

lead

**Leadership for
Environment And
Development**

Annual Review

January 2005 to December 2005



President's Message

From **Prof. M.G.K. Menon**
President, LEAD (India)

The concept of sustainable development became part of the global ethos when it was emphasised in the Report of the World Commission on Environment and Development entitled "Our Common Future", 1987 - the Brundtland Commission Report. It became a significant theme underpinning the UN Conference on Environment and Development held in Rio de Janeiro in 1992. The importance was realized that, whilst one needed development to ensure equity for the present generation, and this was particularly important for the developing and least developed countries, it has to be in a manner which would result in inter-generational equity with the passage of time; one cannot therefore pursue development goals with total disregard for the national resource base of the earth system and its fragile ecology.

The United Nations has pursued this thinking process through a succession of international conferences. And much has been achieved as a result of the Stockholm Conference held in 1972, the Rio Conference held in 1992, followed by the World Summit on Sustainable Development in Johannesburg in 2002. There has been a shift from purely pollution-related issues to a holistic picture of development based on ethics, social justice and human dignity.

However, sustainable development is still a far cry. This calls for motivation and for leadership, to ensure implementation of the many good ideas that exist; and any implementation has to be with full stakeholder participation.

LEAD (Leadership for Environment and Development) was set up more than a decade ago as an international network of professionals committed to sustainable development. It operates through programs in a large number of countries and regions; LEAD-India is a part of this. The objective is to generate leadership that will be able to analyze issues pertaining to

sustainable development and come up with solutions that are implementable. For this it is important that the fellowship itself consists of individuals with a diversity of interests, disciplinary knowledge and experiences. Recruited initially as associates, through national, regional and global training sessions, they not only familiarize themselves with issues of sustainable development but also weld themselves into teams that can communicate, interact and provide broad based solutions. Apart from the building of individual competence, it is the creation of team spirit and group confidence that has been at the heart of the LEAD program.

LEAD India prides itself on the growing strength and diverse talents of its 136 LEAD Fellows, some of whom are rising stars in their chosen fields be it in government or non-government organizations, industry, media and academia. This past year LEAD India has worked to engage its Fellowship in various programs and processes, whether on a collective basis through sub-committees and decentralized resource centers, or through stakeholder engagement. This is apart from conducting its training programs to continue to generate new Fellowship. All this had to be done within the context of a new regime of having to raise its own resources for these and further activities.

This year, LEAD India will be hosting the Global Training Session in Bhopal from 21st February till 1st March 2006. Preparations are ongoing; and collective resources of the LEAD Fellows are being tapped to ensure its success. The theme is environmental governance; the training is to cover the subject through case studies that are international, national and local in scope; the processes that are being examined are regulatory mechanisms, pricing and stakeholder engagement. The specific themes that are being covered are forest and water governance on the one hand, and corporate social responsibility, particularly with reference to the environment, on the other.

I am confident that through all of these efforts of its Fellowship and of the Secretariat, LEAD (India) will grow in strength.

MISSION AND PHILOSOPHY

Leadership for Environment and Development (LEAD) is an international network of 1600 LEADERS in more than 80 countries. Our shared mission is to inspire leadership for a sustainable world. We do this by searching for outstanding people, developing their leadership potential through our innovative training programs and develop initiatives to work with them to mobilize others to make a real difference to the future of this planet.

We believe that in order to create a sustainable world, you need to build bridges between people, professions and countries. We have a diverse and successful network of leaders and invite you to join us as a partner, potential leader or a supporter in making this world a more environmentally sustainable place.





Executive Director's Report

After completing a full year at LEAD India, I am starting to see bristling excitement among the

Fellows on some of the activities like the Special Projects or the Global Training Session (GTS). The goal of engaging Fellows has begun in earnest and this is very heartening to see. We still have a long way to go but at least "we are on the road" in capturing the spirit and directing it into common programs. One of the broad issues that we have picked up is "Environmental Governance" and whether Fellows are conserving vultures or tigers or working with tribal communities or public sector power generation companies, they will be able to relate to Environmental Governance (EG). The benefit that the LEAD constituency brings to EG is that we are a multi-sectoral group all working on diverse interests and different aspects of sustainable development and yet we have a common platform for discussion and action.

Since diversity is LEAD India's hall-mark and leadership development is our USP, we have been looking for ways of taking on unique programs that will involve LEAD Fellows on issues in which Fellows are anyway involved. One of the skills sets that we are presently exploring is multi-stakeholder processes and consensus building techniques. LEAD could carry out consensus building and at the same time learn from it by developing learning skills and methods for training others. Consensus building would complement the existing modules that we have i.e. ethical decision making, systems thinking, leadership development, team building, etc. Moreover it would be our effort to create our own learning methodology in India with the possibility of exploring and using them in other countries as methods for training others.

The main program areas that we have carried out in 2005 and that will continue in 2006 is training, both in terms of the

Cohort 11 and in terms of other short training courses. The networking, communication and liaison with Fellows remains a daily activity that is multi-faceted. At present we have been able to profile the organization in print and video, prepare for the GTS, and create material for Cohort 12. The LEADnet continues to be an active network for us.

Note: We are very pleased to have Pragya Varma LEAD Fellow from Cohort 7 as Manager Communications, and Nupur Mishra to be with us for doing that work.

The Special Projects continues to be an important priority. Stakeholder Consultations, GTS preparations, biodiversity conservation in villages, community based eco-tourism, and environmental education for Doordashan are all initiatives that have been part of our 2005 activities. The DRCs (decentralized resource centers) continue to be in their nascent stage but they have expanded in scope and in number, now including Pune and Bangalore in addition to Attapady, Nainital and Guwahti.

Note: We are pleased to have B.G.Menon take over as Manager Special Projects and Dinesh Agrawal, Aditi Kapoor, Kapil Mohan, Aanchal Kapoor as members of Special Projects Committee.

On the whole the program and various systems of administration and management are coming into place and so we are proud to say that LEAD has been accepted into the Credibility Alliance for its financial transparency. These are part of the efforts of the LEAD Secretariat is following to represent the Fellows effectively and genuinely.

We continue to request your input and response and welcome all efforts to build the Fellowship further.

With best wishes,

Jill Carr-Harris



MEDIA AND COMMUNICATION

LEADer's Edge

LEAD India's newsletter has been revived after a considerable gap and now plans to become a regular feature being published every two months. The first issue was brought out in October and the next one in December.

Film for Doordarshan

A proposal to commission a 13 part half hour weekly series titled 'The Thin Green Line' on conflicts of conservation has been approved by Doordarshan. The first 5 episodes submitted to Doordarshan have been approved. We are in the process of completing formalities related to the contract. The film is being produced by Aardhna Kohli Kapur, LEAD Fellow, Cohort 5.

LEAD India - BHC Project

LEAD India has received a grant of 35,000 British Pounds from British High Commission (B H C) for Promotion and Establishment of Biodiversity Conservation Sites in the Village Community Forests of Nagaland for a period of two years. Nagaland Empowerment of People through Economic Development (N E P E D) has been contracted to carry out this activity. This Project was initiated in July 2005 and ends in March 2008.

LEAD India - BHC Project

LEAD India has received a grant to carry out stakeholder consultations in different parts of India. The project is titled 'Enhancing stakeholder capacities for Good Environmental Governance in India based on Principle 10 of Rio Declaration.' Its purpose is to provide multi stakeholder consultations (bureaucrats - policy makers, forest department officials, community leaders and researchers) that enhances public participation in environmental decision-making at the local level with an emphasis on cross-sectoral interaction and engagement in India. The project is for the period from July 2005 till June 2008. Activities focused upon are strengthening capacities of DRCs, identification of stakeholders, building capacities of downstream stakeholders, establishment of information mechanism and documentation.

LEAD India - LEAD International DRC Project

Lead India submitted a proposal to strengthen the existing DRC's and establish some new ones too. This proposal was approved and we expect LEAD International to transfer us a Grant of U S \$ 50,000. The project period is February 2005 to January 2007.

LEAD India - LEAD Pakistan Joint Project

LEAD International sanctioned a Grant from the Special Opportunities Fund having approved a joint project submitted by India and Pakistan on Furthering Collaboration between India and LEAD Pakistan on local partnerships, regional advocacy and international consultations. The total Grant is for U S \$ 75,000, which would be divided as \$ 40,000 to LEAD Pakistan and \$ 35,000 to LEAD India. We have not yet received this fund and discussions are still on between the two countries on the best utilization strategy in the wake of the recent devastating earthquake.

LEAD India - LEAD International Project

LEAD India has submitted a proposal to LEAD International on Building Consensus for Environmental Governance. The goal of the proposal is to engender greater capacity of consensus building skills among LEAD Fellows and Associates to carry out a diverse set of programs related to environmental governance; and by doing so legitimize the concept of environmental governance at various levels and among different actors. The total fund sought is U S \$ 51,000 and their reply is awaited.



Networking

As part of its ongoing networking activities, LEAD India had a busy year as it participated in numerous seminars and meets.

A one-day seminar was organized by Voluntary Action Network India on WTO and its implication on Indian Agriculture, which was attended by the Program Manager and the Executive Director.

Program Coordinator Training & Projects Anupam Nidhi,

representing LEAD India participated in the ALCAN prize for Sustainability as an Assessor. The ALCAN prize for Sustainability is one of the world's most significant privately funded awards for not-for-profit, civil society and non-governmental organizations.

Executive Director, LEAD India attended as a resource person a meeting on Sustainability Reporting based on GRI guidelines in May 2005

Executive Director, LEAD India was a resource person at a meeting on Corporate Social Responsibilities organized by National Thermal Power Corporation

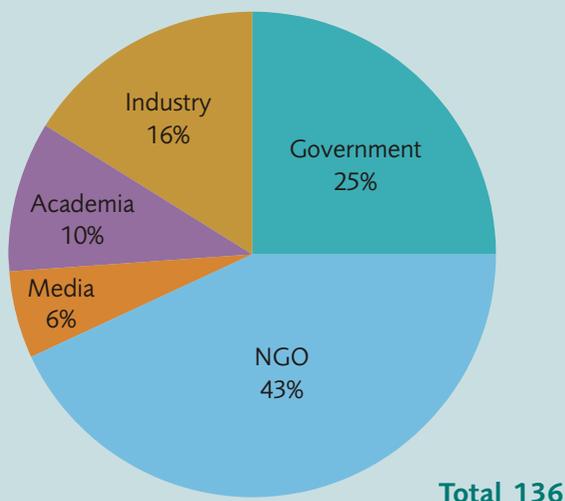
An article on the role of NGO's interfacing in Corporate Social Responsibility was written by Executive Director and published in the journal of Voluntary Action Network (VANI).

In February '05 Executive Director and Program Manager attended the Prithvi Global Eco Meet at Thiruvananthapuram.

CoD

LEAD India participated in the Committee of Directors meet in Dakar in Senegal from 23rd to 25th August. This was an opportunity to inter-LEAD with other LEAD member programs and begin to build a global network of LEAD. It was attended by the Executive Director, Jill Carr-Harris. The meeting was attended by nine directors from Brazil, Francophone Africa, Southern/Eastern Africa, Central Africa, Europe, Canada, India, and LEAD International. The Global Training Session to be held in Bhopal was discussed. The global network agreed that organizing must be done conjointly with LEAD network and LEAD India.

Fellows/Associates Sector wise distribution





Training and Capacity Building

The year 2005 saw LEAD India continuing its focus on its core program, Capacity Development initiatives. While training Associates of Cohort 11, LEAD India took several new initiatives such as a

Training of Trainers (TOT), a mentoring and training of LEAD India's first young leader and the preparation of the Global Training Session for Cohort 11, being organized by LEAD India in Bhopal from 21st February to 1st March 2006.

■ Selection and Training of Cohort 11

In response to advertisements in National dailies for recruitment to Cohort 11, LEAD India received numerous applications, out of which 18 were selected for Cohort 11.

■ First National Training Session

The 1st Orientation cum National Training Session for Associates of Cohort 11 in India was held from 4th to 9th April, 2005. The training centered on Corporate Social Responsibility (CSR), its importance and relevance to sustainable development. As part of the training, the Cohort 11 Associates visited Shriram Group plant at Bhiwadi in Haryana to understand and study the CSR practices of the plant. Findings from the site-study were presented to the Board of the Shriram Group in Delhi. The representatives were so impressed that the associates were invited to present the same in front of a larger audience, which included the Heads of various departments of the Bhiwadi plant.

■ Second National Training Session

The Second National Training Session for Cohort 11 Associates was organized from 30th May to 7th June 2005 in Arunachal Pradesh. The issues dealt with were 'Sustainable Environment Management and Ecosystem Services Opportunities and Challenges for Arunachal Pradesh' as biogeographically, Arunachal

Pradesh is the richest and one of the world's mega diversity spots in the Himalayan zone. The session introduced the concept of evaluating the eco-system services and also highlighted the need for economic valuation of ecosystems and biological diversity.

■ Third National Training Session

This year a third National Training Session took place at Madhya Pradesh's tribal heartland (Katni/Umaria area) on forest governance from 27th September to 7th October. The topic was to explore multi-stakeholder mediation between different interest groups that use the forest resources and this was discussed with local people. This was timely because of the Draft Scheduled Tribes (Recognition of Forest Rights) Bill, 2005 that has been tabled in Parliament.

■ Regional Training Session

The Cohort 11 Associates from LEAD CIS, LEAD Indonesia and LEAD India underwent the Regional Training Session at Bangkok, Thailand from 6th to 12th November 2005. This session was jointly organized by Asian Institute of Technology, Bangkok and LEAD India on the issues of "Strengthening Corporate Social Responsibility: Strategy for Sustainable Environment Management".

■ Preparation for Global Training Session

Preparatory activities are being carried out for the Global Training session to be held in Bhopal from 21st February to 1st March. 150-200 persons from countries all around the world will attend





the event. Nur-es-Sabah hotel has been reserved for the event. A nine-day session plan has been developed which includes three days of skills development, three and a half days of field visits and two and a half days to tie up and make presentations to a round table. Several meetings and consultations have taken place with LEAD Fellows to be a part of the planning process for the GTS.

■ Training of trainers

Training of Trainers (TOT) meeting was held from 1st to 5th of April 2005. The TOT was attended by Academic Directors of LEAD offices from: LEAD Brazil, LEAD CIS, LEAD Francophone Africa, LEAD India, LEAD Mexico, LEAD Pakistan, LEAD Indonesia, two Project Officers of LEAD International, Associate Director and Director of LEAD International, Managing Director of The Consensus Building Institute USA. A training module on 'Building Problem Solving and Negotiation Skills for Sustainable Development', which had been developed by LEAD International was presented at this session and was approved for use during training of Cohort 11.

■ P-3 DM

A 9 days Training of Trainer (TOT) on Participatory 3 Dimensional Modeling [P3-DM] was held in Dimapur, Nagaland by a team of LEAD India Associates and Fellows. A total of 23 trainers were trained during this period. The Government of Nagaland, seeing the success of this training has decided to extend such trainings in all the villages of Nagaland.

■ Young Leader's Project 2005

Priyanka Kochar became LEAD India's first young Leader and came to LEAD India secretariat, Delhi in June 2005 for a two-day training and orientation session at the secretariat and thereafter was mentored by Aanchal Kapoor's (Cohort 8) organization KRITI as an intern until August. Priyanka is pursuing her masters' degree on Environmental Conservation from the University of Greenwich in London. She graduated on 5th August and made a presentation of her learnings at her graduation ceremony in August.

Decentralised Resource Centre (DRC)

LEAD India's Decentralised Resource Centres (DRC's) was born out of a realization that there is a need to develop and bring alive an information service that attempts to meet the needs of development practitioners, development organizations, civil society, and the public in general and thus support them in their activities. The DRC concept is based on the formation of regional working group networks of LEAD Fellows, each anchored by one or more Fellows and eventually comprising of an ensemble of organizations from their respective regions working to produce and circulate knowledge and experience with the shared goal of working together in each region in order to improve regional skills and capacity for action. At present LEAD India has five DRC's in place. The two newly formed DRC's, that is Western DRC and the Southern DRC, had their first formal meeting in the presence of Director Programs in the month of July this year. The concept of DRC has attracted the donors and as of now several projects are on the anvil to be implemented by the DRC's.



CAMPAIGNS

Say No To Plastic Bags

LEAD India organized a four days ' Say No To Plastic Bags ' campaign from 8th to 11th June. Having selected a prominent market and other public places, the Secretariat educated the shoppers, the shopkeepers and general public on the harm of using plastic bags and suggested some eco friendly alternatives. Cloth and paper bags were also distributed along with informative leaflets. Street plays were enacted to further drive the point that living without plastic bags was possible.

Balance Sheet as at 31-03-2005

Source of Funds	Schedule	Amount in Rs.	
		2004-2005	2003-2004
Corpus Fund	1	2,500,000.00	2,500,000.00
Fellow Development Fund	2	8,137,878.91	7,053,599.37
Capital Reserve	3	506,335.23	594,261.88
Life Membership Fee		5,000.00	–
Excess of Income over Expenditure		1,605,611.13	732,537.67
TOTAL		12,754,825.27	10,880,398.88
Application of Fund			
Fixed Assets	4		
Gross Cost		2,243,318.70	2,126,318.70
Less: Depreciation till date		(1,441,312.60)	(1,170,235.13)
		802,006.10	956,083.57
Investment	5		
Corpus Fund		2,500,000.00	2,536,704.23
Fellow Development Fund		7,550,000.00	7,053,599.37
Short term		312.48	200,000.00
		10,050,312.48	9,790,303.60
Current Assets Loans & Advances			
Cash in hand		31,241.50	70,506.50
Foreign Currency in Hand		5,530.00	5,530.00
<i>Cash at Bank</i>			
FCRA		1,927,366.86	3,321,803.07
Operating		1,538,327.17	350,839.01
Security Deposits		100,000.00	91,500.00
Advance Rent		375,000.00	116,091.00
TDS recoverable		11,459.00	–
Other Advances		74,273.00	79,108.00
	A	4,063,197.53	4,035,377.58
Less: Current liabilities			
Unspent Balance in Grant Accounts		1,905,270.84	3,597,839.57
Other Liabilities		255,420.00	303,526.30
	B	2,160,690.84	3,901,365.87
Net Current Assets	A-B	1,902,506.69	134,011.71
TOTAL		12,754,825.27	10,880,398.88

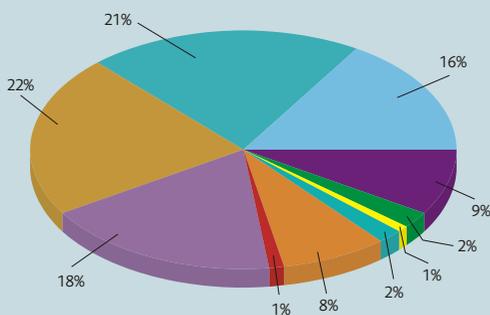
As per our report u/s 12A(b) of the Income Tax Act, 1961

For **S. Sahoo & Co.**
Chartered Accountant

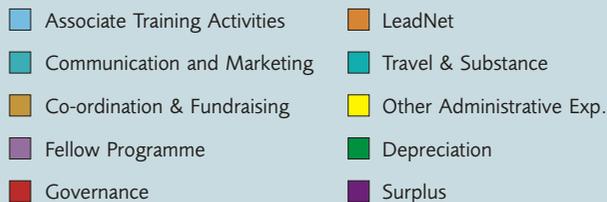
Subhjit Sahoo
Partner

Income & Expenditure for the year ended on 31-03-2005

INCOME	Schedule	Amount in Rs.	
		2004-2005	2003-2004
Grant Received		6,842,544.35	20,079,405.48
Grand received from Institute of International Education		951,720.00	–
Grand Received as Second Recipient		–	52,319.00
		7,794,264.35	20,131,724.48
Add: Unspent Balance Treated as Grant		3,597,839.57	1,157,472.69
		11,392,103.92	21,289,197.17
Less: Amount Received transferred to Corpus Fund		–	2,500,000.00
Amount Transferred to Fellow Development Fund		–	7,000,000.00
		11,392,103.92	11,789,197.17
Less: Unspent Balance (Closing)		(1,905,270.84)	(3,597,839.57)
		9,486,833.08	8,191,357.60
Interest Received		30,158.20	310.00
Dividend From Investment in Mutual Funds		3,047.66	36,704.23
Other Income		1,222,894.40	177,135.00
	6	1,222,894.40	177,135.00
	Total	10,742,933.34	8,405,506.83
EXPENDITURE			
Associate Training Activities	7	1,723,901.10	2,851,585.52
Communication & Marketing	8	1,166,194.00	874,790.74
Co-ordination & Fund raising	9	2,336,159.61	2,520,488.12
Fellow Programme	10	1,976,456.68	995,529.77
Governance	11	87,947.00	648,062.66
LEAD Net	12	883,171.00	647,383.49
Travel & subsistence	13	159,886.00	207,242.34
Other Project Expenses	14	1,211,526.12	–
Other Administrative Expenses	15	141,467.51	–
Depreciation on Fixed Assets		183,150.82	236,749.37
	Total	9,869,859.84	8,981,832.01
Surplus/Deficit for the year		873,073.50	(576,325.18)
Add/Less: Balance b/f from Last Year		732,537.63	1,308,862.81
Balance carried to Balance Sheet		1,605.611.13	732,537.63



How We Honour Your Contribution Fund Disbursement during 2004-2005



As per our report u/s 12A(b)
of the Income Tax Act, 1961

For **S. Sahoo & Co.**
Chartered Accountant

Subhjit Sahoo
Partner

Receipts & Payments for the period 01-04-2005 to 30-09-2005

Receipts	Amount in Rs.	Amount in Rs.	Payment	Amount in Rs.	Amount in Rs.
Opening Balance					
Cash in hand		36,771.50			
Bank Balance					
Citibank – operating	1,538,327.17				
– FCRA	1,927,366.86	3,465,694.03			
Direct Income	2,345,079.45				
Grant	1,269,975.00				
Grant-II	277,113.53				
Reimbursement of expenses		3,892,167.98			
			Direct Expenses		
			COHORT-11 GTS	29,590.00	
			COHORT-11 1st NTS	194,004.00	
			COHORT-11 2nd NTS	211,469.00	
			COHORT-11 3rd NTS	45,685.00	
			COHORT-11 ITS	189,404.00	
			COD & ITS-Dakar	35,220.00	705,372.00
			DRC Projects		
			Bangalore	16,923.00	
			Nainital	26,779.00	
			Pune	24,919.00	68,621.00
			Training on P-3 DM	7,371.00	
			Fund Raising Expenses	20,480.00	27,851.00
			Indirect Expenses		
Indirect Income					
COHORT-11 Scholarship Fee	202,938.00		COHORT-11 Training Prog.	52,000.00	
COHORT-11 Training Prog. Fee	658,000.00		Guest Room Charges paid (net)	645.00	52,645.00
ICIMOD-Jhum Policy	44,114.89				
Support Fee	13,445.00		Associate Training Activities		
Sale of books	6,700.00		Salary & allowances	391,728.00	
Sale of lead bags	134,400.00		Recruitment & Advertisement	6,793.00	398,521.00
Other Income earned	15,746.00				
Misc. income	3,703.50		Co-ordination & Fund Raising		
PRA Workshop - Consultance	52,000.00		Auditors Remuneration	39,741.00	
Bank Interest	20,663.27	1,151,710.66	Office running Cost	294,361.81	
			Office Rent	270,000.00	
			Insurance Staff	40,583.00	
			Printing, stationery & Postage	37,189.00	
			Salary & Related Exp.	420,057.00	
			Rent ED's Residence	119,500.00	1,221,431.81
			Communication & Marketing		
			Salary & Related Exp.	274,235.00	
			Expenses Events	60,302.00	334,537.00
			Fellow Programmes		
			Salary & Related Exp.		312,714.00
			Governance		
			Board & officers Meeting Exp.		38,437.00

Lead Net					
Salary & Related Exp.	139,800.00				
Training of Associates	43,500.00				
Leadnet Connectivity	47,578.00				
Leadnet exp.	66,782.00				297,660.00
Travel & subsistence					
Conveyance Local	42,333.00				
Travel Directors	42,828.50				85,161.50
CBT Workshop Conference cost					4,676.00
Exchange Variation Loss					1,386.00
Lead Bag Exp.					99,300.00
Leave Encashment					21,640.00
PF Charges					45,365.00
Current Liabilities					
Advance Support Fee	96,000.00				
Khanna & Mathur	141,713.00				
PF-employees	40,597.00				
TDS-Contractors	1,060.00				
TDS-Rent	24,096.00				
TDS-Professional	27,958.00				
TDS-Salaries	13,124.00				344,548.00
Current Assets					
Advance-GTS	15,000.00				
Expenses Reimbursible	228,150.00				
Deposit-Rent	114,000.00				
Foundation Futuristic Tech.	25,000.00				
Loans & Advances	191,640.00				573,790.00
Capital Account					
Investments	5,500,000.00				
Corpus Fund	106,564.86				
Closing Balance					
Cash in hand					194,159.50
Bank balance					
Citibank - operating	2,566,134.25				
- FCRA	489,517.65				3,055,651.90
Total	13,490,032.57				13,490,032.57

For S. Sahoo & Co.
Chartered Accountant

Subhjit Sahoo
Partner



Directors

Prof. MGK Menon
President

Dr. Ashok Khosla
Vice President

Mr Nasser Munjee
Director

Prof. Tushaar Shah
Director

Mr Rajiv Bhartari
Fellow Director

Dr Sudha Nair
Fellow Director

Mr Dinesh Agrawal
Fellow Director

Ms Jill Carr-Harris
Secretary (Ex-Officio)

About LEAD

Leadership for Environment and Development (LEAD) is a global network of individuals and non-governmental organisations, committed to sustainable development. LEAD-India is an independent organisation established by LEAD Fellows in India and is registered under the Societies Registration Act. LEAD's mission is to create, strengthen and support networks of people and institutions promoting change towards sustainable development-development that is economically sound, environmentally responsible and socially equitable.



Leadership for Environment And Development

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