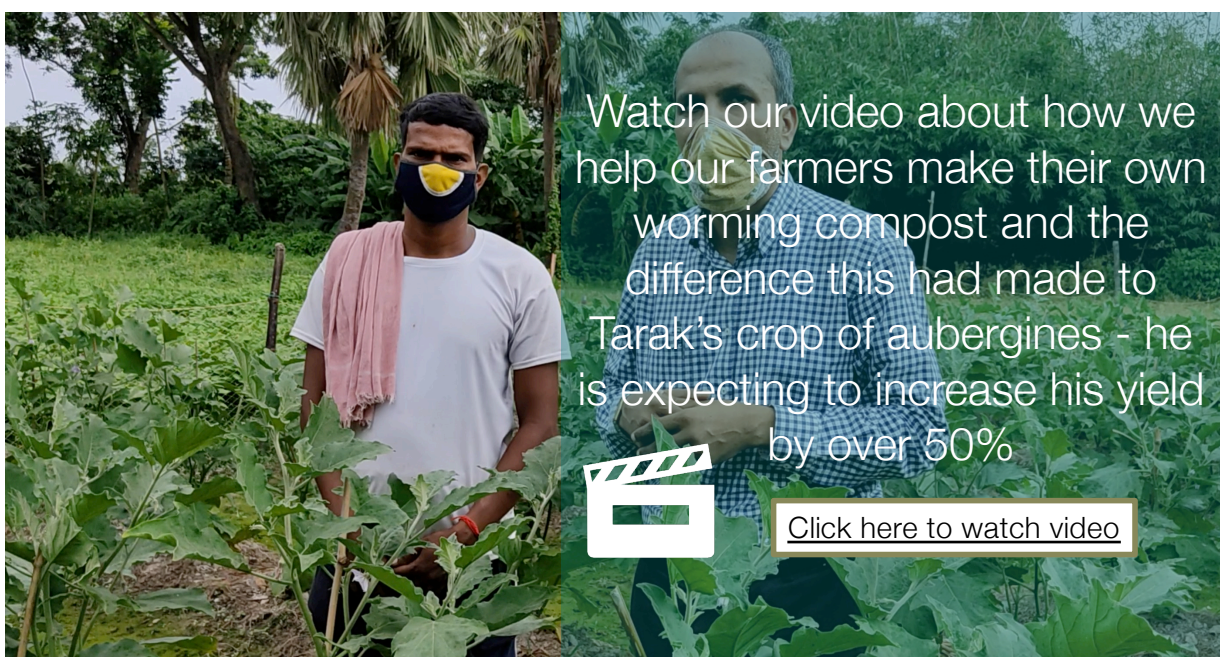
# Impact stories



## Joydeep's story



## Tarak's story



# New beginnings

## Closing Familia location and opening our sixth location at Chhatna

Our mission is to work with the poorest of the poor and we select those farmers through our Social Impact Assessments. When we started Poultry Development Services at our first location, Familia, there were thousands of families that were living in extreme poverty. Over the last ten years, the area has benefitted from its proximity to Kolkata and the increased prosperity in the nearby satellite towns of Kanchrapara and Kalyani. This, combined with our PDS, AMS and Goat-farming Programmes, has meant that there are few families left in the area who are deemed to be at the bottom of the pyramid. Through PDS alone we have helped over 7,800 families lift themselves out of poverty at Familia location. We therefore took the decision to phase out this location over the course of the year. We have achieved what we set out to do and have serviced the very poor who now have life-long skills or sustainable enterprises which they can operate without our assistance. This is something we are very proud of. Our time and resources will be more effectively channelled into opening a new location further afield where many more extremely poor families still exist, especially since Covid.

During the year, we spent time researching our new location, Chhatna, which is 230 Kms northwest of Kolkata in the District of Bankura. The location satisfies all the criteria on our check-list in our PDS Manual.

We initially did a baseline survey to ascertain poverty levels at Chhatna location and to select the first 100 farmers. The families are very poor and particularly interested in taking up PDS. We then selected a local welfare organisation where we could base ourselves and open the office. We chose Sangat Samata Bad Samata Yog Ashram, which has been working in those communities since 1989. We asked our most experienced Field Supervisor, Nrushingha Jena, from Familia location to relocate to Chhatna, which he gladly did. His story, told in his own words, is on the following page.

In February 2022, the five Livelihood Service Providers were interviewed and selected by Chandrani and Nrushingha; they are all from the local villages so know the culture, speak the local dialect and can identify the poorest families with the help of our Social Impact Assessments. They will be trained by LSPs at our other locations and the first few farmers will be taken on exposure visits to see and hear at first hand the benefits of PDS to some of our existing farmers.

### LOCATION CHECK-LIST

We research a location to check that PDS will work in that area and there needs to be:

- a clear need for intervention
- a local hatchery and feed suppliers
- a suitable welfare organisation to partner with
- availability of markets to sell produce
- accessibility of farmer households
- agreement from the local panchayat for us to work there



“

The feeling is bittersweet. Whilst we are sad to leave Familia, our very first location where we have worked for more than 10 years, we know our job is done there. We are very excited to start working at Chhatna where families are extremely poor and are definitely in need of our services right now. We will always be indebted to our friends at Familia Home where it all started; to our inspiring farmers who worked hard to build their enterprises and provide a brighter future for their families; and to our amazing field team members who helped us spread our wings for the first time and reach where we are today.

Chandrani Banerjee, Head of Livelihood Programmes

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## New beginnings - moving from Familia to Chhatna

By Nrushingha Chandra Jena | Field Supervisor at Chhatna

**Namaskar! My name is Nrushingha Chandra Jena. My native place is at a village in the state of Odisha. I joined Nirdhan Development & Microfinance in March in year 2013. I have completed 9 years in Nirdhan.**

When I joined this company, Nirdhan had only two branches of operations – one at Familia and the other at Babnan. Total staff was only 12 in total. At that time only one enterprise was rolled out as a livelihood activity for the poorest of the poor households in these two locations – PDS. Gradually I have seen three more locations come up and field staff going beyond 50 and three livelihood enterprises operating simultaneously – PDS, AMS and Goat Farming. The company gradually expanded to three additional locations – Sundia, Kolaghat and Krishnagar.

I have trained all the Field Supervisors for these new locations; the LSPs in my team got promoted to Supervisors at these locations. I am extremely proud of the team of Supervisors who led all these locations very successfully all these years and continue to do so.

Since inception, in Familia location we have worked with more than 7,800 households (mostly women) in PDS, 2,147 farmers in AMS and 94 households (again mostly women) in Goat Farming for promoting their livelihoods, giving them training and product knowledge and technical assistance including handholding until they are confident to carry on the enterprises of their own. Now I feel extremely happy to see the women become self-employed at home with enterprises such as commercial poultry farming; tailors with their own sewing machines, embroidery designer, handicrafts designer for jewellery, etc.



Visiting my AMS farmers  
2017

Similarly for the AMS programme, farmers are using mostly bio based input materials, growing healthier vegetables and other crops, with productivity enhancement and cost minimisation. Some farmers have opened their own vegetable shops, some husbands of our PDS farmers have opened vegetable shops during the last two years of the Covid Pandemic, vending vans, grocery stores and now they also have a lot of market knowledge and financial awareness including regular savings.

Goat farmers are rearing their herd of goats and goat kids and this enterprise will help them even for their future generations. Goats in their backyard have helped them to earn better income than working for local agents or in the agricultural fields especially when they are in their late middle age.



This is me in 2013 when I  
first joined Nirdhan



A proud moment receiving  
an achievement award from  
Olly



With my team at Familia in 2016

From January, when I started visiting Chhatna, our sixth and new location to start from April 2022, I noticed that the location has a very, very poor population, much poorer than the Familia location when I first came to Bengal. I felt that with all my knowledge and experience at Familia, this place needs me most. I must choose a team who will help me help the poorest, especially the schedule caste and schedule tribe communities of this location who seem to be in dire need of our PDS programme. The people are very simple and innocent minded. They need us to help them earn their livelihood through PDS. I know it would be very challenging and the number of lives we shall touch will be

much less as compared to densely populated Familia but the difference shall be huge and the impact much deeper.

Before joining Nirdhan, I was going through financial problems at home. I come from a poor village household myself and I got a job at a local NGO in Odisha but the pay structure was very poor and I could not bring home enough to carry on the studies of my children. After joining Nirdhan, I could send home enough money to continue the studies of my sons, one of who has joined the Indian Navy now and the younger one is sitting for government service exams after passing out of high school with good marks. I have purchased a small plot of land in my native village and built a house on it. My family is very happy with my progress in Nirdhan and they are very indebted to the founders and leaders of this organisation who run the company so honestly and sincerely. I get a lot of respect from my colleagues and Familia's village friends who always speak highly about me and make me even more proud.



Here I am in 2022 ready for my new role at Chhatna

Last but not the least, I want to thank the founder of Familia Home, respected Mr K.C. Thomas who has always lent open-hearted support to us, without which the smooth running of the promotion of three livelihood enterprises at this location was not possible.

Many, many thanks to all my colleagues once again.

**Nrushingha Chandra Jena.**



Starting work at Chhatna and registering new farmers on to Poultry Development Services



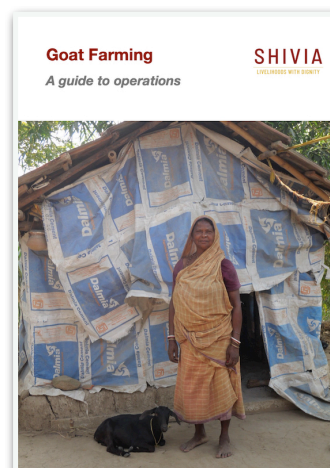
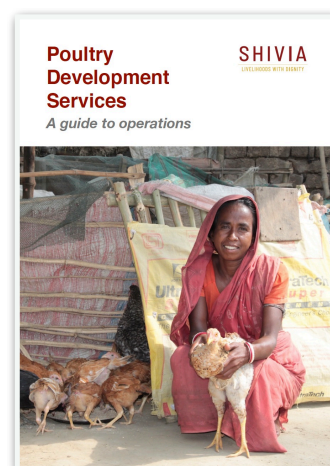
# Shivia's Replication Model

We have been running our agri-related livelihood programmes for over ten years in rural West Bengal. Our Social Impact Assessments and feedback questionnaires prove that, collectively, our programmes have positively impacted the lives of thousands of extremely poor families.

As the economic effects of Covid on marginalised communities became apparent, we focused our strategy discussions on Shivia's reach: **how do we most effectively extend our impact to very poor communities beyond our current locations in West Bengal?**

We decided to identify well-established, local NGOs whose mission and values are closely aligned to Shivia's - **creating livelihoods with dignity**. With a collaboration agreement in place, we would partner with them to replicate our tried and tested programmes. The advantage of this replication model is that the NGOs we select will already have the licences needed to operate in their local area; the correct infrastructure in place; the trust of the local community and the experience to know which of our programmes would work best there.

In addition, we have documented everything we have learned in **three programme manuals**. Each manual is designed to easily allow other NGOs, both within India and elsewhere, to replicate our programmes and create livelihoods for many more families in need.



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## Our first AMS replication with VIEWS India

Our research into potential partner NGOs led us to VIEWS India. They work with tribal populations in rural Odisha (a state neighbouring West Bengal), helping them to establish sustainable livelihoods.

Joe Rao visited VIEWS in August 2021 and met with the Founder, Mr Bheema Rao. He was impressed with their work and the impact they were making on the lives of the very poorest and disadvantaged families in the rural and coastal areas near Bhubaneswar. After completing our due diligence report, we decided to replicate our Agri-management Services Programme in partnership with VIEWS.

Starting in October 2021, we launched a two-year programme to work with 400 families from the tribal communities in 25 rural villages. Over that time, our newly recruited team of Livelihood Services Providers would be teaching them the affordable and environmentally-friendly farming techniques that have been so transformative for our AMS farmers in neighbouring Bengal.

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### Progress report: Joe Rao, Lead Consultant

We are now five months into the programme and it's going very well indeed. The field team have worked hard to complete our **Baseline Survey and Social Impact Assessments** to target the families most in need, despite the challenges from Covid restrictions.

A real highlight in the early stages of the programme was **a three-day exposure visit to our operations in West Bengal**. A group of seven farmers and the team from VIEWS came to Kolkata to witness the impact of AMS at first hand and learn from our field team there who have been working on the programme since 2014. We provided theory and practical training sessions on how to conduct soil testing and prepare bio-pesticides and bio-fertilisers for free. The group also interacted with our Bengal farmers to understand about disease identification and treatment. Most importantly, they heard their personal stories about how AMS has changed their lives. The group returned to Odisha inspired and enthused to replicate the programme and make farming a profitable and sustainable livelihood for their families too.

The training is now fully underway and I am really encouraged by the progress the farmers have made. They have built worming composts and are using their home-made bio-fertilisers and pesticides on their main crops, noting the cost savings from not buying expensive products from suppliers. And with the free seeds we have provided, they all have a flourishing, organic kitchen garden and are selling their surplus vegetables at the local market.

So, I'm pleased to report that our AMS Replication in Odisha is proving to be a big success!

Tribals are typically the poorest and most neglected people in Indian society; they belong to the lowest class in the Caste System. Some of the tribal villages do not have electricity and few government programmes reach them. In some villages the government has provided solar panels but they are not maintained properly and often do not work. Typically, men migrate to the cities in search of daily wage jobs and come home every few months with whatever they have earned. It is the women who take charge of the agricultural fields as well as look after the home, children and their parents-in-law. These farmers own few assets and the schools are far from their homes making it difficult for children to attend.



[Watch my video report on YouTube here](#)



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## Our first two PDS replications

We have been running Poultry Development Services (PDS) for eleven years now in West Bengal and our data shows how over 15,500 women have lifted their families out of poverty and provided better futures for themselves and their children.

As part of our expansion, this year we identified two excellent NGO partners in the neighbouring state of Odisha, **DSS and NIRMAN**, to replicate PDS for the first time beyond West Bengal. Both DSS and NIRMAN work with the poorest tribal populations in rural Odisha who are at bottom of the pyramid and typically the most neglected in society. Both organisations believe that our PDS Programme will make a hugely positive difference to these people, just as it did when we started in Bengal.

We have put in place a plan with DSS and NIRMAN to each train 150 farmers in Poultry Development Services over a three-year period so the farmers can start with the individual model, graduate into the group model and then become independent, either with their own poultry enterprises or with the skills and confidence to start another enterprise altogether.

We have completed all the due diligence on DSS and NIRMAN, satisfied our check-list criteria in our PDS manual and signed the collaboration agreements. We have also tweaked the model somewhat to suit the local contexts; the tribals simply cannot afford the Rs. 400 contribution to the toolkits as in West Bengal and so we have adjusted this to Rs. 200. We hope this will ensure they turn up for training and take pride in their growing birds.



# Working with SAATH



## The Beautypreneur Programme

Gujarat: Ahmedabad, Vadodara  
Rajasthan: Jaipur



The demand for beauty services throughout India across all sections of society is high and so SAATH initiated its Beauty and Wellness Vocational Programme to train young women (aged 18-35) to become beauticians and create livelihoods with dignity. Some of these women run small salons from their homes whilst others rent space to do so. However, feedback was that they struggled to make decent profits as they lacked the technical, business, financial and marketing skills to make their businesses work. The idea of the Beautypreneur Programme is to help these women to run and sustain their businesses through obtaining certain key skills. Once enrolled, the women receive training on new technical skills, hygienic practices, business planning, financial management, inventory management, marketing and exploring alternative income streams, such as training others in beauty during the lean seasons. **This year, Shivia funded SAATH to train 111 young women from slum areas to become Beautypreneurs.**

In Gujarat and Rajasthan, the second wave of Covid in May meant that all educational institutions and businesses such as beauty salons had to close. This happened again in November and December when Omicron hit India. SAATH had to stop the training completely during May in Gujarat and Rajasthan due to the Covid restrictions imposed by the government. In November and December, the training came to standstill for two weeks in Rajasthan due to Covid restrictions and then it restarted again; it took place in smaller batches with Covid protocols whilst restrictions slowly eased. We extended our support to 27 women on the Programme who were unable to work due to Covid by providing relief packages of Covid test and medicines as well as dry rations including rice, flour, lentils, potatoes and onions.

## 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."*





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## The Cooks Training Programme

Gujarat: Ahmedabad  
Rajasthan: Jaipur



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 in 2020 and trained twenty young women 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. The pilot ended in October 2021 and we expanded the programme to a further 60 women. In the expansion phase, we included a module on how to start an enterprise as feedback from the pilot was that the women wanted to run their own businesses rather than cook for someone else.

**Over the course of the year, we completed the pilot for 20 women in October 2021 and then funded a further 60 young women to become Home Managers or Cookpreneurs.** Of these, 25 have completed their 35 day training course, learning how to cook hygienically as well as a range of cuisines from all over India and the world. A further 25 women from the pilot and the expansion phase have completed their entrepreneurial training module. We are delighted that twelve women have been placed in good jobs and fourteen have started their own snack businesses.

As with the Beautypreneur Programme, training stalled in May as well as November and December. To help those on our Cooks Training Programme, we provided Covid relief packages to six women.



*We are delighted to be supporting Shivia's Cooks Training programme. We were very impressed with the outcome of the pilot programme and how the learning is being used in planning year two of the project. The development of the entrepreneurship training module is particularly exciting, supporting young women keen to open their own small enterprises which has the potential to transform the lives of families in some of the poorest communities in India. We look forward to continuing to work in partnership with the Shivia team to achieve their goals.*

**The Mac Bevan Charitable Trust** 

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## 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."



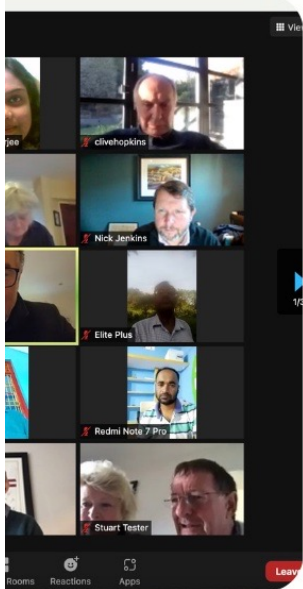


SHIVIA

# EVENTS & FUNDRAISERS

“

Alison and I have supported Shivia for a few years now and every year Olly and her team surprise us with the growth and development of this brilliant charity. We've just attended the **Virtual Field Trip** and what they achieve with the resources available to them is spectacular. The economic independence and hope that Shivia's projects give to some of India's poorest is inspiring. As charities go this is one of the very best and we hope to continue our support for many more years to come. **Mike and Alison Christieson**



It was great take part in some 'real life' events again in 2021, including the Royal Parks Half Marathon (aka Shivia's Chicken Run). Tom Skinner was finally able to run in the London Marathon after it was cancelled in 2020. One of the year's highlights was being shortlisted for the Third Sector Awards - **Small Charity, Big Achiever.**







“

SHIVIA

As a Trustee and long-term advisor for our charity, Shivia, I am immensely proud of our efforts, especially during the Pandemic. We have retained our focus and capacity to continue improving the lives of the women farmers, entrepreneurs and their families despite facing significant challenges. This is a testament to the unstinting efforts of our CEO Olivia Belcher and her outstanding team, as well as the invaluable support provided by our Board of Trustees and our growing list of amazing donors. Giving something back is at the heart of our family's DNA and Shivia embodies those principles and values to the highest order. We were also especially pleased to say a big “thank you” to the amazingly hard working nurses and doctors of our NHS who have so selflessly and bravely helped everyone through the Pandemic, by inviting them to a magical evening at the Last Night of the Proms. **Shailendra Patel**



We were delighted to be included in the 2021 range of charity Christmas products from Advent of Change, now in its fourth year



The Big Give Christmas Challenge 2021 was once again our most successful online fundraising campaign of the year



Thank you to the schools which invited us in to talk about Shivia including St Mary's Ascot, Dunhurst and James Allen's Girls' School

# Financial Health Check

## Income: 2021/22

- Corporate foundations: £ 69,259
- Other foundations: £ 172,541
- Events: £ 65,797
- Everyday giving: £ 15,803
- Regular givers: £ 7,702
- Gift Aid: £ 9,141
- Pro bono support: £ 53,293
- Interest: £ 30
- Funds raised in India by Shivia: £ 5,790
- Programme income: £ 29,138  
( from farmer contributions)
- **TOTAL: £ 393,566**  
(excludes programme income and funds raised in India)

## Expenditure: 2021/22

- Charitable activity: £ 191,616
- Fundraising: £ 21,670
- Governance: £ 85,704  
(includes £ 53,293 of pro-bono services)
- **TOTAL: £ 298,990**

NB. An average exchange rate of £1 = INR 95 was used



“

*I'm fortunate to work for a company that believes in business as a platform for change and generously gives each employee seven volunteering days each year. I've used much of my pro bono time supporting Shivia in their implementation and running of Salesforce to support their operational needs. It's amazing to see the impact that the Shivia programmes have in empowering and improving the lives of so many. It's a privilege to be able to support Olly and Victoria.*

”

**Graham Rowe, VP of Solution Engineering, EMEA at Salesforce**



# Funding our ambitions

We are delighted to report that, despite the continuing uncertainties caused by the Global Pandemic, we have found new ways to raise money and we had a successful year, raising £340,271.

Many events were not possible in the first half of the year but we built on our ability to work from home and took people to the villages of West Bengal and Odisha through online zooms and virtual field trips. We participated in two successful Christmas campaigns, the Big Give Christmas Challenge and Advent of Change.

When we were given the green light for the Royal Parks Half Marathon and London Marathon, we had runners in both. We planned for Joe and Chandrani to travel to London for donor meetings and our House of Commons dinner and auction which was back in our calendar after a two-year delay.

**This coming year, we have an ambitious fundraising target and plan to raise £420,000.**

## £320,000

### Charitable activities

PDS with  
Nirdhan  
£ 82,000

AMS with  
Nirdhan  
£ 29,000

Fish  
Farming  
with Nirdhan  
£ 20,000

PDS  
Replication  
Programmes  
£36,000

AMS  
Replication  
Programmes  
£58,000

Cooks  
Training with  
SAATH  
£ 15,000

Nirdhan  
Governance and  
Measuring Social  
Impact  
£10,000

Shivia  
Strategy and  
Measuring Social  
Impact  
£70,000

## £100,000

### Governance & Fundraising

Shivia UK  
Fundraising &  
Governance  
£ 76,700

Building  
Reserves  
£ 13,300

Shivia  
Livelihoods  
Foundation  
£ 10,000

## Fundraising in an uncertain world

At the time of writing (end of May), we feel much more optimistic about fundraising events going ahead over the coming months and plan to engage our new and existing supporters in a mix of events such as our virtual field trip to India as well as “in person” events such as our annual House of Commons dinner.

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 are delighted that we can resume live Field Visits to India for our supporters and our first is planned for November 2022.

## Pro bono services

We have been privileged to benefit from the superb skills and services of our pro bono supporters **Clifford Chance, Skadden Arps, Bretom, Salesforce and EFG Private Bank** which, for the year in review, was valued at £53,293.

This has been particularly important for our expansion strategy where Clifford Chance helped us to draw up confidentiality and collaboration agreements with our new NGO partners and Skadden Arps helped us to review and update our policies which we require our partners to adhere to. We now have a great due diligence process in place for all future replications.

Bretom designed our new branding and the organisation Lightful selected us to participate in their year-long programme to improve our social media presence.

Salesforce continued to improve our donor management system and EFG once again provided us with our registered office.

We hope to always benefit from these invaluable relationships as they are crucial to our governance, operations and fundraising.

### 2022/23 Source of Donations

52% from  
Independent and Family  
Foundations

22% from Events

17% from Corporate  
Foundations

5% from Everyday Givers

3% from Gift Aid

2% from Regular  
Donors

SHIVIA  
LIVELIHOODS WITH DIGNITY



# A word of thanks

## Financial support

We are very grateful to the many companies and foundations that donated so generously to Shivia in 2021-22, helping us to help others in need. These included:

- The Artemis Charitable Foundation
- Clifford Chance Foundation
- Lalive (London) LLP
- Simply Learning Tuition
- T & J Meyer Family Foundation
- The Marr-Munning Trust
- Mac Bevan Charitable Trust
- B & J Lloyd Family Trust
- Nick Jenkins Foundation
- The de Laszlo Foundation
- The Reed Foundation
- The Sisi & Savita Charitable Trust
- The Cayzer Trust Company
- Paget Charitable Trust

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

- Vin Murria
- Shailendra Patel
- Max Patel
- Asim Ghosh
- Derek Stuart
- Stewart Brown
- Peter Saacke
- Mike and Alison Christieson

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 these fantastic Christmas-time campaigns and thank everyone who supported us with their donations:

- Advent of Change
- The Big Give Christmas Challenge

## Pro bono support

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

- Clifford Chance LLP (legal)
- Skadden, Arps, Slate, Meaghan & Flom LLP (legal)
- Bretom (Shivia branding)
- Salesforce (CRM database)
- EFG Private Bank (registered address and office use)

### 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



We at Clifford Chance are thrilled to be a part of the impact that Shivia has driven over the years by enabling families to create sustainable livelihoods with purpose and dignity. We congratulate Shivia for the difference they make by transforming lives and empowering local communities.

**Venu Yadavalli, General Manager,  
Clifford Chance India**



# Shivia's timeline

## OPERATIONS

## GOVERNANCE

2008		Incorporation of Shivia as UK registered charity Appointments (UK) - Chairman: Mr Stuart Tester - 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 Appointments (UK) - 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) - 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 Appointments (India) - Chairman: Mr Vasant Subramanyan - Director: Mr Shourya Mandal - 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) - Director: Mr Deepak Daftari - General Manager: Mr Joe Rao - Head of Finance: Mr Aloke Saha - Operations Consultant: Mr Habib Reza
2013	<ul style="list-style-type: none"> <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 Appointments (UK) - Trustee and CFO: Mr Chris Langridge - Trustee: Mr Nishant Lalwani Appointments (India) - Director: Mr Sundaresan Radhakrishnan
2014	<ul style="list-style-type: none"> <li>Launch of our second livelihood programme, Agri-management 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) - 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 Appointments (UK) - 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>	Appointments (UK) <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>	Shivia wins International Charity at Charity Times Awards Nirdhan gains income tax 80G certificate for local fund-raising Appointments (UK) <ul style="list-style-type: none"> <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>	Shivia 10 year anniversary Shivia nominated for The Charity Awards - International Development & Aid Appointments (UK) <ul style="list-style-type: none"> <li>Chairman: Dr Yasmine Hilton (Mr Stuart Tester retired)</li> <li>Trustee: Mr Nishant Lalwani retired</li> </ul> Appointments (India) <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>	Shivia conducted a full review of its Risk Register Nirdhan produced their Policy Manual Appointments (UK) <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>	Appointments (UK) <ul style="list-style-type: none"> <li>Trustees: Mr David Waring and Mr Shailendra Patel</li> </ul> Incorporation of Shivia Livelihoods Foundation Appointments (India) <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> Renewal of FCRA for Nirdhan
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>	Review and update Shivia Policy Handbook Revise Shivia's values
2022	<ul style="list-style-type: none"> <li>Close programme operations at Familia Location in West Bengal</li> <li>Open Chhatna Location for PDS in West Bengal</li> <li>Start AMS and PDS replications in Odisha</li> <li>Sundia Location team and farmers win award for AMS</li> </ul>	Appointments (UK) <ul style="list-style-type: none"> <li>Patron: Vin Murria; Ambassadors: Nick Jenkins, Damon de Laszlo, Jane Meyer, Derek Stuart, Nan Brenninkmeyer, Lindsay Whitelaw</li> </ul> Appointments (India) <ul style="list-style-type: none"> <li>Olly Belcher and Malav Shroff appointed Directors of Shivia Livelihoods Foundation, Mumbai</li> </ul> Shivia rebranding by Bretom Shivia awarded 'Finalist' at Third Sector Awards: Small Charity, Big Achiever





# SHIVIA

## LIVELIHOODS WITH DIGNITY

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