

Solidaridad

ANNUAL REPORT

Solidaridad Regional Expertise Centre

2025-2026



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FOREWORD



**DR. SHATADRU
CHATTOPADHAYAY**

The smallest number in this report is 5,016.

That is the amount, in rupees, that Gurunath Barikrao Gire of Umra village in Nanded received last year for 14.85 verified carbon removal units generated on his cotton farm. Roughly 46 euros. Set against the largest number in these pages, 1,342,191 farmers trained in regenerative practices, it looks like a rounding error.

It is not. It is the first time the soil under his feet paid him for looking after it.

Much of what follows sits in the distance between those two numbers. More than a million farmers reached, 1,242,949 hectares under better management, 597,161 farmers earning more than they did: none of it means anything unless something specific and verifiable changed on one farm, for one family, in one season. These pages are our attempt to hold ourselves to that standard.

Three shifts defined the year for the Solidaridad Regional Expertise Centre.

The first is that we stopped asking to be believed. In Nanded, satellite imagery and digital monitoring now measure soil carbon in place of physical sampling, and nearly 1,400 farmers earned 8,388 carbon removal units from the result. In Gujarat, 10,070 castor farmers were audited and certified against an industry code, not simply counted. Our emission reductions in Panipat carry third-party assurance. Verification of this kind is expensive and unglamorous. It is also the only thing that separates a development claim from a market fact.

The second is that waste stopped being waste. Seventy thousand kilograms of tannery sludge in Kolkata became paver blocks. Ten thousand kilograms of leather trimmings became bonded sheets. In Ranipet, salt recovered from zero liquid discharge systems, long treated as an expensive nuisance, went back into curing hides. That last one deserves attention. A modest demonstration unit has since drawn 52.68 crore rupees of Government of India funding for scale-up. A pilot became public policy, with public money behind it.

The third is who now stands inside these supply chains. In the Bantala cluster in Kolkata, thirty women run Leder Allianz, the first all-women leather unit the cluster has known. In Unnao, a member of a women's group described the change in one sentence: "Earlier we used to wait for work. Now, we sit together and plan work." In tea, 9,809 women have been supported, more than 300 of them leading producer organizations. In the rubber villages of Kottayam and Idukki, 76 women keep bees between January and March, when the rubber blooms and the nectar runs. None of this is welfare. These are ownership positions in sectors that had no room for women a decade ago.

Underneath the three sits a quieter ambition. Projects end; rules do not. This year the Tea Board of India agreed to review the price sharing formula and mandated full auctioning of dust grade teas in north India, insulating small growers from predatory pricing. The national alliance we helped convene for the vegetable oil sector now brings 92 institutions to a single table. When a practice becomes a norm, our presence stops being necessary. That is the intention, and we should say so plainly.

The year also asked hard questions of the organization itself. We reintegrated our India operations with Asia, reviewed every role against the work actually in front of us, and closed a considerable number of contracts in doing so. None of that was comfortable and had a huge emotional effect on me. But, it was necessary if we are to meet rising standards of audit and compliance while keeping our attention where it belongs, in the field. We come out of it smaller in places and a good deal more disciplined.

None of this is ours alone. Every result in these pages carries someone else's money, someone else's factory floor, or someone else's regulatory authority. Brands and manufacturers took the commercial risk of changing how they buy and how they process. Public institutions in India and Europe funded demonstration work before the evidence was in, which is the harder moment to fund. Producer bodies, industry associations and research institutions opened doors that would have stayed shut to us. One figure says it better than a list of names: in the Kanpur tanneries, the industry contributed nearly six times the co-funding it had committed. Partners do not do that for a project. They do it for something they have decided is theirs. Our thanks to every one of them, with the standing request that they keep holding us to the numbers.

I would ask one thing from the readers. Do not begin with the results pages. Begin with the voices. Patel Sharmistha Jagnish Ben in Mehsana, who now advises other women in her village on safe farming. Priyanka Sarkar, learning pattern making and skiving in Kolkata. Kailash Mohod, a cane cutter from Akola who no longer drinks from an open well in the fields of Kannad. Tapan Mandal in north Bengal, who sells his leaves directly to the factory and has done away with middlemen. Prajjwal in Nagpur, who read a weather advisory, postponed his irrigation, dug trenches instead, and saved his crop. Every aggregate in this report is the sum of several hundred thousand such stories. The collection of these stories are far more powerful than dull statistics.

I have to acknowledge that there is a great deal we have not solved. Yields still fall to weather no advisory can fully anticipate. Prices still move against the people least able to absorb the shock. Certification still costs more than many farmers can carry on their own. Soil that took decades to degrade will not recover in a project cycle determined by the donors. We publish these pages aware of the gap between what has been done and what the situation asks for.

Even so, Dinesh Ninama, a mustard farmer in Ratlam, offered the sentence I keep returning to. "When I was young, our soil was alive, dark, fragrant, full of life. I see that coming back."

So do we. Slowly, a hectare and a household at a time, and with a long way still to go.

Dr Shatadru Chattopadhyay

Managing Trustee

Solidaridad Regional Expertise Centre

VISION

Sustainable production in agriculture and industry, combined with sustainable trade will make a significant contribution to combat poverty and preserving people's environment, in the context of a global economy.

MISSION

The Solidaridad Regional Expertise Centre (SREC) in India seeks to combat structural poverty through sustainable agriculture and trade. SREC India's mission is based on the following convictions:

- There is only one Earth, and it is our task to look after it for our future generations.
- Poverty is degrading and should be eradicated from India.
- The balance between 'growth' and 'distribution' can only be preserved if the poor themselves are the agents of development.



KEY RESULTS

In 2025, SREC India delivered measurable impact along four key pathways:

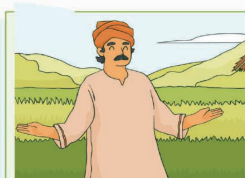
Good Practices

Supportive Business Ecosystem

Market Uptake

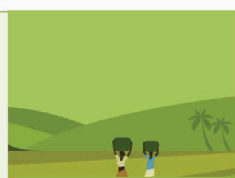
Enabling Policy Environment

Good Practices



1,342,191

farmers trained in regenerative agricultural practices, establishing regenerative farming as the norm in India



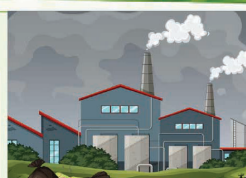
1,242,949

hectares of land brought under sustainable management across India



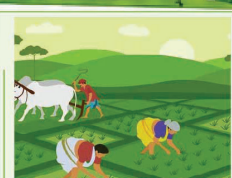
597,161

farmers with increase in farm income, validating the economic benefits of regenerative and sustainable farming



293

processors reported reduced pollution, through adoption of environment-friendly practices and technologies



125,441

workers under improved working conditions, as a result of Solidaridad's decent work intervention in farms and micro, small, and medium enterprise (MSME) units



Supportive Business Ecosystem

170,589

farmers reported having received new or improved services from service providers supported by Solidaridad, and at affordable prices

241

entrepreneurs supported to build a financially viable business model, with training provided on different trades such as agricultural inputs, seed production, vermicompost, grain trading, and upskilling on book-keeping, financial management and business planning

8,461

jobs directly generated through Solidaridad interventions in skilling and training



Market Uptake



107,503
metric tonnes
of sustainable produce
(castor and soy)
sourced by brands
supported by Solidaridad
projects in India

15,300,150
individuals activated to
potentially purchase
sustainable products
through consumer campaigns
raising awareness on
sustainable production and
consumption

Enabling Policy Environment

69

corporates supported
to implement
sustainability
solutions and policies
in their organizations

52

civil society groups
improved their
involvement in
decision-making
to make better policies for
smallholder farmers



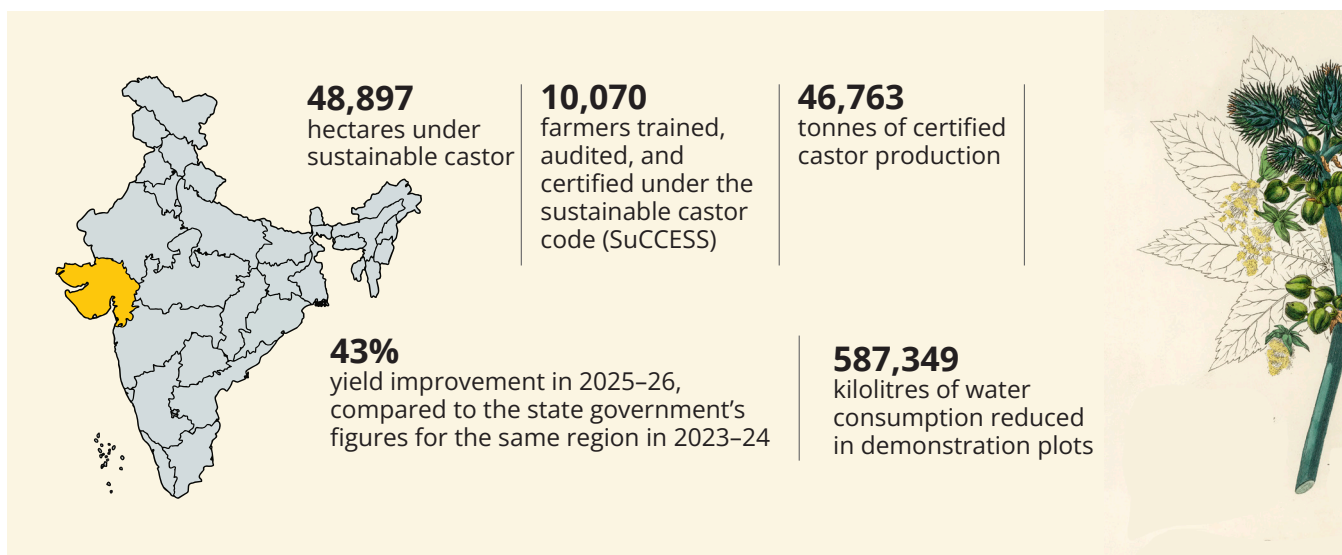
COMMODITY PROFILES





CASTOR 🌿

KEY RESULTS



India commands an overwhelming presence in castor, with the country accounting for more than 90% of the world's produce and supplying nearly 85–90% of the global requirement for castor oil and other derivatives.

Yet, challenges persist—in the form of climate change, volatile market prices, and limited access to knowledge on regenerative agriculture for small-scale farmers. Solidaridad's castor programme in India is strengthening small-scale farmers, enabling them to face these adversities through promotion of better seed varieties, training on good agricultural, water-efficient, and crop management practices, as well as with the support from industry-backed farmer education funds. Still, obstacles such as unpredictable weather patterns and aggressive pest attacks demand continuous adaptation by farmers.

The castor programme in India, Pragati, started in 2016 as a partnership between Solidaridad, Arkema, BASF, and Jayant Agro-Organics. Pragati promotes sustainable castor production and trade, besides improving the sector's social, economic, and environmental performances in India. The programme is implemented in four districts of India's largest castor-producing state Gujarat: Banaskantha, Mehsana, Patan, and Sabarkantha.

Now in its third phase (2023–2026), Pragati continues to support farmers to adopt good agricultural practices (GAPs), optimizing water use, preserving the soil, and increasing yields, certified produce sourced from farmers, and incomes. Certification, driven by the Sustainable Castor Association's SuCCESS (Sustainable Castor Caring for Environmental and Social Standards) code, provides a useful yardstick to evaluate farmers' efforts while also ensuring that other aspects (such as ensuring farmers' health and safety, and proper waste management) are fulfilled under the Pragati programme. With a network of over 10,000 certified farmers, Pragati is in a prime position to deliver long-lasting

change. 348 capacity-building sessions helped train 12,446 farmers, and 550 lead farmers were further identified to guide fellow farmers and groups towards attaining SuCCESS certification. On the ground, transformative practices such as shifting from flood irrigation to furrow/skip furrow irrigation were shown to save nearly 6 lakh kilolitres of water in demonstration plots, contributing to a cumulative water savings of 1.5 million kilolitres in the third phase so far. As a result, 53.5% of Pragati farmers adopted furrow/skip furrow irrigation. Farmers' health and safety was also prioritized by organizing 48 health camps and distributing personal protective equipment (PPE).

Solidaridad's castor programme is now laying the groundwork for the years ahead. The establishment of a local Soil Testing Laboratory will provide useful insights on the state of the soil in the project locations. Furthermore, with 1,142 women receiving training on good agricultural practices (GAPs) and financial literacy, Solidaridad is supporting women to become an integral part of the sustainable castor ecosystem in Gujarat.



VOICE FROM THE GROUND



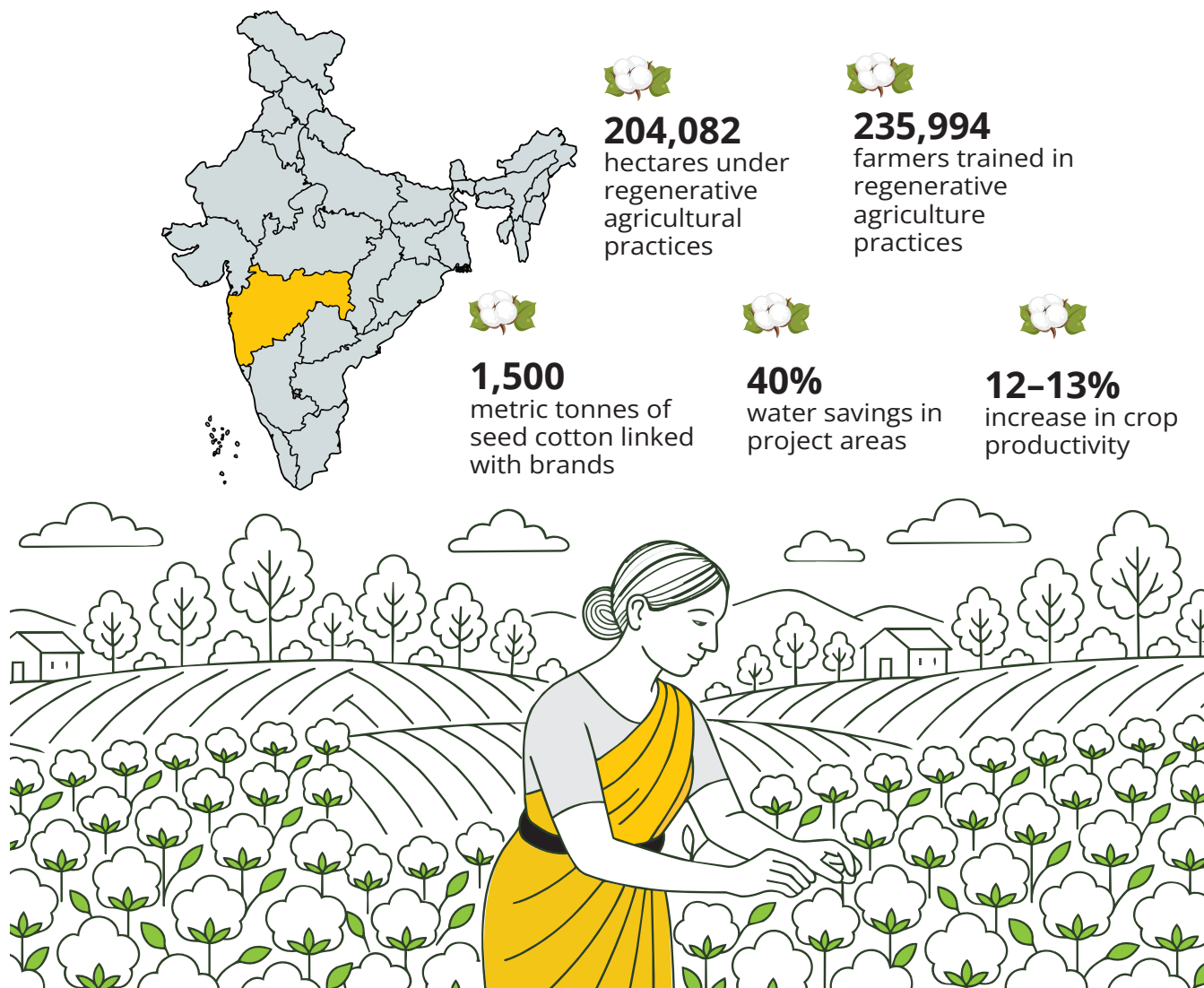
"Farming is my only means to support my family. Through the Pragati programme, I learned sustainable farming practices that improved my soil health and increased my yields, while also reducing my dependence on expensive chemical inputs. The training gave me confidence, not only to manage my farm better but also to make financial decisions for my family. Today, I support my children's education, and help other women farmers in my village adopt safe and sustainable farming practices. Pragati has truly helped me move towards self-reliance and progress."

Patel Sharmistha Jagnish Ben
Mehsana district, Gujarat



COTTON 🌱

KEY RESULTS



Grown in the primarily drought-prone and rainfed regions of Vidarbha and Marathwada, Maharashtra, cotton continues to sustain the livelihoods of millions of small-scale farmers in rural areas. Yet, the hardships they face are immense.

Unseasonal and unpredictable weather conditions—ranging from excessive to little rainfall—can spell doom for cotton, and shrink groundwater reserves. Overreliance on chemical pesticides and fertilizers—driven by declining soil fertility and organic soil carbon, and pest attacks—not only imperils soil health but also subjects farmers to increasingly diminishing returns. Many cotton farmers in Vidarbha and Marathwada also practise monoculture, which degrades the soil even further.

Solidaridad's cotton programme in India brings together knowledge of regenerative practices and digital technologies to support small-scale farmers in their journey towards resilience. Field schools and capacity-building sessions provide a thorough education in the fundamental aspects of regenerative agriculture, and crop and soil management—from intercropping (primarily with

soy) and implementing drip irrigation to the use of bioinputs (vermicompost, jeevamrut, kanda-tonic, neemastra, dashaparni ark, nimboli ark, among others)—followed by demonstrations on the farms. With automatic weather stations installed on their fields, farmers are well-prepared to meet climate uncertainties. Nearly 200,000 cotton farmers in the state are now receiving advisories on weather, crop and soil management through the Smart Agri application, allowing them to take decisive action to protect their crops well in advance.

Soil degradation and erosion, however, continue to be pressing concerns in the cotton-growing belt of Maharashtra. Hence, there is an urgent need to improve soil carbon levels through regenerative practices. In the Nanded district, the Solidaridad cotton programme has initiated the Unlocking Resilience through Vital Agricultural Regeneration and Adaptation (URVARA) project, a soil carbon-based project. A pilot carbon incentive programme, it issues carbon removal units (CRUs) verified under the Social Carbon Standard to small-scale and marginal farmers. The URVARA project is now incentivizing regenerative practices that enhance soil carbon. For this, Solidaridad has partnered with Boomitra to establish a robust digital measurement, reporting, and verification (MRV) system to quantify improvements in soil carbon levels. Soil carbon measurement was conducted through analysis of satellite-based imagery combined with digital monitoring tools and on-ground validation of regenerative cotton cultivation practices. The system replaces physical soil sampling with satellite verification, reducing the time and effort required for soil testing.

With the TORUS farmer producer company (FPC), acting as an aggregator for the carbon credit registration process, nearly 1,400 farmers generated 8,388 CRUs in 4,225 acres of land. On an average, the farmers sequestered 2 metric tonnes (MT) of carbon dioxide per acre, the highest being 5.4 MT. After the sale of the CRUs, the farmers received amounts ranging from INR 2,200 (20.52 euros) to INR 15,000 (139.90 euros) directly in their accounts, thereby highlighting the utility of CRUs as a viable, alternate source of income whose existence is also directly tied to improvements in the soil itself.

Individual farmers such as Gurunath Barikrao Gire from the village of Umra are now motivated to keep up the good work of maintaining adequate levels of soil carbon on their farms. Gurunath reports a 14–18 percent increase in cotton yields, accompanied by a 28 percent decline in cultivation costs. He has also generated 14.8523 verified CRUs worth INR 5,016 (45.64 euros).

VOICE FROM THE GROUND



"I was not aware of soil organic carbon, its importance to the soil, and ways to improve it. However, now that I am aware, farming has become a sustainable source of income for me—in more ways than one. Besides growing crops, we can earn supplementary income if we are willing to take care of the land. In doing so, we are also contributing to a sustainable environment. I want more farmers to realize this."

Gurunath Barikrao Gire

Nanded district, Maharashtra



EDIBLE OIL 

KEY RESULTS

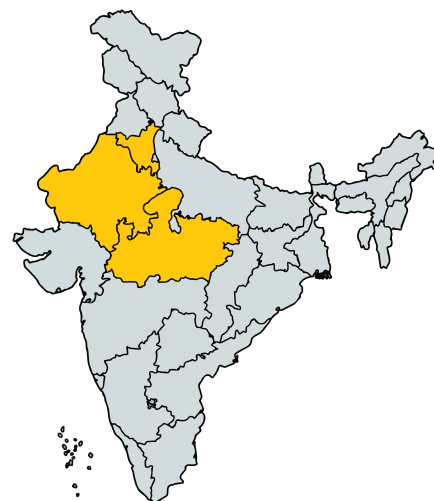
 **383,526**
farmers trained in
regenerative
agricultural practices

 **86,500**
farmers with
improved incomes

 **35,214**
farmers with access to new
or improved services

 **416,641**
hectares under
sustainable
management

 **8,591**
farmers became
co-owners in the
supply chain



Solidaridad's edible oil programme in India covers two commodities:

- Soy
- Mustard

Both are critical to meeting India's edible oil security goals. And yet, neither currently realizes its full potential. To change the narrative, a multipronged strategy is necessary.

That is why Solidaridad's edible oil programme is working with both rural communities as well as multiple government and industry stakeholders to spread awareness on and increase adoption of sustainable production practices. The changes start at the farming level itself. Access to good, climate-resilient seeds, and knowledge on regenerative practices—among them, crop diversification, use of bio-based pesticides and fertilizers, and efficient water management—have enabled farmers to improve soil health and increase their crop yield, ensuring that they get better prices for their harvest, and nutritious food for their households (in the case of soy).

The demonstration plots provide farmers with hands-on exposure to regenerative practices. The Mustard Model Farm project, part of Solidaridad's edible oil programme implemented in collaboration with Adani Wilmar Limited and the Solvent Extractors' Association of India, established 3,000 frontline demonstration (FLD) plots across 3,000 acres in Madhya Pradesh, Haryana, and Rajasthan. Over 13,000 farmers were trained in regenerative practices over the course of 100 farmer field school (FFS) training sessions. The demonstration revealed that the adoption of simple, improved practices such as topping, thinning, optimum spacing, and bio-input application can increase yield by 21-31% (20.89% in Madhya Pradesh, 26.51% in Haryana, and 30.85% in Rajasthan), while simultaneously reducing the cost of cultivation by 5-11%.

A network of functional, well-connected farmer producer organizations (FPOs) helps link farmers and their improved produce with markets. In 2025, FPOs aggregated nearly 2,000 metric tonnes of edible oil from farmers practising regenerative agriculture in Madhya Pradesh with the support of Solidaridad. But, these connections are also a result of a multistakeholder approach involving a host of government as well as private-sector institutions. Such an approach can also drive policy advocacy and dialogue efforts that promote a sustainable edible oil sector.

The effectiveness of this approach can be seen in the National Alliance for the Regenerative Vegetable Oil Sector (NARVOS), a platform set up in 2025 by Solidaridad in collaboration with different partners (the Centre for Responsible Business, the Centre for Advanced Research & Development, the Solvent Extractors' Association of India and the Soybean Processors Association of India). The alliance now brings together 92 diverse stakeholders, including research institutions, government departments, industry representatives, civil society organizations (CSOs), FPOs, and development partners. NARVOS serves as an institutional space for joint dialogue, evidence exchange, and coordinated action, and acts as a bridge between on-ground implementation and policy mainstreaming. It supports the institutionalisation of regenerative agriculture within national strategies and market systems—and ensures that regenerative practices move beyond pilot projects to become integrated, long-term solutions that strengthen food security, enhance climate resilience, and improve farmer livelihoods. In 2025, NARVOS drafted two white papers pertaining to edible oil security in India, besides organizing a multistakeholder consultation at the India and Sustainability Standards Summit, and three CSO-led consultations.



A systemic approach, therefore, brings about transformation at the community level. Soy farming communities in rural Madhya Pradesh now bear testament to this—particularly those who participated in Solidaridad’s Good Farming – Good Food programme. While not strictly an edible oil programme, it was instrumental in foregrounding soy as a solution to the state’s malnutrition crisis in rurals. As a result, soy has become a vital component, not only of people’s farms but also their diets. Low-cost, easily maintained nutrition gardens provide soy to households and schools that now incorporate soy in their mid-day meals. Even more inspiring, women are leading the change here—as custodians of the nutrition gardens, as cooks in schools, as health and social welfare workers (nutri and health sakhis) spreading word on the benefits of soybean, and as micro-entrepreneurs running their own soy enterprises and earning their own incomes.

VOICE FROM THE GROUND



"I never believed farming without chemicals could give such results—but now, I've seen it with my own eyes. When I was young, our soil was alive—dark, fragrant, full of life. I see that coming back."

Dinesh Ninama

Mustard farmer in Ratlam district, Madhya Pradesh



LEATHER 

KEY RESULTS

268

leather processors
reduced pollution



565

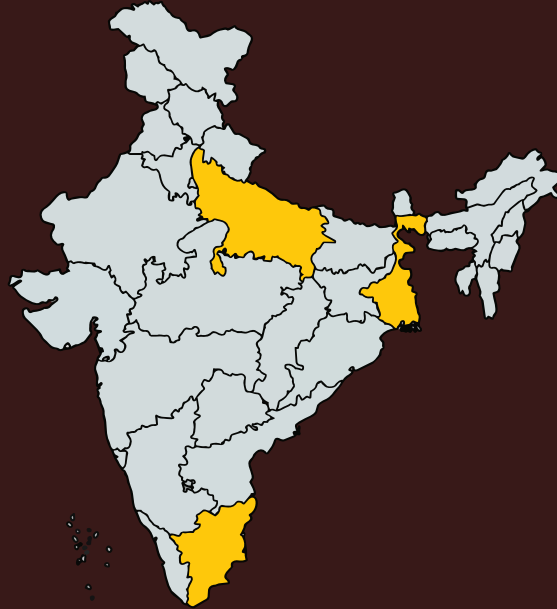
jobs in the leather sector created
through skilling and training
initiatives

2,123.4

tCO₂e of GHG emission
reduction through
technical interventions and
waste-to-value solutions

27,281

workers under improved
working conditions



8

corporates in the leather sector
supported to implement
sustainability solutions and policies at
their organizations

Waste to value is the underlying emphasis of Solidaridad's efforts in India's leather sector — from the Bantala cluster in Kolkata (West Bengal), to the Kanpur-Unnao cluster (Uttar Pradesh), to the Ranipet-Ambur-Vaniyambadi-Pallavaram clusters around Chennai (Tamil Nadu).

Such an approach is essential if India is to adopt circularity in the sector. Not only is the leather sector energy-, resource-, and water-intensive, it also produces large quantities of industrial waste (sludge, scraps, effluents, and more) that harm the environment, the workers, and the communities living in the proximity of leather clusters.

West Bengal — Bantala Leather Cluster, Kolkata

In the Bantala Leather Cluster in Kolkata, West Bengal, Solidaridad is addressing each of these issues in different ways. A key component are technological interventions such as the Smart Water Saving System (SWaSS), an automated water usage monitoring mechanism which can help units reduce water use by as much as 40%. Digital water flow metres too can curb water use by as much as 50–65% in the processing stage. Accurate weighing systems, on the other hand, allowed units to reduce chemical use by 10–15%, paving the way for a safer working environment. A grid of solar panels installed in the cluster ensures electricity savings of around 20–30%.

While preventive measures are vital for resource use optimization, a number of interventions during the processing and post-processing interventions ensure that waste products are not disposed of in landfills and waterbodies. These include:

- Converting sludge into eco-friendly, cost-effective paver blocks under a ‘waste-to-walk’ initiative. 70,000 kilograms of sludge from the Bantala cluster have been utilized for this purpose.
- Converting scraps (trimmings, buffings) into bonded leather sheets. 10,000 kilograms of scraps have been used for this purpose.

The Effective Waste Management in Bantala Leather Cluster through Circular and Sustainable Practices project is also effecting change through other means. To promote a safe working environment, it is important for workers to be well acquainted with the fundamentals of occupational health and safety (OHS), safe chemical handling and storage, and more. The project, through regular workshops and sessions, has supported 220 workers in the cluster units with a thorough knowledge and understanding of how to sustain improved and safe working conditions.

Another major shift Solidaridad’s leather programme has instituted is the skills-training of women in the production of leather goods. Traditionally, while women have been excluded from leather supply chains, the training provided to these women has led to the establishment of Leder Allianz, the first-ever all women’s unit in the Bantala cluster, consisting of 30 women proficient in producing leather goods.

VOICE FROM THE GROUND



"I have participated in the training programme since the beginning of this initiative. I have learned pattern making, skiving, and stitching. This is the first-of-its-kind [leather] programme in Kolkata to focus exclusively on women, and I am proud to be a part of it. This training will help me build my future, improve my family's economic status, and support my professional growth."

Priyanka Sarkar

A member of Leder Allianz



Uttar Pradesh — Kanpur-Unnao Leather Cluster

On the banks of the Ganga, the Kanpur-Unnao cluster is home to over 400 tanneries. Solidarity's Pollution Prevention and Efficient Water Use programme worked with 25 model tanneries to cut average water consumption by 41% and reduce total suspended solids in raw effluent by 42%, using low-cost, locally manufactured technologies such as SWaSS, digital water flow metres, mechanical desalting machines, and bar and drum screens. In tanneries piloting enzyme-assisted dehairing, sulphide and organic pollution loads fell by 50–95%. Downstream, 1,920 farmers across 10 villages adopted improved irrigation, agriculture and dairy practices using treated wastewater, guided by 28 demonstration plots.

The project embraced 'waste-to-value' and pollution-prevention models in the following ways:

- By converting lime sludge into paver blocks and fleshing waste into tallow and biogas—extending the same 'waste-to-value' model piloted in Kolkata to a second cluster
- By training 392 tannery personnel across 159 tanneries in pollution-prevention practices. The tanning industry contributed nearly six times its committed co-funding—a strong signal of ownership

Case Study — The Level Up Initiative

In Unnao, women who previously had no place in the leather value chain are training as leather artisans. Under the Leather-based Entrepreneurship through Value Addition for Livelihood and Upskilling Programme (LEVEL UP) initiative, supported by the Small Industries Development Bank of India, these women are now learning hand-tooling, embossing and stitching to craft belts, card-holders and bags using traditional carving techniques.



At the ground level, members of women's groups, now equipped with toolkits, are earning better incomes—from INR 800–1,500 a month to INR 2,000 per month now. “Earlier we used to wait for work. Now, we sit together and plan work,” says one of the members. This shift—from waiting to actively planning—is what defines the deeper impact of the LEVEL UP project in the Kanpur-Unnao leather cluster.

As they work toward Leather Sector Skill Council (LSSC) certification, the cluster's first women-led leather goods venture is taking shape—echoing the Leder Allianz story in Kolkata, and opening a new, women-owned segment of India's leather economy.



Tamil Nadu — Chennai Leather Clusters (Ranipet, Ambur, Vaniyambadi, Pallavaram)

Tamil Nadu is India's largest leather-producing state. Its clusters operate under Zero Liquid Discharge (ZLD) norms, leaving tanneries with large volumes of recovered salt, sludge and organic waste that are difficult to dispose of. Solidaridad's circularity project, supported by EU SWITCH-Asia, piloted demonstration units across four clusters in the state, repurposing over 450 tonnes of solid waste, cutting down effluent pollutant loads by roughly a third, and saving over 4 million litres of groundwater a year. The project also achieved an avoidance of close to 240 tCO₂eq GHG emissions.

The project incorporated elements of circularity, pollution prevention, and decent work in the following ways:

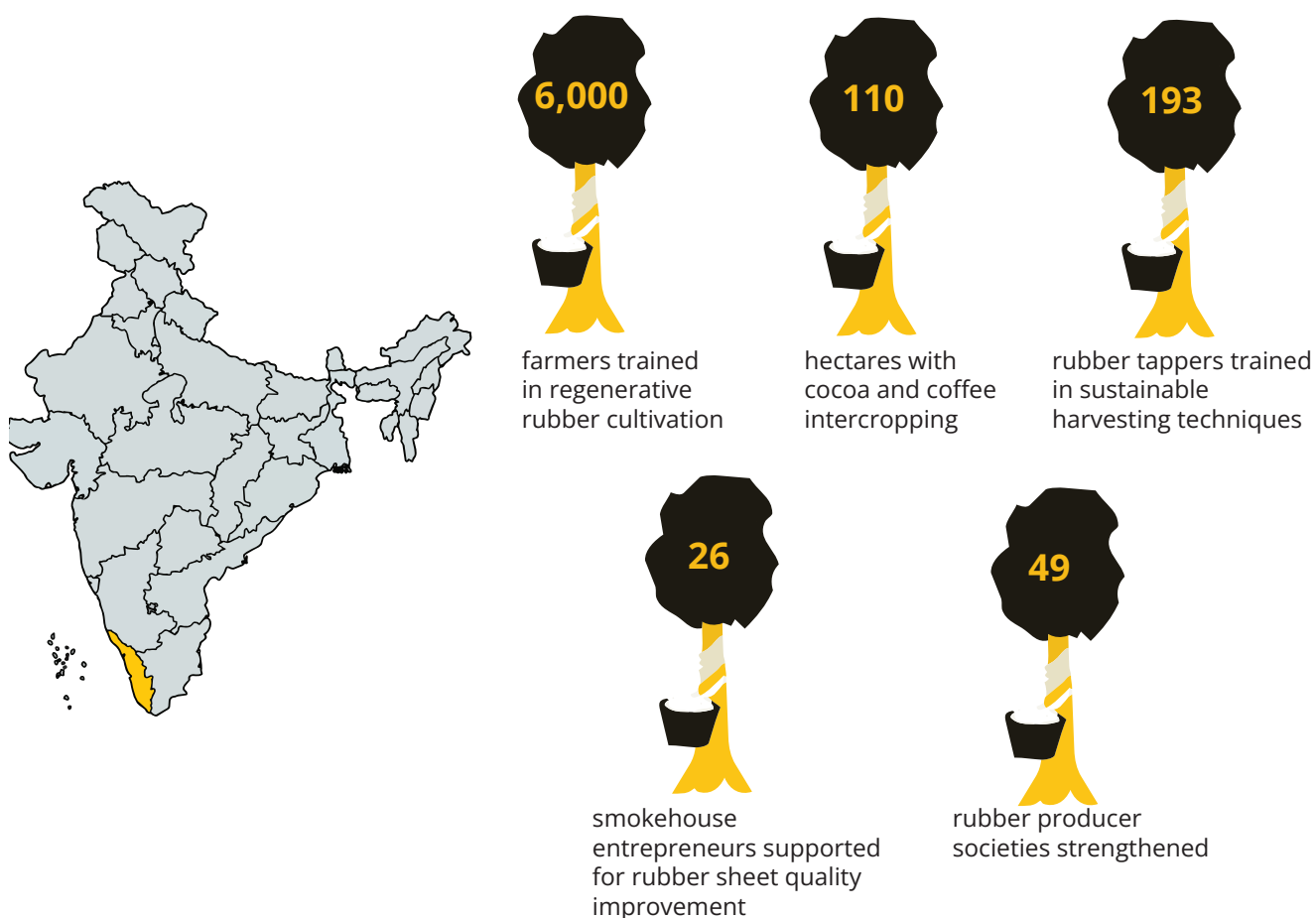
- By reusing purified and re-crystallised salt recovered from ZLD systems in Ranipet for leather curing. A scale-up proposal of this initiative which repurposes what was once considered to be is now backed by INR 52.68 crore in Government-of-India funding
- By converting sludge into paver blocks, and turning fleshings into biogas and bio-manure, with support from the Tamil Nadu Agricultural University. The project has also piloted the process of creating protein-based fillers, a substance that finds application in leather processing, from chrome shavings
- By improving working conditions for over 1,450 workers, including 265 women, and training them in occupational health and safety. Waste-to-fashion product-development units, including a women-led unit in Pallavaram turning leather waste into value-added goods, have been set up

In a nutshell, this is how the Solidaridad programme drives change across India's leather clusters in Kolkata, Kanpur, and Chennai: optimizing resource use, embedding eco-friendly, circular economy practices, building and sustaining workers' welfare and safe working conditions, and promoting gender inclusivity by ensuring women's inclusion in the leather supply chain.

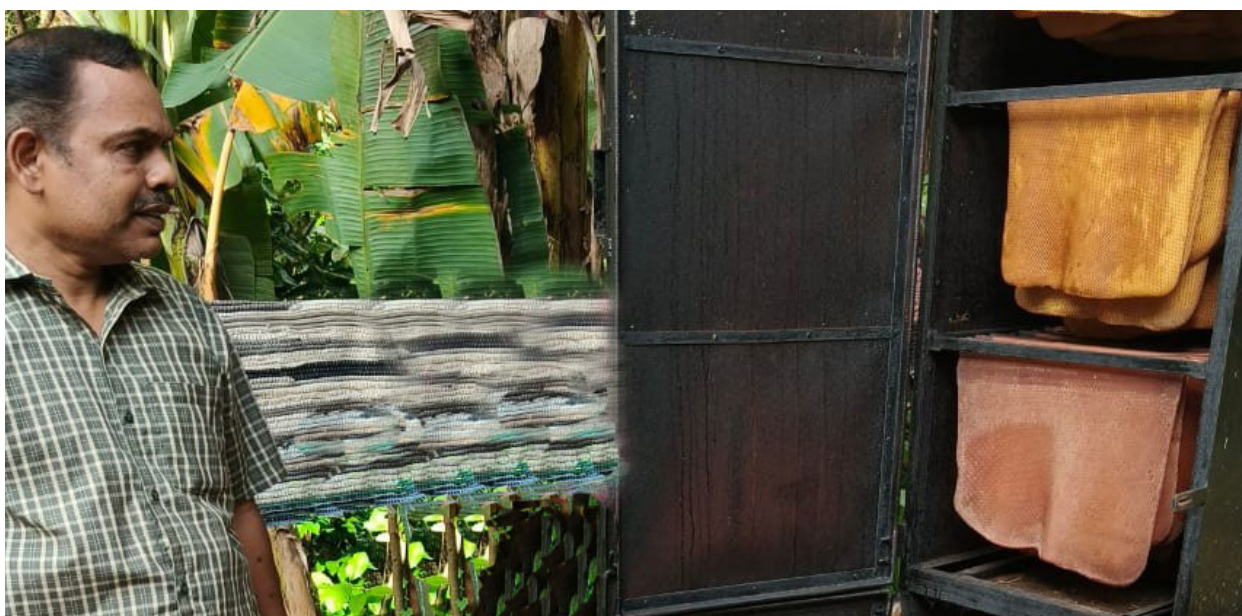


RUBBER 

KEY RESULTS



India ranks among the world's leading producers of natural rubber, accounting for nearly 5% of the global stock. The majority of natural rubber in India comes from Kerala which produces 71% of the national output. However, cultivation and processing practices leave much to be desired—scoring low on sustainability and efficiency, and leaving small-scale farmers exposed to risks such as volatile prices, declining productivity, rising input and labour costs, and climate uncertainties.



The Solidaridad rubber programme works on these issues with small-scale rubber farmers in the two districts of Kottayam and Idukki. Called Unnati the Sustainable Natural Rubber Initiative, the programme is a partnership between Solidaridad and Bridgestone India to establish a sustainable natural rubber supply chain that enhances the livelihoods of smallholder farmers.

The programme adopts a systems approach, focusing on both farm-level improvements and strengthening the broader service ecosystem. It operates through two core pathways:

- **Sustainable Production System:** Enhancing farmer capacity through training on good and regenerative agricultural practices, and quality improvement. 60 such capacity-building sessions were organized in 2025. 395 farmers now practise coffee and cocoa intercropping over 110 hectares, offering them an additional source of income.
- **Service Ecosystem Strengthening:** Improving access to services by strengthening rubber producer societies (RPSs), promoting entrepreneurship, and enabling better processing and market linkages. Through RPSs, farmers gain knowledge on better processing practices, enabling them to produce a higher grade of ribbed smoked sheets which command higher prices in the market.

In villages such as Pathipally in Idukki district, the changes can already be observed. Here, the operations of rubber farmers are defined by limited land and budget—the reason why conventional rubber processing and smoking practices exert a significant cost on time, labour, and resources, while providing diminished returns. The provision of 12 prefabricated smokehouses in this village has allowed the farmers to turn over a new leaf. These smokehouses reduce the time needed for smoking, consume less firewood, and produce a better, more consistent quality of rubber sheets than before. As a result, the process of smoking sheets no longer feels as laborious and taxing on the farmers' health. It has also resulted in a more-than-20% rise in the farmers' annual incomes.



Case Study — Making A Beeline For Apiculture

In rubber plantations, apiculture or beekeeping is often a useful activity. It follows natural blooming periods of the rubber plant, with the nectar of the plant attracting the indigenous bee *Apis cerana indica*. In Kerala, apiculture is carried out between January and March, when new leaves sprout, giving the bees an abundant source of fresh nectar.

Realising the economic potential of this activity, the Unnati project sought to involve women in beekeeping and honey gathering. The goal? To provide families with an alternative means of livelihood apart from rubber farming.

In 2025, 76 home-based women from 13 villages in Kottayam and Idukki districts were grouped under 13 women collective that gather honey. Each of the women was provided with 4 boxes, each having a honey-production capacity of 12 kg. They were also supported with training on building their skills in beekeeping and the use of necessary equipment and resources. Apiculture kits (worth INR 2,400 or 22.58 euros per unit) were distributed to each woman.



An individual kit consists of a bee box, bee colony, bee stand, bee veil, smoker and bee knife. In addition, a honey extractor was also given to each group.

The honey produced is sold in the local market at INR 300 (2.82 euros) per kg. “I was able to make INR 3,600 (33.65 euros) extra from the honey I harvested in early 2025,” says Limcy, a member of Nellikunnu Women Farmers’ Group, which is a part of the Nellikunnu Rubber Producer Society. “As a group, we were able to earn INR 16,000 (149.60 euros) last year, despite unseasonal rains that severely affected honey production. This experience has made us more confident that apiculture can consistently support us in getting additional income,” she adds.



SUGARCANE 🌾

KEY RESULTS

11,516

workers trained and provided with first-aid kits

7,516

workers with PPE kits

7,406

workers with access to safe drinking water daily

3,400

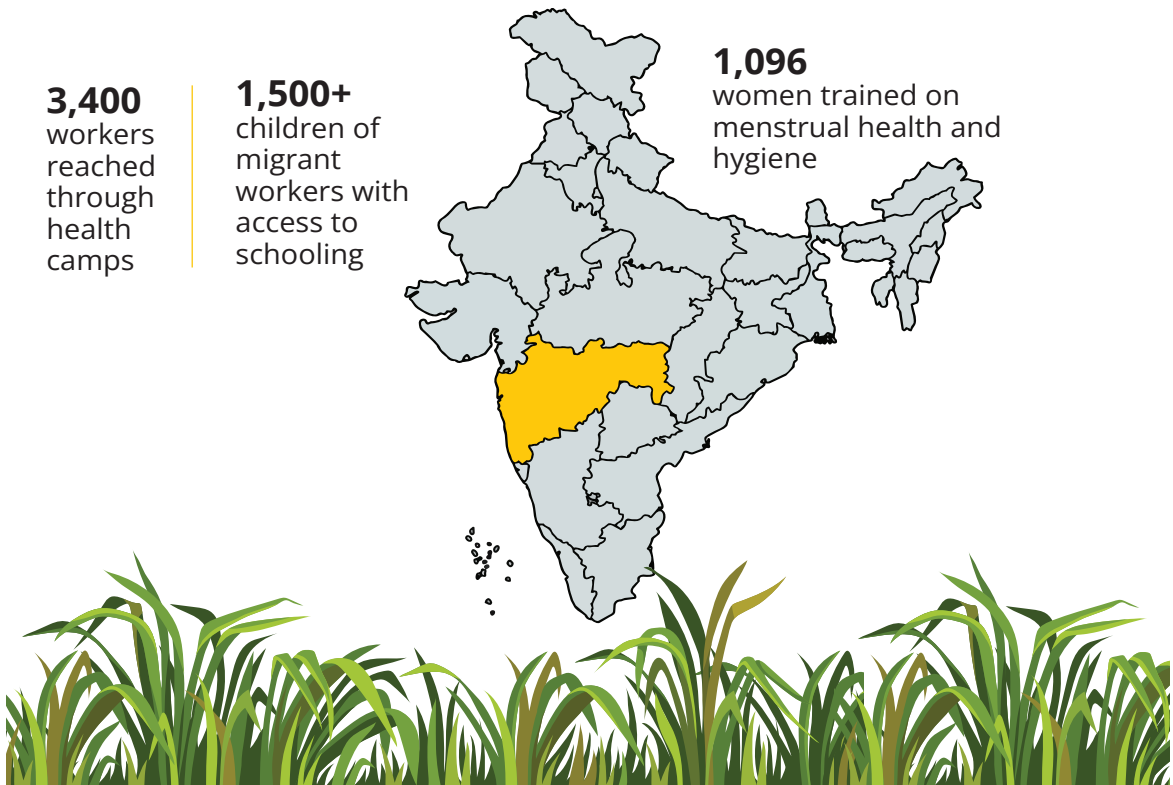
workers reached through health camps

1,500+

children of migrant workers with access to schooling

1,096

women trained on menstrual health and hygiene



In Maharashtra, India, sugarcane is hand-cut by migrant workers. They travel long distances away from their homes to earn money, to support their families. They often work in groups of 10-14 people. The risks at work are significant: lack of safety gear (such as gloves), first-aid kits and lack of access to shade and rest areas and safe drinking water. In India's tough climatic conditions, these are critical gaps.

Solidaridad's sugarcane programme in India, called the Sustainable and Ethical Engagement in Decent Sugarcane (SEEDS), plugs these gaps by implementing practical improvements to the working and living conditions of the migrant labourers who cut and transport the cane. The programme—a partnership between Solidaridad, The Coca-Cola Company, Dalmia Bharat Sugar, and Baramati Agro Limited—is currently implemented in three sugarcane-sourcing mills in Kolhapur, Pune and Kannad.

In the sugarcane-sourcing areas of the three mills, the programme has equipped migrant workers with a better understanding of and access to personal protective equipment (PPE) at work. The key feature of the SEEDS model is designing interventions ‘with’ farmers and workers, rather than ‘for’ them. Each mill has its own Decent Work Champions, who act as liaisons between the mill management and the workers, relaying concerns to the management and raising awareness of occupational health and safety and workers’ rights.

The programme has also implemented actions such as the installation of reverse osmosis water plants in the mill command areas, provision of shade and rest areas, and bathing and changing facilities for women. These actions have helped address specific problems highlighted by the workers during regular conversations with them.

As a result, the workers and their families now have access to clean drinking water, shade and rest areas on the farm, and separate bathing and changing facilities for women. For the children of migrant workers, access to schooling prevents academic disruption as a result of seasonal migration.

In the last two seasons, the SEEDS programme has directly trained more than 4,000 farmers in regenerative agricultural practices. These include ratoon management (the practice of harvesting multiple crops from a single sugarcane planting by encouraging regrowth from the existing root system), intercropping, mulching, soil testing and reduced use of chemical inputs. Demonstration plots were set up in all three mill sourcing locations to showcase the benefits of regenerative agriculture to farmers.

The focus is now on systems that can maintain these gains. SEEDS will continue to build its model of decent work and on-farm sustainability towards the goal of responsible and profitable production for both farmers and sugarcane workers.



VOICE FROM THE GROUND



"Earlier, we used to drink water from the well. With the SEEDS [programme], we get clean water to drink, hand gloves, goggles and gum-boots for our safety at work. Now, we don't fall ill often."

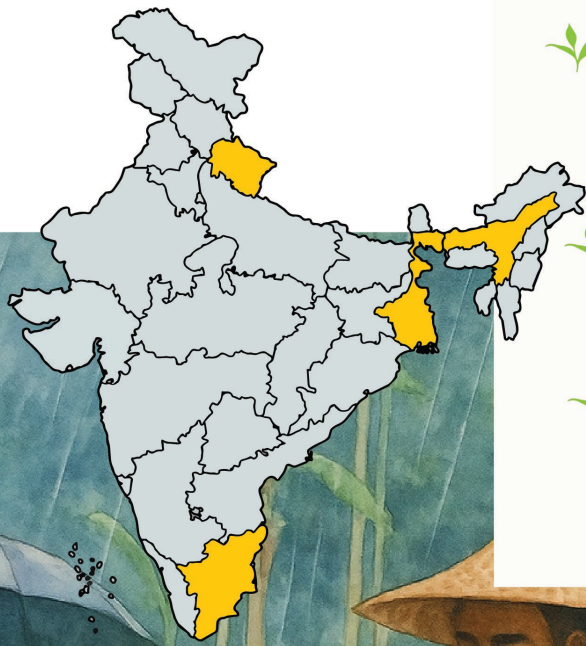
Kailash Mohod

A cane cutter from Akola, who travels every season to work in the sugar-cane fields of Kannad, Maharashtra



TEA 

KEY RESULTS



127,169
farmers trained in
regenerative
agriculture practices



80,130
hectares under
sustainable
management



66,780
farmers with
improved incomes



71,641
farmers under
improved working
conditions



102,375
farmers with access
to new or improved
services



15,000,000
individuals activated
to potentially
purchase
sustainable products



The tea ecosystem and industry in India depends on the efforts of lakhs of small-scale farmers across the country, who contribute to over 50% of the country's production. Yet, they continue to face the adverse effects of climate change, marginalisation in supply chains, fluctuating prices, and poor access to markets.

Solidaridad's tea programme in India continues to address these issues and strengthen the smallholder tea ecosystem in multiple ways. At the farm level, it is equipping farmers with better, climate-resilient, and regenerative agricultural practices; at the market level, it is enabling linkages so that farmers gain broader access to markets and earn higher prices for better quality of produce.

One of the key projects—the Small Tea Growers’ Resilience, Inclusion, and Value Enhancement (STRIVE) project—deploys a farm-to-cup strategy to connect farmers with brands. This follows after work done on the ground—50 farmer field schools across north Bengal, Assam, and south India provide nearly 9,150 farmers with training on aspects of regenerative agriculture including plantation, drought, pest, and soil health management, while digital advisories provide 50,000 small tea growers (STGs) with weather updates and crop management tips. The ‘leaf-to-cup’ strategy then provides comprehensive business and financial mobilization for farmer producer organizations (FPOs) and brands producing their own tea. In Assam, the focus is on industrial integration; in north Bengal, it is on developing artisanal niches, and in south India, the emphasis is on building a space for high-value speciality teas. So far, the STRIVE project has unlocked INR 348.5 lakh in government subsidies (INR 66.5 lakh for 5 FPOs in Assam, INR 14 lakh for 3 FPOs in north Bengal, INR 268 lakh for 15 FPOs in south India) as part of the farm-to-cup strategy. The financial mobilization and strengthening of FPOs is, in turn, helping 9,809 women in the project regions. They have been supported via training and advisories,, while over 300 women either lead FPOs or are integral parts of such organizations.

Two other projects—the Reclaim Sustainability! (RS!) and the Pathways to Prosperity (P2P) projects—offer complementary interventions. Both projects aim to collectivize farmers through on-ground as well as advocacy efforts, while embedding digital traceability in the tea supply chain. The RS! project has played a key role in the formation of 2,328 STG collectives (self-help groups, FPOs and FPCs) across the country, uniting and serving 67,305 farmers in the process. Traceability efforts under the TRINITEA label, supported by the SoliTrace digital technology, led to the assessment of around 110,000 STGs against sustainability and compliance criteria. Consumer campaigns, such as those involving QR codes on the back of products linking to stories of how the tea was produced, reached over 1.5 million people, positioning sustainably produced smallholder tea as a conscious choice linked to livelihoods, food safety, and environmental stewardship. The P2P project improved working conditions for farmers and service delivery—102,375 workers reported access to new or improved services with collaboration from 105 service providers. 16 corporate partners have also improved their sustainability practices and policies. More importantly, advocacy efforts under the RS! and P2P projects pushed the Tea Board of India to review the Price Sharing Formula and legally mandate 100% auctioning of dust-grade teas in north India to insulate STGs from predatory pricing.

Solidaridad’s tea programme in India also promotes a micro-entrepreneurship model. The SoliTea initiative, for instance, enables tea-stall owners on roads and highways in north Bengal, Assam, and Uttarakhand to earn liveable incomes (INR 12,000 to INR 30,000 monthly) by running their businesses from well-equipped, hygienic, and properly branded carts and stalls.

VOICE FROM THE GROUND



"No more middlemen. We now supply leaves directly to the factory. By joining hands, we can together tackle bigger problems such as government policies and policy regulations. Together, we have achieved a lot more than we ever could have, alone."

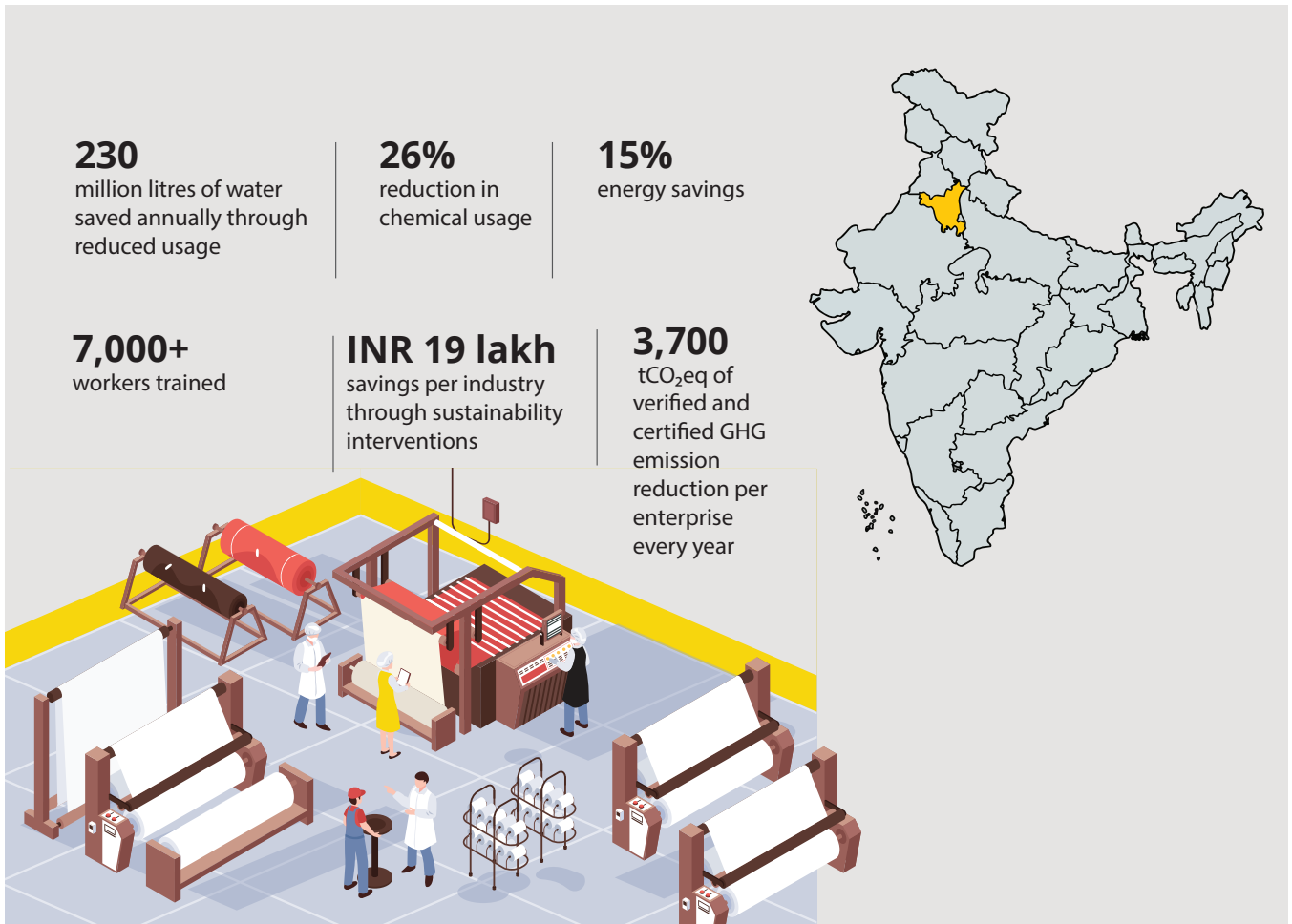
Tapan Mandal

A small tea grower in north Bengal



TEXTILES 

KEY RESULTS



The Panipat textile cluster in Haryana, India, is one of the largest in the country. With over 400 dyeing units, the day-to-day operations leave behind a massive environmental footprint. It consumes enormous amounts of water, energy, and other resources, while generating tonnes of harmful waste that flow into the river Yamuna—a lifeline for north India.

Solidaridad's textile programme in India, called the Pollution Prevention and Effective Waste Management in the Panipat Textile Cluster project, addresses these issues with support from the Indian government's National Mission for Clean Ganga (NMCG). Implemented by Solidaridad in collaboration with the Northern India Textile Research Association (NITRA) and the Panipat Dyers' Association, the project is working with 40 small and medium textile units to:

- Optimize water, energy and chemical use
- Improve solid waste management
- Strengthen occupational health and safety framework for workers

At the cluster level, the project seeks to effect change in three areas:

- Environmental footprint reduction (including greenhouse emissions) through cleaner technologies, improved chemical management systems and adoption of best management practices
- Strengthening occupational health and safety systems for improved worker well-being
- Improvement of environmental quality for surrounding communities by minimizing exposure to pollution. More specifically, by reducing chemical effluents and hazardous sludge discharged into the river Yamuna, and minimising toxic waste deposited in landfills and agricultural soil, thereby safeguarding the health of downstream farming communities.

WATER OPTIMIZATION 	• Auto controllers on jet-dyeing machines • Spray guns for cleaning	• Treated effluent reuse • Condensate recovery
ENERGY OPTIMIZATION 	• Heat recovery from chimney exhaust • Machine insulation	• Steam ager exhaust recovery • Heat exchangers on hot drains
CHEMICAL OPTIMIZATION 	• Process optimization in dyeing and washing • Safer chemical substitution	• Chemical management system training
SOLID WASTE MANAGEMENT 	• Sludge conversion into paver blocks • Textile waste recycling	• Fly ash utilization pilots
OHS STRENGTHENING 	• OHS frameworks • 100+ training programmes	• 4,500 workers trained

These interventions not only improve the resource efficiency of the units, but also play an instrumental role in making the units safer for the workers and more economic for the owners.

VOICES FROM THE GROUND



"Earlier, we felt afraid working around the machines. The heat was intense and we were not always sure of the right way to handle certain chemicals. It was a challenging environment, and some of my colleagues moved on from the unit. When Solidaridad came in and started working with our unit, things began to change on the floor in ways we could actually feel. The machines are safer to work around now, and the training sessions gave us proper guidance on chemical handling and the use of protective equipment—something we had not had before. It has made a real day-to-day difference for workers like us."

Kamalkant

A dyeing unit worker at Mukesh Furnishing, Panipat

"What impressed me about Solidaridad was that they did not come with a standard solution, and asked us to fit into it. Their experts walked through my unit, understood my constraints, and designed interventions that worked within what I already had. The changes that followed were not disruptive—they were built into our existing operations. We started using water more carefully, dosing chemicals more precisely, and recovering energy that we were simply letting go waste earlier. Water that used to run off is now being reused within the process itself. The technical guidance and continuous monitoring provided under this project have greatly helped us reduce wastage and improve efficiency, resulting in a significant reduction in our operational costs."



Darpan Chawla

Managing Director, Raj Dyers, Panipat

OUR USP: SUSTAINABILITY SOLUTIONS

Digital Technologies for Climate-Resilient Agriculture

Unpredictable rains. Unseasonal drought. Floods. Excessive humidity and heat. As climate patterns increasingly deviate from the normal, farmers and crops struggle to adapt, incurring losses and endangering livelihoods.

It is here that technology can play a crucial role in supporting farmers to overcome climate-related adversities. Recognizing this need, the Smart Agri Programme—a partnership between Solidaridad, the Vodafone–Idea Foundation, and Ericsson—has introduced and implemented a number of digital, Internet-of-Things (IoT)-enabled solutions in farms across 12 Indian states. The centrepiece of these interventions is the automatic weather station (AWS), an IoT-enabled device that captures a host of data—mainly on weather conditions. Complementing the AWS are other instruments such as the crop view camera (which captures high-resolution pictures of crops to track growth stages and monitor pest development), the soil gateway (which captures data on soil parameters such as moisture, temperature, and nutrients) and the climate sensor (capturing data on ambient environmental metrics such as wind, temperature, humidity, and precipitation).

The live data captured by each of these instruments are used to prepare comprehensive digital advisory packages that provide farmers guidance on activities ranging from irrigation scheduling to crop management and integrated pest management. The advisories are hyperlocal in nature, and provide farmers with actionable insights that are pertinent to their immediate surroundings. Weekly advisories sent over the Smart Agri application now reach 923,000 farmers in the country, helping them stay prepared for different eventualities. Acting on these advisories, farmers have been able to save several tonnes of produce and sums of money by taking timely action.

Another useful device is the Cool Farm Tool. It helped measure greenhouse gas (GHG) emissions for a comparative assessment of on-farm emissions generated by plots employing conventional farming techniques and those following regenerative agriculture principles. The study, carried out on 300 demonstration plots in Madhya Pradesh, linked environmental performance with on-farm practices, broadening the scope of conversation on regenerative agriculture beyond just an evaluation of yield and income metrics. The study's findings also validated the Smart Agri approach to reduce emissions on farms: through reduced tillage, improved nutrient management, bio-input application, residue recycling, soil carbon enhancement and water-efficient farming practices.



VOICE FROM THE GROUND



"The advisory helped me pre-plan my farming activities to protect my crops and improve productivity. When I received an alert that rain was expected within the next 8 days, I postponed irrigation and spraying of bio-pesticides. Instead, I prepared trenches around my farm to prevent waterlogging. This timely action saved a large portion of my crop."

Prajwal

A small-scale farmer in Nagpur district, Maharashtra

Foregrounding Decent Working Conditions and Workers' Safety

A sector that fails to provide proper working conditions, or ensure the safety of its workers, is an unsustainable one.

Solidaridad therefore actively invests in workers' welfare, guaranteeing that their needs and requirements are required. In 2025, 125,441 workers involved in different commodities and industries reported an improvement in their working conditions. While the underlying principles are similar, each sector demands separate approaches.

In industries such as leather and textiles, workers face considerable risks in their day-to-day activities as they are exposed to hazardous chemicals, as well as dangerous levels of heat and pollution. While sessions on occupational health and safety (OHS), safe chemical handling and storage, provision of personal protective equipment (PPE), health check-up camps, and safety kits can educate workers on the basic principles of safety and shield them from physical harm, process-based interventions also play a major role. For instance, improvement in process efficiencies, reduction in chemical use and GHG emissions protect workers from harmful exposure—Solidaridad's commitment to this goal is reflected in 293 processors (268 leather and 25 textile) processors reducing pollution through adoption of environment-friendly practices. Furthermore, in 2025, leather processors reduced 2,123.4 tCO₂eq of GHG emissions, in the process leading to the creation of safer work environments. A total of 27,281 leather workers and 4,019 textile workers acknowledged an improvement in working conditions.

In the fields, decent work takes on a different form. Shade and rest areas, health check-up camps, and access to safe drinking water, are essential components. For women toiling in the fields, instructions on health, menstrual hygiene, and safety go a long way in making them feel protected. Gloves, goggles, and masks are also necessary equipment, particularly for farmers involved in fertilizer-spraying and harvesting operations. These elements have been incorporated in major commodity programmes—particularly, in cotton, tea, and sugarcane. In 2025, a total of 22,500 cotton and 71,641 tea farmers benefitted from decent work interventions. In the sugarcane programme, where the major focus is on decent work, over 11,000 workers in three mills are now trained in the use of and provided with PPE kits. Nearly 7,500 workers in these mills have access to safe drinking water, while health camps have reached out to 3,400 workers, and 1,096 women have been instructed on menstrual health and hygiene.



PARTNERS/DONORS



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NICO ROOZEN
International Centre of Excellence for
REGENERATIVE AGRICULTURE



CENTRE for
RESPONSIBLE
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Enabling Change for Impact



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Netherlands Enterprise Agency



CLC TANNERS ASSOCIATION
(We Care for the Environment)



AWARDS AND RECOGNITION



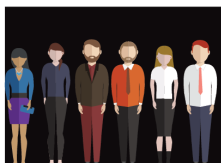
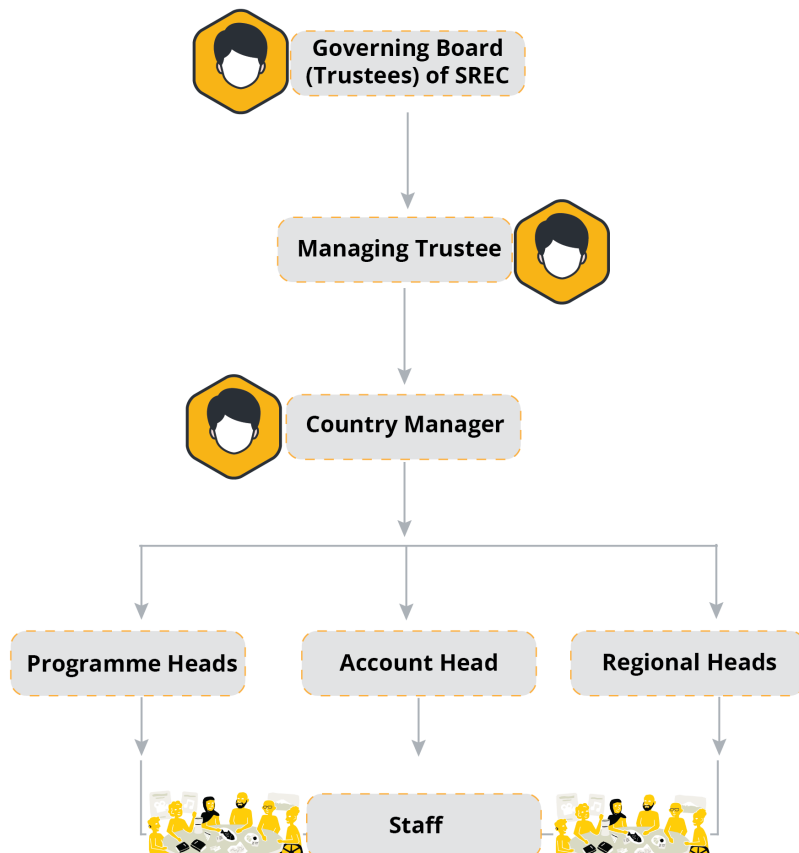
On 5 December 2025, Solidaridad Asia and ICAR-Indian Institute of Soil Science, Bhopal Institute inaugurated the first-ever edition of the Professor Rattan Lal Awards for Excellence in Regenerative Agriculture. The award recognises the efforts and contributions of changemakers, including noteworthy scientists, farmers, and institutions, reshaping Indian agriculture by advancing the goals of soil restoration, climate resilience, and farmer-centric innovations.

The event also saw the launch of a book of poems on regenerative agriculture titled **The ABC of Regenerative Agriculture**. The book is inspired by the teachings of Professor Rattan Lal.



The National Alliance for the Regenerative Vegetable Oil Sector (NARVOS), initiated by Solidaridad in partnership with the Solvent Extractors' Association of India (SEA) and the Soybean Processors Association of India (SOPA), has received the Institutional Impact Award at the National Oilseeds Conference organised by the Indian Council of Agricultural Research (ICAR) in New Delhi.

HUMAN RESOURCES



Employee Details

	 Female	 Male	Total
Full Time Staff	40	111	151
Associate Consultants	19	141	160
Total	59	252	311

Learning and Culture

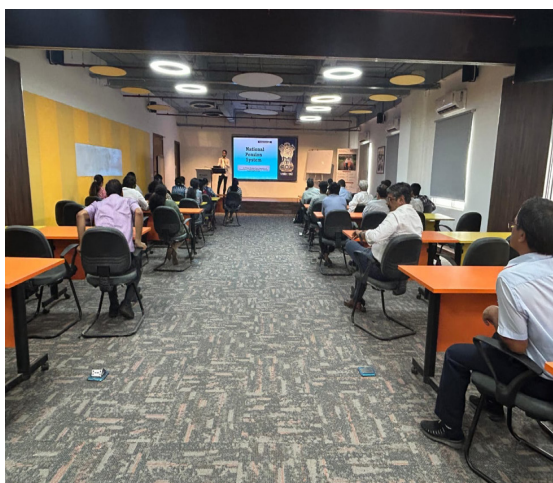
The HR team continues to build capacities of the Programme Managers on critical issues like code of conduct, integrity, and people management. To make a change, one needs to understand the issues. The goal of improving the HR systems led to the review of the induction processes to make them comprehensive, and more focused on the principles and ethos of Solidaridad.

Four online trainings sessions for better awareness of integrity and other grievances policies and processes of Solidaridad, were conducted wherein 56 participants attended.

An educational workshop on the benefits of the National Pension System (NPS) for employees was conducted. The session offered valuable insights into fund investment options, withdrawal procedures, and post-retirement benefits. It was facilitated by our POP (Point of Presence) representative, and was well received by the staff, significantly contributing to their financial literacy.

A two-day workshop was organized to bring together Finance, HR, Procurement, and Admin staff from all project offices. The programme aimed to strengthen capacity building, enhance procurement processes, and streamline operational workflows.

Structural Changes: After thorough analysis and discussion with the Management team of Asia, the need to restructure the Asian operations had become evident, to effectively navigate the emerging challenges of scale, and increasing audit and donor compliance requirements. A key outcome of these deliberations was the decision to reintegrate Solidaridad India with the Asia operations. Consequently, the Managing Director assumed direct leadership of the SREC as Country Manager, resulting in the closure of the Country Manager position for India. The outcome of the integration mandated a review of the staff and the individual consultants. The responsibilities were reviewed and aligned as per the ongoing and future project needs. This resulted in the closure of around 200 consultant and staff contracts, in discussion with the respective project lead.



FINANCIAL STATEMENT

SMS & Associates **Chartered Accountants**

13/82, LGF, Vikram Vihar
Lajpat Nagar-IV, New Delhi-110024
Tel. : 011-41729407, 46103248, 9811991182
E-mail : ssadhoo@smscorporate.net
Website : www.smscorporate.net

Extract of Independent auditor's report of the trustees of the Solidaridad Regional Expertise Centre

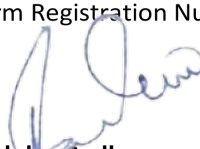
In our opinion and to the best of our information and according to the explanations given to us, the financial statements give the information so required and give a true and fair view in conformity with the accounting principles generally accepted in India:

- a) In the case of Balance Sheet of the state of affairs of the Trust as at 31st March 2026,
and
- b) In the case of Statement of Income and Expenditure, of the excess of expenditure over
income for the period from 1st April, 2025 to 31st March 2026.

For SMS & Associates

Chartered Accountants

Firm Registration Number: **018687N**


Shukdev Sadhoo

(Partner)

Membership No: 084188

UDIN: **26084188VTDOZJ5665**



Date: 06-Oct-2026

Place: New Delhi

Funding Agencies	Source of Fund	Purpose
Nayara Energy Limited	Local	Enhancing Agricultural Outputs Through Tech enabled Regenerative and Organic Farming in Gujrat
National Mission for Clean Ganga	Local	Pollution Prevention And Effective Waste Management of Panipat Textile Cluster
Jayant Agro Organics Limited	Local	Sustainable Castor Initiative "Pragati"
Castor Farmer Education Fund (CFEF)	Local	Fund for farmer training, digital tools
Vodafone Foundation	Local	Smart Agri : Leveraging technology for self subsistence to enterprise farming
The Solvent Extractors Association of India	Local	SEA - Solidaridad Sustainable Rapeseed-Mustard Mission
Bridgestone India Private Limited	Local	Unnati-Sustainable Natural Rubber Initiative
Small Industries Development Bank of India (SIDBI)	Local	Through the "Inclusion through Integration - Women in Formal Dairy Supply chains"
Stitching Solidaridad (EU - Soy Project)	Foreign	Promotion of Regenerative Agriculture
European Union	Foreign	Effective waste management and Promoting circulatory (Tamilnadu)
Solidaridad Network Asia Limited	Foreign	To support farmer in Sustainable production in agriculture & industry, combined with sustainable trade and significant contribution to combat poverty and
Netherlands Food Partnership	Foreign	Strengthening Seed Supply Chains and Regulatory Frameworks for High yielding, Climate-Resilient and Nutritious Crops in Madhya Pradesh and Rajasthan, India
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Foreign	Sustainability and Value Added in Agricultural Supply Chains

Statements of Financial Position			
Particulars	As at 31st March 2024	As at 31st March 2025	As at 31st March 2026
Funds & Liabilities			
- Trust Fund	10,000	10,000	10,000
- Capital Fund	96,393,790	86,844,673	75,547,761
(Represented by Fixed Assets)			-
- Restricted Fund	127,565,198	69,239,160	68,304,768
- General Fund			
Towards general objectives of the Trust	7,918,936	7,525,397	(1,128,670)
Towards specific objectives of the Trust	-	-	-
- Current Liabilities & Provisions	31,483,851	44,463,254	29,028,629
	263,371,775	208,082,484	171,762,488
Property & Assets			
- Fixed Assets			
Gross Block	138,728,258	143,077,613	145,151,553
Less: Accumulated Depreciation	41,198,273	55,232,422	68,698,980
Net Block	97,529,985	87,845,191	76,452,573
- Current Assets and Loans & Advances			
Cash & Bank Balances	102,816,368	21,992,653	26,459,431
Other Current Assets	51,271,924	87,889,145	68,850,484
Loans & Advances	11,753,498	10,355,495	-
	263,371,775	208,082,484	171,762,488

Statements of Activities			
Particulars	Financial Year 2023-24	Financial Year 2024-25	Financial Year 2025-26
Revenues			
Restricted Income (Grants & Donations)	634,247,882	476,416,709	373,856,128
Unrestricted Income			
Overhead Support	21,807,931	30,311,441	12,632,024
Interest from Bank	1,829,835	1,516,109	1,149,472
Voluntary Contribution (Donation)	3,769,905	715,000	-
Other Income	-	69,150	214,350
Earmarked Contribution transferred to General Income	-	-	11,621,293
	661,655,553	509,028,410	399,473,267
Expenses			
Programme Related Expenses	644,055,846	476,461,387	377,042,128
Management & General Expenses	22,085,300	32,960,562	31,085,205
Total Expenses	666,141,146	509,421,949	408,127,333
Surplus/(Deficit) for the year	(4,485,594)	(393,539)	(8,654,067)
Changes in Net Assets	(4,485,594)	(393,539)	(8,654,067)





Solidaridad