### Project Title:
Assessing the Srinivasan Services Trust Model for Effective and Sustainable Village Development in Rural India

### Client / Host Agency
Srinivasan Services Trust (SST)

### Background:
Srinivasan Services Trust (SST), founded in 1996, is the CSR arm of Sundaram Clayton Limited and the TVS Motor Company, leading manufacturer of two and three wheelers, and auto components in India.

Since its inception in 1996, SST’s rural outreach programme has now expanded from two villages to 1466 villages in five states – Tamil Nadu, Karnataka, Maharashtra, Andhra Pradesh and Himachal Pradesh.

SST believes in holistic and sustainable development of rural communities. SST’s holistic development programme rest on six pillars:

- Economic development;
- Health care;
- Quality education;
- Conservation of environment;
- Infrastructure development; and
- Development of social leaders from within the communities.

The emergence of self-sustained and rural communities is evidenced by the fact that over 62,500 women have additional income ranging from Rs.2,500 to Rs.4,500/- per month.

SST also helps self-help groups (SHGs) to learn skills, which enable them to earn additional income. Artifacts are made with the help of village waste, e.g., Lantana weeds, banana fibre etc. Agarbathis (incense sticks) made in the villages have found universal appreciation. Women members of SHGs have undertaken new activities like floriculture and apiculture. Average yield of milk cows increased from 4.5 to 6.5 litres. Over 10,700 hectares have been covered under watershed development activities in various villages. This has resulted in conservation of water, topsoil and improved agricultural
practices. Higher yields have resulted in higher incomes for the farmers.

Apart from economic development, SHG members are vociferous in asserting that their awareness levels have improved. They are empowered and are able to fight for their rights. They help spread the message of economic development and social harmony in the community.

Irulamparai, Senbagathoppu and Ellanthampattu are some of the tribal villages in which SST works, 7 km away from Padavedu of Tiruvannamalai district in Tamil Nadu. SST has involved the community, which has resulted in improving the economic and hygiene status of the village. Making use of funds from the Government of India’s Tribal Housing Scheme and with contribution from SST and the people, 102 houses have been built in tribal villages.

SST works in 676 government schools. In addition to improving the infrastructure in these schools, great attention is being paid to improve the quality of teaching. Active participation by the communities, teachers and students has shown significant improvement.

SST has actively participated in the afforestation program of the Government of Tamil Nadu. As of today, it has been able to cover 175,250 hectares. Similarly, UNDP and the National Bank for Agriculture and Rural Development have also helped financing some SST projects.

SST also helped raise loans. As of today, with the help of nationalized banks, SST enables women to take loan to the extent of Rs.51.22 crores. Repayments are on schedule and there is no case of default. Self Help Groups have savings of Rs.18.40 crores.

SST also works with the government under its Total Sanitation Program. Over 66,000 individual toilets and 74 community toilets have been constructed. Solid and liquid waste management practices have been introduced in the villages. Wealth from waste is another initiative of SST. At present, 63 tons of vermi compost is generated per month. Introduction of organic farming and modern agricultural practice has helped the farmers to increase average income from Rs.44,000 to 99,000 per annum per hectare.

SST sees itself as a facilitator for development. The community is its partner in all our activities. They participate both financially and physically in all the efforts. They also take ownership of the activities. It is their active participation and
understanding, which has brought about sustainable change in the villages that SST supports.

**Objective:** SST is committed to monitor and improve the quality of its programs. Therefore, SST would like the assistance of a SIPA team to assess its integrated and territorial approach as a strategy for achieving socio-economic development in the communities where it works. In particular, it would like the SIPA team to:

- Assess the relevance, effectiveness, impact and sustainability of its village development programs; and
- Highlight any salient features of its model that could be relevant for other donors, policy makers, and corporations practicing CSR.

**Deliverables:** The expected deliverables include:

- A detailed work plan;
- A draft outline of the team’s final report;
- A draft final report;
- A final report;
- A presentation of preliminary findings to SST staff at the end of the team’s March field trip; and
- A final presentation of the team’s findings and recommendations to SST officials, SIPA faculty and students in early May 2014. The final presentation to the SST could be through a conference call.

**Requirements:** The members of the team (consisting of six members) ideally would have the following interests, skills and experience:

- Interest or experience in integrated development, or in any of the SST’s main focus areas, including economic development, health care, quality education, conservation of environment and infrastructure development;
- Familiarity with principles of sound project monitoring and evaluation;
- Familiarity with field research methods;
- Familiarity with qualitative and quantitative data analysis;
- Ability to work effectively in a team;
- Cross-cultural sensitivity; and
- Country or regional experience is a plus.

**Logistics:** The student team will conduct desk research and informational interviews in New York City beginning in November 2013. Initial communication with SST staff begins through email and Skype conversations, leading to more
concentrated interaction in India. Subject to further consultation with SST, the team will conduct field research in India in January and March 2014. The team will complete its final report by early May 2014.

SST will provide the team with relevant background documents, and will provide logistical support for the team’s field visits to India.

SST will work with the team to schedule a work agenda for the students while they are in India. This agenda will have in mind the needs of the project and make an efficient use of the students’ time in India. Students are encouraged to manifest what would they like to know about the SST and how they would like the work agenda to be organized.