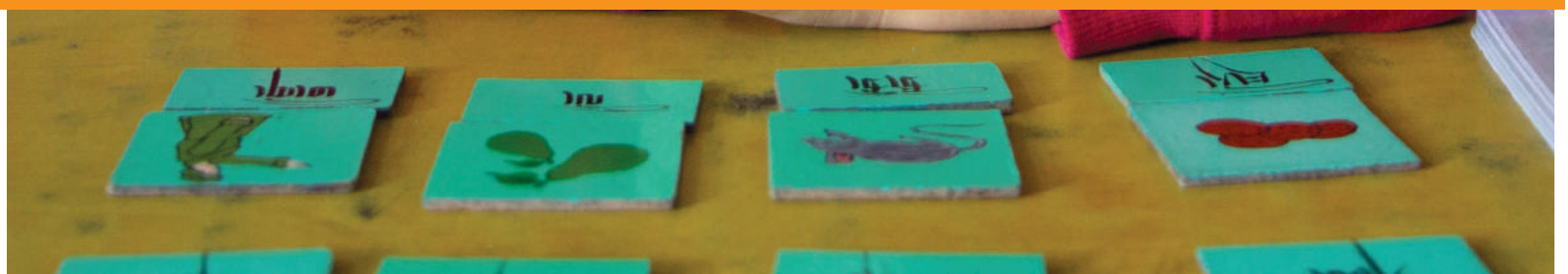




SARD REPORT

2016-2017





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MESSAGE FROM THE KALON

March 1, 2018



SARD is an important organization as its work connects all the important components of the Central Tibetan Administration and the Tibetan community in exile: the seven CTA departments; initiatives like the Tibet Policy Institute, Women's Empowerment Desk, Tibet Corps, the Tibetan banking project, Tibetan Entrepreneurship Development; the five autonomous CTA entities; Tibetan settlements in India and Nepal; and important Tibetan civil society organizations. This positioning provides

SARD a unique vantage point to assess and facilitate the programmatic, financial and human resource need of the CTA and the Tibetan community.

This special report detailing the programmatic and financial details of SARD over a two-year ending in March 31, 2017 is a testament to the growing scale and importance of SARD's work which now reaches every corner of the Tibetan community. SARD mobilizes resources, manages relationships with all of CTA's large and key donors, and coordinates and monitors the development work of various CTA departments and partners in eleven different sectors: agriculture; cultural preservation; democracy, governance and human rights; education; entrepreneurship, micro and small enterprise development; gender and women's empowerment; health; institutional capacity building; leadership development; and livelihood and skills development.

The work of SARD would not be possible without the generous contribution of donors and the collaboration of all the partners implementing various projects. I would like to extend my deepest gratitude and appreciation for your support and partnership. Your continued support will enable the CTA and the Tibetan community to realize the five-fifty vision which calls for maximizing efforts to resolve the Tibet issue in five years based on the Middle Way Approach while sustaining and strengthening the resilience of the Tibetan people and the Tibetan culture and identity for the next fifty years if needed.

A handwritten signature in black ink, appearing to read 'Karma Yeshe' with a stylized flourish at the end.

Karma Yeshe
Kalon, Department of Finance

LETTER FROM THE SARD DIRECTOR

March 1, 2018



SARD has grown and is now closer to realizing its mission of becoming the apex development aid agency in the Tibetan community and mobilizing resources and managing development projects benefiting the Tibetan community. SARD received INR 22,84,11,704 (USD 3.6 million) in foreign contributions in FY2016 ending March 31, 2017. The amount will increase even more significantly in FY2017. It is the growth in programming that has been most impressive. SARD has been able to

provide funds and play an important role in several strategic and high impact initiatives including:

- The first ever CTA-organised Tibetan Women's Empowerment Conference was held in Dharamsala on 21 February 2017. The three-day conference was attended by more than 340 participants who provided recommendations on the effective implementation of the revised Tibetan Women's Empowerment Policy announced on February 2, 2017.
- The Tibetan Medicare System, an initiative of the Department of Health, now provides health insurance to almost 25,000 Tibetans.
- The development of a locally appropriate methodology for participatory needs assessment (PNA) in Tibetan settlements is leading to a community-driven integrated development of the settlements.
- The new Tibet Museum under construction in Dharamsala will be the largest museum of its kind in the Tibetan exile community.
- The Tibetan Early Grade Reading Program of the Department of Education is increasing reading comprehension levels of Tibetan children through production of first Tibetan language graded reading series and other strategic interventions.

I want to thank all our funders, partners and supporters. Together we will continue our efforts to strengthen and ensure the long-term resilience of the Tibetan community and culture.

A stylized handwritten signature in black ink, appearing to read 'Kelsang D. Aukatsang'.

Kelsang D. Aukatsang
SARD Director/Chief Resilience Officer

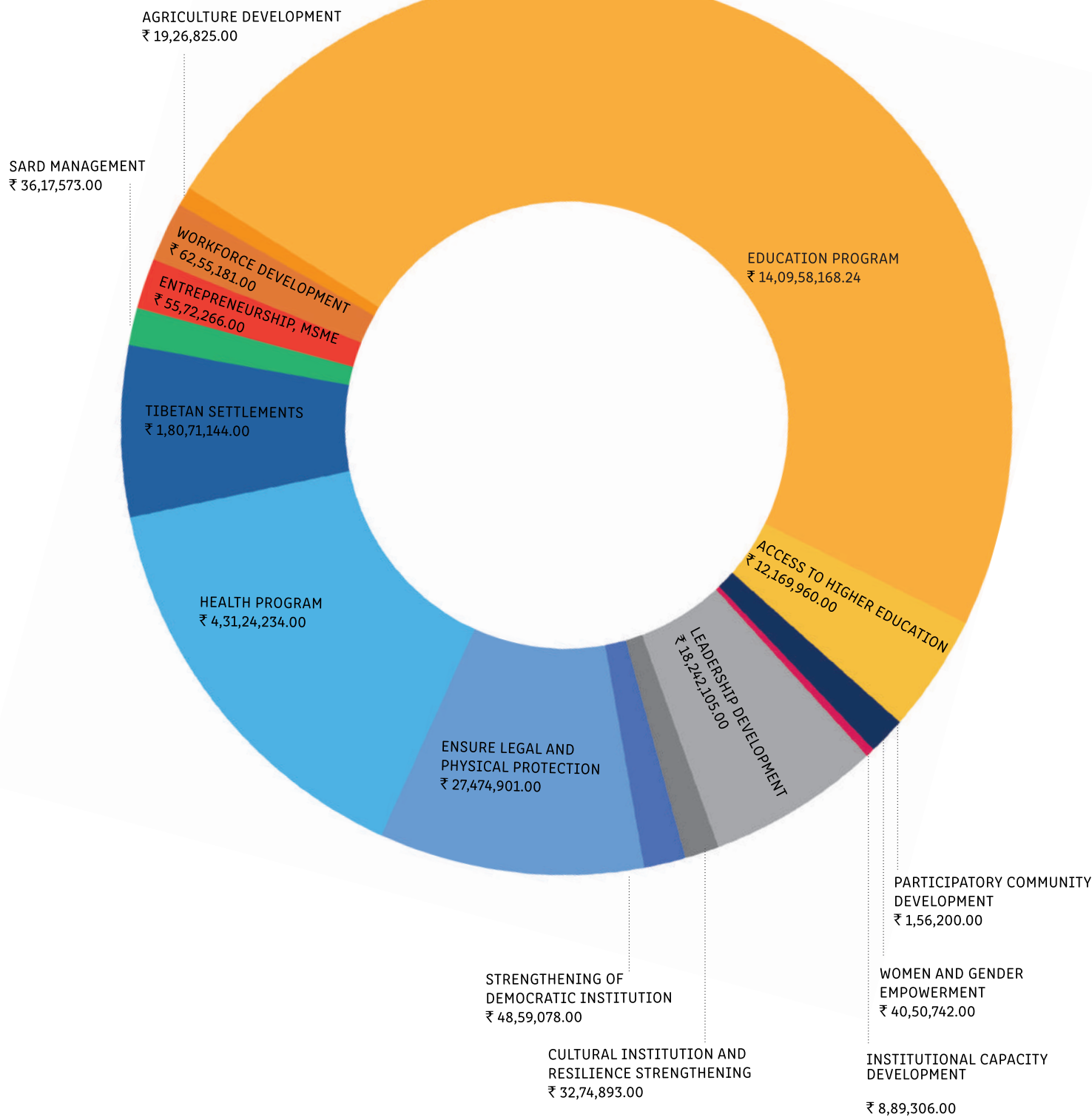
ABOUT SARD

Social and Resource Development Fund (SARD) is a non-profit organization established in 1997 by the Central Tibetan Administration (CTA) to help mobilize resources and support development efforts of Tibetans living in exile. It works in almost all development areas including agriculture, arts and culture, capacity building, democracy and human rights, education, entrepreneurship, health, leadership development, livelihood and skills training, and women empowerment.

SARD serves as a nodal agency for development aid assistance provided by government, institutional and individual funders such as the European Commission, USAID, Canadian government, SOIR-IM, Tibet Fund, etc. Over the years, it has gained considerable experience in coordinating, managing and monitoring a wide range of developmental and humanitarian programs. It partners closely with various implementing partners such as the departments of CTA and other Tibetan civil society organisations.

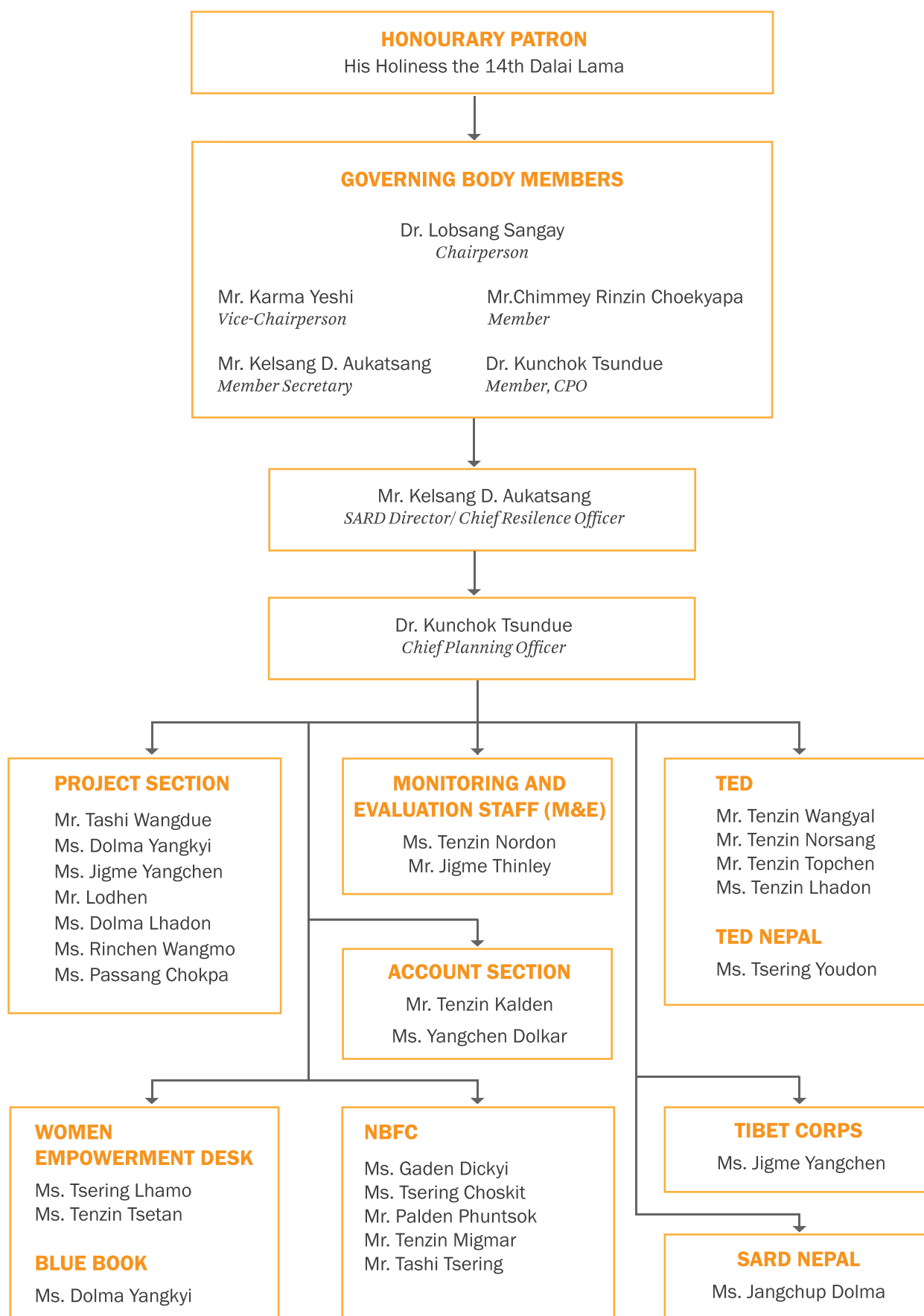
SARD is permitted by the Government of India to receive tax-exempt foreign contributions for relief, development and education programs.

SARD PROGRAMS 2016-2017



TOTAL EXPENDITURE: ₹ 29,06,42,576.24 (\$4,458,457.19)

SARD ORGANISATIONAL CHART





OVERVIEW



ACCESS TO ENTERPRISE FINANCE

To address the critical need of the Tibetan enterprises for start-up and expansion capital, the program will increase access to finance in India through establishment of a pilot revolving loan fund and registration of a local financial institution that will ultimately absorb the assets and liabilities of the pilot loan fund. Findings from a USAID funded study conducted by Dalberg Global Development Advisors found that the regulatory climate is conducive and there is good potential to establish a financially viable Tibetan financial institution in India. Establishing a financial institution is intended to provide a stable and sustainable source of savings and loan services to the full spectrum of Tibetan business owners and entrepreneurs in India, most of whom are unable to access the Indian banking system due to their refugee status.

CTA's Department of Finance has begun the process of registering and setting up an autonomous Non-Banking Financial Company (NBFC) called Gangjong Development Finance (GDF) Private Ltd. A team of Tibetan staff has been recruited to form an enterprise finance team under the Social and Resource Development Fund (SARD). A Managing Director is currently being recruited. An office for the team will be established on the CTA campus in Dharamsala, and a customized financial services management information system (MIS) is being designed by an IT consultant.

The first round of loans from the pre-NBFC pilot loan fund were made to almost 1000 sweater sellers. The second round in 2018 will provide loans to both sweater sellers and small Tibetan businesses. Application for NBFC license will be filed in 2018.



AGRICULTURE DEVELOPMENT

Majority of the Tibetans in India are settled in 12 agriculture based settlements across India in different states. Since the establishment of Tibetan settlements and till late 1990's, agriculture continues to be one of the most important economic activities in the Tibetan settlements. Because of mono-cropping and dependence on chemical fertilizers year after year for last many decades, there is general decline in soil fertility, drastic increase in the cost of cultivation and low incomes from agriculture. Although over 40% Tibetan households in South Asia engage in small scale agriculture, farming accounts for less than 10% of aggregate household income. Low-value crops, lack of value addition, and poor market linkages present significant opportunities for households and small agribusinesses to increase income from farming. Motivated and determined farmers are now old and are unable to do farming whereas youngster in general are less interested in agriculture due to low income coupled with it being labour intensive and other factors attributing to the general overall decline in choosing agriculture as an occupation. However,

52 % of settlement youth surveyed in 2010 reported strong interest in pursuing agriculture if they are given opportunity to adopt more advanced farming methods and marketing strategies, they are willing to experiment with crops that have good agribusiness potential.

The Department of Home's agriculture program aims to revitalize agriculture development in targeted Tibetan settlements by identifying new opportunities for value addition and marketing of both conventional and organic cash crops. Efforts are underway to transform Tibetan agriculture from farm production to an agribusiness model. Value chain and demand analysis are being conducted in four agro-climatic zones of India and two in Nepal, led by experts experienced in linking high value agriculture with markets. Experts are also assessing the feasibility to strengthen the Bylakuppe Organic Research and Training Center (ORTC) and three regional centers that can demonstrate value addition and facilitate collective marketing of organic products.



ARTS AND CULTURE

In the area of preservation of Tibetan arts and culture, CTA currently has four major initiatives: the Tibetan Institute of Performing Arts, establishment of the new Tibet Museum, setting up the new Himalayan Buddhist Library and Cultural Center in Nepal, and the establishment of a Tibetan Arts and Culture Fund.

Tibetan Performing Arts Revitalization: Founded by His Holiness the Dalai Lama in 1959, the Tibetan Institute of Performing Arts (TIPA) in Dharamsala is the most prominent institution in exile preserving Tibetan classical performing arts, folk song and dance traditions, and traditional opera. The institute currently employs 50 performing artists, composers, choreographers, and production staff, and stages performances in India and abroad. CTA provides support for pre and in-service training for TIPA artists, training for local opera association artists, a traditional opera festival and facility improvements. A major assessment of the organization and its program was undertaken in 2017 and a strategic roadmap for strengthening TIPA was developed..

Tibet Museum: The current Tibet Museum located adjacent to the main temple in upper Dharamsala is tiny, has a limited focus in terms of content, and does not have an archive section. However, it still attracts close to 80,000 visitors a year. There is an urgent need for a larger museum and program expansion. The CTA is constructing a new Tibet Museum located in the CTA campus in Dharamsala.

This largest museum of its kind in the Tibetan community will educate visitors on Tibet's history and culture to promote better understanding and appreciation. It will serve as a repository of cultural and historical artifacts and celebrate what is unique about Tibet and Tibetan culture.

Tibetan Arts and Culture Small Grants Fund: The Department of Religion and Culture established a Tibetan Arts and Culture Fund. The fund invites applications from Tibetans working in areas of both traditional and contemporary arts and culture, including metal work, painting, sculpture and carving, music, dance, astrology, medicine, the literary arts, and Tibetan language. Grants ranging from \$750 to \$10,000 are awarded for specific projects or as support to individual practitioners. In the first year of the program in 2017, the program received over forty applications and grants were awarded to thirteen organizations and artists.

Himalayan Buddhist Library and Cultural Center: In Nepal a cultural center is being established with the mission of preserving Tibetan-Himalayan cultural heritage and strengthening cultural ties between Tibetan and Himalayan communities. The new center will house a library and will organize cultural events, lectures and seminars, offer language classes, award cultural research fellowships, etc. The possibility of establishing such a center in either Kathmandu or another location in Nepal is being actively explored.



COMMUNITY HEALTH IMPROVEMENT

Many Tibetans in India and Nepal are unable to access affordable quality health care, and health prevention and disease control initiatives often fail to reach communities with high levels of effectiveness. The Tuberculosis (TB) incidence rate of Tibetans in South Asia is among the highest in the world, and recent studies show that Hepatitis B prevalence is equally high. Many women and children do not have access to maternal and child health services, leaving them vulnerable to preventable diseases and death. Lack of awareness about diseases and good preventive practices contributes to poor treatment adherence and high prevalence rates of communicable diseases such as TB and Hepatitis B, as well as non-communicable diseases such as diabetes and stomach cancer, and the majority of Tibetans remain uninsured for emergency secondary and tertiary care.

Since 1981 the CTA Department of Health (DOH) network of 50 primary health centers, hospitals, and rural clinics has provided primary health care, preventive health services, and referral services for Tibetans living in settlements across India and Nepal.

In 2015, the DOH received additional United States government funding to address community health challenges more effectively and sustainably. The funds have helped build DOH capacity to provide universal

access to affordable quality health care and financial protection against impoverishing illness, in particular those that impact maternal, child, and TB related mortality. Key strategies are strengthening the Tibetan Medicare System (TMS); improving the quality of TB care and reproductive, maternal, newborn, child, and adolescent health (RMNCHA) services; social and behavior change communication (SBCC); and improving utility and operations of the DOH Health Information System (HIS). To increase long-term financial sustainability DOH is designing an improved integrated health financing model based on a comprehensive assessment of the DOH health system.

In 2016 a comprehensive diagnostic assessment was completed on the DOH health system as a whole, including separate studies of RMNCHA services, TB care, SBCC practices, HIS operations, health workforce capacity, and the existing health financing model. A five-year road map of interlinked strategies in each area of study was developed and is being currently implemented.

DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE

Democracy, Human Rights and Governance program aims to promote and protect the human rights and fundamental freedoms of the Tibetan people and support human rights defenders both inside and outside Tibet. It seeks to strengthen the capacity of Tibetan institutions and governance including the CTA. Programs include activities to strengthen democracy, governance, information and international outreach, research and protecting and providing protection and shelter services to newly-arrived Tibetan refugees.

Major initiatives under this program include the Tibet Policy Institute (TPI), TibetTV, the support provided by the Departments of Health and Religion and Culture to support human rights defenders with living stipend, medical care to Tibetan torture victims and scholarships for traditional education. TPI serves as an intellectual hub and platform for Tibetan scholars across the globe to

articulate their argument on the issue of Tibet and shape the perception of the international community and the policies of the various governments regarding Tibet and the Tibetan people. TPI organizes symposiums where it invites scholars and researchers to discuss various issues related to Tibet. A particular effort is made to convene young Tibetan research scholars and provide a platform to share their research and findings. It also provides support for Tibetan scholars to attend international conferences and meetings. TibetTV, a Web-based TV, was launched in August 2016 to cover and to broadcast news, teachings, cultural programs, education on democracy and activities of the CTA. The service features daily evening news in Tibetan, weekly news bulletin in English and Mandarin. A larger and more modern TibetTV studio is under construction in Dharamsala. Future plans also include developing more content and offering round the clock and more live coverage online.





ENTREPRENEURSHIP AND MSME DEVELOPMENT

CTA launched the Tibetan Entrepreneurship Development (TED) in 2013. The initiative aims to build a supportive ecosystem of interlinked nonfinancial business development services and networking opportunities for entrepreneurs aspiring to start or grow their businesses. TED's strategy in India begins with pre-incubation training and mentoring for potentially scalable businesses (PSB), through which they validate their initial business ideas, develop and refine business plans, and bridge knowledge and resource gaps relevant to their business ideas. After completing business plans PSBs receive continuing mentorship and business development support during a period of virtual incubation during which TED links them with experienced mentors, marketing specialists, and technical advisors. New and aspiring PSBs are invited to enter TED's annual business plan competition, through which they are eligible to receive seed funding for their businesses.

TED also supports micro and small-medium enterprises (MSMEs), including informal sector family businesses that have limited potential to scale up but have scope

to increase their competitiveness and profitability. TED organizes annual entrepreneurship conferences and establishes entrepreneur hubs to increase information sharing and networking opportunities for PSBs and MSMEs.

In Nepal, the program offers a similar set of services to new and aspiring PSBs including an intensive three-week training courses and support for research, business idea testing, business plan development, seed funds, free office space, and mentorship support for selected start-ups. Those who complete business plans will participate in a business plan competition similar to the one held in India, at which they will make presentations to panels of experienced judges. Entrepreneurs with promising business plans will receive seed fund awards for start-up investment or early stage expansion and will be given access to physical office space from which to launch their business plans. Existing MSMEs receive case-specific services such as market research and legal support, identified through consultations with business development consultants.



EDUCATION

The Department of Education (DOE) supports key basic education strengthening priorities of the CTA, and providing access to higher education. The core areas of focus are: early grade reading skills; training and professional development for teachers and educators; science and math education; implementation of the CTA's basic education policy, and scholarships.

Early Grade Reading Skills Improvement: Although Tibetan is the medium of instruction in Tibetan primary schools many children do not attain adequate levels of reading comprehension in their mother tongue, reducing their ability to acquire other skills and knowledge at later ages. Reading and reading-related activities are generally not scheduled as part of the daily curriculum and access to grade-appropriate, high quality reading materials is extremely limited. To address these challenges DOE introduced the Tibetan Early Grade Reading (TEGR) program in 2013, a multi-component initiative that has supported production of the first Tibetan language graded reading series; Tibetan translations of high quality children's books; installation of classroom reading corners with grade-appropriate Tibetan reading materials; EGR training and mentoring for primary teachers and librarians; improvement of school library collections; EGR workshops for parents; and design of an assessment tool to measure improvement in early grade reading skills.

Teachers and Educators Training and Professional Development: DOE's efforts here include a pre-service teacher training course, teacher reading corners for school-based professional development, a 20-month pre-service training course for pre-primary teachers, a sensorial teaching aids program in five pre-primary schools, and new Tibetan-medium math textbooks for grades 6-7.

Science and Math Education Strengthening: Science and math learning continues to be a challenge for many Tibetan children and remains a key priority for DOE. Programs include supplementary science lessons that provide students with innovative learning materials; an exhibition for students to create working science models; and science teaching assistant internships for ten students to enhance their interest in scientific research.

Basic Education Policy Strengthening: DOE is committed to further strengthening the implementation of its basic education policy (BEP). Programs include physical renovations to schools and thereby making them more BEP-friendly, strengthening the teaching and learning of Tibetan language, and BEP awareness activities.

Access to Higher Education: Despite universal access to basic education and high enrollment rates in Tibetan schools, access to tertiary education remains a major challenge for the approximately 1,200 students who graduate from Tibetan schools each year. DOE provides over 600 new scholarships each year to enable Tibetan college and graduate students access higher education. It introduced a new merit-based system that increased incentives for students to improve their performance on national board exams. The Department also provides test preparation coaching for secondary students to prepare for national board exams and competitive medical and engineering school exams.

Counseling: The DOE has a guidance and counseling section which provides services to students and parents of Central Tibetan School Administration and Sambhota Tibetan School Society schools. The program framework is adapted from the ASCA National Comprehensive Counseling & Guidance Model and includes personal/ social development, academic development, and career development. Topics covered includes decision-making, life-long learning, goal setting, time and task management and employment seeking skills. The program has zonal offices and staff in South (Mundgod) and North East (Darjeeling) India.



INSTITUTIONAL CAPACITY DEVELOPMENT

Established by His Holiness the Dalai Lama in 1959, the Central Tibetan Administration (CTA) in Dharamsala, India, is the primary institution serving Tibetans in exile, with offices and operations throughout the world, including ten offices overseas and offices in 54 settlements located across South Asia. In addition the CTA oversees operations and coordinates services of 72 Tibetan schools, 43 clinics and primary health centers, 7 hospitals, 13 elder homes, two reception centers for newly arrived refugees, and dozens of charitable and cooperative societies located in Tibetan settlements and other diaspora population centers. Led by democratically elected representatives, the CTA plays a vital role in ensuring essential services reach Tibetans in South Asia, maintaining the cohesiveness of Tibetan communities around the world, and sustaining the cultural heritage and identity of the Tibetan people as a whole.

The institutional effectiveness, capacity and sustainability of the CTA are critical both to ensure continuity of livelihood development strategies after program completion and to achieve community self-reliance over

the long term. Key systemic improvements combined with broad organization-wide human resource development can substantially increase CTA effectiveness at achieving immediate objectives and longer term goals.

CTA's institutional capacity development program supports capacity strengthening needs of key CTA and Tibetan institutions in exile. A key ongoing effort is organizational development assessments (ODA) and strategic planning of CTA departments and entities. The project is being conducted at three levels: 1) the organizational systems, efficiencies, and capacity needs of key CTA units particularly the Departments of Home, Finance, Education, and Health, and the Social and Resource Development Fund; 2) the overall systems, policies, and capacity constraints of the CTA as a whole; and 3) the organizational structure and capacity needs of CTA sub-units and affiliated organizations in India and Nepal. ODAs will produce organizational development road maps and strategic plans encompassing systems improvement, new systems building, staff training and professional development, and other capacity development priorities.



LEADERSHIP DEVELOPMENT

The CTA currently employs over 500 permanent administrative and technical staff. Only a handful of whom have received formal training in leadership or public administration, and few of whom have received professional development opportunities outside training provided by the CTA. As the older generation of career CTA administrators approaches retirement, the next generation of mid and senior ranking staff, many of whom were born in exile, will soon shoulder the responsibility of leading the CTA into a pivotal phase of institutional change. With the challenges facing the Tibetan people more serious than ever, the importance of CTA staff gaining the skills, tools, and knowledge needed for effective leadership has never been greater.

The leadership development program is supporting a vertically integrated strategy of CTA staff leadership

development that focuses on four target groups: senior and mid-level officials with managerial and administrative responsibility; junior CTA staff with potential to become future leaders; recent graduates aspiring to enter public service; and students at graduate schools, colleges, and secondary schools who are interested in public service and public leadership. Eleven types of short and long-term training courses, workshops, and graduate study opportunities aim to meet the respective needs these groups, and are interlinked to create a sequential continuum of leadership development for CTA staff at each stage of service and pre-service preparation. The program also provides leadership development opportunities to leaders within the Tibetan civil society: representatives from schools, NGOs, monastic community, cooperatives, etc.

PARTICIPATORY COMMUNITY DEVELOPMENT

in 2016, SARD's planning department and the Department of Home introduced a participatory approach to community development in Tibetan settlements intended to ensure livelihoods strategies meet community-specific needs and challenges, improve inter-sectoral integration, and increase sustainability through stronger local ownership of program investments and outcomes.

During Participatory Needs Assessment (PNA) meetings community members identify self-perceived local development needs and priorities. Based on the nature of local needs and priorities identified through the PNA process, DOH and SARD assemble teams to visit each settlement to conduct technical and cost analyses of community-identified investments. Following site visits community-driven integrated settlement development plans (CD-ISDP) are being developed for the settlement. CD-ISDPs will be created for as many Tibetan settlements as possible in stages over the five-year period of the TSRR Program (2017-2021). In year one the PNA process was introduced in four pilot settlements in India and one in

Nepal, after which CD-ISDP tools and guidelines will be reviewed and revised based on practical lessons learned, to ensure the methodology is as effective and locally appropriate as possible. Each CD-ISDP will be reviewed for adjustment and updated as needed.

It is expected that increased community participation in needs assessment and planning will significantly improve the quality of CTA project identification, planning, and implementation at the local level. Beneficiaries and community stakeholders are expected to feel greater ownership of CTA and donor-supported initiatives and to become more actively involved in ensuring successful outcomes, cost effectiveness, and long-term sustainability of investments they have participated in identifying and prioritizing themselves. The new approach is also expected to increase CTA capacity for effective development planning, resulting not only in better use of community resources in the immediate term and beyond, but increased self-reliance of Tibetan communities over the long term.



WOMEN EMPOWERMENT

The Women's Empowerment Desk (WED) aims to ensure gender perspectives are incorporated in the design, implementation and monitoring of all of CTA's program activities. It works to ensure women and men participate in and benefit equally and strengthen CTA capacity to address key issues facing Tibetan women and girls. The latter include gender stereotypes and social attitudes toward the role of women in society, workplace, and home; low participation of women, and limited incorporation of women's perspectives in public decision making; poor community awareness and education about issues of gender equality, sexuality, sexual health and sexual and gender based violence.

A major responsibility of WED is to ensure that the revised Tibetan Women's Empowerment Policy announced on February 2, 2017 is implemented to the fullest extent possible. The revised seven-point women's empowerment policy outlines seven key points in its stated objective of making Tibetan women equal partners

in all aspects of Tibetan society. The points include Women and Human Rights, Education, Health, Economy, Governance and Leadership, Social, and Sexual and Gender-based Violence (SGBV). On Sexual and Gender-based Violence, the Kashag has promised to adopt a zero tolerance policy. It further promised to sensitise community members on SGBV and establish a redressal mechanism for those who have experienced gender based harassment and discrimination.

At the first ever CTA-organised Tibetan Women's Empowerment Conference in Dharamsala on 21st February 2017, the 340 participants submitted many good recommendations on the effective implementation of the clauses of the revised Tibetan women's empowerment policy. The WED team under the guidance of an advisory committee established by the Kashag is in the process of implementing as many of the recommendations as possible.



WORKFORCE DEVELOPMENT

In 2012 with USAID funding the Dharamsala Tibetan Career Center (DTCC) was established to increase job competitiveness and employment. Managed by the CTA Department of Home, the center provides employable skills training, career counseling and job placement services for unemployed youth, recent college graduates, and recent arrivals from Tibet. DTCC is complemented by the Department's larger Institute for Small Trade and Learning (ISTL) in Bangalore, a center established in 2003 and that provides vocational training for unemployed youth with a focus on school dropouts unable to pursue higher education. Both centers deliver vocational skills training, career counseling and job placement services. DTCC offers skills training in professional hairdressing; a range of computer skills including web design, digital photography, Photoshop, and accounting software; and employability skills such as resume writing, job search, interview, and professional communication skills. ISTL offers skills training in cooking, hotel management, English language, basic business, and bookkeeping. DTCC also conducts career awareness workshops for youth and parents in Tibetan settlements, schools, and student hostels.

One of the major activities being funded by the USAID under the TSRR Program is the designing and development of a high quality workforce information system (WFIS) database at the main office of the Home Department in Dharamsala. The WFIS will maintain standardized information on key characteristics of the Tibetan workforce in India and Nepal including current employment status, age, gender, academic and professional qualifications and career aspirations. After baseline data is entered, settlement office staff will be trained to provide biannual reports from their respective settlements to update WFIS, and data users at the Department will be trained to generate reports and analyze WFIS data for project planning and monitoring. This information is currently unavailable and is expected to significantly improve the quality of future workforce development planning and monitoring.

The 15th Kashag has constituted a team to draft a CTA workforce development policy.





SARD REPORT: KEY ACTIVITIES 2015-2016

TIBETAN ENTREPRENEURSHIP DEVELOPMENT (TED)

- The first student entrepreneurship club was established and TED provided entrepreneurship awareness program to over 500 students. At the end of the training, the students were able to draft a business model and a prototype which they presented it to the school.
- TED aims to build an enabling eco-system for Tibetans in the India diaspora through providing end to end entrepreneurship development assistance. For the first time TED provided pre-incubation training to seven entrepreneurs along with legal support and seed funding. Out of seven, four entrepreneurs successfully started their business and remaining three are in the pre start up stage.

TED also successfully organised the first Tibetan Entrepreneurs Game Changers Conference in Dharamsala from August 30 to September 1, 2015. The two day conference featured 16 speakers and a total of 75 participants.

Representatives from the Government of India's Ministry of Skill Development and Entrepreneurship participated in the conference. The conference brought together stakeholders of the Tibetan Entrepreneurship ecosystem and created a vibrant platform for healthy and constructive discussion on the development of the Tibetan entrepreneurship community. The conference also organised an investment award competition which had 23 participants competing for a total award sum of Rs. 15,00,000. There were 4 winners from the investment competition and they were awarded cash prize according to their business needs. Below is the list of winners:

SL. No.	ENTERPRISE NAME	BUSINESS TYPE	PRIZE MONEY AWARDED
1	Omalaya	Tours & Travel	4,00,000
2	KA Team	Mobile Application Developer	3,00,000
3	Tibetan Tech	Web Development	3,00,000
4	Pain Free Physiotherapy	Health Sector	1,00,000

WORKFORCE DEVELOPMENT

- 92 youth completed the training at ISTL, Neelamangla. Setting up of a training institute and providing access to skills and placement to the unemployed and school drop out youth has been regarded as one of the notable achievements of CTA. While skill development is at the heart of the programme, there is considerable emphasis on building positive values, leaderships and aspirations in youth. The time spent at ISTL has helped youth succeed as workers, entrepreneurs and citizens. One of the trainees developed ISTL's website <http://istlneelamangla.in/>. In 2015-16, 84% got job placement immediately after completion of their course in grooming industry and IT sector in different parts of India while the rest were yet to firm up their future plans.

- After the revised Revolving Loan Fund (RLF) rules, Regional and Centre RLF committee facilitated micro credit loan to 19 beneficiaries (9 male and 10 female). Total amount disbursed was INR 22 lakhs. All the beneficiaries are successfully engaged in different income generating activities i.e. garment shop, taxi service, antiques shop, restaurant, stationary shop and noodle producers.

- 42 trainees of ISTL attended the guidance and motivational workshop conducted on April 22 and 23, 2015 on topics such as roles and responsibility of Tibetan youth, improving self-esteem, interview skills, teamwork, anger management and communication skills.

ACCESS TO HIGHER EDUCATION



Access to tertiary education remains a major challenge for the approximately 1,200 students who graduate from Tibetan schools each year. Many high school graduates are forced to seek employment, unable to afford the cost of higher education, and very few are able to gain admission to attend leading universities in India, or to pursue degrees in medicine, law, and engineering, for which tuition is often prohibitively expensive. Students aspiring to pursue medical and engineering degrees face the dual challenge of high tuition fees combined with highly competitive entrance exams to gain admission, and as a result many do not even consider entering these professions.

Providing Tibetan college and graduate students with increased access to higher education continues to be a critical priority of the DOE and the number of scholarships have been significantly increased. The TSSR program alone provides 300 scholarships annually for Tibetan college and graduate students based on a merit-based system that increases incentives for students to improve their academic performance and national board exam results. DoE also provides preparation coaching for JEE and AIPMT exams so that more Tibetans can attend engineering and medical schools in India.

EDUCATION

ACCESS TO HIGHER EDUCATION

- 150 college scholarships were provided to graduating Tibetan high school students.
- 184 students and 18 teachers from three schools of Sambhota Tibetan School Arlikumari, Gulledhala and Kailashpuri located in Bylakuppe Karnataka state were provided with clean drinking water through DoE's installation of 3 large sets of 65 litre Aqua pure RO water purifier sets.
- DoE organized an intensive All India Pre-Medical Test (AIPMT) coaching program for twenty science students at Vidya Peeth Coaching Centre in Shimla from March 25 to April 28, 2015 under the generous financial support from NCA.
- **A total of 2248 students and 150 parents in South India received career guidance and counselling through DoE's south zone career counselor and assistant counselor.**

Schools covered include CST schools in Mundgod, Bylakuppe, Gurupura and Kollegal; and ISTL Nelamangala. Program focused on the learning disabilities of the students. Topics covered were: self-understanding and self-esteem, how to set goals in life, dealing with peer pressure, learning disabilities and remedial teaching, substance abuse, life skills training, how to select a stream after class X and XII, importance of study skills, how to improve behavior, DoE scholarships and opportunities abroad.

- In February 2016, 149 students and 150 parents attended the College orientation program for class XII students conducted in four major south Tibetan settlements of Doeguling Mungod, Rabgyaling Hunsur, Dekyi Larso and Lungsum Settlement Bylakuppe, and Dhondenling Kollegal. Wide range of topics from choosing the right colleges, college's admission procedures, peer and parental pressure to different scholarship of DoE were covered and 600 career related booklets were distributed.

BASIC EDUCATION STRENGTHENING

To facilitate Tibetan children's learning and understanding of math concepts, the Department of Education (DOE) produced an online math course for classes I to V <http://bodyiglobjong.com/chapter1-maths-video-teaching-for-class1/>. The Office of Education Council for Tibetans within DoE formed a teaching planning committee.

An experienced math teacher was hired to teach the course. The final recorded teaching was carefully reviewed by the committee members. 3250 DVD sets of the course were produced and distributed to all primary Tibetan schools in India and Nepal. DOE also produced an online math course for primary classes and is available on <http://bodyiglobjong.com/>

Infographic: Education 2015-2017 ►

1,750

TIBETAN CHILDREN RECEIVED FULL-TIME
FORMAL EDUCATION AT TCV SUJA AND
TIBETAN HOMES FOUNDATION. 2015-16



700

ORIENTATION BOOKLETS DISTRIBUTED
TO THE COLLEGE ORIENTATION
PROGRAM PARTICIPANTS IN INDIA.
2016-17

3,271

MONKS AND NUNS RECEIVED
NON-FORMAL EDUCATION SCHOLARSHIPS
AT 56 TIBETAN TRADITIONAL LEARNING
CENTERS LOCATED THROUGHOUT
INDIA AND NEPAL. 2016-17



15

NEW COMPUTERS AND
ACCESSORIES WERE PURCHASED
FOR TIBETAN TRANSIT SCHOOL. 2015-16

2,248

STUDENTS AND 150 PARENTS IN SOUTH
INDIA RECEIVED CAREER GUIDANCE
AND COUNSELLING. 2015-16

39

READING HORIZON SOFTWARE
INSTALLED AT MEOWON PETOEN
SCHOOL TO RAISE ENGLISH LANGUAGE
PHONOLOGICAL AWARENESS. 2016-17

150

REPRESENTATIVES OF MONKS AND NUNS
FROM THE DIFFERENT RELIGIOUS
SCHOOLS IN INDIA, NEPAL AND BHUTAN
ATTENDED THE 3 DAYS TRADITIONAL
EDUCATION CONFERENCE. 2015-16



401

STUDENTS ATTENDED
CAREER AWARENESS PROGRAM
IN CST MUNDGOD. 2015-16

24

PHYSICAL TEACHERS FROM 21 SCHOOLS AND
3 INDEPENDENT CANDIDATES ATTENDED THE
7 DAYS PHYSICAL EDUCATION WORKSHOP.
2015-16

ACCESS TO HIGH QUALITY EDUCATION OPPORTUNITIES

- **During the 2015-16 program year a total of 1,750 Tibetan children received full-time formal education upto Class XII at Tibetan Children's Village (TCV) in Suja (950 students) and Tibetan Homes Foundation (THF) in Mussoorie (800 students). The education of these students were supported by PRM funding.**

TCV Suja and THF are both residential schools that provide Tibetan medium instruction and special classes designed for new refugee students to integrate them into the formal educational system. As full-time boarding students, the beneficiaries of this activity were provided food, clothing, shelter, medicine, books and supplies.

- Newly arrived refugees who are ineligible to enroll in TCV Suja or THF Mussoorie due to their age are provided non-formal adult education at Tibetan Transit School (TTS). During the 2015-16 program period, 123 adult students between the ages of 18 and 35 enrolled in the vocational training program at TTS and participated in foundational courses such as English language training, Tibetan language training, mathematics, computer course, along with other courses. After students complete preliminary course work they are eligible to enroll in vocational training courses. They can study subjects such as culinary arts, thangka painting, tailoring, computer technology, as well as general curriculum course work. In addition, TTS provides students with food, shelter, medical care, as well as extra-curricular activities.

- 15 new computers and accessories were purchased for the computer language lab of the school. The new computer provided new advance features, easier accessibility and more computer knowledge for the 123 students of the school.

- 3,200 monks and nuns received non-formal education scholarships at 56 Tibetan traditional learning centers (TLC) located throughout India and Nepal. Learning centers (monasteries and nunneries) offer classes in both modern and traditional Tibetan subjects. Modern subjects such as the study of science and technology, mathematics, social sciences, and economics, are taught along with traditional subjects such as philosophy, ethics, and ritual practice. Classes are also available to learn both English and Hindi. Scholarships were provided to applicants according to the following criteria: 1) legal vulnerability due to lack of refugee or citizen status, 2) psychosocial vulnerability due to torture and/or persecution prior to arriving in exile from Tibet, 3) economic vulnerability due to lack of income, livelihood skills, modern education, or family support in exile, and 4) prior scholastic achievement as measured by yearly written examinations.

- 150 representatives of monks and nuns from the different religious schools in India, Nepal and Bhutan attended the three days traditional education conference at Palpung Sherabling Monastery, Bir from 21st to 23rd March, 2016. In the three days, they discussed and exchanged views among the participants and 30 different guest speakers on the topic of Commentary of Nagarjuna's Fundamental Treatise in Middle Way.

COMMUNITY HEALTH IMPROVEMENT

REPRODUCTIVE, MATERNAL, NEWBORN, CHILD AND ADOLESCENT HEALTH (RMNCH+A)

- **2,031 Tibetan women and nuns received reproductive and children's health education, covering topics such as women's reproductive health, essential antenatal care services, micronutrients, immunization, pre-natal and post-natal care, vaccination, etc.**

The CTA Department of Health collaborated with the Tibetan Medical and Astrological Institute to ensure that reproductive awareness talks were culturally relevant for participants. In the case of 200 nuns in nunneries in northern and southern India, reproductive health education included both modern and traditional Tibetan aspects of treating, preventing, and identifying issues related to women's health, in an effort to make awareness talks culturally appropriate.

- 409 pregnant women in India were provided essential services including free laboratory testing, micronutrients, along with antenatal care and safe child delivery services through the Department of Health's network of primary health centers in different settlements.

- **478 children under five years old received free vaccinations including MMR, Hep B, HiV, and Hep B immunoglobins D vaccine.**

154 children received traditional micronutrients. 169 children (31 from Dharamsala and 138 from Miao settlement) from poor families received special nutritional diet including fruits, milk and eggs. 621 children received oral health education, free screening and emergency treatment in remote region of Tenzingang, Tezu and Miao.

- 200 nuns in Dolmaling nunnery near Norbulingka Dharamsala received reproductive health awareness education including both modern and traditional Tibetan aspects in collaboration with Tibetan Medical and Astrological Institute.

TB PREVENTION, SCREENING AND TREATMENT

- 8991 students from 17 schools were screened for TB, of which 29 students were diagnosed with active cases of TB and they were treated in hospitals and TB centers under the CTA Department of Health. The active case finding screening yielded 324.27 TB cases per 100,000 students.

- Comprehensive TB awareness campaigns were organized in all schools during student screenings, in order to deliver TB outreach and awareness messages to students, thereby preventing the further spread of TB in schools. Respective school health center staff gave talks on TB prevention and TB awareness. 8991 students benefited from the awareness campaigns.

- 271 TB patients who could not afford the cost of Short Chemotherapy (SCC) received financial support for SCC, while 55 patients received support for Multi-Drug Resistance (MDR) TB treatment and 190 patients received nutritional supplements, including milk, eggs and fruits, to aid their recovery.

- Dr. Lobsang Tsering, DoH TB program director paid supervision and monitoring visit at four hospitals located in South India state of Karnataka namely Tso Je hospital at Bylakuppe, Phende hospital at Hunsur, DVT hospital at Kollegal and DRT hospital at Mundgod. During the visit Dr. Lobsang taught updated TB data variables to TB nurse, introduced the EPI - INFO software to TB nurse, and discussed TB generation and reporting.

HIV/AIDS CAMPAIGN AND MEDICAL SUPPORT

- In commemoration of the World AIDS day on 1st December 2014, the Department of Health (DOH) has allotted the whole month of December as the HIV AIDS Awareness month. Keeping in view that spreading awareness on HIV/AIDS to an unfocused general public may not be as effective as we envision, the department has decided to focus on a specific group of people every year as the target group to focus on in order to teach them about HIV and AIDS.
- 6 health care workers travelled to 16 sweater selling areas in 6 states of India on an HIV AIDS Awareness Campaign in December 2015.
- Early detection of the virus is of prime importance for effective treatment and to stop spreading it to others via sexual contact. In order to encourage people to get tested, the larger health hospitals and primary health centres under DoH offered free HIV testing and counselling conducted by trained health staff for proper counselling as well. More than 700 people were tested in 2015-16.



HEALTH EDUCATION AND TRAINING

- World Substance Abuse day (26th June) was observed in 17 refugee settlements and 20 schools throughout India, covering a large number of students and the general public. The day was observed through varied activities such as sports competition, drawing, presentations, and awareness talk by experts, quiz contest, essay and street march.
- 24 newly-arrived female Tibetan refugees at the Tibetan Transit School, and 30 newly arrived female students of Tibetan Children's Village, Suja, received two days of women's health education, conducted by the CTA's DoH in cooperation with Tibetan Medical and Astrological Institute (TMAI). Workshops focused on women's health issues such as sexually transmitted diseases, cervical cancer, diet and nutrition, general hygiene, and mental health, as well as tuberculosis, HIV/AIDS, and Hepatitis B.
- Mobile awareness campaign was conducted in five schools (TCV Lower, TCV Chauntra, TCV Suja, TCV Gopalpur and STS Chauntra) by Zidhey Khangsar. Rehabilitation team comprises of mentor and three substance abusers shared their life experiences.

ESSENTIAL HEALTH SERVICES FOR MOST VULNERABLE TIBETANS

3,552 of the most vulnerable Tibetan refugees in India received essential health services in 2015-16: 2234 destitute patients received essential medicine and lifesaving drugs, 673 poor Tibetans received emergency medical support, 106 Tibetans received monthly disability stipend, 388 received elderly support, 21 torture victim survivors received medical care, 104 mentally ill patients received medical support, and 26 substance abuse patients received rehabilitation and treatment.

Infographic: Health 2015-2017 ►

2,031

TIBETAN WOMEN AND NUNS RECEIVED
WOMEN HEALTH EDUCATION. 2015-16.

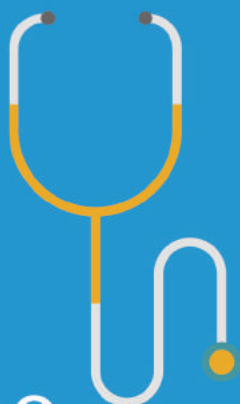


1,131

CHILDREN RECEIVED VACCINATIONS
AND NUTRITIONAL SUPPLEMENTS.
2016-17.

8,991

STUDENTS FROM
17 SCHOOLS WERE
SCREENED FOR TB.
2015-16.



700+

FREE HIV TESTING AND
COUNSELLING CONDUCTED.
2015-16.



3,552

OF THE MOST VULNERABLE TIBETAN
REFUGEES IN INDIA RECEIVED ESSENTIAL
HEALTH SERVICES. 2015-16.

250

HYGIENIC COMPOSITE TOILETS
WERE CONSTRUCTED IN
TIBETAN SETTLEMENTS IN LADAKH
2016-17.



365

VULNERABLE ELDERS RECEIVED
ELDERLY SUPPORT. 2016-17.



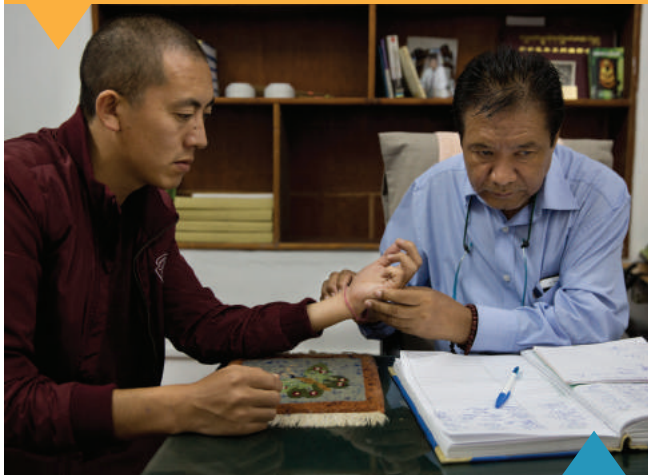
458

CHILDREN FROM RECEIVED
SPECIAL NUTRITIONAL DIET
INCLUDING FRUITS, MILK AND
EGGS. 2016-17.

311

TB PATIENTS RECEIVED
FINANCIAL SUPPORT FOR
THEIR TREATMENT. 2016-17.

TIBETAN MEDICARE SYSTEM



CTA's Department of Health launched The Tibetan Medicare System (TMS) on 1st April, 2012. The program works on the principle of community health Insurance by spreading the risk of healthcare expenses over a number of people so that the financial burden of unfortunate few who need healthcare is shared by the many fortunate who remain healthy. The system is built on Public Private Partnership model and creates a health fund across the entire Tibetan exile community.

Under Household plan, a family of five pay an annual member contribution of Rs 3,565 to receive an annual benefit coverage of Rs 100,000. The individual plan offers annual benefit coverage of Rs 50,000 for an annual membership fee of Rs 950. There are currently over 24,000 TMS subscribers.

DOH is partnering with USAID to continue building the capacity of the TMS team to further boost member enrollment, improve claims processing efficiency, and increase member satisfaction with TMS services. CTA also provides TMS membership subsidies to economically and socially vulnerable community members. Other improvements being considered are introducing the program in Nepal and to integrate TMS with parallel insurance schemes run by Tibetan school systems and other large Tibetan organizations.

WATER, SANITATION AND HYGIENE (WASH)

- In Phuntsokling Tibetan Settlement, Odisha three bore wells were completed in camps 1, 4 and 5 and submersible pumps were installed at camps 1 to 5 benefitting 2,550 residents. In Mungod, 100,000 litres overhead tank was constructed which now provides sufficient drinking water supply to the 820 residents of camp 6. A new bore well was drilled and water pipes and water taps were installed at the Dekyiling settlement. The project alleviated the drinking water shortage of 2,300 residents. New drilled bore well and installation of new submersible pump at the staff quarter at the Doeguling Mundgod Settlement office provided sufficient and easily accessible water for the 50 staff of the settlement office and other nearby registered organizations.

- In Tsering Dhondon settlement in Uttarakhand, two 3,000 liters water storage tank were purchased to provide sufficient drinking water to the 150 households of the camp. A new pipeline from water source at Naddi village to main water storage tank at Gangkyi was successfully completed. The project significantly improved the water flow and addressed water scarcity in CTA staff quarters and office buildings.

- 50 composite toilets (28 toilets in Jangthang areas covering 9 nomadic settlements and 22 divided among 12 camps of Sonamling settlement) were constructed at Sonamling and Jangthang Tibetan settlements in Ladakh thus helping 50 families and providing access to hygienic sanitation facilities that meet SPHERE standards.

- 68 (18 toilets from main program and 50 toilets from cost saving) toilets were constructed at Tuting Settlement in Arunachal Pradesh benefitting 68 families. 9 new toilets and renovation of 3 toilets at Kamrao settlement was also completed. 5 closed toilets for women, 3 closed toilets for men and 3 open urination toilets for men were constructed near the main gathering temple at Kollegal Tibetan settlement benefitting 3,670 residents of the settlement.

WOMEN EMPOWERMENT

- A women's empowerment workshop was organised at ISTL Neelamangalam for 82 participants in the June and October 2015. The workshop helped provide deeper knowledge about social conditioning for both boys and girls. It encouraged them to question gender based ritual and customs and find alternate ways of resolving issues. The workshop sought to instill confidence, risk taking ability and entrepreneurial attitude among the youth.
- Workshop on sexual harassment at work place was conducted at the Dharamsala Tibetan career centre (DTCC) with 25 participants.

LEADERSHIP DEVELOPMENT

- A seven-day leadership training was held from December 26 2015 to January 2, 2016 at the Tibetan Children's Village, Lower Dharamsala. A total of 31 schools comprised of fourteen Central Tibetan Schools (CST) schools, eight TCV schools, two Tibetan Homes Foundation (THF) schools, three Sambhota Tibetan Schools Society (STSS), and three schools from Nepal participated in the training. A total of 297 students (154 females and 143 males) accompanied by 30 teachers (8 females and 22 males) participated in this workshop. The students were selected on the basis of academic performance in their respective schools. A wide range of topics on leadership skills were covered by different speakers and there were interactive sessions with all the speakers.

DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE

- The Middle Way Approach (MWA) Program aims to educate younger Tibetans and general masses with improved and effective advocacy and training skills on MWA as the most viable and feasible solution to address the urgency of the situation inside Tibet.
- There was significant increase in awareness among the Tibetan youth on MWA as a result of the workshops and awareness campaign. 65% of the participants stated their key learning from the workshop was the Memorandum on the Genuine Autonomy for the Tibetan People, the official document presented to the Chinese government at the 8th round of talks between Tibetan representatives and their Chinese counterparts in China in 2008.
- The Office of the Reception Center provided basic shelter, food, clothes and health services to over 300 newly arrived Tibetan refugees who reached India. All received universal medical check-ups, including tests for infectious diseases such as TB, HIV/AIDS, and Hepatitis B.
- A ten-day diplomacy training workshop was provided for sixteen Representatives of various Offices of Tibet in Washington, DC in May 2015. Apart from the training, the participants also toured the White House, State Department, Voice of America, National Endowment for Democracy, and the International Campaign for Tibet.

2016-2017: KEY PROGRAM ACTIVITIES

MICRO, SMALL AND MEDIUM ENTERPRISE (MSME) DEVELOPMENT

TIBETAN ENTREPRENEURSHIP DEVELOPMENT (TED)

- **Three Student Entrepreneurship Clubs were established in two schools and one college with 32 students in each club, and TED provided entrepreneurship awareness programs to over 800 students.**

The TED initiative, in collaboration with the University of Maryland, developed the base model of the Student Entrepreneurship Club which creates awareness among students on entrepreneurship building with emphasis on practical and experiential learning through best practices and research based methodologies.

- The second annual Tibetan Entrepreneurs Game Changers Conference was organized by TED and attended by 77 participants from ten Tibetan settlements. The two-day conference featured talks and panel sessions on business innovation and social entrepreneurship, status of women entrepreneurship, legal requirements for doing business in India, and Indian government schemes to support entrepreneurship. The conference was preceded by three days of business plan “pitch” training and closed-door pitches by new and aspiring entrepreneurs participating in the conference’s business plan competition. On the final day competition finalists presented their business plans to a panel of judges and investment awards were given to two start-up enterprises selected by the panel.

- TED developed a scope of work for an assessment of TED, and hired Micro-Credit Ratings International Limited (M-CRIL) to lead the assessment. The purpose of the assessment is to produce evidence-based recommendations and to make improvements to TED’s technical approach and increase its effectiveness in catalyzing entrepreneurship and strengthening Tibetan MSMEs.

- The TED India team conducted an extensive outreach campaign in South India to create awareness about TED's pre-incubation training, business incubation, and mentorship services, the annual TED entrepreneurship conference and business plan competition, and entrepreneur seed funding opportunities. TED team members organized 1-2 day outreach events reaching a total of 1,057 people in Delhi, Bangalore, Mysore, Odisha, Mainpat, and five settlements in Karnataka. During outreach events participants were encouraged to apply for TED support, and received 14 applications from new and aspiring entrepreneurs.

- TED's entrepreneurship development facilitator conducted a similar outreach campaign in Nepal, where 464 people attended one-day events in six settlements of Kathmandu and Pokhara. Business consultants spoke on the scope and environment for entrepreneurship in Nepal, and successful Tibetan business owners gave inspirational talks.

- TED began collecting information to identify enterprise-specific business development needs of Tibetan MSMEs, with the goal of linking them to technical training programs and business development services offered by Government of India institutes and training centers. TED plans to establish partnerships and act as a coordinating body with institutions closest to Tibetan settlements so that MSMEs can access their services conveniently.

- A new entrepreneur hub (E-hub) was established in Mysore to provide a regular networking forum for local entrepreneurs and college students interested in business, with the goal of fostering entrepreneurship among students and young entrepreneurs. 30 participants attended the E-hub launch ceremony, after which E-Hub members organized a three-day networking event for 23 college students. Natio Cultus Consultancy delivered an introductory training on business plan development, and participants attended

discussion sessions on topics such as the importance of entrepreneurship in the Tibetan community and the scope for entrepreneurship and business opportunities in India. The Mysore E-Hub led by its own members will continue to meet on a monthly basis.

- TED began planning to offer entrepreneurship fellowships for recent graduates of business school and business-related graduate programs. Selected fellows will attend business leadership development programs at reputed incubation centers and entrepreneurship institutes in India for up to one year.

- In Nepal, an agreement was finalized between Lodrik Welfare Fund, TED, and Biruwa Advisors, a Kathmandu based consultancy specializing in small-medium enterprise development. Biruwa will support new and aspiring entrepreneurs with initial research, business idea testing, and business plan development through three-week training courses, followed by incubation services, mentorship, and a business plan competition. Biruwa will also provide business development services to existing small businesses to increase competitiveness and profitability in key areas of product development, marketing, and financial management. Support needs will be identified by business owners in consultation with TED and Biruwa consultants.

- The entrepreneurship awareness program was initiated in secondary level schools. The awareness program was conducted with students of class VIII to X. The duration of the awareness programs were half a day in all five schools (STS Petoen, Lower TCV, TCV Chauntra, STS Chauntra and THS Rajpur).

- 299 students from TCV Chauntra, 110 from STS Chauntra, 200 from TCV Lower Dharamsala, 29 from Petoen School and 210 from THS Rajpur attended the awareness training on entrepreneurship.

TED PROFILE: TENZIN JIGME
TIBETAN PHYSIOTHERAPY CLINIC



Jigme realized the urgent need of Physiotherapy in the Tibetan community and the awareness of the importance of physiotherapy in the Tibetan community. Jigme from a very young age dreamt of becoming someone who could serve the medical needs of the Tibetan Community. He took up science as his major in his high school and went on to graduate in Musculo-skeletal Disorder and sport Rehab (MPT). He is very passionate about physiotherapy and established the Pain Free Tibetan Physiotherapy Clinic in 2013 in Dharamsala.

Jigme is one of the seven entrepreneurs supported by TED. He received three months business development support at the O.P Jindal Global Institute at Sonapat, Haryana. He was also able to successfully register his business through the TED legal services and has received a total of Rs. 3 lakhs from TED in 2015 including a lakh in interest free loan.

Today, Jigme's clinic attracts over 200 patients per month. He plans to meet the growing demand by opening up branches in major Tibetan Settlements, providing employment opportunities to Tibetans and encouraging and training Tibetan youths in the study and practice of physiotherapy.

ACCESS TO FINANCE

- The Social and Resource Development Fund (SARD) began preparation to establish a Tibetan Non-Banking Financial Company (NBFC), and to launch a pilot revolving loan fund for sweater selling enterprises in India in 2017 as part of the NBFC registration process.

- As a first step toward recruiting NBFC staff, a two month training was organized at the CTA Human Resource Development Training Center in Lower Dharamshala. 16 trainees were selected from a pool of 45 applicants to attend the training, which began in December. Training topics included an overview of NBFCs in India, customer relationship management and public relations, credit appraisal and ratio analysis, loan pricing, quality and risk management, 'Know Your Customer' lending requirements, and legal aspects of loan recovery. Upon completion of the training SARD plans to select the six best qualified trainees to hire as future NBFC financial service officers. The training was provided by the Indian Institute of Finance and Banking and includes sessions by visiting trainers from the Kangra Cooperative Bank, State Bank of India, V. Nagarajan & Company, Basix, and Bandhan Bank.

- Upon completion of training SARD hired six trainees to work for the future NBFC. The new bank staff traveled to Jaipur and Gurgaon to conduct a survey of sweater selling enterprises; participated in two focus group meetings with sweater seller associations in Dharamsala and Ludhiana; studied the Fair Credit Reporting Act and income tax laws; and met with CTA Department of Home staff to learn about its portfolio of agriculture and youth support loans. SARD and VNC began analyzing survey and focus group data to inform loan product development.

- SARD contracted the chartered accountancy firm V. Nagarajan & Company (VNC) to provide technical and legal support to SARD in registering the NBFC and advice on loan product development and setting up loan management systems.

AGRICULTURE DEVELOPMENT

- Preparation began to plant 70 acres of intercropped organic mango saplings, guava, cashew, and pulses in Chandragiri settlement in Odisha. Barbed wire fencing and fence poles were procured to enclose agro-horticulture plantation boundaries, pits were dug for fence poles, and land measurement and initial tractor work started to prepare land for planting. 21 households are expected to benefit directly from cash crop production and marketing over the next five years. The plantation is expected to demonstrate a model of successful organic agro-horticulture intercropping that can be adopted by other households in the future.
- A scope of work was developed, and identification began of potential firms to lead the agriculture development assessment. The purpose of the assessment is to take into account new agri-market opportunities and changing demographics in rural settlements and produce evidence-based recommendations and contribute to organizational development plans for ORTC and an improved organic agriculture development policy for the Dept. of Home.
- **Planning began to plant 70 acres of organic mango and cashew trees in Mundgod settlement and 25 acres of fruit trees in Tenzingang settlement. All crops will be fertilized with organic vermicompost and other biofertilizers.**
- The Organic Research and Training Center in Bylakuppe began preparing demonstration plots for organic coffee and constructing new seedling nurseries for organic vegetables, horticulture, and medicinal and aromatic plants. Preparation also began to establish an organic seed bank, erect barbed wire fencing around the center, and renovate the staff quarters. Planning began for a training and exposure visit for 12 CTA agriculture extension officers (AEO), after which AEOs will provide organic extension services to farmers in their respective settlements. In addition, the center began the process of renewing organic certifications for more than 160 farmers, authorizing them to access organic markets and get premium prices for their organic products.



WORKFORCE DEVELOPMENT

- **Several short-term training courses were completed at DTCC and ISTL benefitting a total of 219 unemployed youth.**
- In 2016-17, 73 youth completed the training at ISTL. Out of 73 trainees (36M/37F), 52 received placements in various industries.
- Training courses at DTCC included two three-month hairdressing courses; a four-month course in web design skills; three one-month courses in Adobe In Design software; three one-month courses in Photoshop software; and a one-month training in Tally accounting software. All trainings were conducted at the DTCC training center in Dharamsala.
- Hairdressing courses included daily practice haircutting and styling and theoretical sessions on hair anatomy, hair analysis, hair treatment, and hair disorders. Short tutorials on make-up, personality development, and basic computer skills were also offered. Courses are affiliated with the Jawed Habib Foundation, which feeds trainees into its franchise of 184 unisex salons across 62 Indian cities. Out of 26 trainees, 8 accepted internship placements at a Jawed Habib salon in Aligarh and two gained employment at local salons in Dharamsala.
- Computer skills courses on software for website design, publishing design and layout, and accounting were led by experienced local trainers. 104 trainees completed computer skills training.
- 45 youth attended employability skills development workshops organized by DTCC at the Dalai Lama Institute of Higher Educational Studies and ISTL in Bangalore. Led by DTCC career counselors, the two-day workshops covered resume and interview preparation, interview skills, and personal development tools, and provided individuals with potential employer information based on individual career goals.
- DTCC career counselors visited 5 Tibetan settlements in Karnataka and two institutes in Bangalore where they conducted outreach events attended by more than 600 students and community members. The purpose was to increase awareness of DTCC services including vocational courses, career counseling, job placement, and parental counseling.
- Revolving loan fund (RLF) provided loans to 14 male and 8 female totalling 22 young people with total amount of INR 2,600,000. The income generation activities included carpentry, bakery, beauty parlour, restaurant etc.



EDUCATION

BASIC EDUCATION STRENGTHENING

- A two-year pre-service training course for eleven pre-primary teachers was initiated by the CTA Department of Education at Sherab Gatseling Transit School in Lower Dharamsala. The curriculum covers subjects including Montessori methods, early reading instruction methods, emerging early child education trends, Tibetan language training, basic computer skills, and training in musical instruments and drawing. Training in musical instruments and drawing intends to encourage creativity in teaching, and computer skills training aims to facilitate lesson planning and create opportunities for professional growth. Due to the lack of qualified pre-primary teachers in Tibetan schools in south India all trainees are guaranteed employment upon successful completion of the two-year course.

- Planning began to conduct an assessment of education strategies and challenges that will inform the Department of Education's programming through 2021.

- 39 student-teachers attended a pre-service training for middle school teachers, administered by the DOE in partnership with the Central University for Tibetan Studies (CUTS) in Sarnath. The four-year training course awards integrated degrees combining a B.Ed. with a B.Sc. or B.A. and training in English, modern pedagogy, and Tibetan language. Student-teachers sign agreements to teach in Tibetan schools for at least three years after completing the course. In addition to regular classroom lectures at the university, the trainees make educational field visits, attend seminars, and complete teaching practicums in Tibetan schools.

- DOE textbook editors continued drafting two new Tibetan medium math textbooks for grades 6-7. Editors completed the grade 6 textbook and the first two chapters of the grade 7 textbook.

- Planning and preparation began: to provide schools with new teacher reading corners and pre-primary sensorial teaching aids; provide innovative learning

materials for supplementary science lessons; organize a science exhibition and arrange science teaching assistant internships for students interested in scientific research; and conduct educational talks for community members on CTA's Basic Education Policy.

- 39 Reading Horizon software were installed and instruction was given in the pilot Meowon Petoen School to raise the level of the English language phonological awareness, reading fluency and comprehension. Before the intervention, a pre- test study was carried out to assess the level of phonological awareness, reading fluency and comprehension in two schools where one school will be benefiting from the intervention. A post intervention test will be conducted to gauge the improvement in level in the English language skills of the student in the pilot school of Mewoen Tsuglag Petoen school.

ACCESS TO HIGHER EDUCATION

- 198 students were selected for scholarships to pursue undergraduate, graduate and professional degrees at a wide range of colleges and universities across India. 61% of the 198 are female and 41% are master degree candidates.

- 1677 students and 176 parents in five southern Tibetan settlement namely Doeguling settlement, Mundgod settlement, Lugsam and Delar settlements in Bylakuppe, Rabgyaling received counseling on various career opportunities and available scholarships. The counsellors used lecture, individual counseling and group discussion. They also invited the settlement officers to give a motivational talk to the students and parents. The topics covered and discussed in the career awareness program were 1) choosing right college 2) peer and parental influence 3) Taking responsibilities 4) college affiliation and recognition 5) procedure in college admission 6) how to maintain cordial relationship with other students 7) documents required during admission 8) DoE scholarships.

- 38 (19 boys & 19 girls) school prefects received training on improving their leadership skills.
- 700 copies of orientation booklets and 600 copies of Handbook of Educational Institutions in India were printed and distributed to all the participants during the College Orientation Program.
- 24 physical education teachers from 21 different schools and 3 independent candidates attended physical education workshop organized by Department of Education in collaboration with Tibetan National Sports Association (TNSA) from 2 – 8 May, 2016 at the TCV Selakui Vocational Training Centre. Ten sports disciplines and allied subjects were covered by ten resource person during the workshop. Two separate and priority sessions on the Prevention of Sexual Exploitation and Abuse (PSEA) were covered for all the participants. Mrs. Manjushree Roy covered subjects such as sexual harassment of women at workplace and talked about the definition of sexual harassment, and Dechen Wangmo from the Women Empowerment Desk spoke on prevention of sexual exploitation and abuse.
- 401 students (215 male and 186 female) attended the career awareness program conducted in CST Mundgod from 22nd to 27th July, 2016 for the class IX to XII students. Topics covered in the program were - how to choose one's aim in life? Different streams after class X, DoE scholarship details, improving self-esteem, teamwork, how to improve positive attitude, anger management and communication skills.
- An Inter - House career quiz competition was held on 27th July, 2016 at CST Mundgod with participants' students from class IX and XII. The teacher and students from class VI to XII attended the program and helped them enormously in gaining knowledge on different types of course available after class XII and scholarship offered through DoE. 456 students (245 Male and 211 female) were presented in the quiz competition.

TIBETAN EARLY GRADE READING



Although Tibetan is the medium of instruction in all Tibetan primary schools many children do not attain adequate levels of reading comprehension in their mother tongue, making the transition to reading English more difficult and reducing their ability to acquire other skills and knowledge at later ages. Reading and reading-related activities are not scheduled as part of the daily curriculum and access to grade-appropriate, high quality reading materials is extremely limited. Early grade instruction tends to focus on memorization of grammar and calligraphy, and general awareness of the importance of early grade reading skills for later learning and educational attainment is low.

To address these challenges the Department of Education introduced the Tibetan Early Grade Reading (TEGR) program in 2013, a multi-component initiative that has supported production of the first Tibetan language graded reading series; translation into Tibetan of high quality children's books; installation of classroom reading corners with grade-appropriate Tibetan reading materials; training and mentoring for primary teachers and librarians; improvement of school library collections; outreach workshops for parents; and design of the Tibetan early grade reading assessment tool (TEGRAT).

STUDENTS COUNSELLING

- DoE Counsellors visited 13 schools and stayed for 4-5 days at each school. During these visits, the counsellors held guidance classes on topics related to career, academic and personal/social development. DOE counsellors conducted 15 - 20 guidance sessions in each school. At the same time, students were also able to schedule individual meeting with the visiting counsellors. The visiting counsellors also conducted psychological tests on students of classes IX to XII who had concerns about their interests or careers.

- A total of 822 (Boys-259, Girls-224) students from six schools attended sessions on awareness on scholarships and career opportunities conducted by DoE Counsellors.

PARENTAL COUNSELING

- 146 parents from five different settlements received parental counseling and guidance workshop. The session covered child care, teaching parents about the symptoms of child sexual abuse and what to do when it happens, and helping children in career decision making and investing money for higher education.



HIGH-QUALITY EDUCATIONAL OPPORTUNITIES

- 5205 newly arrived Tibetan children received full-time formal education up to Class XII at Tibetan Children's Village (TCV) in Suja (1031 students) and Tibetan Homes Foundation (THF) in Mussoorie (771 students).

- 132 newly arrived refugees between the ages of 18 and 35 who are ineligible to enroll into TCV Suja or THF Mussoorie due to their age were provided non-formal adult education at Tibetan Transit School (TTS). They attended foundational courses such as English language training, Tibetan language training, mathematics, computer course along with other courses.

- 3271 monks and nuns received non-formal education scholarships at 56 Tibetan traditional learning centers (TLC) located throughout India and Nepal. Learning centers at the monasteries and nunneries offer classes in both modern and traditional Tibetan subjects. Modern subjects such as the study of science and technology, mathematics, social sciences, and economics, are taught along with traditional subjects such as philosophy, ethics, and ritual practice. Following the successful completion of a one-year scholarship, recipients are eligible to reapply based on their academic performance. 67 monks and 12 nuns have successfully completed the 15 years of traditional monastery education.

WORKSHOP FOR ART TEACHERS

- The workshop was aimed at training 16 art teachers from various schools on contemporary skills related to art education. For children's holistic development art teachers plays a vital role in sharpening their creativity and innovative thinking, and it is also a great educational tool for teacher to understand the child's emotions. Teachers were also asked for suggestions on the specific topics they wanted to cover in the workshop for its effectiveness.

ZERO TB IN TIBETAN KIDS

ZERO TB



The incidence of tuberculosis (TB) among Tibetan refugees in India is 431 cases/100,000 persons, compared with 181 cases/100,000 persons overall in India in 2010. More than half of TB cases in these refugees occur among students, monks, and nuns in congregate settings. Children live in close quarters and share dormitories where there are no adequate ventilation. Even if one of them is infected with the disease, it communicated very easily to a relatively large number of students.

Amid rising cases of TB in Tibetan community, CTA, the Delek Hospital, John Hopkins Center for TB research and other organizations are supporting an unprecedented campaign called Zero TB in Tibetan Kids. The objective of the campaign is to reduce TB and MDR-TB in this population through the implementation of a model system of TB care. The long-term goal of the project is to eliminate TB disease in Tibetan children. The plan is based on improving TB diagnosis and detection of drug resistance, strengthening the disease case management, increasing the proportion of patients completing treatment, and outreach into high risk areas such as schools to identify and prevent the disease.

COMMUNITY HEALTH IMPROVEMENT

MEDICAL SERVICES FOR THE OLD AND INFIRM

- 365 vulnerable elders in 7 old age homes received medical treatment and special nutritional diet. Qualified Tibetan and Indian doctors from nearby hospitals visited the old age homes for medical checkups and those who needed serious medical help were referred to the nearest hospitals. Nutritious food in the form of chicken, mutton, dry fruits, eggs, and milks were provided to the elders in the elderly homes in the past quarter. Most of them are suffering from HTN, URTI, Gastritis, Arthritis, Joint Pain, Diarrhea, BP and others ailments.

REPRODUCTIVE, MATERNAL, NEWBORN, CHILD AND ADOLESCENT HEALTH (RMNCH+A)

- Under the RMNCH+A program a total of 1,131 children received vaccinations and nutritional supplements.
- 497 pregnant women were provided essential antenatal care services and micro nutrients through our primary health centers.
- 504 children aged under 5 received free vaccinations including MMR, Hep B, Hib and Hep B immune globins.
- 458 children in Miao, Hunsur and Dharamsala received nutritional supplement.
- 169 children received traditional micronutrient in the past quarters.

TB PREVENTION, SCREENING AND TREATMENT SERVICES

- World TB Day was observed on 24th March, 2017 in 43 settlements and schools in India. More than 36,842 people and school children participated in the event.
- The DoH organized 52 awareness workshop for school staff and 833 reproductive health awareness campaign for nuns.
- 311 TB patients received financial support for SCC and MDR treatment.

ESSENTIAL HEALTH SERVICES FOR MOST VULNERABLE TIBETANS

- 2677 of the most vulnerable Tibetan refugees in India received essential health services; 1749 (887 female and 862 male) destitute received essential medicine and life-saving drugs, 219 (115 female and 104 male) refugees received emergency medical relief and hospitalization support where 73% of them were between the age of 31 to 70, 106 (39 female and 67 male) disability stipend, 60 torture victims received medical support, 254 mentally challenged and epileptic patients were provided basic needs, 5 (2 female, 3 male) leprosy patients at Palampur leprosy home received stipend and 25 substance abuse patient were assisted and sent for recovery treatment at the rehab centers.

WATER, SANITATION AND HYGIENE (WASH)

- The Department of Health conducted sample survey in the two of the project sites area in Mundgod and Bir settlements for seventy two households in the settlement. The survey measured each target beneficiary's location from the water point intervention and it was reported that except for one household, all the beneficiaries are within 200m of the project intervention point.

- The Department of Health conducted sample survey in eleven camps in Ladakh settlements for forty households where composting toilets were constructed. They measured the distance between the toilet and dwelling. It was measured and reported that all the household toilets were within 50m from their dwelling.
- The replacement of the drinking water pipelines at the Bir settlement from the Gunehar Village to the main storage water tank was completed. It benefitted 3,823 people as drinking water projects were constructed in three camps in Bir.
- 3201 people benefitted from drinking water projects in three camps in Mundgod.
- 2413 people benefitted from construction of toilets in Hunsur.
- 250 hygienic composite toilets were constructed in Ladakh.

PARTICIPATORY COMMUNITY DEVELOPMENT

- Initial planning began on conducting regional orientation trainings, and the CTA Home Department announced the new participatory community development initiative at the annual meeting of all Tibetan settlement officers. Recruitment began of two full-time Tibetan Participatory Needs Assessment (PNA) facilitators to support and facilitate participatory community meetings. Work also began to identify experienced participatory development practitioners to deliver PNA training, develop a manual of participatory tools and guidelines, and support PNA meeting facilitation.

INSTITUTIONAL CAPACITY DEVELOPMENT

- Planning began on conducting a pilot Organizational Development Assessment (ODA) and strategic planning for the CTA Department of Finance and SARD. This pilot will then be followed by a similar project for all the other six CTA departments.

WOMEN EMPOWERMENT

- Planning began conducting gender sensitization trainings and workshops and recruitment of a new gender mainstreaming officer for the CTA Women Empowerment Desk.

- Women Self-Help Group (SHG) in Mundgod settlement was established. Before forming the SHG a pre-study was conducted. The Women Empowerment Desk (WED) staff visited the settlement and conducted a meeting with village leaders and settlement representative. The meeting identified the target audience.

FIRST EVER TIBETAN WOMEN'S EMPOWERMENT CONFERENCE



CTA organized the first ever CTA-organized 'Tibetan Women's Empowerment Conference in Dharamsala on 21 February 2017. The three-day event, an undertaking of Women's Empowerment Desk, was attended by more than 340 participants, including Tibetan nuns, lay women and men, and the entire Tibetan leadership in Dharamsala.

The objective of the conference was to hold a public discourse on the revised Tibetan Women's Empowerment Policy announced on February 2, 2017 by the Sikyong and the 15th Kashag and to solicit recommendations on the effective implementation of the policy.

The revised seven-point women's empowerment policy outlines seven key points in its stated objective of making Tibetan women equal partners in all aspects of Tibetan society. The points include Women and Human Rights, Education, Health, Economy, Governance and Leadership, Social, and Sexual and Gender-based Violence (SGBV). On Sexual and Gender-based Violence, the Kashag has promised to adopt a zero tolerance policy. It further promised to sensitise community members on SGBV and establish a redressal mechanism for those who have experienced gender based harassment and discrimination. As part of its commitment on women empowerment, the CTA also announced March 12 as Tibetan Women's Day.

LEADERSHIP DEVELOPMENT

- 52 CTA senior and mid-level officials in three cohorts attended a two-week leadership development course in leadership, management, and communication skills at the Jindal School of Government and Public Policy (JSGP) in Haryana. Co-designed by SARD and executive education faculty of the Jindal Institute of Leadership Development, the curriculum included sessions on developing a vision, leadership development in national, international, and industrial contexts, organizational development, decision making in uncertainty, the art of listening, emotional intelligence and anger management, public speaking and communication, dimensions of political leadership, maximizing human potential through behavioral competencies, work life balance and quality of life, building a winning team, change management, and leadership effectiveness. Trainers were professors from JSGP and the Jindal School of International Affairs, Jindal Global Law School, Jindal Global Business School, Jindal Institute of Leadership Development, and Jindal Institute of Behavioral Science.
- 26 CTA staff working in Tibetan settlement offices in India and Nepal attended a ten-day training at the Human Resource Development Training Center in Lower Dharamshala. Led by trainers from Himachal Institute of Public Administration (HIPA), and CTA officials, the training included sessions on project proposal preparation, conflict resolution, computer security and social media, effective communication skills, ethics in governance, financial budgeting and basic accounting, CTA letter and report writing protocol and CTA staff rules and regulations.
- 30 aspiring CTA civil servants, mostly recent graduates from college and graduate schools in India, began attending a pre-service public administration training program at Sarah College. The six-month course included classes on Tibetan language, history, and literature, Tibetan writing and calligraphy, Buddhist science, ethics, philosophy and religion, English language, and communication and presentation skills. Upon successful completion trainees will take the CTA civil service entrance exam, for which the course is designed to prepare them.
- Three Tibetan youth received CTA Public Service Scholarships (PSS) to begin MA degree programs at JSGP in Haryana and the Maharashtra Institute of Technology School of Government (MIT SOG) in Pune. Designed for college graduates who commit to at least five years of public service with the CTA, PSS are intended to increase the number of CTA job applicants with training in public policy and government. The two-year Master in Public Policy at JSGP focuses on quantitative and qualitative analytical skills, real world policy making processes, and managerial skills for public policy and administration. The one-year Master in Government at MIT SOG focuses on analytical skills and includes classes on law, public administration, governance, public policy, and political economy.
- 284 secondary school students from 30 Tibetan schools in India and Nepal travelled to Dharamshala during winter vacation to participate in a week of leadership training workshops, group activities, and seminars. Training topics included types of leadership and leadership qualities, roles and responsibilities of leaders, public service ethics, effective communications skills, and career options and pathways for future leaders. Students also visited offices of the CTA where they interacted with CTA leaders and received orientations about leadership in the context of public and community service. Organized by the CTA Education Department, student leadership training aims to develop youth leadership skills and inspire the next generation of educated youth to become future leaders in their careers and communities.
- The Dept of Home organized a 4 day workshop for settlement officers from various Tibetan settlements in India, Nepal and Bhutan. The objective of the workshop was to strengthen leadership capacity of Tibetan settlement officers representing CTA in various settlements. 43 settlement officers attended the workshop. Senior CTA officials were invited to speak during the workshop. The 4 day meeting-cum-workshop included a wide range of topics related to administration of Tibetan settlements. The focus as per the objectives was to offer information, skills, knowledge, fund raising, self-reliance and guidance on the working systems of CTA.

LEADERSHIP DEVELOPMENT PROGRAM



The CTA currently employs 518 administrative and technical staff, only a handful of whom have received formal training in leadership or public administration, and few of whom have received professional development opportunities outside training provided by the CTA.

One of the core objectives of the USAID-funded program is to strengthen the leadership capacity within the CTA and the exile community. Highlight of this program has been the partnership between the CTA and the OP Jindal Global University (Jindal) based in Sonapat, Haryana. Over 100 CTA staff attended a two-week leadership development program in cohorts of twenty. The program included sessions on developing a vision, leadership development in national, international, and industrial contexts, organizational development, decision making in uncertainty, the art of listening, emotional intelligence and anger management, public speaking and communication, dimensions of political leadership, maximizing human potential through behavioral competencies, work life balance and quality of life, building a winning team, change management, and leadership effectiveness. In addition to the CTA staff, a customised program was also provided to separate cohorts of Tibetan teachers, administrators of monasteries and nunneries, and executives of Tibetan cooperative societies.

CULTURAL INSTITUTION AND RESILIENCE STRENGTHENING

- A three-year pre-service training program began at TIPA for 31 newly recruited young artists. Classes included Tibetan opera, folk dance, traditional music, drama and Tibetan language. New artists received introductory training in Tibetan lute and flute playing and folk dances from different parts of Tibet, and assessed their own aptitudes for playing musical instruments and performing traditional dances. Tibetan classes are expected to enable artists to interpret the lyrics of opera and traditional songs when performing.

- A one-month training was organized for 24 senior TIPA artists on the structure and performance of western music. Artists learned the western musical notation system, practiced playing the Tibetan lute from sheet music, learned pentatonic scales on the guitar, piano, and bass, learned western drum rhythms, and practiced western music song writing. The training enabled artists to incorporate new musical skills and knowledge into the performance and composition of Tibetan music, expanding their creative potential.

- Start-up support was provided to the Himalayan Buddhist Library and Cultural Center in Nepal to begin creating a collection of library books and resources; purchase cultural artifacts, furniture, and office equipment; install lighting systems and new library flooring; and recruit a qualified Tibetan librarian and two librarian assistants

DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE

- The annual strategic planning meeting for CTA Chinese outreach team was organized in New Delhi. The meeting finalized publication of 3 books related to Tibet including a biography of a Tibetan political prisoner Tanak Jigme Sanpo and a book of FAQ on Tibet into Chinese language.
- Strategic Plan for developing international outreach strategies for South Africa, North America, South East Asian and Europe were held in Johannesburg, Washington DC, Dharamsala and London. This plans aimed to increase international profile of the Tibet issue and bring pressure on China by improving regional coordination between key actors for the defense of human rights in Tibet.
- The 12th Religious Conference of the Four Major Schools of Tibetan Buddhism and Bon Tradition was held at Dharamsala with an aim to increase the coordination between head lamas and khenpos in the diaspora.
- The Department of Home built 33 shelters for newly arrived refugees and elderly Tibetans at Bylakuppe.
- SARD coordinated the implementation of project activities of the Department of Health and Department of Religion and Culture funded by the European Commission through the Tibet House Trust in London. The program supported 400 Human Right Defenders (HRDs) who escaped from Tibet to India. Department of Health provided a living stipend, medical cover and other facilities to Tibetan torture victims now living in India. The department has also provided mentoring session on a monthly basis to HRDs. The Department of Religion and Culture, CTA provided monthly stipend of Rs 300 per person for 300 Human Rights Defenders to support their traditional education.
- 21 newly elected members of Tibetan Parliament in Exile (TPiE) attended a workshop from June 4 to 10, 2016 in Dharamsala. The members were provided information on the Charter of the Tibetan in exile, CTA governance, CTA's Middle Way Approach, rules and regulations, and code of conduct during the parliament sessions. The Parliamentarians had briefings with the Supreme Justice Commission, Parliament Secretariat, Kashag Secretariat, the seven departments and three Autonomous bodies of the Central Tibetan Administration as well as the Tibetan Medical & Astrology Institute, Tibetan Delek Hospital and the Library of Tibetan Works and Archives. The workshop enabled the newly elected MPs in familiarising themselves with the exile governance structure and process.
- Tibet Policy Institute organised a one-day conference on Tibetan language on International Mother language day on 21st February 2016. The primary aim of the conference was to invite Tibetan scholars and researchers to discuss about the issues related to Tibetan language, to collect and publish research findings and to create awareness about the status of Tibetan language amongst the leaders, working staff of the governmental as well as non-governmental offices, students and the general Tibetan population. More than 80 people participated in the conference.
- 60 participants attended the second Young Tibetan Research Conference from October 18-20, 2016 at CHTS, Sarah in Dharamsala. The conference, organized by The Tibet Policy Institute, aimed to bring together young Tibetan research scholars and share and discuss research findings. The conference theme was Tibet & Tibetan: Prospects and Challenges. It featured 40 presentations from the participating Tibetan scholars.



NEWS IN PICTURES



Participants of the first Young Tibetan Researchers Conference organized by the Tibet Policy Institute. Dharamsala, October 2015.



Participants of the first Young Tibetan Researchers Conference organized by the Tibet Policy Institute. Dharamsala, October 2015.



Kungo Sikyong at the inauguration of the newly renovated Tibet Museum on April 30, 2015



Newly elected Tibetan Parliamentarians of the 16th Tibetan Parliament receiving orientation on Tibetan democracy and governance in 2016



A joint monitoring visit by Ms. Bhaswati Chakravorty, an external consultant of NCA, along with YES and SARD project officer with ISTL staffs and trainees. January 2016



ISTL hairdresser trainees in Neelamangalam practicing their skills and watched by representatives from NCA. January 2016



A mobile exhibition on His Holiness the Dalai Lama organised by Tibet Museum in Tso Pema, HP. February 16, 2016.



Tibetans observing observing International Day against Drug Abuse on June 26th, 2016.



Paljor Secretary, Sikyong, Paljor Kalon and former SARD Secretary at the 2016 TED Gamechangers Conference



Dr. Kunchok Tsundue, Chief Planning Officer, with entrepreneurship experts at the 2016 TED Gamechangers Conference



SOIR-IM delegation visits SARD on Oct 13, 2016



Mr. Paul Seong from the USAID Mission Office in New Delhi with TIPA staff and students on Nov 20, 2016



SARD Director and CTA Chief Resilience Officer on a field trip and with residents of Sumdho, Changthang (Ladakh)



Sakina Batt, TibetTV English newsreader. TibetTV launched weekly news programs in English and Chinese in November 2016.



Prospective staff of the first Tibetan NBFC enrolled in a two-month training provided by the Indian Institute of Banking and Finance with Sikyong on December 2016



Jennifer Cole from the Bureau of Population, Refugees and Migration (PRM), US Department of State visiting a noodle factory in Bir Tibetan Settlement in December 2016



The board members and India staff of SOIR-IM with SARD and CTA staff. Jan 27, 2017



Board members and senior India office staff of SOIR-IM with Sikyong and Paljor Kalon in Dharamsala on Jan 28, 2017



Ms. Ann Marie Yastishock, Senior Deputy Assistant Administrator for Asia and Mr. Idris Diaz, Acting Mission Director in New Delhi visiting the Tibetan Career Centre in Dharamsala on Feb 9, 2017



USAID delegation meeting with the hairdresser trainees at the Tibetan Career Centre in Dharamsala



USAID delegation visiting the Tibetan Parliament chamber along with Paljor Kalon and Paljor Secretary on Feb 10, 2017



Tibetan delegation on a human rights lobbying visit to the various UN offices in Geneva. February 2017



Dolma Ling nuns reciting prayers to open the First Tibetan Women's Empowerment Conference. February 21, 2017



Sikyong addressing delegates of the Tibetan Women's Empowerment Conference Feb 2017



Construction of new housing in Bylakuppe for recent arrivals from Tibet supported by PRM. February 2017



CTA project staff receiving a training on project planning. March 30-31, 2017



Nepal TED Coordinator speaking at a TED outreach event in Nepal. March 2017



CTA project staff receiving a training on monitoring and evaluation from PRM officials from Nepal in Dharamsala on March 28-29, 2017



STATEMENT OF FINANCIAL POSITION

FINANCIAL YEAR	31.3.2016
ASSETS	
Fixed Asset	1,58,23,338.51
Receivables	7,65,566
Security Deposit	1,900
Cash And Bank	31,10,328.86
Fixed Deposit Investment	5,35,65,422
TOTAL ASSETS	7,32,66,555.37
LIABILITIES	
General Fund	1,81,48,097.10
Earmarked Fund	3,77,73,585.76
Fixed Asset Fund	1,58,23,338.51
Current Liabilities And Payables	15,21,534.00
TOTAL LIABILITIES	7,32,66,555.37

FINANCIAL YEAR	31.3.2017
ASSETS	
Fixed Asset	1,47,08,198.14
Receivables	7,38,937
Security Deposit	2,150
Cash And Bank	1,59,16,517.9
Fixed Deposit Investment	4,63,89,646
TOTAL ASSETS	7,77,55,449.04
LIABILITIES	
General Fund	2,42,68,210.80
Earmarked Fund	3,80,91,869.10
Fixed Asset Fund	1,47,08,198.14
Current Liabilities And Payables	6,87,171.00
TOTAL LIABILITIES	7,77,55,449.04

STATEMENT OF ACTIVITIES

FINANCIAL YEAR	31.3.2016	31.3.2017
INCOME		
Interest Received & Other Income	60,25,125.80	65,07,114.00
PROJECT INCOME		
NCA Project	2,17,76,547.00	2,47,52,249.05
PRM Project	14,60,94,963.00	14,68,64,322.62
USAID Project		3,84,30,130.00
SOIR-IM Project	34,53,345.00	62,40,498.00
FNF Project	59,12,040.00	36,72,664.00
EC Project	22,96,476.96	37,93,051.00
Les Amis Project	13,98,318.00	
Other project	81,48,570.01	49,77,073.00
TOTAL INCOME AND REVENUE	19,51,05,385.77	23,52,37,101.67
EXPENDITURE		
Administrative & Other Expenses	5,38,408.00	3,87,000.30
PROJECT EXPENDITURE		
NCA Project	1,77,63,735.00	2,77,50,599.88
PRM Project	13,97,72,047.80	15,30,34,692.60
USAID Project		2,46,68,429.00
SOIR-IM Project	42,29,500.00	86,45,123.00
FNF Project	50,77,023.00	44,42,507.00
EC Project	27,07,474.00	40,30,869.84
Les Amis Project	18,08,972.00	17,98,049.00
Other Project	54,23,227.01	40,41,434.01
TOTAL EXPENSES AND EXPENDITURE	17,73,20,386.81	22,87,98,704.63
TO EXCESS OF INCOME OVER EXPENDITURE	1,77,84,998.96	64,38,397.04

CERTIFIED SARD FINANCIAL STATEMENT

(Certificate to be given by Chartered Accountant)

I/We have audited the account of SOCIAL AND RESOURCE DEVELOPMENT FUND, CTA,
GANCHEN KYISHONG, DHARAMSALA, DISTT KANGRA, (H.P)-176215

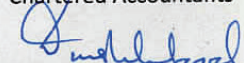
(name of Association and its full address including State, District and Pin Code, if registered Society, its registration Number and State of registration) for the financial year ending **31st March, 2016** and examined all relevant books and vouchers and certify that according to the audited account:

- (i) the brought forward foreign contribution at the beginning of the financial year was **Rs. 38,136,683.90**
- (ii) foreign contribution of/worth **Rs. 182,285,880.96** was received by the Association during the financial year **2015-16**
- (iii) interest accrued on foreign contribution and other income derived from foreign contribution or interest thereon of/worth **Rs. 6,029,057.80** was received by the Association during the financial year **2015-16**
- (iv) the balance of unutilised foreign contribution with the Association at the end of the financial year **2015-16** was **Rs 55,921,682.86**
- (v) Certified that the Association has maintained the accounts of foreign contribution and records relating thereto in the manner specified in section 19 of the Foreign Contribution (Regulation) Act, 2010(42 of 2010) read with sub-rule 17 of Foreign Contribution (Regulation) Rules, 2011.
- (vi) The information in this certificate and in the enclosed Balance Sheet and Statement of Receipt and Payment is correct as checked by me/us.
- (vii) The association has utilized the foreign contribution received for the purpose(s) it is registered/granted prior permission under Foreign Contribution (Regulation) Act, 2010.

Place: Shimla

Date: 09.09.2016

For K. N. Chandla & Co.
Chartered Accountants


(CA Dinesh Kumar Sood)

Partner

M. No. 088343

FRN. 001326N



Certificate to be given by Chartered Accountant

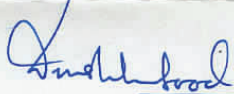
I/We have audited the account of Social and resource development Fund (SARD), (Paljor office, GangchenKyishong, Dharamsala, Kangra, Himachal Pradesh-176215, registration no182450041) for financial year ending 31st March, 2017 and examined all relevant books and vouchers and certify that according to the audited account:

- (i) The brought forward foreign contribution at the beginning of the financial year was Rs 55,921,682.86
- (ii) Foreign contribution of/worth Rs.212,482,389.36 was received by the Association during the financial year 2016-17.
- (iii) Interest accrued on foreign contribution and other income derived from foreign contribution or interest thereon of /worth Rs. 6,507,114.00 was received by the association.
- (iv) The balance of unutilized foreign contribution with the Association at the end of the financial year 2016-17 was Rs 62,360,079.90
- (v) Certified that the association has maintained the account of foreign contribution and records relating thereto in the manner specified in section 19 of the foreign contribution (Regulation) Act, 2010 (42 of 2010) read with rule 17 of the foreign contribution (Regulation) Rules, 2011
- (vi) The information in this certificate and in the enclosed Balance Sheet and statement of Receipt and payment is correct as checked by me/us.
- (vii) The association has utilized the foreign contribution received for the purpose(s) it is registered/granted prior permission under foreign contribution (regulation) Act, 2010.

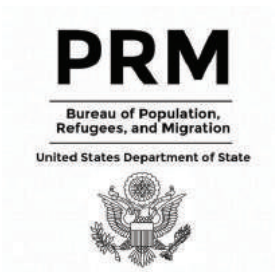
Place: Shimla
Date: 13th Dec 2017



Dinesh Kumar Sood
Membership No: 088343


Address: K.N Chandla & Co.
FRN: 001326N
Chartered Accountants
169 Block #6, SDA Complex
Kasumpti, Shimla-171009 (H.P)

DONORS



PARTNERS



ABBREVIATIONS

AIPMT	ALL INDIA PRE-MEDICAL TEST
AJKMCRC	ANWAR JAMAL KIDWAI MASS COMMUNICATION RESEARCH CENTRE
AEO	AGRICULTURE EXTENSION OFFICERS
CD-ISDP	COMMUNITY-DRIVEN INTEGRATED SETTLEMENT DEVELOPMENT PLANS
CST	CENTRAL SCHOOL FOR TIBETANS
CUTS	CENTRAL UNIVERSITY FOR TIBETAN STUDIES
DOE	DEPARTMENT OF EDUCATION
DOH	DEPARTMENT OF HEALTH
DTCC	DHARAMSALA TIBETAN CAREER CENTRE
E-HUB	ENTREPRENEUR HUB
HIPA	HIMACHAL INSTITUTE OF PUBLIC ADMINISTRATION
HRDS	HUMAN RIGHTS DEFENDERS
ITCO	INDIA-TIBET COORDINATION OFFICE
ISTL	INSTITUTE OF SMALL TRADE AND LEARNING
JSDP	JINDAL SCHOOL OF GOVERNMENT AND PUBLIC POLICY
MIT SOG	MAHARASHTRA INSTITUTE OF TECHNOLOGY SCHOOL OF GOVERNMENT
M-CRIL	MICRO-CREDIT RATINGS INTERNATIONAL LIMITED
MWA	MIDDLE WAY APPROACH
MDR	MULTI-DRUG RESISTANCE
MSME	MICRO, SMALL AND MEDIUM ENTERPRISE
NBFC	NON-BANKING FINANCIAL COMPANY
ODA	ORGANIZATIONAL DEVELOPMENT ASSESSMENT
ORTC	ORGANIC RESEARCH AND TRAINING CENTER
PNA	PARTICIPATORY NEEDS ASSESSMENT
PRM	BUREAU OF POPULATION, REFUGEES AND MIGRATION - DEPARTMENT OF STATE
PSEA	PREVENTION OF SEXUAL EXPLOITATION AND ABUSE
PSS	PUBLIC SERVICE SCHOLARSHIPS
RMNCH+A	REPRODUCTIVE, MATERNAL, NEWBORN, CHILD AND ADOLESCENT HEALTH
STSS	SAMBHOTA TIBETAN SCHOOL SOCIETY
SHG	SELF HELP GROUP
SCC	SHORT CHEMOTHERAPY
SARD	SOCIAL AND RESOURCE AND DEVELOPMENT FUND
TCV	TIBETAN CHILDREN'S VILLAGE
TED	TIBETAN ENTREPRENEURSHIP DEVELOPMENT
THF	TIBETAN HOMES FOUNDATION
TIPA	TIBETAN INSTITUTE OF PERFORMING ARTS
TMAI	TIBETAN MEDICAL AND ASTROLOGICAL INSTITUTE
TNSA	TIBETAN NATIONAL SPORTS ASSOCIATION
TPIE	TIBETAN PARLIAMENT IN EXILE
TLC	TIBETAN TRADITIONAL LEARNING CENTERS
TTS	TIBETAN TRANSIT SCHOOL
TB	TUBERCULOSIS
TSRR	TIBETAN SELF-RELIANCE AND RESILIENCE
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
VNC	V. NAGARAJAN & COMPANY
WASH	WATER, SANITATION AND HYGIENE
WED	WOMEN'S EMPOWERMENT DESK



TIBET
NEEDS
YOU

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འོ་མི་ལྷན་པ་འབྲེལ་ལྷན་པ་

བོད་མིའི་སྤྱི་གཞི་འཛུགས་ཁྱད་ལས་དྲུང་སྒངས་ཞབས་ཞུའི་ལས་གཞི་ཁོང
ས་ཁྱད་ལས་པ་དང་གཞུག་ལག་སློབ་ཐོན་ཟེན་པ་རྣམས་ལ་སོ་སོའི་ནུས་
ཚུལ་དང་དོ་དམིངས་དང་མཚུངས་པའི་དྲུང་སྒངས་ཞབས་ཞུའི་གོ་སྐབ
ས་འབྲེལ་བཞིན་ཡོད་པས་སྤྱགས་སྒྲུང་ཡོང་བ་ཞུ།

We are looking for talented and civic-minded Tibetan professionals and college graduates to serve the Tibetan community. Tibet Corps will match your skills and interests with specific service opportunities

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