

A decade of

thoughtful tarakki

ANNUAL REPORT 2025-26



Transform
Rural
India

Grounded Solutions. Scalable Change

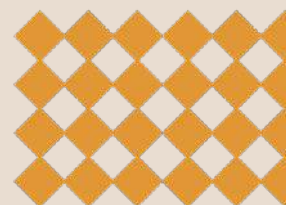




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Chairperson's Message

Dear Friends,

This year TRI turns ten. That felt significant in ways I did not fully anticipate when the year began; not as an occasion for celebration, but as a moment to ask honestly what a decade of staying in one place has actually produced.

What I keep returning to are not the numbers, but the moments behind them. A sarpanch in Chhattisgarh who now chairs a water planning meeting with a GIS map that his community prepared. A young woman in Jharkhand who started with a grocery shop and ended the year as a banking correspondent for three hundred families. These are not anecdotes used to soften a harder story. They are the story.

The year's deepest satisfaction has been watching women move from the edges of our work to its centre. This is not because TRI designed a women's programme, but because years of patient institutional work created the space for women to lead. They are managing irrigation systems, chairing Gram Sabhas, running producer organisations. That shift feels real and durable in a way that programme outcomes rarely do.

We are also honest enough to acknowledge that not everything has moved at the pace we hoped. Some of what we set out to do is still work in progress and this report accounts for that too, because we believe the

learning from what is incomplete is as valuable as the learning from what has worked.

To our partners, donors and government colleagues who have placed trust in us - thank you. And to TRI's colleagues across four states who sit in village meetings and block offices week after week, making space for communities to be heard: this report belongs to you.

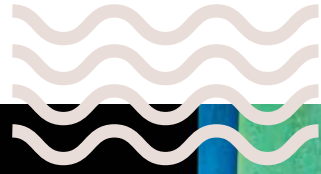
As we step into the second decade, our ambition is unchanged: every village a flourishing locality; where one is born should not determine what one can become. What has changed is our confidence that this is not an aspiration but an achievable design challenge - one that requires the right institutions, the right incentives and the willingness to stay long enough to see them through.

I invite you to read this report with the same candour with which it has been written.

With gratitude and resolve,

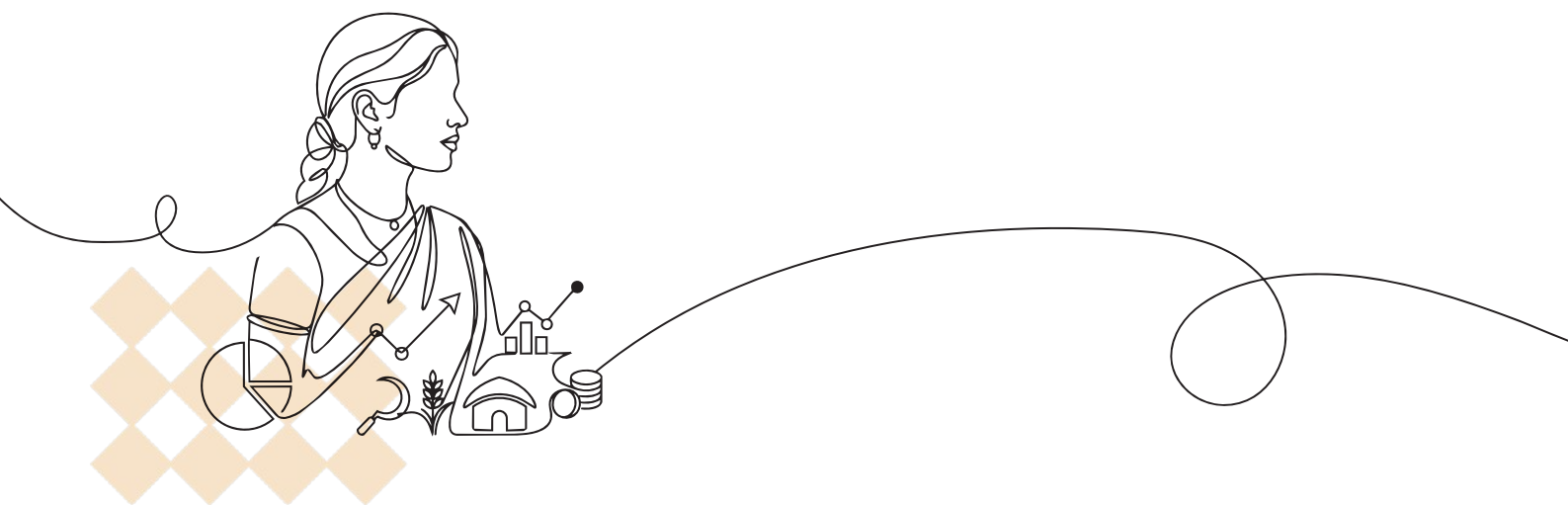


Rashmi Shukla Sharma,
Chairperson,
Transform Rural India





Part A:
The Thesis



The State of Times and What They Make Possible

The decisive question is not whether India can grow fast, but whether it can act decisively, learn continuously, coordinate effectively and sustain institutional discipline over time

India's Economic Survey (2026)

The year 2026 started under what India's Economic Survey 2025-26 calls a phase of "managed disorder" – a world that remains formally integrated but is increasingly defined by distrust, where thin safety margins mean minor shocks can trigger systemic volatility. Geoeconomic confrontation has moved to the top of global risks and the rules-based order is now less a coherent system and more a set of competing claims.

Global growth is projected at 2.6 per cent, while developing economies, excluding China, are expected to grow at 4.2 per cent. This pace is insufficient to absorb labour force growth, close infrastructure gaps or build climate resilience at the scale required.

Yet, India enters this turbulence from a position of relative macroeconomic strength. Real GDP is projected to grow by 7.4 per cent in FY26, inflation is at a multi-decade low and the banking system is the strongest it's been in a generation. The country also received three sovereign credit rating upgrades in 2025. Development indicators are moving in the right direction with multidimensional poverty declining from 55.3 per cent in 2005-06 to 11.28 per cent in 2022-23. More than 100 million rural women are now connected to the formal banking system through Self-Help Groups (SHGs) and 30.7 million Lakhpati Didis are earning more than INR 1 lakh annually.

Global Economic Instability

Global Growth Projection

2.6%

Developing economies (excluding China)

4.2%

Massive Poverty Reduction

Poverty reduced _____ to

55.3%

(2005-06)

11.28%

(2022-23)

India's Macroeconomic Strength

India GDP growth (FY26)

7.4%

Inflation: multi-decade low

03

sovereign upgrades in 2025

Rural Women Financial Empowerment

women linked to banking through SHGs

100+

million

Lakhpatis Didis

30.7

million

Despite the geopolitical turbulence, the foundations for transformation are strengthening. The challenge now is whether India's institutional architecture can convert these gains into sustained progress at the pace and scale to which rural youth aspire.

For three-quarters of a century, India has organised its development around a single proposition that the rural majority is in transition to becoming the urban future. Every Plan, Smart Cities Mission and skill development programme has reflected this implicit thrust. Rural life is temporary; urban living is the destination. Today, this proposition is increasingly difficult to sustain. Manufacturing's share of GDP has remained in the mid-teens for three decades, employment elasticity had fallen close to zero by 2019 and agriculture's share of employment has risen from 42 per cent in 2018-19 to 46.1 per cent in 2023-24. The Lewis transition, the movement of labour from agriculture to more productive sectors, has stalled and by some measures, reversed.

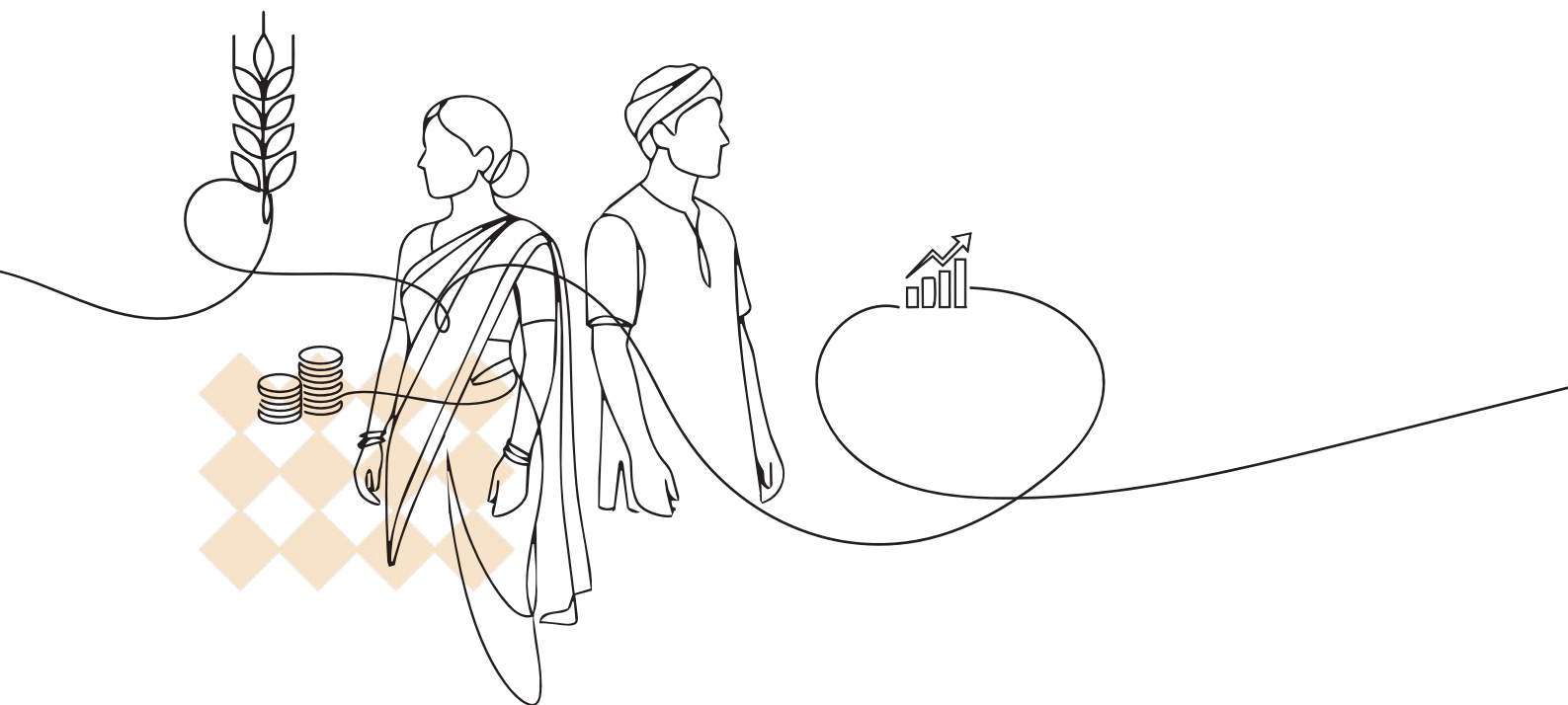
The urban opportunity simply does not exist at the scale required. Even if absorption capacity could be expanded, Indian cities are already under severe pressure from water scarcity. Rising temperatures are making urban informal labour progressively unworkable. The Economic Survey acknowledges these challenges directly, noting that cities may be approaching capacity limits, that large-scale migration is increasingly unsustainable and that migration often comes at a high cost for rural youth through livelihood insecurity, social dislocation and poor living conditions.

What rural India itself signals is equally important.

Despite the enduring appeal of urban aspirations, migration patterns tell a different story. Rural-to-rural migration accounts for 55 per cent of all migration, while rural-to-urban migration accounts for only 18.9 per cent. Rural Indians might aspire to leave – but they largely stay put.







The message is clear: rural India does not want to become urban. It wants what urban areas represent: economic security, quality education, reliable healthcare, dignified housing, digital connectivity, mobility and respect – all delivered where rural people already live.

At the same time, three major opportunities are emerging across the rural landscape, each at a scale that few urban industries can match. The carbon economy offers potential across 87 million hectares suitable for agroforestry, with India positioned to supply 10–30 per cent of global durable carbon dioxide removal capacity by 2050 and farmers already earning up to INR 10,000 per acre annually through carbon credits. The agrivoltaic transition presents a theoretical capacity of 3,200 Gigawatt-peak (GWp), with moderate deployment capable of generating 21.4 million full-time-equivalent jobs by 2030, exceeding the projected absorption capacity of formal manufacturing over the same period. High-value agriculture, including horticulture, dairy, aquaculture and specialty crops, is moving the rural economy beyond cereal subsistence towards greater value addition.

The geography of production is beginning to shift. The Lewis turning point that development discourse has

long anticipated may finally be arriving, ironically not across the rural-urban divide but within the rural economy itself.

What rural India can become, when the necessary institutional and infrastructural foundations are in place, can be understood across four dimensions. The first is economic vibrancy, where work is intellectually engaging, materially rewarding and rooted in place. The second is quality-of-life parity, with services and infrastructure comparable to those available in urban areas, delivered in forms suited to rural conditions. The third is habitat and civic services, where Gram Panchayats function as genuine local governments and civic associations create pathways for leadership and collective agency. The fourth is memory, meaning and belonging, reflected in the festivals, languages, songs, craft traditions and ecological knowledge that development discourse has too often overlooked, yet without which the other three dimensions cannot be sustained.

This is the work TRI exists to advance through the bazaar-samaj-sarkar trifecta: shaping markets that support flourishing local economies, strengthening community institutions and enabling state systems to reach where the rural majority lives.

The state of the times in 2026 might be difficult, uncertain and in some respects, dangerous. But it is also a moment of possibility. For the first time, rural India's aspirations for a good life and the structural means to achieve it can be brought into alignment. The future is not somewhere India is going. It is where India already is, provided the institutions, infrastructure, innovation and investment finally arrive.



The moment we are in

Something is happening in rural India that does not yet have a narrative.

Women who were not expected to lead are leading. Panchayats that were not expected to plan are planning. Farmers who were not expected to negotiate are negotiating. Young people who were expected to leave are finding reasons to stay. These are not dramatic ruptures. They are quiet, cumulative shifts that rarely make headlines but are visible to anyone who has spent time in villages over the past decade.

We have spent ten years experiencing that change. Across four states, fifty districts and 2000 panchayats, we have had conversations with women leading SHG federations, farmers moving from subsistence to surplus, elected representatives learning what their office can achieve and young people building enterprises in places where enterprise was never expected to flourish.

What we have witnessed is not a story of arrival. It is a story of genuine, uneven and hard-won progress. It has strengthened our conviction that the potential of rural India is not a development cliché but a real and present possibility. In some places, that potential is being realised. In others, it remains constrained. More often than not, the difference lies in institutions rather than individuals.

That is what this report is about.

We are also honest enough to acknowledge what is still not working.

India's Union Budget 2026-27 allocates INR 2,73,108 crore to the Ministry of Rural Development alone. When state contributions are included, rural

development spending rises significantly. The VB-GRAM G scheme, for instance, carries a total provision of more than INR 1.51 lakh crore, including the states' share. Across all states, social sector expenditure reached INR 29.2 lakh crore in 2026, bringing the combined social sector outlay of the Central and State Governments to approximately INR 27-30 lakh crore.

Yet one in four rural Indians still lives in poverty. India ranks 76th out of 82 countries on the World Economic Forum's Global Social Mobility Index, with social protection ranking 76th and fair wage distribution 79th among the weakest dimensions. The World Economic Forum also reports that only one in ten citizens born into the bottom economic tier achieves high upward mobility. The gap between outlays and outcomes is where one of India's hardest development questions resides.

For a long time, this gap was understood primarily as a delivery problem. The explanation seemed straightforward: insufficient reach, weak last-mile infrastructure and limited awareness. The assumption was that the design was broadly sound and that implementation needed fixing.

At TRI we believe the deeper challenge is one of design.

Development in India has often been built on a fragmentation assumption: that livelihoods can be addressed separately from governance, climate separately from the economy and women's participation can happen without changing the institutional power structures that shape what participation actually means. Each sector has its own scheme, department, implementing agency and

indicators. Optimised in isolation, these interventions often produce outcomes that look successful on paper but fall short in practice.

We have seen this close up. A woman joins an SHG and her income improves, but the panchayat that controls public resources in her village never asks for her opinion. A farmer receives an irrigation asset through a government scheme but cannot access a market that pays a fair price. A young person completes school, only to discover that the local economy has no place

for newly acquired skills. A Gram Sabha meets, but its decisions do not survive once they hit the block office.

These are not outlier cases, these are structural problems. And the part that took us longest to accept is that the schemes do exist, funds flow and intentions are genuine. What is missing, in too many places and with insufficient depth, is the institutional architecture that connects these pieces in ways that meaningfully change life for a household in a specific village.



That architecture is what we are trying to design.

The idea of a uniform village, a single rural reality that can be addressed through a common set of programmes, is a fiction. This thinking has cost Indian development practice more than it has saved. For example, a peri-urban village in the Gangetic belt, shaped by urban aspirations and economic pressures but governed through rural institutions, has little in common with a dispersed tribal hamlet in Bastar, embedded in forest commons and institutionally distant from the state. Applying the same scheme design, training model or monitoring framework to both is not efficient, it is a refusal to recognise context.

Over a decade of working closely with communities, we have found that the bottom 100,000 villages of India, what we call “stranded India,” are not stranded in the same way. The challenges facing a household in peri-urban Varanasi, being drawn into an urban economy without corresponding institutional support, differ fundamentally from those facing a household in interior Chhattisgarh, where real wages have declined and a viable non-farm economy has yet to emerge. Both realities are significant and require action. But they require different responses and treating them as identical has been one of the costliest mistakes in rural development practice.

Yet the conditions for a different outcome are more favourable today than they have ever been. More than 100 million women are organised through SHGs. Nearly 0.25 million Panchayati Raj Institutions provide a democratic architecture that, while imperfect, is both real and enduring. Digital public infrastructure has transformed the possibilities of state-citizen interaction at the last mile. The 16th Finance Commission has recommended INR 4.35 lakh crore for Rural Local Bodies – that is an 84 per cent increase over



its predecessor, creating an opportunity to advance the promise of decentralised governance.

Rural aspirations have also changed. The women and young people we work with are not waiting for development processes to reach their villages, they are already moving. The question is whether the systems around them can move with them, or whether those systems will continue to absorb their energy while returning too little.

That is the question TRI exists to answer, in practice, one locality at a time.



100 million

Women are organized through SHG

2.5 lakh

Panchayati Raj Institutions (PRIs) provide a democratic architecture across rural India

The 16th Finance Commission has recommended

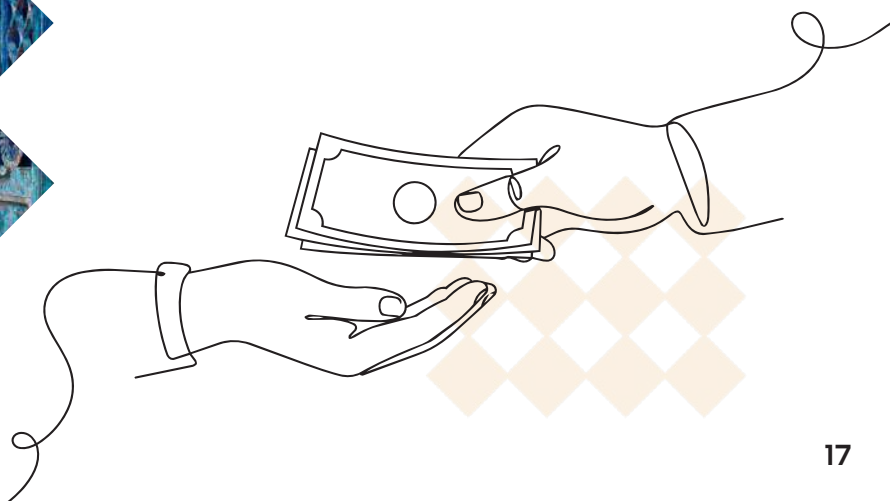
₹4.35 lakh crore

for Rural Local Bodies

This represents an

84%

increase over the previous allocation





02

What We Are Betting On

We are not making financial bets but institutional ones.



We are betting that local institutions can become more capable than they are today. That women can move from participation to power. Those public systems, despite their weight and inertia, can be redesigned from within. That markets can be bended to serve rural producers rather than simply extract value from them. That climate resilience and economic prosperity are not competing goals but mutually reinforcing ones. And that flourishing localities – places where people live with dignity – exercise real agency and participate in the economy on terms that work for them, can be intentionally built.

We have been making these bets for ten years. Some have paid off, some have not. The ones that have not have often taught us more than the ones that have.

When we started in 2016, we believed demonstration would be enough. If community-led development could produce better outcomes in enough places, we assumed the systems around those places would adapt. We were only partly right. The demonstrations worked. But the systems moved more slowly than we expected. And when we stepped back from places where we had been deeply engaged, more of what we had built receded with us than we were comfortable with.

That was the first lesson. Demonstration without institutionalisation is a beginning, not a destination. A model that depends on our continued presence to hold together is not yet a model. It is a dependency.

The second lesson followed naturally. Access to schemes, universalisation of entitlements and improvements in service delivery are necessary but alone are not sufficient. We believe in them and work on them every day. But durable change depends on the redesign of grassroots institutional architecture and on how local institutions relate to citizens, community organisations, markets and civic life. This work is slower and more difficult than programme delivery, but it is also what lasts.

One implication of this learning is economic. In many parts of rural India, agriculture has functioned less as a prosperity economy than as an extraction economy. Depleted soils, unreliable water resources, fragmented markets, weak producer institutions and low local value capture have combined to keep households productive, but not prosperous. Our wager is that rural prosperity requires rebuilding the production economy itself. This means simultaneous investments in ecological regeneration through natural farming, agroforestry and water security. It means productive

energy through decentralised power and solar irrigation, as well as institutional strengthening through producer collectives, agri-entrepreneurs and community platforms. And it means stronger market participation through aggregation, processing and local value capture. The goal is not simply better farming. It is the creation of rural economies that generate diversified, resilient and commercially viable livelihoods.



The third lesson is one we are still learning. Rural India does not present a single development challenge. A “locality compact” designed for a densely populated village on the cusp of urbanisation will look fundamentally different from one designed for a dispersed tribal hamlet deep within a forested landscape. The fiscal instruments, governance relationships, economic pathways and pace of change will differ. The model that seeks to work everywhere by treating everywhere the same reliably works nowhere. Design must be tailored to context, even when the underlying architecture remains common.

After a decade of iteration, failure, redesign and breakthrough, we have arrived at a simple conclusion: rural transformation is fundamentally a question of institutional alignment. Not the presence of schemes, but the architecture that enables them to work together. Not the existence of elected representatives, but the institutional substance that makes representation meaningful. Not the mobilisation of women, but the redistribution of power that makes mobilisation matter.

We call this the Locality Compact – an institutional architecture that brings panchayats, community-based organisations, government departments and market actors into intentional alignment at the level

where development is actually lived. It is where samaaj, sarkaar and bazaar (society, state and market) cease to operate as parallel systems and begin to work together.

In the Indian context, the most appropriate scale for the Locality Compact is the block. According to the Local Government Directory, rural India comprises 7,323 Development Blocks and 6,756 Block Panchayat Samitis. The Block remains the primary operational hub for major welfare, development and infrastructure programmes.

When institutional alignment takes root at the locality level, something begins to shift. Not immediately or dramatically, but durably. Panchayats plan differently. Women's collectives negotiate differently. Market actors engage differently. And households, whether women, farmers or young people, begin to experience something that remains rare in many places: the sense that the systems around them are working with them rather than past them.

That is the flourishing locality.

And we have seen enough of it to know that it is possible.

10 YEARS of iteration, failure, redesign
and breakthrough



Part B:
This Year



03

The year in review 2025-26 – An institutional account:

2025-26 is the first year of TRI's Strategic Directions 2030. What the year demanded, and what it delivered unevenly but directionally, was something more difficult than programme implementation: sustained institutional presence that translates into systems capable of outlasting any single intervention. During the year, TRI deepened its presence across Madhya Pradesh, Uttar Pradesh, Jharkhand and Chhattisgarh, working with rural-facing departments, 50 district administrations and communities across 3,649 villages in more than 2,000 Gram Panchayats. The focus was on integrating systems, strengthening institutions and grounding transformation in the lived realities of rural communities.

103 CLFs

strengthened
to higher
institutional
maturity

27/32

Locality Compacts
operational

₹5,023 crore

Public investment
influenced

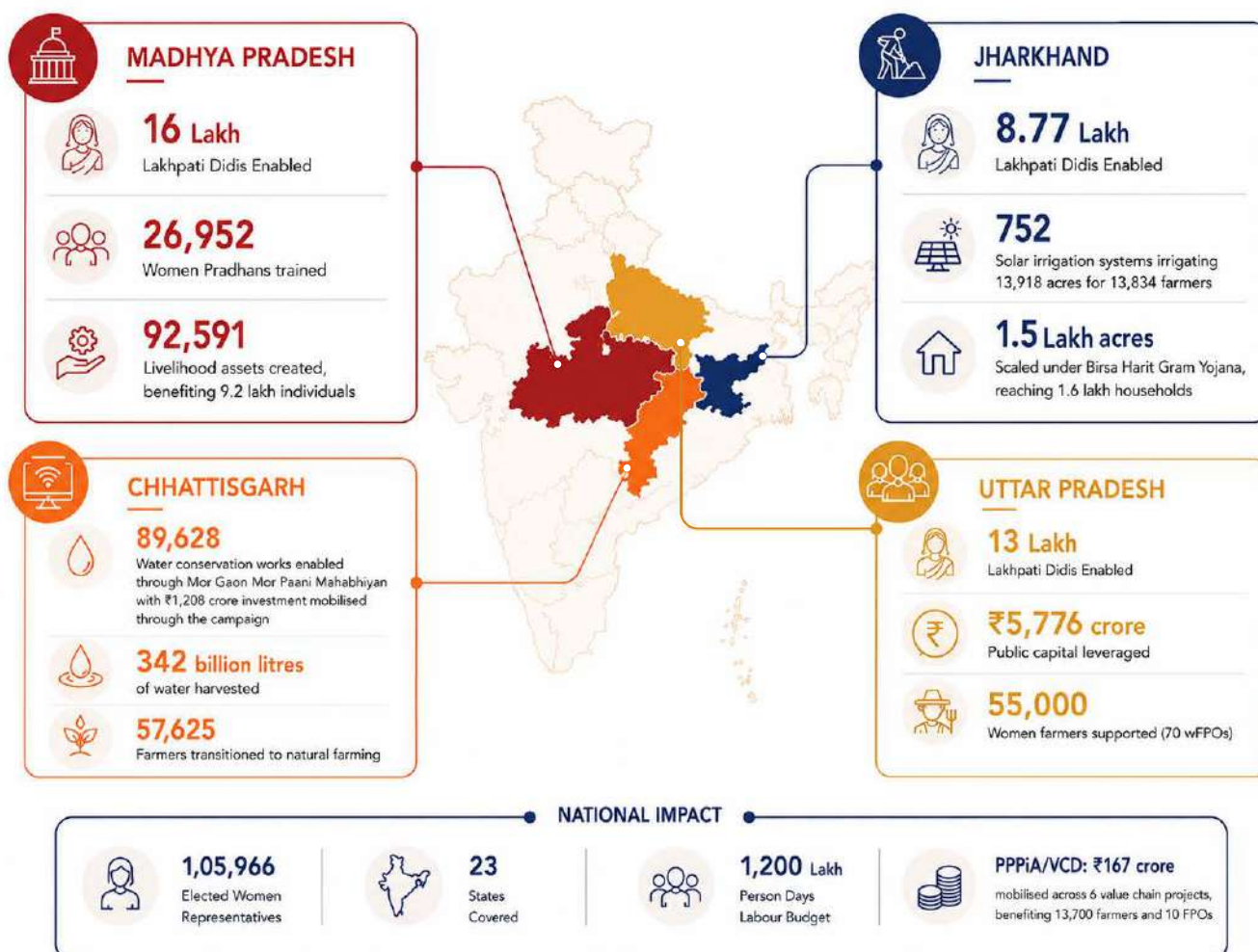
1.5 lakh+

Local actors
capacitated

Government relationships crossed from influence to embedded co-creation

Our teams had the opportunity to contribute to the design and implementation of key rural development initiatives across multiple states. In Madhya Pradesh, TRI was inducted as a knowledge partner to a 15-department state campaign, entrusted with training all 55 district MGNREGA Programme Officers and included in key Department of Panchayat and Rural Development committees. In Jharkhand, the integration of Village Poverty Reduction Plans (VPRPs)

with MGNREGA contributed to the state's highest-ever labour budget of 1,200 lakh person days, a 33 per cent increase, with approximately 985 lakh person days generated during the year. The MP State Cabinet also approved the PESA Rules. In Chhattisgarh, 8,262 Atal Digital Suvidha Kendras were established across the state's 11,693 Gram Panchayats. In Uttar Pradesh, the Gender Resource Cell Training Reference Manual and GRC Browser were launched.



At the national level, the Shashakt Panchayat-Netri Abhiyan reached more than 1,05,966 Elected Women Representatives across 23 states, while the Lakhpatri Didi initiative expanded with a target of reaching

6 crore women. Collectively, these engagements reflect a growing recognition of TRI's role not only in programme implementation, but also in strategy, systems design and institutional strengthening.

The Locality Compact moved from design to functioning architecture

Block Level Coordination Committees (BLCCs) are now active across all our 32 Community Action Labs, while Gram Panchayat Coordination Committees (GPCCs) have been embedded within state guidelines in Madhya Pradesh and Chhattisgarh. Institutional strengthening also continued at the community level, with 103 of the 126 Cluster Level Federations (CLFs) supported by TRI achieving higher institutional quality grades. In Jharkhand, Village Prosperity and Resilience Plan (VPRP) demands directly informed state Labour Budget proposals. The year also saw several

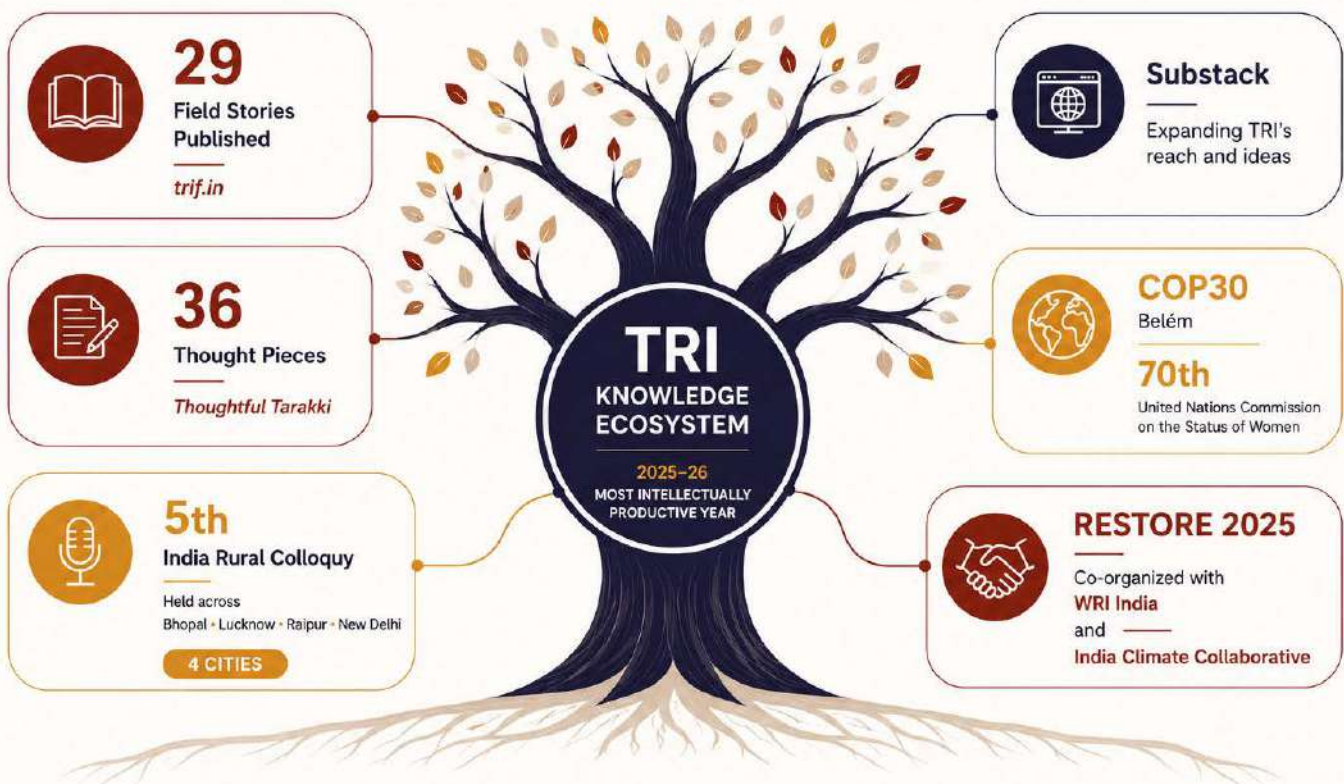
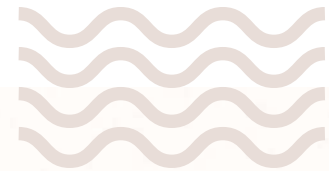
important firsts. Community Libraries were inaugurated in Dongargaon Block in Chhattisgarh. CLF buildings were constructed using MGNREGS Category C funding. Landscape Character Assessment exercises were undertaken across multiple blocks in Chhattisgarh. In Petlawad the Aajeevika Didi Café was established in a vacant Sub-Divisional Magistrate office that was repurposed into a women-run enterprise. Each of these examples reflects what becomes possible when institutions, communities and public systems work in alignment.



Knowledge production became a genuine institutional practice

2025-26 was the most intellectually productive year in TRI's decade. Major publications released during the 5th India Rural Colloquy (IRC), held across Bhopal, Lucknow, Raipur and New Delhi, included the white paper *Intersecting Risks: Climate Change and Women's Health and Wellbeing in Rural India* released by the Union MoS for Health and Mass Flourishing: Mini and Nano Rural Enterprises with the Development Intelligence Unit. TRI practitioners also contributed to leading national platforms, including *The Hindu*, *Times of India*, *Hindustan Times*, *Mint*, *India Development Review*, *Feminism in India*, *YourStory* and *Economic Times*. During the year, 29 field stories were published on *trif.in* 36 thought pieces were published on *Thoughtful Tarakki* and TRI launched its Substack

platform to expand the reach of its ideas and insights. The Colloquy itself reflected the growing scale of TRI's knowledge ecosystem. It brought together policymakers, practitioners and development leaders, including the Union Minister of State for Health and Family Welfare, Prataprao Ganpatrao Jadhav; the Deputy Chief Minister of Chhattisgarh, Vijay Sharma and the Minister of Panchayati Raj, Madhya Pradesh, Shri Prahlad Singh Patel. TRI also participated in COP30 in Belém, 70th Edition of United Nations Commission on the Status of Women and co-organised RESTORE 2025 with WRI India and India Climate Collaborative, attended by the CEO of NITI Aayog and former Finance Secretary.



Economic architecture moved from pilots to embedded systems.

Through 42 WOW (Work, Opportunity and Well-being) Hubs, a cumulative 1,34,912 young people, 61 per cent of them women, were connected to skill-building opportunities and livelihoods. In Uttar Pradesh, ten lighthouse women Farmer Producer Organisations (wFPOs) reached more than 11,000 women members, while the Bhooswamini Federation now supports 55,000 women farmers through 70 wFPOs across the state. INR 56.2 crore was leveraged through the CM

YUVA scheme in Uttar Pradesh, including INR 14.5 crore directed to women entrepreneurs. In Jharkhand, the Rural Economic Zone in Jonha mobilised INR 8.1 crore and demonstrated an annual income potential of INR 17 crore, providing a live prototype for the panchayat-as-economic-actor model. The Whole-of-Economy frame (WoE) is moving from concept to practice.



Gender is no longer a cross-cutting theme.

Women across TRI's engagements are increasingly emerging as institutional actors, managing solar irrigation systems, leading Gram Sabhas as trained elected representatives, running producer organisations and anchoring frontline cadres across health, agriculture and natural resource

management. TRI's climate portfolio reached 5.55 lakh households, with the Mor Gaon Mor Paani initiative alone facilitating 89,628 land and water conservation works across 8,338 panchayats, harvesting 342 billion litres of water and generating an estimated INR 657 crore in additional agricultural income.



If 2024-25 was about deepening, 2025-26 was about proving that depth holds.

The Locality Compact is operational in 27 of 32 blocks – while not everywhere, and not perfectly, it operates at sufficient scale and with enough demonstrable evidence to make a credible case for its effectiveness. Government relationships have stabilised. Knowledge

production is now a genuine institutional practice. And market engagement is early but directionally coherent.

Our work remains anchored in the conviction that every village can be a thriving place of opportunity – and that where one is born should not determine what one can become.



04

Snapshot of Progress

Locality Compact Density



2000+

panchayats engaged
in 32 CAL blocks

103/126

CLFs graded at higher
institutional maturity

27/32

active BLCCs



6000+

Local Influencers
engaged

Panchayat-GPDP Shift



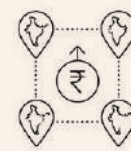
2000+

Gram Panchayats
engaged in
decentralised
planning processes

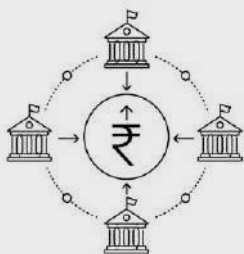
>5 sectors

covered in
decentralised planning
and convergence
with GPDP

400+ GPCCs

institutionalised as
Gram Panchayat
-level convergence
platforms

Public Capital Convergence



₹5,023 crore

public capital unlocked
through PPIA engagement

Capacities Enhanced



~1,50,000 actors

(EWRs, Krishi Sakhis etc) trained for facilitating
change in their communities in CAL and PPIA outreach

Local Economic Activation

₹56 crore +
enterprise capital through
WoW hubs in CAL blocks

~₹5000 crore
influenced through
CM-YUVA program

1.26 lakh
entrepreneurs supported
through direct and
Departmental programmes

Mainstreaming & Scale



1,05,966
Women Elected
Representatives Trained



23 States
Programme Scaled



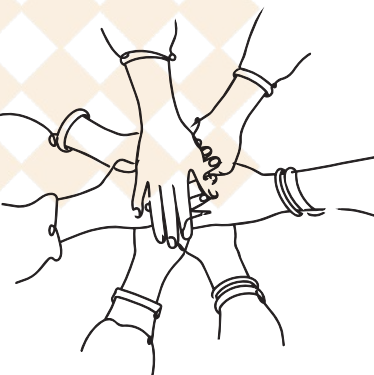
3 States
Lakhpati Architecture
Adopted



BLCC Integrated
National PPC Guidelines



Maharashtra
NoC Model Adopted for NCD



The value we generate:

Social Return on Investment (SROI)

To determine the social value created through TRI's work, we asked a simple question: for every rupee invested, how much value is generated for communities, public systems and the wider economy?

In 2025-26 a social return on investment (SROI) analysis was conducted by Sambodhi Research and Communications, one of India's leading development research institutions in March 2025. Using internationally accepted SROI methodology, the

assessment examined field-level outcomes, assigned financial proxies to non-market gains, applied conservative attribution and deadweight adjustments, and calculated net present value across the expected life of each intervention. The analysis evaluated both TRI's direct field presence and its work through state-level nudge units.

The results were encouraging.



Working at depth – 32 CAL Blocks

TRI's Community Action Lab blocks represent our feet-on-the-ground model for sustained institution-building, close to the ground convergence platforms, and multi-thematic integration across governance, livelihoods, gender, health, and climate. Outcomes measured by Sambodhi include increased household incomes, improved health outcomes for women and children and enhanced access to entitlements.

Over a five-year scenario:

INR 287.14 crores invested → INR 3440.95 crores in social value

SROI = 11.98

Every rupee of philanthropic capital invested in TRI's deep demonstration work generates **INR 11.98 in social value for the communities it serves.**

Sambodhi's analysis benchmarks this against comparable rural development investments in India: Rabobank rural livelihoods programme (8.77), Dalmia rural initiative (7.58), Tata MPOWERED (6.70).

When TRI works at scale - Birsā Harit Gram Yojana (BHGY), Jharkhand

When TRI embeds within government programmes as a technical partner, co-designing interventions, building capacities and providing implementation support without directly owning delivery, the investment required is relatively small while the public capital mobilised is substantial. BHGY provides one of the clearest demonstrations of this approach.

Between FY 2020-21 and 2024-25, TRI invested INR 2.63 crores (from donors) supporting BHGY. The Jharkhand government invested INR 5462.07 crores in the

programme over the same period. For every rupee TRI spent, the state invested approximately INR 2076. Outcomes measured: household income from orchards and vegetable intercropping and carbon sequestered through agroforestry (linked to the international carbon market).

Over a 20 year scenario:

Net Present Value of returns:
INR 7411.03 crores SROI = 5.86

Every rupee of TRI's embedded support in BHGY generates INR 5.86 in social value - at a scale no direct-delivery model can reach.

Comparative large scale public funded program - Kosi-World Bank (4.38)



What These Numbers Say Together

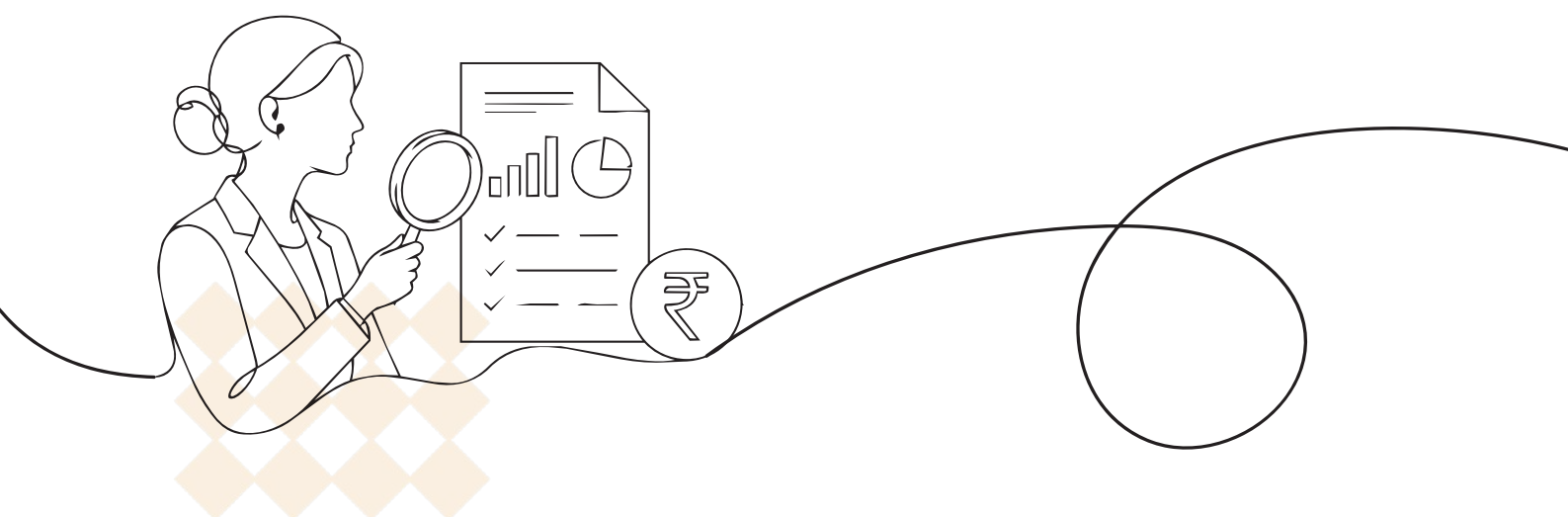
TRI operates at two levels simultaneously. In CAL blocks, at depth, we generate 11.98 times worth of measurable impact in the hands of the poor. Inside state programmes, at scale, we generate around six times the measurable impact in the hands of the poor, across millions of households.

These are not competing choices. These are an iterative, non-linear, systems-aware design approach: CAL works like a solution development space with a DNA to scale and PPiA embeds and grafts within large public programs at state and national level. The SROI of each captures a different dimension of the same institutional wager.

Sambodhi's independent analysis confirms what ten years of fieldwork have consistently pointed towards: TRI's approach to institutional change, building platforms, embedding within systems and staying long enough for change to take root, generates returns that comparable investment approaches do not.

For the communities we work with, one rupee of philanthropic capital generates approximately INR 12 in social value. For the public systems we work inside: 1 INR of support unlocks more than INR 2000 of public investments leading to 6X outlay-outcome benefits for the poor. That is the return on a decade of institutional work. It is also the argument for the next one.

Sambodhi Research and Communications methodology follows international SROI standards with adaptations for India's rural development context. Analysis applies conservative principles - outcomes are adjusted for attribution, deadweight and displacement before valuation.



05

Models that move systems:

1 | The Locality Compact

(Kokanpur village, Kanker, Chhattisgarh)

For years Kokanpur's sarpanch had been trying to address the village's water scarcity. The plans existed, government schemes were available and departments were willing to support, yet progress remained slow. Resources were present but rarely aligned, decisions moved through separate channels and priorities raised by the community often stalled before they could translate into action. The village remained water-scarce and largely dependent on single-crop agriculture, not because of a lack of effort, but because the institutions responsible for change were not working together.

TRI's early engagement focused on community mobilisation, awareness-building and improving access to entitlements. While these efforts generated results, they also revealed the limits of mobilisation alone. A water conservation plan submitted without community institutional backing stalled at the MGNREGA cell, while demands raised through the Gram Sabha often struggled to gain traction without institutional support. What was missing was not another scheme or another programme, but a mechanism through which the panchayat, community institutions and government departments could jointly plan, prioritise and act.





Our Locality Compact model emerged from this recognition. Rather than creating new institutions, it connects those that already exist. Through Locality Compact, the SHG-VO-CLF architecture, the panchayat and line departments are brought together through Gram Panchayat Coordination Committees (GPCCs) and Block Level Coordination Committees (BLCCs), supported by formal mandates, regular meetings and documented decision-making. Equally important was the creation of a planning pathway through which community priorities identified in Village Poverty Reduction Plans could flow into Community Action Plans and ultimately into Gram Panchayat Development Plans, ensuring that local aspirations had a pathway into public investment.

One design adjustment proved particularly important. Early BLCC meetings were convened through the Block Development Office and were frequently deferred in favour of more immediate administrative priorities. When convening responsibility shifted to NRLM, whose day-to-day engagement with Cluster Level Federations created stronger links with community institutions, participation improved significantly and meetings became more regular, enabling communities to engage as partners rather than invitees.



With TRI's facilitation, the panchayat, CLF and MGNREGA cell came together around GIS-based watershed planning. The community mapped their own water flows, identified where interventions would have the most impact, and prepared a technically credible plan the MGNREGA cell could sanction. The outcomes were substantial: more than 1,600 water conservation structures were created, annual water conservation reached 639,966 cubic metres, farm ponds added a further 54,000 cubic metres of storage, over 1,600 days of employment were generated and INR 4.3 lakh in wages flowed to 140 villagers. The plantation of 1,500 trees and the transition from single to double cropping reflected not only improvements in water availability, but also a growing confidence among local institutions to plan and act collectively. PRI representatives who once attended coordination meetings as a formality now use GIS tools independently and play a central role in driving local planning processes.

What began in Kokanpur eventually informed the statewide Mor Gaon Mor Paani Mahaabhiyan, which has since reached 8,338 panchayats, supported investments of INR 1,208 crore and enabled 89,628 water conservation works. Kokanpur demonstrated what institutional alignment could make possible; Mor Gaon Mor Paani showed that the same approach could be taken to scale.

1600

Water Structures

639,966 m³

Water Conserved

₹43 lakh

Wages Generated

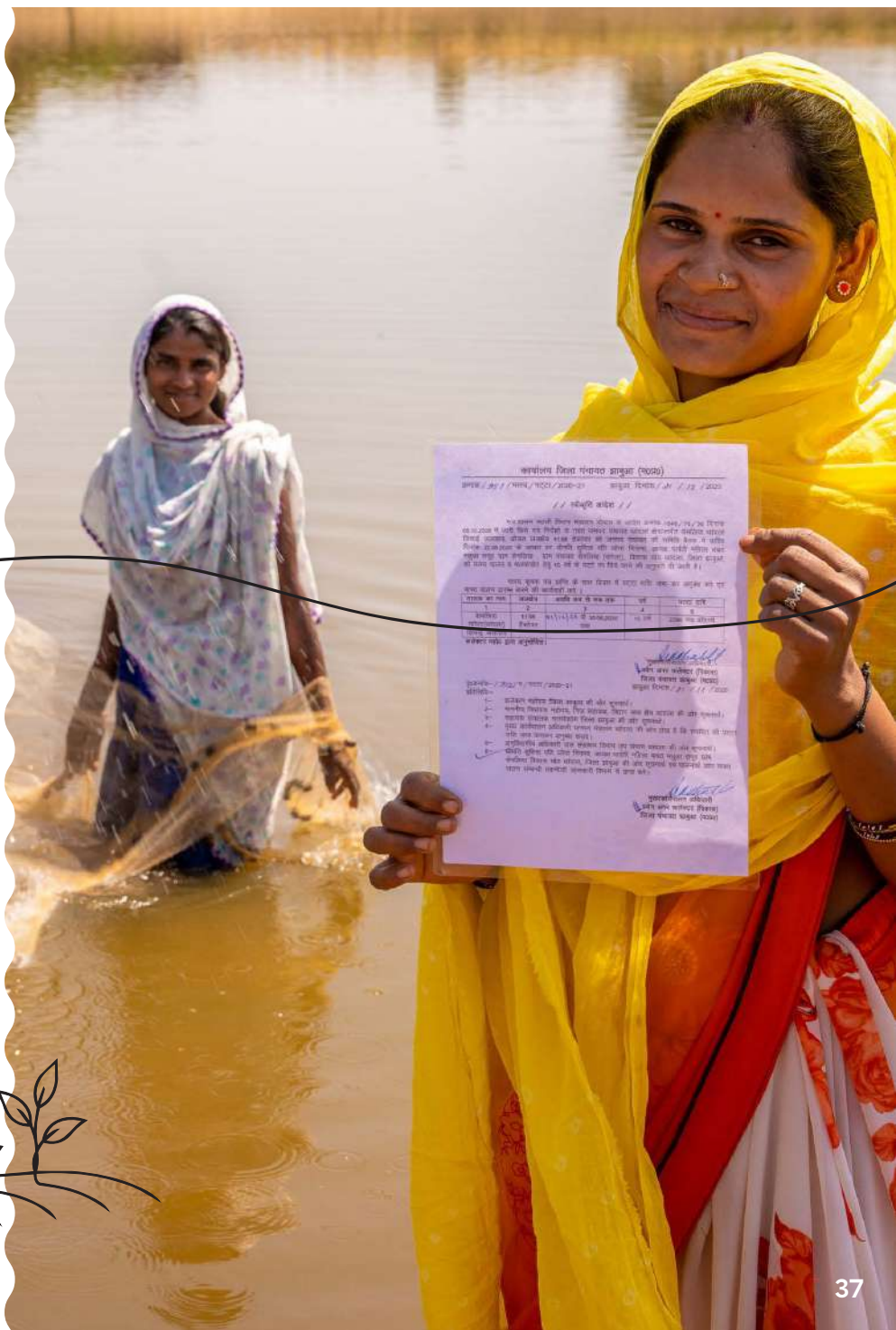


8,338

₹1,208 crore
public capital mobilised

89,628

Water conservation
works enabled



2 | Neighbourhoods of Care (NoC)

(Tappal Block, Aligarh, Uttar Pradesh)

For years, maternal and child health in Tappal reflected a paradox familiar across much of rural India. Services existed. Frontline workers were active. Village Health, Sanitation and Nutrition Days (VHSNDs) were held regularly. Yet outcomes remained poor. Only 44.7 per cent of women completed the four recommended antenatal care visits. Malnutrition was deeply entrenched. Nearly 690 children, women and adolescent girls who were eligible for immunisation had never received it.

The problem was not missing services. It was missing community ownership. When a woman missed a check-up, there was no one accountable for following up. Frontline workers were doing their jobs. They were doing them alone.

We focused on improving service delivery – better VHSNDs, better trained Sahiyas, better supply chains. Necessary. Not sufficient. Communities that received better services did not automatically take ownership of their health. The harder truth: the reasons women in Tappal missed ANC visits had nothing to do with health services. It was time – seven to eight hours of daily unpaid care work. Mobility. Seasonal agricultural labour. Social norms about when women can leave home. None of that can be fixed by a better-trained ASHA.

The Neighbourhoods of Care model starts from a different premise: care is a community function, not just a health system function. The design brings together CLFs, Village Organisations, Social Action Committees, and frontline health workers as a co-responsible team, not as separate actors delivering separate services.

In Tappal four CLFs were brought in as co-designers. VHSNDs were redesigned – not as routine government events but as community-run platforms held under banyan trees where VO leaders and ASHAs discussed immunisation and nutrition together with mothers and adolescent girls. Frontline workers were no longer working alone. Community leaders were tracking the same families and following up when someone missed. The BLCC became a live problem-solving space with health officials – not just a reporting meeting.

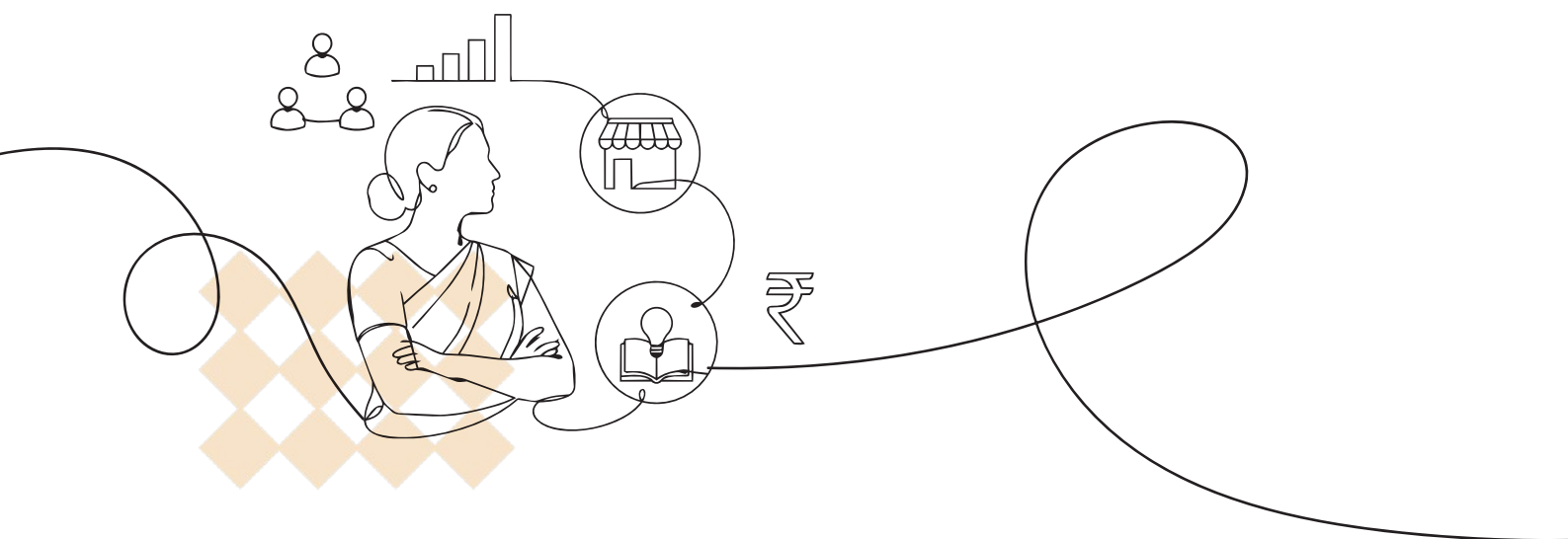
Within four months: 690 previously unreachable individuals immunised – 480 children, 120 women, 90 adolescent girls. 119 women accessed ANC services they had previously missed. CLFs began reviewing VHSND outcomes monthly. Health priorities entered GPDP plans for the first time.





The Tappal model now informs health-SHG-PRI convergence protocols across other CAL geographies. Three Jharkhand districts – Palamu, Ranchi, Ramgarh – signed formal MoUs to adopt NoC within state primary care systems. Maharashtra adopted it for statewide NCD scaling.

The Lancet Commission on a Citizen-Centred Health System for India cited TRI as a key reference.



3 | The WOW Hub (Naira Village, Palamu, Jharkhand)

Rural India is not short of entrepreneurs. What limits growth is rarely enterprise itself. More often, it is the absence of the ecosystem around it: access to suitable credit, reliable market intelligence, business networks and opportunities to learn from others who have faced similar challenges.

We tried FPOs. We tried individual credit access. We tried awareness. Each helped at the margin. None produced economic density – the kind where one enterprise creates conditions for others to grow, where money circulates locally rather than flowing out.

What ultimately shifted our thinking was a simple observation from the field. Most people approaching our WoW Hubs were not aspiring entrepreneurs looking to start a business. They were already running one. Their challenge was not how to begin, but how to grow. That insight led us to focus less on enterprise creation and more on enterprise expansion through market linkages, access to capital and peer learning among people already engaged in business.



Mamta Kumari, Naira

Before 2024, Mamta had unstable income and no credit history. Through the TRI-supported WOW Hub, she learned financial literacy and enterprise management, built the confidence to apply for an INR 75,000 SHG loan and opened a grocery shop by May 2024.

Then she noticed something: the elderly, the daily wage earners, and the women around her had no access to banking. In December 2025, she became a BC Sakhi – enabling doorstep banking for over 300 people, helping many open their first bank accounts. Her BC Sakhi income adds INR 3,000-INR 4,000 monthly. Total monthly earnings: INR 10,000-INR 12,000.

Her shop is now a hub for information, solidarity and services. More than 50 women and youth from nearby hamlets came to the WoW Hub after hearing her story. Money circulates more in the area. One woman's journey changed the economic texture of a locality.

As of March 2026, TRI's 42 work, Opportunity and Well-being (WOW) Hubs had cumulatively connected 1,34,912 young people to opportunity pathways, of whom 61% were women.



₹8.1 Crore

Mobilised through convergence

665

Community Demands Integrated into GDPs

1,373

Individual Livelihood Aspirations Integrated into GDPs

87

Villages Covered

4 | The Rural Economic Zone

(Jonha Panchayat, Ranchi, Jharkhand)

Jonha, a tribal panchayat near the famed waterfall, has community forest rights, a steady flow of visitors and a generation of young people looking for opportunities closer to home. Yet, despite these assets, the local economy remained fragmented. Enterprises emerged and disappeared, opportunities remained isolated and no institution existed with the legitimacy, permanence and public mandate to organise economic activity at the locality level.

Our early efforts focused on supporting individual enterprises. While some businesses grew, the local economy remained fragmented. We then invested in Farmer Producer Organisations, but familiar constraints emerged around working capital, governance and market credibility.

Over time, we arrived at a simple conclusion. The panchayat was the only institution with the permanence, legitimacy and public mandate needed to play that role. Unlike a project, a producer organisation or an individual enterprise, the panchayat remains. It can hold assets, convene stakeholders and create a platform around which local economic activity can grow.

This thinking shaped the Rural Economic Zone (REZ) approach. Sajha Café was established as a panchayat-anchored, community-run enterprise, sourcing inputs locally, serving regional cuisine and drawing on the steady visitor footfall around Jonha Falls.



The panchayat chairs the management committee, holds the lease and reinvests a share of revenues into community development. The Jonha Dera eco-tourism initiative and Market Stand created additional opportunities for women and young people, helping diversify the local economy beyond agriculture.

The model extended beyond enterprise. Through the Global Opportunity Youth Network (GOYN) youth governance ecosystem, 665 community demands and 1,373 individual livelihood aspirations from 87 villages were formally incorporated into GDPs and VPRPs. The District Enterprise Coalition in Ramgarh brought together youth, government departments, civil society organisations and financial institutions through an ongoing platform for coordination and problem-solving.

One design correction proved critical: we initially placed the Café at the centre and assumed the panchayat would follow. An enterprise without panchayat co-ownership is politically fragile – it disappears with a leadership change or an administrative transfer. The fix was institutional, not managerial: the Sarpanch chairs the management committee, the panchayat holds the lease, the Market Stand operates under Panchayat permit. That's what makes it durable.

To date, the Rural Economic Zone has mobilised INR 8.1 crore through convergence and demonstrated an annual income potential of INR 17 crore. The model was presented to the Government of Jharkhand during the State Consultation in Ranchi in March 2026 and is generating growing interest as a framework for local economic development.

The Rural Economic Zone remains a work in progress. Yet it points towards a larger possibility: panchayats can act not only as institutions of governance, but also as institutions capable of shaping local economies and creating pathways to prosperity.

Four journeys, four models at different stages of maturity. Together, they reflect TRI's belief that rural transformation is ultimately an institutional challenge. The Locality Compact is shaping the way TRI thinks about institutions. Neighbourhoods of Care is entering public health systems. WoW Hubs are testing last-mile opportunity infrastructure. The Rural Economic Zone is still a prototype, but it points to a larger possibility: panchayats as economic actors.

None are finished. Each continues to evolve. But together they offer a growing body of evidence that when institutions align, change becomes both possible and durable.



06

Review of Practices

Our three Practices – Public Policy in Action (PPiA), Community Action Lab (CAL) and Bending Markets for Flourishing Localities (BMFL) – are not parallel tracks.

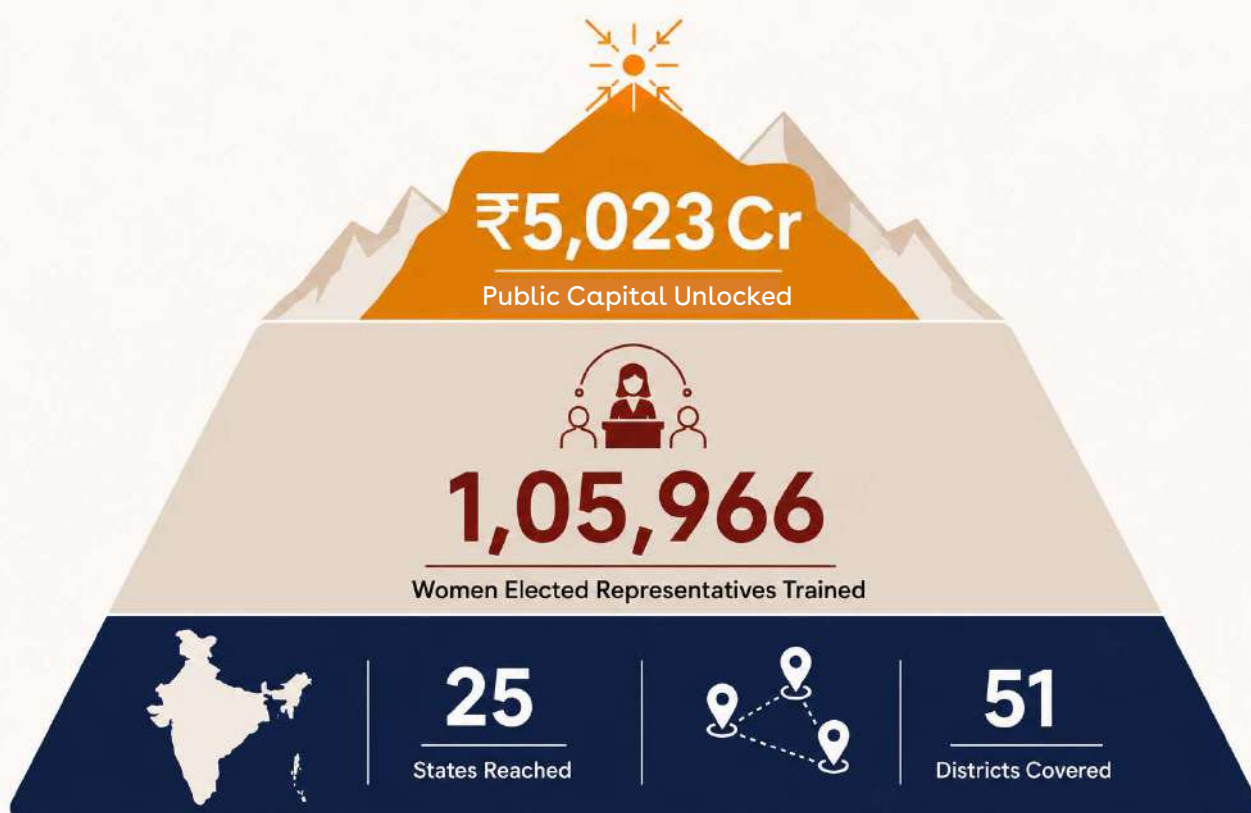
They are a single architecture: CAL builds institutional depth in localities, PPiA embeds that depth into state and national system, and BMFL shapes the economic environment so that depth translates into income and ownership. Each practice is incomplete without the other two.

6.1 Public Policy in Action

PPiA operates at the intersection of government mandate, administrative capacity and community

aspiration. In 2025–26 the Practice completed a decisive shift: from technical assistance to systems architecture, shaping how programmes are structured, how community institutions are positioned within governance hierarchies and how public investment is reformed to reflect local realities. Embedded partnerships deepened with MoRD, MoPR, MoAFW, DAHD and NITI Aayog, moving from programme support toward co-creation of national programme architecture. District-level engagement covered 51 districts across Uttar Pradesh, Jharkhand, Chhattisgarh, Madhya Pradesh and Assam.

AT A GLANCE:



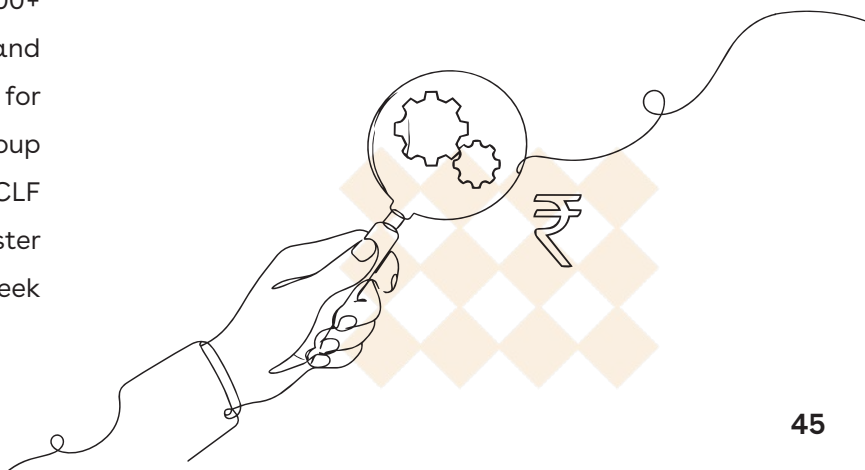


Central Engagements

Ministry of Rural Development (MoRD – DAY-NRLM):

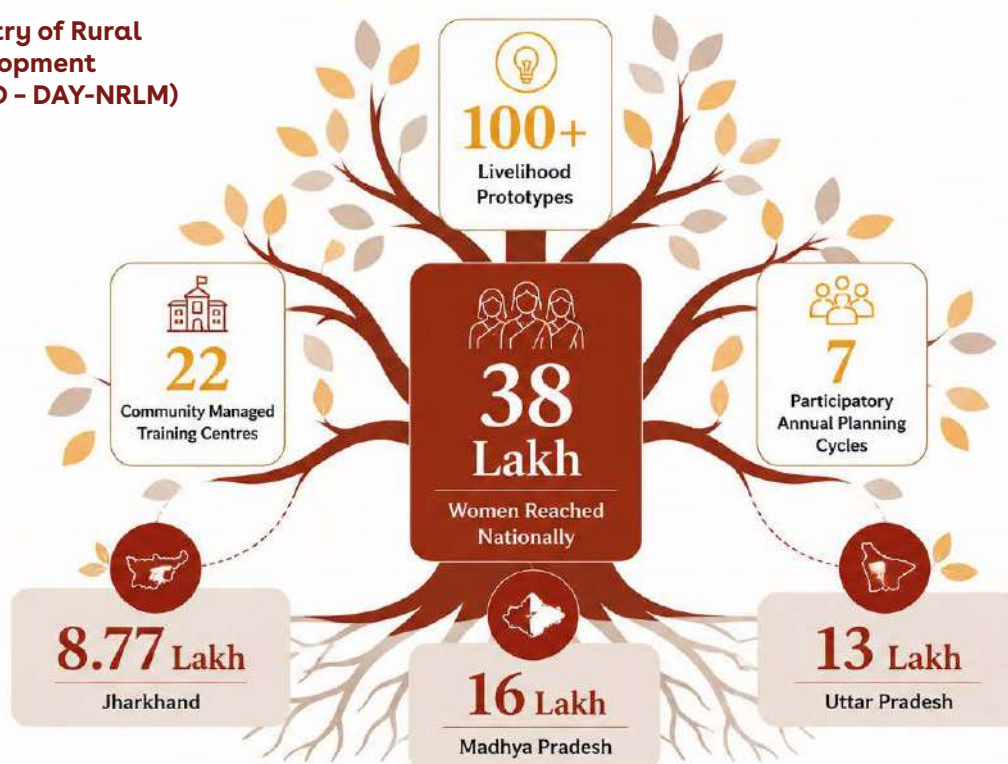
TRI supported the central government in developing the policy frameworks, monitoring systems, digital tools, and capacity-building architecture behind the Lakhpati Didi initiative, now at ~38 lakh women nationally. Key tools deployed: Enterprise Planning Tool, Digital Aajeevika Register, District Livelihood Potential Mapping, and AAP automation. 100+ livelihood prototypes designed across farm and non-farm sectors; technical bulletins developed for poultry, goater, piggery, and cattle; Producer Group Management Playbook rolled out. Model CLF architecture strengthened through embedded Master State Resource Persons within SMMUs; seven-week

participatory annual planning institutionalised; 22 Community Managed Training Centres operationalised. Non-farm livelihoods transitioned from programme support to system design through AGEY national rollout and PMFME-NRLM convergence. Intensive state level implementation support provided (by way of embedded state level teams) in UP, MP, Jharkhand, Chhattisgarh.





Ministry of Rural
Development
(MoRD - DAY-NRLM)



ENABLING SYSTEMS & TOOLS



Enterprise
Planning Tool



Digital
Aajeevika
Register



District
Livelihood
Potential Mapping



AAP
Automation



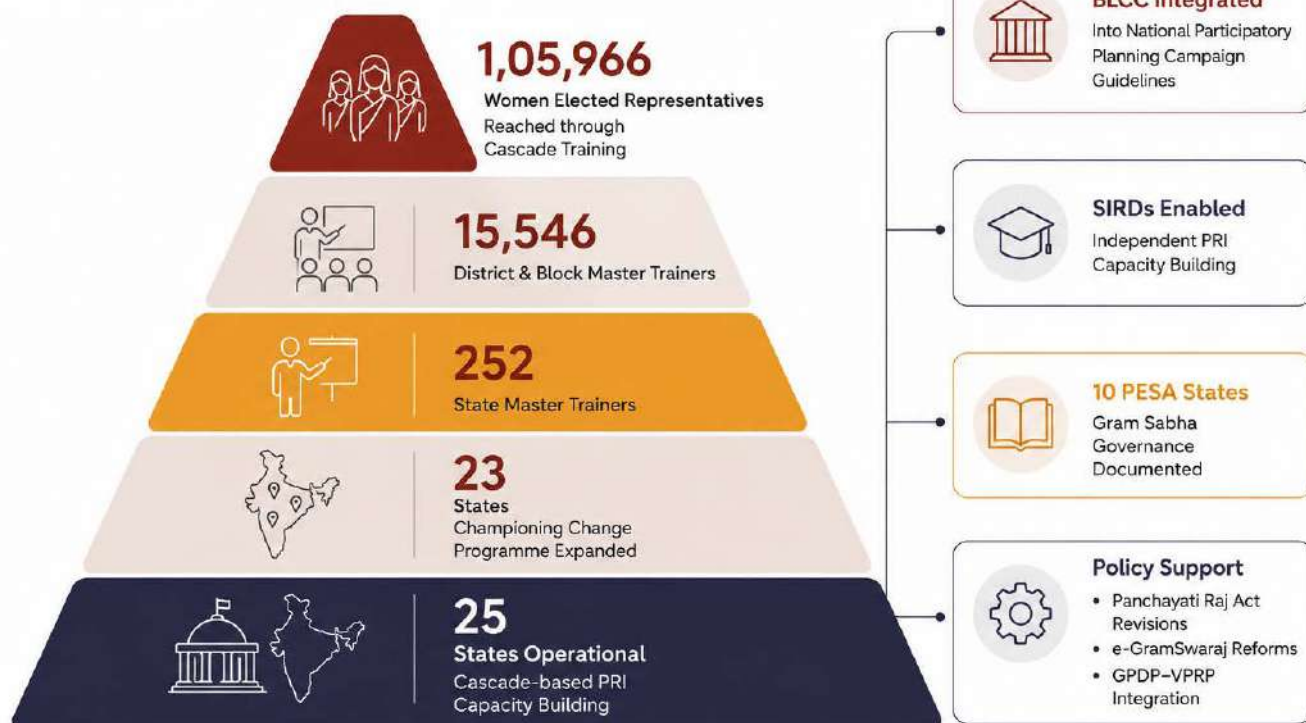
Ministry of Panchayati Raj (MoPR):

TRI strengthened the institutional architecture for Panchayati Raj capacity building at national scale. A cascade-based training system is now operational across 25 states, enabling State Institutes of Rural Development (SIRDs) to independently lead PRI capacity building. The Championing Change programme for Women Elected Representatives expanded across 23 states, building a national cadre of 252 State Master Trainers, 15,546 District and Block

Master Trainers, and reaching 1,05,966 Elected Women Representatives. TRI also contributed to institutional reforms by integrating Block Level Coordination Committees (BLCCs) into the national Participatory Planning Campaign guidelines, documenting Gram Sabha governance practices across 10 PESA states, and providing technical inputs to Panchayati Raj Act revisions, e-GramSwaraj reforms, and GPDP-VPRP integration protocols.



Ministry of Panchayati Raj (MoPR)



Ministry of Agriculture and Farmers Welfare (MoAFW):

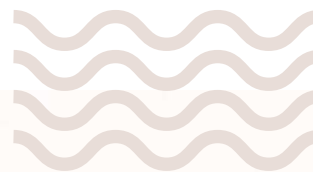
The Krishi Sakhi ecosystem was institutionalised within formal agricultural extension, with 70,000 women certified by MANAGE and 30,000 deployed under Natural Farming clusters. TRI also supported operationalisation of the PPP-AgVCD model with 6 projects worth ~₹167 crore, benefiting 13,700 farmers and 10 FPOs across key value chains, alongside

enabling SHG women's participation in the Soil Health Card programme.





Ministry of Agriculture and
Farmers Welfare (MoAFW)



70,000

women certified by
MANAGE and

30,000

deployed under Natural
Farming clusters



4 Lakh

Women Farmers Supported



₹167 Crore

Portfolio Value



10

FPOs Supported



6

PPP-AgVCD Projects

ENABLING SYSTEMS & INTEGRATION



Krishi Sakhi ecosystem
institutionalised



SHG women integrated
into Soil Health Card
programme



Strengthening extension
systems for sustainable
agriculture

Department of Animal Husbandry and Dairying (DAHD):

The Pashu Sakhi cadre advanced as a women-led livestock service and enterprise model, linked to state animal husbandry systems for scheme access and enterprise support. NLM-NRLM convergence was formalised through joint advisories, enabling SHG-led livestock enterprises including breeding, fodder production, and storage, with a formal collaboration pathway established in Chhattisgarh.



1 The social audit process for validation of the amount mentioned is in progress. Final figures may change at the time of publishing the report



State-Level Engagement

Jharkhand:

TRI's embedded engagement across 18 districts with JSLPS, Rural Development, Irrigation, Tribal Welfare, Health, and allied departments translated into state-scale systems outcomes. MGNREGS Labour Budget reached a historic 1,200 lakh person-days, generating 985.89 lakh person-days and ₹1,647 crore transferred directly to women workers. Birsa Harit Gram Yojana scaled to 1.5 lakh acres across 264 blocks, reaching 1.6 lakh households, with 2.7 lakh backyard nutri-gardens and 54,000 tribal farmers enrolled in voluntary carbon markets. 752 solar irrigation systems now irrigate 13,918 acres for 13,834 farmers. Lakhpati Didi pathways reached 8.77 lakh women, supported by 154 model CLFs and 81,000 SHGs, with sub-sector enterprise pathways emerging across agriculture and allied livelihoods.



Health and nutrition systems strengthened through NHM and Women & Child Development partnerships, with district-level adoption of Neighbourhoods of Care, expanding range of services close to community integrating in primary care including Maternal & Child Health, NCD, elderly care, eye care into primary healthcare, climate and health innovations, statewide capacity building of Lady Supervisors and Anganwadi functionaries, together with infrastructure strengthening and Early Childhood Care and

Education (ECCE) interventions, contributed to the transformation of Anganwadi Centres into more responsive platforms for maternal, child and adolescent wellbeing while tribal systems engagement advanced through PESA operationalisation, PVTG inclusion, and FRA-linked convergence. Institutional convergence mobilised ₹478 crore through DMFT, CSR, SCA, and NITI-linked resources.



Uttar Pradesh:

Strategy oriented toward 35 lakh Lakhpati Didis targeting a 40% income increase over three years. From an INR 8,130 crore opportunity mapped in the UP State Budget, ~INR 5,776 crore leveraged, benefiting ~13 lakh women. Institutional coordination platforms (BLCC, DLCC, SLCC) strengthened with dashboards. Key

outcomes: 166 Integrated Farming Clusters covering 48,000 households; 4 lakh women farmers supported through 8,175 Krishi Sakhis; ~10,000 Pashu Sakhis activated under A-HELP; 20 lakh+ households reached through MGNREGS asset creation; 1,26,024 entrepreneurs supported under CM YUVA (28% women),

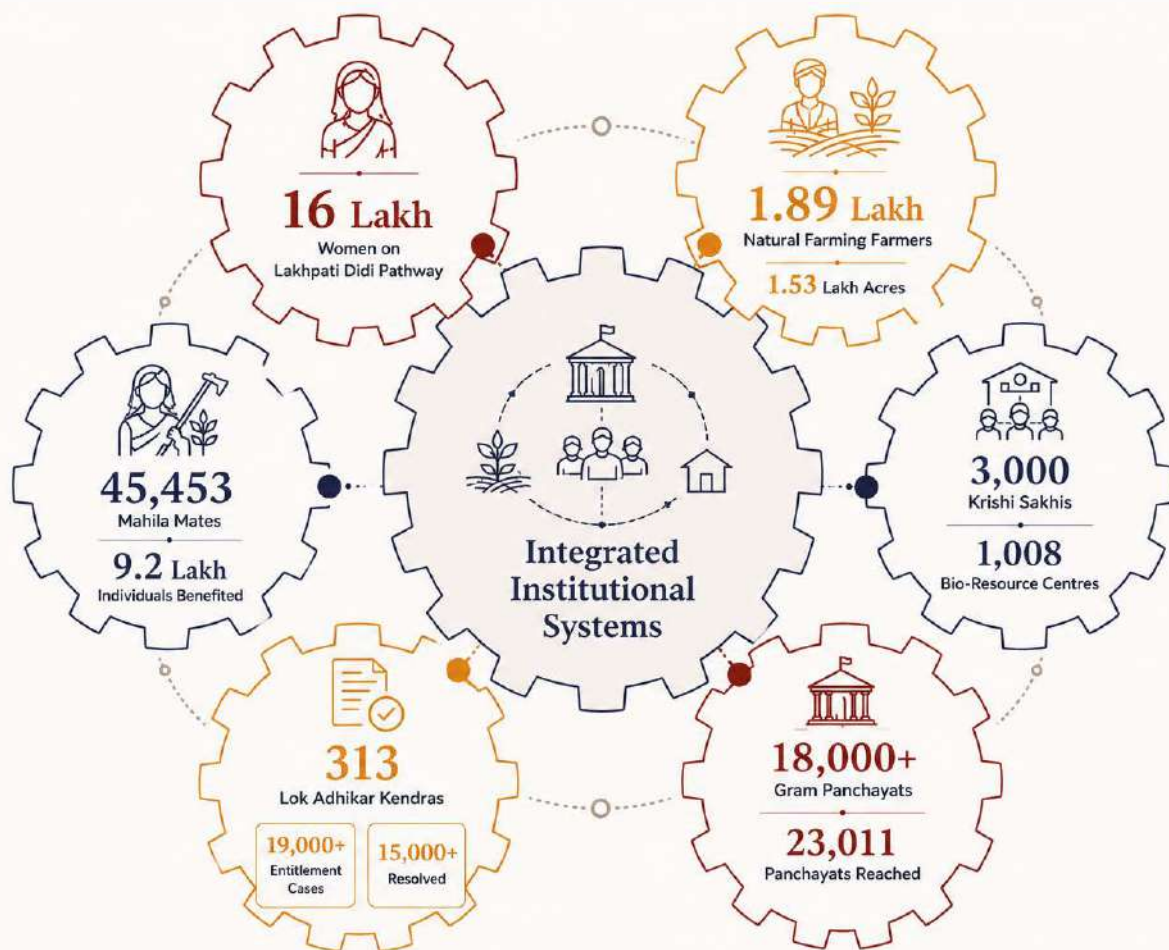
influencing INR 5,191.7 crore in enterprise capital; 26,952 women Pradhans and 57,295 panchayat officials trained. Van Priya Yojna launched - community-led agroforestry targeting ~40,000 farmers across 10,000 acres. New Design and Strategic Support Units established in Agriculture, MGNREGS, Employment, and PMKSY Micro Irrigation offices.



Madhya Pradesh:

Five nudge units - SUTRA (Panchayati Raj), LUC (MPSRLM), LAC (MGNREGS), ASC (Agriculture), WCD Nudge Unit - drove multi-departmental convergence. 16 lakh women on the Lakhpati Didi pathway; 25 women-led FPCs supported; 1.89 lakh+ farmers in natural farming across 1,513 clusters; 1,008 Bio-Resource Centres approved; 3,000 Krishi Sakhis institutionalised as formal paid extension workers. MGNREGS: 45,453 Mahila Mates registered; women's participation rose from 42.5% to 44%; 92,591

livelihood assets created benefiting 9.2 lakh individuals; SIPRI and Planner software institutionalised across all districts; 18,000+ Gram Panchayats with SHG demands in the labour budget. 313 Lok Adhikar Kendras operational; 19,000+ entitlement cases and 1,300+ GBV cases registered; 15,000+ resolved. 23,011 panchayats reached through cascading PPC and Panchayat Advancement Index (PAI) training. New partnership with the Police Department for inter-departmental GBV response.



Chhattisgarh:

PPIA nudge units active across nine department nodes and nine district resource cells - spanning SRLM, MGNREGA, Agriculture, A-HELP, Panchayati Raj, Forest and Climate Change, and Commerce and Industries. The year's defining outcome: Mor Gaon Mor Paani Mahaabhiyan - scaled from a CAL water security demonstration into a statewide campaign across 8,338 panchayats - facilitated 89,628 water works in 2025-26 alone, generating 462.98 lakh person-days including 244.77 lakh women person-days, with total expenditure of INR 1,208.39 crore and 56,000+ stakeholders trained. Natural farming expanded to 57,625 farmers through 922 Agriculture Master Trainers; Pashu Sakhi-to-Pashu Udhyaami pathway institutionalised, with INR 9.6 crore leveraged under A-HELP; INR 40.25 crore mobilised across agriculture and livelihood interventions; ~INR 60 crore across nine

districts reaching 71,000 households. New strategic partnerships with the Department of Forest and Climate Change and the Department of Commerce and Industries formalised engagement in green economy transition and rural industrialisation - including the Green Economy Transition Mission (GETM) pilot and representation at Mumbai Climate Week 2026 on bamboo value chains as a scalable rural green economy model; women-led decentralised renewable energy advanced as both a livelihood and policy design workstream. 8,262 Atal Digital Suvidha Kendras rolled out across all 11,693 Gram Panchayats (INR 536.47 crore investment); 2,645 women Sarpanches trained under Mahila Netri Abhiyan; governance interventions mobilised INR 541.31 crore. On tribal governance: PESA implementation deepened through trilingual booklets in Halbi, Hindi, and Gondi



released by the Chief Minister – 5,688 GPs fall under PESA, covering 60.58% of the state's area; 42 tribal groups documented under Meri Parampara Meri Virasat. NoC principles integrated into Healthy Panchayat convergence models with PRI departments, Jan Arogya Samitis, and VHSNCs. Chhattisgarh is emerging as a centre of thought leadership in green economy transition and convergence-driven development.



9

Department Nodes
Integrated governance architecture across departments.



9

District Resource Cells
Supporting district-level implementation.



8,338

Panchayats
Mor Gaon Mor Paani campaign.



8,968

Water Works
Water security initiatives implemented.



57,625

Natural Farmers
Expanded agro-ecological farming.



922

Agriculture Master Trainers
Building local capacity.



71,000

Households
Climate-smart livelihood support.



462.98 Lakh

Person-days Generated
Employment through climate action.



2,645

Women Sarpanches
Leadership development.



42

Tribal Groups
Inclusive governance.



3,682

Gram Panchayats
PESA implementation.



60.58%

State Area
Covered under PESA.

Programme Investment Influenced



₹1,208.90 Cr

Programme Expenditure



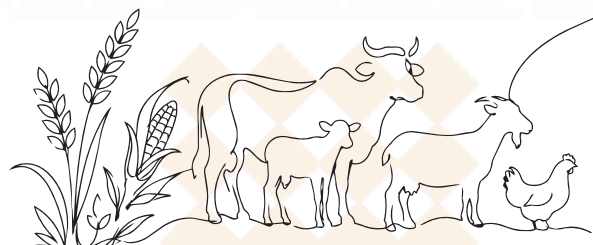
₹536.47 Cr

Digital Infrastructure Investment Influenced



~₹160 Cr

District Climate & Livelihood Projects





District-Level PPiA:

51 district-embedded teams across UP, Jharkhand, MP and Chhattisgarh form the fulcrum where policy and community aspiration meet – extending CAL innovations, grounding flagship programmes, and feeding evidence into state systems. In Jharkhand, BASIC improved Grade 2 reading from 44.7% to 68.3% and mathematics from 13% to 46% across 286 schools in Khunti; Gamharia block won the Prime Minister's Excellence Award. In MP, the Wash on Wheels model (improving sanitation for 45 workers in Dhar) and Dewas Job Portal (6,800 registered, 423 placed) illustrated embedded innovation at the district level.

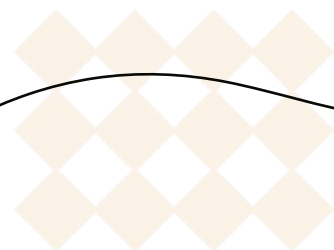
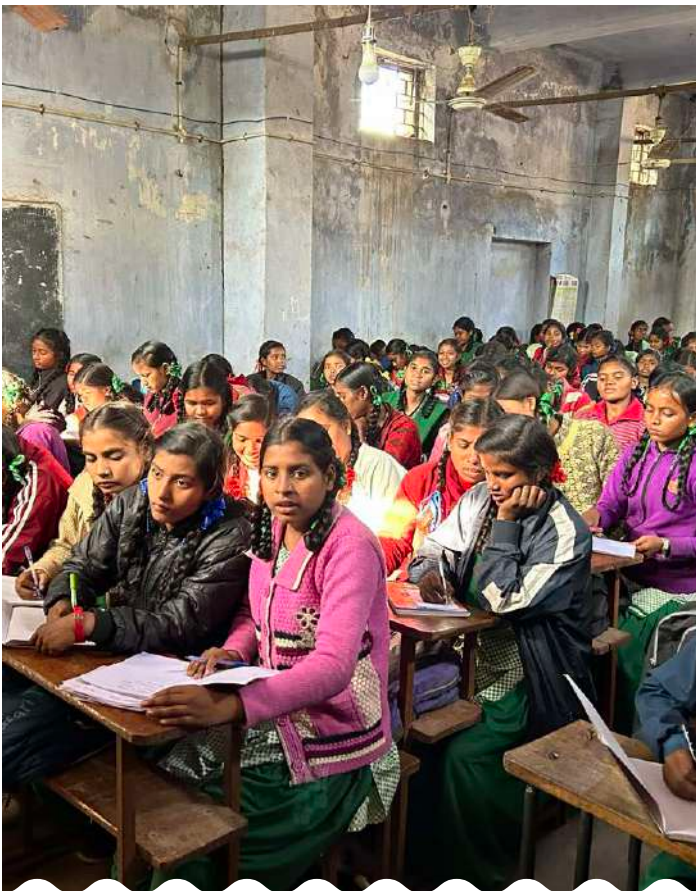
The Public Policy in Action (PPiA) Praxis Residency Programme further strengthened its position as a globally benchmarked yet deeply contextual 'learning-by-doing' model of public policy education

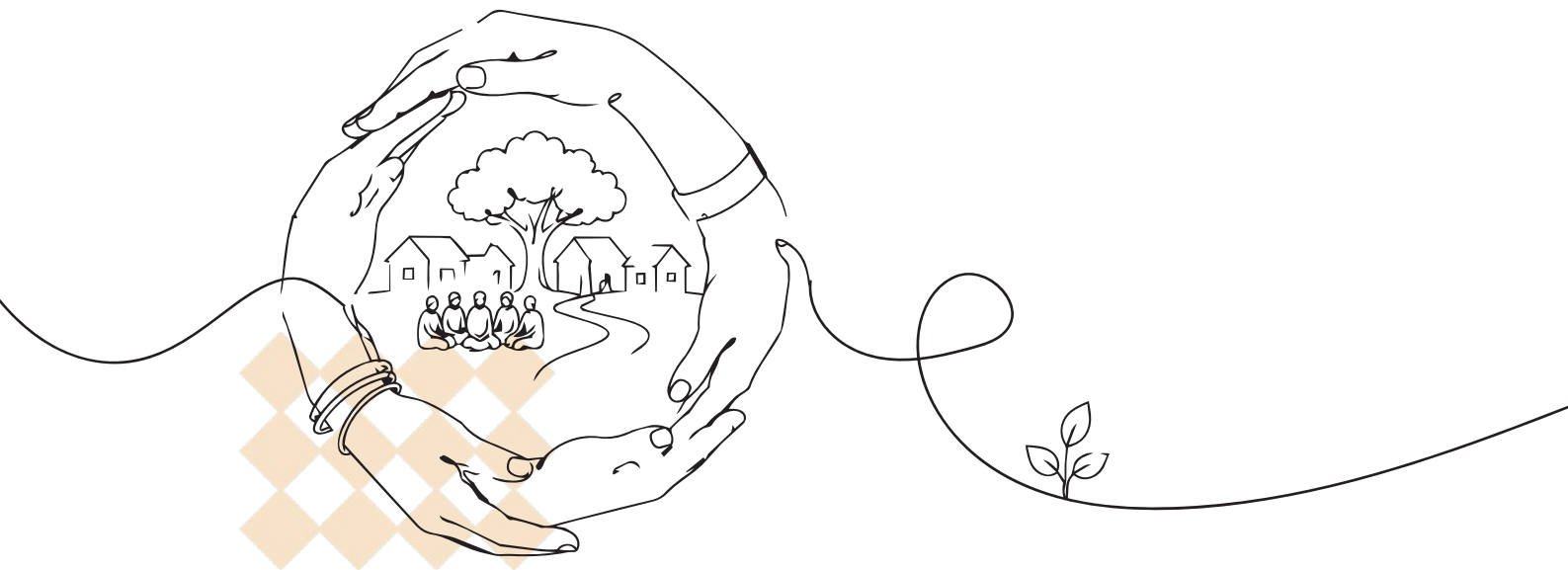
rooted in an immersive field-based residency. During the year, the programme conducted six intensive workshops across three cohorts, delivering an interdisciplinary curriculum covering public policy design and analysis, exploring polity, culture and society, adaptive leadership, Intervention design & evaluation, contemporary issues in public policy, and seminars on development perspectives. The programme also celebrated its first commencement ceremony at the India International Centre, New Delhi, where Shri Shailesh Singh, Secretary, Rural Development, Government of India, and Anish Kumar, Co-lead, Transform Rural India, conferred Post Graduate Certificates in Public Policy Management upon the founding cohort.

This year also marked TRI's collaboration with Hindu

College, University of Delhi, to establish the Centre for Public Policy Management. Envisioned as a leading institution for policy education and research in India, the Centre aims to combine global scholarship with deep engagement in India's public systems through India- focused case pedagogy and mandatory district immersion. Since its inception in 2023, nearly 50 PPIA Praxis Learners have worked across 51 district administrations in Chhattisgarh, Jharkhand, Madhya Pradesh, and Uttar Pradesh, collaborating with Panchayati Raj Institutions and key government

departments. The programme is implemented in collaboration with the Ministry of Rural Development, and the NITI Aayog Aspirational Districts and Blocks Programme.





6.2 Community Action Lab

The Community Action Lab (CAL) practice is the core active-experimentation, learning and demonstration ground of TRI's **"thoughtful tarakki"** approach, where ideas are tested, refined and translated into models that can inform larger systems. In 2025-26, CAL evolved from a collection of pilot interventions into a locality-driven, systems-based development approach. Across 32 blocks in four states, CAL is increasingly shaping how development can be democratised at the level of the locality, through a compact that brings together Panchayati Raj Institutions (PRIs), community-based organisations (CBOs), and local administration into a shared platform for planning, convergence, and action.

The year's shift is visible both in scale and depth. Community institutions are moving beyond financial intermediation to play a developmental role - articulating demands, influencing plans, and engaging with panchayats and departments through structured platforms such as Gram Panchayat Coordination Committees (GPCCs) and Block Level Coordination Committees (BLCCs). The regularisation of these platforms, with 27 out of 32 blocks reporting functional BLCCs, has enabled a stronger convergence architecture where community priorities are channelled into formal planning and review systems.

3,649

Villages across 32 CAL blocks

2,000+

Gram Panchayats engaged

3.76L

Women directly engaged

126

Cluster Level Federations

6000+

Local Influencers



Institutional Architecture: Locality Compacts in Action

Our Locality Compact framework, which brings together panchayats, SHG federations and block administration around a shared development vision, is the institutional backbone of CAL. In 2025-26, this

architecture deepened through three interlinked shifts: stronger convergence platforms, more capable community institutions and a growing culture of collective visioning.



- 27 out of 32 blocks report functional BLCCs; a recent study found that 40–64% of issues raised in studied blocks were resolved through BLCC-led coordination and persuasion
- 103 out of 126 CLFs graded at higher scores on governance and operational parameters – reflecting institutional quality, not just coverage
- More than 6,000 local influencers – SHG leaders, youth, women PRIs, Change Vectors (Badlav Didis), motivated farmers – anchoring community-led change and sustaining interventions beyond project cycles
- In Chhattisgarh, INR 23 crore mobilised for Integrated Natural Resource Management (INRM) activities across 60 Gram Panchayats through BLCC; in Madhya Pradesh, INR 3.52 crore unlocked for livelihood centres (Ajivika Bhawans)
- 936 panchayats now demonstrate stronger ecosystems for women’s participation and decision-making



Block-Level Visioning: साझा सपना, साझा प्रयास

This year marked a significant operational shift with the introduction of comprehensive block-level “**visioning exercises**,” designed to build a shared vision and collective action agenda at both block and panchayat levels. The process moves beyond identifying challenges to developing actionable and inclusive plans through a systems-thinking approach.

- Around 20 blocks have initiated visioning exercises; approximately 100 Gram Panchayats now have a collective shared vision
- Jharkhand leads the pathway with 62 out of 127 Gram Panchayats having a collective vision of flourishing localities; each panchayat has localised its co-governance platform (Virasat Samiti, Pakhnad Vikas Manch, etc.)



VPRP-GPDP Convergence: Community Demand into Tangible Outcomes

Across CAL geographies, the VPRP-GPDP convergence has begun to translate community demand into tangible investment outcomes. Plans worth over INR 989 crore were realised during the year. In all the four states a high proportion of SHGs have prepared entitlement and livelihood plans, with a significant number of Gram Panchayats consolidating these into GPDP processes.

Cross-Cutting Thematic Integration

One of the most defining features of the CAL practice in 2025-26 has been the integration of multiple thematic areas within a single institutional ecosystem. Livelihoods, governance, gender, health and nutrition, education, and climate resilience are no longer addressed through separate verticals but are woven together through the same community platforms.

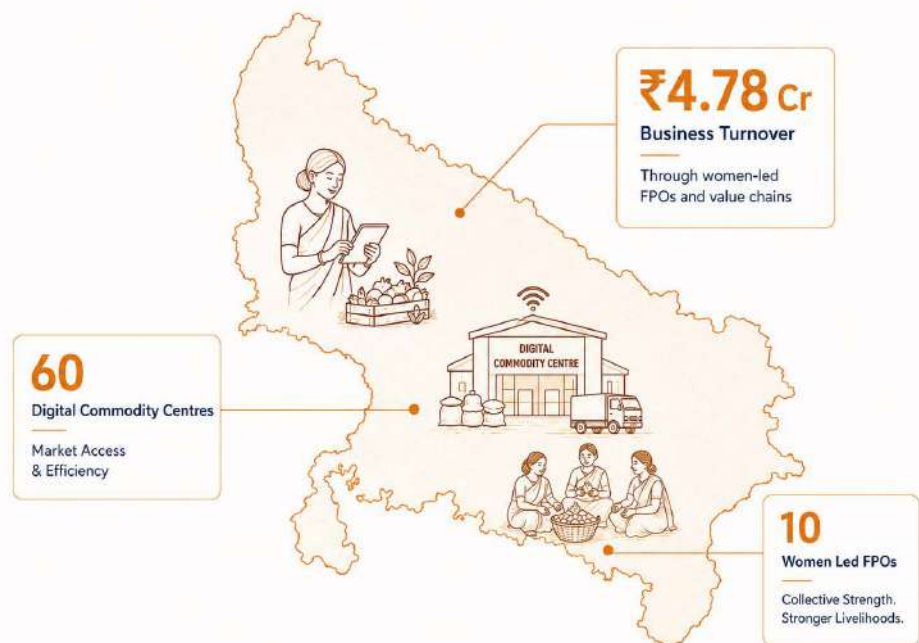
Livelihoods: From Subsistence to Whole-of-Economy

Livelihood systems deepened significantly this year, moving from individual support towards collective and market-linked approaches. The introduction of the Landscape Character Assessment Tool (L-CAT) enabled the scaling of climate-resilient livelihood systems, encompassing landscape-level soil and

water conservation, climate-aligned cropping, horticulture, farm pond-based fisheries and integrated livestock models. By linking ecology with economy, the approach makes interventions relevant across diverse agro-ecological contexts.

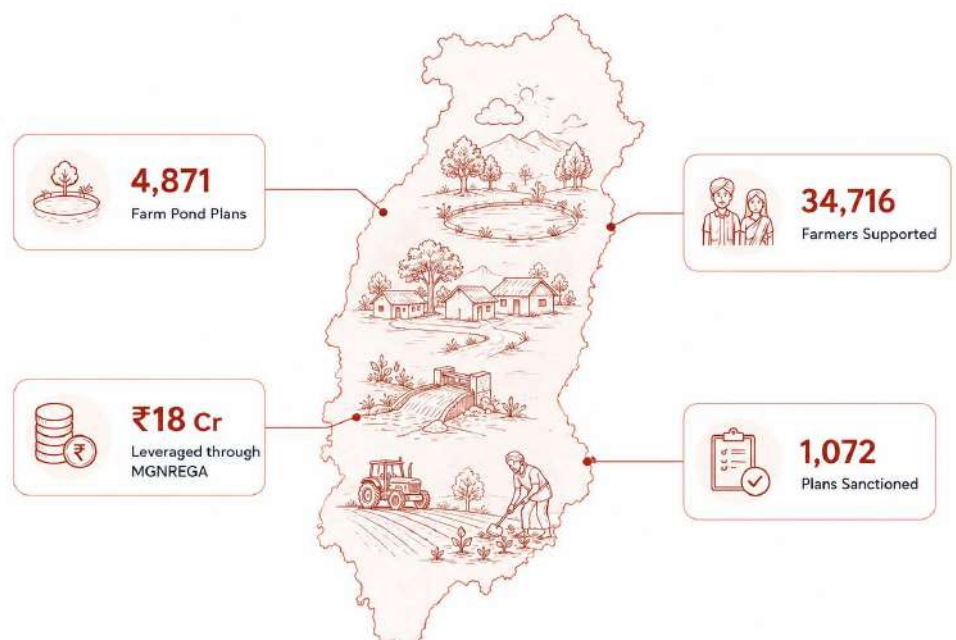
UTTAR PRADESH:

Women-led FPOs and value chains achieved cumulative business turnover of INR 4.78 crore; 60 digital commodity centres established to enhance market access and efficiency



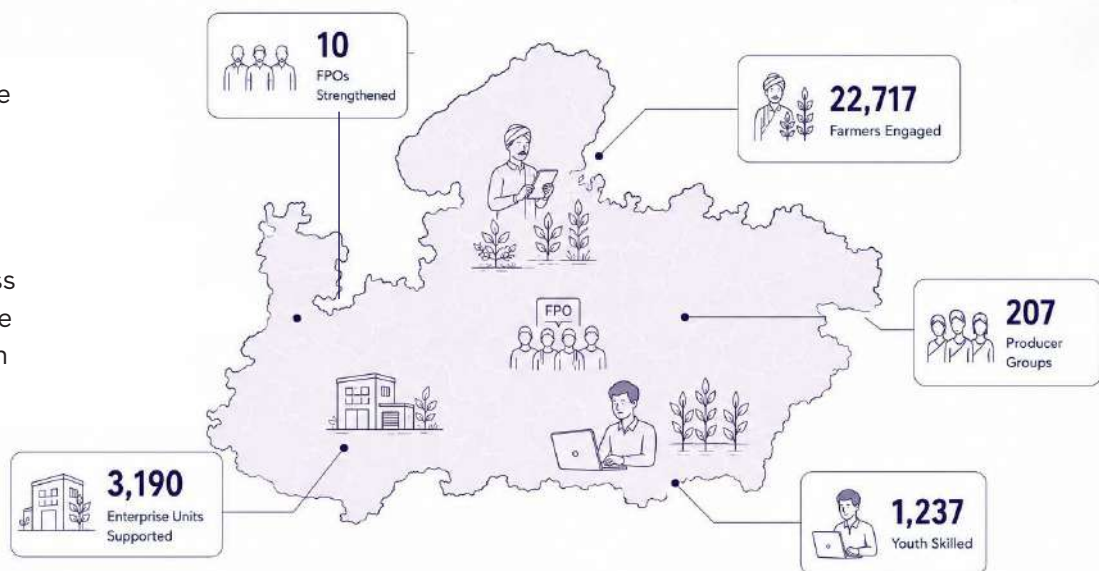
CHHATTISGARH:

Under the Aajeevika Dabri initiative, CLFs facilitated preparation of 4,871 farm pond plans, of which 1,072 sanctioned, translating into approximately INR 18 crore through MGNREGA; 34,716 farmers supported across 25,178 hectares (Kharif) and 3,400 households in Rabi; M-Form tracking deployed for 36,000+ plots; Didi Sang Krishi Pathshala held 300+ sessions



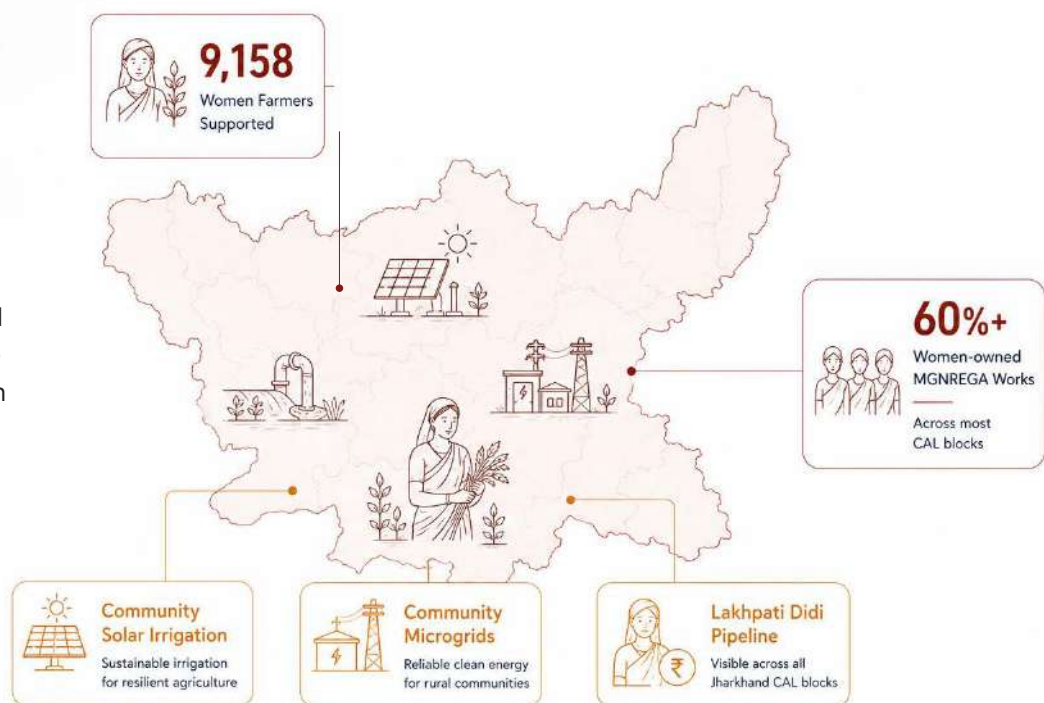
MADHYA PRADESH:

22,717 farmers engaged for climate-resilient agriculture including plantation and natural farming; 10 FPOs strengthened with 207 producer groups and aggregation systems across all 8 blocks; 3,190 enterprise units supported; 1,237 youth skilled and linked to employability pathways



JHARKHAND:

Community-managed solar irrigation systems and microgrids positioning community institutions as managers of productive assets; 9,158 women farmers supported across farm interventions; more than 60% of MGNREGA works in most CAL blocks are women-owned; Lakhpati Didi pipeline visible across all Jharkhand CAL blocks



Climate Resilience: Linking Ecology with Economy

Climate integration is now an explicit dimension of the CAL approach rather than a standalone theme. The L- CAT tool introduces a structured framework for assessing and designing climate-adaptive livelihood systems at the locality level. Landscape-level planning, soil and water conservation, and diversification into high-value horticulture and integrated livestock are being embedded into community action plans and formal Gram Panchayat Development Plans.



Health, Nutrition & Education: Community-Led Service Ecosystems

Community-led health and nutrition initiatives active across 1,195 villages, with Village Health, Sanitation and Nutrition Days (VHSNDs) strengthened in over 1,087 villages.

- **Education interventions** reached more than 801 villages, including off-classroom learning spaces for children and adolescents.
- **Jharkhand:** Health Change Vectors strengthened community ownership, contributing to 17,391 institutional deliveries, while VHNDs were regularised across all eight CAL blocks.



- **Uttar Pradesh:** More than 600 Change Vectors mobilised communities, strengthened SHG and PRI institutions, and promoted healthy practices through the Neighbourhoods of Care approach.
 - **Chhattisgarh:** More than 200 health volunteers strengthened last-mile linkages between households and health and education systems, with NoC principles embedded within Healthy Panchayat platforms.
- Madhya Pradesh: Uptake of maternal and child health services improved through strengthened VHSNDs and VHSNCs, supported by community institutions and local convergence platforms.



Gender: Women's Agency as Institutional Architecture

Gender remains a central and cross-cutting pillar of the CAL approach. Women's leadership is embedded within planning, facilitation, and monitoring processes, with CLFs and women leaders playing a critical role in articulating community priorities and engaging with governance platforms. In 2025–26, signs of change in women's agency were visible across all 32 blocks – from increased participation in Gram Sabhas to more active roles of Elected Women Representatives in decision-making.

- 936 panchayats demonstrating improved ecosystems for women's participation and decision-making
- More than 6,000 Gender Point Persons (GPPs) supporting integration of gender planning into formal grassroots plans
- In Madhya Pradesh Lok Adhikar Kendras and Gender Forums functioning as institutional interfaces where gender-related demand is prioritised and tracked; approximately 3,000 gender violence cases registered; more than 2,800 cases resolved. Safety audits prototyping is being conducted across 80 GPs in partnership with Safetipin.
- EWRs from CAL areas demonstrated next-level leadership through gender-experiential decentralised training programmes; Sumitra Kashyap, Sarpanch of Gutoli Panchayat, Geedam block, Chhattisgarh, participated in a National Women's Day panel discussion in Delhi – showcasing decisive leadership, vibrant Gram Sabha functioning, and gender-intentional planning





936

Panchayats Strengthening Women's
Participation & Decision-making

6,000+

Gender Point Persons Supporting
Grassroots Planning

~3,000

Gender Violence Cases Registered

2,800

Cases Resolved

80

Gram Panchayats Conducting
Safety Audits



6.3 Bending Markets for Flourishing Localities

BMFL reimagines rural markets as equitable systems shaped by communities. In 2025-26, the Practice transitioned from enterprise promotion to the development of local economic systems, building integrated, community-owned platforms that connect producers with capital, markets, skills and governance. The work spans Uttar Pradesh, Jharkhand and Madhya Pradesh.

1 | The WOW Hub

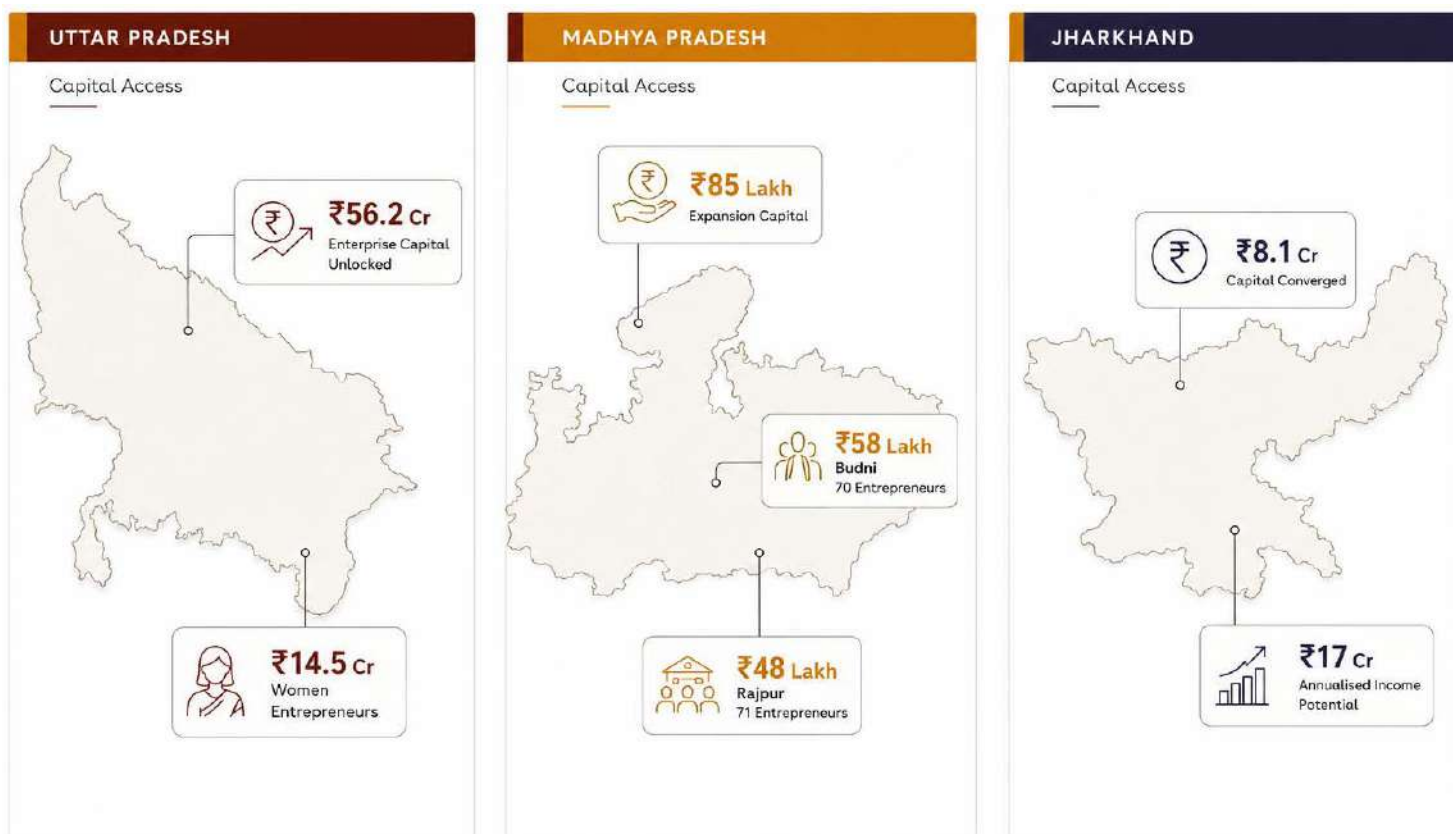
Our WOW Hubs are community-owned enterprise facilitation centres hosted by CLFs provide end-to-end support, including business ideation, access to capital, compliance, market linkages, mentorship and peer learning.

A key insight informed this year's design shift: more than 60 per cent of Hub beneficiaries were already running enterprises, prompting Hubs to pivot from enterprise creation towards professionalisation and scale. Across Uttar Pradesh and Madhya Pradesh, 10 Hubs in UP and more than four in MP supported this transition. More than 5,000 community members were reached in UP, while 650 youth registered in MP, of whom 180 received intensive training through 20 Entrepreneurship Development Programme (EDP) batches. Peer learning clusters enabled bulk procurement and shared logistics, reducing individual operating costs.





2 | Capital Access



3 | Rural Economic Zone (REZ) – Jonha, Jharkhand

The REZ is a live prototype repositioning the panchayat from administrative unit to economic actor. The Sajha Café (panchayat-anchored, public-private-community) sources inputs locally, promotes regional cuisine and channels tourism demand into community income. Jonha Dera eco-tourism and the Market Stand are run by youth and women. The Panchayat chairs the management committee, holds the space lease, and takes a share back into community funds – the institutional design that makes it durable rather than project-dependent.

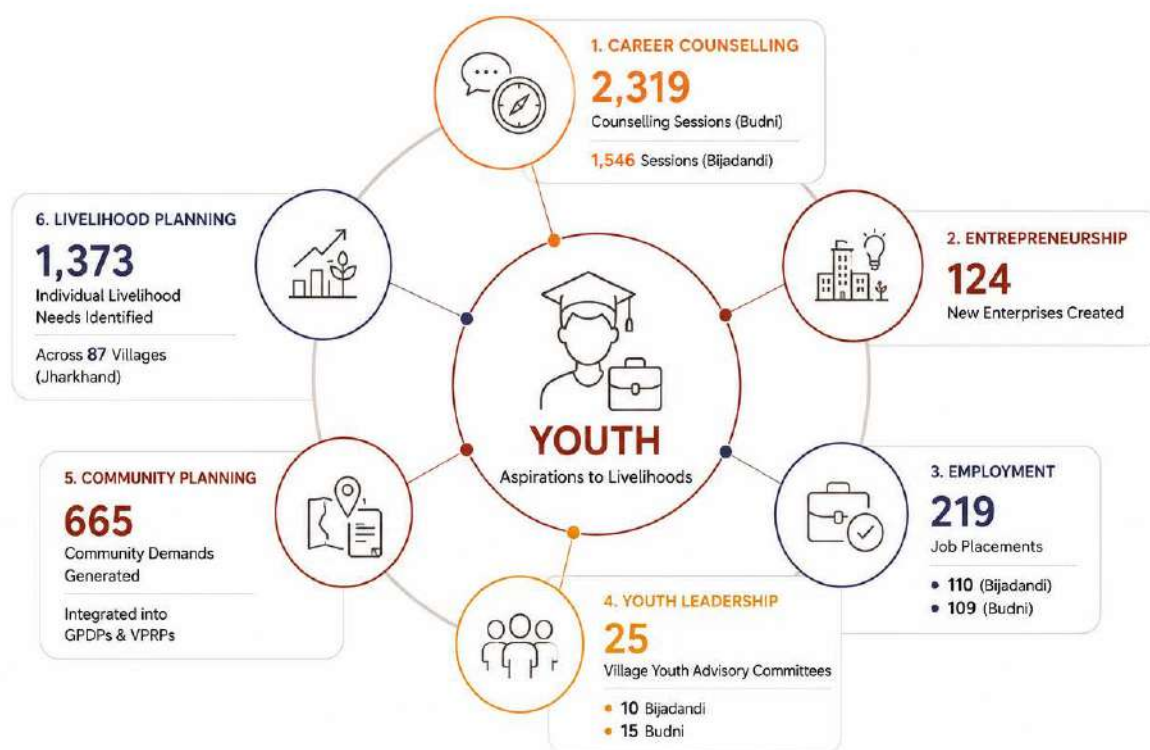


4 | Youth Employability

A comprehensive youth development architecture was established across WoW Hubs, Panchayat camps in partnership with RSETI and Pratham in Madhya Pradesh. In Bijadandi 1,546 counselling sessions supported 124 new enterprises and 110 job placements, while Budni recorded 2,319 counselling sessions and 109 placements. Village Youth Advisory Committees, ten in Bijadandi and fifteen in Budni, ensured that youth aspirations and livelihood needs were directly

integrated into Gram Panchayat Development Plans (GPDPs).

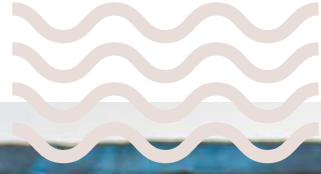
In Jharkhand, GOYN's Youth Development Planning process covered 87 villages, generating 665 community-level demands and identifying 1,373 individual livelihood needs, all of which were formally incorporated into GPDPs and Village Poverty Reduction Plans (VPRPs).



5 | Farm-Linked Market Systems in Madhya Pradesh

In Petlawad and Rajpur blocks of MP, 24,661 farmers were identified, including 9,427 earning more than INR 1 lakh annually. A total of 298 trainings, 270 demonstrations, two Technical Demonstration Centres and three model villages strengthened local agricultural systems. The introduction of high-value crops such as dragon fruit, broccoli, watermelon and

turmeric diversified production, while 32 agri-entrepreneurs, including eight women, generated a combined turnover of approximately INR 88 lakh. Market linkages expanded through partnerships with organisations such as Impagro, Indus Mega Food Park, Nasik Fresh Fruits, Syngenta Foundation, Walmart, Shunya and Gramage.

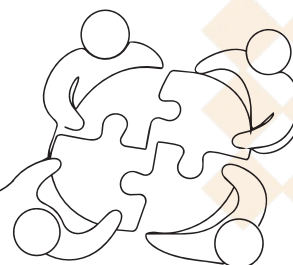




6 | Cross-Practice Integration

BMFL's effectiveness depends on the institutional foundation CAL builds and the public system alignment PPIA creates. CLFs hosting WoW Hubs provide community trust and institutional legitimacy. VPRP-GPDP processes create the planning architecture into which enterprise investments are formally

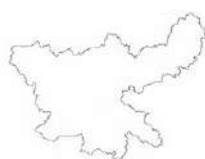
integrated. The Jonha REZ is itself a product of all three practices working in a single panchayat geography. The District Enterprise Coalition in Ramgarh and the GOYN India Regional Convening 2025 (Ranchi, theme: **'The Power of Us'**) reflect BMFL's growing role as an ecosystem coordination platform.



07

Review of States

TRI views states as integrators of distinct political-economies beyond the administrative; and engages with a systems lens across the Samaj-Sarkar-Bazaar trifecta.



7.1 Jharkhand: From Institutional Groundwork to State-Scale Outcomes

Jharkhand remains one of India's poorest states, with 28 per cent of its rural population experiencing multidimensional deprivation and only about 15 per cent of farmland under irrigation. Yet 2025-26 marked an important transition, from building systems to operating them at scale. Three outcomes defined the year.





CAL

Community
Action Labs

8 blocks, 5 districts, 127 Gram Panchayats, 548 villages, 28 CLFs, and 9,641 SHGs under intensive engagement. **45 GPCCs operational; 21 of 28 CLFs graded vibrant; 62 Gram Panchayats** completed block-level visioning. Women-led governance deepened through support to **125 women sarpanches, 3,357 gender point persons, 2,212 Mahila Mates, and 388 GBV cases addressed**. Community-led health and education systems expanded through Change Vectors, gender resource centres, dropout prevention efforts, and local learning spaces. Community-managed productive infrastructure matured through solar microgrids, WUG-led irrigation systems, and climate-resilient livelihoods, with the Potential Lakhpati Didi pipeline visible across all **8 blocks (30,815 women identified)**.



PPIA

Policy,
Planning &
Institutional
Architecture

TRI's embedded engagement across 18 districts with JSLPS, Rural Development, Irrigation, Tribal Welfare, and allied departments translated into state-scale systems outcomes. MGNREGS Labour **Budget reached a historic 1,200 lakh person-days, generating 985.89 lakh person-days, with 52% women's participation and ₹1,647 crore transferred directly to women workers**. Birsa Harit Gram Yojana scaled to **1.5 lakh acres across 264 blocks, reaching 1.6 lakh households, with 2.7 lakh backyard nutri-gardens and 54,000 tribal farmers enrolled in voluntary carbon markets**. **752 solar irrigation systems now irrigate 13,918 acres for 13,834 farmers**. Lakhpati Didi pathways reached **8.77 lakh women, supported by 154 model CLFs and 81,000 SHGs**. Institutional convergence mobilised **₹478 crore through DMFT, CSR, SCA, and NITI-linked resources**. Tribal systems engagement advanced through PESA operationalisation, PVTG inclusion, and FRA-linked convergence. NP-NCD screening aligned with Sahiya-led digital tools; Sahiya Rest Rooms across 195 facilities; two MoUs with the National Health Mission; three districts (Palamu, Ranchi, Ramgarh) adopted NoC within Comprehensive Primary Care frameworks.



BMFL

Building
Markets for
Livelihoods

Jharkhand continues to serve as TRI's strongest demonstration of tribal market systems integration. Women-led enterprise and value-chain ecosystems advanced across moringa, tasar silk, bamboo, horticulture, and tribal agriculture, linking public livelihood asset creation with market opportunity. The Jonha Rural Economic Zone emerged as a flagship locality enterprise model with **₹8.1 crore converged investment and ₹17 crore annualised income potential, integrating eco-tourism, food enterprises, youth entrepreneurship and panchayat-led economic governance**. Youth-led economic planning through GOYN integrated **665 community demands and 1,373 livelihood needs** into local planning system.



7.2 Uttar Pradesh: Scale, Convergence, and the Locality Compact

Uttar Pradesh has recorded the largest absolute reduction in multidimensional poverty of any state in recent years. Yet driving transformation across 826 blocks, in a state where 60 per cent of the population depends on agriculture, remains an immense challenge. TRI's work across CAL, PPiA and BMFL is intentionally integrated, and Uttar Pradesh is increasingly where the impact of that integration is most visible.





CAL

Community
Action Labs

10 blocks across five agro-climatic regions (Bundelkhand, Tarai, Central, Western, Eastern UP); **2,25,000+ households impacted**; **730+ households** electrified through community microgrids. Mahila Shakti Kendras established in Tappal, Arajilines, Bankathi, and Nighasan. Jeevanshala (SHG-led functional literacy) enables women's participation in governance and economic activity.

Women Led FPOs

10 Lighthouse FPOs (of 70 total) mobilised **11,000+ shareholders**; cumulative business turnover **INR 4.78 crore**; **60 Digital Commodity Centres**; **400+ grassroots agri-entrepreneurs**; **30,000 farmers trained**. **20 spillover FPOs replicating to 15,000 additional households**. Bhooswamini Mahila Kisan Producer Company Limited supports **~55,000 women farmers statewide across all 70 FPOs**.



PPiA

Policy,
Planning &
Institutional
Architecture

From the **INR 8,130 crore opportunity** mapped in the UP State Budget, **INR 5,776 crore leveraged**, benefiting **~13 lakh women**. Key outcomes: **166 IFCs (48,000 households)**; **4 lakh women farmers through 8,175 Krishi Sakhis**; **~10,000 Pashu Sakhis** under A-HELP; **20 lakh+ households through MGNREGS**; **1,26,024 entrepreneurs** under CM YUVA (28% women, **INR 5,191.7 crore enterprise capital**); **26,952 women Pradhans** and **57,295 panchayat officials** capacitated; **34,950 CRPs for participatory planning**. Van Priya Yojna launched for **~40,000 farmers across 10,000 acres**. New DSSUs established in Agriculture, MGNREGS, Employment, and PMKSY Micro Irrigation.

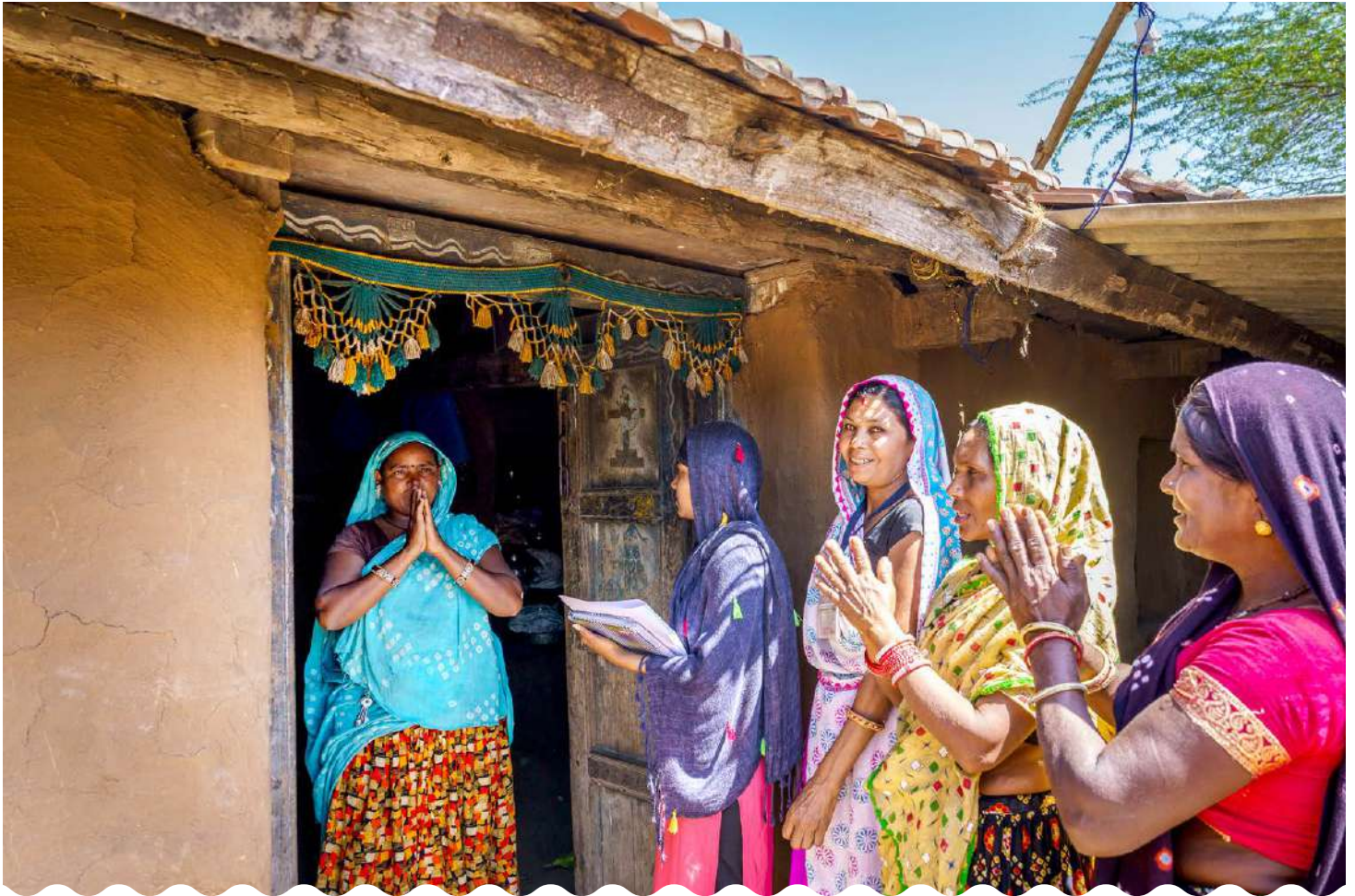


BMFL

Building
Markets for
Livelihoods

10 WOW Hubs; **5,000+ community members reached**; **2,000+ received focused enterprise support**; **INR 56.2 crore enterprise capital unlocked** (INR 14.5 crore to women entrepreneurs).

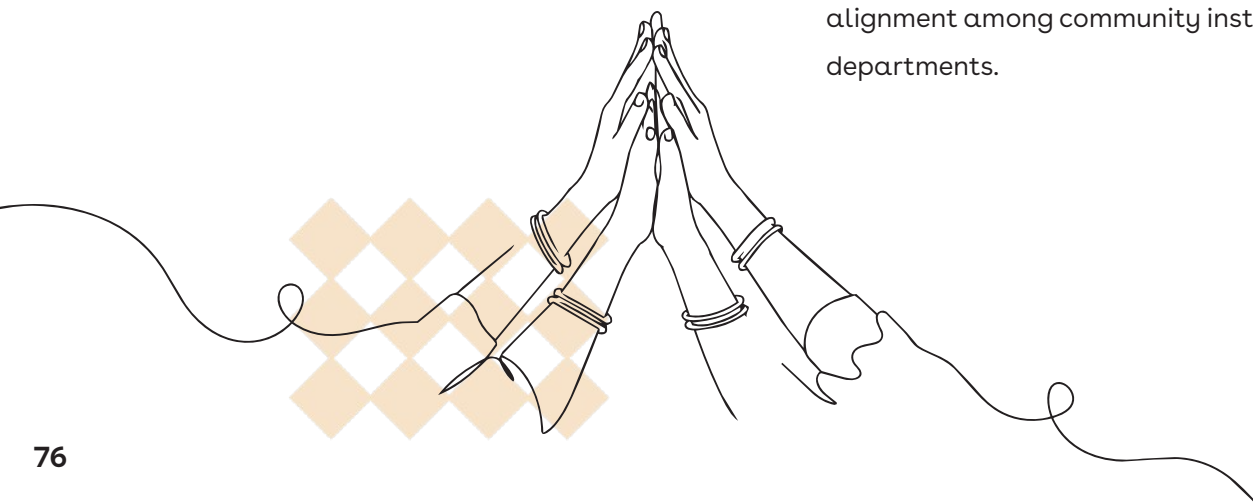




7.3 Madhya Pradesh: From Scheme-Driven to Systems-Led Development

With 36.65 per cent of its population experiencing multidimensional poverty, most acutely in the tribal-dominated districts of Alirajpur, Barwani, Jhabua and Dhar, Madhya Pradesh reflects both the scale of India's development challenge and its

potential for transformation. The state's extensive SHG network, comprising more than 5 million rural women and its functional decentralised governance structures provide a strong foundation. In 2025-26, this translated into a decisive shift towards greater alignment among community institutions, PRIs and line departments.





CAL

Community
Action Labs

Across 8 blocks, 28 CLFs, 872 Village Organisations, and 10,000+ SHGs have evolved from financial intermediation to multi-thematic governance platforms. **In 1,390 villages, 11,939 VPRP demands captured; 30,918 implemented (INR 19.7 crore).** In **678 Gram Panchayats, 50%+ of GPDP** priorities drawn from VPRPs. **262 SMC processes engaged;** health systems strengthened in **245 villages. 4,085 community volunteers and 2,076 trained cadres** supporting the architecture. **INR 3.52 crore unlocked for Ajivika Bhawans via BLCC convergence;** safety audits across **80 GPs with Safetipin.**



PPIA

Policy,
Planning &
Institutional
Architecture

Five Nudge Units: SUTRA (Panchayati Raj), LUC (MPSRLM), LAC (MGNREGS), ASC (Agriculture), WCD Nudge Unit. **5.11 lakh SHGs covering ~58 lakh rural households** connected to livelihood and governance pathways. **16 lakh women toward Lakhpati Didi; 1.89 lakh+ farmers on natural farming across 1,513 clusters; 1,008 Bio-Resource Centres approved; 3,000 Krishi Sakhis** as formal paid extension workers. **MGNREGS: 92,591 assets created (9.2 lakh beneficiaries), 45,453 Mahila Mates registered, women's participation from 42.5% to 44%, 18,000+ GPs with SHG demands in the labour budget. 313 Lok Adhikar Kendras: 19,000+ entitlement cases and 1,300+ GBV cases addressed, 15,000+ resolved. 23,011 panchayats** reached through cascading PPC and PAI training.



BMFL

Building
Markets for
Livelihoods

WOW Hubs reached 5,000+ community members; 650 youth registered, 180 intensive enterprise- scaling training; INR 85 lakh Rang De expansion capital; 24,661 farmers identified (9,427 above INR 1 lakh income); 32 agri-entrepreneurs with ~INR 88 lakh combined turnover.





7.4 Chhattisgarh: From Field Demonstrations to State-Wide Systems

With 76 per cent of its population living in rural areas, more than 40 per cent experiencing multidimensional poverty and a large tribal population, Chhattisgarh represents both a significant development challenge and a critical opportunity for institutional innovation. In 2025-26, the Locality Compact transitioned from a conceptual architecture to a functioning governance system. Its clearest demonstration was the scaling of a six-village CAL water security initiative into the statewide Mor Gaon Mor Paani Mahaabhiyan.



CAL

Community
Action Labs

473 Gram Panchayats; 1.1 lakh+ households; 25 CLFs, 589 Village Organisations, 10,388 SHGs. 69,000+ VPRP plans generated. Ajeevika Dabri: 4,871 farm pond plans, 1,072 sanctioned, ~INR 18 crore through MGNREGA; 34,716 farmers (25,178 ha Kharif); 3,400 households (Rabi); 36,000+ plots tracked; 300+ Krishi Pathshala sessions. INR 23 crore mobilised for INRM across 60 GPs through BLCC. 100 community libraries established (50,000+ books, 52 fully functional, ~3,000 children engaged); 200 education volunteers; 100 health volunteers.



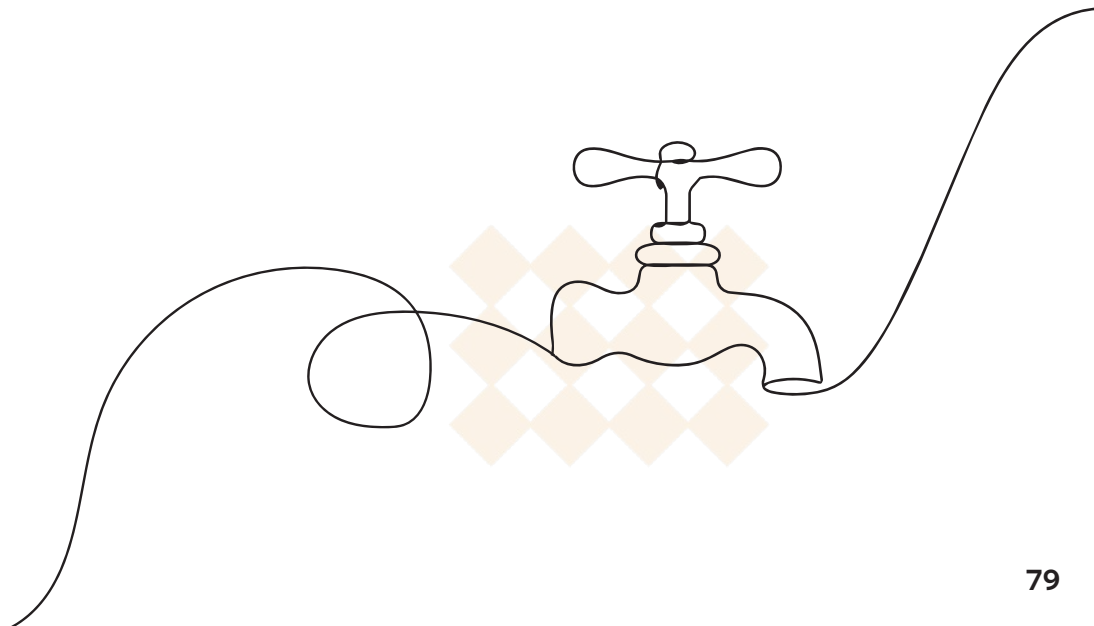
PPIA

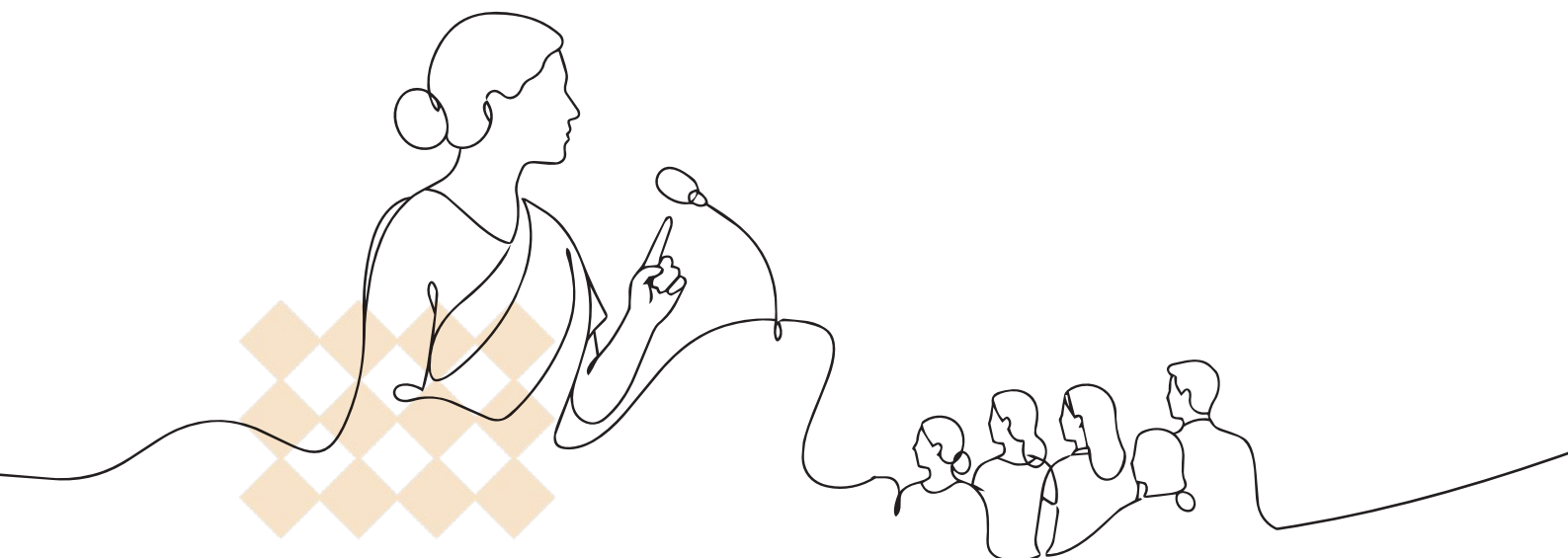
Policy,
Planning &
Institutional
Architecture

INR 40.25 crore (agriculture/livelihoods); INR 9.6 crore (A-HELP); ~INR 60 crore across nine districts (71,000 households). Natural farming: 57,625 farmers, 922 Agriculture Master Trainers. Pashu Sakhi-to-Pashu Udhyami pathway institutionalised. 8,262 Atal Digital Suvidha Kendras across 11,693 GPs (INR 536.47 crore). Of 1,75,562 elected PRI representatives, 55% are women; 2,645 women Sarpanches trained under Mahila Netri Abhiyan. Governance interventions total: INR 541.31 crore. Chhattisgarh is emerging as a centre of thought leadership in green economy transition and convergence-driven development.

Mor Gaon Mor Paani (MGMP)

In 2025-26 alone: 89,628 water works (42,427 completed, 47,196 ongoing); 462.98 lakh person-days generated including 244.77 lakh women person-days; INR 1,208.39 crore total expenditure; 56,000+ stakeholders trained. Scaled across 8,338 panchayats statewide.





08

Review of TRI Themes

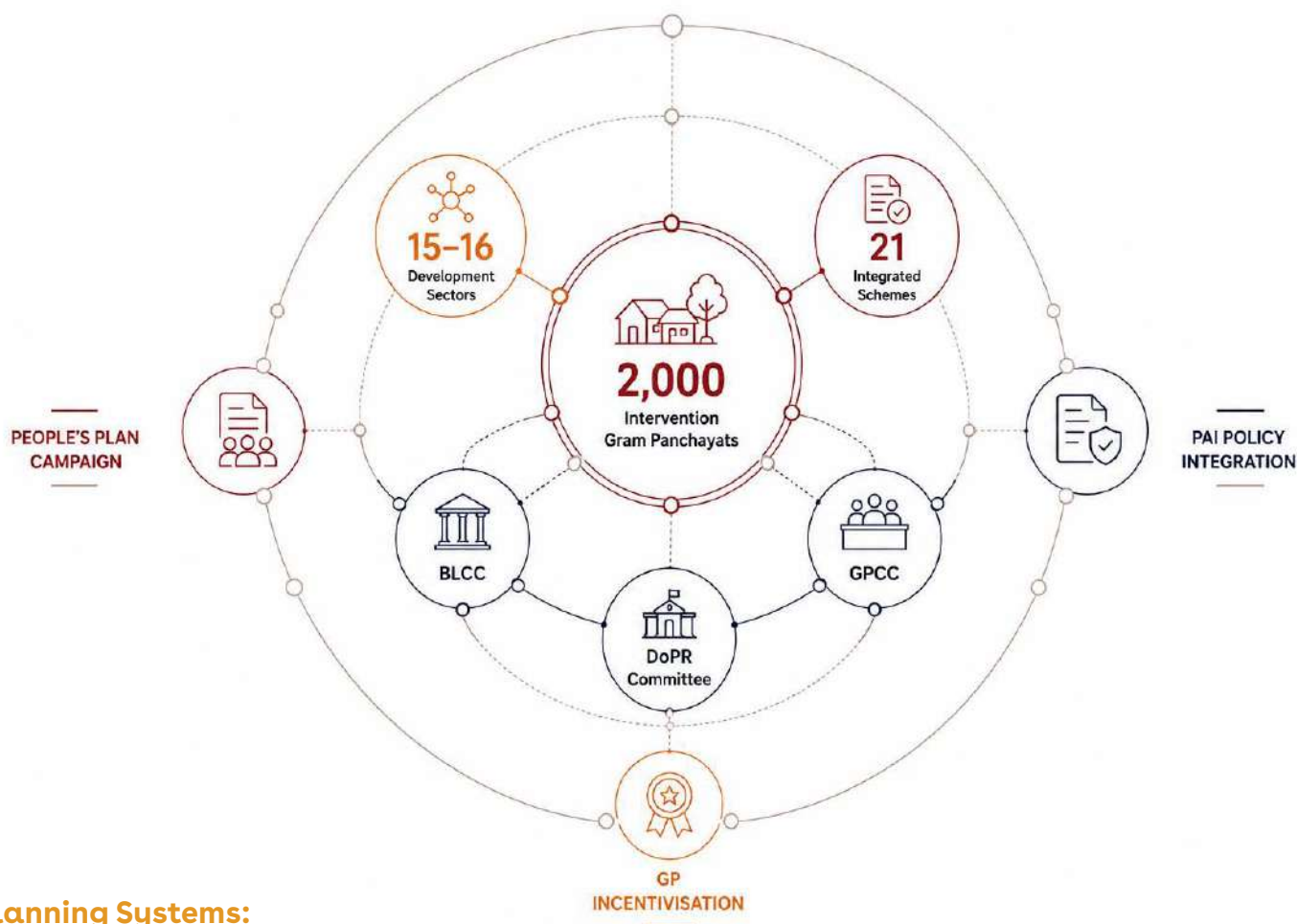
Themes are interlocking dimensions of well-being. Governance, gender, farm prosperity, entrepreneurship, health, climate action and education do not operate independently in people's lives, nor can they be addressed in isolation. Progress in one dimension often depends on progress in others. TRI therefore works across these themes not as separate programmes, but as mutually reinforcing pathways to rural transformation, sharing platforms, community cadres and institutional infrastructure to create lasting change.

8.1 Local Governance: From Participation to Institutional Accountability

TRI's governance work begins at the grassroots and travels upstream, strengthening marginalised voices within formal spaces while supporting state systems to become participatory, decentralised and data-informed. The year's shift: from individual capacity to institutional systems.







Planning Systems:

VPRP-GPDP convergence deepened across 2,000 intervention Gram Panchayats – community plans now spanning 15–16 sectors and averaging 21 schemes. BLCCs embedded in national PPC guidelines; GPCCs formalised through state guidelines in MP and Chhattisgarh. TRI inducted into MP's DoPR committee to rationalise the People's Plan Campaign and into key committees on training, Panchayat Advancement Index (PAI) policy and GP incentivisation.



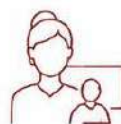
Women's Leadership:

Sashakt Panchayat Netri Abhiyan: In partnership with the Ministry of Panchayati Raj, TRI helped institutionalise a national, gender-responsive capacity-building architecture for Elected Women Representatives. The programme reached 1,00,000+ EWRs through a cascade of 240 State and 600 District Master Trainers, embedding the Championing Change curriculum within government-led training systems.

TRI's Women-Friendly Gram Panchayat model also gained national recognition, with Silway Gram Panchayat (Jharkhand) honoured by both the Government of Jharkhand and MoPR for achieving 100% institutional deliveries—demonstrating how women's leadership can translate into measurable governance outcomes.

1,05,966

**Elected Women
Representatives
(EWRs) Trained**



240
Female Master
Trainers



600
District
Trainers



Leadership Cascade
Nationwide Capacity
Building Architecture

- **240**
Female Master Trainers
- **600**
District Trainers
- **1,00,000+**
EWRs Trained



**INSTITUTIONAL
RECOGNITION**

MoPR Felicitated TRI for
the Championing Change Module



**MODEL WOMEN-FRIENDLY
GRAM PANCHAYAT**

Silway Gram Panchayat
Recognised for 100%
Institutional Delivery



**WOMEN LEADING
GOVERNANCE**

Administrative authority
and local budget leadership

PESA:

Moved from advocacy to operationalisation. National compendium "PESA in Action – Stories of Strength and Self-Governance" (70+ stories, translated into Gujarati, Telugu, Odia) formally recognised and launched. PESA rules approved in Jharkhand (December 2025);

departmental implementation guidelines issued in Chhattisgarh. Trilingual PESA booklets (Halbi, Hindi, Gondi) released by Chhattisgarh CM. Jan Jatiye Gaurav Diwas reached 23.43 lakh participants across 23,749 GPs in PESA areas.



SDG Localisation:

Chhattisgarh health budget demand in GPDP plans jumped from 0.3% (2022-23) to 6.0% (2023-24); Jharkhand's health budget demand increased 7.5x year-on-year. In Chhattisgarh, RGSA quality evaluation resulted in INR 1.2 crore invested in district training centre infrastructure. First-ever panchayat-level learning centre developed in Jharkhand



Chhattisgarh

0.3% → 6.0%

Health Budget Demand in GPDP Plans



₹1.2 Crore

Invested in District Training Centre Infrastructure



Jharkhand

7.5x

Year-on-Year Increase in Health Budget Demand



First Panchayat-Level Learning Centre



8.2 Gender and Inclusion: From Programmatic Inclusion to Systemic Transformation

Gender in 2025-26 moved from cross-cutting theme to system-level lens – shaping how institutions, markets, and public systems function within the locality.

From Participation to Agency: Women's collectives (SHGs, VO's, CLFs) remain the institutional base. Focus shifted to strengthening agency within economic, governance, and social systems – women as farmers, agri- entrepreneurs, FPO leaders, and value chain participants; EWRs moving from symbolic presence to active planning, resource allocation, and service delivery.

Embedding Gender in Institutional Systems: Gender priorities embedded in VPRP-GPDP plans and budgets. In MP, 313 Lok Adhikar Kendras addressed 19,000+ entitlement cases and 1,300+ GBV cases; 15,000+

resolved. In Chhattisgarh, 7,000+ Sakhi Manch forums resolved thousands of violence, exclusion, and entitlement cases. The Neighbourhoods of Care framework links women's wellbeing to time poverty, food systems, and access to services. Safety audits in 80 GPs (MP, with Safetipin) surface infrastructure gaps, norms, and institutional responses.

Economic Power: Bhooswamini Mahila Kisan Producer Company (UP) anchors 70 women-led FPOs serving ~55,000 women farmers; 25 women-led FPCs in MP; women-led FPOs emerging across Jharkhand and Chhattisgarh. The shift is from access to ownership – women retaining control over assets, income, and decisions, not just participating in economic activity.

PARTICIPATION AGENCY

Women moving from participation to leadership, planning and ownership



SAFETY AND CARE

7,000+

Sakhi Manch Forums

80

GPs with Safety Audits

- Neighbourhoods of Care Framework



INSTITUTIONAL SYSTEMS

19,000+

Entitlement Cases

1,300+

GBV Cases Addressed

- Lok Adhikar Kendras (MP)



WOMEN'S ECONOMIC POWER

70

Women-led FPOs (UP)

~55,000

Women Farmers

25

Women-led FPOs (MP)

- Women-led FPOs emerging across Jharkhand and Chhattisgarh
- Shift from access to ownership over assets, income and decisions

8.3 Farm Prosperity: From Subsistence to Aspirational Agriculture

Farm prosperity, in TRI's view, is not a question of increasing yields alone. In much of rural India, agriculture continues to operate under structural constraints-ecological depletion, unreliable irrigation, fragmented markets, weak local institutions and limited value capture. The challenge is not simply low productivity; it is a thin rural production economy. TRI's response is to work across four reinforcing shifts.



Ecological regeneration:

Productive agriculture cannot be built on exhausted natural systems. In Madhya Pradesh, over 1.89 lakh farmers engaged in natural farming across 1,513 clusters, supported by 1,008 Bio- Resource Centres approved for establishment. In Chhattisgarh, 57,625 farmers transitioned toward natural farming systems. In Jharkhand, the Birsa Harit Gram Yojana scaled agroforestry across 1.5 lakh acres, reaching 1.6 lakh households, while 54,000 tribal farmers entered voluntary carbon market pathways. These interventions rebuild the biological foundations of prosperity.



Natural Farming

1.89 Lakh

Farmers Engaged
(Madhya Pradesh)

57,625

Farmers Transitioned
(Chhattisgarh)



Ecological Infrastructure



1,513

Clusters

1,008

Bio-Resource Centres
Approved



Agroforestry



1.5 Lakh Acres

Scaled under
Birsa Harit Gram Yojana

1.6 Lakh Households

Reached



Carbon Markets



54,000

Tribal Farmers Entered
Voluntary Carbon Market
Pathways

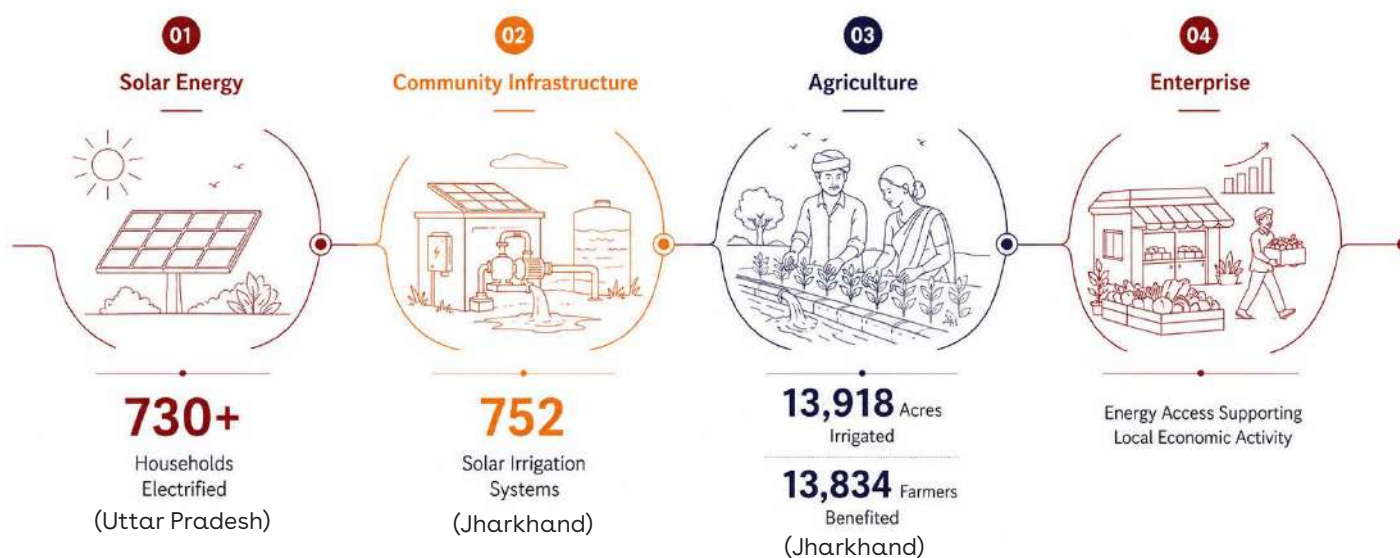


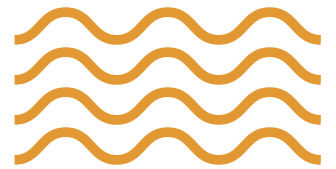


Productive energy infrastructure:

Energy poverty remains a major constraint on agricultural productivity and local enterprise. TRI increasingly treats decentralised energy as productive infrastructure rather than a welfare input. In Jharkhand, 752 community-managed solar irrigation

systems now irrigate 13,918 acres, benefiting 13,834 farmers. In Uttar Pradesh, 730+ households were electrified through community-managed microgrids, linking energy access to enterprise and local economic activity.





Institutional thickening:

Technology and finance rarely shift outcomes unless producers are organised. TRI's architecture builds intermediary systems through women-led producer organisations, agri-entrepreneurs, Krishi Sakhis, farmer learning platforms, and community institutions that enable aggregation, knowledge transfer, and last-mile service delivery. In Uttar Pradesh, the Bhooswamini

platform now supports approximately 55,000 women farmers across 70 women-led FPOs, including 10 lighthouse FPOs demonstrating scalable market-facing models. Across UP, 4 lakh women farmers were supported through 8,175 Krishi Sakhis. In Madhya Pradesh, 3,000 Krishi Sakhis were institutionalised as formal paid extension workers.





Market participation and value capture:

Farm prosperity depends not only on production, but on retaining a greater share of value. Women-led FPOs in Uttar Pradesh recorded cumulative turnover of INR 4.78 crore. The shift is from fragmented commodity participation toward organised commercial engagement.

When these layers align, agriculture begins to behave differently. Income becomes diversified rather than singular. Resilience becomes structural rather than

aspirational. Farmers move from surviving production cycles to participating in viable local economies. The pathway from subsistence agriculture to Lakhpati Didi – and beyond, to commercially viable rural enterprise-becomes economically credible.

Farm prosperity, in this sense, is not a sectoral intervention. It is a core building block of flourishing localities.

8.4 Employability and Entrepreneurship: Building Self-Sustaining Rural Economic Ecosystems

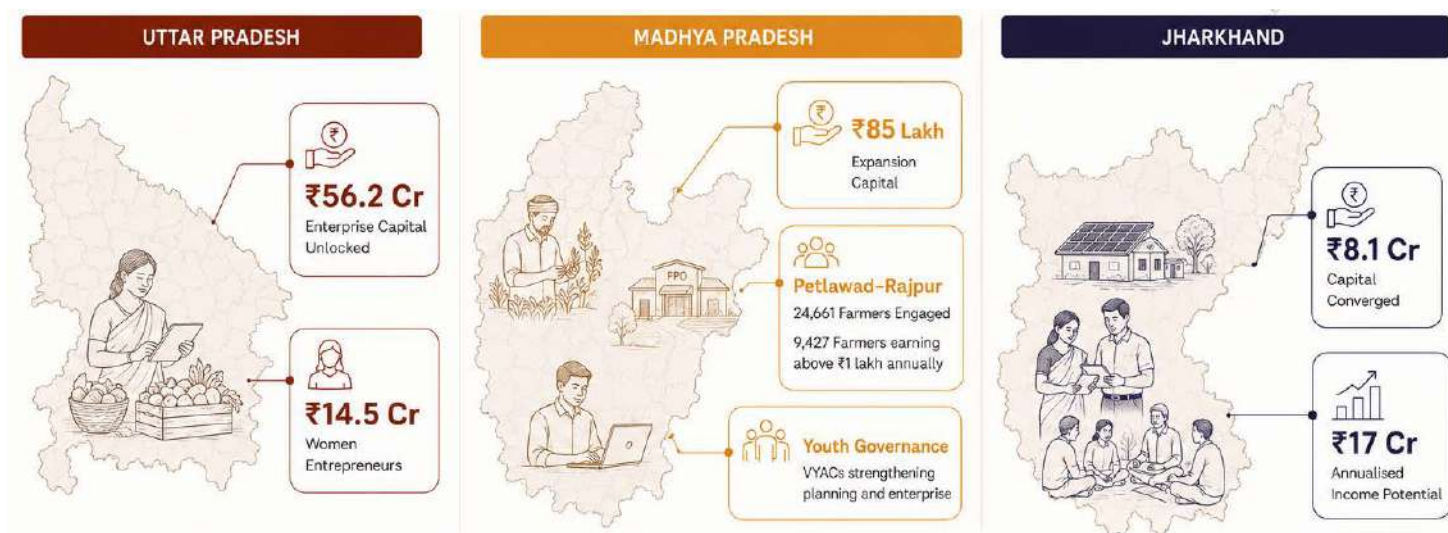
This theme reflects BMFL's work and should be read alongside Section 6.3. Core data appears there; what follows are the thematic dimensions.

WoW Hubs across three states reached 10,000+ community members. The pivot from enterprise creation to enterprise scaling – serving the 60%+ of beneficiaries already running businesses – defined the year's methodology. Capital, advisory, and market access, not ideation, are the productive constraints.

Capital convergence: UP CM YUVA (INR 56.2 crore total, INR 14.5 crore to women); MP Rang De (INR 85 lakh expansion capital); Jharkhand REZ Jonha (INR 8.1 crore, INR 17 crore annualised potential).

Youth governance integration: VYACs in MP and GOYN in Jharkhand demonstrate that integrating youth into formal planning – not just enterprise – is what sustains employability gains. Youth as planners, not passive beneficiaries, is the institutional shift.

Farm and non-farm together: The Petlawad-Rajpur experience (24,661 farmers, 9,427 above INR 1 lakh) demonstrates that integrating farm productivity, agri-entrepreneurship, and market access within a single geography produces better outcomes than addressing each through separate programme verticals.



GOYN: Scaling Opportunity for India's Rural Youth

The Global Opportunity Youth Network (GOYN), implemented by Transform Rural India (TRI), is a transformative, multi-stakeholder initiative designed to catalyze place-based systems shifts and create sustainable economic pathways for rural "Opportunity Youth"—young people aged 15 to 35 who are out of school, unemployed, or working in informal jobs. Operating through a deeply localized "phygital" model, the program anchors its interventions in community-based Youth Hubs that blend physical safe spaces with digital outreach to provide end-to-end support, from career counseling to post-placement mentorship. By focusing on targeted opportunity pathways such as mass entrepreneurship, aspirational agriculture, and formal employment, the initiative has driven remarkable tangible achievements to date: cumulatively registering 27,405

youth across Ramgarh and Barwani, delivering direct in-person counseling to 17,886 individuals, completing skill training for 3,994 youth, placing 2,619 in formal jobs, and supporting 708 rural enterprises. Critically, GOYN does more than generate immediate livelihood outcomes; it serves as a foundational engine for TRI's broader development manifesto of democratizing development to make it regenerative and inclusive. By formally integrating youth directly into local governance structures like Village Youth Advisory Committees (VYACs) and influencing mainstream public planning processes such as the Gram Panchayat Development Plan (GPDP), the program actively shifts systemic paradigms away from treating youth as passive beneficiaries, ultimately empowering them as resilient co-creators of their community's long-term socioeconomic mobility.

8.5 Neighbourhoods of Care: Health and Wellbeing as a Community System Function

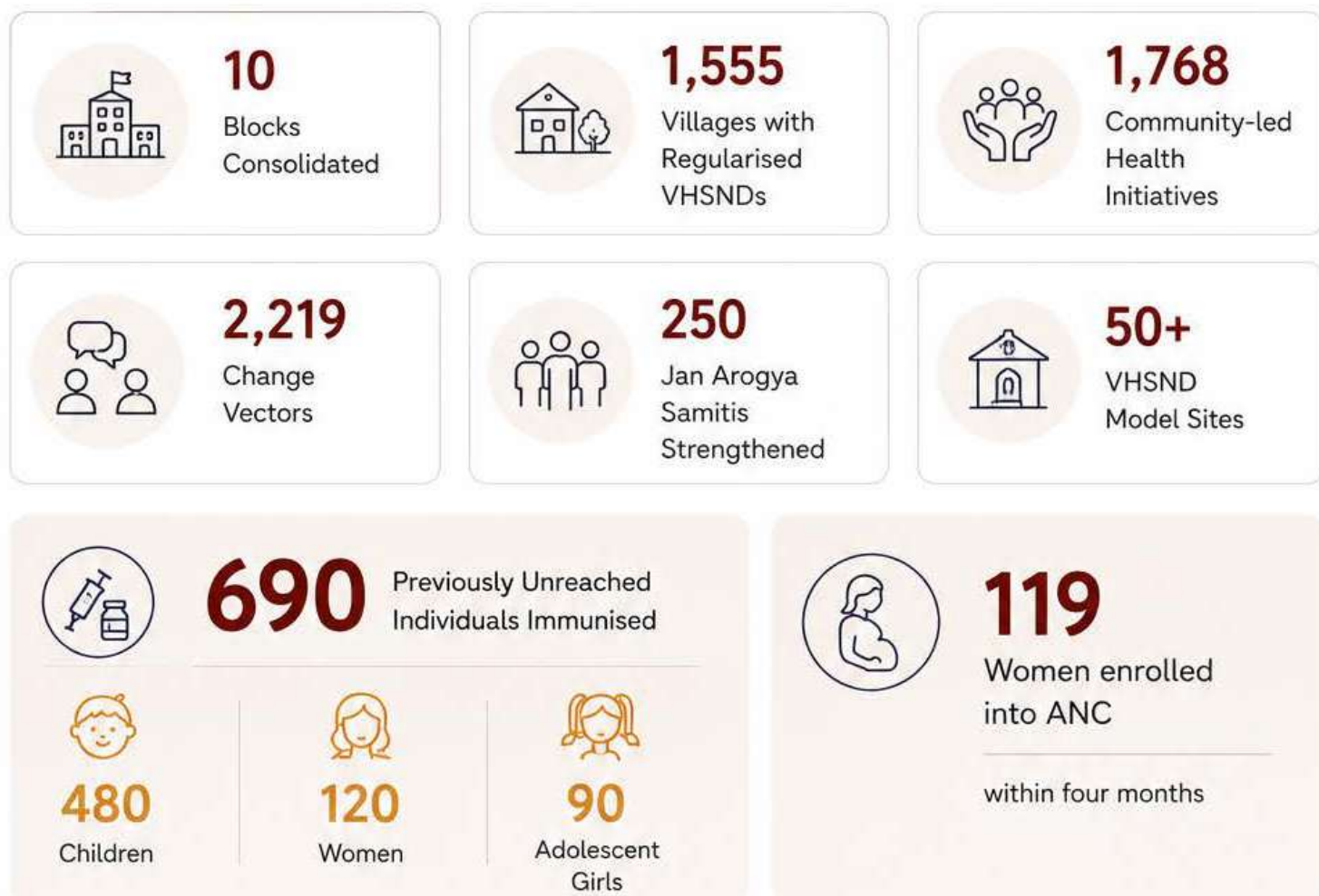
Across rural India, health outcomes are shaped by forces far beyond the formal health system – climate variability, livelihoods, gender norms, time poverty, food systems. The Neighbourhoods of Care (NoC) model treats wellbeing as an ecosystem function, where families, SHG institutions, panchayats and frontline workers are collectively accountable.

In 2025–26, NoC consolidated across 10 blocks in Jharkhand, MP, UP, and Chhattisgarh – anchored in 32 CAL blocks. VHSNDs regularised in 1,555 villages; community-led health initiatives in 1,768 villages; 2,219 Change Vectors anchoring household-level conversations on nutrition, ANC/PNC, immunisation, and adolescent health; 50+ VHSND model sites and 250 Jan Arogya Samitis strengthened.

State integration: Jharkhand – NP-NCD screening aligned with Sahiya-led digital tools; Sahiya Rest

Rooms across 195 facilities; two MoUs with the National Health Mission; three districts (Palamu, Ranchi, Ramgarh) adopted NoC within Comprehensive Primary Care frameworks. UP – Tappal block's NoC convergence: 690 previously unreachable individuals immunised (480 children, 120 women, 90 adolescent girls) and 119 women into ANC within four months; now informing convergence protocols across additional CAL and PPIA districts. MP and Chhattisgarh – NoC integrated into 'Healthy Panchayat' convergence with PRI departments, Jan Arogya Samitis, and VHSNCs. Maharashtra adopted the NoC approach for its statewide NCD programme.

Institutional recognition: The Lancet Commission on a Citizen-Centred Health System for India cited TRI as a key reference and recommended community-led healthcare reforms aligned with the NoC model.



8.6 Climate Action: Thrival, Not Just Survival

Climate change is a present reality for rural India – reshaping livelihoods, water security, agricultural productivity, and wellbeing. TRI reframes the village not as a climate victim but as a primary site of climate value creation, where carbon sequestration, landscape restoration, and ecological production

become compensated economic forces.

In 2025-26, climate work reached 5.55 lakh households across 48,162 SHGs in 2,947 villages across UP, MP, Chhattisgarh, and Jharkhand.





Portfolio:



Women-led Water Security



8,338 Panchayats



342 Billion Litres Water Harvested



69,000 Tonnes Additional Agricultural Production



₹580 Crore Public Capital



₹657 Crore Additional Income



High-Income Natural Farming

19,000

Smallholder Farmers



Agroforestry



54,000 Farmers Onboarded



50,000 Farmers in Pipeline



Landscape Restoration



52,000 ha Target



~30,000 ha Restored



₹450 Crore Unlocked



Decentralised Renewable Energy



26,000 Households



1.12 MWp Installed



400 Tonnes CO₂ Reduction per Year



Climate-NoC Nexus

Climate resilience integrated into community health and nutrition planning.



Institutional and thought leadership: TRI finalised the Climate Tool for scientific, collective, place-based climate planning – enabling community-led restoration through Locality Compacts. Partnerships with NITI Aayog, IIT Bombay, IIT Delhi, IIM Raipur, Hindustan Unilever Foundation, Rainmatter Foundation, and India Climate Collaborative. Key engagements: COP30 (Belém) on equitable adaptation and NDC implementation; Chhattisgarh Green Economy Transition Workshop; Mumbai Climate Week 2026 roundtable on Bamboo Value Chains. The Green

Economy Transition Mission (GETM) pilot in Chhattisgarh tests and scales climate-resilient economic sectors.

The economic and climate propositions are identical. When rural communities become stewards of natural capital – with the institutional architecture to plan, aggregate demand, and manage ecological assets – they become both climate actors and economic beneficiaries.

8.7 Primary Education: Learning in the Locality

Our education work this year focused on strengthening learning ecosystems for first-generation learners in rural and tribal geographies through a place-based Learning in the Locality approach. In Jharkhand, in partnership with JEPC, a School Report Card system was developed to shift school assessment beyond infrastructure towards learning quality, classroom processes, teacher practices, and governance accountability through a three-tier validation framework. With the Women and Child Development Department, TRI also supported early childhood education reforms by helping reposition Anganwadis as foundational learning spaces aligned with NEP 2020, including ECCE module design and frontline capacity building. In Chhattisgarh, work with the Education Department advanced mother-tongue based learning in tribal geographies to improve



inclusion and comprehension. At the community level, 300+ Community Change Vectors from women's collectives supported parent engagement, school monitoring, and learning continuity, while 54 neighbourhood learning spaces and community libraries across Uttar Pradesh, Chhattisgarh, Madhya Pradesh, and Jharkhand created decentralised platforms for peer learning and remediation. In Uttar Pradesh, Jeevanshala continued to support children at

risk of exclusion, while in Jharkhand's Angara block, community-led learning spaces emerged from experiential learning camps. Together, these efforts reflect TRI's evolving education model where learning outcomes are shaped not only by schools, but by connected institutions, communities, and local governance systems.



09

GRASSROOT CHANGEMAKERS: PEOPLE WHO MOVE COMMUNITIES

These are not representative samples. They are specific people, in specific places, who made specific decisions that changed something – in their household, their village, their institution. What TRI's work does is create the conditions in which this kind of leadership becomes possible. It does not create the people. They were already there.



9.1 MADHYA PRADESH



WATCH HER
STORY

Joshma Kanauj | Change Vector | Matli Village, Rajpur Block, Barwani

Born into a family of daily wage labourers, Joshma Kanauj grew up understanding the cost of poverty and seasonal migration. In Matli village, many families migrated annually to Maharashtra for work, forcing children to leave school mid-year and, in many cases, never return.

Despite interruptions in her own education, Joshma completed her schooling and went on to earn a BA and MA in Sociology. Her journey into public leadership began through a Self-Help Group, where she took on roles as a VO bookkeeper, CLF bookkeeper and later a Change Vector for education.

Determined to ensure that children did not face the same barriers she had experienced, Joshma mobilised women, engaged with panchayat processes and championed the idea of a residential hostel for children of migrant families. When the first proposed site faced resistance, she persisted, returning to the panchayat repeatedly until an alternative was secured.

Today, a hostel with a sanctioned investment of INR 4 crore is under construction and will accommodate more than 1,000 students.

“*Earlier, I couldn't introduce myself. Today I can stand in a crowd and speak without fear.*”



WATCH HER
STORY

Geeta Devda | SHG President | Balipur Village, Manawar Block, Dhar

Geeta Devda's early life was shaped by domestic violence and strict restrictions on her mobility. For years, her world was limited to raising children, managing the household and working on the family farm. Leaving home without permission was not an option.

In 2015, she joined the Sahaj Shakti Self-Help Group, initially drawn by the opportunity to save INR 100 each month. What began as a savings group became a turning point. Through gender trainings facilitated by TRI under the National Rural Livelihoods Mission ecosystem, Geeta gained a new understanding of rights, agency and the possibilities available to women like her.

Unable to leave home freely, she began tailoring from within the household. Other SHG members sold her products in local markets, providing her with her first independent income and introducing her to the power of collective solidarity. After her husband's death, Geeta took charge of the family's finances and farm, eventually becoming President of her SHG and later a Coordinator within her Cluster Level Federation.

Today, she champions women's participation in Gram Panchayat Development Plan (GPDP) processes and **has supported more than 60 survivors of gender-based violence in accessing counselling, institutional support and justice.** The woman who once needed permission to step outside now travels independently across villages on her scooty, helping other women claim their rights and exercise their voice.



Shivkar | Flower Farmer | Naravala Village, Rajpur Block, Barwani

For years, Shivkar Bai cultivated cotton, maize and wheat. While these crops sustained her family, they offered limited opportunities to increase household income.

Her turning point came through the Lakhpati Didi initiative. Inspired by the experiences of other women and supported through TRI's livelihood planning sessions, she began exploring alternatives that could generate higher returns. Through training on seed selection, cultivation practices, pest management and market linkages, she gained the confidence to diversify into flower cultivation.

Starting with just half an acre of land, Shivkar and her husband nurtured **3,000 saplings without hiring additional labour**. In the first season alone, she harvested nearly five quintals of flowers, with further yields expected as the crop matures. The new venture generated an **income of approximately INR 38,000–40,000 in its first year** and is projected to deliver higher returns in the years ahead.

The change has extended beyond income. Once a quiet participant in Self-Help Group meetings, Shivkar now shares her experiences with other women and encourages them to explore new livelihood opportunities.

“*My dream now feels real.*”



9.2 UTTAR PRADESH



Dharmshila | Change Vector | Deel Usari Panchayat, Koraon Block, Prayagraj

At Diwali, when a pregnant woman in her village went into labour, Dharmshila acted immediately. She coordinated with the ASHA worker, accompanied the woman to the government hospital, and stayed through more than eight hours of labour. She didn't do this as an employee. She did it because she had been trained to understand that the gap between a woman in crisis and the health system is often one person's decision to bridge it.

Dharmshila became a Badlaav Didi through a community visioning exercise in Koraon Block. She chose health – shaped by childhood memories of women struggling with preventable complications. The Neighbourhoods of Care training reframed what care means: not a facility visit but a continuous, collective practice embedded in everyday village life, where community women track the same families as the ASHAs and follow up when someone goes missing from the system.

The safe delivery on Diwali was not exceptional. It was the architecture working.



Renu Patel | Diversified Farmer | Arajilines Block, Varanasi

Renu Patel's family seed shop had closed. Her husband's health meant irregular income. They survived, barely, on fragmented pieces of agricultural work with no thread connecting them.

She joined an SHG and took her first loan: INR 20,000. The question was what to do with it. TRI's agricultural support introduced her to mulching, all-weather cropping, and diversified cultivation. She planted shimla mirch (bell peppers). **Her first harvest returned INR 60,000. It wasn't just income – it was proof.**

She reinvested. Then again. Her fields, once locked to a single crop, began rotating through cauliflower, cabbage, sugarcane, and vegetables across every season. She invested in high-quality seeds – and then, recognising a gap in the village, reopened the family seed shop, now stocking the very varieties she had proven work. She moved into dairy: one cow, then two, now nine cows and buffalo, selling pure milk at INR 45 per litre directly to a nearby dairy. Her husband moved from inactivity to contractor work, drawn into the momentum she created. She also became an FNHW cadre – carrying health and nutrition awareness into the households around her.

My story is a simple one: from a loan of twenty thousand to a life of multifaceted farming. It shows that when women are given a chance, when communities invest in each other, the yield is not just in rupees, but in dignity, opportunity, and a sustainable future."

9.3 CHHATTISGARH



The Women of Mardapal | Collective Aquaculture | Kondagaon

Mardapal Panchayat had sixteen ponds. Nine were sitting largely unused – not because their potential was unknown, but because the organisation and institutional linkages to act on it weren't there.

The turning point came at a Block Level Coordination Committee meeting in July 2025. The Fisheries Department presented a scheme for collective fish farming with subsidised fingerlings. The Jai Maa Karma CLF of Mardapal was in the room. They recognised what it could mean.

With TRI's facilitation, **the CLF engaged 20 farmers willing to work collectively. The Gram Panchayat agreed to lease two community ponds – 8 acres – for 10 years. The Fisheries Department provided fingerlings at 50% subsidy. First-cycle profit: approximately INR 3 lakh.**

More than the income the farmers built trust in collective action, understood how to access government schemes through the panchayat, and proved that community ponds can be productive assets when institutional alignment replaces institutional fragmentation.

It is a model built not on new resources. On better use of existing ones.



Amroutin Halba and the Women of Badgaon Charbatha | Water Planning Badgaon | Kanker

Until recently, women in Badgaon Charbatha spent up to three hours each day securing water, walking long distances to rivers or waiting for private tankers. The challenge was well understood within the village, but there was no mechanism through which community knowledge could shape planning and investment decisions.

Through the Locality Compact process, TRI supported the inclusion of water security as a priority issue in the Gram Sabha. SHG women, Village Organisation leaders, PRI representatives and frontline functionaries came together to jointly assess the problem and develop solutions. For the first time, those most affected by water scarcity were directly involved in planning how it would be addressed.

"Now we understand that conserving water is also development. When the village made the plan, the work was done with full ownership," says Amroutin Halba, an SHG member.

Combining GIS-based planning with local knowledge, the community developed a water conservation plan that was implemented through MGNREGA convergence. The initiative resulted in 2,000 Soil Conservation Trenches, seven farm ponds and the plantation of 350 saplings. Community-led monitoring ensured implementation, while improved water availability reduced the burden of collection and created new livelihood opportunities linked to plantation activities.

The experience demonstrated a simple but important principle: when communities participate in planning and decision-making, development investments are more responsive, effective and locally owned.

9.4 JHARKHAND



The Women of Ponchi School WUG | Solar Irrigation | Palamu

In Ponchi Panchayat, the monsoon was once the only arbiter of fate. Between June and September, farming families waited and hoped. When the clouds came, there was rice. When they didn't, there was nothing. The men would leave – to brick kilns in UP, to construction sites far away – and women would manage everything alone.

Community-managed solar lift irrigation changed the equation. For the first time, these women could plant when they chose, not when the clouds permitted. Three cropping seasons became possible. Cropping intensity rose from barely 100% to 250–300%.

Five neighbours – **Rina Devi, Lalita Devi, Rita Devi, Manju Devi, and Mamta Mehta** – have each crossed the Lakhpati threshold:

Rina Devi earns ~INR 2,50,000 annually – the group's quiet strategist, planning her cropping calendar months ahead. Lalita Devi brings in ~INR 1,65,000, negotiating collectively with input dealers on price. Rita Devi earns ~INR 1,45,000 – her daughter now studies without interruption; school fees no longer fall due at the worst moment of the agricultural year. Manju Devi earns ~INR 1,30,000, keeping the WUG's accounts transparent and its rules intact. Mamta Mehta earns ~INR 1,60,000 and has become a vocal advocate at Gram Sabha meetings, encouraging women in neighbouring panchayats to demand similar systems.

None of them migrated. None depend on remittances. Each earns a dignified income from her own land, in three seasons, through a system she helps govern.

"The tension in the house has reduced," she says.

That single sentence, spoken almost casually, may be the most important measure of all.



Sarojini Oraon and Jitni Devi | Solar Irrigation Farmers | Angara Block | Ranchi

Before the solar irrigation scheme, Sarojini Oraon could only cultivate paddy – constrained entirely by the absence of reliable water access. Today, farming three seasons across her land, she earns INR 2,20,000 annually. She has purchased an auto rickshaw and motorcycle for direct vegetable sales in Ranchi markets, holds a fixed deposit of INR 1,00,000 in her own name, maintains INR 2,40,000 in savings, and sends her children to private school.

"We buy nothing from the market. We grow rice, vegetables – everything comes from the farm," she says.

In Kamlakocha village, Jitni Devi earned INR 2,71,000 in 2025–26 across three seasons – paddy, onion, cauliflower, tomato, pea, and more. With those earnings, she established her own grocery shop as a second income stream. She holds INR 2,00,000–INR 2,50,000 in bank savings.

"The Solar Irrigation Scheme has been a boon – it has given us permanent livelihood."

Both describe the same shift: from being managed by the seasons to managing the land. The solar pump made it possible. The Village Organisation that governs it, the women's committees that manage its finances, and the SHG network that supports it – that institutional architecture is what turned a pump into a pathway.



Sumitra Kujur | Natural Farmer & Millionaire Farmer Awardee Charima Village, Bero Block, Ranchi

In the village of Charima in Ranchi district, Sumitra Kujur farmed the way her family always had – conventional methods, uncertain returns, and rising costs that left little room to breathe. She owned around 11 acres, of which 9 were under active cultivation. But farming on those terms was survival, not prosperity.

That changed in 2019–20, when TRI introduced her to natural farming. The shift was not just technical. It was a reimagining of what her land could do. Sumitra began preparing her own bio-inputs – Jeevamrit, Ghan Jeevamrit, Beejamrit, Neemastra, Brahmastra, and compost – reducing her dependence on chemical inputs while improving soil fertility. She adopted drip irrigation, mulching, crop rotation, and mixed cropping. She diversified across all three seasons, cultivating paddy, finger millet, chilli, maize, tomato, cauliflower, green peas, French beans, cowpea, cucumber, watermelon, ginger, strawberry, and mangoes. She also rears desi cows, goats, and poultry, using them to support integrated farming and produce organic inputs.

The results were measurable and recognised. Her farm now generates an annual gross agricultural turnover exceeding INR 13.76 lakh, with a net farm profit of approximately INR 8.29 lakh. She established a Bio-Input Resource Centre, where she prepares and sells organic formulations to neighbouring farmers, earning an additional INR 1.42 lakh annually. Her total net income exceeds INR 10 lakh – making her, by any measure, what she always believed she could be.

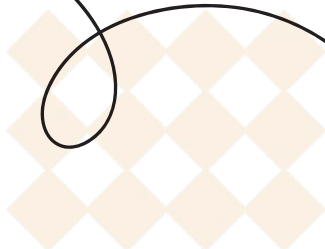
In 2025, Sumitra received the Millionaire Farmer of India (MFOI) Award, presented by Krishi Jagran and co-organised by ICAR – recognition of her dedication, innovation, and role in demonstrating that natural farming is not only environmentally sustainable but economically rewarding for tribal farmers.

Farmers from Bero and neighbouring villages now visit her regularly to learn bio-input preparation, integrated farming, and sustainable practices. She did not wait to be given a platform. She became one.

"The farm made the woman. The woman made the farm", she says.

Ten people. Four states. One pattern: when institutions create the conditions, people rise to fill them.

TRI does not create the people. They were already there. The question was always whether the system around them could give them somewhere to go.



Public Investments Catalysed

A. Expenses Routed through TRI books

PROGRAM/THEME	FY 2025-26 ((Figures in Rs. Lakhs)
Community Building	7,782.10
Citizenship & Governance	28.33
Gender	28.54
Government Engagement	1,563.02
Health And Nutrition	64.19
Organisational Costs	657.66
Partnership Management/Developments	0.36
Primary Educations	0.44
Livelihoods and Prosperity	113.16
Research, Documentation and Knowledge Management	48.50
Youth & Migrant Employability and Enterprises	279.49
Depreciation	
Total	10,565.80



B. Investment mobilized through TRI efforts

PROGRAM/THEME	FY 2025-26 ((Figures in Rs. Lakhs)
Community Building	13,703.49
Citizenship and Governance	19,269.09
Gender	160.48
Government Engagement	46,436.43
Health And Nutrition	3,705.47
Partnership Management/Developments	2.00
Livelihoods and Prosperity	418,862.98
Research, Documentation and Knowledge Management	13.00
Water and Sanitation	-
Youth AND Migrant Employability and Enterprises	219.90
Total	502,372.84

Certified by:

Ms. Mahak Bisht, Social Auditor Lawfin Services Private
Limited (Social Impact Assessment Entity)





Part C:

The Institution We are Building



An institution is not its programmes. It is the people, governance, culture and ideas that make the programmes possible – and that outlast any single intervention. Here we document TRI as an organisation in its tenth year: how it is governed, how it develops its people, how it sustains its culture, and how it builds its intellectual identity.

10.1 Governance

Board of Directors

TRI's governance structure is anchored by its Board of Directors, which provides strategic oversight, fiduciary accountability, and institutional stewardship across programme cycles and funding periods.



> Rashmi Shukla Sharma (Chair)

Rashmi Shukla Sharma is a distinguished IAS officer and an alumna of Delhi University and Princeton, specializing in education and local governance. She retired as Additional Secretary, Ministry of Panchayati Raj, Government of India, after holding senior positions in both Union and Madhya Pradesh governments. An accomplished author, her key works include *The Elementary Education System in India* and *Local Government in India*. Ms. Sharma retired early from government service to pursue her passion for research and teaching in public policy and governance.



> Yamini Atmavilas

Yamini Atmavilas is a distinguished gender policy leader. Previously she served as a Director at Dasra, where she spearheads the Gender Equity & Women's Leadership portfolio. With a Ph.D. in Women's Studies from Emory University, she has a strong track record from nearly a decade at the Gates Foundation and as a founding leader at Udaiti Foundation. Her expertise lies in designing impactful programs and building partnerships that advance gender justice, particularly through innovative financing and systemic change across India's education, healthcare and equality sectors.



> Sushil Ramola

Sushil Ramola, an IIM Ahmedabad alumnus, is the Founder & Chairman of the Board at B-ABLE (Basix Academy for Building Lifelong Employability Limited). A pioneer in bridging skill gaps with innovative, market-driven models, he is renowned for his dedication to rural empowerment and workforce development. His commitment extends to national forums on skill-building and leadership roles as a Founding Councillor and past President of Integrated Mountain Initiative, a Member of the Board at The Blind Relief Association, Founding President & Current Governing Board Member of the Alliance of Skill Training Partners (ASTP), and Co-Promoter & current Chair of the Board of the Domestic Workers Sector Skill Council.



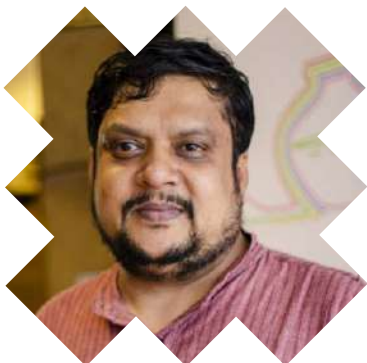
> **Neeraj Jain**

Neeraj Jain is the Country Director for India at PATH, where he oversees all national operations and serves as a primary liaison for the organization. He is an alumnus of Hong Kong Polytechnic University and the Faculty of Management Studies, University of Delhi, from where he earned a BA in Business Studies and an MBA in Finance, respectively. Prior to his current role, Mr. Jain led WaterAid India as Chief Executive through a dynamic transition and held leadership positions at the Children's Investment Fund Foundation and Vestergaard Frandsen. His extensive career spans both the corporate and development sectors, with a deep focus on public health technologies, child development, and nutrition.



> **Anuradha Das Mathur**

Anuradha Das Mathur is a Senior Adviser at DGA-Albright Stonebridge Group and a recognized leader at the intersection of policy, business, and civil society. She is an alumna of Lady Shri Ram College, Delhi University, and Trinity College, Cambridge University, from where she earned a BA and an MA in Economics, respectively. With over 25 years of experience providing strategic advice in South Asia, she chairs the IMA Policy Forum and serves as the Managing Director at the CFO Collective. She is the Founder and Dean of the Vedica Scholars Programme for Women and Co-founder of Samarth, a leading eldercare company. A Yale Global World Fellow, Ms. Mathur has been recognized as one of the 100 Women Achievers by the President of India for her work in empowering and inspiring women.



> **Anish Kumar**

Anish Kumar, co-founder of TRI and former senior leader at PRADAN, specializes in rural transformation, institution-building, and integrating finance functions. His expertise lies in creating business organizations run by rural communities and enabling smallholder farmers to participate in modern value chains. Anish pioneered the smallholder poultry model, serving as the CEO of the first poultry cooperative and later scaling the model to new geographies. He has also contributed to national policy discussions as a member of the Planning Commission Working Group on disadvantaged farmers and has helped shape policies for producer collectives. Anish holds a postgraduate degree in Forest Management from the Indian Institute of Forest Management, Bhopal.



> Anirban Ghose

Anirban Ghose is the Co-founder & present Managing Director of Transform Rural India. With nearly three decades of experience in India's rural landscape Anirban began his grassroots work with tribal communities with PRADAN. His efforts have ranged from direct interventions in remote areas to shaping large-scale programs in some of the country's poorest regions. He is recognized for expanding engagement with women's collectives to address the multidimensional nature of poverty. A leading expert on women's livelihoods, he pioneered automated bookkeeping systems for self-help groups. His work spans community-managed irrigation, natural resource-based livelihoods, and the use of digital technologies to create opportunities for marginalized communities to improve their lives.

Advisory Board

The Advisory Board provides an external perspective on institutional strategy, programme design, and sector positioning.



> Bharti Gupta Ramola (Chair)

Bharti Gupta Ramola has advised industry, government, and development institutions, and now focuses on leveraging technology to enhance productivity and last-mile delivery. A former PwC India partner and Basix Group co-promoter, she currently serves on the Boards of Lady Shriram College, CERCA at IIT Delhi, and Feedback Infra Pvt Ltd. Additionally, she serves as an Independent Director for HDFC Life and Tata Steel.



> Ireena Vittal

A former McKinsey & Co. partner, she has advised government and public institutions on inclusive and sustainable development. Currently focused on urban growth and agriculture, she serves as an independent director on the boards of Axis Bank, Titan, Godrej Consumer, Tata Industries, Wipro, and the global advisory board of IDEO. She is also recognized as a valuable mentor for leaders and helps emerging and established leaders develop opportunities on different aspects of decision-making and empathetic leadership.



> **R. Venkataraman**

He is currently serving as an Advisor to Reliance Industries. As a former Managing Trustee of Tata Trust, he redefined its philanthropic strategy and led major health initiatives. With 20+ years' of experience in finance and strategy, he has held leadership roles at Tata Group, Qatar Foundation, and VSNL. He holds an MBA, a law degree, and an Advanced Management qualification from Harvard Business School, offering deep strategic insights into community development.



> **Dr. Sanjiv Phansalkar**

Sanjiv J. Phansalkar is a development professional and academic with deep expertise in rural livelihoods, water policy, and institutional development. He is the Head of Programs at Tata Trusts. and previously was the Program Director at Sir Dorabji Tata Trusts and Vikasanvesh Foundation. Dr. Phansalkar earned his Ph.D. from the Indian Institute of Management, Ahmedabad, and served as a faculty member at the Institute of Rural Management Anand (IRMA) for several years. He taught at Institute of Rural Management between 1981 and 1994. He was a freelance consultant during 1994-2005. Sanjiv was Team Leader of the IWMI-Tata Water Policy Program (ITP) from 2005 to 2007.

Institutional Mentoring by Sector Leaders



> **Dr. Zachary Green**

Leadership practitioner and co-founder of IMAGO with over three decades of experience in adaptive leadership, organisational transformation, and executive coaching. Former World Bank executive coach and currently Professor of Practice in Leadership Studies at the University of San Diego.



> **Sunil Kumar**

Former Secretary, Ministry of Panchayati Raj, Government of India, with over 35 years in public administration. A key architect of democratic decentralisation, grassroots planning reforms, and localisation of SDGs, with leadership across state and national governance systems.



> **Suneeta Dhar**

Veteran feminist leader and co-founder of South Asia Women's Foundation India, with four decades of work advancing women's rights, gender justice, and institutional capacity building. Formerly led organisations including Jagori and Women's Fund Asia.



> **Sarojini Ganju Thakur**

Former IAS officer and independent gender advisor with over 40 years of experience spanning governance, gender mainstreaming, livelihoods, and institutional reform. Founder of the National Gender Centre at LBSNAA and former Adviser, Commonwealth Secretariat.



> **N.N. Sinha**

Former Secretary to the Government of India with distinguished leadership across rural development, infrastructure, and public systems transformation. Served in senior roles including Secretary, Rural Development and Steel, and Chairman, NHAI.



> **Nita Kejriwal**

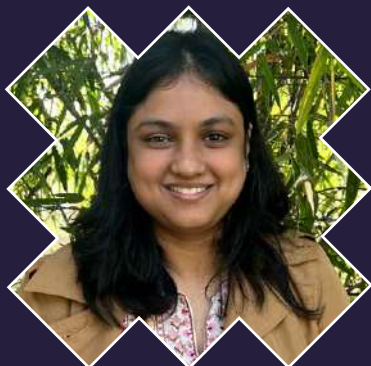
Senior civil servant and Joint Secretary, Ministry of Rural Development, with deep expertise in women's economic empowerment, livelihoods, and institutional strengthening. Plays a key leadership role in shaping national DAY-NRLM initiatives.



> **Dr. Cherian Joseph**

Human resources and organisational development practitioner with extensive experience in institutional change, leadership development, and industrial relations. Former Fellow at VV Giri National Labour Institute with long-standing engagement in organisational transformation.

Senior Leadership Team



Aliva Das | Practice Director | SPMU

Aliva Das anchors TRI's Strategy and Programme Management Unit (SPMU) and leads work on gender and women's economic empowerment, driving strategic alignment across practices and geographies. She embeds gender-intentional approaches within TRI's Locality Compact to advance women's agency, livelihoods, and participation in local economic systems. With 14+ years across government and grassroots systems – including the Madhya Pradesh State Skill Development Mission and a Prime Minister's Rural Development Fellowship – she is a postgraduate from the Tata Institute of Social Sciences.



Ashok Kumar | Director | Farm Prosperity

Ashok Kumar leads TRI's Farm Prosperity practice, mobilising colleagues to help smallholder farmers and their collectives transition from subsistence to profitable regenerative farming through community, government, and market linkages. With over 25 years in the non-profit sector, he has supported women's self-help groups, water user groups, and agri-entrepreneurs across Jharkhand and West Bengal. He holds an MSc in Agriculture (Mycology & Plant Pathology) from Rajendra Agricultural University, with short courses at ARAVA (Israel), Cornell, and Wageningen.



Jitendra Pandit | Practice Director - Local Governance

Jitendra Pandit leads TRI's Local Governance practice, anchoring work on panchayats and supporting national and state governments to design institutional frameworks, multi-sectoral planning systems, and capacity-building programs for PRI-elected representatives. He strengthens TRI's locality compacts through innovation via Community Action Labs (CAL). With over 18 years in the development sector, his expertise spans decentralized planning, health and nutrition, research, and child protection – across cluster, district, state, and national levels.



Mohd. Karimuddin Malik | Practice Director | PPIA

Mohd. Karimuddin Malik leads TRI's Public Policy in Action (PPIA) practice with over 16 years of experience designing and delivering large-scale public systems. His work strengthens state capability by embedding implementation support within government, enabling convergence across flagship programmes, and improving last-mile delivery. He has previously served as National Head – M&E for the National Rurban Mission at the Ministry of Rural Development and as a Prime Minister's Rural Development Fellow, contributing to the Aspirational Districts Programme, MGNREGS, and LWE district initiatives.



Neeraj Ahuja | Practice Director | Markets Practice

Neeraj Ahuja leads TRI's Bending Markets for Flourishing Localities (BMFL) practice, shaping market-driven pathways for rural prosperity through the Whole of Economy framework, expanding opportunities for rural youth and women. As part of the Senior Leadership Team, he has mobilised philanthropic and private capital – including TRI's Social Stock Exchange listing – and anchors the India Rural Colloquy (IRC). Previously a Prime Minister's Fellow with the Government of India, he holds a Master's in Development Practice from TISS Mumbai.



Neeraja Nitin Kudrimoti | Practice Director | Climate Action

Neeraja Kudrimoti leads TRI's Climate Action vertical, anchoring community-driven, women-led climate resilience at the intersection of climate, water governance, gender, and livelihoods. She has represented TRI at global platforms including COP30 and earlier served as State Program Officer for the Aspirational Districts Program. She pioneered TRI's work on the revival of millets, including Chhattisgarh's first Millets Café, recognised in the Prime Minister's Mann Ki Baat. She holds an MSc in Public Policy from UCL and is a 2020 Acumen India Fellow and 2021-22 Anant Fellow for Climate Action.



Shyamal Santra | Practice Director | Health & Nutrition

Shyamal Santra is Practice Director and Co-designer of TRI's 'Neighborhoods of Care' (NoC), with deep experience scaling impact-driven programmes across India's underserved geographies. He anchored the LWE-Aspirational District Programme, incubated the Integrated COVID Response Resource Centre (ICRRC), and was on the core team behind the first 'Mamta Vahan-Call Centre' – a community-based referral transport system. A postgraduate in Development Management with a Master's in Social Work, he is an active writer on rural issues; named a '2021 Changemaker' and featured in Bloomberg

Strategy & Project Management Unit (SPMU)

The Strategy & Project Management Unit (SPMO) manages TRI's core strategic planning, annual action plans, governance frameworks, and risk tracking. This past year, the office focused on building a centralized data system and knowledge repository to help the organization better allocate its resources and back its long-term goals with clear data. By strengthening these internal systems over the reporting period, the SPMO has improved overall coordination across the organization. This has made TRI more adaptable and better equipped to launch new approaches across our grants portfolio.

10.2 Internal Organisation

TRI's organisational structure operates across three mutually reinforcing dimensions – practice, geography and theme – held together by integration platforms and the Strategy and Project Management Office.

Practice anchors TRI's three institutional capabilities: Community Action Lab (CAL), Public Policy in Action (PPiA) and Bending Markets for Flourishing Localities (BMFL), each led by Practice Directors and comprising practitioners embedded across states.

Geography comprises State teams across Madhya Pradesh, Uttar Pradesh, Jharkhand, and Chhattisgarh – the principal execution units of TRI's work, each with a State Lead, CAL Lead, PPiA State Units and PPiA District teams reaching down to block-level field presence.



Theme provides conceptual coherence and cross-practice integration through thematic anchors for Farm Prosperity, Climate Action, Gender and Inclusion, Local Governance, Health and Nutrition and Employability and Entrepreneurship.

Two integration platforms hold the architecture together: the One State Assembly (annual, all-state reflection and planning) and State Integration Meetings (half-yearly, cross-pillar convergence within each state). The Senior Leadership Team provides

institutional coherence - anchoring planning, governance support, grant management, data systems, risk tracking, and communications across all three dimensions.

TRISight - TRI's integrated institutional dashboard - continued to mature as a live institutional nervous system in 2025-26, integrating grants, programmes, HR, finance and compliance into a unified real-time decision-making platform.



10.3 People

As TRI's work has expanded in scale and complexity, strengthening the institution's internal capability has remained an important priority. The demands of systems transformation require teams that can work across multiple institutional contexts – communities, public systems, markets, and ecosystem platforms – while retaining the agility and the ability to be grounded that have characterised TRI's work from the outset.

As of March 31, 2026, TRI's institutional workforce stood at 312 professionals, comprising 219 employees and 93 full-time consultants. The team reflects growing diversity, with women accounting for 36% of the workforce (111 professionals), contributing across programme delivery, technical leadership and institutional functions.



TRI@10 – What a Decade of Institution-Building Produces

On January 13, 2026, TRI marked its tenth anniversary. The milestone provided an opportunity not only to reflect on a decade of work, but also to reaffirm the organisation's long-term commitment to rural transformation through institution-building.

Over the past ten years, TRI has built a cadre of practitioners working at the intersection of government, community and market systems. Across diverse geographies and development contexts, these practitioners have helped shape and strengthen the institutions that enable lasting change. Some have spent a decade growing with the organisation, while

others have carried their experience and learning into new roles across the development ecosystem. Together, they form an important part of TRI's institutional legacy.

Launched as part of the TRI@10 milestone, the Rural Strategists video series highlighted the people behind the practice. More than individual staff profiles, the series reflected a core organisational belief: that investing in people and leadership is central to building institutions capable of sustaining change. The development of communities and the development of practitioners are, ultimately, part of the same journey.

Learning and Development

During 2025-26, Learning and Development continued to evolve from a set of training interventions into a more structured institutional capability-building architecture. The focus increasingly shifted from role-based functional training toward leadership, facilitation, systems thinking, and development design capabilities required across a growing organisation.

The defining milestone of the year was the formal articulation of TRI's Curriculum Framework for the Integrated Programme on Development Design and Leadership – a comprehensive, five-year learning architecture that reflects a long-term approach to organisational learning. The Framework rests on a foundational conviction: TRI's colleagues are active agents and architects of societal change. The "end-less founder" ethos – where each colleague operates as a trustee-architect of mission outcomes – shapes every element of the curriculum.

Four course streams structure the five-year journey: Personal Growth (self-awareness and emotional intelligence); Executive Training (facilitation and

training design); Development Tasks (the largest applied stream – project design, data analysis, results-based management, and proposal writing); and Leadership Development (mentoring, systems thinking, and institution-building capacities). Practice-based electives tailored to CAL, PPiA, and BMFL ensure that learning is grounded in TRI's theory of change, not siloed from it.

Practice-led learning remained central to this effort:

Pathways for Influencing – PPiA: A four-day residential programme for PPiA colleagues embedded in government departments – building systems thinking, personal efficacy, and a structured model of influence for practitioners navigating complex institutional environments daily.

Training Design and Facilitation – CAL: 90 TRI colleagues trained through a structured plan requiring each participant to complete an action project – designing and conducting a community facilitation session – embedding accountability directly into the learning process.



Gender-Focused Training: Conducted across Uttar Pradesh, Chhattisgarh, and Madhya Pradesh, deepening colleagues' understanding of intersectional equity and strengthening gender-intentional practice across field operations.

TRI also continued investing in practitioner development beyond the organisation. The PPIA Praxis Residency- a two-year, full-time, field-immersive programme for emerging development leaders delivered in partnership with Sambodhi - completed its founding cohort's first year. Applications for the 2026-28 cohort opened by year-end. This is TRI's most deliberate investment in building the generation of practitioners who will carry this work forward.

During FY 2025-26, a total of 195 colleagues across TRI states were covered through L&D initiatives, including workshops on Training Design & Facilitation and Gender Equality. Collectively, these engagements accounted for 288 learning hours.

Climate and Culture

Institutions are shaped not only by structures and systems but by culture. As TRI has grown across geographies, practices, and institutional partnerships, sustaining connection, shared purpose, and organisational identity has become increasingly important.

In 2025-26, TRI's culture work was grounded in a rigorous institutional assessment using the Motivational Analysis of Organization framework (Udai Pareek/Rolf Lynton), which identified four priority dimensions for focused culture-strengthening: Trust, Teamwork, Decision Making, and Communication. The interventions that followed were designed to address these dimensions as operational changes, not values statements.

Decentralised Action Plans: State Culture



Sub-Committees across all geographies developed State-specific Culture Action Plans - reflecting TRI's conviction that culture is shaped most powerfully in everyday field interactions, not from the centre.

Workgroup Architecture: A three-layer workgroup structure was institutionalised: L1 (Geography Workgroups- block, state, and central execution); L2 (Practice and Thematic Workgroups - solution design and capability); L3 (Integration Workgroups - strategic, operational, and ecosystem alignment). Each layer has defined purpose, cadence, outputs, and anchor roles - moving the organisation from ad hoc coordination to institutional rhythm.

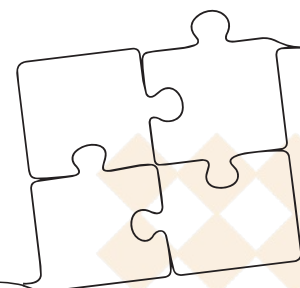
Culture Across the Employee Lifecycle: Culture-building interventions introduced at onboarding (structured pre-joining communication,



buddy systems, clear role definition) and at exit (structured farewell processes that acknowledge departures honestly rather than erasing them).

Meeting Discipline: A Meeting SOP Toolkit introduced across workgroups, with cadence discipline enforced through SPMU and quarterly workgroup reflection sessions institutionalised.

Culture Dashboard: In development with SPMU – enabling periodic synthesis of culture insights for leadership review and intervention.



TRIffluence 2025-26

TRIffluence continued in 2025-26 as TRI's primary internal platform for culture-building. Designed as a space for institutional storytelling, reflection, exchange and recognition, TRIffluence has increasingly become a mechanism for reinforcing shared identity across a distributed organisation – bringing together colleagues across states, practices, and support functions to reflect on field experiences, emerging ideas, and organisational milestones.

As TRI's work becomes more specialised and geographically distributed, these shared institutional spaces become more important – not simply as internal events but as part of how organisational culture is built through recognition, shared reflection, and a stronger sense of belonging to a common institutional journey.

Watch our recap video here:



Gender Mainstreaming within TRI

TRI's internal gender mainstreaming efforts deepened in 2025-26, with a clearer shift from sensitisation to institutional integration. Gender and intersectionality workshops across Madhya Pradesh, Chhattisgarh, and Uttar Pradesh created structured spaces for reflection on how gender, power, caste, identity, and institutional norms shape programme design and implementation, helping teams move beyond a narrow binary understanding of gender towards a more systems-oriented perspective. This learning translated into stronger integration of gender considerations across field practice, programme design, and public systems engagements. A key milestone during the year was the integration of gender budgeting into annual planning processes, enabling more deliberate resource allocation and sharper programme strategy through a gender lens. This has informed more comprehensive annual planning and strengthened TRI's strategic engagements across programmes as well as PPIA partnerships, reinforcing gender not as an adjunct thematic concern, but as a core principle of equitable and effective development practice.





Institutional Integration and Organisational Coherence

As TRI's work expanded across practices, geographies, and thematic domains, strengthening institutional coherence became an equally important organisational priority. During 2025-26, TRI continued to invest in structured integration platforms that enable distributed execution while maintaining strategic alignment.

The One State Assembly served as the principal state-level integration platform, bringing together thematic, practice, and geographic teams to align on priorities, review progress, identify bottlenecks, and shape state strategy collectively. State integration meetings supported more frequent operational coordination across teams working within the same geography, ensuring convergence across programmes and partnerships.

Practice reviews enabled CAL, PPiA, and BMFL teams to assess progress against strategic goals, refine implementation pathways, and strengthen

cross-learning within practices. Thematic forums created spaces for deeper technical reflection, helping teams sharpen frameworks, strengthen programmatic coherence, and carry institutional positions across geographies.

Organisational reviews provided leadership-level oversight on performance, strategic priorities, and emerging institutional opportunities. Practitioner forums created peer learning spaces for frontline and programme teams to exchange experience, troubleshoot implementation challenges, and surface innovations from the field. Enabling function coordination platforms strengthened alignment across HR, finance, communications, data, and operations to better support programme execution.

Together, these mechanisms reflect TRI's operating model as a federated institution where decentralised execution is supported by intentional integration, institutional learning, and strategic coherence.

10.4 Knowledge, thought leadership and ecosystem influence

Beyond implementation, TRI plays an important role as a contributor to wider development thinking and ecosystem dialogue. The organisation's experience working across communities, public systems and markets positions it not only as a practitioner institution but as a source of grounded knowledge, institutional learning, and systems insight.

If the first decade focused on building and demonstrating solutions, the next decade will increasingly require translating those lessons into wider institutional influence. 2025-26 marked a significant step in that direction.



The India Rural Colloquy – 5th Edition

India Rural Colloquy, the *Thoughtful Tarakki polylogues*, continued to strengthen its place as a one-of-its-kind platform convening diverse voices around the most urgent and consequential questions shaping rural India. Spanning eight days, five cities and over 30 sessions, the Colloquy brought together an exceptional spectrum of leadership, from grassroots changemakers and community voices to political leadership, policymakers, development practitioners, academics, entrepreneurs and civil society leaders. Through panel discussions, fireside conversations and roundtables, the platform enabled dialogue across perspectives, geographies, and lived realities, reflecting the complexity and diversity of rural India itself.

Covering timely themes across climate resilience, livelihoods, governance, gender inclusion, health, youth aspirations, and local economic growth, the polylogues sought to move beyond fragmented discourse towards integrated solutions for rural progress.

The Colloquy, curated by Transform Rural India, celebrates and commemorates the Quit India Movement or अगस्त क्रांति, the epochal decisive resolve in 1942, expressing the will of all Indians, communities became their own leaders in quest of freedom.

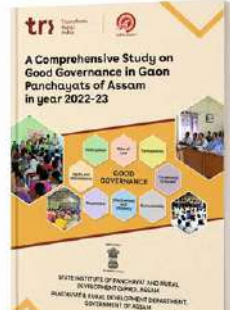
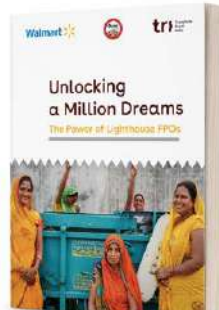
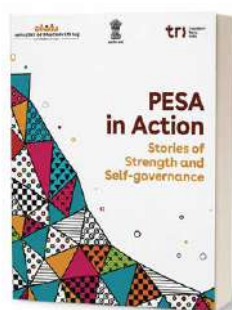
India Rural Colloquy
Video playlist here



Knowledge Products

Alongside convenings, TRI produced knowledge that translated field learning into wider public and practitioner discourse – across programme reports, strategic notes, case documentation, and thematic reflections.

Books:



PESA in Action: Stories of Strength and Self-Governance – with MP Government; MoPR felicitated TRI; translated into Gujarati, Telugu, Odia



Championing Change: Stories of Women Leading Grassroots Democracy in India – with UPSRLM



Unlocking a Million Dreams: The Power of Lighthouse FPOs – with Walmart Foundation

White Papers and Reports:



Intersecting Risks: Climate Change and Women's Health and Wellbeing in Rural India – released by Union MoS for Health at IRC New Delhi



Mass Flourishing: Mini and Nano Rural Enterprises – with Development Intelligence Unit



Investing in Tomorrow with Development Intelligence Unit

TRI in National Media

Leadership and practitioners contributed to broader conversations across national platforms. The pieces below were written by TRI practitioners not as press placements but as intellectual contributions carrying TRI's institutional voice into national discourse.

Indian Rural Colloquy opens at IIFM to discuss rural development

STAFF REPORTER ■ Bhopal

The 'Indian Rural Colloquy' began on Friday at the Indian Institute of Forest Management (IIFM) campus, aiming to inspire meaningful dialogue on rural issues and practical solutions.

Organised by the Transform Rural India (TRI) initiative, the event is part of a nationwide series running from 1 to 8 August.

Inaugurating the colloquy, Panchayat and Rural Development Minister Prahlad Singh Patel described clean, safe and environmentally sensitive



from diverse backgrounds attended the opening session. Rajesh Singh, Senior Practitioner at TRI, said the initiative has been

Jharkhand and Chhattisgarh have helped bridge the gap between policy and society. Padma awardee and social work-

AGRI BUSINESS

TRI launches agri-voltaic project to help farmers earn double income

Launched in Jharkhand and UP, it enables growers to produce solar energy and grow crops at the same time

By Subramani Ra Mancombu

Updated - April 14, 2026 at 04:59 PM | Chennai

[GIFT THIS ARTICLE](#)

Budget 2026: Agri research funding cut raises concern; stakeholders question income gains from high-value crops



File photo

SHE DID IT

This Women's Day, Meet the Influencer Didis Who Went From the Back of the Room to Leading Their Villages

Three ordinary women from Madhya Pradesh, supported by Transform Rural India, became the most powerful change-makers their villages had ever seen.

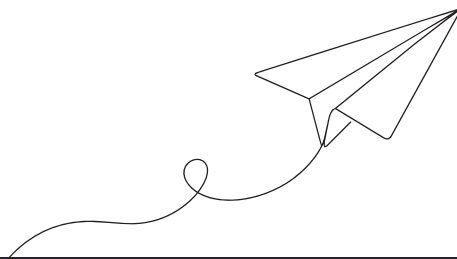


Ananya Ganotra

March 7, 2026

Gendered Impact Of Climate Change: Pushing Developmental Outcomes Backwards

By Dr Seema Bhaskaran • Nov 26, 2025 • 4 min read



Need collective action to put rural women at centre of climate, health agendas: Prataprao Jadhav

By IANS | Updated: August 8, 2025 21:59 IST



New Delhi, Aug 8 Union Minister of State for Health Prataprao Jadhav on Friday called for collective action ...



Need collective action to put rural women at centre of climate, health agendas: Prataprao Jadhav

New Delhi, Aug 8 Union Minister of State for Health Prataprao Jadhav on Friday called for collective action to put rural women at the centre of climate and health agendas.

His statement came as he launched a white paper by Transform Rural India (TRI) and the Development Intelligence Unit (DIU) at the fifth edition of the India Rural Colloquy in the national capital.

The white paper explores the impact of climate change on rural women's health and well-being.

Are we letting sarpanch 'patis' hijack grassroots democracy?

This article is authored by Jitendra Pandit and Rejani Pavithran.

Published on: Oct 02, 2025 1:54 PM IST

By Jitendra Pandit, [Rejani Pavithran](#)

An inside view on working with the government

Embedding units across all tiers of administration can help nonprofits combine community knowledge and innovation with the government's scale.

by GAJANAN RAUTA, KARIMUDDIN MALIK

Women-led decentralised renewable energy and India's last-mile transition

Women-led decentralised renewable energy in India could address energy inequality, strengthen rural livelihoods, and shape a just transition

Published - February 13, 2026 05:13 pm IST

NIHARIKA BARIK SINGH, NEERAJA KUDRIMOTI

Women-led solutions are shaping the future of rural climate action

By championing gender circularity, we can recognise women as vital contributors to climate action.

Neeraja Kudrimoti • 1 Stories

When Funding Ends, Can Communities Sustain Social Change?



SCAN TO
KNOW MORE

Stories from the Field & Public Discourse

At Transform Rural India, communication is not merely dissemination; it is part of how we shape public narratives, build institutional voice and bring rural India into wider development conversations. This year, we strengthened our communications architecture through more human-centred storytelling, sharper thought leadership and deeper partner collaborations that amplified shared messages and expanded TRI's visibility.

Our owned platforms-including *Thoughtful Tarakki*, the quarterly *TRIBune*, and TRI's new *Substack* presence- extended our engagement with practitioners, policymakers, partners, and the larger development ecosystem. Platforms such as India Rural Colloquy continued to emerge as important convening spaces, strengthening TRI's position in public discourse on rural transformation.

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Digital Platforms



Substack – launched February 2026; longer-form, institutionally defining content for a thinking audience



India Rural Colloquy Video Archive – 21 recordings from the 5th Edition; a permanent knowledge archive



Thoughtful Tarakki LinkedIn – practice-based blogs and field insights



3D – Development Design Digest – podcast series

Ecosystem Dialogues and Convenings

TRI's role in ecosystem dialogue expanded through policy consultations, strategic forums, and public conversations at state, national, and international levels:



10.5 Partners

Foundations/Philanthropies



CSR/PSUs



Academic and Other Partners



Aavishkar Carbon
Platform Pvt Limited



India Climate
Collaborative



CEEW (Council on Energy,
Environment & Water)



INTERNATIONAL EDUCATION
RESEARCH FOUNDATION

IFRE (International Foundation
for Research and Education)



ICAR-RCER
ICAR RCER (Research
Complex for Eastern Region)



IISc-BeST
(Bengaluru S&T Cluster)



Indian Social
Institute (ISI)



Arogya World



Harvard T.H. Chan
School of Public Health



IIT BOMBAY
IIT Bombay



Hindu College, University of Delhi
(Certificate Programme in PPIA)



Xavier Institute of Social
Service / XISSL (Jharkhand)



Indian Institute of Public
Administration (IIPA)



WRI INDIA
WRI India



Azim Premji
University, Bhopal



Stanford
University

Stanford University



ASHOKA
UNIVERSITY

Ashoka University

Institutional Partners



Capacity Building
Commission



NRLM
National Rural
Livelihood Mission



Bodoland Territorial
Council Secretariat



Brainstem LLP



Department of Animal
Husbandry & Dairying



Dhwani Rural Information
Systems Pvt. Ltd.



Global Development
Incubator



Government of
Chhattisgarh



Government of
Jharkhand



Government of
Madhya Pradesh



Government of
Maharashtra (MITRA)



Government of
Uttar Pradesh



Gram Oorja



Head Held High



ICAR – Indian Council of
Agricultural Research



IIT Bombay



IMAGO Global
Grassroots



Indian Institute of Public
Administration (IIPA)



Ministry of
Home Affairs



Ministry of
Panchayati Raj



Ministry of
Rural Development



NITI Aayog



Sambodhi Research &
Communications Pvt. Ltd.



Syngenta Foundation India



Rural Sutra & Data
Collection



The Defeat-NCD
Partnership



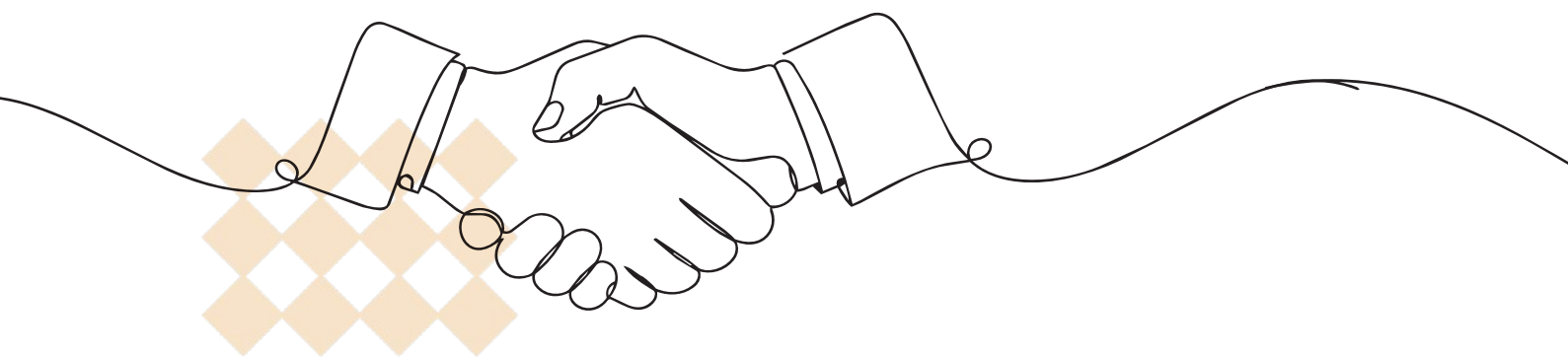
UNITAR – United Nations
Institute for Training and Research



VAF – Vikas Anvesh
Foundation



UNICEF



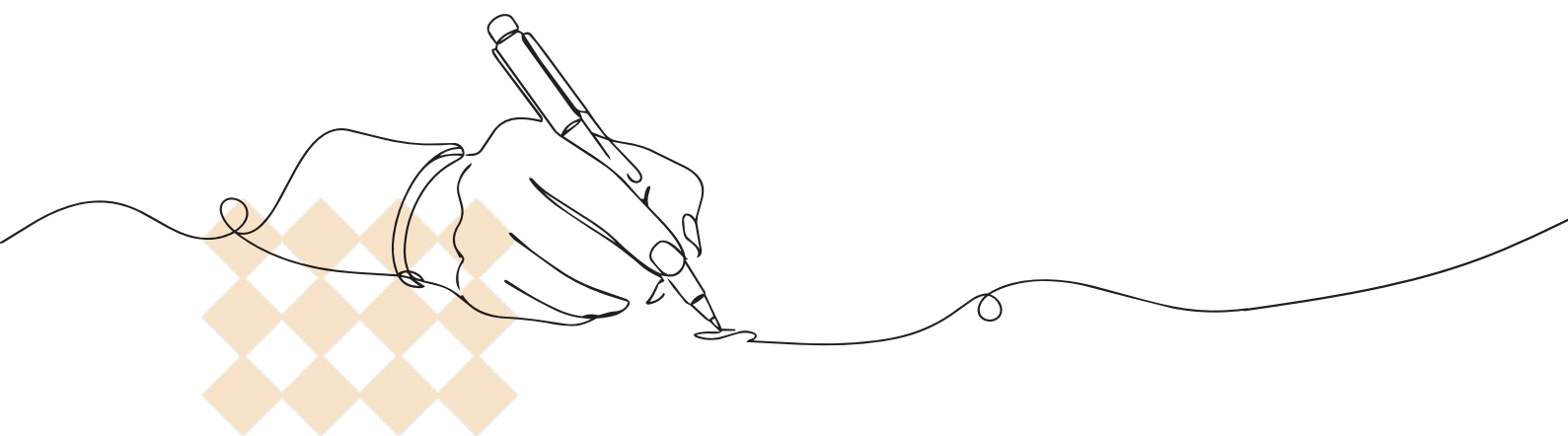
New Partnerships in 2025-26

Strategic Partnerships and Institutional Collaborations: During the year, TRI strengthened its institutional ecosystem through a series of strategic partnerships with governments, academic institutions, research organisations and philanthropic partners. Key engagements included a tripartite MoU with the Madhya Pradesh State Employment Guarantee Council (MPSEGC) and WRI India on natural resource management and water body restoration; collaborations with O.P. Jindal Global University and The Voices Project led by Stanford University and IIT Gandhinagar on advancing women's substantive authority in local governance; and partnerships with HDFC Bank Parivartan in Palamu (Jharkhand), Rainmatter Foundation in Kanker (Chhattisgarh), IDBI Bank CSR in Kondagaon (Chhattisgarh), and the Bhooswamini-Bihpro initiative on women-led FPOs and climate-smart agriculture. TRI also formalised partnerships with the Department of Forest & Climate Change and the Department of Commerce & Industries, Government of Chhattisgarh; the Madhya Pradesh State Rural Livelihoods Mission (MPSRLM); the Nandurbar District Collectorate and the Maharashtra Institution for Transformation (MITRA), Government of Maharashtra; the Department of Land Resources

(WDC-PMKSY), Directorate of Training & Employment, and MGNREGS, Government of Uttar Pradesh; and the National Health Mission, Government of Jharkhand, reinforcing long-term collaboration across livelihoods, natural resource management, local governance, employment and public systems strengthening.







Closing Note: What Staying Long Enough Produces

We began this report with a proposition: that something important is happening in rural India that does not yet have the narrative. We end with a different kind of observation.

Ten years is not enough to complete the work of rural transformation. It is, however, long enough to understand more clearly what that work demands.

When TRI began, we believed the central challenge was delivery: insufficient reach, weak last-mile infrastructure, fragmented implementation and limited awareness. Experience has led us to a different conclusion. While these constraints matter, the deeper challenge is institutional design. A woman can join a Self-Help Group, increase her income and access public schemes, yet still remain excluded from decisions that shape what her village plans, prioritises and funds. Resources may be available and programmes may function, but outcomes remain uneven when the institutions connecting community aspirations, local governance, public systems and markets do not work in alignment.

That has been TRI's most important learning over the past decade.

Our work since has focused on helping build that institutional architecture. Not through a uniform model, because rural India is neither uniform nor easily reduced to a single development pathway, but through a shared logic of alignment: bringing Panchayats, community institutions, local administration and markets into a common framework for planning, accountability and collective action. We call this the Locality Compact.

The Compact remains a work in progress, shaped by continuous learning, adaptation and refinement. Yet the evidence emerging from the field increasingly suggests that institutional alignment is not a peripheral concern but a foundational condition for lasting change. The challenge ahead is not simply to demonstrate what works, but to deepen it, sustain it and enable it to travel across diverse rural contexts.

If the first decade was about learning what it takes to build institutions that endure, the next decade will be about helping those institutions shape the future of rural India.



What 2025-26 showed us

This year marked a threshold moment - when several trajectories TRI had been building toward for years became visible at once.

In Jharkhand, the state's highest-ever MGNREGS Labour Budget - 1,200 lakh Person Days - emerged from community demand pipelines rather than administrative allocation logic. This reflects a structural redesign in how labour demand is surfaced and translated into public investment. In the same

state, 54,000 tribal farmers were enrolled into voluntary carbon market pathways, creating the possibility of long-term income diversification linked to ecological stewardship. For communities historically constrained to agriculture and wage labour, this signals the emergence of a fundamentally different economic proposition.

In Chhattisgarh, what began as a six-village demonstration on water security evolved into the





statewide Mor Gaon Mor Paani Mahaabhiyan, spanning 8,338 Panchayats, 89,628 water works, and INR 1,208 crore in public expenditure. This is what the innovation-to-scale journey looks like when public systems adopt and carry the architecture.

And as TRI strengthened its own institutional measurement discipline, early Social Return on Investment analysis suggested that INR 1 invested in active experimentation generated approximately INR 11.98 in social value, while embedded systems support in public programmes generated INR 5+ in social value.

But perhaps the most important evidence is not financial. It is social and institutional.

Across villages, Panchayats, federations, and district systems, women who were expected to participate symbolically are increasingly exercising real institutional authority - as elected representatives shaping local priorities, collective leaders negotiating with administration, farmers making market decisions, and community institutions asserting documented demands.

This shift cannot be reduced to programme outputs. It reflects institutional redistribution.

What we still do not know

Institution-building is tough. There are important questions we do not yet have complete answers to.

We do not yet know whether the Locality Compact sustains independently at the scale required, without continued external facilitation. We know it works in places where institutional relationships have deepened over time. Whether it becomes self-sustaining public architecture remains the most important open question in TRI's work.

We do not yet know how to move fast enough.

Rural aspirations are changing faster than institutional systems typically do. Young people are more educated, more connected, and less willing to



wait for structures that move at the pace development systems often move. The urgency is real. Our answers are still evolving.

And we do not yet know whether some of our newer economic propositions - rural economic zones, climate-linked income systems, phygital enterprise infrastructure, whole-of-economy models - will mature from promising prototypes into durable local economic architecture.

The distance between a compelling demonstration and a self-sustaining system is where much development work falters. We are not exempt from that challenge.



What we are betting on next

Strategic Directions 2030 is not a departure from TRI's first decade. It is a sharper articulation of the same institutional wager. We are betting that the Locality Compact can become durable public architecture - not dependent on NGO facilitation, but embedded into the procedural, financial, and political systems of governance.

The integration of BLCCs into national participatory planning architecture this year offers one proof point. It took years of demonstration to reach that moment. The next decade must shorten that translation cycle.

We are betting that Panchayats can evolve beyond administrative entities into economic actors.

That experiments like the Rural Economic Zone in Jonha are not anomalies, but early prototypes of a different local institutional identity - where Panchayats steward assets, enable enterprise, and participate in economic governance.

We are betting that climate exposure can become economic opportunity - if communities have the institutional architecture to govern value flows, ecological assets, and market relationships.

And we are betting that women - who have consistently emerged as some of the most capable institutional actors across TRI's geographies - will continue to move from participation toward power, when systems are intentionally designed to enable that shift.

This is not ideological optimism. It is evidence-informed conviction.



To our partners

None of this is solitary work.

The government colleagues who stayed engaged when institutional redesign was harder than routine implementation are co-authors of this journey. The philanthropic partners who understood that systems change requires patience, iteration, and long time horizons made much of this work possible. The communities who challenged our assumptions, sharpened our thinking, and held our designs accountable are not beneficiaries of this work. They are participants in shaping it.

And the colleagues across TRI - often working in difficult geographies, in unglamorous but essential roles of institution- building - are the reason this organisation is more than an idea.

One final image

In the Angara block of Jharkhand, in January 2026, community members marked their 2030 commitments through handprints on paper. It is a small act.

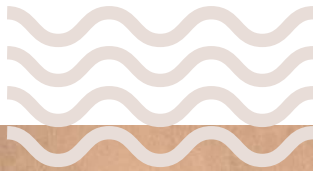


It is also an exact metaphor for the work TRI is trying to build: communities making commitments to their own futures - and having the institutional architecture to make those commitments real.

That has been our wager for ten years.

It remains our wager for the decade ahead.





10.6 Financials

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Balance Sheet as at March 31, 2026				
Particulars	Note No.	As at March 31, 2026 (Rs. in Lakhs)	As at March 31, 2025 (Rs. in Lakhs)	
I EQUITY AND LIABILITIES				
1 Shareholder's Funds				
(a) Corpus Fund	3	52.70	52.70	
(b) Reserves and Surplus	4	505.85	231.16	
		558.55	283.86	
2 Non Current Liabilities				
(a) Other Long Term Liabilities	5	542.87	354.44	
(b) Long Term Provision	6	244.51	174.35	
		787.38	528.79	
3 Current Liabilities				
(a) Trade Payables				
(A) total outstanding dues of micro enterprises and small enterprises; and	7	21.41	14.20	
(B) total outstanding dues of creditors other than micro enterprises and small enterprises	7	185.57	167.76	
(b) Other Current Liabilities	8	4,595.67	2,461.09	
(c) Short Term Provision	9	5.35	2.55	
		4,808.00	2,645.60	
TOTAL		6,153.93	3,458.25	
II ASSETS				
1 Non Current Assets				
(a) Property, Plant and Equipment				
Property, Plant and Equipment	10	567.75	354.44	
(b) Long Term Loans and Advances	11	150.48	149.08	
(c) Other Non-current Assets	12	51.70	18.78	
		769.93	522.30	
2 Current Assets				
(a) Cash and Cash Equivalents	13	5,217.76	2,798.38	
(b) Short Term Loans and Advances	14	102.17	117.99	
(c) Other Current Assets	15	64.07	19.58	
		5,384.00	2,935.95	
TOTAL		6,153.93	3,458.25	
See accompanying notes forming part of the financial statements		1-29		
As per our report of even date attached For Deloitte Haskins & Sells LLP Chartered Accountants FRN.No. 117366W/W-100018 Jayesh Parmar Partner M.No: 106388 Place: Mumbai Date: May 29, 2026 For and on behalf of the Board of Transforming Rural India Foundation Rashmi Shukla Sharma Director DIN: 09665148 Place: New Delhi Date: May 29, 2026 Anirban Ghose Director DIN: 07324123				



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Income and Expenditure for the period ended March 31, 2026			
Particulars	Note No.	For the year ended March 31, 2026 (Rs. in Lakhs)	For the Year ended March 31, 2025 (Rs. in Lakhs)
I INCOME			
(a) Grant / Donation Received	16	10,880.31	9,453.32
(b) Consultancy and Other Income	17	153.61	150.01
Total income		11,033.92	9,603.33
II EXPENSES			
(a) Grant Expenses and Programme Expenses	18	9,921.35	8,867.17
(b) Employee Benefit Expenses	19	311.89	288.79
(c) Other Expenses	20	332.56	291.47
(d) Depreciation	10	193.43	103.40
Total expenses		10,759.23	9,550.83
III Excess of Income over Expenditure before tax		274.69	52.50
IV Tax expense		-	-
V Excess of Income over Expenditure for the year		274.69	52.50
See accompanying notes forming part of the financial statements		1-29	
As per our report of even date attached For Deloitte Haskins & Sells LLP Chartered Accountants FRN.No. 117366W/W-100018 Jayesh Parmar Partner M.No: 106388 Place: Mumbai Date: May 29, 2026 For and on behalf of the Board of Transforming Rural India Foundation Rashmi Shukla Sharma Director DIN: 09665148 Place: New Delhi Date: May 29, 2026 Anirban Ghose Director DIN: 07324123			



List of Abbreviations

AAM	Ayushman Arogya Mandir
AAP	Annual Action Plan
ABHA	Ayushman Bharat Health Account
ASHA	Accredited Social Health Activist
ACORN	Agroforestry CRUs for the Organic Restoration of Nature
AEDP	Accelerated Entrepreneurship Development Programme
AEs	Agriculture Entrepreneurs
AGEY	Aajeevika Grameen Express Yojana
A-HELP	Accredited Agent for Health and Extension of Livestock Production
ANC	Antenatal Care
ANMs	Auxiliary Nurse Midwife
APLD	Advanced Program on Locality Development
ASRLM	Assam State Rural Livelihood Mission
ASTP	Alliance of Skill Training Partners
AWW	Anganwadi Worker

BASIC	Building Academic Skills and Improving Competencies
B - ABLE	Basix Academy for Building Lifelong Employability Limited
BEES	Bharat Rural Enterprise Enabler Support
BH	Bihar
BHGY	Birsa Harit Gram Yojana
BSKSM	Birsa Sinchai Koop Samvardhan Mission
BLCC	Block Level Convergence Committees
BMFL	Bending Markets for Flourishing Localities
BTC	Bodoland Territorial Council
BTR	Bodoland Territorial Region
BMFL	Bending Markets for Flourishing Localities
BRPs	Block Resource Persons

CAL	Community Action Labs
CAPs	Community Action Plans
CB	Capacity Building
CBOs	Community-Based Organizations
CEEW	Council on Energy, Environment and Water
CFRS	Community Forest Rights
CG	Chhattisgarh
CG&C	Career Guidance and Counselling
CHC	Community Health Centres
CLFs	Cluster Level Federations
CLF-VOS	Cluster Level Federations-Village Organisations
CMEGP	Chief Minister's Employment Guarantee Programme
CMTCs	Community Management and Training Centres
CoEs	Centres of Excellence
CRISIL	Credit Rating Information Services of India Limited
CRPS	Community Resource Persons
CSR	Corporate Social Responsibility
CSW	Commission on the Status of Women

DAHD	Department of Animal Husbandry and Dairying
DBT	Direct Benefit Transfer
DIU	Development Intelligence Unit
DLCC	District Level Convergence Committees
DLPM	District Livelihood Potential Mapping
DMFT	District Mineral Fund Trust
DSP	District Strategic Plan
DAY-NRLM	Deendayal Antyodaya Yojana - National Rural Livelihoods Mission
DSSU	Design and Strategic Support Unit

ECV	Education Change Vectors
EDI	Entrepreneurship Development Institute of India
EDP	Entrepreneurship Development Programme
EFHS	Enterprise Facilitation Youth Hubs
ELP	Equity Leadership Programs
EWR	Elected Women Representatives

FDRVC	Foundation for Development of Rural Value Chains
FEED	Forum of Enterprises for Equitable Development
FLWs	Frontline Workers
FPOs	Farmer Producer Organizations
FPCs	Farmer Producer Companies
FRA	Forest Rights Act

GDI	Global Development Incubator
GDP	Gross Domestic Product
GETM	Green Economy Transition Mission
GWp	Gigawatt-peak
GIS	Geographic Information System
GOYN	Global Opportunity Youth Network
GPCC	Gram Panchayat Coordination Committees
GPDP	Gram Panchayat Development Plan
GRCs	Gender Resource Centres
GBV	Gender Based Violence
GPPs	Gender Point Persons

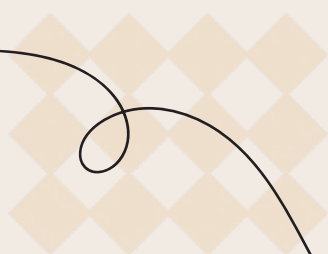
HINF	High Income Natural Farming
HPLC	High-Performance Liquid Chromatography
HWC	Health & Wellness Centre

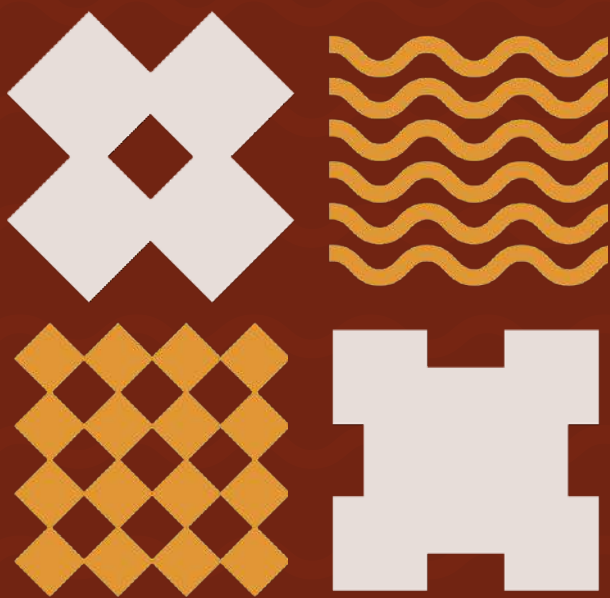
IAA	India Agri Voltaic Alliance
IFCs	Integrated Farming Clusters
IFRE	International Foundation for Research and Education
IFRS	Individual Forest Rights
IMAGOGG	IMAGO Global Grassroots
INR	Indian Rupee
INRM	Integrated Natural Resource Management
IRC	Indian Rural Colloquy
IRMA	Institute of Rural Management Anand
IWMI	International water management institute

JAM	Jandhan Yojana, Aadhar, and Mobile
JAS	Jan Arogya Samiti
JH	Jharkhand
JNVs	Jawahar Navodaya Vidyalayas
JSLPS	Jharkhand State livelihood Promotion Society
KIIT	Kalinga Institute of Industrial Technology
Kwp	Kilowatt peak
KVs	Kendriya Vidyalayas
LA	Local Administration
LBSNAA	Lal Bahadur Shastri National Academy of Administration
L-CAT	Landscape Character Assessment Tool
L&D	Learning and Development
LEILA	Low External Intensity Livelihood Actions
LMS	Learning Management System
LUC	Livelihoods Unit Cell
MDSR	Maternal Death Surveillance and Response
MFOI	Millionaire Farmer of India
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MGMP	Mor Gaon Mor Paani
MH	Maharashtra
MHA	Ministry of Home Affairs
MIS	Management Information System
MOAFW	Ministry of Agriculture & Farmers Welfare
MOPR	Ministry of Panchayati Raj
MORD	Ministry of Rural Development
MOUs	Memorandums of Understanding
MP	Madhya Pradesh
MPSEGC	Madhya Pradesh State Employment Guarantee Council
MSP	Minimum Support Price
MSK	Mahila Shakti Kendra
NABARD	National Bank for Agriculture and Rural Development
NADCP	National Animal Disease Control Programme
NAK	Nari Adhikar Kendra
NCD	Non-Communicable Disease
NTFPs	Non-Timber Forest Products
NHAI	National Highways Authority of India
NHM	National Health Mission
NIC	National Informatics Centre
NITI	National Institution for Transforming India
NLM	National Livestock Mission
NREGA	National Rural Employment Guarantee Act
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
NP -NCD	National Programme for Prevention and Control of Non-Communicable Diseases
NOP	Nurturing opportunities for change
NoC	Neighbourhoods of care

ODOP	One District One Product
ONDC	Open Network for Digital Commerce
OSC	One Stop Centres
OSR	Open Source Routing
PAI	Panchayat Advancement Index
PESA	Panchayats (Extension to Scheduled Areas) Act
PHC	Primary Health Centres
PMEGP	Prime Minister's Employment Generation Programme
PMFME	Prime Minister Formalisation of Micro Food Enterprises
PMJJBY	Pradhan Mantri Jeevan Jyoti Bima Yojana
PMKSY	Pradhan Mantri Krishi Sinchayee Yojana
PMSBY	Pradhan Mantri Suraksha Bima Yojana
POSH	Prevention of Sexual Harassment
PPiA	Public Policy in Action
PRIs	Panchayati Raj Institutions
PPP-AVCD	Public-Private Partnership for Agriculture Value Chain Development
PPP-AgVCD	Public-Private Partnership for Agriculture Value Chain Development
PPC	People's Plan Campaign
PVTG	Particularly Vulnerable Tribal Group
RD-NREGS	Rural Development -National Rural Employment Guarantee Scheme
RD-SRLM	Rural Development - State Rural Livelihoods Mission
REZ	Rural Economic Zone
RGSA	Rashtriya Gram Swaraj Abhiyan
RIPA	Rural Industrial Parks
RLG	Rural Local Governance
RSETI	Rural Development and Self Employment Training Institute
SBM	Swachh Bharat Mission
SC	Scheduled Caste
SDGs	Sustainable Development Goals
SFC	State Financial Commission
SHGs	Self-Help Groups
SIPRD	State Institute of Panchayat and Rural Development
SIRD	State Institute of Rural Development
SISD	Social Inclusion and Social Development
SLSA	State Legal Services Authority
SLT	Senior Leadership Team
SLCC	State Level Coordination Committee
SMMU	State mission management unit
SMC	School management Committee
SPMO	Strategy and Project Management Office
SPMU	Strategy and Program Management Unit
SPMO	Strategy and Project Management Office
SPSU	Strategic Programme Support Unit
SROI	Social return on investment
ST	Scheduled Tribe
SUTRA	Systemic Unit for Transformative Rural Action

TMP	Technology Management Programme
TRI	Transform Rural India
UP	Uttar Pradesh
UPSRLM	UP's State Rural Livelihood Mission
VB-GRAM G	Viksit Bharat-Guarantee for Rozgar and Ajeevika Mission (Gramin)
VCM	Voluntary Carbon Market
VDP	Vulnerability Disclosure Program
VHP	Village Health Plan
VHND	Village Health and Nutrition Day
VHSND	Village Health, Sanitation and Nutrition Day
VHSNCS	Village Health Sanitation and Nutrition Committees
VO	Village Organisation
VPRP	Village Prosperity and Resilience Plan
VYAC	Village Youth Action Committee
WCD	Women & Child Development
W-FPO	Women-Farmers Producers Organisation
WoE	Whole-of-Economy
WOW	Windows to Opportunity World
WoW	Work, Opportunity and Well-being
WRI	World Resources Institute
XV-FC	15th Finance Commission
YAG	Youth Advisory Groups
YUVA	Yuva Udyami Vikas Abhiyan



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