

Non-Profit Organization
providing Assistance to the
Physically Challenged in
India for Education and
Income Generation

ASHRAYA

*Hey Look! The pine tree is bending
Over the rocks like a frail old man blessing
A burly child with his stick,*

*The scorching sun whips its back,
And the heat smacks its branches,
Shaking off crumbled leaves of shade
That scramble for refuge in craggy folds.*

*As God's children go on a star-hunt,
The world of ASHRAYAs stands on its head,
A top spinning in perfect harmony.*

US:
105 New England Avenue
Apartment A5
Summit, NJ 07901

India:
D-1004 Laburnum Block,
Brigade Millennium,
J.P. Nagar 7th Phase,
Bangalore 560078, INDIA
Phone: +91 997 203 1318



Website: www.ashraya-usa.org
e-Mail: Vasuki_Subbarao@Hotmail.Com
Tax ID (from IRS): 52-1791311
President & Founder: Vasuki Subbarao

October 2013

This document provides information on Ashraya and its activities to potential project sponsors and volunteers, and solicits feedback on its intent and content. All feedback should be sent to Vasuki_Subbarao@Hotmail.Com

1. Mission

ASHRAYA is a non-profit organization based in the US, established in 1991 with an aim to provide assistance to the physically challenged and rural communities in India in the areas of education, vocational training and income generation. Our focus is on various challenges such as visual, aural, mobility, learning and rural poverty; and on different age groups, i.e. education for children, vocational training for teenagers and income generation for adults. We strive to use **assistive technologies** wherever feasible so as to increase sustainability and leverage. ASHRAYA is registered in the state of New Jersey and has obtained tax-exempt status from IRS. In the initial years, ASHRAYA provided services to select big and established India-based welfare organizations chiefly working in the disabilities sector such as NAB (Bombay), NAB (Chennai), BPA (Ahmedabad), Mobility India (Bangalore) and MP Blind Welfare Association (Indore). Over the last 10 years, our focus has shifted to providing services to smaller and more rural-based organizations. The following are the services we provide for free:

1. Build and manage libraries in rural government schools focused on activity based learning
2. Establish and run science clubs and nature clubs in rural government schools
3. Fund innovative educational programs such as mobile science labs
4. Establish and fund income generation and vocational training programs for the visually, physically and mentally challenged
5. Supply educational aids for end users (e.g. educational materials and kits for rural children, braille typewriters, low vision aids, speech enhancement devices)
6. Supply assistive-technologies and equipment towards the following
 - a. Talking Book production centers for the visually challenged (duplicating machines, recording systems)
 - b. Centers of education (e.g. PCs, scanners, screen reader and speech recognition software for the visually challenged; mobile science labs for rural schools)

2. Values & Edicts

1. Values

- a. Upholds the symbiosis between man and man; and between man and machine through need-based technologies
- b. Does not believe in assistance but rather in enabling others to assist themselves
- c. Sees impairments as an opportunity for betterment and not as a disability

- d. Believes that in the techno-centric world, disabilities and inequities are of the mind and not the body
- e. Believes in the motto “We are all too small to change the world, but not too big to change ourselves”

2. Edicts

- a. Does not donate money to a general cause nor supports operational expenses
- b. Does not deduct any overhead-related expenses during fund disbursement
- c. All funds are used to purchase aids and equipment for direct usage (by end users)
- d. Pays supplier of aids directly upon confirmed delivery and not the beneficiary organizations
- e. Rarely purchases aids for individual use in order to ensure scalable usage
- f. Solicits only project-specific and not general funds from sponsors

3. Scope

The table below shows a comprehensive list of aids and assistive technologies used in education, employment generation and extracurricular activities for the physically challenged community.

Type of Challenge	Education & Employment Generation				Extracurricular Activities
	Basic	Computer-based			
		General Purpose	Assistive Hardware	Assistive Software	
Learning and Rural Poor	<ul style="list-style-type: none"> ▪ Educational kits ▪ Learning materials ▪ Books and materials for running libraries ▪ Materials for running science clubs and nature clubs 	▪	▪	▪	<ul style="list-style-type: none"> ▪ Materials for conducting science and other fun projects to promote complementary education
Low vision	<ul style="list-style-type: none"> ▪ Low-vision lens 	<ul style="list-style-type: none"> ▪ PCs ▪ Image scanners ▪ Laser Printers 	<ul style="list-style-type: none"> ▪ Screen enlargers and magnifiers 	<ul style="list-style-type: none"> ▪ Visibility 	<ul style="list-style-type: none"> ▪ None
Visual	<ul style="list-style-type: none"> ▪ Braille Typewriters ▪ Tactile kits ▪ Tactile globe ▪ Duplicating machines ▪ Recording equipment 		<ul style="list-style-type: none"> ▪ Braille Printers ▪ Tactile keyboards 	<ul style="list-style-type: none"> ▪ Speech synthesizer ▪ Screen Reader ▪ Braille translator 	<ul style="list-style-type: none"> ▪ Sports equipment ▪ Music equipment
Hearing	<ul style="list-style-type: none"> ▪ Hearing aids 		<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ Sign language interpreter 	<ul style="list-style-type: none"> ▪ None
Speech	<ul style="list-style-type: none"> ▪ Voice amplifiers and processors 		<ul style="list-style-type: none"> ▪ Speech trainers 	<ul style="list-style-type: none"> ▪ Speech therapy ▪ Speech enhancement 	<ul style="list-style-type: none"> ▪ None
Mobility	<ul style="list-style-type: none"> ▪ Prosthetic devices 		<ul style="list-style-type: none"> ▪ On-screen keyboards ▪ Alternative inputs ▪ Voice inputs 	<ul style="list-style-type: none"> ▪ Speech recognition 	<ul style="list-style-type: none"> ▪ Sports wheelchairs

4. History

1991-92: ASHRAYA's initial goal was to provide education to Indian blind students through talking books. We started the process of getting books from India based on the needs expressed by the schools; recording them in the US with the help of our friends in the Indian community; duplicating and sending copies to the schools in India. Between the years 1991 and 1992, 120 books were recorded in English, 15 books in Hindi and 100 books in Kannada. Duplicated copies of these books were sent to four schools in the state of Karnataka, one school in the state of Tamil Nadu and one in the state of Uttar Pradesh.

1993-1995: In 1993, we set up a recording center called Gnana-Vahini in collaboration with Mitra Jyothi, a blind welfare organization based in Bangalore. The main charter of Gnana-Vahini was to provide Talking Books for the Indian blind student population on a continuous basis. ASHRAYA funded the entire set-up of Gnana-Vahini including the construction of a soundproof recording studio, a duplicating machine and a state-of-the-art recording system. ASHRAYA provided GNANA-VAHINI its operational expenses of \$2200 per year (from 1993 to 1995). This covered the costs of blank cassettes and textbooks used in recording, trips made to schools, equipment bought locally, and the salary of a full-time Project Coordinator. Gnana-Vahini currently has a 20 member volunteer base proficient in many Indian languages and English. Gnana-Vahini has recorded over 800 cassettes (300 books) in Kannada, Tamil, Hindi and English, based on the requests sent by schools and individual users. These cassettes are duplicated and sent to many schools and adult blind welfare organizations all over India. All Talking Books are provided to the users free of cost. Currently, Gnana-Vahini is being run by Mitra-Jyothi independently using funds raised locally and internationally, with little assistance from ASHRAYA.

1996: In 1996, we started a Center of Education in collaboration with Mitra-Jyothi. The COE focused on providing computer-based education and employment training to leverage the development of new technologies in the West geared towards bridging the gaps between the blind and the sighted. The COE is a step towards providing facilities to the blind that enable them to integrate themselves into mainstream education and job markets. We used the help of Dr. T.V. Raman, a visually challenged professional based in the US to set up two IBM Pentium III PCs, a scanner for scanning books, tactile keyboards and a Braille printer. We also installed specialized software such as an OCR, speech synthesizer, screen reader and a Braille translator. This set-up allows the blind to (a) scan text and get sound and/or Braille output on the computer; (b) scan graphic images and get embossed tactile images on the Braille Printer; and (c) become computer literate and be able to use basic computer software packages using the Screen Reader facility.

1997-98: ASHRAYA was in hiatus in these two years owing to the main presiding officers being back in school for career enhancement. No disbursements were made during this period, and no funds were raised accordingly from donors in the US.

1999-2004: In 1998, we expanded our role to provide liaison services to large organizations for the blind in India. In 2002, we extended our services to mobility and learning impairments with the inclusion of Mobility India (Bangalore) to our list of beneficiaries. We started providing these services to Blind Person's Association (BPA) in Ahmedabad and National Association for The Blind (NAB). We signed official MOUs with these organizations listing our roles and responsibilities. We helped NAB and BPA in contacting fund-raising organizations in the US to raise project-specific funds. We help them in setting up employment generation programs for blind adults. We purchase equipment on behalf of them in the US like Braille typewriters, low vision aids, etc. We sold handicraft items made by blind adults in these organizations through festivals and stores in the US to raise funds.

2004-2007: In 2004, we further expanded our scope in two ways: (1) to include all physical challenges such as visual, aural, mobility and learning as well as rural poverty; and (2) education (mainly for children), vocational training (mainly for teenagers) and income generation (mainly for adults who have very limited scope for retro-education). We also formed alliances with bigger organizations such as America-India Foundation (AIF). Through the relationship with AIF, we were able to significantly increase our leverage and consider larger projects for funding than we did before. The modus operandi was for ASHRAYA to submit proposals to AIF for joint funding on behalf of our beneficiary organizations, focused on income generation and vocational training for the physically challenged. If the projects were approved by AIF, we took it up for joint funding with AIF as the prime and ASHRAYA as the secondary funding agency. ASHRAYA typically contributed 30-40% of the total project cost and AIF the rest. Once the project was funded, ASHRAYA was responsible for working with the beneficiary organization to ensure project success and submit periodic progress reports to AIF.

2007-Current: In 2007, we discontinued our relationship with AIF since AIF's focus was on projects on much bigger scope and impact than is our focus area. We embarked on our biggest project ever, PROJECT TERRA FIRMA, where we took a prime role of project execution rather than traditional funding roles we had undertaken before. Project Terra Firma has been implemented and being run in 6 select Higher Primary Schools in Hanur Taluk, Karnataka. In this project, ASHRAYA runs activities that provide complementary education through fun and experiential learning. ASHRAYA is the prime executor of these activities and provide all the funding to support these activities. The activities are centered on 3 components:

1. Fun educational projects and competition day

2. Setting up and running libraries
3. Setting up and running science (and nature) clubs

We have already successfully piloted the above activities at Kannur School in Hanur Taluk since 2008; and established a replicable and repeatable model to be applied at other schools. In 2012, we worked with the BEO (Block Education Officer) of Hanur Taluk to extend this working model to 5 additional schools. The BEO also helped drive these activities to success through high level visibility, leadership and sponsorship.

5. ASHRAYA Supported Beneficiary Organizations

The tables below respectively show the currently supported beneficiary organizations and organizations that we have supported in the recent past.

Current and Past Supported Beneficiary Organizations

Name of Organization	Location	Focus	Program Focus	Beneficiaries
Higher Primary Schools in Hanur Taluk	Chamarajanagar District, Karnataka	Education	<ul style="list-style-type: none"> ▪ Libraries ▪ Science and nature clubs ▪ After school programs ▪ Breakfasts at orphanages ▪ Scholarships for urban slum children ▪ Book donations for rural schools 	<ul style="list-style-type: none"> ▪ 3000
Nutana Vidyalaya	Gulbarga, Karnataka	Rural Poor	<ul style="list-style-type: none"> ▪ Science Education through Mobile Lab 	<ul style="list-style-type: none"> ▪ Rural HS Students: 10,000
MATHRU School for the Blind	Bangalore, Karnataka	Blind	<ul style="list-style-type: none"> ▪ Residential School ▪ Orphanage ▪ Vocational Training 	<ul style="list-style-type: none"> ▪ 63
Blind People's Association	Ahmedabad, Gujarat	Blind	<ul style="list-style-type: none"> ▪ Education (Residential, Integrated and CBR) ▪ Rehabilitation ▪ Vocational Training ▪ Hostel facilities 	<ul style="list-style-type: none"> ▪ Residential: 226 ▪ Education: 980 ▪ CBR: 5750 ▪ Talking Books: 250
Mobility India	Bangalore, Karnataka	Mobility	<ul style="list-style-type: none"> ▪ Rehabilitation ▪ Income Generation ▪ Bridge Schools 	<ul style="list-style-type: none"> ▪ Rehabilitation: 10,000 ▪ Bridge Schools: 200 ▪ Income Gen: 20
Madhya Pradesh Blind Welfare Association (MPBWA)	Indore, Madhya Pradesh	Blind	<ul style="list-style-type: none"> ▪ Education ▪ Rehabilitation ▪ Training & Employment ▪ Low Vision Care 	<ul style="list-style-type: none"> 172
Shakuntala Foundation	Kolar, Karnataka	Mental	<ul style="list-style-type: none"> ▪ Medical Camps ▪ Special Education ▪ Vocational Training 	<ul style="list-style-type: none"> 25
Vidnyanvahini	Pune, Maharashtra	Rural Poor	<ul style="list-style-type: none"> ▪ Science Education through Mobile Lab 	<ul style="list-style-type: none"> ▪ Rural HS Students: 10,000
NAB-Gujarat Branch	Ahmedabad, Gujarat	Blind	<ul style="list-style-type: none"> ▪ Integrated education ▪ Placement & Employment ▪ Braille Book Production 	<ul style="list-style-type: none"> ▪ Education: 1000 ▪ Braille Books: 5,800 ▪ Employment Placement: 120
Grameena Abhyudaya Seva Samasthe (GASS)	Doddaballapur	Mobility	<ul style="list-style-type: none"> ▪ Physical Rehab and Therapy 	<ul style="list-style-type: none"> ▪ Community-based; 430
Rehabilitation Aids Workshop for Women with Disability (RAWWD)	Bangalore, Karnataka	Mobility	<ul style="list-style-type: none"> ▪ Manufacture of Prosthetic Aids for Physically Disabled by Disabled Women 	<ul style="list-style-type: none"> ▪ 8844 to date
Relief Organization for the Handicapped (ROH)	Hindpur, AP	Mobility Blind	<ul style="list-style-type: none"> ▪ Community Based Rehabilitation ▪ Vocational Training 	<ul style="list-style-type: none"> ▪ 650
Aasha Deepa School for the Blind	Bidar, Karnataka	Blind	<ul style="list-style-type: none"> ▪ Residential School ▪ Vocational Training 	<ul style="list-style-type: none"> ▪ 35

Beneficiary Organizations Not Supported Recently (last 10 years)

Name of Organization	Location	Beneficiary Focus	Year Last Supported
NAB – Mumbai Branch	Mumbai, Maharashtra	Blind	2002
NAB – Tamil Nadu Branch	Chennai, Tamil Nadu	Blind	2001
Mitra Jyothi	Bangalore, Karnataka	Blind	1998

6. Typical Project Profiles

The table below shows the details on projects we have funded in the years 2003 to current.

Year	Organization	Project Name	What We Funded		Short Project Description
			Capex	Opex ¹	
2003	NAB - GSB	Integrated Education Project	✓		Physical rehabilitation of the blind as a key component of integrating students into the common education program
	Shakuntala	Candle Making - Phase I	✓	✓	Income generation in candle making for mentally challenged adults
	MPBWA	Telephone Operations Vocational Training Center - Phase I	✓		Vocational training in telephone operations for blind adults to get jobs in the local STD booths and telecom companies
	Vidnyan Vahini	Dubbed Educational Videos for Mobile Science Lab - Phase I	✓		Experimental education in science to students of rural government schools
2004	MPBWA	Telephone Operations Vocational Training Center - Phase II	✓	✓	Vocational training in telephone operations for blind adults to get jobs in the local STD booths and telecom companies
	BPA	CCTV Device for Low Vision	✓		Reading, viewing objects and pictures at close distances for low vision students so as to assist them in their education
	Vidnyan Vahini	Dubbed Educational Videos for Mobile Science Lab - Phase II	✓		Experimental education in science to students of rural government schools
	BPA	Offset Printing Press Vocational Training Center	✓	✓	Vocational training in offset printing for blind adults to get jobs in the local printing presses
2005	RAWWD	Prosthetics Aids Unit	✓		Income generation for PWD women by manufacturing prosthetic aids for other PWDs and selling the same to hospitals
	BPA	Physiotherapy Vocational Training Center	✓	✓	Vocational training in physical therapy for blind adults to get jobs in the local hospitals and gyms
	GASS	Rehab Therapy Unit	✓		Physical therapy services for PWDs within the area
	Vidnyan Vahini	Dubbed Educational Videos for Mobile Science Lab - Phase III	✓		Experimental education in science to students of rural government schools
	SRTISR	Dubbed Educational Videos & Lab Equipment for Mobile Science Lab	✓		Experimental education in science to students of rural government schools
2006	MPBWA	Physical Therapy Vocational Training Center Upgrades	✓	✓	Vocational training in physical therapy for blind adults to get jobs in the local hospitals and gyms
	GASS	Power Tailoring Vocational Training Center	✓	✓	Vocational training on power tailoring for PWDs to get jobs in the local garment manufacturing industry
	Mobility India	Orthotic Aids Workshop Upgrades	✓		Manufacture orthotic aids for PWDs
	BIRD	Rehab Therapy Unit	✓		Physical therapy services for PWDs within the area
2007	Aasha Deepa	Computer Education Center	✓		Vocational training on computers for blind adults to get jobs as data entry operators
	ROH	Silk Weaving Vocation Training Center	✓	✓	Vocational training on silk weaving for PWDs to get jobs as weavers in the local saree making industry
	Mathru	Talking Book Recording Center	✓		Record talking books using volunteers for students of MATHRU school for the blind
	Mathru	Computer Education Center	✓		Computer education to students of MATHRU school for the blind
	BIRD	Prosthetic Devices Repairs Workshop	✓		Repair services for prosthetic devices of PWDs within the area
2008	Aasha Deepa	Music band for blind adults	✓		Income generation for blind adults through formation of music bands
	Hanur Taluk Primary Schools	Model Schools ²	✓		Materials and monitoring support to promote creation of "model schools" in one division of rural Hanur Taluk in Karnataka
		Skill Development Program ³	✓		Materials and monitoring support to promote development of handwriting skills in all schools in one division of rural Hanur Taluk in Karnataka

	Mathru	Vocational Training Center	✓	✓	Vocational training AND Income generation for blind adults through offset printing and other small scale activities
	BIRD	Tailoring Vocational Training Center Phase I	✓		Vocational training for PWDs in tailoring and embroidery
2009	Higher Primary Schools in Hanur Taluk	Model Schools Continued	✓		Fun projects with competition day
	BIRD	Tailoring Vocational Training Center Phase II		✓	Phase II of vocational training project
2010 to Current	Higher Primary Schools in Hanur Taluk	Libraries	✓	✓	Build and run libraries with activity based libraries
		Science Clubs	✓	✓	Establish and run science clubs for select students
		Nature Clubs	✓	✓	Establish and run nature clubs for select clubs
		Fun Educational Projects	✓	✓	Promote fun and experiential learning through educational projects in all subject areas
2011-12	Nutana Vidhalaya	Mobile Science Labs	✓	✓	Experimental education in science to students of rural government schools

1 - Trainer salaries and raw materials for 1-2 years

2 - Basic amenities (plates and glasses), educational materials for students and teaching aids covering all skills (handwriting, math, science, sports, music, reading and creativity) for one identified deserving school in Hanur Taluk, rural Karnataka

3 - Educational materials for students and teaching aids covering handwriting skill for 17 schools in Hanur Taluk in rural Karnataka

7. Past Annual Budgets

The table below shows ASHRAYA's disbursements to beneficiary organizations since inception in 1992 up to and inclusive of 2012. Some salient points to note:

- Total disbursements in the years 1992-2012 is \$242,200 out of which \$24,300 is pass-through funding (Beneficiary organization specific funds passed through ASHRAYA) and \$153,476 is direct funding (Project specific funds directly disbursed to beneficiary organizations)
- The \$218,900 worth project funding includes joint funding from partner organizations (AIF in the years 2003-2006) worth \$43,900
- Organization was in hiatus from 1996 to 1998 since the founder was doing his MBA
- The numbers shown below do NOT include one-time funds raised and disbursed for Tsunami Relief in the years 2004-05. We collaborated with ARIBA (where the founder-president is employed) and AIF for a double matching program for Tsunami Disaster Relief. We also worked with ARIBA to nominate AIF as one of the four recipients of ARIBA's Tsunami Disaster Relief Fund; and with AIF to ensure that they would also match ARIBA's contribution dollar for dollar; thus effectuating 4:1 contribution leverage. As part of this arrangement, ARIBA contributed \$31,000 towards Tsunami Disaster Relief in March 2005 (1/4th of its employees' contributions + 100% match). With AIF's matching contribution, this led to a total contribution of \$62,000 towards Tsunami Relief; in addition, we also raised \$6,952 on our own and donated to AIF in FY04
- ASHRAYA does not have any overheads because the founders absorb all operating expenses
- We keep very low balances in ASHRAYA's accounts (typically \$1,000 by year end), since all donations are used for disbursements in the same year.
- Average direct project funding in the last (2003-2012) has been \$21,800 per year (\$15,400 without considering partner funds)

Year	Pass Through Funding ¹	Direct Funding ²	Partner Funding ³
1992		1,500	
1993		2,500	
1994		2,500	
1995		2,500	
1996		3,500	
1997		Hiatus	

1998		Hiatus	
1999	2,300	3,300	
2000	3,400	6,900	
2001	5,000	7,600	
2002		5,900	
2003	2,400	7,100	
2004	5,000	30,000	15,800
2005	6,000	32,400	18,500
2006	200	19,500	9,600
2007		11,900	
2008		8,700	
2009		6,000	
2010		8,100	
2011		7,100	
2012		8,000	
Totals^{4,5}	24,300	175,00	43,900
	242,200		

1 - Beneficiary organization specific funds passed through ASHRAYA

2 - Project specific funds directly disbursed to beneficiary organizations

3 - Funding provided by partner funding organizations (AIF) for specific projects (included in Direct Funding)

4 - All overhead expenses absorbed by founders

5 - Year end balances always managed to be around \$1,000

8. Typical Project Sizes

The following table shows individual project sizes in the last 10 years.

Year	Organization	Project Name	Funding, \$
2003	NAB - GSB	Integrated Education Project	2,189
	Shakuntala	Candle Making - Phase I	1,568
	MPBWA	Telephone Operations Vocational Training Center - Phase I	1,974
	Vidnyan Vahini	Educational Videos for Mobile Science Lab - Phase I	1,398
2004	MPBWA	Telephone Operations Vocational Training Center - Phase II	11,511
	BPA	CCTV Device for Low Vision	1,837
	Vidnyan Vahini	Educational Videos for Mobile Science Lab - Phase II	969
	BPA	Offset Printing Press Vocational Training Center	12,317
2005	RAWWD	Prosthetics Aids Unit	3,440
	BPA	Physiotherapy Vocational Training Center	22,522
	GASS	Rehab Therapy Unit	3,727
	Vidnyan Vahini	Educational Videos for Mobile Science Lab - Phase III	1,015
	Vidnyan Prasarini	Mobile Science Lab	1,765
2006	MPBWA	Physical Therapy Vocational Training Center Upgrades	11,201
	GASS	Power Tailoring Vocational Training Center	4,232
	Mobility India	Orthotic Aids Workshop Upgrades	2,310
	BIRD	Rehab Therapy Unit	1,746
2007	Aasha Deepa	Computer Education Center	2,455
	ROH	Silk Weaving Vocation Training Center	3,180
	Mathru	Talking Book Recording Center	2,235
	Mathru	Computer Education Center	1,519
	BIRD	Prosthetic Devices Repairs Workshop	2,554
2008	Aasha Deepa	Music band for Blind Adults	1,760
	Hanur Schools	Model Village Schools – Phase I	894
	Hanur Schools	Skill Development Program for Village Schools – Phase I	1,289

	Mathru	Vocational Training Center	1,247
	BIRD	Tailoring Vocational Training Center	3,600
2009	Hanur Schools	Model Village Schools – Phase II	2,263
	Hanur Schools	Skill Development Program for Village Schools – Phase II	1,289
	BIRD	Tailoring Vocational Training Center	3,774
2010	Hanur Schools	Library Establishment in Kannur School	2,000
	Hanur Schools	Science and Nature Clubs in Kannur School	2,500
	Nutana Vidyalaya	Mobile Science Lab in Gulbarga District	3,600
2011	Hanur Schools	Library Operations in Kannur School	1,000
	Hanur Schools	Science and Nature Clubs in Kannur School	2,500
	Nutana Vidyalaya	Mobile Science Lab in Gulbarga District	3,600
2012	Hanur Schools	Library Establishment and Operations in 5 Other Schools	7,000
	Hanur Schools	Library Operations in Kannur School	1,000
Totals for 2003-2012			136,980

Average Funding per Year	18,100
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9. Fund Sources

In the recent past, ASHRAYA has relied on the following fund sources:

1. Family and Friends
2. Chief Patron, Mr. Ashwin Rangan, who is the CIO of Edward Life Sciences
3. Project-specific funds from larger fund-raising organizations like Heart and Hand for the Handicapped (HHH) and America-India Foundation A(IF)
4. Funds raised on behalf of beneficiary organizations through sales of materials made by the physically challenged (e.g. handicraft items made by the visually challenged)

ASHRAYA has not solicited funds from the general public (through fliers) nor through fund-raising events in the past. The table below shows the funds generated from various sources since inception.

Funding Source	Amount, \$
Pass-through Donations (for Specific Organizations)	24,300
Joint Funding from larger Funding Organizations (HHH,AIF)	43,900
Founders and Chief Patron	175,000
Total Funds Raised	242,200

10. ASHRAYA's Beneficiary Organization Selection Criteria

1. Beneficiary organization will either have to be recommended by any current organization in our roster, or should be been identified management committee through multiple site visits.
2. New beneficiary organizations will be evaluated along the following dimensions.
 - a. Overhead as % of project-related expenditure
 - b. Diversified fund sources
 - c. Small to medium sized organization (i.e. an organization that we can influence and who will be willing to work with us and provide us monitoring visibility)
 - d. Run by a dedicated person/team
 - e. No religious ties or leanings
 - f. Focused on education, vocational training or income generation programs for any one or more of physical challenges or rural poverty

- g. At least 25 beneficiaries
 - h. Ability to provide periodic monitoring reports on previously funded projects
 - i. Preferably rural based
3. Someone in our management committee or volunteers should have visited the organizational premises
 4. Beneficiary organization has FCRA registration to receive funds from foreign agencies (preferable)

11. ASHRAYA's Project Selection Criteria

1. Focus on education, income generation or vocational training for the physically challenged or rural poverty
 - a. Have a low project cost / beneficiary ratio
 - b. The model should be sustainable and break even within a year (in income generation programs)
 - c. The model should be replicable in similar contexts elsewhere
 - d. There should be a defined investment path (be able to start small and go big over time)
2. Projects should have multiple phases of implementation: Phase I will focus on proof of concept, and Phase II will focus on growth and sustainability.
3. Gating factors at end of Phase I (to decide on taking up Phase II)
 - a. Minimum number of users have received intended and stated benefits (education or training)
 - b. In vocational training projects, minimum of users have been able to attain jobs
 - c. In income generation projects, Phase I level of operations have reached self-sustainability
 - d. Monitoring reports and site visits at end of Phase I are deemed satisfactory
4. Project costs will be split into two components in each Phase:
 - a. Capital expenditure (equipment and technology purchase and implementation)
 - b. Recurring expenditure, e.g.
 - i. Salaries of project managers
 - ii. Salaries of trainers in vocational training and education-based projects
 - iii. Raw material needed for production in income generation projects
 - iv. Utility bills (telephone, electricity, gasoline)
 - v. Honorarium fees paid to volunteers
 - vi. Job placement costs

12. Ways to Help

Ashraya relies on the **TEAM** to ensure success in its activities: **T**ime, **E**xpertise, **A** Good Word and **M**oney

1. **Time:** You can become an active member of ASHRAYA. Projects will include the following
 - a. Become a liaison for an Indian organization for the physically challenged or rurally poor sections of society of your choice (preferably in your Indian home state);
 - b. Monitor progress of our beneficiary organizations by visiting them during trips and contributing to their agendas
 - c. Organize fundraisers for ASHRAYA's projects in your local area
 - d. Attend our weekly progress status calls (Sundays 10:30 AM EST)
2. **Expertise:** We need the following expertise
 - a. Evaluate assistive technologies being developed in the US for all impairments and putting them to use for the challenged in India
 - b. Provide management expertise to our beneficiary organizations on designing and implementing educational and employment generation programs (e.g. running libraries, science clubs, nature clubs and conducting experiential learning projects)
 - c. Make presentations and conducting seminars of topics of your choice at the libraries and science clubs we manage under Project Terra Firma in Hanur Taluk, Karnataka (120 km from Bangalore). You can also participate in activities with Children or take them out on a local trip. To do this while in India, please contact **Vivek Ethiraj** at 984 536 2683 or **Savukar Raj** at 998 657 9754.

3. **A Good Word:** As you all know, the “word always spreads”, whether it is good or bad. Lips and ears are eternal siblings, forever connected and in sync. We would like you to spread the word around about our activities and encourage people to contribute to the cause.
4. **Money:** And last but not the least, money is what makes the world go around, and is the foundation of any non-profit organization. Like in any other walk of life, money can make or break an NGO, while at the same time it is subjected to risks of being abused. We have taken the following steps to ensure efficient and effective usage of your funds
 - a. Strict edicts described already in this document
 - b. Stringent project evaluation criteria described already in this document
 - c. Elimination of all requests for membership fees and general donations.
 - d. Solicitation of funds for specific projects
 - e. Since 2007, our main focus is **Project Terra Firma** in which ASHRAYA is a primary executor rather than a funder of projects of other organizations. This gives us tight control over how money is spent. Our project coordinators on the field track project progress on a daily basis. We also have a weekly project status meeting between the President, India Coordinator (Vivek Ethiraj) and the Field Coordinator (Savukar Raj)
 - f. Very low overheads (<0.5% to date)

13. Main Members

ASHRAYA is fully run by volunteers based in the US and India. All members of Ashraya have alternative primary careers and work on Ashraya-related matters in their spare time. Ashraya does not have any paid staff on its roster. In accordance to one of its edicts, all active members bear any incidental expenses involved in their activities.

1. **Chief Patron: Ashwin Rangan** (52) is the Chief Technology Officer at Edward Life Sciences. Prior to his current role, Ashwin was the Chief Information Officer at Walmart Inc. and the Senior Vice President and Chief Information Officer of CONEXANT. Prior to his current position, he served as Executive Director, Business Process Re-engineering and Information Technology. He received an M.S.I.E. and M.B.A. in Operations Management and Information Systems from the National Institute of Industrial Engineering in Bombay, India; a B. E. degree in Mechanical Engineering and an A.A. degree from Bangalore University. He is also actively involved in many professional organizations, primarily being the director of a chapter of The Indus Entrepreneurs (TiE) Group. He also sits on the board of many charitable trusts. Ashwin is originally from Bangalore, India and have lived in the US for over 25 years now. He currently lives in Saratoga (“bay” area), California.
2. **President: Vasuki Subbarao** (52) currently works as Director, Sales Strategy at Ariba Inc., the market leader in Enterprise Spend Management. Prior to this, Vasuki was a Senior Director of Product Management in Zeborg (New York), an Internet start-up focusing on the development of B2B Commerce products and solutions. He has past technical and management experience for 10 years as a management consultant (Mitchell Madison Group) and the satellite communications sector (GE, Intelsat and Lockheed-Martin). He has a MS in Engineering (Tennessee Tech University) and MBA from IIM, Ahmedabad. Vasuki has worked in the social service sector for the last 15 years. He served as a volunteer in the Princeton hospital, American Red Cross and the Recording Center for the Blind, Princeton, during the years 1985 to 1990. He started Ashraya in 1991 with the help of his wife and friends. He has recorded over 200 books for the blind. He also worked as a consultant in Aga Khan Rural Support Programme in Ahmedabad during his summers at IIM, Ahmedabad. Vasuki is originally from Bangalore, India, but lived in the US for 25 years (Tennessee, New Jersey, Washington DC and Chicago). He moved back to Bangalore, India with his family in the year 2007 (but still works for Ariba).
3. **Budget Coordinator: Jayanthi Rajagopal** (49) has a MS in Economics (Mysore University) and an MBA in Finance (Rider University, NJ). She worked in various positions (supply market analyst, internal auditor, product marketing specialist, senior financial analyst) at British Petroleum for over 8 years. Prior to her stint at BP, she worked in field of corporate finance for over 6 years (Travellers, Amtrak and Sumitomo Marine Management). She has worked in the social service sector for many years; as a budget coordinator in the Christian Children Fund, Mysore, and as a Project Coordinator in OXFAM,

Ahmedabad. Jayanthi is originally from Mysore, India, but lived in the US for 18 years (New Jersey, Washington DC and Chicago). She moved back to Bangalore, India with her family in the year 2007 and has taken a break from work to focus on her recently adopted daughter Divya.

4. **Indian Coordinator: Vivek Ethiraj** works in Matrix Steam in Bangalore, India as a Delivery Manager. Vivek coordinates all India based activities for Ashraya and regularly attends the project areas.
5. **Local Project Coordinator (Terra Firma): Savukar Raj** is a science teacher in Kannur Government Higher Primary School, Hanur Taluk, Kollegal District, Karnataka. He coordinates and manages all Ashraya related activities in the various schools in Hanur Taluk.