



## TRANSFORMING RURAL INDIA FOUNDATION

Transforming Rural India Foundation ("Company" or "Issuer") was registered and incorporated in Delhi on January 13, 2016, as a private limited company under Section 8 of the Companies Act, 2013, pursuant to a certificate of incorporation issued by the Registrar of Companies, Delhi (ROC). For more information about the company, please refer "General Information" and "History and Main Objects" on pages 10 and 26, respectively of this Final Fund Raising Document.

**Registered Office:** Shop No 24, Ground Floor, Community Shopping Center Neeti Bagh, New Delhi -110049 India

**Tel.:** +91 9868284648 / +91 9891757321

**CIN:** U74900DL2016NPL289589; **PAN:** AAFCT6043A

**Website:** www.trif.in; **Email:** anish@trif.in

**Company Secretary and Compliance Officer:** Mehak Bisht; **Tel.:** +91 9650437170; **Email:** csmehakbisht@gmail.com

**PUBLIC ISSUE BY OUR COMPANY OF ZERO COUPON ZERO PRINCIPAL INSTRUMENTS OF FACE VALUE RS. 10,000-EACH (ZCZP INSTRUMENTS)", AGGREGATING UP TO 2 CRORE (ISSUE SIZE" AND SUCH PUBLIC ISSUE HEREINAFTER REFERRED TO AS THE ISSUE) THROUGH THE DRAFT FUND RAISING DOCUMENT AND THE FINAL FUND RAISING DOCUMENT. THE ISSUE IS BEING MADE PURSUANT TO THE PROVISIONS OF SECURITIES AND EXCHANGE BOARD OF INDIA (ISSUE OF CAPITAL DISCLOSURE REQUIREMENTS) REGULATIONS, 2018, AS AMENDED ("SEBI ICDR REGULATIONS"), READ WITH THE SEBI CIRCULAR DATED SEPTEMBER 19, 2023 BEARING REFERENCE NO. SEBI/HO/CFD/POD-1/P/CIR/2022/120 ("SSE FRAMEWORK CIRCULAR"), THE CIRCULAR ISSUED BY THE NATIONAL STOCK EXCHANGE OF INDIA LIMITED (NSE") NOTIFYING THE NORMS FOR REGISTRATION, ISSUE AND LISTING OF ZCZP INSTRUMENTS BY NPOS ON NSE SOCIAL STOCK EXCHANGE AND CONTENTS OF THE DRAFT FUND RAISING DOCUMENT/FINAL FUND RAISING DOCUMENT (COLLECTIVELY, "NSE NORMS), AND THE DISCLOSURE REQUIREMENT UNDER SCHEULE 1 OF THE SECURITIES AND EXCHANGE BOARD OF INDIA (ISSUE AND LISTING OF NON CONVERTIBLE SECURITIES) REGULATIONS, 2021 ("SEBI NCS REGULATIONS), THE COMPANIES ACT, 2013 AND RULES MADE THEREUNDER, EACH AS AMENDED TO THE EXTENT NOTIFIED AND APPLICABLE**

### OUR PROMOTERS

Our Promoters are Anish Kumar and Anirban Ghose; Email: anish@trif.in / anirban@trif.in, **Tel.:**+91 9868284648. For details of our Promoters, see "Our Promoters" on page 52 of this Final Fund Raising Document.

### GENERAL RISKS

Investment in zero coupon zero principal instrument is risky, and investors should not invest any funds in such securities unless they can afford to take the risk attached to such investments. Investors are advised to take an informed decision and to read the risk factors carefully before investing in this Issue. For taking an investment decision, investors must rely on their examination of the Issue, including the risks involved in it. Specific attention of investors is invited to the chapters "Risk Factors" and "Material Developments" on pages 7 and 143, respectively of this Final Fund Raising Documents. These risks are not, and are not intended to be, a complete list of all risks and considerations relevant to the ZCZP Instruments or investor's decision to purchase such securities.

### ISSUER'S ABSOLUTE RESPONSIBILITY

The Issuer, having made all reasonable inquiries, accepts responsibility for and confirms that this Final Fund Raising Document contains all information with regard to the Issuer and the Issue which is material in the context of the Issue, that the information contained in this Final Fund Raising Document is true and correct in all material aspects and is not misleading, that the opinions and intentions expressed herein are honestly stated and that there are no other facts, the omission of which make this document as a whole or any of such information or the expression of any such opinions or intentions misleading.

### COUPON RATE, COUPON PAYMENT FREQUENCY, REDEMPTION DATE, REDEMPTION AMOUNT & ELIGIBLE INVESTORS

The Issue, being an issue of zero coupon zero principal instrument in terms of Chapter X-A of the SEBI ICDR Regulations, there is no coupon rate, or redemption amount applicable, and consequently the coupon payment frequency, and redemption amount is not applicable. For further details relating to the ZCZP Instruments, including in relation to Eligible Investors of the ZCZP Instruments, please see "Issue Related Information" on page 153 of this Final Fund Raising Documents. The Issue is not underwritten.

### CREDIT RATING


The Issue, being an issue of zero coupon zero principal instrument in terms of Chapter X-A of the SEBI ICDR Regulations, there is no credit rating applicable.

### LISTING

The ZCZP Instruments offered through the Draft Prospectus and this Final Fund Raising Document are proposed to be listed on the social stock exchange segments of NSE Limited, being NSE Social Stock Exchange (Stock Exchange) and NSE Social Stock Exchange shall be the Designated Stock Exchange. Our company has received "in principle" approval from NSE vide letter bearing number NSE/LIST/D/2024/0040 dated 19<sup>th</sup> January 2024. A copy of this Final Fund Raising Documents has been filed with the RoC. details of the material contracts and documents available for inspection, please see "Material Contracts and Documents for Inspection" beginning on page 180.

### PUBLIC COMMENTS

The Draft Fund Raising Document dated November 22, 2023, was filed with the Stock Exchange, pursuant to the provisions of the SEBI ICDR Regulations and was open for public comments for a period of 21 days (i.e., until 5:00 p.m. on 13<sup>th</sup> December 2023) from the date of filing of the Draft Fund Raising Document with the Stock Exchange. All comments on this Draft Prospectus are to be forwarded to the attention of the Company Secretary and Compliance Officer of our Company. All comments on the Draft Fund Raising Document have been forwarded to the attention of the Company Secretary and Compliance Officer of our Company. All comments received on the Draft Fund Raising Document have been suitably addressed prior to filing of this Final Fund Raising Document with the Stock Exchanges and RoC.

REGISTRAR TO THE ISSUE	ADVISOR TO THE ISSUE	STATUTORY AUDITOR
<b>SKYLINE FINANCIAL SERVICES PRIVATE LIMITED</b> <b>SEBI Registered Category-1, Registrar and Share Transfer Agent</b> <b>Regd &amp; Corp Office: D-153A, Okhla Industrial Area Phase I, New Delhi 110020</b> <b>Phone No-011-40450193-197, 26812682,</b> <b>Website: www.skylinert.com</b> <b>Email: ipo@skylinert.com</b> <b>Investor Grievance Email: grievances@skylinert.com</b> <b>Contact Person: Mr. Anuj Rana</b> <b>SEBI Registration No: INR000003241</b> <b>CIN: U74899DL1995PTC071324</b>	 <b>LAWFIN SERVICES PRIVATE LIMITED</b> Plot No 19, Pocket 4, Block B Sector 23 Dwarka Delhi 110075, India <b>Tel: +91 9711159686</b> <b>Email: cs@lawfin.in</b> <b>Contact Person: Ravi Dutt Yadav</b> <b>CIN: U74999DL2016PTC298162</b>	<b>DELOITTE HASKINS &amp; SELLS LLP</b> One International Center Tower 3, 27 <sup>th</sup> -32 <sup>nd</sup> Floor, Senapati bapat Marg Elphinstone Road (West) Mumbai 400013, Maharashtra India <b>Tel: +91 2261854000</b> <b>Email: jopretto@deloitte.com</b> <b>Contact Person: Joe Pretto</b> <b>Firm Registration No:117366W/W-100018</b> <b>Website:</b>

### ISSUE PROGRAMME\*\*

**Issue opens on: 21<sup>st</sup> February 2024**

**Issue close on: 28<sup>th</sup> February 2024**

**\*\* The Issue shall remain open for subscription on Working Days from 10 a.m. to 5 p.m. (Indian Standard Time) during the period indicated in this Final Fund Raising Document, except that the Issue may close on such earlier date or extended date as may be decided by the Board of Directors of our Company, subject to relevant approvals. On the Issue Closing Date, the Application Forms will be accepted only between 10 a.m. and 3 p.m. (Indian Standard Time). For further details please refer to section titled General Information on page 10 of this Final Fund Raising Document .**

## TABLE OF CONTENTS

<b>SECTION I- GENERAL.....</b>	<b>1</b>
DEFINITIONS AND ABBREVIATIONS.....	1
CERTAIN CONVENTIONS, USE OF FINANCIAL, INDUSTRY AND MARKET DATA AND CURRENCY OF PRESENTATION.....	5
FORWARD LOOKING STATEMENTS.....	6
<b>SECTION II- RISK FACTORS.....</b>	<b>7</b>
<b>SECTION III- INTRODUCTION.....</b>	<b>10</b>
GENERAL INFORMATION.....	10
CAPITAL STRUCTURE.....	14
OBJECTS OF THE ISSUE.....	16
OUR BUSINESS.....	21
HISTORY AND MAIN OBJECTS.....	26
OUR MANAGEMENT.....	28
OUR PROMOTERS.....	52
RELATED PARTY TRANSACTIONS.....	54
<b>SECTION V – FINANCIAL INFORMATION.....</b>	<b>55</b>
FINANCIAL INFORMATION.....	55
COMPLIANCE.....	142
MATERIAL DEVELOPMENTS.....	143
FINANCIAL INDEBTEDNESS.....	144
<b>SECTION VI- LEGAL AND OTHER INFORMATION.....</b>	<b>146</b>
OUTSTANDING LITIGATION.....	146
OTHER REGULATORY AND STATUTORY DISCLOSURES.....	147
<b>SECTION VII- ISSUE RELATED INFORMATION.....</b>	<b>153</b>
ISSUE STRUCTURE.....	153
TERMS OF THE ISSUE.....	157
ISSUE PROCEDURE.....	161
<b>SECTION VIII-KEY PROVISIONS OF ARTICLES OF ASSOCIATION.....</b>	<b>174</b>
MAIN PROVISIONS OF ARTICLES OF ASSOCIATION.....	174
<b>SECTION IX-MATERIAL CONTRACTS AND DOCCUMENTS FOR INSPECTION.....</b>	<b>180</b>
DECLARATION.....	180

## SECTION I-GENERAL DEFINITIONS AND ABBREVIATIONS

*This Final Fund Raising Document uses certain definitions and abbreviations which, unless the context otherwise indicates or implies, shall have the meaning ascribed to such definitions and abbreviations set forth herein. References to any legislation, act, regulation, rules, guidelines, clarifications or policies shall be to such legislation, act, regulation, rules, guidelines, clarifications or policies as amended, supplemented or re-enacted from time to time until the date of this Final Fund Raising Document, and any reference to a statutory provision shall include any subordinate legislation notified from time to time pursuant to such provision.*

*The words and expressions used in this Final Fund Raising Document but not defined herein shall have, to the extent applicable, the same meaning ascribed to such words and expressions under the SEBI ICDR Regulations, the SEBI NCS Regulations, the Companies Act, 2013, the SCRA, the Depositories Act, NSE Norms and the rules and regulations notified thereunder*

### General Terms

Term	Description
“We”, “Company”, “NPO” or “the Issuer”	Transforming Rural India Foundation, a company incorporated under Section 8 of the Companies Act, 2013 and having its Registered Office at Shop No 24, Ground Floor, Community Shopping Center Neeti Bagh, New Delhi-110049 India.
Articles or Articles of Association or AOA	Articles of association of our Company
Audited Financial Statements	The audited financial statements of our Company for the financial years ended March 31, 2023, March 31, 2022 and March 31, 2021, along with the audit reports issued by M/s. Deloitte Haskins & Sells LLP, Chartered Accountants.
Board or Board of Directors or our Board or our Board of Directors	Board of Directors of our Company
Company Secretary and Compliance Officer	Company secretary and compliance officer of our Company on retainership basis, being Ms. Mehak Bisht. For further details, see “Our Management” page 28 of this Final Fund Raising Document.
Equity Shares	The company is without having Share Capital.
Group Companies	Includes such companies with which there were related party transactions, during the period for which financial information is disclosed in this Final Fund Raising Document, as covered under the applicable accounting standards and also other companies as considered material by our Board.
MoA or Memorandum or Memorandum of Association	Memorandum of Association of our Company
Promoters	The promoters of our Company being Mr. Anish Kumar and Mr. Anirban Ghose.
Promoter Group Includes such persons and entities constituting the promoter group of our Company pursuant to	Promoter Group Includes such persons and entities constituting the promoter group of our Company pursuant to Regulation 2(1)(pp) of the SEBI ICDR Regulations.
Registered Office	Registrar of Companies of Company situated at Shop No 24, Ground Floor, Community Shopping Center Neeti Bagh, New Delhi-110049 India.
Shareholders	Nil

### Issue related Terms

Term	Description
Allotment Advice	The communication sent to the Allottees conveying the details of ZCZP Instruments allotted to the Allottees in accordance with the Basis of Allotment.
Allotment, Allot or Allotted	Unless the context otherwise requires, the allotment of ZCZP Instruments to the successful Applicants pursuant to the Issue.
Allottee(s)	The successful Applicant to whom the ZCZP Instruments are Allotted either in full or part, pursuant to the Issue.
Applicant or Investor	Institutional Investors and Non-institutional Investors, who apply for issuance and Allotment of ZCZP Instruments pursuant to the terms of this Final Fund Raising Document and the Application Form. For details of ineligible investors, please see “Issue Procedure” on page 161 of this Final Fund Raising Document.

Term	Description
Application	A physical application to subscribe to the ZCZP Instruments offered pursuant to the Issue by Submission of a valid Application Form submitted to the Registrar.
Application Amount	The aggregate value of the ZCZP Instruments applied for, as indicated in the Application Form for the Issue, which shall be Rs. 2,00,000 (Rupees Two Lakh) each as prescribed in Final Fund Raising Document or reduced minimum application size by SEBI prevailing on the day of filing of Final Fund Raising Document whichever will be less;.
Application Form	Form in terms of which an Applicant shall make an offer to subscribe to ZCZP Instruments through the physical process which will be considered as the Application for Allotment of ZCZP Instruments in terms of this Final Fund Raising Document.
Basis of Allotment	The basis on which ZCZP Instruments will be allotted to the applicant as described in “ <i>Issue Procedure-Basis of Allotment</i> ” on page 161 of this Final Fund Raising Document.
Client ID	Client identification number maintained with one of the Depositories in relation to the demat account.
Corporate Office of the Registrar	Skyline Financial Services Private Limited SEBI Registered Category-1, Registrar and Share Transfer Agent Regd & Corp Office: D-153A, Okhla Industrial Area Phase I, New Delhi 110020 Phone No-011-40450193-197, 26812682, Website: www.skylinerta.com Email: ipo@skylinerta.com Investor Grievance Email: grievances@skylinerta.com Contact Person: Mr. Anuj Rana SEBI Registration No: INR000003241 CIN: U74899DL1995PTC071324
Deemed Date of Allotment	The date on which the Board of Directors, approves the Allotment of the ZCZP Instruments for the Issue or such date as may be determined by the Board of Director. The actual Allotment of ZCZP Instruments may take place on a date other than the Deemed Date of Allotment.
Demographic Details	The demographic details of the Applicants such as their respective addresses, email, PAN, Investor status, MICR Code and bank account detail.
Draft Prospectus	The Draft Fund Raising Document dated November 22, 2023 issued in accordance with the SEBI ICDR Regulations, the Companies Act, 2013, the NSE Norms, the SEBI NCS Regulations, and filed with the Stock Exchanges for receiving public comments in accordance with the provisions of the SEBI ICDR Regulations.
Escrow Account	Account opened with the Escrow Collection Bank
Escrow Agreement	Agreement dated 1 <sup>st</sup> February 2024 to be entered into between the Issuer, the Registrar and the Escrow Collection Bank.
Escrow Collection Bank	The bank which is a clearing member and registered with SEBI as a banker to an issue under the Securities and Exchange Board of India (Bankers to an Issue) Regulations, 1994, and with whom the Escrow Account, in relation to the Issue, will be opened, in this case being RBL Bank Limited.
Final Fund Raising Document	This Final Fund Raising Document dated February 19, 2024 issued in accordance with the SEBI ICDR Regulations, the Companies Act, 2013, the NSE Norms and filed with the RoC.
Institutional Investors	Shall mean any of the following eligible investors: <ul style="list-style-type: none"> <li>• a mutual fund, venture capital fund and alternative investment fund registered with SEBI;a public financial institution;</li> <li>• a scheduled commercial bank;</li> <li>• a state industrial development corporation;</li> <li>• an insurance company registered with the Insurance Regulatory and Development Authority of India;</li> <li>• a provident fund with minimum corpus of twenty five crore rupees;</li> <li>• a pension fund with minimum corpus of twenty five crore rupees registered with the Pension Fund Regulatory and Development Authority established under sub-section (1) of section 3 of the Pension Fund Regulatory and Development Authority Act, 2013;</li> <li>• National Investment Fund set up by resolution no. F. No. 2/3/2005-DDII dated November 23, 2005 of the Government of India published in the Gazette of India;</li> </ul>



	<ul style="list-style-type: none"> <li>insurance funds set up and managed by army, navy or air force of the Union of India;</li> <li>insurance funds set up and managed by the Department of Posts, India; or</li> <li>Systemically important non-banking financial companies.</li> </ul>
Issue	Public Issue by our Company of zero coupon zero principal instrument of face value ₹10,000/- each, aggregating upto 2.00 crores.
Issue Closing Date	February 28, 2024
Issue Opening Date	February 21, 2024
Issue Period	The period between the Issue Opening Date and the Issue Closing Date inclusive of both days, during which prospective Applicants can submit their Application Forms.
Issue Size	Up to 2.00 crores.
Non-Institutional Investors	Any investor other than a retail individual investor and Institutional Investors, except for investors who are not eligible to invest in ZCZP Instruments. For Further details, see “ <i>Issue Procedure</i> ” on page 161 of this Final Fund Raising Document
Not for Profit Organization or NPO	Not for Profit Organization shall have the same meaning as prescribed under Regulation 292A(e) of the SEBI ICDR Regulations
Objects	Objects of this Issue as set out in the Section titled “ <i>Objects of the Issue</i> ” on page 16 of this Final Fund Raising Document.
Offer Document	This Final Fund Raising Document and Application Form.
Register of ZCZP Instrument holders	The register of ZCZP Instrument holders maintained by the Issuer in accordance with the provisions of the Companies Act, 2013 and by the Depositories in case of ZCZP Instrument held in dematerialized form, and/or the register of ZCZP Instrument Holders maintained by the Registrar.
Registered Post	Registered post with acknowledgement due.
Registrar Agreement	Agreement dated 5 <sup>th</sup> January 2024 to be entered into between the Issuer and the Registrar under the terms of which the Registrar has agreed to act as the Registrar to the Issue.
Registrar to the Issue or Registrar	Skyline Financial Services Private Limited.
SSE Framework Circular	Sebi circular dated September 19, 2022, bearing reference no. SEBI/HO/CFD/PoD-1/P/CIR/2022/120 on framework on social stock exchange.
Stock Exchanges	The social stock exchange segments of NSE and BSE, being NSE Social Stock Exchange and BSE Social Stock Exchange.
Transaction Documents	Transaction documents shall mean this Final Fund Raising Document, read with any notices, corrigenda, addenda thereto, Registrar Agreement, Escrow Agreement, Tripartite Agreements executed or to be executed by our Company, as the case may be. For further details please see the section titled “ <i>Material Contracts and Document for Inspection</i> ” on page 180 of this Final Fund Raising Document
Tripartite Agreements	Tripartite Agreement dated 5 <sup>th</sup> January 2024 to be entered into between our Company, the Registrar to the Issue and NSDL and Tripartite Agreement dated 29 <sup>th</sup> January 2024 to be entered into between our Company, the Registrar to the Issue and CDSL for offering demat option to the ZCZP Instrument Holders.
Under-subscription	Subscription of the ZCZP Instruments less than 75% of the Issue Size.
Wilful Defaulter(s)	Wilful defaulter shall have the same meaning as under regulation (2)(1)(III) of the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018.
Working Days	Working days means all days on which commercial banks in Mumbai are open for business. In respect of announcement or issue period, working day shall mean all days, excluding Saturdays, Sundays and public holidays, on which commercial banks in Mumbai are open for business. Further, in respect of the time period between the issue closing date and the listing of the ZCZP Instruments on the Stock Exchanges, working day shall mean all trading days of the Stock Exchanges for ZCZP Instruments, excluding Saturdays, Sundays and bank holidays, as specified by SEBI.
ZCZP Instruments	Zero coupon zero principal instruments as notified in terms of the notification dated July 15, 2022 issued by the Ministry of Finance.
ZCZP Instrument Holder(s)	The holders of the ZCZP Instruments whose name appears in the database of the Depository and/or the register of ZCZP Instrument Holders (if any) maintained by our Company if required under applicable law.

## Conventional and General Terms or Abbreviations

Term/ Abbreviation	Description/Full Form
“₹”, “Rupees”, “INR” or “Indian Rupees”	Indian Rupees.
AGM	Annual General Meeting.
AIF	An alternative investment fund as defined in and registered with SEBI under the Securities and Exchange Board of India (Alternative Investment Funds) Regulations, 2012 as amended from time to time.
BSE	BSE Limited.
BSE Social Stock Exchange	Social stock exchange segment of BSE.
CDSL	Central Depository Services (India) Limited.
CIN	Corporate Identification Number.
Companies Act/ Companies Act, 2013	Companies Act, 2013, as applicable, along with the relevant rules, regulations, clarifications and modifications made thereunder.
Companies Act, 1956	Companies Act, 1956, along with the relevant rules framed thereunder.
Depositories	CDSL and NSDL.
Depositories Act	Depositories Act, 1996, read with the rules, regulations, amendments and modifications notified thereunder.
DIN	Director Identification Number
DP ID	Depository Participant’s Identification.
DP or Depository Participant	Depository Participant as defined under the Depositories Act, 1996.
Financial Year, Fiscal or FY or for the Fiscal Year ended	Unless stated otherwise, the period of 12 months commencing on April 1 of the immediately Preceding calendar year and ending March 31 of that particular calendar year.
GoI or Government or Central Government	Government of India.
HUF	Hindu Undivided Family.
ITI	Industrial Training Institute
India	Republic of India.
Indian GAAP or IGAAP	Generally Accepted Accounting Principles in India notified under Section 133 of the Companies Act, 2013, read with the Companies (Accounts) Rules, 2014.
NACH	National Automated Clearing House.
N/A or N.A.	Not applicable.
NEFT	National Electronic Fund Transfer.
NSDL	National Securities Depository Limited.
NSTI	National Skill Training Institute
NSE	National Stock Exchange of India Limited.
NSE Norms	Norms for issue and listing of ZCZP Instruments by NPOs on NSE Social Stock Exchange and contents of the draft fund-raising document/fund raising document.
NSE Social Stock Exchange	Social stock exchange segment of NSE.
PAN	Permanent Account Number.
RTGS	Real Time Gross Settlement.
SCRA	Securities Contracts Regulation Act, 1956, as amended.
SCRR	Securities Contracts (Regulation) Rules, 1957, as amended.
SEBI	Securities and Exchange Board of India.
SEBI Act	Securities and Exchange Board of India Act, 1992, as amended.
SEBI ICDR Regulations	Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended from time to time.
SEBI Listing Regulations	Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.
SEBI NCS Regulations	Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 and circulars issued thereunder, as amended from time to time.
State Government	The government of a state in India.
Stock Exchanges	NSE Social Stock Exchange and BSE Social Stock Exchange.
Year or Calendar Year	Unless the context otherwise requires, shall mean the 12 month period commencing from January 1 and ending on December 31.

*Notwithstanding the foregoing, the terms defined as part of “General Information”, “Risk Factors”, “Key Provisions of Articles of Association”, “Financial Information” and “Other Regulatory and Statutory Disclosures” on pages 10, 7, 174, 55, and 147, respectively of this Final Fund Raising Document shall have the meaning ascribed to them as part of the aforementioned sections.*

## CERTAIN CONVENTIONS, USE OF FINANCIAL, INDUSTRY AND MARKET DATA AND CURRENCY OF PRESENTATION

### Certain Conventions

All references to “India” contained in this Final Fund Raising Document are to the Republic of India and its territories and possessions and all references herein to the “Government”, “Indian Government”, “GoI”, “Central Government” or the “State Government” are to the Government of India, central or state, as applicable.

Unless otherwise specified, any time mentioned in this Final Fund Raising Document is in Indian Standard Time (“IST”). Unless indicated otherwise, all references to a ‘year’ in this Final Fund Raising Document are to a calendar year.

Unless stated otherwise, all references to page numbers are to the page numbers of this Final Fund Raising Document.

### Presentation of Financial Information

Our Company’s financial year commences on April 1 of the immediately preceding calendar year and ends on March 31 of that particular calendar year, so all references to a particular financial year or fiscal are to the 12 -month period commencing on April 1 of the immediately preceding calendar year and ending on March 31 of that particular calendar year. Unless the context requires otherwise, all references to a year in this Final Fund Raising Document are to a calendar year and references to a Fiscal/Fiscal Year are to the fiscal year ended on March 31 of that calendar year.

Our Company’s Audited Financial Results for the Fiscal Years ended March 31, 2023, March 31, 2022, and March 31, 2021, have been prepared in accordance with Indian GAAP and have been audited by M/s. Deloitte Haskins and Sells LLP and are included in the section titled “*Financial Information*” on page 55 of this Final Fund Raising Documents.

### Currency and Unit of Presentation

All references to “Rupees” or “₹” or “INR” or “Rs.” Are to Indian Rupee, the official currency of the Republic of India.

Except where stated otherwise in this Final Fund Raising Document, all figures have been expressed in crore. The word ‘lakhs/lacs/lac’ means ‘one hundred thousand’ and ‘crore/crs’ means ‘ten million’ and ‘billion/bn.’ means ‘one hundred crore.

Certain figures contained in this Final Fund Raising Document, including financial information, have been subject to rounding adjustments. Unless set out otherwise, all figures in decimals, including percentage figures, have been rounded off to two decimal points. In certain instances, (i) the sum or percentage change of such numbers may not conform exactly to the total figure given; and (ii) the sum of the numbers in a column or row in certain tables may not conform exactly to the total figure given for that column or row. Further, any figures sourced from third party industry sources may be rounded off to other than two decimal points to conform to their respective sources.

### General Risk

Investment in zero coupon zero principal instruments is risky, and investors should not invest any funds in such securities unless they can afford to take the risk attached to such investments. Investors are advised to take an informed decision and to read the risk factors carefully before investing in this offering. For taking a subscription decision, investors must rely on their examination of the issue including the risks involved in it.

Specific attention of investors is invited to statement of risk factors contained under section “*Risk Factors*” on page 7 of this Final Fund Raising Document. These risks are not, and are not intended to be, a complete list of all risks and considerations relevant to the ZCZP Instruments or investor’s decision to purchase such securities.

## FORWARD LOOKING STATEMENTS

Certain statements contained in this Final Fund Raising Document that are not statements of historical fact constitute “forward-looking statements”. Investors can generally identify forward-looking statements by terminology such as “aim”, “anticipate”, “believe”, “continue”, “could”, “estimate”, “expect”, “intend”, “may”, “objective”, “plan”, “potential”, “project”, “pursue”, “shall”, “seek”, “should”, “will”, “would”, or other words or phrases of similar import. Similarly, statements that describe our strategies, objectives, plans or goals are also forward-looking statements. All statements regarding our expected financial conditions, results of operations and prospects are forward-looking statements. These forward-looking statements include statements as to matters discussed in this Final Fund Raising Document that are not historical facts. All forward-looking statements are subject to risks, uncertainties and assumptions about us that could cause actual results to differ materially from those contemplated by the relevant forward-looking statement. Important factors that could cause actual results, including our financial conditions and results of operations to differ from our expectations include, but are not limited to, the following:

- Reduction or discontinuation in the donations or grants received by us;
- Changes in applicable law governing corporate social responsibility policies;
- Termination or delay in implementation of our arrangements with State Governments;
- Failure to retain and attract professionals; and
- Impact of the COVID-19 pandemic or the outbreak of any new pandemic on our business and operations. For further discussion of factors that could cause our actual results to differ, see “*Risk Factors*” on page 7 of this Final Fund Raising Document.

All forward-looking statements are subject to risks, uncertainties and assumptions about our Company that could cause actual results and valuations to differ materially from those contemplated by the relevant statement. Additional factors that could cause actual results, performance or achievements to differ materially include, but are not limited to, those discussed under the sections titled “*Our Business*” and “*Legal and Other Information*” on pages 21 and 146, respectively of this Final Fund Raising Document. The forward-looking statements contained in this Final Fund Raising Document are based on the beliefs of management, as well as the assumptions made by and information currently available to management. Although our Company believes that the expectations reflected in such forward-looking statements are reasonable at this time, it cannot assure investors that such expectations will prove to be correct or will hold good at all times. Given these uncertainties, investors are cautioned not to place undue reliance on such forward-looking statements. If any of these risks and uncertainties materialize, or if any of our Company’s underlying assumptions prove to be incorrect, our Company’s actual results of operations or financial condition could differ materially from that described herein as anticipated, believed, estimated or expected. All subsequent forward-looking statements attributable to our Company are expressly qualified in their entirety by reference to these cautionary statements. Neither our Company, its Directors, its key managerial staff, and officers, nor any of their respective affiliates have any obligation to update or otherwise revise any statements reflecting circumstances arising after the date hereof or to reflect the occurrence of underlying events, even if the underlying assumptions do not come to fruition.

## SECTION II – RISK FACTORS

The following are the risks envisaged by the management of our Company which relate to our Company, the ZCZP Instruments. Potential investors should carefully consider all the risk factors stated in this Final Fund Raising Document in relation to the ZCZP Instruments for evaluating our Company and the ZCZP Instruments before making any investment decision. Our Company believes that the factors described below represent the principal risks inherent in investing in the ZCZP Instruments, but such risks are not exhaustive. Potential investors should also read the detailed information set out elsewhere in this Final Fund Raising Document and reach their own views prior to making any investment decision.

If any one of the following stated risks actually occurs, our Company's business, financial conditions and results of operations could suffer. These risks and uncertainties are not the only issues that our Company faces. Additional risks and uncertainties not presently known to our Company or that our Company currently believes to be immaterial may also have a material adverse effect on its financial condition or business. Unless specified or quantified in the relevant risk factors, our Company is not in a position to quantify the financial or other implications of any risk mentioned herein below.

### A. Internal Risk Factors

**1. As a non-profit organization, a reduction or discontinuation in the donations or grants we receive may have an adverse impact on the operations of our Company.**

We are a non-profit organization registered under Section 8 of the Companies Act, 2013. Accordingly, the operations of our Company are highly dependent on the receipt of donations and grants. The donations and grants received by our Company for the Financial Years ended March 31, 2023, 2022 and 2021 were ₹ 7389.39 lakhs, ₹ 6662.31 lakhs and ₹ 8953.98 lakhs, respectively. In the event that donations and grants we receive reduce or are discontinued including on account of such donations and grants being focused on projects of other companies, it may have an impact on the business, operations and financial condition of our Company.

**2. Changes in the financial position of our donors could result in a reduction or discontinuation of donations and grants received by our Company.**

Our income is dependent on donations and grants being made to our Company. By their nature donations and grants are discretionary in nature and in the event of a deterioration in the financial position of our donors, the donations and grants we receive may reduce or may not continue at all. As a consequence, our Company's financial position and operations may be adversely impacted.

**3. Changes in applicable law governing corporate social responsibility policies could have an adverse impact on our operations.**

In terms of the Companies Act, 2013, companies which meet specific criteria are required to spend a portion of their profits towards activities which relate to their corporate social responsibility policies. Donations and grants made to our Company typically are made by companies as part of such policies. In the event of any change which reduces the amount required by companies to be spent on activities which relate to corporate social responsibility, the donations made to our Company may reduce, which in turn could have an adverse impact on our Company's operations.

**4. Changing Political Landscape:**

With the changing political landscape in the country, there could be decrease in interest of the national and state government in integrating additionally agenda through NRLM/SRLM which may reduce the overall support for this idea. To mitigate this, advocacy with relevant departments and sharing promising results on a regular basis will be undertaken regularly.

**5. Linkage with Line-Ministry:**

One of the critical challenges for this project will be to establish linkages with all the state level departments and central ministries. As a part of the mitigation efforts the TA leadership will use this existing space in policy space to bring this alignment. Also the TA will use its existing relationship with the key line ministries to drive the alignment of efforts.

**6. Failure to retain and attract professionals could have an impact on our operations.**

Under the programmes of our Company, we engage professionals who work with us and assist us with training, a significant portion of whom work with us on a pro bono basis or for nominal remuneration. This could lead to some delays in hiring and execution. We have kept additional time to complete the programme and we should be able to manage.

**7. We are exposed to various operational risks including the risk of fraud and other misconduct by employees or outsiders.**

**8. Like any other non-profit organizations we are also exposed to various operational risks which include the risk of fraud or misconduct by our employees or even an outsider, unauthorized transactions by employees or third parties, misreporting and non-compliance of various statutory and legal requirements and operational errors.**

It may not be always possible to deter employees from the misconduct or the precautions we take to detect and prevent these activities may not be effective in all cases. Any such instances of employee misconduct or fraud, the improper use or disclosure of confidential information, could result in regulatory and legal proceedings and may harm our reputation and also our operations.

9. The objects of the Issue have not been appraised by any bank or financial institution. Our funding requirements and proposed deployment of the Net Proceeds are based on management estimates and may be subject to change based on various factors, some of which are beyond our control. Any variation in the utilization of the Net Proceeds or in the terms of the conditions as disclosed in this Final Fund Raising Document would be subject to certain compliance requirements, including prior shareholders' approval.
10. We intend to use the Net Proceeds of the Issue for the purpose of training youth, as described in "*Objects of the Issue*" on page 16 of this Final Fund Raising Document. At this stage, we cannot determine with any certainty if we would require the Net Proceeds to fund other expenditure or any exigencies arising out of changes in our competitive environment, business conditions, economic conditions or other factors beyond our control. Our funding requirements and deployment of the Net Proceeds are based on internal management estimates and current market conditions, and have not been appraised by any bank or financial institution or other independent agency. It is subject to amendment due to changes in external circumstances, costs, other financial condition or strategies. We operate in an industry which is dependent on donors and grants, and may need to revise our estimates from time to time based on changes in external circumstances or costs, or changes in other financial conditions, business or strategy. This may entail rescheduling, revising or cancelling planned expenditure and funding requirements at our discretion. For details, see "*Objects of the Issue*" on page 16 of this Final Fund Raising Document. Additionally, various risks and uncertainties, including those set forth in this "*Risk Factors*" section, may limit or delay our efforts to use the Net Proceeds to achieve growth.

**11. There could be unintended consequences of our operations under our programmes.**

Our programmes could have unintended negative outcomes. For details in relation to such potential unintended negative outcomes, please refer to the section titled "*Our Business*" on page 21 of this Final Fund Raising Document. Significant differences exist between Indian GAAP and other accounting principles, such as Ind AS, which Applicants may be more familiar with and may consider material to their assessment of our financial condition.

Prospective Applicants should review the accounting policies applied in the preparation of our financial statements, and consult their own professional advisers for an understanding of the differences between these accounting principles and those with which they may be more familiar.

12. We believe that our skill development and vocational training courses have helped our target segment become employable, benefit from opportunities and attain financial independence. However, there are also numerous challenges that our target segment routinely faces while undertaking our programmes due to several socio-economic and geographic factors. A significant part of our primary target segment have grown up in disadvantaged circumstances, are based in rural areas of the country, and thus frequently come from marginalized backgrounds. Below mentioned are some key challenges:
  - *Women Mobility and Access to Resources:* Women in rural areas often face significant mobility constraints due to cultural norms and safety concerns, which can limit their access to training facilities and markets. Moreover, women may have less access to the capital and resources needed to build their livelihoods, further inhibiting their ability to participate in entrepreneurial activities.
  - *Market Related Challenges:* The proposal recognizes that rural youth entrepreneurs encounter difficulties accessing capital to start or grow their businesses. This includes challenges like very small ticket sizes, which are too insubstantial for banks and sometimes even for microfinance institutions, the absence of collateral, inability to fulfill know-your-customer (KYC) requirements, lack of a borrowing history, and a general reluctance to incur debt.

**13. Operational Risk:**

The program aims to catalyse a local enterprise support ecosystem that creates access to knowledge, business ideas, grant and financing products, services and market linkages for youth to start or grow businesses. There might be challenges in effectively managing and implementing multi-stakeholder coordination which includes risks related to coordination, logistics, and quality control across different stakeholders.

**14. Market Risk:**

The success of the project is closely tied to the economic and job market conditions. Economic downturns could negatively impact both the entrepreneurial initiatives and employment opportunities for youth.

**15. Dependency on Top 5 Donors**

Heavy reliance on a few major donors can lead to vulnerability in funding. If one or more top donors change their funding priorities or face their own financial difficulties, the organization could face significant financial challenges. Therefore, the proposed project has partnership with diverse set of global and domestic organizations like The Aspen Institute, La Caixa Foundation, Bill and Malinda Gates Foundation, Standard Chartered Bank, Indigo, Accenture, Teva pharmaceuticals, etc and dependency on few donors is limited. Also, the program is aligned with large government programs to unlock public resources for the desired outcomes.

**16. Deficiency in Programs**

*Youth Aspiration Mismatch:* The training provided by the partner organizations might not align with the rural youth aspirations, leading to a gap between the skills aspired by the youth and the needs of employers. Learning over the years from our approach will be incorporated to reduce this mismatch.

*Quality Variability:* There could be inconsistencies in the quality of training and support provided across different partners, affecting the overall effectiveness of the program. TRI will work with the partners to standardize quality of training across partners and also include feedback mechanisms to improve the training programs.

**17. Risks to NPO's Work and Mitigation Strategies**

*Performance Risk:* Failure to deliver promised outcomes can damage the organization's reputation. The proposed project is part of the mission of bringing prosperity in rural areas and our approach of creating locality compact (with community, Panchayat and administration) and multi-stakeholder collaboration addresses the performance risk. Mitigation includes transparent reporting, continuous program evaluation, and adapting strategies as needed.

*Compliance Risk:* Non-compliance with regulatory requirements could lead to legal issues. Mitigation involves regular audits and adherence to all applicable laws and guidelines

**18. Unintended Consequences and Mitigation**

- *Economic Displacement:* New businesses supported by the program might inadvertently harm existing local businesses. Mitigation includes market research and community consultations to understand the local economic landscape.
- *Overdependence:* Beneficiaries might become overly reliant on the support provided, hindering long-term self-sufficiency. Mitigation involves focusing on sustainable models and exit strategies for beneficiaries.
- *Societal Tensions:* Standardized programs in these districts will bring more women in the workforce and male dominated enterprises. This might overlook local cultural nuances and lead to intra-family and gender-based conflicts. Mitigation includes tailoring programs to local contexts and involving Women SHG collectives in the planning and implementation process. These risks and unintended consequences require careful consideration and proactive management to ensure the success and sustainability of the project.

**B. External Risk Factors**

**1. We are subject to regulatory and legal risk which may adversely affect our business.**

As a non-profit organization registered under Section 8 of the Companies Act, 2013 our operations are subject to applicable law in India. There can be no assurance that the laws governing us will not change in the future or that such changes or the interpretation or enforcement of existing and future laws and rules by governmental and regulatory authorities will not affect our business and future financial performance.

**2. Civil unrest, terrorist attacks and war could affect our business.**

Terrorist attacks and other acts of violence, war, or conflicts, particularly those involving India, may adversely affect Indian and global financial markets. Such acts may negatively impact business sentiment, which could adversely affect our operations, including the donations and grants that are made to our Company. India has from time to time experienced, and continues to experience, social and civil unrest, terrorist attacks and hostilities with neighboring countries. The consequences of any armed conflicts are unpredictable, and we may not be able to foresee events that could have an adverse effect on our business and operations.

- C. Further, our Statutory Auditors have not been subjected to a peer review process, and do not hold a peer review certificate from the Institute of Chartered Accountants of India, as of the date of this Prospectus. Any reliance by Applicants on the Audited Financial Statements should accordingly consider the foregoing factors.

**Risks related to ZCZP Instruments**

**1. The tenure of the ZCZP Instruments will be the 2 Years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. No amount is repayable on expiry of such tenure of the ZCZP Instruments.**

The tenure of the ZCZP Instruments will be the 2 Years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. ZCZP Instruments are instruments which by their nature do not carry any interest and no amount is repayable to investors even at the expiry of the tenure of the instruments. Potential investors should be aware that even at maturity, the principal amount on investments in ZCZP Instruments are not repayable. Such non-redemption feature of the ZCZP Instruments is likely to limit their market value.

**2. There is no secondary market for ZCZP Instruments as ZCZP Instruments listed on the Stock Exchanges issued by non-profit organizations are not tradable.**

ZCZP Instruments issued by non-profit organizations and listed on the Stock Exchanges are not available for trading in the secondary market. Accordingly, an investor will not be able to trade such ZCZP Instruments or redeem their investments in such instruments issued by our Company.

## SECTION III-INTRODUCTION

### GENERAL INFORMATION

Our Company is registered and incorporated in Delhi on January 13, 2016, as a private limited company under Section 8 of the Companies Act, 2013 pursuant to a certificate of incorporation issued by the Registrar of Companies, Delhi (“RoC”). For more information about our Company, please refer “*History and Main Objects*” on page 26 of this Final Fund Raising Document.

For details of the business of our Company, see “*Our Business*” beginning on page 21 of this Final Fund Raising Document.

#### **Registration:**

**CIN:** U74900DL2016NPL289589

**Permanent Account Number:** AAFCT6043A

**NSE Registration Number:** NSESENPO0022

#### **Registered Office:**

##### **Transforming Rural India Foundation**

Shop No 24, Ground Floor, Community  
Shopping Center Neeti Bagh, New Delhi-110049 India

**Tel:** 011-43068096

**Website:** www.trif.in

**Email:** anish@trif.in

For further details regarding changes to our Registered Office, see “History and Main Objects” on page 26 of this Final Fund Raising Document.

**Liability of the members of our Company:** Limited by Guarantee not having Share Capital

#### **Registrar of Companies, Delhi**

Registrar of Companies, 4th Floor,  
IFCI Tower, 61, Nehru Place, New Delhi – 110019

#### **Company Secretary and Compliance Officer (Retainership)**

Mehak Bisht

Plot No-19, Block B Pocket 4, Sector 23

Dwarka 110075, India.

**Tel.:** +91 9650437170

**Email:** csmehakbisht@gmail.com

#### **Registrar to the Issue**

Skyline Financial Services Private Limited

SEBI Registered Category-1, Registrar and Share Transfer Agent

Regd & Corp Office: D-153A, Okhla Industrial Area Phase I, New Delhi 110020

Phone No-011-40450193-197, 26812682,

Website: www.skylinerta.com

Email: ipo@skylinerta.com

Investor Grievance Email: grievances@skylinerta.com

Contact Person: Mr. Anuj Rana

SEBI Registration No: INR000003241

CIN: U74899DL1995PTC071324

Skyline Financial Services Private Limited, has by its letter dated 21<sup>st</sup> September 2023, given its consent for its appointment as Registrar to the Issue and for its name to be included in this Final Fund Raising Document and in all the subsequent periodical communications sent to the holders of the ZCZP Instruments issued pursuant to the Issue.

Investors may contact the Registrar to the Issue or our Company Secretary and Compliance Officer in case of any pre-Issue or post-Issue related issues such as non-receipt of Allotment Advice, demat credit of allotted ZCZP Instruments, refunds transfers, etc. as the case may be.

All grievances relating to the Issue may be addressed to the Registrar to the Issue, giving full details such as name, Application Form number, address of the Applicant, Permanent Account Number, number of ZCZP Instruments applied for, amount paid on Application, Depository Participant name and client identification number.



## Escrow Collection Bank

RBL Bank Limited  
One World Centre, Tower 2B, 6th Floor, 841,  
Senapati Bapat Marg, Lower Parel, Mumbai- 400013  
Tel: 011-49365554  
Email: [escrowops@rblbank.com](mailto:escrowops@rblbank.com)  
Contact Person: Sidhartha Routray  
SEBI Registration Number: INBI00001123

Website: [www.rblbank.com](http://www.rblbank.com)

## Statutory Auditors

### M/s Deloitte Haskens and Sells LLP

One International Center Tower 3, 27th -32nd Floor,  
Senapati bapat Marg Elphinstone Road (West) Mumbai 400013, Maharashtra India  
Tel: +91 2261854000  
Email: [jopretto@deloitte.com](mailto:jopretto@deloitte.com)  
Contact Person: Joe Pretto  
Firm Registration No: 117366W/W-100018  
Website: <https://www2.deloitte.com/in/en.html>

M/s. Deloitte Haskens and Sells LLP, Chartered Accountants, have been the statutory auditors of our Company since 1<sup>st</sup> April 2017

## Advisor to the Issue



### M/s Lawfin Services Private Limited

Plot No 19, Pocket 4, Block B Sector 23 Dwarka Delhi 110075, India  
Tel: +91 9650437170  
Email: [cs@lawfin.in](mailto:cs@lawfin.in)  
Contact Person: Ravi Dutt Yadav  
CIN: U74999DL2016PTC298162

## Stock Exchanges

The ZCZP Instruments offered through this Final Fund Raising Documents are proposed to be listed on NSE Social Stock Exchange and NSE Social Stock Exchange shall be the Designated Stock Exchange. Our Company has received 'in-principle' approvals from NSE vide their letters bearing number NSE/LIST/D/2024/0040 dated January 19, 2024.

## Legal Counsel to the Issue



### M/s Lawfin Services Private Limited

Plot No 19, Pocket 4, Block B Sector 23 Dwarka Delhi 110075, India  
Tel: +91 9650437170  
Email: [cs@lawfin.in](mailto:cs@lawfin.in)  
Contact Person: Ravi Dutt Yadav  
CIN: U74999DL2016PTC298162

## Impersonation

As a matter of abundant precaution, attention of the investors is specifically drawn to the provisions of sub-section (1) of Section 38 of the Companies Act, 2013, relating to punishment for fictitious applications. Section 38(1) of the Companies Act, 2013 provides that:

“Any person who —

- (a) makes or abets making of an application in a fictitious name to a company for acquiring, or subscribing for, its securities; or
- (b) makes or abets making of multiple applications to a company in different names or in different combinations of his name or surname for acquiring or subscribing for its securities; or

(c) otherwise induces directly or indirectly a company to allot, or register any transfer of, securities to him, or to any other person in a fictitious name, shall be liable for action under Section 447.”

The liability prescribed under Section 447 of the Companies Act 2013 for fraud involving an amount of at least ₹ 10 lakhs million or 1.00% of the turnover of our Company, whichever is lower, includes imprisonment for a term which shall not be less than six months extending up to 10 years (provided that where the fraud involves public interest, such term shall not be less than three years) and fine of an amount not less than the amount involved in the fraud, extending up to three times of such amount. In case the fraud involves (i) an amount which is less than ₹ 10 lakhs or 1.00% of the turnover of our Company, whichever is lower; and (ii) does not involve public interest, then such fraud is punishable with an imprisonment for a term extending up to five years or a fine of an amount extending up to ₹5 lakhs or with both.

### **Operations**

Our Company has a physical existence, is operational and is accessible for visits at our Registered Office.

### **Underwriting**

The Issue is not underwritten.

### **Arrangers to the Issue**

There are no arrangers to the Issue.

### **Guarantor to the Issue**

There are no guarantors to the Issue.

### **Minimum subscription**

In terms of the SEBI ICDR Regulations, for an issuer undertaking a public issue of zero coupon zero principal instruments the minimum subscription for such public issue of zero coupon zero principal instruments shall be 75% of the Issue Size.

If our Company does not receive the minimum subscription of 75% of Issue Size, prior to the Issue Closing Date, the entire Application Amount shall be refunded to the Applicants.

Further, no separate arrangements have been made in case of subscription above 75% of the Issue Size but below 100% of the Issue Size.

In case the subscription above 75% of the Issue Size but below 100% of the Issue Size is not arranged, the impact on achieving social objectives is as follows:

The goal of this project is to enable youth to avail skilling and employment opportunities, create local entrepreneurship and self-employment opportunities that are locally viable, sustainable, and dignified.

-5500 youth enrolled for skilling.

-4000 youths are placed with jobs.

-550 entrepreneurs promoted.

If the case of subscription above 75% of the Issue Size but below 100% of the Issue Size, the number of youth trained will get reduced on a pro rata basis.

Under Section 39(3) of the Companies Act, 2013 and Rule 11(2) of the Companies (Prospectus and Allotment of Securities) Rules, 2014, if the stated minimum subscription amount is not received within the specified period, the application money received is to be credited only to the bank account from which the subscription was remitted. To the extent possible, where the required information for making such refunds is available with our Company and/or the Registrar, refunds will be made to the account prescribed. However, where our Company and/or the Registrar does not have the necessary information for making such refunds, our Company and/or the Registrar will follow the guidelines prescribed by SEBI in this regard.

### **Utilisation of Issue proceeds**

For details on utilisation of Issue proceeds see, “Objects of the Issue” beginning on page 16 of this Final Fund Raising Document.

**Issue Programme\***

<b>ISSUE OPENS ON</b>	21 <sup>st</sup> February 2024
<b>ISSUE CLOSES ON</b>	28 <sup>th</sup> February 2024
<b>PAY IN DATE</b>	Application Date. The entire Application Amount is payable on Application
<b>DEEMED DATE OF ALLOTMENT</b>	The date on which the Board of Directors approves the Allotment of the ZCZP Instruments for the Issue or such date as may be determined by the Board of Directors and notified to the Designated Stock Exchange. The actual Allotment of ZCZP Instruments may take place on a date other than the Deemed Date of Allotment.

*\*The Issue shall remain open for subscription on Working Days from 10:00 a.m. to 5:00 p.m. (Indian Standard Time) during the period indicated above, except that the Issue may close on such earlier date or extended date as may be decided by the Board of Directors of our Company and receipt of relevant approvals. In the event of an early closure or extension of the Issue, our Company may issue notice of the same to the prospective investors through an advertisement in all the newspapers in which pre-issue advertisement and advertisement for opening or closure of this Issue may have been given on or before such earlier or initial date of Issue closure. On the Issue Closing Date, the Application Forms will be accepted only between 10 a.m. and 3 p.m. (Indian Standard Time) and uploaded until 5 p.m. or such extended time as may be permitted by the Stock Exchanges. Further, pending mandate requests for applications placed on the Issue Closing Date will be validated by 5 p.m. (Indian Standard Time) on one Working Day after the Issue Closing Date. For further details please see "Issue Related Information" on page 153 of this Final Fund Raising Document.*

*Applications Forms for the Issue will be accepted only from 10:00 a.m. to 5:00 p.m. (Indian Standard Time) or such extended time as may be permitted by the Stock Exchanges, during the Issue Period as mentioned above on all days between Monday and Friday (both inclusive barring public holiday) by the Registrar. On the Issue Closing Date, Application Forms will be accepted only between 10:00 a.m. to 3:00 p.m. (Indian Standard Time).*

*For details in relation the Basis of Allotment, please see "Issue Related Information" on page 153 of this Final Fund Raising Document.*

## CAPITAL STRUCTURE

Details of share capital and securities premium account

The share capital of our Company as on the date of this Final Fund Raising Document is as set forth below:

	Particulars	Amount (in ₹)
<b>A</b>	<b>AUTHORISED SHARE CAPITAL</b>	
	0 Equity	0.00
	<b>Total Authorized Share Capital</b>	<b>0.00</b>
<b>B</b>	<b>ISSUED, SUBSCRIBED AND PAID-UP CAPITAL</b>	
		0.00
	<b>Total Issued Subscribed and Paid-Up Capital</b>	<b>0.00</b>
<b>C</b>	<b>SECURITIES PREMIUM AMOUNT</b>	
	Securities Premium Reserve	Nil

**Details of change in authorized share capital of our Company for the last three financial years and as at the quarter ended December 31, 2023:**

There have been no changes to the authorized share capital of our Company in the last three financial years and as at the quarter ended December 31, 2023 and till the date of this Final Fund Raising Document.

**Details of Equity Share Capital History of our Company for the financial years ended March 31, 2023, March 31 2022, March 31, 2021, and till the date of this Final Fund Raising Document:**

There has been no issuance of Equity by our Company in the last three financial years and till the date of this Final Fund Raising Document.

**Details of Preference Share Capital History of our Company for the last three years as on December 31, 2023:**

Our Company has not allotted any preference shares for the last three years, as on December 31, 2023 and till the date of this Final Fund Raising Document

**Shareholding pattern of our Company as on the date of this Final Fund Raising Document**

The following table sets forth the details regarding the equity shareholding pattern of our Company as the date of this Final Fund Raising Document:

Category (I)	Category of shareholder (II)	Number of shareholders (III)	Number of fully paid up equity shares held (IV)	Number of Partly paid-up equity shares held (V)	Number of shares underlying Depository Receipts (VI)	Total number of shares held (VII) = (IV)+(V)+(VI)	Shareholding as a % of total number of shares (calculated as per SCRR, 1957) (VIII) As a % of (A+B+C2)	Number of Voting Rights held in each class of securities (IX)			Number of shares Underlying Outstanding g convertible securities (including Warrants) (X)	Shareholding, as a % assuming full conversion of convertible securities ( as a percentage of diluted share capital) (XI) = (VII)+(X) As a % of (A+B+C2)	Number of Locked in shares (XII)		Number of Shares pledged or otherwise encumbered (XIII)		Number of equity shares held in dematerialized form (XIV)
								Class e.g.: Equity Shares	Class e.g.: Others	Total			Number (a)	As a % of total Shares held (b)	Number (a)	As a % of total Shares held (b)	
(A)	Promoter and Promoter Group	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(B)	Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(C)	Non-Promoter-Non Public	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(C1)	Shares underlying DRs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(C2)	Shares held by Employee Trusts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**List of top 10 holders of Equity Shares of our Company as the date of this Final Fund Raising Document:**

Sr. No.	Name of the Shareholders	Total Number of Equity Shares	Number of Equity Shares held in dematerialized form	Total Shareholding as % of total number of Equity shares
1.	Nil	Nil	Nil	Nil

**Statement of the aggregate number of securities of our Company purchased or sold by our Promoters, Promoter Group, our Directors, and/or their relatives within six months immediately preceding the date of filing of this Final Fund Raising Document.**

No securities of our Company have been purchased or sold by our Promoters, Promoter Group, our Directors, and/or their relatives within six months immediately preceding the date of this Final Fund Raising Document

**Statement of capitalization (Debt/ Equity Ratio) of our Company as on the date of this Final Fund Raising Document**

Particulars		
	Prior to the Issue (₹)	Post Issue (₹)
<b>Borrowing / Debt</b>		
Debt Securities	Nil	Nil
Borrowings (other than debt securities)	Nil	Nil
<b>Total Borrowing / Total Debt (A)</b>	Nil	Nil
<b>Equity</b>		
Equity Share Capital	Nil	Nil
Other Equity	Nil	Nil
<b>Total Equity (B)</b>	Nil	Nil
<b>Debt / Equity (A/B)</b>	Not applicable*	Not applicable*

\* The securities to be issued under the Issue are zero coupon zero principal instruments

**Shareholding of Directors in our Company**

None of our Directors, hold any equity shares in our Company as on the date of this Final Fund Raising Document

**Details of Stock Option Plans of our Company**

Our Company does not have any employee stock option scheme.

## OBJECTS OF THE ISSUE

### Issue Proceeds

Our Company has filed this Final Fund Raising Document for a public issue of zero coupon zero principal instruments of face value of Rs. 10,000 each aggregating up to ₹2.00 crore. The details of the proceeds of the Issue are summarized below.

We have been working on the Youth Employability and Entrepreneurship for more than five years now and for creating one district as place based economic opportunities ecosystem, the costing is around 2 Crores for a span of two years for one district which involves all the activities as mentioned in the offer letter.

Identification of district happens with considerations like:

- District should be an aspirational district identified by NITI Aayog, to align with priorities and focus of government flagship programmes.
- There should be a sizeable youth population in the district.
- Proactiveness of the Local Government Administration, as lot of convergence of efforts is targeted.
- The project outcomes are measured through internal monitoring and evaluation of TRIF as well as external project evaluation, subject to budget availability.

The Issue is being made pursuant to the provisions of the SEBI ICDR Regulations read with the SSE Framework Circular, NSE Norms, the SEBI NCS Regulations and the Companies Act and the rules made thereunder, as applicable. Our Company proposes to utilize the proceeds raised through the Issue, after deducting the Issue related expenses to the extent payable by our Company ("Net Proceeds") towards funding the objects listed under this section.

The details of the proceeds of the Issue are summarized below:

S. No.	Particulars of the Issue	Estimated amount (in ₹ crore)
1.	Gross Proceeds of the Issue	up to 2.00
2.	Less: Issue related expenses*	0.02
3.	Net Proceeds*	1.98

\* The above Issue related expenses are indicative and are subject to change depending on the actual level of subscription to the Issue, the number of allottees, market conditions and other relevant factors.

### Requirement of Funds and Utilization of Net Proceeds

Objects of the Issue:

*Skilling Cost for Vocational & Entrepreneurial Activities:* The program supports young individuals by offering personalized counselling to identify their interests and strengths, subsequently linking them with suitable skill development programs. It monitors their progress to ensure they remain engaged and complete the training successfully. After training, the program assists these skilled individuals in finding relevant job opportunities, easing their transition into the workforce. This comprehensive approach ensures that participants are not only equipped with necessary skills but also guided towards gainful employment, tailored to their individual strengths and opportunities.

*Capital Subsidy to Mini Businesses by Youth:* The program aims to foster entrepreneurship and self-employment by developing a local enterprise support ecosystem. This ecosystem will provide young entrepreneurs with essential resources, including access to knowledge, innovative business ideas, and a variety of grants and financing options. Additionally, it will offer services and market linkages crucial for starting or expanding their businesses. This support structure is designed to not only assist in the initial stages of business development but also to ensure sustainable growth and success by connecting young entrepreneurs with the necessary tools and networks.

*Set-up Cost for District Ecosystem and Youth Hubs:* This involves the establishment of infrastructure and support systems at the district level to facilitate youth employment and entrepreneurship. These hubs will serve as centres for training, mentorship, and resources, providing a nurturing environment for young entrepreneurs and job seekers.

The following table details the Objects of the Issue and the amount proposed to be financed from Net Proceeds:

S. No.	Objects of the Issue	Percentage of amount proposed to be financed from Net Proceeds
1.	Skilling cost for Vocational & Entrepreneurial activities	32.54%
2.	Capital Subsidy to Mini Businesses by Youth	33.26%
3.	Set-up cost for District Ecosystem and Youth Hubs	34.20%

(Hereinafter referred to as “Objects”)

Breakup of Budget of the “Objects” :

S. NO.	Expense Heads	Unit of Measurement	Per Unit Cost INR	Monthly Cost INR	Year 1 Annual Cost INR	Year 2 Annual Cost INR	Total Cost
<b>1</b>	<b><u>District Ecosystem</u></b>						
1.1	Program Lead	1	110000	1,10,000	13,20,000	13,20,000	26,40,000
1.2	Manager - Enterprise Development	2	70000	1,40,000	16,80,000	16,80,000	33,60,000
1.3	Travel	1	30000	30,000	3,60,000	3,60,000	7,20,000
1.4	District Enterprise stakeholders convening/events	6	10000		60,000	60,000	1,20,000
					<b>34,20,000</b>	<b>34,20,000</b>	<b>68,40,000</b>
<b>2</b>	<b><u>Capital Subsidy to Mini Business</u></b>						
2.1	Enterprise Facilitation Hub	8	100000		8,00,000		8,00,000
2.2	Enterprise Facilitation Hub operation cost	8	3000	24,000	2,88,000	2,88,000	5,76,000
2.3	Hub Coordinator/Counsellor Remuneration	8	14000	1,12,000	13,44,000	13,44,000	26,88,000
2.4	Enterprise Financing Support	1	1628000		16,28,000		16,28,000
2.5	Mentor Honararium	10	4000	40,000	4,80,000	4,80,000	9,60,000
					<b>45,40,000</b>	<b>21,12,000</b>	<b>66,52,000</b>
<b>3</b>	<b><u>Skilling Cost for vocational and Entrepreneurial Activities</u></b>						
3.1	Entrepreneurship Development Training	20	50000		10,00,000	10,00,000	20,00,000
3.2	Sarathi Remuneration	16	7000	1,12,000	13,44,000	13,44,000	26,88,000
3.3	Training and Induction of hub coordinator and Sarathi	24	20000		4,80,000	4,80,000	9,60,000
3.4	Campaigns and Events	12	15000		1,80,000	1,80,000	3,60,000
3.5	Digital tools for entrepreneurs	1	500000		5,00,000		5,00,000
					<b>35,04,000</b>	<b>30,04,000</b>	<b>65,08,000</b>
	<b>Grand Total</b>				<b>1,14,64,000</b>	<b>85,36,000</b>	<b>2,00,00,000</b>

Year wise utilization of net proceeds:

Objectives	Outcomes	Activities	Resource Inputs/ Budget
Skilling cost for Vocational & Entrepreneurial activities	Set Up Phygital MERA Bharat Hubs Reach, counsel, and enrol a specific number of youths in various programs. Create business and employment opportunities for youth.	Offer counselling and mentoring services. Connect youth to skilling/vocational programs. Provide support for local entrepreneurship and self-employment.	65,08,000

Capital Subsidy to Mini Businesses by Youth	Increased number of youth-led businesses. Improved financial stability among young entrepreneurs.	Identification and counselling of aspirational youth Phygital Platform to provide end-to-end services – business ideation, planning, access to finance, mentoring and business management - to rural entrepreneurs at their convenience	66,52,000
Set-up cost for District Ecosystem and Youth Hubs	Creating MERA Bharat Hubs for building comprehensive place based, hyperlocal economic opportunities model	Having a Phygital infrastructure to provide all the activities facilitating entrepreneurial activities and youth business, as mentioned above Placing required Human resource and physical Resources at the Hubs District opportunities mapping and outreaching through the Phygital hubs	68,40,000

The main objects clause of the Memorandum of Association of our Company permits our Company to undertake its existing activities as well as the activities for which the funds are being raised through the Issue.

**Purpose for which there is a requirement of funds, project details and target segment:**

In India, unemployed youth vastly outnumber those of any other country. We currently have the largest ever youth population in our history - 20% (366 million) of the world's youth live in India. Around, two-third of our population are under 35 and only 2% of the workforce is formally skilled. Even though the enrolment of youth in formal education has increased, there has been a significant increase in unemployment rates for the youth segment. For young people in rural districts, the unemployment situation is further aggravated in terms of labor force participation as well as lack of jobs. A secondary analysis done by TRIF found that approximately 3 lakh youth (~65%) in each of these districts are Not in Education, Employment and Training (NEET) or are underemployed.

The root causes of youth unemployment are complex and multi-dimensional. While there are many impressive programmatic innovations underway, most interventions remain overwhelmingly sub-scale, and are unable to expand quickly enough to support the rapidly growing cohort of working-age youth in need of jobs and income. There is a need for a holistic approach to create lasting employment opportunities for youth at the scale required. The program will onboard 12-15 Sarathis to work across all project villages in selected districts. Each Sarathi will reach out to approximately 600-700 youth across census town and facilitate transformational outcomes for ~300-400 youth.

**Project Detail:**

TRI's solution is to unlock emerging economic opportunities in these districts leveraging the power of aspirational young people and penetration of digital technologies in rural areas. The scale and complexity of the challenge requires a comprehensive place-based economic opportunities model riding on socio-economic transition on demand side and building on the existing public, private and community investments. This can be achieved by

- (i) Coordinating and supplementing the entrepreneurship and employability ecosystem at the district level
- (ii) Developing district-specific high-potential livelihood pathways for local youth
- (iii) Setting up phygital youth hubs (MERA Bharat Hubs) for servicing the young people in these districts and access entrepreneurship and employment opportunities

The component intervention has been validated by TRI and will be delivered through the MERA Bharat Hubs in selected districts. In order for communities to explore various entrepreneurship opportunities and access business development services, there is a need for comprehensive human-tech solutions. The hubs create digitally enabled physical hubs along with a cadre of community counsellors to help people in these peri-urban areas access opportunities. The hubs are tech-enabled resource centres, which will act as "One Stop Shop" for the people to access variety of services (ideation, training, business plan, Finance, Mentoring) at a single place. These hubs will aggregate existing solutions around entrepreneurship and skilling needs for the local youth. Community counsellors associated with the hubs work with rural youth and their families in facilitating access to digital opportunities.

**Project outcomes:**



Our organizational output and impact achieved through our efforts in 8 community action blocks. As TRI works towards enhancing multidimensional life opportunities in rural areas, we work on Education, Youth Employability and Entrepreneurship, Health & Nutrition, and Farm Prosperity with Gender and Governance as cross cutting themes, our endline and impact evaluation is done on all the themes. In this same section, we have stated our total outreach of the Youth Employability and Entrepreneurship is also mentioned. Below mentioned are key outcomes achieved in the Youth Employability and Entrepreneurship section:

-5500 youth enrolled for skilling.

-4000 youths are placed with jobs.

-550 entrepreneurs promoted.

Transforming Rural India Foundation has demonstrated expertise of supporting youth in employment and economic development interventions. It has formal arrangements on supporting Producer Enterprises around commodity value chains and is supporting Ministry of Rural Development in implementing the 2.5 Crore Lakhpati Mahila Programme. We have formal arrangements with public programmes and leadership in Madhya Pradesh, Uttar Pradesh, Jharkhand, Chhattisgarh, Maharashtra to implement for comprehensive livelihoods. TRI has embedded cells within the district administration for convergence of different programmatic resources (RSETI, MUDRA, PMEGP, SFURTI, etc) to bring substantive change in the districts. The proposed effort builds on this close partnership with the government and district comprehensive model implemented in two districts. TRI has formal partnerships forged with global initiatives like Global Opportunity Youth Network (<https://goyn.org/>) and Work for Progress (<https://work4progress.fundacionlacaixa.org/>) to bring in the global best practices. Other philanthropies both Global and National such as Bill & Melinda Gates Foundation, The Aspen Institute, Interglobe Foundation, Azim Premji Foundation, etc. have supported our cause and helped us in advancing our work on rural empowerment.

The project timeline 2 years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. The tracking of the youth business/employment will be showcased at the end of the tenure.

Impact Scorecard:

- No. of Villages outreached with Employability & Entrepreneurship interventions: 810
- No. of villages where VO taking lead in linking their women & youth with E&E pathways: 74
- Hub established at cluster/block/district level: 220 Hubs
- Total no. of youth linked to entrepreneurship: 556
- No. of female youth linked to entrepreneurship: 210

### **Funding Plan**

Our Company confirms that for the purpose of this Issue, funding plan will not be applicable, as the objects are proposed to be funded through the Net Proceeds.

### **Schedule of implementation of the project and deployment of funds**

The project timeline 2 years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. The tracking of the youth business/employment will be showcased at the end of 2 years from the Deemed Date of Allotment or project completion.

### **Monitoring of utilization of funds**

There is no requirement for appointment of a monitoring agency in terms of the SEBI ICDR Regulations. The Board of Directors our Company shall monitor the utilization of the proceeds of the Issue. Our Company shall submit to the Stock Exchanges a statement in respect of utilization of the Net Proceeds, on a quarterly basis, containing (a) category-wise amount of monies raised, (b) category-wise amount of monies utilized, (c) balance amount remaining unutilized, until the utilization of the Net Proceeds in accordance with this Final Fund Raising Document.

### **Interim use of proceeds**

Our Company confirms that the unutilized amounts from the Net Proceeds shall be kept in a separate bank account and shall not be co-mingled with other funds.

**Issue related expenses break-up**

The expenses for this Issue include, inter alia, advisor fees, fees payable to the Registrar to the Issue, printing and distribution expenses, legal fees, advertisement expenses, listing fees and any other expense directly related to the Issue.

The Issue expenses and listing fees will be paid by our Company. The estimated breakdown of the total expenses for this Issue is as follows\*:

<b>Particulars</b>	<b>Amount</b>	<b>As percentage of Issue proceeds (in%)</b>	<b>As percentage of Total expenses of the Issue (in %)</b>
Fee payable to intermediaries (Registrar to the Issue, legal and other advisors, etc.)	59000	0.26	38.31
Fees payable to the regulators including stock exchanges	24,000	0.12	15.58
Advertising and marketing, printing and stationery Costs	60,000	0.30	38.96
Other miscellaneous expenses	11,000	0.06	7.14
<b>Grand Total</b>	<b>1,54,000</b>	<b>0.77</b>	<b>100</b>

*\* Assuming the Issue is fully subscribed. The expenses are indicative and are subject to change depending on the actual level of subscription to the Issue and the number of Allottees, market conditions and other relevant factors*

**Variation in terms of contract or objects in this Final Fund Raising Document**

Our Company shall not, at any time, vary the terms of the objects for which this Final Fund Raising Document is issued, except as may be prescribed under the applicable laws and specifically under Section 27 of the Companies Act, 2013. Further, in accordance with the SEBI Listing Regulations, in case of any material deviation in the use of proceeds as compared to the Objects of the Issue, the same shall be indicated in the format as specified by SEBI from time to time.

**Benefit / interest accruing to Promoter/Directors out of the object of the Issue**

Neither our Promoters nor the Directors of our Company are interested in the Objects of the Issue.

## OUR BUSINESS

Some of the information contained herein, including information with respect to our vision, our target segment, strategy and operations contain forward-looking statements that involve risks and uncertainties. This section should be read in conjunction with the sections “Forward Looking Statements”, Risk Factors and “Financial Information” on the pages 6, 7 and 55 of this Final Fund Raising Document.

In this section any reference to “we”. “us” or “our” refers to Transforming Rural India Foundation (the Company). Unless otherwise indicated, or unless the context otherwise requires, the financial information included herein is based on our Audited Financial Statements, see “Financial Information” on page 57 of this Final Fund Raising Document.

### Overview and Vision

We are a not-for-profit organization registered under Section 8 of the Companies Act, 2013 and were incorporated on January 13, 2016. Our key objects are aimed at enabling less educated underprivileged, unemployed youth to seek gainful employment. For further information on the objects of our Company, please refer *History and Main Objects* on page 26 of this Final Fund Raising Document.

*Our vision “TRIF envisions equal life-time opportunity with inter-generational equity for India’s villages, i.e., a village where all the basic amenities necessary for enabling a quality life experience are available and every resident has access without discrimination to these opportunities - irrespective of gender, caste or class. It envisions social norms based on justice, equality and liberal-scientific outlook including sustainable use of resources and ecologically sensitive lifestyles. It also envisages villages as a socially cohesive entity where all have the opportunity to express full human potential in various facets of life -social, political, cultural and economic. It envisages a situation in the village where every youth has skills and the information to make an informed choice for a lifelong fulfilling productive engagement.”*

TRIF is deeply focused on critical challenges/issues of the marginalized communities and in particular of women in the bottom 100,000 villages of India (“stranded India”). The value TRIF bring is its deep knowledge and an inventory of working “solutions” for “stranded” India and mechanism for scaling-up those “solutions”. Another differentiator is our focus on the rural urban continuum for these poor families in context of continuing migration in search of better opportunities. Practices at TRIF which enable our change efforts:

1. Developing local contextual solutions for Village Transformation from TRI’s Community Action Labs practice
2. Public-System engagement for scale-up of solutions through our Public Policy in Action practice
3. Developing market solutions for stranded India,

### Our programs and their target segment

*Thematic areas focused to solve the Multi-dimensional challenge of poverty:*

At the intersections of themes lies the space to seed transformation that triggers ripple-effect on other dimensions, leading to a better quality of life in the villages. The primary themes of engagement are – Education, Youth Employability and Entrepreneurship, Health & Nutrition, and Farm Prosperity with Gender and Governance being cross cutting themes of focus.

#### *Key Initiatives:*

- Building Place-based Economic Opportunities leading to Youth Employability and Entrepreneurship
- Strategy development and demonstrative implementation of Universalization of Women Livelihoods
- Technical assistance and designing scale solutions through central and state government partners.
- Expanding Women’s Economic Empowerment through Systems change and demonstrative impact.
- Strengthening Community health services demand and Public Health Infrastructure and Services in Rural Areas
- Strengthening local governance to drive active citizenry and create institutions of local self-governance.

We are committed to building community resilience for better health outcomes through a multifaceted approach. Our collaboration with Women Collectives empowers local women to lead health initiatives, thereby improving health practices and outcomes within their communities. We place a strong emphasis on supporting frontline health workers, especially in resource-limited areas, enhancing their skills, and equipping them with necessary supplies for effective healthcare delivery. Our efforts extend to raising public healthcare awareness, with a particular focus on women's health issues such as maternal and child health, non-communicable diseases, and emerging women's cancers. Recognizing the impact of climate change on health, we adopt a One-health approach to build community resilience against climate-related stress, integrating community actions into public policies and investments.

Additionally, we engage with academia and private sector innovators to bring technology-driven healthcare solutions to rural India, aiming to revolutionize screening, diagnosis, and treatment methods.

### The Approach

The immediate outcomes can be attained through a Whole of Society Approach (Bazaar, Samaaj, Sarkaar) with the synergy of the community, public and market interventions. Community Action Labs are places for active experimentation and prototyping drawing support of Nudge Units, placed in Districts, State, National Government is central to developing meaningful scalable prototypes.

Public system delivery is backed by our experience in the power of engaged and responsive government to address problems of poor, co-creating with counterparts to surface and drive their own solutions and supporting pathways through innovations in processes, leveraging data sciences, mandate sharpening, strategy and implementation methodologies, bringing best practices, evidence-based practices, internal feedback loops and evaluations.

The third peg is catalyzing market based eco-systems where required and feasible, and incubating and accelerating entrepreneurial start-ups – these could take various forms e.g., budget schools/hospitals, contract farming, youth focused interventions linking with local enterprise development, connecting local informal sector jobs.

TRI-focal engagement addresses the need for scalable solutions and models, recognizing the instrumental role of the state for scaling, while also leveraging market dynamics. The TRI's work focuses on active experimentation, implementing ideas on the ground to crystallize models and processes through learning by doing, followed by large-scale adoption. Evidence-based policymaking is crucial, with the absorption and scaling of models done in collaboration with the state apparatus. The program provides support throughout the lifecycle, understanding the functioning of the state and incorporating concepts, design, rollout, monitoring, and evidence-based adaptive management cycles.

### Our Solution

Have “community action labs” on the ground working closely with community institutions, local constitutional bodies, public systems, and interested market players. Enabling ecosystem through embedding Nudge-Units to integrate “solutions” within the architecture of the large government programs. Augments the capacity gaps by developing capacities of existing staff and enhancing efficiency and effectiveness of implementation by deploying competent human resources with “Short Tenure Public Service” (Fellowship) engagement for young professionals. Adding a new unit on “evidence generation” for policy impacting. Bending markets for flourishing localities is the practice for bringing markets to rural spaces.

The solution towards youth employability and entrepreneurship is to unlock emerging economic opportunities in these districts leveraging the power of aspirational young people and penetration of digital technologies in rural areas. The scale and complexity of the challenge requires a comprehensive place-based economic opportunities model riding on socio-economic transition on demand side and building on the existing public, private and community investments. This can be achieved by

- (i) Coordinating and supplementing the entrepreneurship and employability ecosystem at the district level
- (ii) Developing district-specific high-potential livelihood pathways for local youth
- (iii) Setting up phygital youth hubs (MERA Bharat Hubs) for servicing the young people in these districts and access entrepreneurship and employment opportunities

The intervention will be an integrated and comprehensive pathway that builds agency in youth creates safety nets, and brings new commerce/market linkages thereby creating local opportunities, bridging youth aspirations and generating economic growth.

### Target segment

TRI focuses on the bottom 1,00,000 villages caught in the poverty trap. They are severed from the pathways that lead to better opportunities and ways to build their capacities. Too often, they lack the means to lift themselves out of poverty and do not believe they can aspire to a better life. To reach these villages, we use National Rural Livelihoods Mission (NRLM) architecture of women collectives, Cluster Level Federations, Village Organization and self-help groups. The initiatives towards Education, Health & Nutrition, Farm Prosperity with Gender and Governance focused across themes are anchored by these women collectives.

Our target segment for Youth Employability and Entrepreneurship is individuals aged 18 to 25 years, who belong to the economically weaker sections of society. Emphasizing ~~only~~ Maximum number of unemployed youths are in the category of 18-25 years where most of the respondents stated reason of – “not having access to formal jobs and lack of skill training opportunities” were major hindrance for them to engage in livelihood activities. The district having a predominantly rural landscape, characterized by limited industrial development and a reliance on traditional

agricultural practices; with low green cover, drought prone and the lack of diverse employment prospects has resulted in a significant youth population being unable to leverage their skills and talents effectively, leading to high rates of unemployment.

Building on the Transforming Rural India, Foundation's work around the principle "to empower lives and broadens people's scope for economic opportunities through community-based approaches", the proposal outlines a comprehensive plan that includes the establishment of District level ecosystem and physical centers for young people to access entrepreneurship support programs, vocational skilling programmes through strategic partnerships with local industries, govt and private aided training programs. Additionally, it emphasizes the importance of tailored mentoring and guidance programs to enable young individuals to make informed career choices and explore sustainable livelihood options.

### The outcome

The effectiveness of our approach has been validated by independent assessments. Transforming Rural India Foundation conducts third-party independent assessments for its programmes. The third-party mentioned in this section is Sambodhi Research & Communications Pvt. Ltd., an organisation that excels in advancing development programs through data-driven insights. Specializing in analytics, monitoring, and evaluation, they focus on healthcare, education, and social development. Renowned for transforming data into actionable intelligence, Sambodhi supports informed decision-making in organizations and governments. Their innovative approach and expertise in policy-making mark them as leaders in promoting sustainable change through meticulous research and strategic communication.

This independent assessment was done to assess the change in the agency of women, their collective decision making and overall behavioural and decision-making change in community through our programme of deepening local democracy. It was found that there was a substantial increase in access to financial services, continued education, and institutional delivery. Improvements were also observed in the availability of household toilets and their usage. The methodology involved a carefully calculated sample size estimation. This independent assessment was completed in July 2019.

As we grow, we will continue to gather more evidence of its success. The progress made in the first set of pilots from 2016-2020 validates this premise. Independent assessment shows substantive gains in the adoption of IYCF practices, food diversity, use of toilets, access to health and nutrition services, and improvement in learning outcomes. Productivity and income gains reveal an encouraging shift in the proportion of households in the bottom quintile and top quintile. Independent assessment show gains on adoption of IYCF practices - 3 ANC visits and breastfeeding for 6 months, food diversity, use of toilets; access to health & nutrition services, marked increase in student attendance, increased teacher's presence in schools, improvements on retention and transition; Productivity and income gains 37% increase in HHs with gross annual income greater than INR 1,00,000.

During the year 2022-23, the youth employability efforts have been able to reach 14,285 youth for developing their non-farm/enterprise/job related livelihoods.

Our organizational output and impact achieved through our efforts in 8 community action blocks. As TRI works towards enhancing multidimensional life opportunities in rural areas, we work on Education, Youth Employability and Entrepreneurship, Health & Nutrition, and Farm Prosperity with Gender and Governance as cross cutting themes, our end line and impact evaluation is done on all the themes. In this same section, we have stated our total outreach of the Youth Employability and Entrepreneurship is also mentioned. Below mentioned are key outcomes achieved in the Youth Employability and Entrepreneurship section:

- 5500 youth enrolled for skilling.
- 4000 youths are placed with jobs.
- 550 entrepreneurs promoted.

### Risk:

*Changing Political Landscape:* With the changing political landscape in the country, there could be decrease in interest of the national and state government in integrating additionally agenda through NRLM/SRLM which may reduce the overall support for this idea. To mitigate this, advocacy with relevant departments and sharing promising results on a regular basis will be undertaken regularly.

*Linkage with Line-Ministry:* One of the critical challenges for this project will be to establish linkages with all the state level departments and central ministries. As a part of the mitigation efforts the TA leadership will use this existing space in policy space to bring this alignment. Also the TA will use it existing relationship with the key line ministries to drive the alignment of efforts.

We would like to submit that our programmes could have unintended negative outcomes. For example, we incur certain cost and time on training youth and skill development under our programmes. However, after completion of the programme, the youth may decide not to take up a job due to various factors including social, or geographic reasons. Secondly, we may not have the capacity to train all the interested individuals under our programme due to lack of infrastructure or resources available with us. Accordingly, our programmes may not always yield the intended consequences. While our Company has designed the training programmes to account for such unintended consequences, there can be no assurance that there will not be unintended consequences.

#### Impact Scorecard

At TRIF, we have an organizational management information system, where we capture meta data of all our practices. Key indicators we capture for the youth employability and entrepreneurship are:

- No. of Villages outreached with Employability & Entrepreneurship interventions: 810
- No. of villages where VO taking lead in linking their women & youth with E&E pathways: 74
- Hub established at cluster/block/district level: 220 Hubs
- Total no. of youth linked to entrepreneurship: 556
- No. of female youth linked to entrepreneurship: 210

For further details in relation to the number of jobs secured by the youth trained under our programme, please refer to the section titled “Our Business” on page 21 of this Final Fund Raising Document.

#### Key challenges

We believe that our skill development and vocational training courses have helped our target segment become employable, benefit from opportunities and attain financial independence. However, there are also numerous challenges that our target segment routinely faces while undertaking our programmes due to several socio-economic and geographic factors. A significant part of our primary target segment have grown up in disadvantaged circumstances, are based in rural areas of the country, and thus frequently come from marginalized backgrounds. The key challenges we face are as follows:

*Women Mobility and Access to Resources:* Women in rural areas often face significant mobility constraints due to cultural norms and safety concerns, which can limit their access to training facilities and markets. Moreover, women may have less access to the capital and resources needed to build their livelihoods, further inhibiting their ability to participate in entrepreneurial activities.

*Market Related Challenges:* The proposal recognizes that rural youth entrepreneurs encounter difficulties accessing capital to start or grow their businesses. This includes challenges like very small ticket sizes, which are too insubstantial for banks and sometimes even for microfinance institutions, the absence of collateral, inability to fulfill know-your-customer (KYC) requirements, lack of a borrowing history, and a general reluctance to incur debt.

For details in relation to achievements, please refer to the section titled “History and Main Objects - Major events and Milestones” on page 26 of this Final Fund Raising Document.

#### Feedback mechanism:

Youth hubs periodically take feedback from youths about their services and infrastructure. Based upon the feedback received, youth hubs work on their infrastructure, and services to match them with youths’ convenience and requirements. Feedback is collected through Google Forms. There are 7 indicators both qualitative and quantitative for feedback. These indicators include.

- Overall Satisfaction with hub staff (their behavior and cooperation)
- Overall Satisfaction with hub location
- The most you like about the youth hub.
- How satisfied are you with hub services and their delivery.
- Any feedback for hub services, like what to add or remove?
- How did you know about the youth hub?
- Was it helpful for your query or career plan?

Top 10 donors/partners of the Entity in past three financial years along with percentage of total donations:

Name of Donor	% Contribution in last 3 years
Bill & Melinda Gates Foundation	46%
Azim Premji Philanthropic Initiatives	11%
Sir Dorabji Tata Trust	8%
Sir Ratan Tata Trust	5%
Teva API India Private Limited And Affiliates	4%
Axis Bank Foundation	3%
Tata Cleantech Capital Limited	3%
Standard Chartered Bank	2%
Project Concern International	2%
Tata Education and Development Trust	2%

Our Strategy

Youth will be connected to the various components of the Entrepreneurship Ecosystem via community mobilisers called Sarathis. Sarathis will be an extension of the MERA Bharat Hubs and work at a field level and support entrepreneurs and aspiring entrepreneurs through their entrepreneurship journeys. They will provide counselling at a family level, as well as provide technical guidance on various aspects of running a successful business including idea discovery, business planning, set-up, regulatory compliances, etc. They will build capacity of youth on an ongoing basis through interaction on a weekly basis, and will also facilitate linkages with local service providers including for capital, as well as with government schemes.

The program will onboard 12-15 Sarathis to work across all project villages in selected districts. Each Sarathi will reach out to approximately 600-700 youth across census town and facilitate transformational outcomes for ~300-400 youth.

TRI will facilitate the onboarding of these Sarathis and help build capacity of the Sarathis facilitating youth interaction and provide access to tech platforms for program delivery and management.

Rural youth entrepreneurs face serious challenges in accessing capital to start or grow their enterprises; key challenges include very small ticket sizes (too small for banks and sometimes even microfinance organizations), lack of collateral, lack of registration/cannot fulfil know your customer requirements, no borrowing history and an aversion to take on debt.

The TRI team will engage with other partners that are providing different types of financing and supports, specifically:

- Leverage funds from government programs and schemes such as PMEGP, MUDRA, etc
- Impact investing support for returnable capital/very low % debt financing support from impact investors that can contribute working capital.
- Aligned microfinance organizations and banks that are keen to provide basic debt financing alongside the grants, personal investments and impact investment support in a blended financing structure.

## HISTORY AND MAIN OBJECTS

### Corporate profile

Our Company was registered and incorporated in Neeti Bagh, New Delhi on January 13, 2016, as a private limited company under Section 8 of the Companies Act, 2013 pursuant to a certificate of incorporation issued by the Registrar of Companies, Delhi (“RoC”).

### Registered Office of our Company

The Registered Office of our Company is located at Shop No 24, Ground Floor, Community Shopping Center Neeti Bagh, New Delhi, NEW DELHI, Delhi, India, 110049. At the time of registration the Registered office was at C-927 2nd floor, Palam extension Sector-7, Dwarka, New Delhi - 110045,

### Main objects of our Company

The main objects of our Company as contained in the Memorandum of Association are:

- 1) Improve of quality-of-life experiences in villages in India. This includes raising income, advancing food security, better health and education standard, improved access to safe drinking water and sanitation, etc. It also includes programmes at bridging gender divide and improved understanding patriarchy, strengthened grassroots governance including citizen government engagement, strengthened ecological resilience.
- 2) Build comprehensive village development strategy and programmes including developing partnerships with NGOs, governments, academia, national and international organizations including donors and business corporations.
- 3) Raise awareness and educate society about rural issues and advocate pro-poor, pro-rural policies.
- 4) Design, develop, implement and/or support projects, programs and initiatives that:
  - Address all or part of the issues related to village development including enterprise promotion and value chain development.
  - Promote convergence of multiple actors and action by and/or in sectors related to rural development in particular, such as health, education, water and sanitation, agriculture, skills, enterprises, climate resilience, water control and other sectors to foster better quality of life outcomes and reduced inter-generational inequality of rural population.
  - Encourage research, capacity building and training, advocacy and communication and social Communication and marketing, monitoring and evaluation and financing of initiatives directly and/or indirectly related to the fulfillment of the objectives stated herein.
- 5) Engage in any activity directly or indirectly related to rural development or related activity within the scope of the policies and programs of national and inter-governmental, multi-lateral bodies or initiatives.
- 6) **No objects of the co. will be carried out without obtaining prior approval from the concerned authorities and none of the objects will be carried out on commercial basis.**

### Major events and milestones

The table below sets forth some of the major events and milestones of our Company:

Financial year	Milestone
2016	TRI incorporated Multi-Dimensional Change pilot design and implementation
2017	Mission Antyodaya Pilots with MPSRLM Aspirational Districts in 35 LWE Districts
2019	Partnership with NRLM on economic development solutions



2020	Health Systems Intensification during COVID-19 Pandemic, comprehensive Covid response: Entitlement delivery, health infrastructure and service delivery
2021	Strategy 2025, stakeholder validation agency of choice, Public Policy in Action (PPiA): Expansion of Nudge Units working closely with government at all levels.
2022	Mission 25 million: DAY-NRLM launches first phase of Mahila Lakhpati Mission in 100 Districts, Districts Strategy Development and Support at Regional Administrative Level: Partnership with Bodoland Territorial Council (BTC)

### **Key awards, accreditations, or recognitions**

Calendar year	Award
2021	TRIF was recognized by the World Economic Forum as amongst the top 50 Covid-19 last-mile responders.

### **Details of any acquisition or amalgamation in the last one year**

Our Company has not entered into any acquisitions or amalgamation with any entity in the one year preceding the date of this Final Fund Raising Document.

### **Details of any reorganization or reconstruction in the last one year**

Our Company has not undergone any reorganization or reconstruction in the one year preceding the date of this Final Fund Raising Document.

### **Key terms of material agreements and material contracts**

Other than the below mentioned agreements, our Company has not entered into any other material agreements and material contracts which are not in the ordinary course of business, in the two years preceding the date of this Final Fund Raising Document.

### **Holding Company**

As on the date of this Final Fund Raising Document, our Company does not have a holding company.

### **Subsidiaries, Associates and Joint Ventures**

As on the date of this Final Fund Raising Document, our Company does not have any subsidiaries, associates or joint ventures.

## OUR MANAGEMENT

### Board of Directors or Governing Body

As of the date of this Final Fund Raising Document, we have Six Directors on the Board.

Sr. No.	Name, Age, DIN, Designation, Date of Appointment and Address	Other directorships
1.	<p>Sanjiv Janardan Phansalkar</p> <p>Age: 67 years</p> <p>DIN: 02360656</p> <p>Designation: Director</p> <p>Date of Appointment: 30<sup>th</sup> May 2016</p> <p>Address: C/O Mrs. Bharati Sanjiv Phansalkar, J-5, Sneh Paradise Apartments, Mit Road, Kothrud, Pune, Maharashtra-411038"</p>	<p><i>Indian Companies</i></p> <ul style="list-style-type: none"> <li>• Vikasanvesh Foundation</li> </ul> <p><i>Foreign Companies</i></p> <p>NIL</p>
2.	<p>Ashish Wijay Deshpande</p> <p>Age: 56 years</p> <p>DIN: 07519898</p> <p>Designation: Director</p> <p>Date of Appointment: 30<sup>th</sup> May 2016</p> <p>Address: "9 Karim Lay out, South Ambazari Raod, Gopalnagar, Nagpur, Maharashtra-440022"</p>	<p><i>Indian Companies</i></p> <ul style="list-style-type: none"> <li>• South Asia Cancer Care Foundation</li> <li>• Confluence for Health Action and Transformation Foundation</li> <li>• National Cancer Grid Foundation</li> <li>• Chandrapur Cancer Care Foundation</li> <li>• Maharashtra Bamboo Promotion Foundation</li> <li>• Vijay Avahini Charitable Foundation</li> <li>• Odisha Cancer Care Foundation</li> <li>• Khan Academy India</li> </ul> <p><i>Foreign Companies</i></p> <p>NIL</p>
3.	<p>Roda Pese Mehta</p> <p>Age: 73 years</p> <p>DIN: 02358815</p> <p>Designation: Director</p> <p>Date of Appointment: 18<sup>th</sup> July, 2022</p> <p>Address: Building 1 Riverside, 12/4 Boat Club Road, Pune, Maharashtra- 411001, India</p>	<p><i>Indian Companies</i></p> <p>NIL</p> <p><i>Foreign Companies</i></p> <p>NIL</p>
4.	<p>Rashmi Shukla Sharma</p> <p>Age: 63 years</p> <p>DIN: 09665148</p> <p>Designation: Director</p> <p>Date of Appointment: 18<sup>th</sup> July 2022</p> <p>Address: House No. 303, Near Sirifort Auditorum, Chandgi, Ram Block, Asian games Vllage, Sahpurjat, South Delhi, Delhi- 110049, India</p>	<p><i>Indian Companies</i></p> <p>NIL</p> <p><i>Foreign Companies</i></p> <p>NIL</p>

5	<p><i>Anirban Ghose</i></p> <p><i>Age: 52 years</i></p> <p><i>DIN: 07324123</i></p> <p><i>Designation: Director</i></p> <p><i>Date of Appointment: 13th January 2016</i></p> <p><i>Address: T02-1104, Sare Homes (phase-3), Near Hayatpur, Sector-92, Dhoraka (120), Gurgaon, Haryana- 122505, India</i></p>	<p><i>Indian Companies</i></p> <ul style="list-style-type: none"> <li>• Bharat Design Labs Foundation</li> <li>• Foundation for Inclusive Technologies</li> </ul> <p><i>Foreign Companies</i></p> <p>NIL</p>
6	<p><i>Anish Kumar</i></p> <p><i>Age: 52 years</i></p> <p><i>DIN: 02599705</i></p> <p><i>Designation: Director</i></p> <p><i>Date of Appointment: 13<sup>th</sup> January, 2016</i></p> <p><i>Address: C-204, Agrasen C.G.H.S, 86, I.P. Extension, Patparganj, Shakarpur, East Delhi, Delhi- 110092, India</i></p>	<p><i>Indian Companies</i></p> <ul style="list-style-type: none"> <li>• Publicus Changemakers Nave Private Limited</li> <li>• Bharat Design Labs Foundation</li> <li>• Agri Entrepreneur Growth Foundation</li> <li>• Vikasanvesh Foundation</li> <li>• Foundation for Development of Rural Value Chains</li> </ul> <p><i>Foreign Companies</i></p> <p>NIL</p>

#### **Brief Profile of the Directors of Our Company**

##### **a) Dr. Sanjiv Janardan Phansalkar:**

Sanjiv has been engaged in development sector as thought leader, grant maker, writer, teacher, consultant for last 30 years. He has worked closely with Dr. Verghese Kurien in his early professional career. He was Program Director at the Sir Dorabji Tata Trusts and now heads Vikasanvesh Foundation, a research organization supported by the Tata Trusts. He taught at Institute of Rural Management between 1981 and 1994. He was a freelance consultant during 1994-2005. He was Team Leader of the IWMI-Tata Water Policy Program (ITP) from 2005 to 2007. He has authored 7 books, over 20 research papers in national and international journals on small industry, water, livelihoods, civil society, and the co-operative sector, and a large volume of teaching material on these subjects. He contributes a fortnightly column in the e-publication Villagesquare.in; and is a visiting faculty at IIM Udaipur. He is a Fellow of Indian Institute of Management (IIM) Ahmedabad, from where he also completed his PGP in business management.

##### **b) Mr. Ashish Wijay Deshpande:**

Mr. Ashish Deshpande is Chief Finance Officer at Sir Ratan Tata Trusts, and is primarily responsible for support to the programme team in the overall management of grants. He has more than 24 years' experience in building and leading finance teams with significant operating scale and complexity. Before joining Tata Trusts, Ashish worked in different capacities at Tata Communications, the erstwhile Videsh Sanchar Nigam (VSNL). He served as Head of Finance at Tata Communications Lanka (TCLL), Colombo, Sri Lanka. At TCLL, his key priorities included supporting the company's growth, managing critical finance functions, and adhering to regulatory and compliance requirements. He led various projects in implementing automation systems and financial restructuring. Originally from Nagpur, India, Mr Deshpande is an alumnus of the University of Nagpur.

##### **c) Ms. Roda Pese Mehta:**

Ms. Roda Mehta, is doyen of Indian advertising who played a legendary and pioneering role in establishing scientific media planning and buying in India, was the first lady to receive the AAAI Lifetime Award. Roda Mehta joined Hindustan Thompson Associates (now JWT) in 1971 and became the first MBA and first woman in the Media function of an advertising agency in India. She moved to Ogilvy Benson & Mather (now Ogilvy & Mather) in 1975 and rose from Media Group Head to Managing Consultant – the Media Network in 1996. She was Founder Member of the Market Research Society of India (MRSI) and Founder Member and Chairperson – Technical Committee of the Media Research Users Council (MRUC). Currently she is associated as a Trustee of the Lila Poonawalla Foundation and Board Member & Treasurer of Nagrik Chetna Manch.

**d) Ms. Rashmi Shukla Sharma:**

Ms Rashmi Shukla Sharma joined the Indian Administrative Service (IAS) in 1984. She is an alumnus of Delhi and Princeton universities from where she earned M.Phil. (Psychology) and a Master's degree in Public Administration, respectively. She has held senior positions in the Union Government and Government of Madhya Pradesh, apart from various field-level posts in the early part of her careers. Rashmi is known for thought and research leadership in School Education and Local Government. She is the author (with Vimala Ramachandran) of The Elementary Education System in India: A Field Based Investigation of Institutional Structures, Processes and Dynamics (2009), Routledge Press, New Delhi, and Local Government in India: Policy and Practice (2009), Manohar Publications, New Delhi, besides many papers on related subjects in the Economic and Political Weekly and reputed journals. She is deeply engaged with research and teaching in areas related to governance and public policy.

**e) Mr. Anirban Ghose:**

Anirban Ghose is part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1995 and led the field-based teams in Lohardaga and Khunti districts of Jharkhand. He was Director, Operations, in PRADAN, and was responsible for integration of all activities across the organization, involving planning and implementation of programs, monitoring progress, setting systems, design of strategies, staff development and managing key grants. His role included raising funds and building linkages with multiple stakeholders. As part of PRADAN's Leadership Group, he was responsible for institution building and positioning PRADAN with stakeholders. He is recognized as the pioneer of automated book-keeping systems in women's Self-Help Groups and numerous technologies for development programmes. He graduated in Business Studies from University of Delhi.

**f) Mr. Anish Kumar:**

Anish Kumar is part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1994. He has been part of the senior management team, looking at overall organization strategy and institution-building. He integrated the finance function, involving raising resources, statutory compliance, and building and managing linkages with stakeholders. His areas of expertise include creating business organizations run by poor communities and facilitating participation of small-holder farmers in modern value chains. Anish developed and piloted the small-holder poultry prototype; was the CEO of the first poultry co-operative; and then scaled up the model across new geographies. He is a Board member of the National Smallholder Poultry Development Trust, an advisory and policy advocacy body. He has been a member of the Planning Commission Working Group on disadvantaged farmers, and has been involved in designing policies on producer collectives. He has a post-graduate degree in Forest Management from the Indian Institute of Forest Management, Bhopal.

**Remuneration of Directors**

Set forth below are the details of the remuneration which has been paid or was payable to the Directors by our Company.

Name of Director	Fiscal 2023	Fiscal 2022	Fiscal 2021
Dr. Sanjiv Janardan Phansalkar	1339000	543000	-
Ashish Wijay Deshpande	-	-	-
Roda Pese Mehta	-	-	-
Rashmi Shukla Sharma	-	-	-
Anirban Ghose	4824000	4600000	4851000
Anish Kumar	5115000	4288000	4010000

**Shareholding of Directors in our Company**

None of the Directors of our Company hold any equity shares in our Company, as Company is limited by Guarantee and not having Share Capital.

The aggregate value of the ZCZP Instruments offered under this Final Fund Raising Document, together with the existing borrowings of our Company, is within the approved borrowing limits as mentioned above.

### Interest of the Directors

- None of the directors are interested in the promotion of our Company.
- None of our Directors are interested in their capacity as a member of any firm or company and no sums have been paid or are proposed to be paid to any Director or to such firm or company in which he is interested, by any person, in cash or shares or otherwise, either to induce them to become, or to help them qualify as a director, or otherwise for services rendered by him or by such firm or company, in connection with the promotion or formation of our Company.
- No contribution has been made by the Directors as part of the Issue or separately in furtherance of the objects of the Issue.
- None of the Director's relatives has been appointed to an office or place of profit.
- Our Directors have no interest in any property acquired or proposed to be acquired by our Company in the preceding two years of filing this Final Fund Raising Document. No benefit/interest will accrue to our Promoter/Directors out of the objects of the Issue.
- None of our Directors have any financial or material interest in the Issue.

### Other understanding and confirmations

Our Company confirms that the permanent account number of our Directors has been submitted to the Stock Exchanges at the time of filing Draft Prospectus dated 22<sup>nd</sup> November 2023.

### Details of change in Directors of our Company for the financial years ended March 31, 2023, March 31, 2022, March 31, 2021, and till the date of this Final Fund Raising Document:

S.no	Name	Designation	Change	Date of Change
1	RODA PESE MEHTA	DIRECTOR	APPOINTMENT	18-07-2022
2	RASHMI SHUKLA SHARMA	DIRECTOR	APPOINTMENT	18-07-2022
3	HARISH HANDERTO HANDE	DIRECTOR	CESSATION	03-06-2023

### Meetings of our Board of Director:

Set forth below are the details of the meeting held of our Governing Body:

Sr. No.	Date of the meeting	Key items covered in the meeting
1.	20-06-2022	Confirmation of previous meeting minutes, Resolution passed for new bank account, regular update of activities of the Company.
2.	18-07-2022	Confirmation of previous meeting minutes, Review and adoption of Annual progress update for FY 2021-22, Review and adoption of Audited accounts for FY 2021-22, Consider and approve the Director's report, Appointment of Statutory Auditor for next 5 years, Discussion and recommend new board members, Finalize date, time, venue for AGM. Passed resolution for update details in bank.
3.	13-09-2022	Confirmation of previous meeting minutes, presentation on TRIF journey 2016-2022, Learning, Pivot and progress, Briefing on constitution of TRIF senior leadership team.
4.	16-01-2023	Confirmation of previous meeting minutes, Approval of New grants proposal, Update of Statutory matters, Compensation review and Human Resource update. TRIF positioning strategy.
5.	10-03-2023	Confirmation of previous meeting minutes, Presentation and review of Internal audit report, New Grants approval, Proposal for Annual plan and Budget for FY 2023-24. Noting of Statutory Compliances.
6.	03-06-2023	Approval and Signing of Financial Statement for the year ending 2022-23. Taking note of Resignation of Mr. Harish Handerto Hande, For applying to NSE for getting registration of Social Stock Exchange platform.
7.	27-10-2023	Approval for issue of Zero Coupon Zero Principle (ZCZP) Instruments, Approval of Draft offer Letter for the Issue of ZCZP Instruments.

8.	22-12-2023	Approval of Corrigendum to be filed with NSE for making changes in Draft Offer Letter, Appointment of Skyline Financial Services Pvt Ltd. as RTA of the Company and Authorization to Mr. Anish Kumar to apply to the depositories NSDL and CSDL for obtaining ISIN and Opening of Escrow Account.
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### Key managerial staff of our Company

**Anish Kumar, Director:** Anish Kumar is a part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1994. He has been part of the senior management team, looking at overall organization strategy and institution-building. He integrated the finance function, involving raising resources, statutory compliance, and building and managing linkages with stakeholders. His areas of expertise include creating business organizations run by poor communities and facilitating participation of small-holder farmers in modern value chains. Anish developed and piloted the small-holder poultry prototype; was the CEO of the first poultry co-operative; and then scaled up the model across new geographies. He is a Board member of the National Smallholder Poultry Development Trust, an advisory and policy advocacy body. He has been a member of the Planning Commission Working Group on disadvantaged farmers, and has been involved in designing policies on producer collectives. He has a post-graduate degree in Forest Management from the Indian Institute of Forest Management, Bhopal.

**Anirban Ghose, Director:** Anirban Ghose is part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1995 and led the field-based teams in Lohardaga and Khunti districts of Jharkhand. He was Director, Operations, in PRADAN, and was responsible for integration of all activities across the organization, involving planning and implementation of programs, monitoring progress, setting systems, design of strategies, staff development and managing key grants. His role included raising funds and building linkages with multiple stakeholders. As part of PRADAN's Leadership Group, he was responsible for institution building and positioning PRADAN with stakeholders. He is recognized as the pioneer of automated book-keeping systems in women's Self-Help Groups and numerous technologies for development programmes. He graduated in Business Studies from University of Delhi.

**Aliva Das, Associate Director:** Aliva Das leads Youth Initiative in TRIF particularly focused on 4 E – Employability, Entitlements, Education, Entrepreneurship. She has a 10+ years of unique experience working both with the government in implementation and policy-making and directly with the youth communities. She has pioneered the “Yuva Compass” solution to catalyze economic opportunities for rural youth and migrants in remote locations of the country. She also integrates the work on Women Economic Empowerment in Madhya Pradesh. Before TRIF, she was working with Madhya Pradesh State Skill Mission as a Consultant. She has extensive experience in skill development and youth employment. She was also a Prime Minister's Rural Development Fellow (PMRDF) in Odisha. She has done her B.Tech in Electronics and Communication Engineering from Biju Patnaik University of Technology, Odisha and holds a post-graduate in MSc, Development Practices from the Tata Institute of Social Sciences, Mumbai.

**Neeraj Ahuja, Associate Director:** Neeraj Ahuja is part of the senior leadership team at Transform Rural India. Neeraj leads the mass rural entrepreneurship program and Global Opportunity Youth Network program in TRIF to catalyze economic opportunities for rural youth at scale. He is also involved in grant management, raising resources, internal culture development and building and managing partnerships. Neeraj has been a part of the Prime Minister's Fellows Program before joining TRIF where he worked closely with community and district administration in one of the left-wing extremism affected districts in India. As PM Fellow, he was responsible for planning and implementation of Integrated Action Plan (IAP) to redress regional imbalances in development and bring convergence among various departments for integrated rural development. Neeraj was also part of the ICICI Fellowship where he worked closely with Gram Panchayats to bring accountability and transparency in the governance and functioning of Panchayats. Prior to this Neeraj has worked with Infosys Technologies on development and deployment of world's leading commercial banking solution “Finacle”. Neeraj has a post-graduate degree in Development Practice from the Tata Institute of Social Sciences, Mumbai and Bachelors in Electronics and Communication Engineering from RGTU, Bhopal.

### Performance appraisal process:

We have a periodic performance appraisal process for our employees, wherein the increments and incentives are paid on the basis of the target achieved by such employees that are set at the beginning of the year.

### Roles and Responsibilities of Staff and Volunteers:

Emp. Name	Designation	Unit	Role
Aakansha Singh	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhanshi Dixit	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhay Tiwari	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhijeet Kumar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhinay Ratrey	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Abhishek Gupta	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhishek Joshi	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Abhishek Kumar Singh	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Abhishek Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Abhishek Tiwary	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Abhishek Vyas	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Adarsh Tripathi	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Aditya Prem Kumar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Adwitiya Prakash	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ajat Shatru	Associate Practitioner	Public Policy in Action (PPiA)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ajay Khushwaha	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.

Ajay Kumar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ajay Kumar Gehlot	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ajit Kumar Rana	Specialist	Public Policy in Action (PPiA)	Specialist brings focused sectoral expertise to a specific theme within a project or program. Their role includes in-depth analysis, strategic planning, and advising on best practices within their thematic area. They ensure integration of specialized knowledge to enhance program effectiveness, lead thematic research, and contribute to the development and implementation of innovative solutions tailored to project objectives.
Ajita Thomas	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Akansha Gupta	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Akash Deep	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Akshay Modi	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Akshit Chaturvedi	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Aliva Das	Associate Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Alvin Thomas	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Aman Jain	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ambarish Mandal	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ameya Amte	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Amit Goswami	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Amit Parihar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Amjad Khan	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Ananthu Krishnan K	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.



Ananya Iyengar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Anil Rawat	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Anirban Ghose	Joint Managing Director	Central Support Unit (CSU)	Establish and maintain effective formal and informal links with major customers, relevant government departments and agencies, local authorities, key decision-makers and other stakeholders generally, to exchange information and views and to ensure that the company is providing the appropriate range and quality of services, Prepare, gain acceptance, and monitor the implementation of the annual budget to ensure that budget targets are met, that revenue flows are maximised and that fixed costs are minimised
Anish Kumar	Managing Director	Central Support Unit (CSU)	Develop corporate plan and annual business plan and monitor progress against these plans to ensure that the company attains its objectives as cost-effectively and efficiently as possible, Provide strategic advice and guidance to the chair and members of the board, to keep them aware of developments within the industry and ensure that the appropriate policies are developed to meet the company's mission and objectives and to comply with all relevant statutory and other regulations.
Anita Kumari	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ankit Kumar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Ankit Raj	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ankit Rawat	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ankit Shrivastava	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Ankita Aggarwal	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Ankita Arora	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Ankita Rathor	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ankita Sen	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ankur Jain	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ankush Sharma	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Ankush Singh	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.

Annushree Tiwari	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Anoop Kumar Singh	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Anuj Tandon	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Anuradha Hui	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Anuragsinh Chandel	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Aparajita Singh	Senior Manager	Central Support Unit (CSU)	Senior Manager oversees the strategic direction of projects or programs, providing sectoral or thematic expertise. They guide teams, align projects with best practices, and drive innovation. Their role includes high-level planning, stakeholder engagement, and evaluating program outcomes, ensuring excellence and impactful results in the organization's endeavors.
Arpan Kumar Das	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Arpit Khandelwal	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Arpon Kumar Bhattacharjee	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Arvind Pardhi	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ashish Dwivedi	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Ashish Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ashok Kumar	Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Ashutosh Misra	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ashutosh Nanda	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Ashutosh Singh	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Atray Karnahe	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Avinash Singh	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

Ayaz Ahmed Siddiqui	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Badrinath G	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Balram Das	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Bapi Gorai	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Basant Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Beena Gupta	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Bhakti Raut	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Bharat Kumar Bali	Manager	Public Policy in Action (PPiA)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Bharat Parmar	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Bhavesh Rajpurohit	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Binu Priyanka	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Biswadeep Bandyopadhyay	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Deep Shikha	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Deepak Mathur	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Deepak Purohit	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Deepak Sharma	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Dhruvi Mehta	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Dipak Kumar Bhagat	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Disha Rawat	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.

Divya Kumari	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Divya Negi	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Dr Mohammad Shahid Hasan	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Dr. Haribilash Dwivedi	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Dr. Partha.S.Ray	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Dr. Sarita Lakra	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Dr. Shalini Sarouthia	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Fatima Rizvi	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
G V Krishnanjana	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Gajanan Rauta	Associate Director	Public Policy in Action (PPiA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Gaurav Mishra	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Gaurav Misra	Associate Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Gouri Rajagopal	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Hemant Kumar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Hemlata Bajaj	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Himanshu Mangal	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Isha Shandaliya	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Janhvi Vishwakarma	Associate Practitioner	Public Policy in Action (PPiA)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

Javed Gulab Sayyed	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Javed Siddiqui	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Jay Prakash	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Jitendra Pandit	Associate Director	Public Policy in Action (PPiA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Jyotishmoy Dekha	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Karimuddin Malik	Associate Director	Public Policy in Action (PPiA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Kaushik Gupta	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Kaushik Samanto	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Kshitij Pal	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Lekhram Gurjar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Love Tata	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Lubna Khan	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Maheshweta Pradhan	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Maitree Ganguli	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Mala Advani	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Manila Kerketta	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Manindr Mishra	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Manini Menon	Executive	Central Support Unit (CSU)	Executive, supports officer, in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.

Manish Kumar Sharma	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Manish Priyadarshi	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Manju Mishra	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Mayank Soni	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Md. Aquib Jawed	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Md. Munazir Ansari	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Mirza Ayaz Beg	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Mohammad Faraz Siddiqui	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Mohammad Raazi Alam	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Mohammad Rustam	Officer	Community Action Lab (CAL)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Mohd Aale Navi	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Mohd Usama Khan	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Mohini Pandey	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Mohit Ramani	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Monesh Mehra	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

Monika Khare	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Monis Khan	Executive	Community Action Lab (CAL)	Executive, supports officer, in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Mrigendra Kumar Shahi	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Mukesh Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Mukesh Kumar	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Mukesh Kumar Mandal	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Murari Jha	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Naveen Verma	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Neeraj Ahuja	Associate Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Neeraja Kudrimoti	Associate Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Neha Gupta	Associate Director	Community Action Lab (CAL)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Neha Roba Turkey	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Neha Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Neha Udhale	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Nidhi Bariha	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Nikhil Kumar Mandal	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

Nishank Chaudhary	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Novita Singh	Associate Director	Central Support Unit (CSU)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Nupur Nawani	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Om Prakash	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Palash Agrawal	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pallav Jain	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pallavi Jain	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pallavi Srivastava	Associate Director	Central Support Unit (CSU)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Pankaj Pandey	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Paridhi Sharma	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Paridhi Singh	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Parvathi Nair	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Pawan Sharma	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pintu Gope	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Prabhat Kumar Pandey	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Prachi Sharma	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Prajna Parinita Das	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Prakash Ranjan	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pramod Samuel George	Senior Practitioner	Central Support Unit (CSU)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.



Prashant Kumar Jaiswal	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Prashant Kumar Jonko	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Prashanth S Chinnappanavar	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Pritam Raj	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Priya Shruti Gidhi	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Priyabrata Mahato	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Priyanka Basu	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Purnajyoti Khanra	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Pushkar Kumar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Pushpank Tripathi	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Radhika Sharma Joshi	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Raghvendra Singh	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rahi Shaila Ramesh	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Rahul Pandit	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rahul Rana	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Raj Kumar Gupta	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Rajeev Kumar	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Rajeev Kumar Ranjan	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Rajeev Kumar Tripathi	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.

Rajesh Singh	Senior Practitioner	Public Policy in Action (PPIA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Rajnikanth Prasad	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Rakesh Singh Jadon	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rakesh Srivastava	Associate Director	Public Policy in Action (PPIA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Raksha Kantharaj	Consultant	Central Support Unit (CSU)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Ram Kumar	Public Policy in Action Fellow	Public Policy in Action (PPIA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ramesh Kumar	Public Policy in Action Fellow	Public Policy in Action (PPIA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Ranjit Kumar Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Ranu Kumar Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Rashmi Kumari	Public Policy in Action Fellow	Public Policy in Action (PPIA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Rasika Balge	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Reena Kumari	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rejani Pavithran	Practitioner	Public Policy in Action (PPIA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Rishi Kumar Meena	Senior Manager	Central Support Unit (CSU)	Senior Manager oversees the strategic direction of projects or programs, providing sectoral or thematic expertise. They guide teams, align projects with best practices, and drive innovation. Their role includes high-level planning, stakeholder engagement, and evaluating program outcomes, ensuring excellence and impactful results in the organization's endeavors.
Ritik Raushan	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rohit Kumar Patel	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rohit Yadav	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Rupak Ghosh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Rupali Singh	Executive	Community Action Lab (CAL)	Executive, supports officer, in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.

Sabira Yaqoob	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sachin Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sachin Kumar Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Sachin Sakalle	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Sachin Verma	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Sachindra Kumar Yadav	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sagarika Mallick	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Sakshi Grover	Senior Manager	Central Support Unit (CSU)	Senior Manager oversees the strategic direction of projects or programs, providing sectoral or thematic expertise. They guide teams, align projects with best practices, and drive innovation. Their role includes high-level planning, stakeholder engagement, and evaluating program outcomes, ensuring excellence and impactful results in the organization's endeavors.
Salehin Khan	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Sambhrant Yadav	Public Policy in Action Fellow	Central Support Unit (CSU)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sandeep Gupta	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Sandeep Kumar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Sandeep Saxena	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sandip Kiro	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Sandra V	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sanjana Kaushik	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Sanjay Bhuriya	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Sanjay Kumar	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.

Sanjeev Kumar	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Sanket Aher	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sanny Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Satyaki Ganguly	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Satyam Shukla	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Saurabh Dubey	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Saurav Kumar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Savitry Mahali	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Seema Bhaskaran	Senior Practitioner	Central Support Unit (CSU)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Shally Sharma	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Shalvi Dixit	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shampa Roy	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Sharat Pandey	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Sharon Samuel Ahmed	Senior Practitioner	Public Policy in Action (PPiA)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Shashi Shankar	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

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Shila Matang	Consultant	Public Policy in Action (PPiA)	
Shirish Lawoo Ghadi	Specialist	Community Action Lab (CAL)	Specialist brings focused sectoral expertise to a specific theme within a project or program. Their role includes in-depth analysis, strategic planning, and advising on best practices within their thematic area. They ensure integration of specialized knowledge to enhance program effectiveness, lead thematic research, and contribute to the development and implementation of innovative solutions tailored to project objectives.
Shivani Jain	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Shivani Tomer	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shivendra Pratap Singh	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shobha Dhyani	Manager	Central Support Unit (CSU)	Manager leads on-the-ground/ central operations for the NGO. This role involves coordinating relevant teams, overseeing project implementation, managing local partnerships, ensuring safety protocol compliance, and adapting strategies to dynamic field conditions. Key skills include effective leadership, problem-solving, and adaptability in diverse environments. The manager plays a pivotal role in achieving the NGO's mission in challenging settings.
Shovan Bera	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shrikant Bhalerao	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shrish Kalyani	Associate Director	Public Policy in Action (PPiA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Shubham Kumar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shubham Pachauri	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shubham Pandya	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shubham Srivastava	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shubhankan Pandey	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.

Shubhendra Singh	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shweta Jain	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Shweta Kumari	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shweta Kumari	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shweta Verma	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Shyam Prakash T	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Shyamal Santra	Associate Director	Public Policy in Action (PPiA)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Sini Nair	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Sneha S Kumar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Somen Kumar	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sonal Kulshreshtha	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sonali Layek	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sourabh Bhattacharjee	Specialist	Public Policy in Action (PPiA)	Specialist brings focused sectoral expertise to a specific theme within a project or program. Their role includes in-depth analysis, strategic planning, and advising on best practices within their thematic area. They ensure integration of specialized knowledge to enhance program effectiveness, lead thematic research, and contribute to the development and implementation of innovative solutions tailored to project objectives.
Sourav Bag	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sourav Dutta	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.

Sourav Pore	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Sudhakar G	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Sudheer Kumar	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Suhel Ahmad	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sundeeep Singh	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Sunil Kumar	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Sunil Shrikhande	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Sunita Verma	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work.
Suraj Mishra	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Suraj Singh Chouhan	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Suraj Tayade	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Surekha Kumari	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Surjakanta Kar	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.



Sweety Mohanty	Executive	Central Support Unit (CSU)	Executive, supports officer, in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Syed Mansoor Abbas Naqvi	Senior Practitioner	Community Action Lab (CAL)	Senior Practitioner plays a key leadership role, overseeing practitioners and managing budgets within a designated geography or thematic area. This role involves strategic planning, progress tracking, and guiding teams toward achieving targeted outcomes. The Senior Practitioner ensures effective implementation of projects, leads by example in problem-solving, and maintains strong communication with stakeholders to ensure the success and impact of the program.
Tanay Mohan Balgarkashi	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Teesta Rajan	Associate Director	Central Support Unit (CSU)	Associate Director shall be in charge of creative decisions and creating business plans and policies. Their primary role is to keep the company running effectively by streamlining operations and budgets and implementing new ideas. Acting as project manager within departments, providing support to department leaders.
Tejkaran Charan	Specialist	Public Policy in Action (PPiA)	Specialist brings focused sectoral expertise to a specific theme within a project or program. Their role includes in-depth analysis, strategic planning, and advising on best practices within their thematic area. They ensure integration of specialized knowledge to enhance program effectiveness, lead thematic research, and contribute to the development and implementation of innovative solutions tailored to project objectives.
Tuleshwari Sahu	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Umesh Prasad	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work
Vardhman Jadhav	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Venkatesh	Public Policy in Action Fellow	Public Policy in Action (PPiA)	Public Policy in Action Fellow at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Vikas Kunj	Consultant	Public Policy in Action (PPiA)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Vikas Yadav	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Vishal Singh	Practitioner	Community Action Lab (CAL)	Practitioner in the Community Action Lab leads transformative actions within community institutions, focusing on enhancing local governance through technology-based solutions. They champion diversity and inclusion, ensuring effective convergence within block administration. Key responsibilities include facilitating community-driven initiatives, strengthening local institutions, and implementing innovative approaches to address diverse community needs, thereby contributing significantly to the overall development and empowerment of the community.
Vishal Tiwari	Consultant	Community Action Lab (CAL)	Consultant focuses on providing expert guidance and support for community development initiatives. Their responsibility encompasses advising on strategic planning and project implementation, contributing innovative solutions for effective local governance. They play a crucial role in monitoring and evaluating program progress, offering insights for improvement, and collaborating closely with practitioners and stakeholders to ensure successful outcomes in community-driven projects.
Vivek Pandey	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.



Yamini P Lahare	Practitioner	Public Policy in Action (PPiA)	Practitioner at the district administration level supports the district leadership by strategizing and enhancing the implementation of key public programs and district priorities. Responsibilities include establishing convergence forums within the district administration and coordinating with various line departments to improve the outreach and efficiency of government schemes, thereby contributing to the economic prosperity and development of the district's communities.
Yashpal Patel	Associate Practitioner	Community Action Lab (CAL)	Associate Practitioner supports community institutions within lab blocks, focusing on governance, financial management, staff training, and community engagement. Responsibilities include aiding in the implementation of processes, capacity building, coordinating with local bodies, and ensuring the effectiveness of initiatives aimed at social security, economic prosperity, and social wellbeing. Collaboration with SRLM personnel and continuous documentation and evaluation are essential.
Yukti Kharbanda	Officer	Central Support Unit (CSU)	Officer in a general role is responsible for overseeing daily operations within their specific department. Key responsibilities include acting as a focal point for information management, facilitating compliance and reporting requirements, managing risks, and ensuring overall management reporting. They coordinate with internal and external stakeholders, maintain essential records, and are involved in the preparation and review of important documents and reports, ensuring smooth operational functioning and compliance in their area of work

## OUR PROMOTERS

The Promoters of our Company are Mr. Anish Kumar and Mr. Anirban Ghose. The profiles of our Promoters are given below:

	<p>Anish Kumar is part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1994. He has been part of the senior management team, looking at overall organization strategy and institution-building. He integrated the finance function, involving raising resources, statutory compliance, and building and managing linkages with stakeholders. His areas of expertise include creating business organizations run by poor communities and facilitating participation of small-holder farmers in modern value chains. Anish developed and piloted the small-holder poultry prototype; was the CEO of the first poultry co-operative; and then scaled up the model across new geographies. He is a Board member of the National Smallholder Poultry Development Trust, an advisory and policy advocacy body. He has been a member of the Planning Commission Working Group on disadvantaged farmers, and has been involved in designing of policies on producer collectives. He has a post-graduate degree in Forest Management from the Indian Institute of Forest Management, Bhopal.</p>
	<p>Anirban Ghose is part of the lead team at Transform Rural India. He has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation. He joined PRADAN in 1995 and led the field-based teams in Lohardaga and Khunti districts of Jharkhand. He was Director, Operations, in PRADAN, and was responsible for integration of all activities across the organization, involving planning and implementation of programs, monitoring progress, setting systems, design of strategies, staff development and managing key grants. His role included raising funds and building linkages with multiple stakeholders. As part of PRADAN's Leadership Group, he was responsible for institution building and positioning PRADAN with stakeholders. He is recognized as the pioneer of automated book-keeping systems in women's Self-Help Groups and numerous technologies for development programmes. He graduated in Business Studies from University of Delhi.</p>

For additional details on the background, educational qualifications, experience in the business of our Company, positions / posts held in the past, term of appointment and other directorships of our Promoters, see "Our Management" on page 28 of this Final Fund Raising Document.

### Other understanding and confirmations:

Neither of our Promoters was promoter or person in control of any company which was compulsorily delisted within a period of ten years preceding the date of this Final Fund Raising Document, in accordance with Regulation 24 of the Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009, as amended, or the Regulation 34 Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021, as applicable.

### Common Pursuits of our Promoters

Our Promoters are not engaged in a business or other ventures similar to ours.

### Interest of our Promoters in our Company

Our Promoters do not have any interest in our Company as stated in "Related Party Transactions" on page 54 of this Final Fund Raising Document. For further details on the shareholding, see "Capital Structure" on Page 14 of this Final Fund Raising Document.

Our Promoters do not have any interest in any property acquired by our Company within two years preceding the date of filing of this Final Fund Raising Document or any property proposed to be acquired by our Company or in any transaction with respect to the acquisition of land, construction of building or supply of machinery.

Our Promoters have no financial or other material interest in the Issue and no benefit / interest will accrue to our Promoters out of the objects of the Issue.

Our Promoters do not intend to subscribe to this Issue.

**Shareholding of our Promoters in our Company as on December 31, 2023:**      **NA**

## **RELATED PARTY TRANSACTIONS**

For details of the related party transactions for the Fiscals 2023, 2022 and 2021 in accordance with the requirements under the Companies Act, 2013, and the rules framed thereunder, as amended from time to time, see “Financial Information” on page 55 of this Final Fund Raising Document.

## **SECTION V**

### **FINANCIAL STATEMENTS FINANCIAL INFORMATION**

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**INDEPENDENT AUDITOR'S REPORT**

**To The Members of Transforming Rural India Foundation  
Report on the Audit of the Financial Statements**

**Opinion**

We have audited the accompanying financial statements of Transforming Rural India Foundation ("the Company"), which comprise the Balance Sheet as at March 31, 2023, and the Statement of Income and Expenditure, the Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Accounting Standards prescribed under section 133 of the Act read with the Companies (Accounting Standards) Rules, 2021, as amended ("Accounting Standards") and other accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2023, and its excess of income over expenditure, its cash flows for the year ended on that date.

**Basis for Opinion**

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

**Information Other than the Financial Statements and Auditor's Report Thereon**

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Directors' report, but does not include the financial statements and our auditor's report thereon.
- Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance, cash flows of the Company in accordance with the Accounting Standards and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors are also responsible for overseeing the Company's financial reporting process.

**Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.





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- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities or business activities included in the financial statements of which we are the independent auditors.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

### **Report on Other Legal and Regulatory Requirements**

1. As required by Section 143(3) of the Act, based on our audit, referred to in the Other Matters section above we report, to the extent applicable that:
  - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
  - b) The Balance Sheet, the Statement of Income and Expenditure, the Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account.

In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act.
  - c) On the basis of the written representations received from the directors as on March 31, 2023 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2023 from being appointed as a director in terms of Section 164(2) of the Act.
  - d) The observation relating to the maintenance of accounts and other matters connected therewith, are as stated in paragraph (b) above.





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e) Reporting on the adequacy of Internal Financial Controls with reference to financial statements of the Company and the operating effectiveness of such controls, under section 143(3)(i) of the Act is not applicable in view of the exemption available to the Company in terms of the notification no. G.S.R. 583(E) dated 13 June 2017 issued by the Ministry of Corporate Affairs, Government of India, read with general circular No. 08/2017 dated 25 July 2017.

f) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended,

In our opinion and to the best of our information and according to the explanations given to us, the Company being a private company, section 197 of the Act related to the managerial remuneration is not applicable.

g) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:

- i. The Company does not have any pending litigations which would impact its financial position
- ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.
- iv. (a) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the notes to the financial statements no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The Management has represented, that, to the best of its knowledge and belief, other than as disclosed in the notes to the financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- v. The company has not declared or paid any dividend during the year and has not proposed final dividend for the year.



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- vi. Proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 for maintaining books of account using accounting software which has a feature of recording audit trail (edit log) facility is applicable to the Company w.e.f. April 1, 2023, and accordingly, reporting under Rule 11(g) of Companies (Audit and Auditors) Rules, 2014 is not applicable for the financial year ended March 31, 2023.

For **Deloitte Haskins & Sells LLP**

Chartered Accountants

(Firm's Registration No. 117366/W-  
100018)



**Joe Pretto**

(Partner)

(Membership No. 77491)

(UDIN: 23077491BGXCVU5337)

Place: Mumbai

Date: June 3, 2023

Transforming Rural India Foundation

Company Limited by Guarantee and not having Share Capital

Balance Sheet as on March 31, 2023

Particulars	Note No.	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>I EQUITY AND LIABILITIES</b>			
<b>1 Shareholder's Funds</b>			
(a) Reserves and Surplus	3	134.33	96.44
(b) Corpus Fund	3A	50.20	50.00
		<b>184.53</b>	<b>146.44</b>
<b>2 Non Current Liabilities</b>			
(a) Other Long Term Liabilities	4	109.69	91.98
(b) Long Term Provision	4A	56.15	35.59
		<b>165.84</b>	<b>127.57</b>
<b>3 Current Liabilities</b>			
(a) Trade Payables :-			
(A) total outstanding dues of micro enterprises and small enterprises; and	5	6.78	1.17
(B) total outstanding dues of creditors other than micro enterprises and small enterprises	5	122.39	117.23
(b) Other Current Liabilities	6	3,462.57	3,018.30
(c) Short Term Provision	6A	1.36	0.66
		<b>3,593.10</b>	<b>3,137.36</b>
<b>TOTAL</b>		<b>3,943.47</b>	<b>3,411.37</b>
<b>II ASSETS</b>			
<b>1 Non Current Assets</b>			
(a) Property, Plant and Equipment	7	109.69	92.11
(b) Long Term Loans and Advances	8	22.73	17.25
		<b>132.42</b>	<b>109.36</b>
<b>2 Current Assets</b>			
(a) Cash and Cash Equivalents	9	3,745.29	3,256.77
(b) Short Term Loans and Advances	10	65.76	45.24
		<b>3,811.05</b>	<b>3,302.01</b>
<b>TOTAL</b>		<b>3,943.47</b>	<b>3,411.37</b>

See accompanying notes forming part of the financial statements

1-24

As per our report of even date attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Joe Pretto  
Partner









Mumbai  
Date: June 3, 2023

For and on behalf of the Board of  
Transforming Rural India Foundation

Sanjiv Phansalkar — Ashish Deshpande  
Director Director  
DIN 02360656 DIN 07519898

Anish Kumar  
Director  
DIN 02599705



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Income and Expenditure for the period ended March 31, 2023			
Particulars	Note No.	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
<b>I INCOME</b>			
(a) Grant / Donation Received	11	7,027.33	6,247.97
(b) Consultancy and Other Income	12	102.79	93.40
<b>Total income</b>		<b>7,130.12</b>	<b>6,341.37</b>
<b>II EXPENSES</b>			
(a) Grant Expenses and Programme Expenses	13	6,617.61	5,156.68
(b) Covid -19 Response Expenses	13A	-	780.61
(c) Employee Benefit Expenses	14	190.21	169.09
(d) Other Expenses	15	220.14	146.47
(e) Depreciation	7	64.14	60.74
<b>Total expenses</b>		<b>7,092.10</b>	<b>6,313.59</b>
<b>III Excess of income over Expenditure before tax</b>		<b>38.02</b>	<b>27.78</b>
<b>IV Tax expense</b>		-	-
<b>V Excess of income over Expenditure for the year</b>		<b>38.02</b>	<b>27.78</b>
See accompanying notes forming part of the financial statements 1-24			
As per our report of even date attached <b>For Deloitte Haskins &amp; Sells LLP</b> Chartered Accountants  <b>Joe Pretto</b> Partner  Mumbai Date: June 3, 2023			
			
For and on behalf of the Board of Transforming Rural India Foundation   <b>Sanjiv Phansalkar</b> Director DIN 02360656			
 <b>Ashish Deshpande</b> Director DIN 07519898			
 <b>Anish Kumar</b> Director DIN 02599705			
			

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Cash Flows for the year ended March 31, 2023		
Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
<b>A. Cash flow from operating activities</b>		
Excess of income over Expenditure	38.02	27.78
<b>Adjustments for Non Cash Items:</b>		
Depreciation	64.14	60.74
<b>Changes in working capital</b>		
<i>Adjustments for (increase) / decrease in operating assets:</i>		
Short Term Loans and Advances	(20.51)	17.84
Long term Loans and Advances	(5.48)	(7.32)
<i>Adjustments for increase / (decrease) in operating liabilities:</i>		
Other Non Current Liabilities	38.27	13.78
Trade Payables	10.77	(263.23)
Other Current Liabilities	444.97	461.85
<b>Net cash flow (used in) / generated from operating activities (A)</b>	<b>570.18</b>	<b>311.45</b>
<b>B. Cash flow from investing activities</b>		
Purchase of Fixed Assets	(83.94)	(65.69)
Proceeds from Sale of Fixed Assets	2.08	-
Corpus Fund Received During the period	0.20	50.00
Covid Support Fund utilized during the period	-	(5.00)
<b>Net cash flow (used in) investing activities (B)</b>	<b>(81.66)</b>	<b>(20.69)</b>
<b>C. Cash flow from financing activities (C)</b>	<b>-</b>	<b>-</b>
<b>Net increase in Cash and cash equivalents (A+B+C)</b>	<b>488.52</b>	<b>290.76</b>
Cash and cash equivalents at the beginning of the year	3,256.77	2,966.01
Cash and cash equivalents at the end of the year	<b>3,745.29</b>	<b>3,256.77</b>
Reconciliation of Cash and cash equivalents with the Balance Sheet: Components of cash and cash equivalents include cash and bank balances in current accounts (Refer Note 9)	3,745.29	3,256.77
<b>Total</b>	<b>3,745.29</b>	<b>3,256.77</b>
1) Components of cash and cash equivalents include cash and bank balances in current accounts (Refer Note 9) 2) The Cash Flow Statement has been prepared in accordance with the requirements of Accounting Standard - 3 (AS-3) on 'Cash Flow Statements' 3) Previous year figures have been recast / restated wherever necessary 4) Figures in brackets represent outflows		
See accompanying notes forming part of the financial statements 1-24		
<div> <div> <p>As per our report of even date attached For <b>Deloitte Haskins &amp; Sells LLP</b> Chartered Accountants</p> <p><i>Joe Pretto</i> Partner</p> <p>Mumbai Date: June 3, 2023</p> </div> <div> <p>For and on behalf of the Board of Transforming Rural India Foundation</p> <p><i>Sanjeev Phansalkar</i> Sanjeev Phansalkar Director DIN 02360656</p> <p><i>Ashish Deshpande</i> Ashish Deshpande Director DIN 07519898</p> <p><i>Anish Kumar</i> Anish Kumar Director DIN 02599705</p> </div> </div>		



**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2023**

**1. Corporate Information:**

The Company is engaged and supports comprehensive development of villages in India. It works closely with rural communities and NGOs around agreed development goals in areas of rural development, healthcare, education, livelihoods including preservation of environment & natural resources, farming, watershed, etc. and partners with state and national government in supporting transformation in villages. The Company has been incorporated on January 13, 2016, limited by guarantee and not having a share capital and has been granted a license under Section 8(1) of the Companies Act, 2013 by Government of India, vide its Section 8 licensed number: 106251 dated January 4, 2016. It is governed by a Memorandum and Article of Association. In the event of Company is being wound up, the liability in respect of the guarantee is limited to Rs. 1,00,000 per member of the Company. The Company is registered under Section 12AA of the Income Tax Act, 1961 vide Letter No. CIT (E) I 2016-17/DEL-TR25416-26092016/6413 dated September 26, 2016, as well as under Section 80 G of the Income Tax Act, 1961 vide letter no. CIT (E) I 2016-17/DEL-TE27072-26092016/7515 dated September 26, 2016. The Company has received an exemption certificate under section 12A and 80G of Income Tax Act-1961 as per the new guidelines. The Provisional approval under section 12A has been received vide approval No. AAFCT6043AE20214 dated May 28, 2021 as well as under section 80G vide approval No. AAFCT6043AF20214 dated May 28, 2021. The renewal certificate is valid till March 2026.

The Company is established to conduct various projects and programs in connection with or relating to relief to poor, watershed development, primary education, livelihood, health and nutrition, and agriculture farming. The Company incurs expenditure by way of grants given towards objects and Program expenses which represents initiatives / activities undertaken by the Company.

During the year 2018 - 2019, Company had applied for registration under Foreign Contribution (Regulation) Act, 2010. As per communication received from Foreigners Division, Ministry of Home Affairs, Government of India dated May 16, 2019, the Company is registered under section 11(1) of the Foreign Contribution (Regulation) Act, 2010 with a registration number 231661849.

The company is a small and medium sized company as defined in the General instructions in respect of accounting standards specified u/s 133 of the Companies Act, 2013. Accordingly, the company has complied with the accounting standards as applicable to small and medium sized company.

**2. Significant Accounting Policies:**

**A. Basis of Preparation of Financial Statements:**

The financial statements of the Company have been prepared in accordance with the generally accepted accounting principles in India (Indian GAAP) under the historical cost convention on an accrual basis. These Financial Statements have been prepared to comply in all material aspects with the Accounting Standards specified under Section 133 of the Companies Act, 2013 as applicable. The accounting policies adopted in the preparation of the financial statement are consistent with those followed in the previous year.



**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2023**

**B. Use of Estimates:**

The preparation of the financial statements in conformity with Indian GAAP requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the Year. The Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Future results could differ due to these estimates and the differences between the actual results and the estimates are recognized in the periods in which the results are known / materialize.

**C. Revenue Recognition:**

- a) Earmarked grants are initially credited to a liability account in the Balance Sheet and are transferred to Income and Expenditure Account in the year in which and to the extent to which the Company complies with the conditions attached to them.
- b) Donations are recognized as income in Statement of Income and Expenditure in the period in which the collections are actually received.
- c) Interest Income is recognized in time proportion basis taking into account the amount outstanding.

**D. Foreign Currency Transactions:**

The Company has received foreign contributions under Foreign Contribution (Regulations) Act, 2010 read with FCRA Rules, 2011. The foreign contribution received has been accounted for in the books the basis of FIRC copies issued by the banker. The exchange rate mentioned in the FIRC copy is taken as conversion rate for the purpose of converting foreign contribution in INR.

**E. Fixed Assets:**

Tangible assets are stated at acquisition cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes purchase price and any attributable cost of bringing the assets to its working condition for its intended use.

Components of Grants utilized for meeting costs of capital assets are disclosed as 'Grant for Capital Assets' as a part of 'Other Non-Current Liabilities'. Costs of such assets are capitalized. Amount equivalent to depreciation provided on such asset is released from Capital Grant to Income and Expenditure Account.

Gifted assets accounted for in the books of accounts at notional value of Rs.1/- each assets item and shown under gross block as gifted assets.

**F. Depreciation:**

Depreciable amount for assets is the cost of an asset, or other amount substituted for cost, less its estimated residual value. The depreciation is calculated on written down value method. Depreciation has been provided as per the useful / estimated life prescribed in Schedule II to the Companies Act, 2013.

Following are the categories of assets and useful life considered based on Schedule II to the Companies Act 2013:

Assets	Estimated Useful Life
Office Equipment	5 years
Computers and data processing units (including software)	3 years
Furniture and Fixtures	10 years



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**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2023**

Assets acquired during the year where the cost of each item is Rs. 5,000/- or less are depreciated fully during the year.

**G. Expenses towards objects:**

Grant expenses represent expenses towards particular programmes which are jointly executed in collaboration with other charitable organizations.

Programme expenses represent expenses towards programmes which are executed by the Company.

**H. Employee Benefits:**

**a) Short Term Benefits:**

Short term Employee Benefits are accounted as an expense in the Statement of Income and Expenditure in the year in which services are rendered.

**b) Post-employment Benefit Plans**

Contribution to Provident Fund is recognized as an expense in the income and expenditure account when the employees have rendered services entitling them to contributions.

Charge and provision for gratuity is recorded based on actuarial valuation done by the independent valuer.

**I. Provisions and Contingencies:**

A provision is recognized when the Company has a present obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to their present value and are determined based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities (if any) are disclosed in the Notes to Accounts. Contingent assets are not recognized in the financial statements.

**J. Operating cycle:**

Based on the nature of activities of the Company and the normal time between acquisition of assets and their realization in cash or cash equivalents, the Company has determined its operating cycle as 12 months for the purpose of classification of its assets and liabilities as current and non-current.

**K. Cash & Cash Equivalent:**

For the purpose of presentation in the Statement of Cash Flows, Cash and cash equivalents include cash in hand and demand deposits with banks with original maturities of twelve months or less that are readily available to known amounts of cash and which are subject to an insignificant risk of changes in value.





Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

Note 3 Reserves and Surplus

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>Income and Expenditure Account</b>		
Opening Balance	96.44	68.66
Add: Excess of Income over Expenditure for the year	38.02	27.78
Less: Asset write off purchased from Own funds	(0.13)	-
Closing Balance	134.33	96.44
<b>Covid 19 Support Fund</b>		
Opening Balance	-	5.00
Add: Appropriated from Income and Expenditure Account	-	-
Less: Utilised During the Year	-	(5.00)
Closing Balance	-	-
<b>Total</b>	<b>134.33</b>	<b>96.00</b>

Note 3A Corpus Fund

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>Corpus Fund</b>		
Opening Balance	50.00	-
Add: Received During the Period	0.20	50.00
Closing Balance	50.20	50.00

Note 4 Other Non Current Liabilities

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>(a) Capital Grant</b>		
Opening Balance	91.98	89.20
Add: Transferred from Earmarked Funds	83.94	63.31
Less: Transferred to Statement of Income and Expenditure	(66.23)	(60.53)
Closing Balance	109.69	91.98
<b>(b) Livelihood Fund</b>		
Opening Balance	-	0.24
Add: Received during the year	-	0.19
Less: Utilised during the year	-	(0.43)
Closing Balance	-	-
<b>(c) Covid 19 Support Fund</b>		
Opening Balance	-	0.25
Add: Received during the year	-	-
Less: Utilised during the year	-	(0.25)
Closing Balance	-	-
<b>Total</b>	<b>109.69</b>	<b>91.98</b>

Note 4A Long Term Provision

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>Provision for Gratuity</b>	56.15	35.59
<b>Total</b>	<b>56.15</b>	<b>35.59</b>



Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 5 Trade Payables**

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
Dues to small and medium enterprises (refer note below)	6.78	1.17
Sundry Creditors and other payables	122.39	117.23
<b>Total</b>	<b>129.17</b>	<b>118.40</b>

**Trade Payables ageing schedule as at March 31, 2023** (Rs. in Lakhs)

Outstanding for following periods from the date of the transaction	Particulars		Total
	(i) MSME	(ii) Others	
Not Due	-	-	-
Less than 1 year	6.78	122.39	129.17
1-2 years	-	-	-
2-3 years	-	-	-
More than 3 years	-	-	-
<b>Total</b>	<b>6.78</b>	<b>122.39</b>	<b>129.17</b>

**Trade Payables ageing schedule as at March 31, 2022** (Rs. in Lakhs)

Outstanding for following periods from the date of the transaction	Particulars		Total
	(i) MSME	(ii) Others	
Not Due	-	-	-
Less than 1 year	1.17	117.23	118.40
1-2 years	-	-	-
2-3 years	-	-	-
More than 3 years	-	-	-
<b>Total</b>	<b>1.17</b>	<b>117.23</b>	<b>118.40</b>

Note: The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
(a) the principal amount and the interest due thereon (to be shown separately) remaining unpaid to any supplier at the end of each accounting year;	6.78	1.17
(b) the amount of interest paid by the buyer in terms of section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year;	-	-
(c) the amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006;	-	-
(d) the amount of interest accrued and remaining unpaid at the end of each accounting year; and	-	-
(e) the amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	-	-

The above amount due to Micro and Small Enterprises as defined in the "The Micro, Small and Medium Enterprises Development Act, 2006" has been determined to the extent such parties have been identified on the basis of information collected by the Management.



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Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 6 Other Current Liabilities**

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
(a) Earmarked Funds (Refer Note 16)		
Opening Balance	3,008.32	2,518.55
Add: Received during the year	7,389.39	6,662.31
Add: Refund received from onward grantee/Adjustments	1.85	-
Add: Interest income earned during the year	100.86	78.21
Less: Transfer to Capital Grant	(83.94)	(63.31)
Less: Transferred to Statement of Income and Expenditure	(6,953.19)	(6,187.44)
Closing Balance	3,453.29	3,008.32
(b) Statutory Remittances	9.28	9.33
(c) Capital Creditors	-	0.65
<b>Total</b>	<b>3,462.57</b>	<b>3,018.30</b>

**Note:** The amount unutilised from Earmarked Funds represents amount received from various donors and sponsors for specific projects undertaken / to be undertaken by the Company which have remained unutilised as at the Balance Sheet date. The debit balance in a project under earmarked funds represents expenditure over-run by use of funds of another project, which is as per the approvals received from the donors.

**Note 6A Short Term Provision**

Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
Provision for Gratuity	1.36	0.66
<b>Total</b>	<b>1.36</b>	<b>0.66</b>



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Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 7 Property, Plant and Equipment : FC									
		Gross Block				Depreciation			(Rs. in Lakhs)
Sr. No.	Particulars	As at April 1, 2022	Additions during the Year	Deductions / sale during the Year	As at March 31, 2023	As at April 1, 2022	For the Year	Adjustments during the Year	Net Block As at March 31, 2023
A. Assets purchased from Donor Funds									
1	Office Equipments	18.25 7.83	2.84 10.42	- -	21.08 18.25	5.71 0.67	6.34 5.04	- -	9.03 12.54
2	Computers and Data Processing Units (Including Software)	36.61 20.87	15.83 15.74	2.52 -	49.92 36.61	18.52 6.31	15.11 12.21	1.41 -	17.70 18.09
3	Furniture and Fixtures	11.30 9.60	4.99 1.70	- -	16.29 11.30	2.81 0.37	3.04 2.44	- -	10.44 8.49
	TOTAL A	66.16 38.30	23.66 27.86	2.52 -	87.30 66.16	27.04 7.35	24.49 19.70	1.41 -	37.17 39.11
(Rs. in Lakhs)									
		Gross Block				Depreciation			Net Block
Sr. No.	Particulars	As at April 1, 2022	Additions during the Year	Deductions / sale during the Year	As at March 31, 2023	As at April 1, 2022	For the Year	Adjustments during the Year	As at March 31, 2023
B. Community Assets Held by TRIF - FC									
1	Office Equipments	- -	- -	- -	- -	- -	- -	- -	- -
2	Computers and Data Processing Units (Including Software)	- -	7.24 -	- -	7.24 -	- -	3.44 -	- -	3.79 -
3	Furniture and Fixtures	- -	- -	- -	- -	- -	- -	- -	- -
	TOTAL - B	- -	7.24 -	- -	7.24 -	- -	3.44 -	- -	3.79 -



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Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

Note 7

Property, Plant and Equipment : NFC

Sr. No.	Particulars	Gross Block			Depreciation			Net Block As at March 31, 2023	
		As at April 1, 2022	Additions during the Year	Deductions / sale during the Year	As at March 31, 2023	For the Year	Adjustments during the Year		As at March 31, 2023
A. Assets purchased from Donor Funds									
1	Office Equipments	34.80 28.54	8.32 6.27	0.36 -	42.76 34.80	22.07 15.43	6.52 6.64	28.32 22.07	14.44 12.73
2	Computers and Data Processing Units (including Software)	100.66 74.51	38.82 26.15	5.09 -	134.38 100.66	70.01 38.40	26.82 31.61	92.12 70.01	42.26 30.65
3	Furniture and Fixtures	23.26 20.23	5.91 3.03	1.39 -	27.78 23.26	13.78 11.20	2.87 2.58	15.75 13.78	12.03 9.49
	TOTAL - B	158.73	53.04	6.85	204.92	105.86	36.21	136.20	68.73
	Previous Year	123.28	35.45	-	158.73	65.03	40.83	105.86	52.87

(Rs. in Lakhs)										
Sr. No.	Particulars	Gross Block			Depreciation			Net Block		
		As at April 1, 2022	Additions during the Year	Deductions / sale during the Year	As at March 31, 2023	For the Year	Adjustments during the Year	As at March 31, 2023	As at March 31, 2023	
B. Gifted Assets										
1	Computers and Data Processing Units (including Software)	0.00	-	0.00	0.00	-	-	-	0.00	
		0.00	-	-	0.00	-	-	-	0.00	
2	Office Equipments	0.00	-	-	0.00	-	-	-	0.00	
		0.00	-	-	0.00	-	-	-	0.00	
3	Furniture and Fixtures	0.00	-	-	0.00	-	-	-	0.00	
		0.00	-	-	0.00	-	-	-	0.00	
	TOTAL C	0.00	-	0.00	0.00	-	-	-	0.00	
	Previous Year	0.00	-	-	0.00	-	-	-	0.00	

Note: Amounts are less than Rs.1000

Note: Amounts are less than Rs.2000



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 7									
TRIF Own Assets									
Sr. No.	Particulars	Gross Block			Depreciation			(Rs. in Lakhs)	
		As at April 1, 2022	Additions during the Year	Deductions / sale during the Year	As at March 31, 2023	For the Year	Adjustments during the Year	As at March 31, 2023	As at March 31, 2023
1	Computers and Data Processing Units (Including Software)	0.43	-	0.43	-	-	0.31	-	-
		0.43	-	-	0.43	0.21	-	0.31	0.12
2	Office Equipments	-	-	-	-	-	-	-	-
3	Furniture and Fixtures	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
	<b>TOTAL - D</b>	<b>0.43</b>	<b>-</b>	<b>0.43</b>	<b>-</b>	<b>0.21</b>	<b>0.31</b>	<b>-</b>	<b>-</b>
	<i>Previous Year</i>	<i>0.43</i>	<i>-</i>	<i>-</i>	<i>0.43</i>	<i>0.09</i>	<i>-</i>	<i>0.31</i>	<i>0.12</i>
	<b>Grand Total - A + B + C+D</b>	<b>225.31</b>	<b>83.94</b>	<b>9.79</b>	<b>299.46</b>	<b>64.14</b>	<b>7.58</b>	<b>189.77</b>	<b>109.69</b>
	<i>Previous Year</i>	<i>162.01</i>	<i>63.31</i>	<i>-</i>	<i>225.32</i>	<i>60.74</i>	<i>-</i>	<i>133.21</i>	<i>92.11</i>

Note: Previous year figures are stated in italic.



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<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 8 Long Term Loans and Advances</b>		
Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>Unsecured, Considered Good</b>		
(a) Advance Income Tax (TDS receivables)	15.62	12.55
(b) Security Deposits	7.11	4.70
<b>Total</b>	<b>22.73</b>	<b>17.25</b>
<b>Note 9 Cash and Cash Equivalents</b>		
Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
(a) Balances with Banks		
(i) In Current Account	376.41	12.35
(ii) In Saving Accounts	1,505.80	3,187.32
(iii) In Fixed Deposits	1,863.08	57.10
<b>Total</b>	<b>3,745.29</b>	<b>3,256.77</b>
<b>Note:</b>		
(i) Of the above, the balances that meet the definition of cash and cash equivalent as per AS-3 Cash Flow Statement is:	<b>3,745.29</b>	<b>3,256.77</b>
(ii) Of the above fixed deposit include restricted amount of Rs. 5.52 Lakhs (Previous Year Rs. 5.26 Lakhs)		
<b>Note 10 Short Term Loans and Advances</b>		
Particulars	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
<b>Unsecured, Considered Good</b>		
(a) Security Deposits	5.12	3.91
(b) Prepaid Expenses	26.55	21.97
(c) Advances to Employees and Others	11.26	1.83
(d) Advances to Suppliers	3.82	8.03
(e) GST receivables	0.30	1.11
(f) Interest Accrued	13.77	0.38
(g) Other Receivables	4.93	8.01
<b>Total</b>	<b>65.76</b>	<b>45.24</b>



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<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 11 Grant / Donation Received</b>		
Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
<b>Grant Income</b>		
Transferred from Earmarked Funds	6,963.19	6,187.44
Transferred from Capital Grant Funds	64.14	60.53
<b>Total</b>	<b>7,027.33</b>	<b>6,247.97</b>
<b>Note 12 Consultancy and Other Income</b>		
Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
Consultancy Income	82.62	52.25
Other Income	20.17	41.14
<b>Total</b>	<b>102.79</b>	<b>93.39</b>



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<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 13 Grant Expenses and Programme Expenses</b>		
Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
Grant Expenses	804.33	853.58
Technical Implementation and Support Expenses	5,813.28	4,303.10
<b>Total</b>	<b>6,617.61</b>	<b>5,156.68</b>
<b>Note 13(A) Covid-19 Response Expenses</b>		
Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
<b>i) Institutional Support</b>		
Books For Covid Training	-	-
Printing Expense Covid - 19	-	9.49
<b>Total</b>	<b>-</b>	<b>9.49</b>
<b>ii) Humanitarian Support</b>		
Community Kitchen	-	0.46
Staff Welfare Support	-	6.26
Purchase of Dry Ration Kit	-	141.19
Purchase of Examination Material	-	0.03
Purchase of 3 Ply Ear Loop Face Masks	-	15.39
Purchase A - FF - N95 Masks	-	10.35
Purchase of Hand Sanitizers / Safety Kits	-	15.13
<b>Total</b>	<b>-</b>	<b>188.81</b>
<b>iii) Infrastructure Rebuild</b>		
Covid Infrastructure Renovation	-	18.17
Freight Charges for Covid Material	-	78.41
Purchase of Medical Equipment For Hospital	-	150.74
Purchase of Non Medical items for Hospital	-	104.43
Purchase Of Hospital Furniture	-	3.38
<b>Total</b>	<b>-</b>	<b>355.13</b>
<b>iv) Economic Rebuild</b>		
Covid 19 Awareness	-	227.19
<b>Total</b>	<b>-</b>	<b>227.19</b>
<b>Total</b>	<b>-</b>	<b>780.61</b>



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Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 14 Employee Benefit Expenses**

Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
Salaries and Wages	180.99	162.38
Contribution to Provident Fund	5.76	4.12
Gratuity	3.46	2.59
<b>Total</b>	<b>190.21</b>	<b>169.09</b>

**Note 15 Other Expenses**

Particulars	For the year ended March 31, 2023 (Rs. in Lakhs)	For the Year ended March 31, 2022 (Rs. in Lakhs)
Professional Fees and Contractual Services	125.29	80.07
Auditors Remuneration	11.98	10.79
Insurance Charges	5.30	3.29
Rent Expenses	22.55	18.52
Training Expenses	4.81	1.91
Postage, Internet and Telephone	4.99	4.48
Printing and Stationery	11.41	7.31
Electricity and Water	1.85	0.92
Repair and Maintenance	5.42	5.76
Travel and Conveyance	10.15	6.67
Bank Charges	1.06	1.20
Duties, Fees and Taxes	0.11	0.85
Office Expenses	15.22	4.71
<b>Total</b>	<b>220.14</b>	<b>146.48</b>

**Note on Auditors Remuneration:**

Statutory Audit Fees	8.85	7.97
Taxation Matters	1.18	0.89
Others	1.95	1.93
<b>Total</b>	<b>11.98</b>	<b>10.79</b>



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 16 Earmarked Funds Statement as at March 31, 2023									
Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023	(Amount in Lakhs)
FC Grants									
Aspen Institute (Aspen Forum for Community Solutions)	Building "Global Opportunity Youth Network" Communities in Rural India : Place Based Economic Opportunities in Ramgarh	20.99	-	-	-	-	20.99	-	-
Aspen Institute (Aspen Forum for Community Solutions)	Building "Global Opportunity Youth Network" Communities in Rural India : Place Based Economic Opportunities in Barwani	53.66	52.31	-	-	0.41	90.86	14.70	-
Aspen Institute (Aspen Forum for Community Solutions)	Building "Global Opportunity Youth Network" Communities in Rural India : Place Based Economic Opportunities in Ramgarh Phase II	124.08	-	-	-	-	70.42	53.66	-
Aspen Institute (Aspen Forum for Community Solutions)	Developing Insights and Learning on Structural Barriers to Youth Economic Engagement	35.88	55.39	-	-	-	35.88	-	-
Aspen Institute (Aspen Forum for Community Solutions)	Capacity Building of Youth Enterprises in Ramgarh and Barwani	-	19.45	-	-	-	0.34	19.11	-
Bill & Melinda Gates Foundation	Strategy Development and Demonstrative Implementation of Universalisation of Women Livelihoods through DAY-NRLM (Ministry of Rural Development, Government of India) Institutions	-	1,356.00	(68.45)	20.04	3.49	452.87	851.24	-
Bill & Melinda Gates Foundation	Technical Assistance to DAY-NRLM (Ministry of Rural Development, Government of India) to integrate and scale-up household Health & Nutrition outcomes and Agriculture livelihoods with women's groups in institutions	280.65	642.77	(121.89)	14.85	6.28	810.11	-	-
		215.93	1,015.27	(101.14)	16.69	12.52	853.48	280.65	-



Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
Bill & Melinda Gates Foundation	Design and Scoping for "Integrated Digital Farmer Services" Programme with Agriculture Department, Government of Bihar	114.67	-	(11.94)	-	-	102.73	-
Bill & Melinda Gates Foundation	Strengthening Rural Local Governance Institutions and Strategy for development of frontline Health Infrastructure and Services under 15th Finance Commission with Department of Panchayats, Bihar Government	273.60	-	(33.83)	5.11	-	225.74	19.14
		-	297.72	(3.83)	5.03	0.18	25.14	273.60
Bill & Melinda Gates Foundation	Programme and Implementation Design for National Agriculture-Nutrition Convergence Policy	36.27	-	(4.73)	-	-	31.54	-
		-	224.26	(24.90)	2.91	-	166.01	36.27
Bill & Melinda Gates Foundation	Expanding "Womens Economic Empowerment" through Systems change and demonstrative impact in states of Bihar and Madhya Pradesh	230.16	481.76	(90.80)	4.51	7.96	597.40	20.28
		-	375.95	(19.74)	5.57	1.65	129.96	230.16
Bill & Melinda Gates Foundation	Integrated communications platform for bridging Rural-Urban narrative gaps and building system level competencies [The Village Square]	703.10	836.50	(63.75)	33.31	6.33	420.63	1,082.20
		-	829.87	(18.87)	17.88	0.80	124.99	703.10
Bill & Melinda Gates Foundation	Strategic and Systems support to Uttar Pradesh State Rural Livelihood Mission (UP Government) to accelerate women social and economic empowerment	-	287.07	(10.40)	4.41	0.86	68.45	211.77
		-	-	-	-	-	-	-
National Philanthropic Trust	Strengthening Public Health Infrastructure and Services in Rural Areas	94.86	-	(8.97)	-	-	59.80	26.10
		-	132.30	(4.88)	-	-	32.55	94.86
President and Fellows of Harvard College	Applying Design for Social Change [SMART - Stories, Meaning, Action for Rural Transformations]	(29.75)	215.58	-	-	-	140.31	45.52
		-	-	-	-	-	29.75	(29.75)



*Handwritten signature and date: 12/11/2022*





Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee/ Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
World Resources Institute	Design for "Restoring Land and Prosperity for People, Nature and Climate" in Central India	-	205.83	-	-	-	8.15	197.68
		-	-	-	-	-	-	-
Project Concern International	Technical Assistance to Department of Rural Development, UP Government to Strengthen Livelihoods through Women Institutions	(20.78)	190.12	(28.36)	0.17	-	189.04	(47.89)
		-	281.86	(6.72)	0.87	-	296.79	(20.78)
The Nudge Foundation	Technical Assistance to Department of Rural Development, UP Government to strengthen delivery efficacy of MGNREGs investments specifically gender intentional programming and livelihoods assetisation	15.67	106.75	(3.22)	-	-	47.66	71.54
		-	75.79	(3.93)	-	-	56.19	15.67
IKEA Foundation	Design, Development and Prototyping Market	254.21	101.35	(33.91)	-	1.05	320.60	-
RELX UK limited (Fiserv Foundation)	Strengthen Rural Primary Education in Jharkhand	-	9.86	-	-	-	0.75	9.11
Professional Assistance for Development Action [Bill & Melinda Gates Foundation]	Design and Development of Strategy, Institutional Capacity and National Roll-out of Women Cluster Federations	-	-	-	-	-	-	-
		22.83	-	(2.18)	-	-	20.65	-
Professional Assistance for Development Action [Bill & Melinda Gates Foundation]	Design and Development of Strategy, Systems and Processes for Integrating Gender Intentionality in DAY-NRLM (Government of India) as a partner to Gender Responsive Organisations for Women (GROW)	-	-	-	-	-	-	-
		3.04	-	(0.01)	-	-	3.03	-
Syngenta Foundation India	Developing and Implementing Solutions for Marginal Farmers in India	5.53	-	-	-	-	5.53	-
		6.40	-	-	-	-	0.87	5.53



Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
Project Concern International [Bill & Melinda Gates Foundation]	Technical Assistance to UP State Rural Livelihoods Mission for Organisational Strategy and Process and Strengthening Community Institutions for Socio-economic Change							
		67.86	-	(34.17)			33.68	
Standard Chartered Bank	Prototype Development and Expanding Place-based Entrepreneurship Opportunities for Youth	26.19	101.08			0.36	125.05	1.86
		201.99	-			9.55	166.25	26.19
Stichting Rabo Foundation	Strengthening ecosystem for supporting Farmer Producer Organisation including development of IT-based solutions and networks		24.99				1.52	23.47
Australian High Commission	Developing "Millet Finder" application contributing to International Year of Millets	0.55					0.55	
			5.56				5.02	0.55
YouthBuild International	Support to Youth Entrepreneurs to start their businesses by providing business plan development and mentoring support							
			2.89				2.89	
Institutional Cost Reserve	Common Costs for Programme Development & Support, Institutional Activities	114.97		445.82		5.21	398.72	156.87
				337.56		0.71	221.88	114.97
Total : FC Grants FY 22-23		1,820.59	4,530.07	11.41	82.40	30.90	3,723.88	2,689.69
Total : FC Grants FY 21-22		1,032.01	3,398.21	71.32	48.95	26.55	2,703.36	1,820.59
FC Covid-19 Support Projects								
Bill & Melinda Gates Foundation	COVID 19: Assistance to Government of Uttar Pradesh to establish dedicated COVID Facilities in Public Hospitals	147.02		(8.76)	2.48		134.80	5.93
		279.41		(64.02)	7.88		76.24	147.02
Bill & Melinda Gates Foundation	COVID 19: Support to Frontline Health Workers in Government Facilities for COVID response in Aspirational Districts							
		70.34		(1.36)	0.45		69.62	



Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
Project Concern International	COVID 19 : Design & Development of Migrant Support Cell for Income Restoration with Department of Rural Development, UP Government	-	-	-	-	-	-	-
		1.58	9.38	(2.51)	0.01	-	8.46	0.00
Charities Aid Foundation America [HP Foundation]	Covid-19 : Augmenting Public Health Infrastructure in Rural India	6.65	-	-	-	-	6.65	-
		147.76	-	-	-	-	141.11	6.65
TRIF COVID Fund	COVID 19 : Comprehensive Humanitarian Relief, Health Services and Livelihoods Restoration Support to Rural Communities	(0.00)	-	-	-	-	-	-
		1.66	32.44	(1.04)	-	-	33.05	(0.00)
Standard Chartered Bank	COVID 19 : Comprehensive Economic Restoration	-	-	-	-	-	-	-
		10.51	-	-	-	-	10.51	-
IRD Global Limited	Covid 19 : Capacity Development of Front-line Workers in Public Facilities	2.47	8.02	(1.58)	-	-	8.91	-
		-	28.73	(2.39)	-	-	23.88	2.47
Global India Fund	Covid 19 : Enabling Rural Community Preparedness for Covid 19 Vaccination	-	-	-	-	-	-	-
		-	39.10	-	-	-	39.10	-
Deutsche Welthungerhilfe e.V.	Covid 19 : Regional Program for Scaling-up Multi-sectoral approach for Health & Nutrition support to rural communities	(9.35)	8.33	0.60	0.42	-	-	-
		-	253.61	-	1.92	1.30	263.58	(9.35)
Total : FC Covid 19 Grants FY 22-23		146.78	16.35	(9.74)	2.90	-	150.36	5.93
Total : FC Covid 19 Grants FY 21-22		511.44	363.26	(71.32)	10.26	1.30	665.56	146.78
Grand Total : FC Grants FY 22-23		1,967.37	4,546.42	1.67	85.30	30.90	3,874.24	7,695.62
Grand Total : FC Grants FY 21-22		1,543.44	3,761.47	-	59.22	27.86	3,368.91	1,967.37
NFC Projects								
Sir Dorabji Tata Trust	Strategy and Business Incubation Support with Ministry of Rural Development, Government of India for Value Chain Development based Livelihoods	92.39	677.53	-	3.46	3.42	769.73	0.22
		226.57	520.40	-	1.83	0.37	656.05	92.39









Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
RITES Limited	Building Capacity of UP-SRLM staff and community cadre in selected blocks for strengthening Cluster Level Federation and Livelihoods	-	200.00	-	-	18.64	181.36	-
HDFC Bank Limited	Demonstrating Models of High Income Enhancement for the Smallholder Farmers and Entrepreneurship for the Rural Youth	(0.91)	335.00	(17.23)	-	3.29	313.57	-
Tata Capital Housing Finance Limited	Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simigdega, Jharkhand	-	33.23	(1.76)	-	2.18	30.21	(0.91)
Tata Cleantech Capital Limited	Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simigdega, Jharkhand (Phase II)	25.59	-	(5.39)	-	-	20.19	-
Tata Cleantech Capital Limited	Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simigdega, Jharkhand (Phase III)	-	330.00	(15.00)	-	-	315.00	-
Tata Cleantech Capital Limited	Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simigdega, Jharkhand (Phase II)	-	-	-	-	-	-	-
Tata Cleantech Capital Limited	Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simigdega, Jharkhand (Phase I)	64.59	-	(5.43)	-	-	59.16	-
Tata Cleantech Capital Limited	Technology Demonstration for High Value Agriculture	-	-	-	-	-	-	-
Tata Cleantech Capital Limited	Supporting National Health Mission : Madhya Pradesh, Jharkhand, Goa under "The Defeat NCD Partnerships India Cancer Programme" of United Nations Institute for Training & Research	429.36	-	-	-	-	105.11	324.25
		500.00	-	-	-	0.60	70.04	429.36



*12th year*

Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
Teva API India Private Limited And Affiliates	Catalyzing Women Economic Empowerment through Cluster Federations in Amroha, Uttar Pradesh	111.04	110.83	-	-	8.10	54.04	159.73
		-	111.04	-	-	-	-	111.04
Teva API India Private Limited And Affiliates	Project Dandakanya : Transforming Healthcare Access and Delivery in Tribal Districts of Madhya Pradesh	-	70.30	-	-	-	3.45	66.85
		-	-	-	-	-	-	-
Teva API India Private Limited And Affiliates	Demonstrating Models for Decentralised Renewable Energy (DRE) for Social and Economic Development, Amroha, Uttar Pradesh	125.00	-	-	-	-	125.00	-
		-	125.00	-	-	-	-	125.00
Watson Pharma Private Limited and its affiliates	Technology demonstration for High Value Agriculture	-	8.40	-	-	-	8.40	-
		-	-	-	-	-	-	-
Firstsource Solutions Limited	Transforming Learning Outcomes in Public Primary School of Jhabua, MP	12.50	-	-	-	-	12.50	-
		-	12.50	-	-	-	-	12.50
Syngenta Foundation India	Capacity Building and Mentoring of Rural Youth for High Income Regenerative Farming	-	2.00	-	-	-	1.31	0.69
		-	-	-	-	-	-	-
NABARD	Innovation and Prototype Development : Cultivation of Bio-fortified Orange Fleshed Sweet Potato; Ramgarh, Jharkhand	-	4.00	-	-	-	-	4.00
		-	-	-	-	-	-	-
Crowd Funds	Humanitarian Relief : Bodoland Flood Relief	-	0.88	-	-	-	0.88	-
		-	-	-	-	-	-	-
Institutional Cost Reserve	Common Costs for Programme Development & Support, Institutional Activities	14.74	-	-	32.23	-	31.28	15.69
		-	-	-	20.81	-	6.07	14.74
Total : Non FC Grants FY 22-23		1,065.00	2,659.17	0.18	15.56	53.04	2,929.20	757.67
Total : Non FC Grants FY 21-22		1,081.29	1,967.48	0.96	18.98	20.97	1,987.74	1,065.00



Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
<b>NFC Covid 19 Support Projects</b>								
Azim Premji Philanthropic Initiatives	Covid 19 : Comprehensive Humanitarian Relief and Frontline Health Worker Capacities							
		0.08		(0.08)				
Azim Premji Philanthropic Initiatives	Covid 19 : Public Health Systems augmentation with strengthening community-public system interface and covid response infrastructure and services							
		(15.52)	73.66			0.38	57.76	
TRIF COVID Fund	Covid 19 : Comprehensive Humanitarian Relief, Frontline Health Infrastructure and Services, Community Capacities	0.00						
		(0.80)	115.62				114.82	0.00
Aavishkaar Foundation	Covid 19 : Comprehensive Humanitarian Relief, Frontline Health Infrastructure and Services, Community Capacities	0.00						
		0.96		(0.96)				0.00
Azim Premji Philanthropic Initiatives	Covid 19 : Public Health Systems augmentation with strengthening community-public system interface and covid response infrastructure and services including design, development and placement of "Health Systems Transformation Fellows"	(125.96)	251.57				125.61	
Mahindra Rural Housing Finance Ltd.	Covid 19 : Relief to Migrants returning to Villages through access to entitlements and income restoration							
		35.06				12.94	22.12	
Azim Premji Philanthropic Initiatives	Covid 19 : Humanitarian and Food Relief to Vulnerable Communities in Remote Rural Areas							
			47.25				47.25	
Azim Premji Philanthropic Initiatives	Covid 19 : Strengthening Covid Vaccination Delivery	(5.71)	109.02				103.31	
			116.95			0.70	121.96	(5.71)



Funding Agency	Project Description	Opening Balance as at April 1, 2022	Grants received during the year / (Refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2023
Azim Premji Philanthropic Initiatives	Covid 19 : Design, Development and Delivery of Jharkhand Integrated Development of Health & Nutrition (JIHDHAN) Phase 2	-	218.49	-	-	0.46	218.03	-
Azim Premji Philanthropic Initiatives	Covid 19 : Design, Development and Delivery of Jharkhand Integrated Development of Health & Nutrition (JIHDHAN) Phase 3	(21.15)	74.78	0.01	-	-	53.63	-
Azim Premji Philanthropic Initiatives	Expanding Covid 19 vaccination with women SHGs and JSUPS in Hard-to-Reach Areas (HtR)	2.81	48.00	(0.01)	-	-	2.81	-
Parinaam Foundation	Covid 19 : Humanitarian and Food Relief to Vulnerable Communities in Remote Rural Areas	-	-	-	-	-	-	-
			4.95	-	-	-	4.95	-
		(24.05)	183.80	-	-	-	159.75	-
Total : Non FC Covid 19 Grants FY 22-23		(24.05)	933.37	(0.96)	-	14.48	835.79	(24.05)
Grand Total : Non FC Grants FY 22-23		1,040.95	2,842.97	0.18	15.56	53.04	3,088.95	757.67
Grand Total : Non FC Grants FY 21-22		975.10	2,900.84	-	18.98	35.45	2,818.53	1,040.95
Grand Total FC+NFC FY 22-23		3,008.32	7,389.39	1.85	100.86	83.94	6,963.19	3,453.29
Grand Total FC+NFC FY 21-22		2,518.55	6,662.31	-	78.21	63.31	6,187.44	3,008.32

Previous year figures are stated in italics

The debit balance in a project under earmarked funds represents expenditure over-run by use of funds of another project, which is as per the approvals received from the donors.

\* Project Closed during the year

\*\* Project closed during the previous year

# 0.00 denotes amount less than Rs. 1,000/-





**Transforming Rural India Foundation**

Company Limited by Guarantee and not having Share Capital

Notes forming part of the financial statements

**Note 17 - Disclosures in Accordance with Revised Accounting Standard 15 (AS 15) on "Employee benefits"****A. Defined contribution plan**

The Company offers its employees defined contribution plan in the form of Provident Fund, which covers all regular employees. Provident Fund Contribution is deposited with the Regional Provident Fund Commissioner (RPFC). Both the employees and the Company pay predetermined contributions into the provident fund. The contributions are normally based on ascertain proportion of the employee's salary.

	2022-23 (Rs. in Lakhs)	2021-22 (Rs. in Lakhs)
The Provident Fund contribution recognized in the statement of profit and loss	34.76	22.10

**B. Defined benefit plan**

The Company offers its employees defined benefit plans in the form of a gratuity scheme (a lump sum amount). Benefits under the defined benefit plans are based on years of service and the employees's compensation (immediately before retirement). The gratuity scheme covers all regular employees. Commitments are Actuarially determined at year end. Actuarial valuation is done based on "Projected Unit Credit (PCU) Actuarial Method". Gains and losses of changed Actuarial assumptions are charged to the statement of Profit and Loss account.

**Note:-**

		2022-23	2021-22
a) Attrition Rate	(0-4, >5)	10%; 2%	10%; 2%
b) Salary Escalation		5%	5%
c) Discount Rate		7.48%	7.25%

**Note 18 - Segment Reporting**

The Company is registered as Section 8 Company with a purpose of providing comprehensive support and development of villages in India. It supports NGOs around agreed development results in areas of rural development, healthcare, education, farming etc. and partners with state and national government in supporting work in villages which is a single geographical and business segment, and hence primary and secondary segment reporting as per the Accounting Standard 17 is not required to be disclosed.

**Note 19 - Related Party Disclosure**

As required under Accounting Standard on 'Related Party Disclosures' (AS 18), following are details of transactions during the year with the related parties as defined in AS 18.

**List of Related Parties and Relationships:**

Name of the Related Party	Relationship	
Sanjiv Phansalkar	Key management personnel	
Anish Kumar	Key management personnel	
Anirban Ghose	Key management personnel	

Nature of transaction	Transactions during period and balance as on March 31, 2023	Transactions during year and balance as on March 31, 2022
	(Rs. in Lakhs)	(Rs. in Lakhs)
<b>Sanjiv Phansalkar</b>		
Salary, Bonus and Reimbursements	13.39	5.43
Balance Payable	0.86	-
<b>Anish Kumar</b>		
Salary, Bonus and Reimbursements	51.15	42.88
Balance Payable	0.04	0.02
<b>Anirban Ghose</b>		
Salary, Bonus and Reimbursements	48.24	46.00
Balance Payable	-	0.97



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<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>							
<b>Note 20</b> Meaning of short name used in financial statement FC: Books related to donation received from the foreign donors NFC: Books related to donation received from Indian donors							
<b>Note 21 - Key Financial Ratios</b>							
Ratio	Numerator	Denominator	2022-23 (Rs. In Lakhs)	2021-22 (Rs. In Lakhs)	Variance	%	Reason for change
(a) Current ratio	3,811.05	3,593.10	1.06	1.05	0.01	1%	Refer Note 1
(b) Debt-equity ratio			NA				Refer Note 2
(c) Debt service coverage ratio			NA				Refer Note 2
(d) Return on equity ratio			NA				Refer Note 3
(e) Inventory turnover ratio			NA				Refer Note 4
(f) Trade receivables turnover ratio			NA				Refer Note 5
(g) Trade payables turnover ratio			NA				Refer Note 5
(h) Net capital turnover ratio			NA				Refer Note 5
(i) Net profit ratio			NA				Refer Note 5
(j) Return on capital employed			NA				Refer Note 5
(k) Return on investment			NA				Refer Note 5
<b>Notes:</b> 1) Explanation shall be provided for any change in the ratio by more than 25% as compared to the ratio of preceding year. 2) The entity is section 8 company with limited guarantee for which the Numerator / Denominator and hence, this ratio is not applicable. 4) The entity is a Section 8 Company limited by Guarantee. Thus, there is no inventory and this ratio is not applicable. 5) The entity is a Section 8 Company limited by Guarantee. Thus, this ratio is not applicable. 6) The company does not have investment(s). Thus, this ratio is not applicable.							
<b>Note 22</b> The bifurcation of costs within various cost centres, budgets and the variances have been done based on Management's Judgement.							
<b>Note 23</b> The Company has received a demand of Rs. 30.68 Lakhs under Income Tax in the current year towards AY 2021-22 although the assesment has been completed without any variation in the return filed by the company. Since the demand raised is erroneous, the company has filed appeal with the income Tax Authority and considers that no possible obligation shall arise out of it and hence, no provision has been created in the books for the same.							
<b>Note 24</b> Previous year's figures have been regrouped / reclassified wherever necessary to correspond with the current year's classification / disclosure.							




**INDEPENDENT AUDITOR'S REPORT**

To  
**The Members of Transforming Rural India Foundation**

**Report on the Audit of the Financial Statements**

**Opinion**

We have audited the accompanying financial statements of Transforming Rural India Foundation ("the Company"), which comprise the Balance Sheet as at 31<sup>st</sup> March 2022, the Statement of Income and Expenditure and the Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Accounting Standards prescribed under section 133 of the Act read with the Companies (Accounting Standards) Rules, 2006, as amended ("Accounting Standards") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31<sup>st</sup> March 2022, and of its excess of income over expenditure and its cash flows for the year ended on that date.

**Basis for Opinion**

We conducted our audit of the financial statements in accordance with the Standards on Auditing specified under section 143(10) of the Act (SAs). Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

**Information Other than the Financial Statements and Auditor's Report Thereon**

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Directors report, but does not include the financial statements and our auditor's report thereon.
- Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Regd. Office: One International Center, Tower 3, 32nd floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai-400 013, Maharashtra, India  
(LLP Identification No. AAB-8737)

**Management's Responsibility for the Financial Statements**

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance cash flows of the Company in accordance with the Accounting Standards and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

**Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.





- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**Report on Other Legal and Regulatory Requirements**

1. As required by Section 143(3) of the Act, we report that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books
- c) The Balance Sheet, the Statement of Income and Expenditure and the Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of accounts.
- d) In our opinion, the aforesaid financial statements comply with Accounting Standards specified under Section 133 of the Act.
- e) On the basis of the written representations received from the Directors as on 31<sup>st</sup> March 2022 taken on record by the Board of Directors, none of the directors is disqualified as on 31<sup>st</sup> March, 2022 from being appointed as a director in terms of Section 164(2) of the Act.
- f) Reporting on the adequacy of Internal Financial Control Over Financial Reporting of the Company and the operating effectiveness of such controls, under section 143(3)(i) of the Act is not applicable in view of the exemption available to the Company in terms of the notification no. G.S.R. 583(E) dated 13 June 2017 issued by the Ministry of Corporate Affairs, Government of India, read with general circular No. 08/2017 dated 25 July 2017.
- g) With respect to other matters to be included in the Auditor's Report in accordance with the requirements of Section 197(16) of the Act as amended

In our opinion and to the best of our information and according to the explanations given to us, the Company being a private company, section 197 of the Act related to the managerial remuneration is not applicable.

- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
  - i. The Company does not have any pending litigations which would impact its financial position.
  - ii. The Company did not have any long term contracts including derivative contracts for which there were any material foreseeable losses.
  - iii. There were no amounts which were required to be transferred, to the Investor Education and Protection Fund by the Company.

**Deloitte  
Haskins & Sells LLP**

iv.

- a) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the notes to the accounts, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- b) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the notes to accounts, no funds (which are material either individually or in the aggregate) have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- c) Based on the audit procedures that has been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.

- v. The company has not declared or paid any dividend during the year and has not proposed final dividend for the year.

2. The Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, since the order is not applicable to the Company, being a company licensed to operate under section 8 of the Companies Act, as specified in paragraph 1(2)(iii) of the Order.

For Deloitte Haskins & Sells LLP

Chartered Accountants

(Firm's Registration No. 117365W/W-100018)



Joe Pretto

(Partner)







(Membership No. 77491)




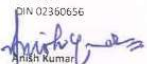


(UDIN: 22077491ANDGQE5276)

Place: Mumbai  
Date: 18 July 2022



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Balance Sheet as on March 31, 2022				
Particulars	Note No.	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)	
<b>I EQUITY AND LIABILITIES</b>				
<b>1 Shareholder's Funds</b>				
(a) Reserves and Surplus	3	96.44	73.66	
(b) Corpus Fund	3A	50.00	-	
		<b>146.44</b>	<b>73.66</b>	
<b>2 Non Current Liabilities</b>				
(a) Other Long Term Liabilities	4	91.98	89.69	
(b) Long Term Provision	4A	35.59	24.11	
		<b>127.57</b>	<b>113.80</b>	
<b>3 Current Liabilities</b>				
(a) Trade Payables :-				
(A) total outstanding dues of micro enterprises and small enterprises; and	5	1.17	0.44	
(B) total outstanding dues of creditors other than micro enterprises and small enterprises	5	117.23	383.57	
(b) Other Current Liabilities	6	3,018.30	2,557.00	
(c) Short Term Provision	6A	0.66	0.11	
		<b>3,137.36</b>	<b>2,941.12</b>	
<b>TOTAL</b>		<b>3,411.37</b>	<b>3,128.58</b>	
<b>II ASSETS</b>				
<b>1 Non Current Assets</b>				
(a) Property, Plant and Equipment				
Property, Plant and Equipment	7	92.11	89.54	
(b) Long Term Loans and Advances	8	17.25	9.94	
		<b>109.36</b>	<b>99.48</b>	
<b>2 Current Assets</b>				
(a) Cash and Cash Equivalents	9	3,256.77	2,966.01	
(b) Short Term Loans and Advances	10	45.24	63.09	
		<b>3,302.01</b>	<b>3,029.10</b>	
<b>TOTAL</b>		<b>3,411.37</b>	<b>3,128.58</b>	
See accompanying notes forming part of the financial statements 1-24				
<p>As per our report of even date attached For Deloitte Haskins &amp; Sells LLP Chartered Accountants</p> <p><i>[Signature]</i> Jog Preto Partner</p> <p>Mumbai July 18, 2022</p> <p><i>[Signature]</i> Sanjiv Phansalkar Director DIN 02360655</p> <p><i>[Signature]</i> Anish Kumar Director DIN 02599705</p> <p>For and on behalf of the Board of Transforming Rural India Foundation</p> <p><i>[Signature]</i> Sanjiv Phansalkar Director DIN 02360655</p> <p><i>[Signature]</i> Ashish Deshpande Director DIN 07519898</p> <p><i>[Signature]</i> Anish Kumar Director DIN 02599705</p>				

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Income and Expenditure for the period ended March 31, 2022			
Particulars	Note No.	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
<b>I INCOME</b>			
(a) Grant / Donation Received	11	6,247.97	8,081.17
(b) Consultancy and Other Income	12	93.40	36.95
<b>Total income</b>		<b>6,341.37</b>	<b>8,118.12</b>
<b>II EXPENSES</b>			
(a) Grant Expenses and Programme Expenses	13	5,156.68	3,908.84
(b) Covid -19 Response Expenses	13A	780.61	3,806.85
(c) Employee Benefit Expenses	14	169.09	174.20
(d) Other Expenses	15	146.47	171.72
(e) Depreciation	7	60.74	34.29
<b>Total expenses</b>		<b>6,313.59</b>	<b>8,095.90</b>
<b>III Excess of Income over Expenditure before tax</b>		<b>27.78</b>	<b>22.22</b>
<b>IV Tax expense</b>			
<b>V Excess of Income over Expenditure for the year</b>		<b>27.78</b>	<b>22.22</b>
See accompanying notes forming part of the financial statements		1-24	
As per our report of even date attached For Deloitte Haskins & Sells LLP Chartered Accountants			
 Joe Pretto Partner  Mumbai July 18, 2022		For and on behalf of the Board of Transforming Rural India Foundation	
		 Sanjiv Phansalkar Director DIN 02360656	
		 Ashish Deshpande Director DIN 07519898	
		 Anish Kumar Director DIN 02599705	
			

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Cash Flows for the year ended March 31, 2022		
Particulars	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
<b>A. Cash flow from operating activities</b>		
Excess of Income over Expenditure	27.78	22.22
<b>Adjustments for Non Cash Items:</b>		
Depreciation	60.74	34.79
<b>Changes in working capital</b>		
<i>Adjustments for (increase) / decrease in operating assets:</i>		
Short Term Loans and Advances	17.84	(32.81)
Long term Loans and Advances	(7.32)	(4.38)
<i>Adjustments for increase / (decrease) in operating liabilities:</i>		
Other Non Current Liabilities	13.78	69.52
Trade Payables	(263.23)	262.29
Other Current Liabilities	461.85	919.29
<b>Net cash flow (used in) / generated from operating activities (A)</b>	<b>311.45</b>	<b>1,270.42</b>
<b>B. Cash flow from investing activities</b>		
Purchase of Fixed Assets	(65.69)	(94.40)
Corpus Fund Received During the period	50.00	-
Covid Support Fund utilized during the period	(5.00)	-
<b>Net cash flow (used in) investing activities (B)</b>	<b>(20.69)</b>	<b>(94.40)</b>
<b>C. Cash flow from financing activities (C)</b>		
<b>Net increase in Cash and cash equivalents (A+B+C)</b>	<b>290.76</b>	<b>1,176.02</b>
Cash and cash equivalents at the beginning of the year	2,966.01	1,789.99
Cash and cash equivalents at the end of the year	<b>3,256.77</b>	<b>2,966.01</b>
<b>Reconciliation of Cash and cash equivalents with the Balance Sheet:</b>		
Components of cash and cash equivalents include cash and bank balances in current accounts (Refer Note 9)	3,256.77	2,966.01
<b>Total</b>	<b>3,256.77</b>	<b>2,966.01</b>
1) Components of cash and cash equivalents include cash and bank balances in current accounts (Refer Note 9)		
2) The Cash Flow Statement has been prepared in accordance with the requirements of Accounting Standard - 3 (AS-3) on 'Cash Flow Statements'		
3) Previous year figures have been recast / restated wherever necessary		
4) Figures in brackets represent outflows		
See accompanying notes forming part of the financial statements 1-24		
As per our report of even date attached <b>For Deloitte Haskins &amp; Sells LLP</b> Chartered Accountants  Joe Pretto Partner  Mumbai July 18, 2022	For and on behalf of the Board of Transforming Rural India Foundation  Sanjeev Phansalkar Director DIN 02360656  Anish Kumar Director DIN 02599705  Ashish Deshpande Director DIN 07519898 	

**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2022**

**1. Corporate Information:**

The Company is engaged and supports comprehensive development of villages in India. It works closely with rural communities and NGOs around agreed development goals in areas of rural development, healthcare, education, livelihoods including preservation of environment & natural resources, farming, watershed, etc. and partners with state and national government in supporting transformation in villages. The Company has been incorporated on January 13, 2016, limited by guarantee and not having a share capital and has been granted a license under Section 8(1) of the Companies Act, 2013 by Government of India, vide its Section 8 licensed number: 106251 dated January 4, 2016. It is governed by a Memorandum and Article of Association. In the event of Company is being wound up, the liability in respect of the guarantee is limited to Rs. 1,00,000 per member of the Company. The Company is registered under Section 12AA of the Income Tax Act, 1961 vide Letter No. CIT (E) I 2016-17/DEL-TR25416-26092016/6413 dated September 26, 2016, as well as under Section 80 G of the Income Tax Act, 1961 vide letter no. CIT (E) I 2016-17/DEL-TE27072-26092016/7515 dated September 26, 2016. During the current year the Company applied for renewal of Exemption certificate under section 12A and 80G of Income Tax Act-1961 as per the new guidelines. The Provisional approval under section 12A has been received vide approval No. AAFCT6043AE20214 dated May 28, 2021 as well as under section 80G vide approval No. AAFCT6043AF20214 dated May 28, 2021. The renewal certificate is valid till March 2026.

The Company is established to conduct various projects and programs in connection with or relating to relief to poor, watershed development, primary education, livelihood, health and nutrition, and agriculture farming. The Company incurs expenditure by way of grants given towards objects and Program expenses which represents initiatives / activities undertaken by the Company.

During the year 2018 - 2019, Company had applied for registration under Foreign Contribution (Regulation) Act, 2010. As per communication received from Foreigners Division, Ministry of Home Affairs, Government of India dated May 16, 2019, the Company is registered under section 11(1) of the Foreign Contribution (Regulation) Act, 2010 with a registration number 231661849.

The company is a small and medium sized company as defined in the General instructions in respect of accounting standards specified u/s 133 of the Companies Act, 2013. Accordingly, the company has complied with the accounting standards as applicable to small and medium sized company.

**2. Significant Accounting Policies:**

**A. Basis of Preparation of Financial Statements:**

The financial statements of the Company have been prepared in accordance with the generally accepted accounting principles in India (Indian GAAP) under the historical cost convention on an accrual basis. These Financial Statements have been prepared to comply in all material aspects with the Accounting Standards specified under Section 133 of the Companies Act, 2013 as applicable. The accounting policies adopted in the preparation of the financial statement are consistent with those followed in the previous year.



1.2





**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2022**

**B. Use of Estimates:**

The preparation of the financial statements in conformity with Indian GAAP requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the Year. The Management believes that the estimates used in preparation of the financial statements are prudent and reasonable. Future results could differ due to these estimates and the differences between the actual results and the estimates are recognized in the periods in which the results are known / materialize.

**C. Revenue Recognition:**

- a) Earmarked grants are initially credited to a liability account in the Balance Sheet and are transferred to Income and Expenditure Account in the year in which and to the extent to which the Company complies with the conditions attached to them.
- b) Donations are recognized as income in Statement of Income and Expenditure in the period in which the collections are actually received.
- c) Interest Income is recognized in time proportion basis taking into account the amount outstanding.

**D. Foreign Currency Transactions:**

The Company has received foreign contributions under Foreign Contribution (Regulations) Act, 2010 read with FCRA Rules, 2011. The foreign contribution received has been accounted for in the books the basis of FIRC copies issued by the banker. The exchange rate mentioned in the FIRC copy is taken as conversion rate for the purpose of converting foreign contribution in INR.

**E. Fixed Assets:**

Tangible assets are stated at acquisition cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes purchase price and any attributable cost of bringing the assets to its working condition for its intended use.

Components of Grants utilized for meeting costs of capital assets are disclosed as 'Grant for Capital Assets' as a part of 'Other Non-Current Liabilities'. Costs of such assets are capitalized. Amount equivalent to depreciation provided on such asset is released from Capital Grant to income and Expenditure Account. Gifted assets accounted for in the books of accounts at notional value of Rs.1/- each assets item and shown under gross block as gifted assets.

**F. Depreciation:**

Depreciable amount for assets is the cost of an asset, or other amount substituted for cost, less its estimated residual value. The depreciation is calculated on written down value method. Depreciation has been provided as per the useful / estimated life prescribed in Schedule II to the Companies Act, 2013.

Following are the categories of assets and useful life considered based on Schedule II to the Companies Act 2013:

**Assets**

Office Equipment  
Computers and data processing units (including software)

**Estimated Useful Life**

5 years  
3 years



*[Handwritten signature]*



**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2022**

**Furniture and Fixtures**

10 years

Assets acquired during the year where the cost of each item is Rs. 5,000/- or less are depreciated fully during the year.

**G. Expenses towards objects:**

Grant expenses represent expenses towards particular programmes which are jointly executed in collaboration with other charitable organizations.

Programme expenses represent expenses towards programmes which are executed by the Company.

**H. Employee Benefits:**

**a) Short Term Benefits:**

Short term Employee Benefits are accounted as an expense in the Statement of Income and Expenditure in the year in which services are rendered.

**b) Post-employment Benefit Plans**

Contribution to Provident Fund is recognized as an expense in the Income and expenditure account when the employees have rendered services entitling them to contributions.

Charge and provision for gratuity is recorded based on actuarial valuation done by the independent valuer.

**I. Provisions and Contingencies:**

A provision is recognized when the Company has a present obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to their present value and are determined based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities (if any) are disclosed in the Notes to Accounts. Contingent assets are not recognized in the financial statements.

**J. Operating cycle:**

Based on the nature of activities of the Company and the normal time between acquisition of assets and their realization in cash or cash equivalents, the Company has determined its operating cycle as 12 months for the purpose of classification of its assets and liabilities as current and non-current.

**K. Cash & Cash Equivalent:**

For the purpose of presentation in the Statement of Cash Flows, Cash and cash equivalents include cash in hand and demand deposits with banks with original maturities of twelve months or less that are readily available to known amounts of cash and which are subject to an insignificant risk of changes in value.



12





<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 3 Reserves and Surplus</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>Income and Expenditure Account</b>		
Opening Balance	68.66	51.44
Add: Excess of Income over Expenditure for the year	27.78	22.22
Less: Covid 19 Support Fund	0.00	(5.00)
Closing Balance	96.44	68.66
<b>Covid 19 Support Fund</b>		
Opening Balance	5.00	-
Add: Appropriated from Income and Expenditure Account	-	5.00
Less: Utilised During the Year	(5.00)	-
Closing Balance	-	5.00
<b>Total</b>	<b>96.00</b>	<b>74.00</b>
<b>Note 3A Corpus Fund</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>Corpus Fund</b>		
Opening Balance	-	-
Add: Received during the Period	50.00	-
Closing Balance	50.00	-
<b>Note 4 Other Non Current Liabilities</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>(a) Capital Grant</b>		
Opening Balance	89.20	27.52
Add: Transferred from Earmarked Funds	63.31	95.86
Less: Transferred to Statement of Income and Expenditure	(60.53)	(34.20)
Closing Balance	91.98	89.20
<b>(b) Livelihood Fund</b>		
Opening Balance	0.24	3.19
Add: Received during the year	0.19	9.50
Less: Utilised during the year	(0.43)	(12.45)
Closing Balance	-	0.24
<b>(c) Covid 19 Support Fund</b>		
Opening Balance	0.25	-
Add: Received during the year	-	5.00
Less: Utilised during the year	(0.25)	4.75
Closing Balance	-	0.25
<b>Total</b>	<b>91.98</b>	<b>89.69</b>
<b>Note 4A Long Term Provision</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>Provision for Gratuity</b>	35.59	24.11
<b>Total</b>	<b>35.59</b>	<b>24.11</b>



12



Note 5 Trade Payables

Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
Dues to small and medium enterprises (refer note below)	1.17	0.44
Sundry Creditors and other payables	117.23	383.57
<b>Total</b>	<b>118.40</b>	<b>384.00</b>

Trade Payables ageing schedule as at March 31, 2022			(Rs. in Lakhs)
Outstanding for following periods from the date of the transaction	Particulars		Total
	(i) MSME	(ii) Others	
Not Due	-	-	-
Less than 1 year	1.17	117.23	118.40
1-2 years	-	-	-
2-3 years	-	-	-
More than 3 years	-	-	-
<b>Total</b>	<b>1.17</b>	<b>117.23</b>	<b>118.40</b>

Trade Payables ageing schedule as at March 31, 2021			(Rs. in Lakhs)
Outstanding for following periods from the date of the transaction	Particulars		Total
	(i) MSME	(ii) Others	
Not Due	-	-	-
Less than 1 year	0.44	383.57	384.00
1-2 years	-	-	-
2-3 years	-	-	-
More than 3 years	-	-	-
<b>Total</b>	<b>0.44</b>	<b>383.57</b>	<b>384.00</b>

Note: The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
(a) the principal amount and the interest due thereon (to be shown separately) remaining unpaid to any supplier at the end of each accounting year;	1.17	0.44
(b) the amount of interest paid by the buyer in terms of section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year;	-	-
(c) the amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Micro, Small and Medium Enterprises Development Act, 2006;	-	-
(d) the amount of interest accrued and remaining unpaid at the end of each accounting year; and	-	-
(e) the amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues above are actually paid to the small enterprise, for the purpose of disallowance of a deductible expenditure under section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	-	-

The above amount due to Micro and Small Enterprises as defined in the "The Micro, Small and Medium Enterprises Development Act, 2006" has been determined to the extent such parties have been identified on the basis of information collected by the Management.



#### Note 6 Other Current Liabilities

Note: The amount utilised from Earmarked Funds represents amount received from various donors and sponsors for specific projects undertaken / to be undertaken by the Company which have remained unutilised as at the Balance Sheet date. The debit balance in a project under earmarked funds represents expenditure over-run by use of funds of another project, which is as per the approvals received from the donors.

**Note 6A Short Term Provision**



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 7 Property, Plant and Equipment : FC									
Sr. No.	Particulars	Gross Block			Depreciation			Net Block	
		As at April 1, 2021	Additions during the Year	Deductions / sale during the Year	As at March 31, 2022	For the Year	Adjustments during the Year	As at March 31, 2022	As at March 31, 2022
A. Assets purchased from Donor Funds									
1	Office Equipments	7.83	10.42	-	18.25	0.67	5.04	5.71	12.54
		-	7.83	-	7.83	-	0.67	0.67	7.16
2	Computers and Data Processing Units (Including Software)	20.87	15.74	-	36.61	6.31	11.21	18.52	18.09
		5.80	15.07	-	20.87	0.79	5.52	6.31	14.56
3	Furniture and Fixtures	9.60	1.70	-	11.30	0.17	2.44	2.81	8.49
		-	9.60	-	9.60	-	0.37	0.37	9.23
	TOTAL - A	38.30	27.86	-	66.16	7.35	19.70	27.04	39.12
	Previous Year	5.80	22.50	-	28.30	0.79	6.56	7.35	30.95
Property, Plant and Equipment : NRC									
Sr. No.	Particulars	Gross Block			Depreciation			Net Block	
		As at April 1, 2021	Additions during the Year	Deductions / sale during the Year	As at March 31, 2022	For the Year	Adjustments during the Year	As at March 31, 2022	As at March 31, 2022
A. Assets purchased from Donor Funds									
1	Office Equipments	28.54	6.27	-	34.81	15.43	6.64	22.07	12.74
		28.31	10.23	-	28.54	9.23	6.20	15.43	13.10
2	Computers and Data Processing Units (Including Software)	74.51	26.15	-	100.66	38.40	31.61	70.01	30.65
		26.12	46.39	-	74.51	19.33	19.06	38.40	36.11
3	Furniture and Fixtures	20.24	3.03	-	23.26	11.20	2.58	13.78	9.68
		15.47	4.76	-	20.23	8.82	2.38	11.20	9.64
	TOTAL - B	123.28	35.45	-	158.73	65.03	40.83	105.86	52.87
	Previous Year	59.89	61.38	-	121.28	37.38	27.64	65.03	59.25



**Transforming Rural India Foundation**  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

Note 7

Sr. No.	Particulars	Gross Block			(Rs. in Lakhs)		
		As at April 1, 2021	Additions during the Year	Deductions / sale during the Year	As at March 31, 2022	Adjustments during the Year	As at March 31, 2022
1	Computers	0.00	-	-	0.00	-	0.00
2	Office Equipments	0.00	-	-	0.00	-	0.00
3	Furniture and Fixtures	0.00	-	-	0.00	-	0.00
	<b>TOTAL - C</b>	<b>0.00</b>	<b>-</b>	<b>-</b>	<b>0.00</b>	<b>-</b>	<b>0.00</b>
	Previous Year	0.00	-	-	0.00	-	0.00

None of the amounts are less than Rs.1000

Sr. No.	Particulars	Gross Block			(Rs. in Lakhs)		
		As at April 1, 2021	Additions during the Year	Deductions / sale during the Year	As at March 31, 2022	Adjustments during the Year	As at March 31, 2022
1	Computers	0.15	0.43	-	0.43	0.21	0.22
2	Office Equipments	-	-	-	-	0.09	0.09
3	Furniture and Fixtures	-	-	-	-	-	-
	<b>TOTAL - D</b>	<b>0.15</b>	<b>0.43</b>	<b>-</b>	<b>0.43</b>	<b>0.30</b>	<b>0.73</b>
	Previous Year	0.15	0.43	-	0.43	0.30	0.73
	<b>Grand Total - A + B + C + D</b>	<b>152.00</b>	<b>53.31</b>	<b>-</b>	<b>225.31</b>	<b>60.74</b>	<b>184.57</b>
	Previous Year	65.70	96.31	-	162.01	34.29	127.72

None of the amounts are less than Rs.1000



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements		
<b>Note 8 Long Term Loans and Advances</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>Unsecured, Considered Good</b>		
(a) Advance Income Tax (TDS receivables)	12.55	8.44
(b) Security Deposits	4.70	1.50
<b>Total</b>	<b>17.25</b>	<b>9.94</b>
<b>Note 9 Cash and Cash Equivalents</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
(a) Balances with Banks		
(i) In Current Account	12.35	7.98
(ii) In Saving Accounts	3,187.32	2,458.03
(iii) In Fixed Deposits	57.10	500.00
<b>Total</b>	<b>3,256.77</b>	<b>2,966.01</b>
<b>Note:</b>		
(i) Of the above, the balances that meet the definition of cash and cash equivalent as per AS-3 Cash Flow Statement is:	3,256.77	2,966.01
(ii) Of the above fixed deposit include restricted amount of Rs. 5.26 Lakhs (Previous Year Rs. 5 Lakhs)		
<b>Note 10 Short Term Loans and Advances</b>		
Particulars	March 31, 2022 (Rs. in Lakhs)	March 31, 2021 (Rs. in Lakhs)
<b>Unsecured, Considered Good</b>		
(a) Security Deposits	3.91	6.22
(b) Prepaid Expenses	21.97	-
(c) Advances to Employees and Others	1.83	1.66
(d) Advances to Suppliers	8.03	30.72
(e) GST receivables	1.11	0.82
(f) Other Receivables	8.39	23.67
<b>Total</b>	<b>45.24</b>	<b>63.09</b>





Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 11 Grant / Donation Received**

Particulars	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
<b>Grant Income</b>		
Transferred from Earmarked Funds	6,187.44	8,046.97
Transferred from Capital Grant Funds	60.53	34.20
<b>Total</b>	<b>6,247.97</b>	<b>8,081.17</b>

**Note 12 Consultancy and Other Income**

Particulars	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
<b>Consultancy Income</b>		
	52.25	19.17
<b>Other Income</b>		
	41.14	17.78
<b>Total</b>	<b>93.39</b>	<b>36.95</b>



**Note 13 Grant Expenses and Programme Expenses**

Note 13(A) Covid-19 Response Expenses

780.61 3,806

TRANSFORMING RURAL INDIA FOUNDATION  
CHARITABLE COMPANY  
CIN  
U74900DL2010NPL289531



Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 14 Employee Benefit Expenses**

Particulars	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
Salaries and Wages	162.38	169.16
Contribution to Provident Fund	4.12	3.25
Gratuity	2.59	1.80
<b>Total</b>	<b>169.09</b>	<b>174.20</b>

**Note 15 Other Expenses**

Particulars	For the year ended March 31, 2022 (Rs. in Lakhs)	For the Year ended March 31, 2021 (Rs. in Lakhs)
Professional Fees and Contractual Services	80.07	89.87
Auditors Remuneration	10.79	7.08
Insurance Charges	3.29	10.87
Rent Expenses	18.52	17.51
Training Expenses	1.91	1.70
Postage, Internet and Telephone	4.48	8.77
Printing and Stationery	7.31	4.80
Electricity and Water	0.92	2.91
Repair and Maintenance	5.76	2.41
Travel and Conveyance	6.67	4.24
Bank Charges	1.20	0.01
Duties, Fees and Taxes	0.85	0.25
Office Expenses	4.71	21.30
<b>Total</b>	<b>146.48</b>	<b>171.72</b>

**Note on Auditors Remuneration:**

Statutory Audit Fees	7.97	6.37
Taxation Matters	0.89	0.71
Others	1.93	-
<b>Total</b>	<b>10.79</b>	<b>7.08</b>



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 16 Earned Funds Statement as at March 31, 2022									
Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded by grantee / Adjustments	Interest Income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022	(Amount in Lakhs)
<b>IC Grants</b>									
Aspen Institute (Aspen Forum for Community Solutions)	Support to Development of the Global Opportunity Youth Network	20.36					20.36		
		655.80					44.51		20.39
Aspen Institute (Aspen Forum for Community Solutions)	Advancing Economic Opportunities for Youth	124.08				3.69	70.42		53.66
			232.50				4.73		124.08
Aspen Institute (Aspen Forum for Community Solutions)	To support the development of the Global Opportunity Youth Network		55.38				19.31		35.88
Bill & Melinda Gates Foundation	TA to NALM to scale up Health Nutrition (HN) and Agriculture (AG) intervention	235.53	1,015.72	[101.14]	16.49	12.62	853.48		280.65
		692.72			21.33	3.59	457.32		235.53
Bill & Melinda Gates Foundation	Integrated Digital Farmer Services Investment in Bihar	114.57		[11.94]	0.50		102.75		114.67
			230.00				176.21		
Bill & Melinda Gates Foundation	Strengthening rural local governance for health under 20th FC in Bihar		297.72	[4.83]	5.03	0.18	25.14		273.60
National Philanthropic Trust	Fund for Global Health and Development		132.30	[4.88]			32.55		94.86
Harvard T. H. Chan School of Public Health	SMART – Stories, Meaning, Action for Rural Transformations						29.75		(29.75)
Bill & Melinda Gates Foundation	Planning grant: Indian Agriculture Technical Assistance Facility		234.26	[24.90]	2.91		166.01		36.27
Bill & Melinda Gates Foundation	Empowering Women's Economic Empowerment at scale by system level changes in Bihar and MP								
			375.06	[110.74]	5.57	1.05	110.96		230.16



Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (refund)	Amount refunded by onward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to income and expenditure	Closing Balance March 31, 2022
Bill & Melinda Gates Foundation	The Village Square	-	825,997	(38,477)	17,866	0.86	124,996	703,110
IKFA Foundation	Market Solutions for Stranded India (Phase II)	254,271	104,318	(13,521)	-	1,075	320,662	254,271
	Market Solutions for Accelerating Agriculture Growth in "Stranded India"	145,254	-	-	3,34	3,65	145,22	-
Professional Assistance for Development Action (ICAFA Foundation)	Partnerships for Integrated Development and Improvement (PRIDE)	(29,099)	35,00	-	-	-	5,91	-
Professional Assistance for Development Action (Bill & Melinda Gates Foundation)	Strengthening Capacity of SME Federated Structures for Livelihood and Health	27,81	-	(2,18)	-	-	20,65	-
	Gender Responsive Organisations for Women (GSOW)	229,65	3,04	(6,01)	0,22	1,48	105,07	27,83
	Agripreneurship Mentorship (AE) Mentorship	7,18	-	-	-	-	3,03	-
Syngenta Foundation India	Technical Assistance to UP State Rural Livelihoods Mission	13,50	6,60	-	-	0,11	4,25	3,00
Project Concern International (Bill & Melinda Gates Foundation)	Cracking Local Entrepreneurship Opportunities	67,86	342,20	(14,12)	10,00	1,80	31,66	5,53
Standard Chartered Bank	Agiculture Human Capital Investment Study	201,09	207,99	-	-	9,55	271,32	6,40
International Food Policy Research Institute	Access for Energy Development in Burkland	-	7,48	0,05	-	-	166,24	67,86
Indian Resources Trust (IRT)	Access for Energy Development in Burkland	-	10,00	-	-	1,00	9,00	261,9
AI-MRIE Center	-	-	5,56	-	-	-	-	207,99

Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded by grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022
The Nudge Foundation	Supply side engagement in MGNREGA under Aha-Karn project	-	75.75	(3.93)	-	-	50.15	15.67
Project Concern International	Technical Assistance to UP State Rural Livelihoods Mission	-	281.85	(6.72)	0.87	-	296.75	(20.78)
YouthBuild international	Lead and manage in country call for proposals from youth innovators	-	2.88	-	-	-	2.88	-
Institutional Cost Reserve	Institutional Cost Reserve	-	-	337.56	-	-	-	-
Total IC Grants FY 21-22		1,032.01	3,398.21	71.37	46.96	26.55	2,703.36	1,820.58
Total IC Grants FY 20-21		1,861.37	929.21	0.00	39.53	31.56	1,266.54	1,032.01
IC Covid-19 Support Projects		-	-	-	-	-	-	-
Bill & Bernice Gates Foundation	Covid-19 Resilient Group to establish dedicated COVID facilities	279.41	-	(64.02)	7.58	-	76.24	147.03
Bill & Melinda Gates Foundation	COVID-19 Support COVID response in Aspirational Districts	70.59	3,726.00	(1.30)	32.25	0.87	3,478.07	279.41
Project Concern International	COVID-19 Vigilant support cell with Dept. of Rural Development, GoIP	1.58	9.38	(2.51)	0.01	-	8.46	0.00
Charter Aid Foundation America [not Founded yet]	Covid-19 Response	147.75	35.15	-	0.15	0.11	141.11	1.58
TRIF COVID Fund	COVID-19 Response	-	147.75	-	-	-	-	147.75
Standard Chartered Bank	Economic Restoration	10.51	254.92	-	-	-	244.41	10.51
Deloitte India LLP	Identification of trainers and front line support	-	28.72	(2.19)	-	-	21.96	2.47



Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded by income tax / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022
Global India Fund	Enabling Rural Community Preparedness for Vaccination of COVID-19	-	39.11	-	-	-	39.10	-
Deutsche Weltergheide e.V.	Regional Program for scaling up the multi-sectoral approach for Nutrition Smart Villages	-	253.61	-	1.90	1.90	253.56	(8.35)
Total - FC Covid 19 Grants FY 21-22		\$11.44	363.26	(71.37)	10.26	1.90	665.56	146.78
Total - FC Covid 19 Grants FY 20-21		-	4,595.73	-	35.89	0.94	4,028.74	511.42
Grand Total - FC Grants FY 21-22		1,543.46	3,763.40	-	50.31	27.84	3,368.90	1,567.39
Grand Total - FC Grants FY 20-21		1,361.17	5,444.43	0.00	75.42	32.50	5,395.26	1,531.44
<b>NFC Projects</b>								
Tata Education and Development Trust	Program Support to Tribal Activities	-	-	-	-	-	-	-
Tata Education and Development Trust	Support to Rural Development Dispatrone-4, Government of Jharkhand for Community Irrigation Project	0.03	-	(0.03)	-	-	-	-
Sir Ratan Tata Trust	Multi-Dimensional Change in Mission Antyodaya Sankul, Madhya Pradesh	77.02	-	-	3.87	-	80.99	-
Sir Ratan Tata Trust	Support for Innovative Livelihood Program	60.97	244.31	-	0.86	-	308.66	0.41
Sir Ratan Tata Trust	Support for Innovative Livelihood Program	(59.57)	216.87	-	1.87	0.54	61.75	60.99
Sir Dorabji Tata Trust	Programme support to Transformation of Aspirational Districts Programme	14.70	118.05	-	0.68	4.80	127.88	0.23
Sir Dorabji Tata Trust	Programme support to Transformation of Aspirational Districts Programme	6.53	220.00	-	7.78	7.85	206.66	14.20
Tata Education and Development Trust	Programme Support to Transformation of Aspirational Districts Fellowship	(6.03)	-	0.03	-	-	-	-
Tata Education and Development Trust	Programme Support to Transformation of Aspirational Districts Fellowship	(8.23)	174.00	-	0.64	-	116.41	-
Tata Education and Development Trust	Mission Gaurav	(25.83)	213.34	-	0.68	-	196.62	(8.23)
Tata Education and Development Trust	Mission Gaurav	24.76	(9.91)	-	-	1.40	13.16	-
Tata Education and Development Trust	Core Support for Transform Rural India Initiative	-	254.52	-	-	33.97	95.55	24.20
Tata Education and Development Trust	Core Support for Transform Rural India Initiative	15.87	544.07	-	0.31	-	70.20	-





Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded to donor / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022
Sir Doreji Tata Trust	Support for Partnership with Rural Development Department in Setting Value Chain Development Centre	235.57	520.40	-	1.83	0.37	656.05	32.39
		238.88	520.00	-	3.24	4.50	520.65	226.57
Acem Prema Philanthropic Initiatives Pvt. Ltd.	Strengthening Local Governance for Multi Dimensional Change	-	-	-	-	-	-	-
		5.29	-	(23.51)	-	-	(17.22)	-
Acem Prema Philanthropic Initiatives Pvt. Ltd.	Strengthening Local self Governance	172.06	378.45	-	13.91	0.51	359.86	204.91
		-	422.24	-	8.52	9.46	248.69	172.06
Professional Assistance for Development Action (PAW)	Women Collectives Anchored Integrated Second Chance Education and Vocational Learning Programme	-	-	-	-	-	-	-
		(6.56)	13.68	-	-	-	5.12	-
Tata Capital Housing Finance Limited	Solar Micro Grids in Singdaga Jharkhand	25.59	100.00	(5.39)	-	-	20.19	75.59
Tata CleanTech Capital Limited	Solar Micro Grids in Singdaga Jharkhand pn 2	-	128.00	(7.27)	-	-	120.73	-
Tata CleanTech Capital Limited	Solar Micro Grids in Singdaga Jharkhand pn 1	64.58	185.00	(5.43)	-	-	56.15	64.59
	Power Saver for food security and high value agriculture	-	0.74	-	-	-	0.74	-
Pewa Aft India Private Limited And Affiliates	The Defeat MCD Partnerships India Cancer Programme	500.00	-	-	-	0.60	70.00	429.36
	Catalysing Action on Women Empowerment in two blocks of District Amritsar, UP	-	505.00	-	-	-	-	505.00
		-	111.00	-	-	-	-	111.00
Aft India Private Limited And Affiliates	Rural Electrification Through Solar Micro grid	-	125.00	-	-	-	-	125.00



Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded by inward grantee / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022
Firstsource Solutions Limited	Transforming Learning Outcomes in Primary Education in Palnawad Block of Palnawad District in MP	-	12.56	-	-	-	-	12.56
HDFC Bank Limited	Income Enhancement for the Smallholder Farmers and Entrepreneurship for the Rural Youth	-	33.28	(1.76)	-	2.18	30.32	[0.91]
Acs Bank Foundation	To enhance the income of the local community and create overall prosperity and well-being	-	178.18	-	1.07	11.07	92.88	76.36
Institutional Coal Reserve	Anti-Raided Coal Reserve	-	-	20.81	-	-	5.01	14.74
Total : Non FC Grants FY 21-22		1,081.28	1,967.48	0.96	18.98	20.97	1,882.26	1,055.00
Total : Non FC Grants FY 20-21		250.53	3,010.09	(23.51)	20.14	56.23	2,119.24	1,081.29
IMC Covid 19 Support Projects		-	-	-	-	-	-	-
Acem Premy Phagmehopoc Initiatives	Covid 19 Response	0.08	98.52	(0.08)	-	-	121.91	0.08
Acem Premy Phagmehopoc Initiatives	To support the well-being of vulnerable communities in three blocks in Jharkhand	(15.52)	73.86	-	-	0.38	57.76	-
IMC COVID Fund	Covid 19 Response	(0.80)	31.05	-	-	1.77	43.25	(15.52)
Ajayal-Bhar Foundation	Covid 19 Response	-	19.52	-	-	-	114.85	0.00
Exim Bank Ltd	Covid 19 Response	0.96	216.35	(0.96)	-	-	20.32	0.00
Exim Bank Ltd	Covid 19 Response	-	7.07	-	-	-	115.39	0.96
Non-Farm Phagmehopoc Initiatives	Rural-based Integrated Healthcare Response	(125.96)	251.57	-	-	-	7.07	-
Mahindra Rural Housing Finance Ltd.	Migrants' Support Programme in Madhya Pradesh	35.06	296.00	-	-	4.89	175.61	(125.96)
Deloitte	Distribution of Humanitarian kit	-	38.00	-	-	12.96	22.13	35.06
		-	47.25	-	-	-	2.94	35.06





Funding Agency	Project Description	Opening Balance as at April 1, 2021	Grants received during the year / (Refund)	Amount refunded by award grantees / Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2022
Azim Premji Philanthropic Initiatives	Covid Vaccination Program, along with linkages to welfare programs	-	116.95	-	-	0.70	121.96	(5.71)
Azim Premji Philanthropic Initiatives	Shakti and Integrated Development of Health & Nutrition (JIDHAN) - Phase 2	-	218.49	-	-	0.66	218.03	-
Azim Premji Philanthropic Initiatives	JIDHAN work in South Chotragpur division and block level intervention in 2 blocks - Phase 3	-	55.88	-	-	-	78.04	(21.16)
Azim Premji Philanthropic Initiatives	Supporting activities in the Hard-to-Reach Areas (HRA) to promote COVID-19 vaccination in coordination with SCLS	-	48.00	0.06	-	-	45.26	2.80
Pannaam Foundation	Covid 19 Response	-	4.55	-	-	-	4.55	-
Total : Non FC Covid 19 Grants FY 21-22		(106.19)	933.37	(0.96)	-	14.48	835.78	(21.05)
Total : Non FC Covid 19 Grants FY 20-21		-	509.46	23.47	-	6.66	632.46	(106.19)
Grand Total : Non FC Grants FY 21-22		975.10	2,900.84	-	18.98	35.45	2,818.53	1,040.95
Grand Total : Non FC Grants FY 20-21		250.54	3,573.55	(0.04)	20.14	61.38	2,751.69	975.10
Grand Total FC-NFC FY 21-22		2,518.55	6,462.11	-	78.21	61.31	6,187.44	3,008.15
Grand Total FC-NFC FY 20-21		1,611.80	8,953.88	(0.04)	95.56	95.88	8,946.97	2,528.25

Previous year figures are stated in italics

The debit balance in a project under earmarked funds represents expenditure over run by use of funds of another project, which is as per the approvals received from the donors.

\* Project closed during the year

\*\* Project closed during the previous year

# 0.00 denotes amount less than Rs. 1,000/-



Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Notes forming part of the financial statements

**Note 17 - Disclosures in Accordance with Revised Accounting Standard 15 (AS 15) on "Employee benefits"**

**A. Defined contribution plan**

The Company offers its employees defined contribution plan in the form of Provident fund, which covers all regular employees. Provident Fund Contribution is deposited with the Regional Provident Fund Commissioner (RPFC). Both the employees and the Company pay predetermined contributions into the provident fund. The contributions are normally based on ascertain proportion of the employee's salary.

	2021-22 (Rs. in Lakhs)	2020-21 (Rs. in Lakhs)
The Provident Fund contribution recognised in the statement of profit and loss	4.12	3.25

**B. Defined benefit plan**

The Company offers its employees defined benefit plans in the form of a gratuity scheme (a lump sum amount). Benefits under the defined benefit plans are based on years of service and the employee's compensation (immediately before retirement). The gratuity scheme covers all regular employees. Commitments are Actuarially determined at year end. Actuarial valuation is done based on "Projected Unit Credit (PUC) Actuarial Method". Gains and losses of changed Actuarial assumptions are charged to the statement of Profit and Loss account.

Note:	2021-22	2020-21
a) Abrition Rate	10%, 2%	10%, 2%
b) Salary Escalation	5%	5%
c) Discount Rate	7.25%	6.82%

**Note 18 - Segment Reporting**

The Company is registered as Section 8 Company with a purpose of providing comprehensive support and development of villages in India. It supports NGOs around agreed development results in areas of rural development, healthcare, education, farming etc. and partners with state and national government in supporting work in villages which is a single geographical and business segment, and hence primary and secondary segment reporting as per the Accounting Standard 17 is not required to be disclosed.

**Note 19 - Related Party Disclosure**

As required under Accounting Standard on 'Related Party Disclosures' (AS 18), following are details of transactions during the year with the related parties as defined in AS 18.

**List of Related Parties and Relationships:**

Name of the Related Party	Relationship
Sanjiv Phansalkar	Key management personnel
Anish Kumar	Key management personnel
Anirban Ghose	Key management personnel

Nature of transaction	Transactions during period and balance as on March 31, 2022 (Rs. in Lakhs)	Transactions during year and balance as on March 31, 2021 (Rs. in Lakhs)
<b>Sanjiv Phansalkar</b>		
Salary, Bonus and Reimbursements	5.43	-
Balance Payable	-	-
<b>Anish Kumar</b>		
Salary, Bonus and Reimbursements	42.88	40.10
Balance Payable	0.02	0.03
<b>Anirban Ghose</b>		
Salary, Bonus and Reimbursements	46.00	68.51
Balance Payable	0.97	0.34

**Note 20**

COVID 19 pandemic has started warning in the initial period of the year. There were certain restriction on public events and gatherings. The company has carried out its activity in villages as per the relevant restrictions. All the controls were performed as per SOPs in the digital environment.



**Transforming Rural India Foundation**  
**Notes Limited by Guarantee and not having Share Capital**  
**Notes forming part of the financial statements**

**Note 21**

Meaning of short name used in financial statement  
 FC: Books related to donation received from the foreign donors  
 NFC: Books related to donation received from Indian donors

**Note 22 - Key Financial Ratios**

Ratio	Numerator	Denominator	2021-22 (Rs. In Lakhs)	2020-21 (Rs. In Lakhs)	Variance	%	Reason for change
(a) Current ratio	3,302.01	3,137.36	1.05	1.03	0.02	2%	Refer Note 1
(b) Debt-equity ratio			NA				Refer Note 2
(c) Debt service coverage ratio			NA				Refer Note 2
(d) Return on equity ratio			NA				Refer Note 3
(e) Inventory turnover ratio			NA				Refer Note 4
(f) Trade receivables turnover ratio			NA				Refer Note 5
(g) Trade payables turnover ratio			NA				Refer Note 5
(h) Net capital turnover ratio			NA				Refer Note 5
(i) Net profit ratio			NA				Refer Note 5
(j) Return on capital employed			NA				Refer Note 5
(k) Return on investment			NA				Refer Note 6

**Notes:**

- Explanation shall be provided for any change in the ratio by more than 25% as compared to the ratio of preceding year.
- The entity is section 8 company with limited guarantee for which the Numerator / Denominator and hence, this ratio is not applicable.
- The entity is a Section 8 Company limited by Guarantee. Thus, there is no inventory and this ratio is not applicable.
- The entity is a Section 8 Company limited by Guarantee. Thus, this ratio is not applicable.
- The company does not have investment(s). Thus, this ratio is not applicable.

**Note 23**

The bifurcation of costs within various cost centres, budgets and the variances have been done based on Management's Judgement.

**Note 24**

Previous year's figures have been regrouped / reclassified wherever necessary to correspond with the current year's classification / disclosure.

As per our report of even date attached  
 For Deloitte Haskins & Sells LLP  
 Chartered Accountants

Joe Preto  
 Partner

Mumbai  
 July 18, 2022

For and on behalf of the Board of  
 Transforming Rural India Foundation

Sanjiv Phansalkar  
 Director  
 DIN 02360656

Ashish Deshpande  
 Director  
 DIN 07519898

Ashish Kumar  
 Director  
 DIN 02599705



**INDEPENDENT AUDITOR'S REPORT**

**To The Board of Directors of Transforming Rural India Foundation**

**Report on the Audit of the Financial Statements**

**Opinion**

We have audited the accompanying financial statements of Transforming Rural India Foundation ("the Company"), which comprise the Balance Sheet as at 31 March 2021, the Statement of Income and Expenditure and the Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the Accounting Standards prescribed under section 133 of the Act read with the Companies (Accounting Standards) Rules, 2006, as amended ("Accounting Standards") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2021, and of its excess of income over expenditure and its cash flows for the year ended on that date.

**Basis for Opinion**

We conducted our audit of the financial statements in accordance with the Standards on Auditing specified under section 143(10) of the Act (SAs). Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

**Information Other than the Financial Statements and Auditor's Report Thereon**

- The Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Directors report, but does not include the financial statements and our auditor's report thereon.



- Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.
- In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Management's Responsibility for the Financial Statements**

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the financial position, financial performance, cash flows of the Company in accordance with the Accounting Standards and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

#### **Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could



reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with



them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**Report on Other Legal and Regulatory Requirements**

1. As required by Section 143(3) of the Act we report that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
- b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
- c) The Balance Sheet, the Statement of Income and Expenditure, and the Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account.
- d) In our opinion, the aforesaid financial statements comply with the Accounting Standards specified under Section 133 of the Act.
- e) On the basis of the written representations received from the directors as on 31 March 2021 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2021 from being appointed as a director in terms of Section 164(2) of the Act.
- f) Reporting on the adequacy of Internal Financial Control Over Financial Reporting of the Company and the operating effectiveness of such controls, under section 143(3)(i) of the Act is not applicable in view of the exemption available to the Company in terms of the notification no. G.S.R. 583(E) dated 13 June 2017 issued by the Ministry of Corporate Affairs, Government of India, read with general circular No. 08/2017 dated 25 July 2017.
- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended

In our opinion and to the best of our information and according to the explanations given to us, the Company being a private Company, section 197 of the Act related to the managerial remuneration is not applicable.

- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
  - i. The Company does not have any pending litigations which would impact its financial position
  - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.





**Deloitte  
Haskins & Sells LLP**

- iii. There were no amounts which were required to be transferred, to the Investor Education and Protection Fund by the Company.
2. This report does not include the statement on matters specified in Paragraph 3 and 4 of the Companies (Auditor's Report) Order, 2016 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, since the Order is not applicable to the Company, being a Company licensed to operate under Section 8 of the Companies Act 2013, as specified in paragraph 1(2) (iii) of the Order.

For **Deloitte Haskins & Sells LLP**  
Chartered Accountants  
(Firm's Registration No. 117366W/W-100018)



**Joe Pretto**  
Partner  
(Membership No: 77491)  
(UDIN: 21077491AAAABZ6723 )

Mumbai,  
14 September 2021



Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Balance Sheet as on March 31, 2021

Particulars	Note No.	March 31, 2021 (Rs.)	March 31, 2020 (Rs.)
<b>I EQUITY AND LIABILITIES</b>			
1 Shareholder's Funds			
Reserves and Surplus	3	7,365,982	5,144,322
2 Non Current Liabilities			
Other Non Current Liabilities	4	11,380,415	4,428,240
3 Current Liabilities			
(a) Trade Payables	5	38,703,212	12,282,432
(Includes total outstanding dues of Micro and Small Enterprises Rs. 43,692)(March 31, 2020 Rs.9,000)			
(b) Other Current Liabilities	6	255,407,859	163,478,840
		<b>294,111,071</b>	<b>175,761,272</b>
<b>TOTAL</b>		<b>312,857,468</b>	<b>185,333,834</b>
<b>II ASSETS</b>			
1 Non Current Assets			
(a) Fixed Assets			
Tangible Assets	7	8,953,821	2,752,033
(b) Long Term Loans and Advances	8	925,043	487,007
		<b>9,878,864</b>	<b>3,239,040</b>
2 Current Assets			
(a) Short Term Loans and Advances	9	6,377,265	3,096,161
(b) Cash and Cash Equivalents	10	296,601,339	178,998,633
		<b>302,978,604</b>	<b>182,094,794</b>
<b>TOTAL</b>		<b>312,857,468</b>	<b>185,333,834</b>

See accompanying notes forming part of the financial statements

1-20

As per our report of even date attached  
For Deloitte Haskins & Sells LLP  
Chartered Accountants

Jde Pretto  
Partner

Mumbai  
September 14, 2021

For and on behalf of the Board of  
Transforming Rural India Foundation

Sanjiv Phansalkar  
Director  
DIN 02360656

Ashish Deshpande  
Director  
DIN 07519898

Anish Kumar  
Director  
DIN 02599705  
August 31, 2021



Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Income and Expenditure for the year ended March 31, 2021			
Particulars	Note No.	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
<b>I INCOME</b>			
(a) Grant Income and Donations	11	808,116,742	252,728,937
(b) Consultancy and Other Income	12	3,695,154	2,851,855
<b>Total income</b>		<b>811,811,896</b>	<b>255,580,792</b>
<b>II EXPENSES</b>			
(a) Grant Expenses and Programme Expenses	13	390,883,509	229,966,410
(b) Covid -19 Response Expenses	13A	380,684,692	-
(c) Employee Benefit Expenses	14	17,420,944	17,118,990
(d) Other Expenses	15	17,172,009	6,057,667
(e) Depreciation	7	3,429,082	1,614,782
<b>Total expenses</b>		<b>809,590,236</b>	<b>254,757,849</b>
<b>III Excess of Income over Expenditure before tax</b>		<b>2,221,660</b>	<b>822,943</b>
<b>IV Tax expense</b>			
<b>V Excess of Income over Expenditure for the year</b>		<b>2,221,660</b>	<b>822,943</b>
See accompanying notes forming part of the financial statements 1-20			
<p>As per our report of even date attached For Deloitte Haskins &amp; Sells LLP Chartered Accountants</p> <p><i>[Signature]</i> Joe Pretto Partner</p> <p>Mumbai September 14, 2021</p> <p><i>[Signature]</i></p> <p>For and on behalf of the Board of Transforming Rural India Foundation</p> <p><i>[Signature]</i> Sanjiv Phansalkar Director DIN 02360656</p> <p><i>[Signature]</i> Anish Kumar Director DIN 02599705 August 31, 2021</p> <p><i>[Signature]</i> Ashish Deshpande Director DIN 07519898</p> <p></p>			

Transforming Rural India Foundation  
Company Limited by Guarantee and not having Share Capital  
Statement of Cash Flows for the year ended March 31, 2021

Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
<b>A. Cash flow from operating activities</b>		
Excess of Income over Expenditure	2,221,660	822,943
<b>Adjustments for Non Cash Items:</b>		
Depreciation	3,429,082	1,614,782
<b>Changes in working capital</b>		
Adjustments for (increase) / decrease in operating assets:		
Short Term Loans and Advances	(3,281,104)	(2,222,733)
Long term Loans and Advances	(438,036)	345,596
Adjustments for increase / (decrease) in operating liabilities:		
Other Non Current Liabilities	6,952,175	1,384,674
Trade Payables	26,229,488	5,002,443
Other Current Liabilities	91,929,019	163,170,423
<b>Net cash flow (used in) / generated from operating activities (A)</b>	<b>127,042,284</b>	<b>170,118,129</b>
<b>B. Cash flow from investing activities</b>		
Purchase of Fixed Assets	(9,439,578)	(2,430,816)
<b>Net cash flow (used in) investing activities (B)</b>	<b>(9,439,578)</b>	<b>(2,430,816)</b>
<b>C. Cash flow from financing activities (C)</b>		
<b>Net increase in Cash and cash equivalents (A+B+C)</b>	<b>117,602,706</b>	<b>167,687,312</b>
Cash and cash equivalents at the beginning of the year	178,998,633	11,311,321
Cash and cash equivalents at the end of the year	<b>296,601,339</b>	<b>178,998,633</b>
Reconciliation of Cash and cash equivalents with the Balance Sheet:		
Cash and cash equivalents as per Balance Sheet (Refer Note 10)	296,601,339	178,998,633
<b>Net Cash and cash equivalents (as defined in AS 3 Cash flow statement) included in Note 10</b>	<b>296,601,339</b>	<b>178,998,633</b>

See accompanying notes forming part of the financial statements

1-20

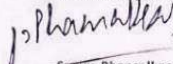
As per our report of even date attached  
For Deloitte Haskins & Sells LLP  
Chartered Accountants

  
Joe Pretto  
Partner

Mumbai  
September 14, 2021



For and on behalf of the Board of  
Transforming Rural India Foundation

  
Sanjiv Phansalkar

  
Ashish Deshpande

Director  
DIN 02360656

Director  
DIN 07519898

  
Anish Kumar  
Director  
DIN 02599705  
August 31, 2021





**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2021**

**1. Corporate Information:**

The Company is engaged and supports comprehensive development of villages in India. It works closely with rural communities and NGOs around agreed development goals in areas of rural development, healthcare, education, livelihoods including preservation of environment & natural resources, farming, watershed, etc. and partners with state and national government in supporting transformation in villages. The Company has been incorporated on January 13, 2016 limited by guarantee and not having a share capital and has been granted a license under Section 8(1) of the Companies Act, 2013 by Government of India, vide its Section 8 licensed number: 106251 dated January 4, 2016. It is governed by a Memorandum and Article of Association. In the event of Company is being wound up, the liability in respect of the guarantee is limited to Rs.1,00,000 per member of the Company. The Company is registered under Section 12AA of the Income Tax Act, 1961 vide Letter No. CIT (E) I 2016-17/DEL-TR25416-26092016/6413 dated September 26, 2016 as well as under Section 80 G of the Income Tax Act, 1961 vide letter no. CIT (E) I 2016-17/DEL-TE27072-26092016/7515 dated September 26, 2016. During the current year the Company applied for renewal of Exemption certificate under section 12A and 80G of Income Tax Act-1961 as per the new guidelines. The Provisional approval under section 12A has been received vide approval No. AAFCT6043AE20214 dated May28, 2021 as well as under section 80G vide approval No. AAFCT6043AF20214 dated May 28, 2021.

The Company is established to conduct various projects and programs in connection with or relating to relief to poor, watershed development, primary education, livelihood, health and nutrition, and agriculture farming. The Company incurs expenditure by way of grants given towards objects and Program expenses which represents initiatives/activities undertaken by the Company. During the year 2018-2019, Company applied for registration under Foreign Contribution (Regulation) Act, 2010. As per communication received from Foreigners Division, Ministry of Home Affairs, Government of India dated May 16, 2019, the Company is registered under section 11(1) of the Foreign Contribution (Regulation) Act, 2010 with a registration number 231661849.

**2. Significant Accounting Policies:**

**A. Basis of Preparation of Financial Statements:**

The financial statements of the Company have been prepared in accordance with the generally accepted accounting principles in India (Indian GAAP) under the historical cost convention on an accrual basis. These Financial Statements have been prepared to comply in all material aspects with the Accounting Standards specified under Section 133 of the Companies Act, 2013 as applicable. The accounting policies adopted in the preparation of the financial statement are consistent with those followed in the previous year.

**B. Use of Estimates:**

The preparation of the financial statements in conformity with Indian GAAP requires the Management to make estimates and assumptions considered in the reported amounts of assets and liabilities (including contingent liabilities) and the reported income and expenses during the period. The Management believes that the estimates used in preparation of the financial



*[Signature]*

*[Signature]*

**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2021**

statements are prudent and reasonable. Future results could differ due to these estimates and the differences between the actual results and the estimates are recognized in the periods in which the results are known / materialise.

**C. Revenue Recognition:**

- Earmarked grants are initially credited to a liability account in the Balance Sheet and are transferred to Income and Expenditure Account in the year in which and to the extent to which the Company complies with the conditions attached to them.
- Donations are recognized as income in Statement of Income and Expenditure in the period in which the collections are actually received.
- Interest Income is recognized in time proportion basis taking into account the amount outstanding.

**D. Foreign Currency Transactions:**

The Company has received foreign contributions under Foreign Contribution Regulatory Act, 2010 read with FCRA Rules, 2011. The foreign contribution received has been accounted for in the books the basis of FIRC copies issued by the banker. The exchange rate mentioned in the FIRC copy is taken as conversion rate for the purpose of converting foreign contribution in INR.

**E. Fixed Assets:**

Tangible assets are stated at acquisition cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes purchase price and any attributable cost of bringing the assets to its working condition for its intended use.

Components of Grants utilized for meeting costs of capital assets are disclosed as 'Grant for Capital Assets' as a part of 'Other Non-Current Liabilities'. Costs of such assets are capitalised. Amount equivalent to depreciation provided on such asset is released from Capital Grant to Income and Expenditure Account.

Gifted assets accounted for in the books of accounts at notional value of Rs.1/- each assets item and shown under gross block as gifted assets.

**F. Depreciation:**

Depreciable amount for assets is the cost of an asset, or other amount substituted for cost, less its estimated residual value. The depreciation is calculated on written down value method. Depreciation has been provided as per the useful / estimated life prescribed in Schedule II to the Companies Act, 2013.

Following are the categories of assets and useful life considered based on Schedule II to the Companies Act 2013:

Assets	Estimated Useful Life
Office Equipment	5 years
Computers and data processing units (including software)	3 years
Furniture and Fixtures	10 years



*Prakash Kumar*



*P. Phani Kumar*

*Pradeep Kumar*



**TRANSFORMING RURAL INDIA FOUNDATION**

**(Company Limited by Guarantee and not having Share Capital)**

**NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED MARCH 31, 2021**

Assets acquired during the year where the cost of each item is Rs. 5,000/- or less are depreciated fully during the year.

**G. Expenses towards objects:**

Grant expenses represent expenses towards particular programmes which are jointly executed in collaboration with other charitable organisations.

Programme expenses represent expenses towards programmes which are executed by the Company.

**H. Employee Benefits:**

**a) Short Term Benefits:**

Short term Employee Benefits are accounted as an expense in the Statement of Income and Expenditure in the year in which services are rendered.

**b) Post-employment Benefit Plans**

Contribution to Provident Fund are recognized as an expense in the income and expenditure account when the employees have rendered services entitling them to contributions.

Charge and provision for gratuity is recorded based on actuarial valuation done by the independent valuer.

**I. Provisions and Contingencies:**

A provision is recognized when the Company has a present obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made. Provisions (excluding retirement benefits) are not discounted to their present value and are determined based on the best estimate required to settle the obligation at the balance sheet date. These are reviewed at each balance sheet date and adjusted to reflect the current best estimates. Contingent liabilities (if any) are disclosed in the Notes. Contingent assets are not recognized in the financial statements.

**J. Operating cycle:**

Based on the nature of activities of the Company and the normal time between acquisition of assets and their realization in cash or cash equivalents, the Company has determined its operating cycle as 12 months for the purpose of classification of its assets and liabilities as current and non-current.

**K. Impact of Covid-19 Pandemic**

Covid-19 pandemic disrupted normal functioning of the organisation, due to nationwide lockdown imposed during the year and other localised restrictions. The Company followed all the protocols set out by the Government in all its offices. The financial impact for 2020-21 from these shifts including digital management activities are not material. All the Company field offices and engagement in villages was pivoted to provide comprehensive response to pandemic, its staff served the communities selflessly providing food, health and other humanitarian relief, and supported returning migrants and villagers with various measures for economic relief and resilience. The Company proactive response to the pandemic including specific response to requests from district and state governments entailed raising additional resources and deployment of capacities to equip frontline healthcare professionals, augment facilities ensuring full and comprehensive pandemic support to rural population.



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**Transforming Rural India Foundation**  
**Company Limited by Guarantee and not having Share Capital**  
**Notes forming part of the financial statements**

**Note 3 Reserves and Surplus**

Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
<b>Income and Expenditure Account</b>		
Opening Balance	5,144,322	4,321,379
Add: Excess of Income over Expenditure for the year	2,221,660	822,943
Less: Covid 19 Support Fund	(500,000)	-
Closing Balance	<b>6,865,982</b>	<b>5,144,322</b>
<b>Covid 19 Support Fund</b>		
Opening Balance	-	-
Add: Appropriated from Income and Expenditure Account	500,000	-
Less: Utilised During the Year	-	-
Closing Balance	<b>500,000</b>	<b>-</b>
<b>Total</b>	<b>7,365,982</b>	<b>5,144,322</b>

**Note 4 Other Non Current Liabilities**

Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
<b>(a) Provision for Gratuity</b>	2,411,435	1,357,574
	<b>2,411,435</b>	<b>1,357,574</b>
<b>(b) Capital Grant</b>		
Opening Balance	2,752,033	2,444,844
Add: Transferred from Earmarked Funds	9,587,970	1,921,971
Less: Transferred to Statement of Income and Expenditure	(3,419,828)	(1,614,782)
Closing Balance	<b>8,920,175</b>	<b>2,752,033</b>
<b>(c) Livelihood Fund</b>		
Opening Balance	318,633	-
Add: Received during the year	949,930	318,633
Less: Utilised during the year	(1,244,758)	-
Closing Balance	<b>23,805</b>	<b>318,633</b>
<b>(d) Covid 19 Support Fund</b>		
Opening Balance	-	-
Add: Received during the year	500,000	-
Less: Utilised during the year	(475,000)	-
Closing Balance	<b>25,000</b>	<b>-</b>
<b>Total</b>	<b>11,380,415</b>	<b>4,428,240</b>



*J. P. Haskins & Co.*

*Prithvi*



*J. P. Haskins*

*Prithvi*

Note 5 Trade Payables		
Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
Dues to small and medium enterprises (refer note below)	43,692	9,000
Sundry Creditors and other payables	38,356,643	12,161,847
Capital Creditors	302,877	111,585
<b>Total</b>	<b>38,703,212</b>	<b>12,282,432</b>

**Note:**

The Company has certain dues to suppliers registered under Micro, Small and Medium Enterprises Development Act, 2006 (MSMED Act). The disclosures pursuant to the said MSMED Act are as follows:

Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
Principal amount due to suppliers registered under the MSMED Act and remaining unpaid as at year end	43,692	9,000
Interest due to suppliers registered under the MSMED Act and remaining unpaid as at year end	-	-
Interest paid, other than under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
Interest paid, under Section 16 of MSMED Act, to suppliers registered under the MSMED Act, beyond the appointed day during the year	-	-
Interest due and payable towards suppliers registered under MSMED Act, for payments already made	-	-
Further interest remaining due and payable for earlier years	-	-

The above amount due to Micro and Small Enterprises as defined in the "The Micro, Small and Medium Enterprises Development Act, 2006" has been determined to the extent such parties have been identified on the basis of information collected by the Management.

**Note 6 Other Current Liabilities**

Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
(a) Earmarked Funds (Refer Note 16)		
Opening Balance	161,189,943	(936,005)
Add: Received during the year	895,397,890	411,768,755
Add: Refund received from onward grantee/Adjustments	(3,894)	-
Add: Interest Income earned during the year	9,555,564	2,793,819
Less: Transfer to Capital Grant	(9,587,970)	(1,921,971)
Less: Transferred to Statement of Income and Expenditure	(804,696,914)	(250,514,155)
<b>Closing Balance</b>	<b>251,854,619</b>	<b>161,189,943</b>
(b) Statutory Remittances	3,542,221	2,282,216
(c) Provision for Gratuity	11,019	6,681
<b>Total</b>	<b>255,407,859</b>	<b>163,478,840</b>

**Note:** The amount unutilised from Earmarked Funds represents amount received from various donors and sponsors for specific projects undertaken/ to be undertaken by the Company which have remained unutilised as at the Balance Sheet date. The debit balance in a project under earmarked funds represents expenditure over-run by use of funds of another project, which is as per the approvals received from the



*Prithvi Kumar*



*Prithvi Kumar*

*P. Phamallias*

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Notes forming part of the financial statements									
Note 7 FIXED ASSETS : FC									
(Amount in Rs.)									
Sr. No.	Particulars	As at April 1, 2020	Additions during the Year	Gross Block Deductions/ sale during the Year	As at March 31, 2021	As at April 1, 2020	For the Year	Depreciation Adjustments during the Year	Net Block As at March 31, 2021
<b>A. Assets purchased from Donor Funds</b>									
1	Office Equipments	-	783,304	-	783,304	-	66,939	-	716,365
2	Computers and Data Processing Units (Including Software)	580,408	1,506,555	-	2,086,963	79,312	551,515	-	1,456,136
3	Furniture and Fixtures	-	580,408	-	580,408	-	79,312	-	501,096
		-	959,728	-	959,728	-	37,058	-	922,670
	<b>TOTAL - A</b>	<b>580,408</b>	<b>3,249,587</b>	<b>-</b>	<b>3,829,995</b>	<b>79,312</b>	<b>655,512</b>	<b>-</b>	<b>3,095,171</b>
	<b>Previous Year</b>	<b>-</b>	<b>580,408</b>	<b>-</b>	<b>580,408</b>	<b>-</b>	<b>79,312</b>	<b>-</b>	<b>501,096</b>
<b>Fixed Assets : NFC</b>									
Sr. No.	Particulars	As at April 1, 2020	Additions during the Year	Gross Block Deductions/ sale during the Year	As at March 31, 2021	As at April 1, 2020	For the Year	Depreciation Adjustments during the Year	Net Block As at March 31, 2021
<b>A. Assets purchased from Donor Funds</b>									
1	Office Equipments	1,830,662	1,022,932	-	2,853,594	923,252	620,193	-	1,543,445
		1,257,784	572,878	-	1,830,662	493,964	429,288	-	923,252
2	Computers and Data Processing Units (Including Software)	2,611,639	4,839,105	-	7,450,744	1,933,367	1,906,227	-	3,839,594
		2,069,544	542,095	-	2,611,639	1,047,257	886,110	-	1,933,367
3	Furniture and Fixtures	1,546,851	476,346	-	2,023,207	881,703	237,896	-	1,119,599
		1,320,271	226,590	-	1,546,861	661,631	220,072	-	881,703
	<b>TOTAL - B</b>	<b>5,989,152</b>	<b>6,338,383</b>	<b>-</b>	<b>12,327,545</b>	<b>3,738,322</b>	<b>2,764,316</b>	<b>-</b>	<b>6,502,638</b>
	<b>Previous Year</b>	<b>4,647,599</b>	<b>1,341,563</b>	<b>-</b>	<b>5,989,162</b>	<b>2,202,852</b>	<b>1,535,470</b>	<b>-</b>	<b>3,738,322</b>
									<b>2,250,840</b>



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*Phanankar*



*Ramesh & Sells Ltd*



Sr. No.	Particulars	Gross Block			Depreciation			Net Block As at March 31, 2021
		As at April 1, 2020	Additions during the Year	Deductions/ sale during the Year	As at March 31, 2021	For the Year 2020	Adjustmen ts during the Year	
<b>B. Gifted Assets</b>								
1	Computers	22	-	-	22	-	-	22
2	Office Equipments	24	-	-	24	-	-	24
3	Furniture and Fixtures	51	-	-	51	-	-	51
		51	-	-	51	-	-	51
		97	-	-	97	-	-	97
	<b>TOTAL - C</b>	97	-	-	97	-	-	97
	<i>Previous Year</i>	97	-	-	97	-	-	97
	<b>Grand Total - A + B + C</b>	6,569,667	9,587,970	-	16,157,637	3,419,828	-	8,920,175
	<i>Previous Year</i>	4,647,696	1,921,971	-	6,569,667	1,614,782	-	2,752,033

TRIF Own Assets		Gross Block				Depreciation		Net Block	
Sr. No.	Particulars	As at April 1, 2020	Additions during the Year	Deductions/ sale during the Year	As at March 31, 2021	As at April 1, 2020	For the Year Adjustments during the Year	As at March 31, 2021	As at March 31, 2021
<b>B. Gifted Assets</b>									
1	Computers	-	42,900	-	42,900	-	9,254	9,254	33,646
2	Office Equipments	-	-	-	-	-	-	-	-
3	Furniture and Fixtures	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
		-	42,900	-	42,900	-	9,254	9,254	33,646
	<b>TOTAL - D</b>	-	-	-	-	-	-	-	-
	<i>Previous Year</i>	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
	<b>Grand Total - A + B + C+D</b>	6,569,667	9,630,870	-	16,200,537	3,817,634	3,429,082	7,246,716	8,953,821
	<i>Previous Year</i>	4,647,696	1,921,971	-	6,569,667	2,202,852	1,614,782	3,817,634	2,752,033

Previous year figures are stated in italics.



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<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 8 Long Term Loans and Advances</b>		
Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
Advance Income Tax (TDS receivables)	843,519	487,007
GST receivables	81,524	-
<b>Total</b>	<b>925,043</b>	<b>487,007</b>
<b>Note 9 Short Term Loans and Advances</b>		
Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
Unsecured, Considered Good		
(a) Security Deposits	771,600	338,000
(b) Prepaid Expenses	-	439,625
(c) Advances to Employees and Others	166,361	-
(d) Advances to Suppliers	3,071,958	822,741
(e) Other Receivables	2,367,346	1,495,796
<b>Total</b>	<b>6,377,265</b>	<b>3,096,161</b>
<b>Note 10 Cash and Cash Equivalents</b>		
Particulars	As at March 31, 2021 (Rs.)	As at March 31, 2020 (Rs.)
(a) Balances with Banks		
(i) In Current Account	798,386	993,499
(ii) In Saving Accounts	245,802,953	103,005,134
(iii) In Fixed Deposits	50,000,000	75,000,000
<b>Total</b>	<b>296,601,339</b>	<b>178,998,633</b>
<b>Note:</b>		
(i) Of the above, the balances that meet the definition of cash and cash equivalent as per AS-3 Cash Flow Statement is	296,601,339	178,998,633
(ii) Balances with Banks includes an amount of Rs. 50,000,000 received in FCRA bank account. This amount was inadvertently deposited in FCRA Bank account with the understanding that the donor was the foreign donor and the same has been rectified subsequently by transferring to local bank account of the Company.		



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**Transforming Rural India Foundation**  
**Company Limited by Guarantee and not having Share Capital**  
**Notes forming part of the financial statements**

**Note 11 Grant Income and Donations**

Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
<b>Grant Income</b>		
Transferred from Earmarked Funds	804,696,914	250,514,155
Transferred from Capital Grant Funds	3,419,828	1,614,782
Donation	-	600,000
<b>Total</b>	<b>808,116,742</b>	<b>252,728,937</b>

**Note 12 Consultancy and Other Income**

Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
Consultancy Income	1,917,268	2,704,325
Other Income	1,777,886	147,530
<b>Total</b>	<b>3,695,154</b>	<b>2,851,855</b>



*J. P. Phamallan*

*J. P. Phamallan*

*J. P. Phamallan*





<b>Transforming Rural India Foundation</b> <b>Company Limited by Guarantee and not having Share Capital</b> <b>Notes forming part of the financial statements</b>		
<b>Note 13 Grant Expenses and Programme Expenses</b>		
Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
Grant Expenses	68,478,303	84,242,605
Technical Implementation and Support Expenses	322,405,206	145,723,805
<b>Total</b>	<b>390,883,509</b>	<b>229,966,410</b>
<b>Note 13(A) Covid-19 Response Expenses</b>		
Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
<b>i) Institutional Support</b>		
Books For Covid Training	555,783	-
Printing Expense Covid - 19	2,970,178	-
<b>Total</b>	<b>3,525,961</b>	<b>-</b>
<b>ii) Humanitarian Support</b>		
Community Kitchen	898,790	-
Covid Positive Support	31,983	-
Purchase of Body Soap	437,586	-
Purchase of Dry Ration Kit	11,384,922	-
Purchase of Examination Gloves	44,555	-
Purchase of 3 Ply Ear Loop Face Masks	2,008,356	-
Purchase A - FF - N95 Masks	11,873,907	-
Purchase of Hand Sanitizers	427,745	-
Purchase of Nitrile Gloves	341,229	-
<b>Total</b>	<b>27,449,073</b>	<b>-</b>
<b>iii) Infrastructure Rebuild</b>		
Covid Infrastructure Renovation	66,831,029	-
Freight Charges for Covid Material	2,406,736	-
Purchase of Medical Equipment For Hospital	163,090,036	-
Purchase Of Kitchen Equipment for Hospital	1,643,076	-
Purchase of Non Medical Items for Hospital	19,675,343	-
Purchase Of Hospital Furniture	3,802,981	-
Purchase of PPE Non Woven Gown	2,581,839	-
Purchase of PPE KIT	3,085,011	-
Purchase of Safety Goggles	146,872	-
Purchase of Surgical Mask	161,100	-
Purchase of 3 Layer Surgical Mask	167,068	-
Purchase of N95 Mask	2,557,632	-
<b>Total</b>	<b>266,148,723</b>	<b>-</b>
<b>iv) Economic Rebuild</b>		
Covid 19 Awareness	83,560,935	-
<b>Total</b>	<b>83,560,935</b>	<b>-</b>
<b>Total</b>	<b>380,684,692</b>	<b>-</b>



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Note 14 Employee Benefit Expenses		
Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
Salaries and Wages	17,096,163	16,698,870
Contribution to Provident Fund	324,781	414,343
Contribution to Employees State Insurance	-	5,777
<b>Total</b>	<b>17,420,944</b>	<b>17,118,990</b>

Note 15 Other Expenses		
Particulars	For the Year ended March 31, 2021 (Rs.)	For the Year ended March 31, 2020 (Rs.)
Professional Fees and Contractual Services	8,986,954	2,135,033
Auditors Remuneration	708,000	708,000
Insurance Charges	1,086,860	98,742
Rent Expenses	1,751,180	1,435,786
Training Expenses	169,628	118,868
Postage, Internet and Telephone	876,567	303,819
Printing and Stationery	480,155	13,672
Electricity and Water	290,805	241,290
Repair and Maintenance	240,995	24,789
Travel and Conveyance	424,443	419,645
Bank Charges	1,212	5,686
Duties, Fees and Taxes	24,714	26,171
Office Expenses	2,130,497	467,379
Miscellaneous Expenses	-	58,787
<b>Total</b>	<b>17,172,009</b>	<b>6,057,667</b>



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Note 16 Earmarked Funds Statement as at March 31, 2021

  
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Funding Agency	Project Description	Opening Balance as at April 1, 2020	Grants received during the year	Amount refunded by onward grantee/adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2021
Project Concern International (Bill & Melinda Gates Foundation)	Technical Assistance to UP State Rural Livelihoods Mission	33,298,540	-	-	999,607	380,127	27,132,362	5,785,658
		-	37,506,319	-	-	121,965	4,085,814	33,298,540
International Food Policy Research Institute	Agriculture Human Capital Investment Study	-	748,191	489	-	-	748,679	-
Indian Resources Trust (NRI)	Access for Energy Development in Jharkhand	-	1,000,000	-	-	99,600	900,400	-
Standard Chartered Bank	Creating Local Entrepreneurship Opportunities	-	20,199,000	-	-	-	-	20,199,000
<b>Total : FC Grants FY 20-21</b>		<b>136,136,551</b>	<b>92,920,608</b>	<b>489</b>	<b>3,952,683</b>	<b>3,155,817</b>	<b>126,653,793</b>	<b>103,200,720</b>
<b>Total : FC Grants FY 19-20</b>		<b>-</b>	<b>205,370,339</b>	<b>-</b>	<b>1,995,847</b>	<b>580,408</b>	<b>70,649,227</b>	<b>136,136,551</b>
<b>FC Covid-19 Support Projects</b>								
Bill & Melinda Gates Foundation	Covid 19 Assisting GoUP to establish dedicated COVID Facilities	-	372,600,298	-	3,225,442	82,880	347,802,187	27,940,673
		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Bill & Melinda Gates Foundation	COVID 19: Support COVID response in Aspirational Districts	-	33,974,118	-	348,122	-	27,269,530	7,052,710
		-	-	-	-	-	-	-
Project Concern International	COVID 19 Migrant support cell with Dept. of Rural Development, GoUP	-	3,314,563	-	15,316	10,890	3,360,908	158,081
		-	-	-	-	-	-	-
Charities Aid Foundation America (HP Foundation)	Covid-19 Response	-	14,776,000	-	-	-	-	14,776,000
		-	-	-	-	-	-	-
TRIF COVID Fund	COVID 19 Response	-	165,638	-	-	-	-	165,638
		-	-	-	-	-	-	-
Standard Chartered Bank	Economic Restoration	-	25,492,000	-	-	-	24,411,344	1,050,656
		-	-	-	-	-	-	-
<b>Total : FC Covid 19 Grants FY 20-21</b>		<b>-</b>	<b>450,522,617</b>	<b>-</b>	<b>3,588,880</b>	<b>93,770</b>	<b>402,873,969</b>	<b>51,143,758</b>
<b>Total : FC Covid 19 Grants FY 19-20</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total : FC Grants FY 20-21</b>		<b>136,136,551</b>	<b>92,920,608</b>	<b>489</b>	<b>7,541,563</b>	<b>3,249,587</b>	<b>529,577,762</b>	<b>154,344,478</b>
<b>Grand Total : FC Grants FY 19-20</b>		<b>-</b>	<b>205,370,339</b>	<b>-</b>	<b>1,995,847</b>	<b>580,408</b>	<b>70,649,227</b>	<b>136,136,551</b>



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Funding Agency	Project Description	Opening Balance as at April 1, 2020	Grants received during the year	Amount refunded by onward grantee/ Adjustments	Interest income earned during the year	Transferred to Capital Grant	Transferred to Income and Expenditure	Closing Balance as at March 31, 2021
Azim Premji Philanthropic Initiatives Pvt. Ltd.	Strengthening Local Governance for Multi-Dimensional Change	579,118	16,657,272	(2,351,331)	-	-	(1,772,213)	-
		5,227,002	42,274,200	-	130,959	37,760	21,398,395	579,118
Azim Premji Philanthropic Initiatives Pvt. Ltd.	Strengthening Local self Governance	-	-	-	857,205	946,348	24,888,806	17,296,251
Professional Assistance for Development Action (UN Women)	Women Collectives Anchored Integrated Second Chance Education and Vocational Learning Programme	(855,679)	1,367,636	-	-	-	511,957	-
		-	1,422,201	-	-	-	2,277,880	(855,679)
VikasArvash Foundation	Support to Village Square Publication	(128,417)	750,000	-	-	-	621,583	-
		-	10,000,000	-	-	-	7,441,317	2,558,683
Tata Capital Housing Finance Limited	Solar Micro Grids in Singdega-Jharkhand	-	-	-	-	-	-	-
Tata Cleantech Capital Limited	Solar Micro Grids in Singdega-Jharkhand	-	18,500,000	-	-	-	12,041,109	9,458,891
		-	50,000,000	-	-	-	-	50,000,000
Teva API India Private Limited And Affiliates	The Defeat NCD Partnerships India Cancer Programme	25,053,392	301,008,836	(2,351,083)	2,014,001	5,672,704	211,923,631	108,128,811
		(936,005)	206,397,916	-	797,972	1,341,563	179,864,928	25,053,393
NFC Covid 19 Support Projects		-	9,852,000	2,346,700	-	-	12,151,035	7,665
Azim Premji Philanthropic Initiatives	Covid 19 Response	-	-	-	-	-	-	-
	To support the well-being of vulnerable communities in three blocks in Jharkhand	-	3,000,000	-	-	176,900	4,375,016	(1,551,916)
TRIF COVID Fund	Covid 19 Response	-	1,951,557	-	-	-	2,031,825	(80,268)
Aawshkaar Foundation	Covid 19 Response	-	11,635,716	-	-	-	11,539,339	95,877
Exim Bank Ltd	Covid 19 Response	-	707,056	-	-	-	707,056	-



*Prakash Kumar*  
*Prakash Kumar*  
*Prakash Kumar*







**Transforming Rural India Foundation**  
**Company Limited by Guarantee and not having Share Capital**  
**Notes forming part of the financial statements**

**Note 17 Segment Reporting**

The Company is registered as Section 8 Company with a purpose of providing comprehensive support and development of villages in India. It supports NGOs around agreed development results in areas of rural development, healthcare, education, farming etc. and partners with state and national government in supporting work in villages which is a single geographical and business segment, and hence primary and secondary segment reporting as per the Accounting Standard 17 is not required to be disclosed.

**Note 18 - Related Party Disclosure**

As required under Accounting Standard on 'Related Party Disclosures' (AS 18), following are details of transactions during the year with the related parties as defined in AS 18.

**List of Related Parties and Relationships:**

Name of the Related Parties	Relationship
Anish Kumar	Key management personnel
Anirban Ghose	Key management personnel

Nature of transaction	Transactions during year and balance as on March 31, 2021	Transactions during year and balance as on March 31, 2020
	(Amount in Rs.)	(Amount in Rs.)
<b>Anish Kumar</b>		
Salary, Bonus and Reimbursements	4,010,318	3,985,581
Balance Payable	2,886	4,854
<b>Anirban Ghose</b>		
Salary, Bonus and Reimbursements	4,850,977	4,306,765
Balance Payable	34,408	151,930

**Note 19**

COVID 19 pandemic continues to pose restrictions which started with a nationwide lockdown imposed during March, 2020. During the FY 2020-21 numerous localised restrictions were imposed to curtail the spread of pandemic. The Transforming Rural India Foundation is following all safety protocols set out by it's Board of Directors and guidelines given by the government during the lockdown across all its branches and has adapted control procedures to smoothly support Company's activities in villages. Company has mounted a massive relief and rehabilitation programme in villages to support vulnerable communities. The financial impact from lockdown for 2020-21 is not material on the Company.

**Note 20**

Previous year's figures have been regrouped / reclassified wherever necessary to correspond with the current year's classification/disclosure.



*[Handwritten signature]*

*[Handwritten signature: P. Phamallu]*

*[Handwritten signature: Priyanka]*



*[Handwritten signature]*

## **COMPLIANCE**

For the audited Financial Statements, see “financial Information” on Page 55 of the Final Fund Raising Document. Further we confirm that there are no material qualifications or material irregularities reported by the Statutory Auditors in the Audited Financial Statements nor any notices received etc.

## **MATERIAL DEVELOPMENTS**

Since December 31, 2023 till the date of filing this Final Fund Raising Document, there has been no material event/ development or change having implications on the financials/credit quality (e.g. any material regulatory proceedings against our Company/Promoters, Litigations resulting in material liabilities, corporate restructuring event etc.) at the time of the Issue which may affect the Issue or the investor s decision to invest / continue to invest in the ZCZP Instruments.

## FINANCIAL INDEBTEDNESS

- A. Details of outstanding secured borrowings as on December 31, 2023:**  
Our Company has no outstanding secured borrowings, as on December 31, 2023.
- B. Details of outstanding unsecured borrowings as on December 31, 2023:**  
Our Company has no outstanding unsecured borrowings, as on December 31, 2023.
- C. Details of outstanding non-convertible securities as on December 31, 2023**  
Our Company has no outstanding non-convertible securities, as on December 31, 2023.
- D. Details of commercial paper issuances as on December 31, 2023**  
Our Company has no commercial papers listed, as on December 31, 2023
- E. Details of bank fund-based facilities/ rest of the borrowing (if any, including hybrid debt like Foreign Currency Convertible Bonds, Optionally Convertible Debentures, Preference Shares) from financial institutions or financial creditors, as on December 31, 2023:**  
Our Company has no outstanding bank fund-based facilities or other borrowings from financial institutions or financial creditors, as on December 31, 2023.
- F. Corporate guarantees issued by our Company as on December 31, 2023:**  
Our Company has not provided any corporate guarantees, as on December 31, 2023.
- G. Details of inter-corporate deposits as on December 31, 2023:**  
Our Company has no inter corporate deposits, as on December 31, 2023
- H. Details of loans from Directors and Relatives of Directors as on December 31, 2023:**  
Our Company has not availed or given any loans from or to the Directors or relatives of the Directors, as on December 31, 2023.
- I. Details of external commercial borrowings as on December 31, 2023:**  
Our Company has no outstanding external commercial borrowings, as on December 31, 2023.
- J. Details of sub-ordinate debt as on December 31, 2023:**  
Our Company has no outstanding sub ordinate debt, as on December 31, 2023.
- K. Details of perpetual debt as on December 31, 2023:**  
Our Company has no outstanding perpetual debt, as on December 31, 2023
- L. Servicing behavior on existing debt securities, payment of interest on due dates on financing facilities or debt Securities:**  
Nil
- M. List of top 10 holders of non-convertible securities (secured and unsecured) in terms of value (on a cumulative Basis) as on December 31, 2023:**  
Nil

- N. List of top 10 holders of commercial paper (secured and unsecured) in terms of value (on a cumulative basis)  
As on December 31, 2023:**  
Nil
- O. Details of any outstanding borrowings taken/ debt securities issued where taken/ issued (a) for consideration other than cash, whether in whole or in part, (b) at a premium or discount, or (c) in pursuance of an option as on December 31, 2023:**  
Nil
- P. Details of any other contingent liabilities of our Company based on the last audited financial statements including amount and nature of liability:**  
For details of the contingent liabilities of our Company in the last three Financial Years, please see “Financial Information” on Page 55 of this Final Fund Raising Document.

As on the date of this Final Fund Raising Document, there has been no default or non-payment of statutory dues in the preceding three financial years and current financial year.



## **SECTION VI - LEGAL AND OTHER INFORMATION**

### **OUTSTANDING LITIGATION**

None of our Company, Directors and Promoters ("Relevant Parties") are party to any:

- (a) Pending litigation involving the Relevant Parties or any other person, whose outcome could have a material adverse effect on the financial position of our company, which may affect the issue or the investor's decision to invest/ continue to invest in future.
- (b) acts of material frauds committed against our Company in the last three years, if any, and if so, the action taken by our Company;
- (c) pending proceedings initiated against our Company for economic offences;
- (d) any litigation or legal action pending or taken against our Promoters by a Government Department or a statutory body during the last three years immediately preceding the year of the issue of this Final Fund Raising Document;
- (e) any material event/ development or change having implications on the financials/credit quality (e.g. any material regulatory proceedings against the Issuer/promoters, litigations resulting in material liabilities, corporate restructuring event etc.) which may affect the issue or the investor's decision to invest in the Issue; fines imposed on or compounding of offences done by our Company and our Subsidiaries in the last three years immediately preceding the year of this Final Fund Raising Document
- (f) any default or non-payment of statutory dues by our Company
- (g) inquiries, inspections or investigations initiated or conducted under the securities laws or Companies Act, 2013, or any previous companies law (including where there were any prosecutions filed and whether such prosecutions are pending or not) and fines imposed or compounding of offences by our Company in the last three years immediately preceding the year of issue of this Final Fund Raising Document against our Company and our Subsidiaries.
- (h) details of disciplinary action taken by SEBI or Stock Exchanges against our Promoters in the last five financial years, including outstanding action

## OTHER REGULATORY AND STATUTORY DISCLOSURES

### Issuer's Absolute responsibility

"The Issuer, having made all reasonable enquiries, accepts responsibility for and confirms that this Final Fund Raising Document contains all information with regard to the Issuer and the Issue which is material in the context of the Issue, that the information contained in the Final Fund Raising Document is true and correct in all material aspects and is not misleading, that the opinions and intentions expressed herein are honestly stated and that there are no other facts, the omission of which make this document as a whole or any of such information or the expression of any such opinions or intentions misleading."

### Authority for the Issue

At the meeting of the Board of Directors of our Company held on October 27, 2023, the Board of Directors approved the issuance of ZCZP Instruments to the public.

The ZCZP Instruments will be issued on terms and conditions as set out in this Final Fund Raising Document, the issue of which is being made as decided by the Board of Directors.

### Eligibility of our Company for the Issue

1. Our Company, our Promoters and/or our Promoter Group and/or the Directors have not been debarred from accessing the securities market by SEBI.
2. None of our Promoters or Directors of our Company is a promoter or director of another company which has been Debarred from accessing the securities market or dealing in securities by SEBI.
3. Our Company, Directors and our Promoters have not been categorized as a Wilful Defaulter.
4. None of our Directors and/or our Promoters have been declared as a fugitive economic offender, under Section 12 of the Fugitive Economic Offenders Act, 2018
5. Our Company is eligible to undertake this Issue in compliance with Regulation 292E of the SEBI ICDR Regulations, as follows:
  - a) Our Company is engaged in eradicating hunger, poverty, malnutrition and inequality and promoting education, employability and livelihoods;
  - b) Our Company targets underserved or less privileged population segments or regions recording lower performance in the development priorities of central or state governments and,
  - c) Members of the target segment to whom the eligible activities have been provided constitute at least 67% of the immediately preceding 3-year average of the target segment.

Our Social Auditors pursuant to their certificate dated July 25, 2023 have confirmed the eligibility of our Company under Regulation 292E of the SEBI ICDR Regulations.

### Other confirmations

1. Our Company is not in default of payment of interest or repayment of principal amount in respect of non-convertible securities, for a period of more than six months, since our Company has not issued any non-convertible securities as on the date of this Final Fund Raising Document.
2. Our Company confirms that there are no fines or penalties levied by SEBI or the Stock Exchanges, pending to be paid by our Company as on the date of this Final Fund Raising Document
3. Since our Company has not issued any non-convertible securities or debt securities or preference shares, as on the date of this Final Fund Raising Document, our Company has not defaulted in:
  - a) the repayment of deposits or interest payable thereon; or
  - b) redemption of preference shares; or
  - c) redemption of debt securities and interest payable thereon; or
  - d) payment of dividend to any shareholder; or
  - e) repayment of any term loan or interest payable thereon, in the last three financial years and the current financial year.

#### **DISCLAIMER CLAUSE OF SEBI**

**IT IS TO BE DISTINCTLY UNDERSTOOD THAT FILING OF THE ISSUE DOCUMENT TO THE SECURITIES AND EXCHANGE BOARD OF INDIA (“SEBI”) SHOULD NOT IN ANY WAY BE DEEMED OR CONSTRUED TO MEAN THAT THE SAME HAS BEEN CLEARED OR APPROVED BY SEBI. SEBI DOES NOT TAKE ANY RESPONSIBILITY EITHER FOR THE FINANCIAL SOUNDNESS OF ANY SCHEME OR THE PROJECT FOR WHICH THE ISSUE IS PROPOSED TO BE MADE OR FOR THE CORRECTNESS OF THE STATEMENT MADE OR OPINIONS EXPRESSED IN THE ISSUE DOCUMENT. THIS REQUIREMENT IS TO FACILITATE INVESTORS TO TAKE AN INFORMED DECISION FOR MAKING INVESTMENT IN THE PROPOSED ISSUE.**

#### **DISCLAIMER CLAUSE OF NSE**

**AS REQUIRED, A COPY OF THIS ISSUE DOCUMENT HAS BEEN SUBMITTED TO THE NATIONAL STOCK EXCHANGE OF INDIA LIMITED (HEREINAFTER REFERRED TO AS NSE). NSE HAS GIVEN VIDE ITS LETTER REF.: NSE/LIST/D/2024/0040 DATED 19<sup>th</sup> JANUARY 2024, PERMISSION TO THE ISSUER TO USE THE EXCHANGE’S NAME IN THIS ISSUE DOCUMENTS AS THE STOCK EXCHANGE ON WHICH THE ISSUER’S SECURITIES ARE PROPOSED TO BE LISTED. THE EXCHANGE HAS SCRUTINISED THIS ISSUE DOCUMENT FOR ITS LIMITED INTERNAL PURPOSE OF DECIDING ON THE MATTER OF GRANTING THE AFORESAID PERMISSION TO THIS ISSUER. IT IS TO BE DISTINCTLY UNDERSTOOD THAT THE AFORESAID PERMISSION GIVEN BY NSE SHOULD NOT IN ANY WAY BE DEEMED OR CONSTRUED THAT THE ISSUE DOCUMENT HAS BEEN CLEARED OR APPROVED BY NSE; NOR DOES IT IN ANY MANNER WARRANT, CERTIFY OR ENDORSE THE CORRECTNESS OR COMPLETENESS OF ANY OF THE CONTENTS OF THIS OFFER DOCUMENT; NOR DOES IT WARRANT THAT ISSUER’S SECURITIES WILL BE LISTED OR WILL CONTINUE TO BE LISTED ON THE EXCHANGE; NOR DOES IT TAKE ANY RESPONSIBILITY FOR THE FINANCIAL OR OTHER SOUNDNESS OF THIS ISSUER, ITS PROMOTERS, ITS MANAGEMENT OR ANY SCHEME OR PROJECT OF THIS ISSUER. EVERY PERSON WHO DESIRES TO APPLY FOR OR OTHERWISE ACQUIRE ANY SECURITIES OF THIS ISSUER MAY DO SO PURSUANT TO INDEPENDENT INQUIRY, INVESTIGATION AND ANALYSIS AND SHALL NOT HAVE ANY CLAIM AGAINST THE EXCHANGE WHATSOEVER BY REASON OF ANY LOSS WHICH MAY BE SUFFERED BY SUCH PERSON CONSEQUENT TO OR IN CONNECTION WITH SUCH SUBSCRIPTION/ACQUISITION WHETHER BY REASON OF ANYTHING STATED OR OMITTED TO BE STATED HEREIN OR ANY OTHER REASON WHATSOEVER.**

#### **DISCLAIMER IN RESPECT OF JURISDICTION**

**THE ISSUE IS BEING MADE IN INDIA, TO INSTITUTIONAL AND NON-INSTITUTIONAL INVESTORS. THIS FINAL FUND RAISING DOCUMENT WILL NOT, HOWEVER CONSTITUTE AN OFFER TO SELL OR AN INVITATION TO SUBSCRIBE FOR THE ZCZP INSTRUMENTS OFFERED HEREBY IN ANY JURISDICTION OTHER THAN INDIA TO ANY PERSON TO WHOM IT IS UNLAWFUL TO MAKE AN OFFER OR INVITATION IN SUCH JURISDICTION. ANY PERSON INTO WHOSE POSSESSION THE DRAFT PROSPECTUS AND THE PROSPECTUS COMES IS REQUIRED TO INFORM HIMSELF OR HERSELF ABOUT, AND TO OBSERVE, ANY SUCH RESTRICTIONS.**

#### **DISCLAIMER STATEMENT FROM THE ISSUER**

**THE ISSUER ACCEPTS NO RESPONSIBILITY FOR STATEMENTS MADE OTHER THAN IN THIS FINAL FUND RAISING DOCUMENT OR ANY OTHER MATERIAL ISSUED BY OR AT THE INSTANCE OF OUR COMPANY AND THAT ANYONE PLACING RELIANCE ON ANY OTHER SOURCE OF INFORMATION WOULD BE DOING SO AT THEIR OWN RISK.**

#### **UNDERTAKING BY THE ISSUER**

**INVESTORS ARE ADVISED TO READ THE RISK FACTORS CAREFULLY BEFORE TAKING AN INVESTMENT DECISION IN THIS ISSUE. FOR TAKING AN INVESTMENT DECISION, INVESTORS MUST RELY ON THEIR OWN EXAMINATION OF THE ISSUER AND THE ISSUE INCLUDING THE RISKS INVOLVED. THE SECURITIES HAVE NOT BEEN RECOMMENDED OR APPROVED BY ANY REGULATORY AUTHORITY OF INDIA, INCLUDING THE SECURITIES AND EXCHANGE BOARD OF INDIA (“SEBI”) NOR DOES SEBI GUARANTEE THE ACCURACY OR ADEQUACY OF THIS DOCUMENT. SPECIFIC ATTENTION OF INVESTORS IS INVITED TO THE STATEMENT OF THE “RISK FACTORS” CHAPTER ON PAGE 7 OF THIS FINAL FUND RAISING DOCUMENT.**

**OUR COMPANY, HAVING MADE ALL REASONABLE INQUIRIES, ACCEPTS RESPONSIBILITY FOR, AND CONFIRMS THAT THIS ISSUE DOCUMENT CONTAINS ALL INFORMATION WITH REGARD TO THE OUR COMPANY AND THE ISSUE, THAT THE INFORMATION CONTAINED IN THIS FINAL FUND RAISING DOCUMENT IS TRUE AND CORRECT IN ALL MATERIAL ASPECTS AND IS NOT MISLEADING IN ANY MATERIAL RESPECT, THAT THE OPINIONS AND INTENTIONS EXPRESSED HEREIN ARE HONESTLY HELD AND THAT THERE ARE NO OTHER FACTS, THE OMISSION OF WHICH MAKE THIS FINAL FUND RAISING DOCUMENT AS A WHOLE OR ANY OF SUCH INFORMATION OR THE EXPRESSION OF ANY SUCH OPINIONS OR INTENTIONS MISLEADING IN ANY MATERIAL RESPECT.**

**THE ISSUER HAS NO SIDE LETTER WITH ANY ZCZP INSTRUMENT HOLDERS. ANY COVENANTS LATER ADDED SHALL BE DISCLOSED ON THE STOXK EXCHANGE'S WEBSITE WHERE THE ZCZP INSTRUMENTS ARE LISTED.**

**OUR COMPANY DECLARES THAT NOTHING IN THIS FINAL FUND RAISING DOCUMENT IS CONTRARY TO THE PROVISIONS OF COMPANIES ACT, 2013, THE SECURITIES CONTRACTS (REGULATION) ACT, 1956 AND THE SECURITIES AND EXCHANGE BOARD OF INDIA ACT, 1992 AND THE RULES AND REGULATIONS MADE THEREUNDER.**

### **Listing**

NSE Social Stock Exchange has been appointed as the Designated Stock Exchange.

Our Company shall ensure that all steps for the completion of the necessary formalities for listing at the Stock Exchange mentioned above are taken within 10 (ten) trading days from the Issue Closing Date.

### **Consents**

Consents in writing of: (a) the Directors,, (b) the Registrar to the Issue, (c) Legal Counsel to the Issue; (d) Escrow Collection Bank\*, and (d) Statutory Auditor have been obtained from them and the same have been filed along with a copy of this Final Fund Raising Document with the RoC as required under Section 26 of the Companies Act, 2013. Further, such consents have not been withdrawn up to the time of delivery of this Final Fund Raising Document with the Stock Exchanges.

### **Expert Opinion**

Except for the following, our Company has not obtained any expert opinions in connection with this Final Fund Raising Document:

Our Company has received the written consent dated September 25, 2023 from NSB & ASSOCIATES, Chartered Accountants, to include their name as an "expert" as defined under under Section 2(38) of the Companies Act 2013 and such consent has not been withdrawn as on the date of this Final Fund Raising Document.

### **Minimum Subscription**

In terms of the SEBI ICDR Regulations, for an issuer undertaking a public issue of zero coupon zero principal instruments the minimum subscription for such public issue of zero coupon zero principal instruments shall be 75% of the Issue Size.

If our Company does not receive the minimum subscription of 75% of Issue Size, prior to the Issue Closing Date, the entire Application Amount shall be refunded to the Applicants.

Further, no separate arrangements have been made in case of subscription above 75% of the Issue Size but below 100% of the Issue Size.

In case the subscription above 75% of the Issue Size but below 100% of the Issue Size is not arranged, the impact on achieving social objectives is as follows:

If case of subscription above 75% of the Issue Size but below 100% of the Issue Size, the number of youth trained will get reduced on a pro rata basis.

Under Section 39(3) of the Companies Act, 2013 and Rule 11(2) of the Companies (Prospectus and Allotment of Securities) Rules, 2014, if the stated minimum subscription amount is not received within the specified period, the application money received is to be credited only to the bank account from which the subscription was remitted. To the extent possible, where the required information for making such refunds is available with our Company and/or the Registrar, refunds will be made

to the account prescribed. However, where our Company and/or the Registrar does not have the necessary information for making such refunds, our Company and/or the Registrar will follow the guidelines prescribed by SEBI in this regard.

### **Underwriting**

The Issue is not underwritten.

### **Issue Related Expenses**

The expenses of the Issue include, inter alia, fees payable to the Registrar to the Issue, printing and distribution expenses, legal fees, advertisement expenses and listing fees. The Issue expenses and listing fees will be paid by our Company.

The estimated breakdown of the total expenses for the Issue shall be as specified in this Final Fund Raising Document. For further details see "*Objects of the Issue*" on Page 16 of this Final Fund Raising Document.

### **Utilisation of Issue Proceeds**

Our Board of Directors certifies that:

- i. all monies received out of the Issue of the ZCZP Instruments to the public shall be transferred to a separate bank account maintained with a scheduled bank, other than the bank account referred to in section 40(3) of the Companies Act;
- ii. details of all monies utilized out of the Issue referred to in sub-item (i) shall be disclosed under an appropriate separate head in our balance sheet indicating the purpose for which such monies were utilized;
- iii. details of all unutilized monies out of the Issue referred to in sub-item (i), if any, shall be disclosed under an appropriate separate head in our balance sheet indicating the form of financial assets in which such unutilized monies have been invested; and
- iv. we shall utilize the Issue proceeds only after (a) receipt of the minimum subscription of 75% of the Issue Size pertaining to the Issue; (b) completion of Allotment in compliance with Section 40 of the Companies Act, 2013; and receipt of listing approval from the Stock Exchanges.

### **Public / Rights Issues of Equity Shares in the three years preceding the date of this Final Fund Raising Document**

#### **Rights Issues / Public Issues by our Company**

Our Company has not undertaken any public issue or rights issue of securities in the three years preceding the date of this Final Fund Raising Document

#### **Public / Rights Issues by our listed Group Companies in the three years preceding the date of this Final Fund Raising Document:**

Our Company does not have any Group Companies as on the date of this Final Fund Raising Document.

#### **Public Issues / Rights Issues by our listed Subsidiaries in the three years preceding the date of this Final Fund Raising Document**

Our Company does not have any Subsidiaries as on the date of this Final Fund Raising Document.

#### **Delay in listing**

Our Company has not issued any non-convertible securities, in the past.

#### **Refusal of listing of any security of the issuer during last three years by any of the stock exchanges in India or abroad.**

There has been no refusal of listing of any security of our Company during the last three years prior to the date of this Final Fund Raising Document by any Stock Exchange in India.

#### **Dividend**

Our Company being registered under Section 8 of the Companies Act, 2011 is not allowed to declare dividends.

#### **Revaluation of assets**

Our Company has not revalued its assets in the last three years.

#### **Mechanism for redressal of investor grievances**

The Registrar Agreement dated 5<sup>th</sup> January 2024 between the Registrar to the Issue and our Company will provide for retention of records with the Registrar to the Issue for a period of at least eight years from the last date of dispatch of the Allotment Advice and demat credit to enable the investors to approach the Registrar to the Issue for redressal of their grievances.

All grievances relating to the Issue may be addressed to the Registrar to the Issue, giving full details such as name, address of the Applicant, number of ZCZP Instruments applied for and amount paid on application.

The contact details of Registrar to the Issue are as follows:

**SKYLINE FINANCIAL SERVICES PRIVATE LIMITED**

SEBI Registered Category-1, Registrar and Share Transfer Agent  
Regd & Corp Office: D-153A, Okhla Industrial Area Phase I, New Delhi 110020  
**Phone No**-011-40450193-197, 26812682,  
**Website:** www.skylinerta.com  
**Email:** ipo@skylinerta.com  
**Investor Grievance Email:** grievances@skylinerta.com  
**Contact Person:** Mr. Anuj Rana  
**SEBI Registration No:** INR000003241  
**CIN:** U74899DL1995PTC071324

The Registrar shall endeavor to redress complaints of the investors within three (3) days of receipt of the complaint and continue to do so during the period it is required to maintain records under the RTA Regulations and our Company shall extend necessary co-operation to the Registrar for its complying with the said regulations. However, the Registrar shall ensure that the time taken to redress investor complaints does not exceed seven (7) days from the date of receipt of complaint. The Registrar shall provide a status report of investor complaints and grievances on a quarterly basis to our Company. Similar status reports should also be provided to our Company as and when required by our Company.

Investors may contact the Registrar to the Issue or the Compliance Officer in case of any pre-issue or post Issue related issues such as non-receipt of Allotment Advice, demat credit, etc.

Our Company shall obtain authentication on the Securities and Exchange Board of India Complaints Redress System ("SCORES") and shall comply with the SEBI circulars in relation to redressal of investor grievances through SCORES.

**Details of Auditor to the Issuer:**

Name of the Auditor	Address	Auditor Since
M/s Deloitte Haskins & Sells LLP	One International Center Tower 3, 27 <sup>th</sup> -32 <sup>nd</sup> Floor Senapati Bapat Marg Elphinstone Road (West) Mumbai 400013 , Maharashtra India.	1 <sup>st</sup> April 2017

**Change in auditors of our Company for the financial years ended March 31, 2023, March 31, 2022, March 31, 2021, and till the date of this Final Fund Raising Document**

There have been no changes in the auditors of our Company during the three years preceding the date of this Final Fund Raising Document

**Pre-Issue Advertisement**

Subject to Section 30 of the Companies Act, 2013, our Company may issue an advertisement on or before the Issue Opening Date. This advertisement will be issued in compliance with Section 30 of the Companies Act, 2013.

**Auditors' Remarks**

There are no reservations or qualifications or adverse remarks in the auditor's report on the financial statements of our Company in the last three Fiscals immediately preceding this Final Fund Raising Document.

**Trading**

The ZCZP Instruments of our Company are proposed to be listed on the Stock Exchanges. The ZCZP Instruments shall not be



made available for trading in the secondary market.

### **Caution**

Attention of the applicants is specifically drawn to the provisions of sub-section (1) of Section 38 of the Companies Act, 2013 which is reproduced below:

*“Any person who:*

- (a) Makes or abets making of an application in a fictitious name to a company for acquiring or subscribing for, its securities; or*
- (b) makes or abets making of multiple applications to a company in different names or in different combinations of his Name or surname for acquiring or subscribing for its securities; or*
- (c) otherwise induces directly or indirectly a company to allot, or register any transfer of securities to him, or any other Person in a fictitious name shall be liable for action under section 447.”*

### **Disclaimer in respect of Jurisdiction**

Exclusive jurisdiction for the purpose of the Issue is with the competent courts of jurisdiction in New Delhi, India.

**SECTION VII - ISSUE RELATED INFORMATION**  
**ISSUE STRUCTURE**

The key common terms and conditions of the ZCZP Instruments are as follows:

<b>Issuer</b>	Transforming Rural India Foundation
<b>Type of instrument/ Name of the security/ Seniority</b>	ZCZP Instruments
<b>Nature of the Instrument</b>	Zero coupon zero principal instrument
<b>Mode of the Issue</b>	Public Issue
<b>Seniority</b>	NA
<b>Lead Managers</b>	NA
<b>Debenture Trustee</b>	NA
<b>Depositories</b>	NSDL and CDSL
<b>Registrar</b>	Skyline Financial Services Private Limited
<b>Issue</b>	Public issue of zero coupon zero principal instruments of our Company of face value of Rs. 10,000/- each aggregating up to Rs. 2.00 crore, on the terms and in the manner set forth
<b>Minimum Subscription</b>	Minimum subscription is 75% of the Issue, i.e., Rs.1.50 crore
<b>Issue Size</b>	Rs. 2.00 crore
<b>Option to Retain Oversubscription Amount</b>	NA
<b>Eligible Investors</b>	Please see "Issue Procedure — Who can apply?" on page 161 of this Final Fund Raising Document.
<b>Objects of the Issue</b>	Please see "Objects of the Issue" on page 16 of this Final Fund Raising Document.
<b>Details of Utilization of the Proceeds</b>	Please see "Objects of the Issue" on page 16 of this Final Fund Raising Document.
<b>Interest Rate on each category of investor</b>	NA
<b>Step up/ Step Down Interest rates</b>	NA
<b>Interest type (fixed, floating or other structure)</b>	NA
<b>Interest reset process (including rates, spread, effective date, interest rate cap and floor etc.)</b>	NA
<b>Frequency of interest payment</b>	NA
<b>Interest payment date</b>	NA
<b>Day count basis</b>	NA
<b>Interest on application money</b>	NA
<b>Default Interest rate</b>	NA
<b>Tenor</b>	The tenure of the ZCZP Instruments will be 2 Years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. For further details, please see "Objects of the Issue" on page 16 of this Final Fund Raising Document.
<b>Disclosure of Interest / Dividend / Redemption Date</b>	NA
<b>Redemption Amount</b>	NA
<b>Redemption Premium/ Discount</b>	NA
<b>Face Value</b>	Rs. 10,000/- per ZCZP Instrument
<b>Issue Price</b>	Rs. 10,000/- per ZCZP Instrument
<b>Discount at which security is issued and the effective yield as a result of such discount</b>	NA
<b>Put date</b>	NA
<b>Put price</b>	NA
<b>Call date</b>	NA
<b>Call price</b>	NA
<b>Put notification time (Timelines by which the investor needs to intimate our Company before exercising the put)</b>	NA
<b>Call notification time (Timelines by which our Company needs to</b>	NA

intimate the investor before exercising the call)	
Minimum Application size	Rs. 2,00,000 (Rupees Two Lakh ) each as prescribed in this Final Fund Raising Document or reduced minimum application size by SEBI prevailing on the day of filing of Final Fund Raising Document whichever will be less;
Market Lot / Trading Lot	The ZCZP Instruments are not tradable in the secondary market.
Pay-in date	Application Date. The entire Application Amount is payable on Application.
Credit Ratings	NA
Listing	The ZCZP Instruments are proposed to be listed on the Stock Exchanges. The ZCZP Instruments shall be listed within 10 (ten) trading days from the Issue Closing Date. NSE Social Stock Exchange has been appointed as the Designated Stock Exchange.
Modes of payment	Please see " <i>Issue Structure — Terms of Payment of Application Amount</i> " on page 153 of this Final Fund Raising Document.
Issuance mode of the Instrument	In dematerialised form only
Trading mode of the instrument	In dematerialised form only
Issue opening date	21 <sup>st</sup> February 2024
Issue closing date*	28 <sup>th</sup> February 2024
Issue Timing	This Issue shall remain open for subscription on Working Days from 10 a.m. to 5 p.m. (Indian Standard Time) during the period indicated above, except that this Issue may close on such earlier date or extended date as may be decided by our Board. Applications Forms for this Issue will be accepted only from 10:00 a.m. to 5:00 p.m. or such extended time as may be permitted by the Stock Exchanges, on Working Days during the Issue Period. On the Issue Closing Date, Application Forms will be accepted only between 10:00 a.m. to 3:00 p.m. and uploaded until 5:00 p.m. (Indian Standard Time) or such extended time as may be permitted by the Stock Exchanges. Further, pending mandate requests for bids placed on the last day of bidding will be validated by 5 PM on one Working Day after the Issue Closing Date.
Record date	NA
Settlement mode of instrument	NA
All covenants of the Issue (Including side letters, accelerated payment clause, etc.)	NA
Description regarding security (where applicable) including type of security (movable/ immovable/ tangible etc.) type of charge (pledge/ hypothecation/ mortgage etc.), date of creation of security/ likely date of creation of security, minimum security cover, Revaluation, replacement of security, interest of the debenture holder over and above the coupon rate as specified in the Debenture Trust Deed and disclosed this Draft Prospectus.	NA
Issue Documents**	This Final Fund Raising Document, read with any notices, corrigenda, addenda thereto and other documents, if applicable, and various other documents/ agreements/ undertakings, entered or to be entered by our Company with the other intermediaries for the purpose of the Issue including but not limited to the Tripartite Agreements and the Registrar Agreement.
Condition precedent to disbursement	NA
Condition subsequent to the disbursement	NA
Events of default (including manner of voting/conditions of joining Inter Creditor Agreement)	NA
Creation of recovery expense fund	NA

<b>Conditions for breach of covenants (as specified in Debenture Trust Deed)</b>	NA
<b>Deemed Date of Allotment</b>	The date on which the Board of Directors approves the Allotment of the ZCZP Instruments for the Issue or such date as may be determined by the Board of Directors and the Stock Exchanges. The actual Allotment of ZCZP Instruments may take place on a date other than the Deemed Date of Allotment.
<b>Roles and responsibilities of the Debenture Trustee</b>	NA

<b>Risk factors pertaining to the Issue</b>	Please see section titled " <i>Risk Factors</i> " on page 7 of this Final Fund Raising Document.
<b>Provisions related to Cross Default Clause</b>	NA
<b>Governing law and Jurisdiction</b>	The governing law and jurisdiction for the purpose of the Issue shall be Indian law, and the competent courts of jurisdiction in Delhi respectively.
<b>Working day convention</b>	NA

Notes:

\* *The subscription list shall remain open at the commencement of banking hours and close at the close of banking hours for the period as indicated. Applications Forms for the Issue will be accepted only from 10:00 a.m. till 5.00 p.m. (Indian Standard Time) or such extended time as may be permitted by the Stock Exchanges, on Working Days during the Issue Period. On the Issue Closing Date, Application Forms will be accepted only from 10:00 a.m. till 3.00 p.m. (Indian Standard Time). For further details please see "General Information" on page 10 of this Final Fund Raising Document.*

\*\* *For the list of documents executed/ to be executed, please see "Material Contracts and Documents for Inspection" on page 180.*

### Terms of payment of Application Amount

The Applicants may also pay their Application Amounts by direct credit / NACH / NEFT / RTGS or may issue cheque / demand draft in respect of their Application to the below bank account:

Escrow Account Details:\*

**Bank Name: RBL BANK LIMITED**

**Account No.: 409002221312**

**Account Name: TRANSFORMING RURAL INDIA FOUNDATION**

**IFSC Code: RATN0000100**

**Account Type: Savings Account**

In case of payment by way of cheque / demand draft, the same shall be attached to the Application Form. In case the Applicant has transferred the Application Amount by way of an electronic transfer to the Escrow Account, then the Applicant shall necessarily mention the UTR no. and date of transfer in the Application Form.

All Applications where payment is being made by cheque / demand draft should be submitted to the Registrar to the Issue before the Issue Closing Date. Further, Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date.

Participation by any of the investor classes as mentioned in this Final Fund Raising Document in the Issue will be subject to applicable statutory and/or regulatory requirements. Applicants are advised to ensure that applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and/or regulatory provisions.

Applications should be made in single name. Applications should be made by Karta in case the Applicant is an HUF. If the depository account is held in joint names, the Application Form should contain the name and PAN of the person whose name appears first in the depository account and signature of only this person would be required in the Application Form.

This Applicant would be deemed to have signed on behalf of joint holders and would be required to give confirmation to this effect in the Application Form. Please ensure that such Applications contain the PAN of the HUF and not of the Karta.

**Maturity**

The tenure of the ZCZP Instruments will be 2 Years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. For further details please see “*Objects of the Issue*” on page 16 of this Final Fund Raising Document.

**Lock-in**

The ZCZP Instruments cannot be transferred and the Bidders (including corporates) will continue to hold them till maturity. For further details, please see “*Risk Factors - There is no secondary market for ZCZP Instruments as ZCZP Instruments listed on the Stock Exchanges issued by non-profit organisations are not tradable.*” and “*Terms of the Issue - Form of Allotment and Denomination of ZCZP Instruments*” on page 7 and 157 respectively of this Final Fund Raising Document.

**Termination of listing of the ZCZP Instruments**

The tenure of the ZCZP Instruments will be 2 Years from the deemed date of allotment or completion of the Project whichever is earlier, being the timeline for completion of the Objects of the Issue. For further details, please see “*Objects of the Issue*” on page 16 of this Final Fund Raising Document. Our Company shall submit a certificate to this extent to the Stock Exchanges

## **TERMS OF THE ISSUE**

### **Authority for the Issue**

At the meeting of the Board of Directors of our Company held on October 27, 2023, the Board of Directors approved the issuance of ZCZP Instruments of the Face Value Rs. 10,000 each for an amount upto Rs. 2 Crores.

The ZCZP Instruments pursuant to this Issue will be issued on terms and conditions as set out in the Final Fund Raising Document.

### **Principal Terms & Conditions of the Issue**

The ZCZP Instruments being offered as part of the Issue are subject to the provisions of the SEBI ICDR Regulations read with the NSE Norms, the SSE Framework Circular, Sthe Act, the Memorandum and Articles of Association of our Company, the terms of the Draft Prospectus, the Final Fund Raising Document, the Application Forms, other applicable statutory and/or regulatory requirements including those issued from time to time by SEBI/the Government of India/NSE, and/or other statutory/regulatory authorities relating to the offer, issue and listing of securities and any other documents that may be executed in connection with the ZCZP Instruments.

### **Ranking of ZCZP Instruments**

The ZCZP Instruments shall rank pari passu inter se.

### **Face Value**

The face value of each ZCZP Instrument shall be Rs. 10,000.

### **ZCZP Instrument Holder not a Shareholder**

The ZCZP Holders will not be entitled to any of the rights and privileges available to the equity and/or preference shareholders of our Company, except to rights as may be prescribed under the Companies Act, 2013 and the rules prescribed thereunder and the SEBI Listing Regulations.

### **Jurisdiction**

Exclusive jurisdiction for the purpose of the Issue is with the competent courts of jurisdiction in New Delhi, India.

### **Application in the Issue**

Applicants shall apply in the Issue in physical form only, through a valid Application Form filled in by the Applicant along with attachment, as applicable and shall be submitted to the Registrar to the Issue.

### **Form of Allotment and Denomination of ZCZP Instruments**

As per the NSE Norms, the listed ZCZP Instruments will not be made available for trading in secondary market. Allotment in the Issue to all Allottees, will be in electronic form i.e., in dematerialised form and in multiples of one ZCZP Instrument.

For details of allotment refer to chapter titled "*Issue procedure*" beginning on Page 161 of this Final Fund Raising Document.

### **Transfer/Transmission of ZCZP Instruments**

The ZCZP Instruments shall be transferred to the legal heirs of the Allottees, subject to and in accordance with the rules/procedures as prescribed by NSDL/CDSL and the relevant DPs of the transfer or transferee and any other applicable laws and rules notified in respect thereof.

### **Title**

The ZCZP Holder(s) for the time being appearing in the record of beneficial owners maintained by the Depository shall be treated for all purposes by our Company, the Depositories and all other persons dealing with such person as the holder thereof and its absolute owner for all purposes.



### Succession

In the event of demise of the sole or first holder of the ZCZP Instruments, our Company will recognise the executors or administrator of the deceased ZCZP Instrument Holders, or the holder of the succession certificate or other legal representative as having title to the ZCZP Instruments only if such executor or administrator obtains and produces probate or letter of administration or is the holder of the succession certificate or other legal representation, as the case may be, from an appropriate court in India. Where ZCZP Instruments are held in joint names and one of the joint holders dies, the survivor(s) will be recognized as the ZCZP Instrument Holder(s). It will be sufficient for our Company to delete the name of the deceased ZCZP Instrument Holder after obtaining satisfactory evidence of his death. Provided, a third person may call on our Company to register his name as successor of the deceased ZCZP Holder after obtaining evidence such as probate of a will for the purpose of proving his title to the ZCZP Instruments. The directors of our Company in their absolute discretion may, in any case, dispense with production of probate or letter of administration or succession certificate or other legal representation.

### Joint holders

Where two or more persons are holders of any ZCZP Instruments, they shall be deemed to hold the same as joint holders with benefits of survivorship subject to other provisions contained in the Articles.

Applications should be made in single name. If the depository account is held in joint names, the Application Form should contain the name and PAN of the person whose name appears first in the depository account and signature of only this person would be required in the Application Form.

This Applicant would be deemed to have signed on behalf of joint holders and would be required to give confirmation to this effect in the Application Form.

All communications will be addressed to the first named Applicant whose name appears in the Application Form and at the address mentioned therein.

### Period of subscription

ISSUE SCHEDULE	
ISSUE OPENS ON	21 <sup>st</sup> February 2024
ISSUE CLOSES ON	28 <sup>th</sup> February 2024
PAY IN DATE	Application Date. The entire Application Amount is payable on Application
DEEMED DATE OF ALLOTMENT	The date on which the Board of Directors approves the Allotment of the ZCZP Instruments for the Issue or such date as may be determined by the Board of Directors thereof and the Stock Exchanges. The actual Allotment of ZCZP Instruments may take place on a date other than the Deemed Date of Allotment. All the benefits relating to the ZCZP Instruments shall be available to the ZCZP Instrument Holders from the Deemed Date of Allotment

Application Forms for the Issue will be accepted only between 10.00 a.m. and 5.00 p.m. (Indian Standard Time) or such extended time as may be permitted by the Stock Exchange, during the Issue Period as mentioned above on all days between Monday and Friday (both inclusive barring public holiday). On the Issue Closing Date, Application Forms will be accepted only between 10.00 a.m. to 3.00 p.m. (Indian Standard Time). For further details please refer to “*Issue Procedure*” on page 161 of this Final Fund Raising Document.

### Mode of payment of Interest to ZCZP Instrument Holders

The Issue, being an issue of zero coupon zero principal instruments in terms of Chapter X-A of the SEBI ICDR Regulations, there is no coupon rate, or redemption amount applicable.

### Application Size

Each Application should be for a minimum of Rs. 2,00,000 i.e 2,00,000 ZCZP Instruments and in multiples of 2,00,000 (Rs. 50,000 ZCZP Instrument) thereafter. Applicants can apply for the ZCZP Instruments offered hereunder provided the Applicant has applied for minimum application size using the same Application Form.

**Applicants are advised to ensure that applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and or regulatory provisions.**

## **Impersonation**

As a matter of abundant caution, attention of the Investor is specifically drawn to the provisions of sub-section (1) of Section 38 of the Companies Act, 2013 which is reproduced below:

*“Any person who- (a) makes or abets making of an application in a fictitious name to a company for acquiring, or subscribing for, its securities; or (b) makes or abets making of multiple applications to a company in different names or in different combinations of his name or surname for acquiring or subscribing for its securities; or (c) otherwise induces directly or indirectly a company to allot, or register any transfer of, securities to him, or to any other person in a fictitious name, shall be liable for action under Section 447 of the Companies Act 2013”.*

*The liability prescribed under Section 447 of the Companies Act 2013 for fraud involving an amount of at least Rs. 10 lakh or 1.00% of the turnover of our Company whichever is lower, includes imprisonment for a term which shall not be less than six months extending up to 10 years (provided that where the fraud involves public interest, such term shall not be less than three years) and fine of an amount not less than the amount involved in the fraud, extending up to three times of such amount. In case the fraud involves (i) an amount which is less than Rs. 10 Lakh or 1.00% of the turnover of our Company, which is lower; and (ii) does not involve public interest, then such fraud is punishable with an imprisonment for a term extending up to five years or a fine of an amount extending up to Rs. 20Lakhs or with both.*

## **Pre-closure**

Our Company reserves the right to close the Issue at any time prior to the Issue Closing Date, subject to receipt of minimum subscription or as may be specified in this Final Fund Raising Document. Our Company shall Allot ZCZP Instruments with respect to the Applications received until the time of such pre-closure in accordance with the Basis of Allotment as described hereinabove and subject to applicable statutory and/or regulatory requirements.

## **Minimum subscription**

In terms of the SEBI ICDR Regulations, for an issuer undertaking a public issue of zero coupon zero principal instruments the minimum subscription for such public issue of zero coupon zero principal instruments shall be 75% of the Issue Size.

If our Company does not receive the minimum subscription of 75% of Issue Size, prior to the Issue Closing Date, the entire Application Amount shall be refunded to the Applicants.

Further, no separate arrangements have been made in case of subscription above 75% of the Issue Size but below 100% of the Issue Size.

In case the subscription above 75% of the Issue Size but below 100% of the Issue Size is not arranged, the impact on achieving social objectives is as follows:

If case of subscription above 75% of the Issue Size but below 100% of the Issue Size, the number of youth trained will get reduced on a pro rata basis.

Under Section 39(3) of the Companies Act, 2013 and Rule 11(2) of the Companies (Prospectus and Allotment of Securities) Rules, 2014, if the stated minimum subscription amount is not received within the specified period, the application money received is to be credited only to the bank account from which the subscription was remitted. To the extent possible, where the required information for making such refunds is available with our Company and/or the Registrar, refunds will be made to the account prescribed. However, where our Company and/or the Registrar does not have the necessary information for making such refunds, our Company and/or the Registrar will follow the guidelines prescribed by SEBI in this regard.

## **Utilisation of Application Amount**

The sum received in respect of the Issue will be kept in the Escrow Account and we will have access to such funds only upon Allotment or refunds, whichever is later of the ZCZP Instruments and on receipt of listing approval from the Stock Exchange as per applicable provisions of law(s), regulations and approvals.

## **Utilisation of Issue Proceeds**

- (a) All monies received pursuant to the issue of ZCZP Instruments to public shall be transferred to a separate bank account other than the bank account referred to in sub-section (3) of Section 40 of the Companies Act, 2013;

- (b) Our Company shall submit to the Stock Exchanges a statement in respect of utilisation of the Net Proceeds, on a quarterly basis, containing (a) category-wise amount of monies raised, (b) category-wise amount of monies utilized, balance amount remaining unutilized, until the utilization of the Net Proceeds in accordance with this Final Fund Raising Document;
- (c) Our Company confirms that the unutilized amounts from the Net Proceeds shall be kept in a separate bank account and shall not be co-mingled with other funds;
- (d) Our Company shall utilize the Issue proceeds only up on (i) receipt of minimum subscription; (ii) completion of Allotment in compliance with Section 40 of the Companies Act, 2013; and (iii) receipt of listing approval from Stock Exchanges; and
- (e) The Issue proceeds shall not be utilized towards full or part consideration for the purchase or any other acquisition, inter alia by way of a lease, of any immovable property.

### **Listing**

The ZCZP Instruments offered through this Final Fund Raising Document are proposed to be listed on the Stock Exchanges. Our Company has obtained “*in-principle*” approvals for the Issue from NSE *vide* its letter dated 19<sup>th</sup> January 2024. For the purposes of the Issue, NSE Social Stock Exchange shall be the Designated Stock Exchange.

Our Company will use best efforts to ensure that all steps for the completion of the necessary formalities for listing at the Stock Exchanges are taken within 10 (ten) trading days of the Issue Closing Date.

### **Monitoring and Reporting of Utilisation of Issue Proceeds**

There is no requirement for appointment of a monitoring agency in terms of the SEBI ICDR Regulations. Our Company shall monitor the utilization of the proceeds of the Issue as prescribed under the SEBI Listing Regulations.

## ISSUE PROCEDURE

This section applies to all Applicants. Please note that all Applicants are required to pay the full Application Amount while making an Application. Applicants should note that they shall submit their Applications to the Registrar to the Issue as mentioned on the Application Form. Applicants are advised to make their independent investigations and ensure that their Applications do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable law or as specified in this Final Fund Raising Document.

Our Company does not accept any responsibility for the completeness and accuracy of the information stated in this section and are not liable for any amendment, modification or change in the applicable law which may occur after the date of this Final Fund Raising Document. Investors are advised to make their independent investigations and ensure that their Applications are submitted in accordance with applicable laws.

***OUR COMPANY SHALL NOT BE RESPONSIBLE OR LIABLE FOR ANY ERRORS OR OMISSIONS ON THE PART OF THE REGISTRAR TO THE ISSUE IN CONNECTION WITH THE COLLECTION OF APPLICATION FORMS IN RESPECT OF THE ISSUE. FURTHER, THE REGISTRAR TO THE ISSUE WILL BE RESPONSIBLE FOR ADDRESSING INVESTOR GRIEVANCES ARISING FROM APPLICATIONS.***

*Please note that for the purpose of this section, the term “Working Day” shall mean where Working Days shall mean all days, excluding Saturdays, Sundays and holiday of commercial banks in Mumbai. Furthermore, for the purpose of post issue period, i.e., period beginning from Issue Closing Date to listing of the ZCZP Instruments, Working Days shall mean all trading days of Stock Exchanges excluding Saturdays, Sundays, and bank holidays in Mumbai.*

### **Availability of this Final Fund Raising Document and Application Forms**

The copies of this Final Fund Raising Document together with Application Forms may be obtained from our Registered Office and the Registrar to the Issue. Additionally, the Prospectus and the Application Forms will be available for download on the website of NSE at [www.nseindia.com](http://www.nseindia.com). A unique application number (“UAN”) will be generated for every Application Form downloaded from the website of the Stock Exchanges i.e., NSE at [www.nseindia.com](http://www.nseindia.com).

In addition, Application Forms would also be made available to all the recognised stock exchanges.

Our Company may provide Application Forms for being filled and downloaded at such websites as we may deem fit. The Issuer may also provide Application Forms for being downloaded and filled at such websites as it may deem fit.

### **Who can apply?**

The following categories of persons are eligible to apply in the Issue.

#### **Institutional Investors**

- a mutual fund, venture capital fund and alternative investment fund registered with SEBI;
- a public financial institution;
- a scheduled commercial bank;
- a state industrial development corporation;
- an insurance company registered with the Insurance Regulatory and Development Authority of India;
- a provident fund with minimum corpus of twenty five crore rupees;
- a pension fund with minimum corpus of twenty five crore rupees registered with the Pension Fund Regulatory and Development Authority established under sub-section (1) of section 3 of the Pension Fund Regulatory and Development Authority Act, 2013;
- National Investment Fund set up by resolution no. F. No. 2/3/2005-DDII dated November 23, 2005, of the Government of India published in the Gazette of India;
- insurance funds set up and managed by army, navy or air force of the Union of India;
- insurance funds set up and managed by the Department of Posts, India; and
- systemically important non-banking financial companies.

#### **Non-institutional Investors**

- Any investor other than a retail individual investor and Institutional Investors, except for investors who are not eligible to invest in ZCZP Instruments. For further details, see “Issue Procedure” on page 161 of this Final Fund Raising Document.

**Foreign investors and retail individual investors are not permitted to participate in the Issue.**

Note: Participation of any of the aforementioned categories of persons or entities is subject to the applicable statutory and/or regulatory requirements in connection with the subscription to Indian securities by such categories of persons or entities.

**APPLICATIONS BY VARIOUS APPLICANT CATEGORIES**

**Applications by Mutual Funds**

A separate Application can be made in respect of each scheme of an Indian mutual fund registered with SEBI and such Applications shall not be treated as multiple Applications. Applications made by the AMCs or custodians of a Mutual Fund shall clearly indicate the name of the concerned scheme for which the Application is being made. An Application Form by a mutual fund registered with SEBI for Allotment of the ZCZP Instruments must be also accompanied with the certified true copies of (i) its SEBI registration certificates (ii) the trust deed in respect of such mutual fund (ii) a resolution authorizing investment and containing operating instructions and (iii) specimen signatures of authorized signatories.

**Application by Scheduled Commercial Banks**

Scheduled Commercial Banks can apply in the Issue based upon their own investment limits and approvals. Applications by them for Allotment of the ZCZP Instruments must be accompanied with the certified true copies of (i) memorandum and articles of association/charter of constitution; (ii) power of attorney; (iii) a board resolution authorizing investment; and (iv) a letter of authorization. Failing this, our Company reserves the right to accept or reject any Application for Allotment of the ZCZP Instruments in whole or in part, in either case, without assigning any reason therefor.

Failing this, our Company reserves the right to accept or reject any Application in whole or in part, in either case, without assigning any reason therefor.

**Application by Insurance Companies**

Insurance companies registered with the IRDAI can apply in the Issue based on their own investment limits and approvals in accordance with the regulations, guidelines and circulars issued by the IRDAI. The Application Form must be accompanied with the certified true copies of their (i) memorandum and articles of association/charter of constitution; (ii) power of attorney; (iii) resolution authorising investments/containing operating instructions; and (iv) specimen signatures authorized signatories.

**Failing this, our Company reserves the right to accept or reject any Application in whole or in part, in either case, without assigning any reason therefor.**

**Applications by Alternative Investments Funds**

Applications made by alternative investment funds eligible to invest in accordance with the Securities and Exchange Board of India (Alternative Investment Fund) Regulations 2012 as amended (**the “SEBI AIF Regulations”**) for Allotment of the ZCZP Instruments must be accompanied with the certified true copies of (i) SEBI registration certificate; (ii) a resolution authorizing investment and containing operating instructions; and (iii) specimen signatures authorized persons. The Alternative Investment Funds shall at all times comply with the requirements applicable to it under the SEBI AIF Regulations and the relevant notifications issued by SEBI.

**Failing this, our Company reserves the right to accept or reject any Application in whole or in part, in either case, without assigning any reason therefor.**

**Applications by Associations of persons and/or bodies established pursuant to or registered under any central or state statutory enactment**

In case of Applications made by Associations of persons and/or bodies established pursuant to or registered under any central or state statutory enactment, must submit a (i) certified copy of the certificate of registration or proof of constitution, as applicable, (ii) Power of Attorney, if any, in favour of one or more persons thereof, (iii) such other documents evidencing registration thereof under applicable statutory/regulatory requirements. Further, any trusts applying for the ZCZP Instruments pursuant to the Issue must ensure that (a) they are authorized under applicable statutory/regulatory requirements and their constitution instrument to hold and invest in ZCZP Instruments, (b) they have obtained all necessary approvals, consents or other authorisations, which may be required under applicable statutory and/or regulatory requirements to invest in ZCZP Instruments, and (c) Applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and/or regulatory provisions.

**Failing this, our Company reserves the right to accept or reject any Applications in whole or in part, in either case, without assigning any reason, therefore.**

#### **Applications by Trusts**

In case of Applications made by trusts, settled under the Indian Trusts Act, 1882, as amended, or any other statutory and/or regulatory provision governing the settlement of trusts in India, must submit a (i) certified copy of the registered instrument for creation of such trust, (ii) power of attorney, if any, in favour of one or more trustees thereof, (iii) such other documents evidencing registration thereof under applicable statutory/regulatory requirements. Further, any trusts applying for the ZCZP Instruments pursuant to the Issue must ensure that (a) they are authorized under applicable statutory/regulatory requirements and their constitution instrument to hold and invest in ZCZP Instruments, (b) they have obtained all necessary approvals, consents or other authorisations, which may be required under applicable statutory and/or regulatory requirements to invest in ZCZP Instruments, and (c) Applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and or regulatory provisions.

**Failing this, our Company reserves the right to accept or reject any Applications in whole or in part, in either case, without assigning any reason therefor.**

#### **Applications by Public Financial Institutions, which are authorized to invest in the ZCZP Instruments**

The Application must be accompanied by certified true copies of: (i) any Act/ Rules under which they are incorporated; (ii) board resolution authorising investments; and (iii) specimen signature of authorized person.

**Failing this, our Company reserves the right to accept or reject any Applications in whole or in part, in either case, without assigning any reason therefor.**

#### **Applications made by companies, bodies corporate and societies registered under the applicable laws in India**

The Application must be accompanied by certified true copies of: (i) any act/ rules under which they are incorporated; (ii) Board Resolution authorising investments; and (iii) Specimen signature of authorized person.

**Failing this, our Company reserves the right to accept or reject any Applications in whole or in part, in either case, without assigning any reason therefor.**

#### **Partnership firms formed under applicable Indian laws in the name of the partners and Limited Liability Partnerships formed and registered under the provisions of the Limited Liability Partnership Act, 2008**

Applications made by partnership firms and limited liability partnerships formed and registered under the Limited Liability Partnership Act, 2008 must be accompanied by certified true copies of: (i) the partnership deed for such Applicants; (ii) any documents evidencing registration of such Applicant thereof under applicable statutory/regulatory requirements; (iii) a resolution authorizing the investment and containing operating instructions; and (iv) specimen signature of authorized persons of such Applicant.

**Failing this, our Company reserves the right to accept or reject any Applications for Allotment of the ZCZP Instruments in whole or in part, in either case, without assigning any reason therefor.**

#### **Applications under a power of attorney by limited companies, corporate bodies and registered societies**

In case of Applications made pursuant to a power of attorney by Applicants, a certified copy of the power of attorney or the relevant resolution or authority, as the case may be, along with a certified copy of the memorandum of association and articles of association and/or bye laws must be lodged along with the Application Form.

**Failing this, our Company reserves the right to accept or reject any Application in whole or in part, in either case, without assigning any reason therefor.**

In case of Applications made pursuant to a power of attorney by Applicants, a certified copy of the power of attorney must be lodged along with the Application Form.

**Failing this our Company, reserves the right to reject such Applications. Our Company, in its absolute discretion, reserves the right to relax the above condition of attaching the power of attorney along with the Application Forms subject to such terms and conditions that our Company may deem fit.**



### **Applications by provident funds, pension funds, which are authorized to invest in the ZCZP Instruments**

Applications by provident funds, pension funds, superannuation funds and gratuity funds which are authorized to invest in the ZCZP Instruments, for Allotment of the ZCZP Instruments must be accompanied by certified true copies of: (i) any act/rules under which they are incorporated; (ii) a power of attorney, if any, in favour of one or more trustees thereof, (ii) a board resolution authorizes investments; (iii) such other documents evidencing registration thereof under applicable statutory/regulatory requirements; (iv) specimen signature of authorized person; (v) a certified copy of the registered instrument for creation of such fund/trust; and (vi) any tax exemption certificate issued by Income Tax authorities.

**Failing this, our Company reserves the right to accept or reject any Applications for Allotment of the ZCZP Instruments in whole or in part, in either case, without assigning any reason therefor.**

### **Applications by National Investment Funds**

Application made by a National Investment Fund for Allotment of the ZCZP Instruments must be accompanied by certified true copies of: (i) a resolution authorizes investment and containing operating instructions; and (ii) specimen signatures of authorized persons.

**Failing this, our Company reserves the right to accept or reject any Applications for Allotment of the ZCZP Instruments in whole or in part, in either case, without assigning any reason therefor.**

### **Applications by Systematically Important Non-banking financial companies**

Applications made by systematically important non-banking financial companies registered with the RBI and under other applicable laws in India must be accompanied by certified true copies of: (i) memorandum and articles of association/charter of constitution; (ii) power of attorney; (iii) board Resolution authorizes investments; and (iii) specimen signature of authorized person.

**Failing this, our Company reserves the right to accept or reject any Applications in whole or in part, in either case, without assigning any reason therefor.**

**Applicants are advised to ensure that Applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and or regulatory provisions.**

Applicants are advised to ensure that they have obtained the necessary statutory and/or regulatory permissions/consents/approvals in connection with applying for, subscribing to, or seeking allotment of ZCZP Instruments pursuant to the Issue.

### **Escrow Mechanism**

We shall open an Escrow Account with the Escrow Collection Bank in whose favour the Applicants shall transfer through direct credit / NACH / NEFT / RTGS or shall issue cheque / demand draft in respect of their Application. Cheques or demand drafts received for the application Amount from investors would be deposited in the respective Escrow Account. The Escrow Collection Bank will act in terms of this Final Prospectus and the Escrow Agreement. The Escrow Collection Bank shall not exercise any lien whatsoever over the monies deposited therein. Upon completion of the Allotment or refunds, whichever is later, the Escrow Collection Bank shall transfer the monies from the Escrow Account to the bank account of our Company as per the terms of the Escrow Agreement. Payments of refund to the Applicants shall also be made from the Escrow Account as per the terms of the Escrow Agreement and this Final Fund Raising Document.

The information below is given for the benefit of Applicants. Our Company is not liable for any amendment or modification or changes in applicable laws or regulations, which may occur after the date of this Final Fund Raising Document.

### **How to apply?**

Copies of the Prospectus together with Application Form may be obtained from our Registered Office and the Registrar to the Issue. Additionally, the Prospectus and the Application Forms will be available for download on the website of NSE at [www.nseindia.com](http://www.nseindia.com).

Applications Forms will also be available on the website of the Stock Exchange. A unique application number ("UAN") will be generated for every Application Form downloaded from the websites of the Stock Exchange.

*Please note that there is a single Application Form.*

## **Method of Application**

An eligible investor desirous of applying in this Issue can make Applications through the physical mode only.

Applicants intending to subscribe in the Issue shall submit a duly filled Application Form to the Registrar to the Issue.

All Applications where payment is being made by cheque / demand draft should be submitted to the Registrar to the Issue before the Issue Closing Date. Further, Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date.

All Application Forms duly completed together with cheque/demand draft, if applicable for the amount payable on application must be delivered before the Issue Closing Date to the Registrar to the Issue. In case the Applicant has transferred the Application Amount by way of an electronic transfer to the Escrow Account, then the Applicant shall necessarily mention the UTR no. and date of transfer in the Application Form.

## **Application Size**

Each Application should be for a minimum of Rs. 2,00,000 i.e 2,00,000 ZCZP instruments and in multiples of Rs. 50,000 thereafter. Applicants can apply for the ZCZP Instruments offered hereunder provided the Applicant has applied for minimum application size using the same Application Form.

Applicants are advised to ensure that applications made by them do not exceed the investment limits or maximum number of ZCZP Instruments that can be held by them under applicable statutory and or regulatory provisions.

## **Applications cannot be made by:**

Retail individual investors and foreign investors (including persons resident outside India, foreign nationals, non-resident Indians, overseas citizens of India, foreign institutional investors, foreign portfolio investors, foreign venture capital investors).

## **Terms of Payment**

The entire issue price for the ZCZP Instruments is payable on application only. In case of allotment of lesser number of ZCZP Instruments than the number applied, our Company shall refund the excess amount paid on application to the applicant.

## **Payment instructions for Applicants**

Our Company shall open an Escrow Account with the Escrow Collection Bank for the collection of the application amount payable upon submission of the Application Form.

Payment shall be made by way of direct credit / NACH / NEFT / RTGS / cheque / demand draft. Outstation cheques /demand drafts drawn on banks not participating in the clearing process will not be accepted and applications accompanied by such cheques or demand drafts are liable to be rejected. Any payment by way of cash or stock invest will not be accepted. In case payment is effected in contravention of the conditions mentioned herein, the Application is liable to be rejected and application money will be refunded and no interest will be paid thereon.

All Application Forms received with outstation cheques, post-dated cheques, cheques / demand drafts drawn on banks not participating in the clearing process shall be rejected and the Registrar shall not be responsible for such rejections.

The Escrow Collection Bank shall transfer the funds from the Escrow Account, as per the terms of the Escrow Agreement, into a separate bank account after the completion of the Allotment or refunds, whichever is later.

All cheques / demand drafts accompanying the application should be crossed “*A/c payee only*” and must be made payable to [•].

The Applicants shall ensure that the bank account linked with the Depositories is used for making the payment for Application.

## **Payment mechanism for Applicants**

An Applicant may submit the completed Application Form to Registrar to the Issue along with cheque / demand draft.

The Applicants may also pay their Application Amounts by direct credit / NACH / NEFT / RTGS or may issue cheque / demand draft in respect of their Application to the below bank account:

#### Escrow Account Details:

**Bank Name: RBL BANK LIMITED**

**Account No.: 409002221312**

**Account Name: TRANSFORMING RURAL INDIA FOUNDATION**

**IFSC Code: RATN0000100**

**Account Type: Savings Account**

In case of payment by way of cheque / demand draft, the same shall be attached to the Application Form. In case the Applicant has transferred the Application Amount by way of an electronic transfer to the Escrow Account, then the Applicant shall necessarily mention the UTR no. and date of transfer in the Application Form.

All Applications where payment is being made by cheque / demand draft should be submitted to the Registrar to the Issue before the Issue Closing Date. Further, Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date.

#### Additional information for Applicants

1. Application Forms submitted by Applicants whose beneficiary accounts are inactive shall be rejected.
2. All applications Forms duly completed and accompanied by account payee cheques / demand drafts shall be submitted with the Registrar to the Issue before the Issue Closing Date. The Registrar to the Issue will not accept payments made in cash. However, Application Forms duly completed together with cheque/demand draft drawn on/payable at a local bank in Mumbai for the amount payable on application, if applicable, shall be sent by Registered Post or by hand delivery to the Corporate Office of the Registrar, so as to reach the Registrar prior to the Issue Closing Date. Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date. No separate receipts will be issued for the money to be paid on the submission of Application Form.
3. Application Forms submitted by Applicants shall be for allotment of ZCZP Instruments only in dematerialized form.

#### Filing of the Prospectus with ROC

A copy of the Prospectus shall be filed with the ROC in accordance with Section 26 and Section 31 of the Companies Act, 2013 and the rules framed thereunder, each as amended.

#### Instructions for completing the Application Form

1. Applications must be made in the prescribed Application Form.
2. Application Forms are to be completed in full, in BLOCK LETTERS in ENGLISH and in accordance with the instructions contained in the Prospectus and the Application Form. Incomplete Application Forms are liable to be rejected. Applicants should note that the Registrar will not be liable for errors in data entry due to incomplete or illegible Application Forms.
3. Applications are required to be for a minimum of 2,00,000 ZCZP Instruments and in multiples of 50,000 ZCZP Instruments thereafter as specified in the Issue Documents.
4. Thumb impressions and signatures other than in the languages specified in the Eighth Schedule in the Constitution of India must be attested by a Magistrate or a Notary Public or a Special Executive Magistrate under official seal.
5. Applications should be in single name. Applicants are required to ensure that the PAN Details of the HUF are mentioned and not those of the Karta.
6. Applicants applying for Allotment must provide details of valid and active DP ID, Client ID and PAN clearly and without error. On the basis of such applicant's active DP ID, Client ID and PAN provided in the application Form, the Registrar to the Issue will obtain from the Depository the Demographic Details. Invalid accounts, suspended account or where such account is classified as invalid or suspended may not be considered for Allotment of the ZCZP

Instruments.

7. Applicants must ensure that their Application Forms are made in a single name.
8. The minimum number of Applications and minimum application size shall be specified in the Prospectus. Applicants may apply for ZCZP Instruments Applied for in a single Application Form.
9. All applicants are required to tick the relevant column in the “Category of Investor” box in the application Form.

**Applicants should note that the Registrar will not be liable for error in data entry due to incomplete or illegible Application Forms. Our Company would allot the ZCZP Instruments, as specified in the Prospectus for the Issue to all valid Applications`.**

**Applicants’ PAN, Depository Account and Bank Account Details.**

**ALL APPLICANTS APPLYING FOR ALLOTMENT OF THE ZCZP INSTRUMENTS SHOULD MENTION THEIR DP ID, CLIENT ID AND PAN IN THE APPLICATION FORM. APPLICANTS MUST ENSURE THAT THE DP ID, CLIENT ID AND PAN GIVEN IN THE APPLICATION FORM IS EXACTLY THE SAME AS THE DP ID, CLIENT ID AND PAN AVAILABLE IN THE DEPOSITORY DATABASE.**

On the basis of the DP ID, Client ID and PAN provided by them in the Application Form, the Registrar to the Issue will obtain from the Depository the Demographic Details of the Applicants including PAN and MICR code. These Demographic Details would be used for giving Allotment Advice to the Applicants. Hence, Applicants are advised to immediately update their Demographic Details (including bank account details) as appearing on the records of the Depository Participant and ensure that they are true and correct. Please note that failure to do so could result in delays in authorizing to Applicants, delivery of Allotment Advice at the Applicants’ sole risk, and neither the Registrar, nor our Company shall have any responsibility and undertake any liability for the same.

These Demographic Details would be used for all correspondence with the Applicants including mailing of the Allotment Advice. The Demographic Details given by Applicants in the Application Form would not be used for any other purpose by the Registrar to the Issue except in relation to this Issue. By signing the Application Form, Applicants applying for the ZCZP Instruments would be deemed to have authorized the Depositories to provide, upon request, to the Registrar, the required Demographic Details as available on its records.

Allotment Advice would be mailed by post or e-mail at the address of the Applicants in accordance with the Demographic Details received from the Depositories. Applicants may note that delivery of Allotment Advice may get delayed if the same once sent to the address obtained from the Depositories are returned undelivered. Further, please note that any such delay shall be at the applicants’ sole risk and neither our Company nor the Registrar to the Issue shall be liable to compensate the Applicant for any losses caused to the Applicants due to any such delay or liable to pay any interest for such delay.

In case of Applications made under powers of attorney, our Company in its absolute discretion, reserves the right to permit the holder of a power of attorney to request the Registrar to the Issue that for the purpose of printing particulars on and mailing of the Allotment Advice through post, the Demographic Details obtained from the Depository of the Applicant shall be used.

With effect from August 16, 2010, the beneficiary accounts of Applicants for whom PAN details have not been verified shall be suspended for credit and no credit of ZCZP Instruments pursuant to this Issue will be made into the accounts of the Applicants. Application Forms submitted by Applicants whose beneficiary accounts are inactive shall be rejected.

Applicants should note that the ZCZP Instruments will be allotted to all successful Applicants only in dematerialized form. The Application Forms which do not have the details of the Applicants’ depository account including DP ID, Client ID and PAN shall be treated as incomplete and will be rejected.

## **APPLICATIONS FOR ALLOTMENT OF ZCZP INSTRUMENTS IN THE DEMATERIALIZED FORM**

### **Submission of Applications**

All Application Forms duly completed together with cheque/demand draft, drawn on/payable at a local bank in Mumbai for the amount payable on application, if applicable, shall be sent by Registered Post or by hand delivery to the Corporate Office of the Registrar, so as to reach the Registrar prior to the Issue Closing Date.

In case the Applicant has transferred the Application Amount by way of an electronic transfer to the Escrow Account, then the Applicant shall necessarily mention the UTR no. and date of transfer in the Application Form.

All Applications where payment is being made by cheque / demand draft should be submitted to the Registrar to the Issue before

the Issue Closing Date. Further, Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date.

In case of hand delivery of the Application Form, an acknowledgement shall be issued by Registrar to the Applicant as proof of having accepted the Application.

Applications shall be deemed to have been received by us only when submitted to the Registrar as detailed above and not otherwise.

### ***Online Applications***

Our Company shall not provide any facility to submit applications in online mode.

## **INSTRUCTIONS FOR FILLING-UP THE APPLICATION FORM**

### **General Instructions**

#### **A. General instructions for completing the Application Form**

- Applications must be made in prescribed Application Form only;
- Application Forms must be completed in block letters in English, as per the instructions contained in this Final Fund Raising Document and the Application Form;
- Applicants must apply for Allotment in dematerialised form and must provide details of valid and active DP ID, Client ID and PAN clearly and without error. On the basis of such Applicant's Active DP ID, Client ID and PAN provided in the Application Form.
- The minimum number of Applications and minimum application size shall be specified in the Prospectus.
- Applications should be in single name. If the depository account is held in joint names, the Application Form should contain the name and PAN of the person whose name appears first in the depository account and signature of only this person would be required in the Application Form. This Applicant would be deemed to have signed on behalf of joint holders and would be required to give confirmation to this effect in the Application Form;
- Applications should be made by Karta in case of HUFs. Applicants are required to ensure that the PAN details of the HUF are mentioned and not those of the Karta;
- Thumb impressions and signatures other than in English/Hindi/Gujarati/Marathi or any other languages specified in the 8th Schedule of the Constitution need to be attested by a Magistrate or Notary Public or a Special Executive Magistrate under his/her seal;
- No separate receipts will be issued for the money payable on the submission of the Application Form.
- Every Applicant should hold valid Permanent Account Number (PAN) and mention the same in the Application Form;
- All Applications where payment is being made by cheque / demand draft should be submitted to the Registrar to the Issue before the Issue Closing Date. Further, Applications where payment is being made by electronic bank transfer should reach the Registrar to the Issue within up to 3 (three) Working Days from the Issue Closing Date, provided that such extended time shall be available only if the Application Amount has been received in the Escrow Account prior to the Issue Closing Date.

Our Company would allot the series of ZCZP Instruments, as specified in the Prospectus to all valid Applications

#### **B. Applicants' Beneficiary Account and Bank Account Details**

Applicants applying for Allotment in dematerialized form must mention their DP ID, Client ID and PAN in the Application Form and ensure that the name provided in the Application Form is exactly the same as the name in which the Beneficiary Account is held. In case the Application Form for Allotment in dematerialized form is submitted in the first Applicants' Name it should be ensured that the Beneficiary Account is held in the same join names and in the same sequence in which they appear in the Application Form. In case the DP ID, Client ID and PAN mentioned in the Application Form for Allotment in dematerialized form do not match with the DP ID, Client ID and PAN available in the Depository database or in case PAN is not available in the Depository database, the Application Form for Allotment in dematerialized form is liable to be rejected. Further, Application Forms submitted by Applicants applying for Allotment in dematerialized form, whose beneficiary accounts are inactive, will be rejected.

On the basis of the DP ID and Client ID provided by the Applicant in the Application Form for Allotment in dematerialized form, the Registrar to the Issue will obtain from the Depositories the Demographic Details of the Applicant including PAN, address, Magnetic ink Character Recognition ("MICR") Code and occupation. These Demographic Details would be used for giving Allotment Advice and refunds (including through physical refund warrants, direct credit, NACH, NEFT and RTGS), if any, to the Applicants. Hence, Applicants are advised to immediately update their Demographic Details as appearing on the records of the DP and ensure that they are true and correct, and carefully fill in their Beneficiary Account details in the Application Form. Failure to do so could result in delays in dispatch/credit of refunds to Applicants and delivery of Allotment Advice at the Applicants' sole risk and neither our Company, Registrar to the Issue nor the Stock Exchanges will bear any responsibility or liability for the same.

The Demographic Details would be used for correspondence with the Applicants including mailing of the Allotment Advice. Allotment Advice would be mailed at the address of the Applicant as per the Demographic Details received from the Depositories.

In case of Applications made under power of attorney, our Company in its absolute discretion, reserves the right to permit the holder of Power of Attorney to request the Registrar that for the purpose of printing particulars on the mailing of Allotment Advice, the demographic details obtained from the Depository of the Applicant shall be used.

By signing the Application Form, the Applicant would have deemed to have authorized the Depositories to provide, upon request, to the Registrar to the Issue, the required Demographic Details as available on its records. The Demographic Details given by Applicant in the Application Form would not be used for any other purpose by the Registrar to the Issue except in relation to the Issue.

The beneficiary accounts of Applicants for whom PAN details have not been verified shall be suspended for credit and no credit of ZCZP Instruments pursuant to the Issue will be made into the accounts of such Applicants. Application Forms submitted by Applicants whose beneficiary accounts are inactive shall be rejected. Furthermore, in case no corresponding record is available with the Depositories, which matches the three parameters, namely, DP ID, Client ID and PAN, then such Application are liable to be rejected.

### **C. Permanent Account Number (PAN)**

The Applicant should mention his or her PAN allotted under the IT Act. For minor Applicants, applying through the guardian, it is mandatory to mention the PAN of the minor Applicant. However, Applications on behalf of the Central or State Government officials and the officials appointed by the courts in terms of a SEBI circular dated June 30, 2008, and Applicants residing in the state of Sikkim who in terms of a SEBI circular dated July 20, 2006, may be exempt from specifying their PAN for transacting in the securities market. In accordance with Circular No. MRD/DOP/Cir- 05/2007 dated April 27, 2007, issued by SEBI, the PAN would be the sole identification number for the participants transacting in the securities market, irrespective of the amount of transaction. Any Application Form, without the PAN is liable to be rejected, irrespective of the amount of transaction. It is to be specifically noted that the Applicants should not submit the GIR number instead of the PAN as the Application is liable to be rejected on this ground.

However, the exemption for the Central or State Government and the officials appointed by the courts and for investors residing in the state of Sikkim is subject to the Depository Participants verifying the veracity of such claims by collecting sufficient documentary evidence in support of their claims. At the time of ascertaining the validity of these Applications, the Registrar to the Issue will check under the Depository records for the appropriate description under the PAN field i.e., either Sikkim category or exempt category.

### **General Instructions**

#### ***Do's***

1. Check if you are eligible to apply as per the terms of the Prospectus and applicable law;
2. Read all the instructions carefully and complete the Application Form in the prescribed form;



3. Ensure that you have obtained all necessary approvals from the relevant statutory and/or regulatory authorities to apply for, subscribe to and/or seek Allotment of ZCZP Instruments pursuant to the Issue;
4. Ensure that the DP ID and Client ID are correct and beneficiary account is activated for Allotment of ZCZP Instruments in dematerialized form. The requirement for providing Depository Participant details shall be mandatory for all Applicants;
5. Ensure that you have been given an acknowledgement as proof of the Registrar having accepted the Application Form in case of hand delivery of Application Forms;
6. Ensure that signatures other than in the languages specified in the Eighth Schedule to the Constitution of India are attested by a Magistrate or a Notary Public or a Special Executive Magistrate under official seal;
7. In case of an HUF applying through its Karta, the applicant is required to specify the name of an applicant in the Application Form as “XYZ Hindu Undivided Family applying through PQR, where PQR is the name of the Karta. However, the PAN of the HUF should be mentioned in the Application Form and not that of the Karta;
8. Ensure that the Demographic Details including PAN are updated, true and correct in all respects;
9. Ensure that if the depository account is held in joint names, the Application Form should contain the name and PAN of the person whose name appears first in the depository account and signature of only this person would be required in the Application Form. This Applicant would be deemed to have signed on behalf of joint holders and would be required to give confirmation to this effect in the Application Form;
10. Ensure that your Application Form is submitted with the Registrar to the Issue; and
11. Ensure that you have correctly ticked, provided or checked the authorisation box in the Application Form

***Don'ts:***

1. Do not apply for lower than the minimum application size;
2. Do not fill up the Application Form such that the ZCZP Instruments applied for exceeds the Issue size and/or investment limit or maximum number of ZCZP Instruments that can be held under the applicable laws or regulation or maximum amount permissible under the applicable regulations;
3. Do not submit the GIR number instead of the PAN as the Application is liable to be rejected on this ground;
4. Do not submit incorrect details of the DP ID, Client ID and PAN or provide details for a beneficiary account which is suspended or for which details cannot be verified by the Registrar to the Issue;
5. Do not submit Applications on plain paper or on incomplete or illegible Application Forms;
6. Do not apply if you are not competent to contract under the Indian Contract Act, 1872;
7. Do not submit an Application in case you are not eligible to acquire ZCZP Instruments under applicable law or your relevant constitutional documents or otherwise;
8. Do not apply if you are a person ineligible to apply for ZCZP Instruments under the Issue;
9. Do not make an application of the ZCZP Instrument on multiple copies taken of a single form;

**Depository Arrangements**

Our Company has made depository arrangements with NSDL and CDSL for issue and holding of the ZCZP Instruments in authorized form.

In this context:

1. Tripartite Agreement dated 29<sup>th</sup> January 2024, between us, the Registrar to the Issue and CDSL for offering depository option to the Applicants.
2. Tripartite Agreement dated 5<sup>th</sup> January 2024, between us, the Registrar to the Issue and NSDL for offering depository option to the Applicants.

3. An Applicant must have at least one beneficiary account with any of the Depository Participants (DPs) of NSDL or CDSL prior to making the Application.
4. ZCZP Instruments allotted to an applicant will be credited directly to the Applicants' respective beneficiary account(s) with the DP.
5. Non-transferable Allotment Advice will be directly sent to the Applicant by the Registrar to the Issue.

For further information relating to Applications for Allotment of the ZCZP Instruments in authorized form, please see the section titled "issue Procedure" on page 161 in this Final Fund Raising Document.

### **Communications**

All future communications in connection with Applications made in the Issue should be addressed to the Registrar to the Issue quoting all relevant details as regards the Applicant and its Application. Applicants can contact our Company Secretary and Compliance Officer or the Registrar to the Issue in case of any pre Issue related problems and/or post-Issue related problems such as non-receipt of Allotment Advice non-credit of ZCZP Instruments in the depository's beneficiary account/etc.

### **Undertaking by the Issuer**

#### ***Statement by the Board:***

- (a) All monies received pursuant to the Issue of ZCZP Instruments to public shall be transferred to a separate bank account as referred to in sub-section (3) of section 40 of the Companies Act, 2013.
- (b) Details of all monies utilized out of Issue referred to in sub-item (a) shall be disclosed under an appropriate separate head in our balance sheet indicating the purpose for which such monies had been utilized.
- (c) Details of all unutilized monies out of issue of ZCZP Instruments, if any, referred to in sub-item (a) shall be disclose under an appropriate separate head in our Balance Sheet indicating the form in which such unutilized monies have been invested.
- (d) Our Company shall submit to the Stock Exchanges a statement in respect of utilisation of the Net Proceeds, on quarterly basis, containing (a) category-wise amount of monies raised, (b) category-wise amount of monies utilized, balance amount remaining unutilized, until the utilization of the Net Proceeds in accordance with this Final Fund Raising Document.

Our Company undertakes that:

- (a) Complaints received in respect of the Issue will be attended to by our Company expeditiously and satisfactorily.
- (b) Our Company will take necessary steps for the purpose of getting the ZCZP Instruments listed within the specified time, i.e., within 10 (ten) trading days of the Issue Closing Date.
- (c) Funds required for dispatch of Allotment Advice will be made available by our Company to the Registrar to the Issue.
- (d) We shall make necessary disclosures/reporting under any other legal or regulatory requirement as may be required by our Company from time to time.

### **Rejection of Applications**

As set out below or if all required information is not provided or the Application Form is incomplete in any respect, the Board of Directors of our Company reserves it's full, unqualified and absolute right to accept or reject any Application in whole or in part and in either case without assigning any reason thereof.

*Application may be rejected on one or more technical grounds, including but not restricted to:*

- Application by persons not competent to contract under the Indian Contract Act, 1872, as amended, (other than minors having valid Depository Account as per Demographic Details provided by Depositories);
- Applications by retail or foreign investors;
- Applications not being signed by the sole Applicant;
- Application Amount blocked being higher or lower than the value of ZCZP Instruments Applied for. However, our Company may allot ZCZP Instruments up to the number of ZCZP Instruments Applied for, if the value of such ZCZP Instruments Applied for exceeds the minimum application size;
- Applications where a registered address in India is not provided for the Applicant;
- In case of partnership firms (except LLPs), ZCZP Instruments applied for in the name of the partnership and not the names of the individual partners(s);
- DP ID and Client ID not mentioned in the Application Form;

- GIR number furnished instead of PAN;
- Applications for an amount below the minimum application size;
- Applications by persons who are not eligible to acquire ZCZP Instruments of our Company in terms of applicable laws, rules, regulations, guidelines and approvals;
- In case of Applications under power of attorney or by limited companies, corporate, trust etc., submitted without relevant documents;
- Applications accompanied by Stock invest/cash;
- Signature of sole Applicant missing;
- Applications by persons debarred from accessing capital markets, by SEBI or any other regulatory authority.
- Date of Birth for first/sole Applicant for persons applying for Allotment not mentioned in the Application Form.
- In case no corresponding record is available with the Depositories that matches three parameters namely, DP ID, Client ID and PAN or if PAN is not available in the Depository database;
- Applications for amounts greater than the maximum permissible amount prescribed by the regulations and applicable law;
- Applications by persons prohibited from buying, selling or dealing in shares, directly or indirectly, by SEBI or any other regulatory authority;
- Applications by any person outside India;
- Applications by other persons who are not eligible to apply for ZCZP Instruments under the Issue under applicable Indian or foreign statutory/regulatory requirements;
- Applications uploaded after the expiry of the allocated time on the Issue Closing Date, unless extended by the Stock Exchange, as applicable;
- Application Forms not delivered by the Applicant within the time prescribed as per the Application Form and the Prospectus;
- Applications by Applicants whose demat accounts have been 'suspended for credit' pursuant to the circular issued by SEBI on July 29, 2010, bearing number CIR/MRD/DP/22/2010;
- Where PAN details in the Application Form are not as per the records of the Depositories;
- Applications providing an inoperative demat account number.
- Applications being received post the Issue Closing Date where the payment of Application Amount is being made by cheque / demand draft.
- Applications being received upon expiry of 3 (three) Working Days where the payment of the Application Amount is being done by way of electronic bank transfer, provided the Application Amount was received in the Escrow Account prior to the Issue Closing Date.

### **Mode of making refunds**

The Registrar to the Issue shall make refunds to the relevant bank accounts of the Applicants as per the Demographic detail given by the Depositories.

The mode of refund shall be undertaken in the following order of preference:

#### **1. Direct Credit**

Applicants having their bank account with the Escrow Collection Bank, shall be eligible to receive refunds, if any, through direct credit. The refund amount, if any, would be credited directly to their bank account with the Escrow Collection Bank.

#### **2. NACH**

National Automated Clearing House which is a consolidated system of ECS. Payment of refund would be done through NACH for Applicants having an account at one of the centres specified by the RBI, where such facility has been made available. This would be subject to availability of complete bank account details including Magnetic Ink Character Recognition (MICR) code wherever applicable from the depository. The payment of refund through NACH is mandatory for Applicants having a bank account at any of the centres where NACH facility has been made available by the RBI (subject to availability of all information for crediting the refund through NACH including the MICR code as appearing on a cheque leaf, from the depositories), except where applicant is otherwise disclosed as eligible to get refunds through NEFT or Direct Credit or RTGS.

#### **3. RTGS**

Applicants having a bank account with a participating bank and whose refund amount exceeds Rs. 2,00,000 or such amount as may be fixed by the RBI from time to time have the option to receive refund through RTGS. Such eligible Applicants who indicate their preference to receive refund through RTGS are required to provide the Indian Financial System Code ("IFSC") in the Application Form or intimate our Company and the Registrar to the Issue at least seven days prior to the Record Date. Charge, if any levied by the Applicants' bank receiving the credit would be borne by the

Applicant. In the event the same is not provided, refund shall be made through NACH subject to availability of complete bank account details for the same as stated above.

#### **4. NEFT**

Payment of refunds shall be undertaken through NEFT wherever the Applicants' banks have been assigned the IFSC which can be linked to a Magnetic Ink Character Recognition (MICR) code, if any available to that particular bank branch. The IFSC Code will be obtained from the website of RBI as on a date immediately prior to the date of payment of refund, duly mapped with MICR numbers. Wherever the Applicants have registered their nine-digit MICR number and their bank account number while opening and operating the demat account, the same will be duly mapped with the IFSC of that particular bank branch and the payment of refund will be made to the applicants through this method.

#### **Basis of Allotment**

If the Issue is oversubscribed (i.e. if the subscription received is greater than the Issue Size), the allocation of ZCZP Instruments, shall be on a First Come First basis. The early applications subscribing the Issue shall be allotted and rest shall be rejected.

#### **Issuance of Allotment Advice**

Our Company shall ensure dispatch of Allotment Advice as per the Demographic Details received from the Depositories within 8-10 Working Days of the Issue Closing Date. Instructions for credit of ZCZP Instruments to the beneficiary account with Depository Participants shall be made within 8-10 Working Days of the Issue Closing Date. Our Company will provide adequate funds required for dispatch of Allotment Advice, as applicable, to the Registrar to the Issue.

#### **Investor Withdrawals and Pre-closure**

Investor Withdrawal: Applicants can withdraw their Applications till the Issue Closing Date by submitting a request for the same to the Registrar, through whom the Application had been placed. In case an Applicant wishes to withdraw the Application after the Issue Closing Date, the same can be done by submitting a withdrawal request to the Registrar to the Issue prior to the finalization of the Basis of Allotment.

Pre-closure: Our Company reserves the right to close the Issue at any time prior to the Issue Closing Date, subject to receipt of minimum subscription or as may be specified in the Prospectus. Our Company shall allot ZCZP Instruments with respect to the Applications received until the time of such pre-closure in accordance with the Basis of Allotment as described hereinabove and subject to applicable statutory and/or regulatory requirements.

If our Company does not receive the minimum subscription of 75% of Issue Size prior to the Issue Closing Date the entire Application Amount shall be refunded to the Applicants.

## SECTION VIII -KEY PROVISIONS OF ARTICLES OF ASSOCIATION

### MAIN PROVISIONS OF ARTICLES OF ASSOCIATION

#### II. DEFINATION AND INTERPRETATIONS

##### 2. Definitions:

- (a) “Act means the Companies Act 2013 as amended from time to time.
- (b) “Annual General Meeting” shall mean the annual general meeting of the members of the company held each year in accordance with the provisions of the act.
- (c) “Appropriate Governmental Authority” shall mean the relevant Ministry and/or Department of the Government of India or any state government/Union Territory, statutory bodies, autonomous organisations or corporations.
- (d) “Articles” means and includes these ‘Articles of Associates’ as originally framed or as modified from time to time.
- (e) “Auditor” shall mean the statutory auditor of the Company appointed in accordance with the applicable provisions of the Act.
- (f) “Company” means **“Transforming Rural India Foundation”** hereinafter also referred as TRI.
- (g) “Office” means registered office of the company for the time being.
- (h) “Directors” means the Director of the company for the time being and includes alternate Director.
- (i) Words imparting singular number shall include plural and vice versa, words importing masculine gender shall include the feminine gender and words importing person shall include bodies corporate, firms as well as Individuals.
- (j) "In Writing' and 'Written' include printing, lithography and other modes of representing or reproducing words in a visible form.
- k) Proxy includes Attorney duly constituted under a power of attorney.
- (l) “Reserved Matters' means matters requiring decision by shareholder with  $\frac{3}{4}$  majority of existing shareholder.

##### Mission & Vision

##### Preamble

The national aspiration of "Transforming India" can't move ahead without "Transforming Rural India", the sheer number and persistent urban-rural opportunity divide (poverty incidence continues to be almost twice that of urban, similar deprivations exist on all other metrics of human development) lays waste a very large humanity. This requires a "national effort" of multiple stakeholders at different levels local community and social institutions - grassroot development organisations, corporate sector, market exchanges, financial institutions, state and federal government, research & technical resources and other public spirited societal efforts.

Transforming Rural India Foundation is an initiative to bring about a paradigm change on key indicators of rural life, it's single mission focus is on making rural life as one of co-equal opportunity, it tasks itself of freeing 100.000 poorest villages in east-central India from stagnation, indifference and isolation facilitating conditions for communities to take control of their destinies. The premise of TRI is that it is possible within in a fixed time frame to bring a paradigm shift in how rural communities look at themselves and build their capacities to seize opportunities that a fast growing and modernising India offers. TRI believes rural communities initiative, aspiration is central to "transform" and through convergent societal action it is possible to bring-in a process of "new socialisation" around a set of norms, behaviour which will create fertile ground for multi-dimensional changes.

The basic premise for TRI is founded on no single intervention brings lasting change (we must work on all Quality Life Experience dimensions), no one sector state, market or CSO can fully solve challenges; no one organisation how so ever innovative or impactful can bring comprehensive change. Beyond isolated efforts what is required is collective effort of

multiple actors across sectors. TRI attempts to do bring multiple stake-holders together around community led holistic comprehensive change agenda.

### TRI Organisation

TRI brings together the Grassroots NGO, Thematic Resource Organisation, market providers to commit to engage and leverage their work and presence in community to create multi-dimensional change. Success of large multi-stakeholder efforts rests on the quality of the unifying leadership. TRI is the orchestrator of the entire eco-system, a backbone organization which holds the collaboration together, the "idea" to fruition and is accountable for the "Promise". The key functions for such an organization are:

- a) Guide and Integrate "The Promise" and Strategy*
- b) Establish Shared Measurement and Reporting*
- c) Bring all Stake-holders together and curate partnerships to deliver the "Promise":*
- d) Build public goodwill and advocate policy*
- e) Mobilise resources*

### **PRIVATE COMPANY**

4. The Company is a Private Company within the meaning of the Section 2(68) of the Companies Act, 2013 and accordingly:-

(i) restricts the right to transfer its shares.

(ii) Except in case of One Person Company, limits the number of its members to two hundred:

Provided that where two or more persons hold one or more shares in a Company jointly, they shall, for the purposes of this clause, be treated as a single member:

Provided further that-

(A) Persons who are in the employment of the Company, and persons who, having been formerly in the employment of the Company, were members of the Company while in at employment and have continued to be members after the employment ceased, shall not be included in the number of members; and

(iii) Prohibits any invitation to the public to subscribe for any securities of the Company:

5. The Company intends to apply its profits, if any, or other income in promoting its objects and to prohibit the payment of any dividends to its members.

6. The management of the Company will be governed by these articles.

### **AUTHORISED CAPITAL**

#### **7. Share Capital**

The Authorized share capital of the Company shall be such amount as may from time to time be authorized by the Memorandum. The Company shall have from time to time, power to increase, reduce, sub-divide or to repay the capital or divide the same into several classes and to attach thereto any rights and to consolidate or subdivide or re organize the capital, subject to provisions of the Act, and vary such rights as may be determined in accordance with the Articles. The authorized share capital of the Company shall be such amount and be divided into such shares as may from time to time, be provided in clause VIII of the memorandum of association.

#### **8. Restrictions on Use of Company's Funds/Shares**

(a) The funds of the Company may be employed / utilized to achieve the objects of the Company.



(b) The promoters of the Company shall be prohibited from transferring the majority shares held by it in the Company till such time that the loan(s) or any other financial assistance (as the case may be) sanctioned to it, if any, are repaid in full.

(c) Subject to the provision herein, above shares shall be transferred by a holder only upon prior consent of the Board

#### 9. Members

(a) The subscribers to the memorandum and such other persons as the Board shall in accordance with the provisions of article of association admit to membership shall be members of the company.

(b) The Board of Directors, shall have absolute discretion in admitting any person as member. All questions pertaining to admission of members shall be decided by majority vote at a duly convened meeting of the Board of Directors.

(c) Everybody corporate on becoming a member shall be entitled to nominate in writing any person as its representative to attend and vote at every meeting of the Company. And such nominee shall also be eligible to be appointed as a Director of the Company.

(d) Any member shall cease to be a member and his/its name shall be erased from the register of members if and when

(i) He is declared insolvent or of unsound mind or

(ii) He is found guilty by a competent Court of India or elsewhere of any offence involving gross misconduct or moral turpitude or

(iii) He is convicted for fraudulent practices employed anywhere or conducts or indulges himself in any act which in the absolute discretion of Board is an act of unbecoming of a member or brings disgrace to the member or company, or

(iv) In the case of body corporate, if such body corporate ceases to exist on being wound up or otherwise, or

(v) He does something that is against organization values or prejudicial to company interest

#### **BORROWING POWERS**

10. Subject to the provisions of the Act, and the Articles, the Company may receive grants, borrow monies, on such terms and conditions and from such sources as determined by the Board, for advancing the objects of the Company.

#### **GENERAL MEETINGS**

##### 11. Annual General Meeting

The Company shall in each year hold in addition to any other board meeting or Extraordinary General Meeting, a meeting as its Annual General Meeting and not more than fifteen (15) months shall elapse between the two (2) Annual General Meetings of the Company. The first Annual General Meeting of the Company shall be held within eighteen (18) months from the date of its incorporation and, thereafter, subject to the provisions of the Act, the Annual General Meeting of the Company shall be held within six (6) months after the expiry of each Financial Year.

##### 12. Extraordinary General Meeting

All General Meetings other than Annual General Meetings shall be called "Extraordinary General Meeting".

##### 13. Board to Call Extraordinary General Meeting

The Board may call an Extraordinary General Meeting whenever it thinks fit.

##### 14. Extraordinary General Meeting on Requisition

The Board shall call an Extraordinary General Meeting whenever a requisition in writing is received in accordance with the Act. The Board of Directors shall not have the power to postpone and/or cancel requisition for convening an Extraordinary General Meeting for any reasons whatsoever.

#### 15. When Requisitionists Can Hold Extraordinary General Meetings

If the Board does not proceed to call an Extraordinary General Meeting within twenty (20) days from the date of requisition being so deposited at the Office, to be held not later than forty five (45) days from the date of such deposit, then the requisitionists or the majority of them or as permitted by the Act, may themselves call the Extraordinary General Meeting, but such Extraordinary General Meeting so called shall not be held after three (3) months from the date of such requisition. Any meeting convened under this Article by the requisitionists shall be convened in the same manner as far as possible as convened by the Board.

### BOARD OF DIRECTORS

#### 39. Number of Director

(a) Subject to the provisions contained in the Act, and until otherwise determined by the Company in a General Meeting, the number of Directors including any additional or alternate Director for the time being, shall not be less than two (2) and not more than twelve (12) including the Chairman.

(b) No director shall be required to hold any qualification shares.

(c) The following shall be the first directors of the Company:

1. Anish Kumar

2. Anirban Ghosh

#### 40. Appointment of Directors

a) The Company may undertake any agreement with a financial corporation or any other institution, or banks, for any financial aid or subscription for its shares, or under any agreement with any foreign collaborator to appoint one or more persons as the director of the Company and he/they shall be removable or substituted by another person by any such corporation, institution, banks, or foreign collaborators, as the case may be. Subject to the provisions contained in the Act, the Board shall have power to appoint an alternate director to act for director during his absence for a period of not less than three months, after prior approval in a General Meeting.

#### 41. Nominee Director

Notwithstanding anything contained in any other Article of Articles of Association of the Company, so long as the Company has availed any grant, loan, funding or any kind of monetary assistance of any nature, whatsoever from the Government or any Bank(s), financial institution(s) or any other company or body and till such time financial assistance is fully repaid to the Lender, such Lender shall be entitled to nominate from time to time any person as a Director on the Board of Directors of the Company and to remove such person so nominated and to nominate any other person in his place. Such Nominee Director shall not be required to hold any qualification shares.

#### 42. Fee of Directors

The fee of each Director to attend a Board meeting or a committee meeting thereof shall be such, as may be determined by the Board. The Board may pay the Director who has to travel on Company's business or for the purpose of attending a Board meeting, such expenses as the Board may consider fair for traveling, boarding, lodging in addition to his fee for attending such Board meeting.

## POWERS AND DUTIES OF DIRECTORS

43. The Directors shall ensure that the benefits of the Company are available to communities without any discrimination on the basis of caste, creed, religion, race, age or community.
44. Management and control of the business of the Company shall be vested in the Board of Directors who may exercise all such powers and do all such acts and things as may be exercised and authorized by the Company in General Meetings but subject nevertheless to the provisions of the Act and to regulations from time to time made by the Company in General Meeting provided that no regulations so made shall invalidate any prior act of the directors which have been valid if such regulation had not been made.
45. Subject to the provisions of the Act, the Directors may delegate any of their powers to a Committee consisting of such member or members of their body as they think fit or to any category of managerial personnel or to any principal officer of the Company. Any such committee or delegate(s) shall, in exercise of the powers so delegated, conform to any regulations that may from time to time be imposed on them by the Directors.
46. Subject to the provisions of the Act, the directors shall not be disqualified by reason of his or their office as such, contracting with the Company either as vendor, purchaser, lender agent, broker, lease arrangement entered into by or on behalf of the Company with such Director or with any Company or partnership in which he shall be a member or otherwise interested nor shall any director so contracting or being such member or so interested be liable to account to the Company for any profit realized by such contract or arrangement by reason only of such Director holding that office or of fiduciary relation thereby established.
47. Subject to the provision of the Act, and without prejudice to the powers conferred by any other article or articles, the Directors may, from time to time, after getting approval in a General Meeting, borrow or secure the payment of any sum or sums of money for the purpose of the Company either from any Director or elsewhere on security or otherwise and may secure the repayment or payment of any sum or sums in such manner and upon such terms and conditions in all respects as they think fit, and in particular by the creation of any mortgage or charge on the undertaking or the whole or any part of the property present or future, or the uncalled capital of the Company, or by the issue of debentures or debenture stock of the Company, perpetual or redeemable, charged upon the undertaking or all or any part of the Company, both present and future, including its uncalled capital for the time being and the Directors or any of them may guarantee the whole or any part of the loans or debts raised or incurred behalf of the Company or any interest payable thereon, and shall be entitled to receive such payment as deration for the giving of any such guarantee as may be determined by the Directors with power to them to identify the guarantors for or against liability under their guarantees by means of a mortgage or charge on the undertaking of the Company or upon any of its property or assets or otherwise, Provided that the Debentures/Bonds, Debenture Stock, Bonds, or other securities conferring right to allotment or conversion into shares or the option to right to allotment or conversion into shares or the option to right to call allotment of shares shall not be given except with sanction of the Company in General meeting.
48. The Directors may at any time by Resolution passed at a Board meeting delegate to any category of managerial personnel or any Committee of Directors or any other principal officer of the Branch Office of the Company, the powers specified above.
49. The Directors shall be entitled to receive interest on loans made by them to the Company as may be agreed between the Company and the Directors. The Directors, including the Managing Director may guarantee any loan made to the Company and shall be entitled to receive such payment on account of his having given any such guarantee as may be determined by the Board, and such payment shall not be remuneration in respect of his services as Director.
50. Subject to the provisions of the Act, the Board shall appoint, nominate or elect any person to open, operate and close Bank Accounts for and on behalf of the Company and to make, draw, accept, endorse and negotiate all such cheques, promissory notes, drafts, pay orders, bills of exchange, bills of lading and other documents of title and securities (including Government Promissory Notes) transfer deeds and other instruments as shall be necessary in the opinion of the Board for carrying on the business of the Company.
51. Without prejudice to the General powers conferred by the Articles, the Act, and subject to the supervision and control of the Board, the Managing Director/CEO or a Director delegated by the Managing Director/ CEO shall exercise the following powers.
- a) To pay such costs, charges of expenses incidental to of the Company as may be authorized by the Board. the promotion, formation, establishment and incorporation
  - b) To buy, procure and import all instruments, materials, stores implements, equipment and other movables and immovable property required for the purpose of carrying on business by the Company to achieve any of the objects
  - c) To sell or dispose of all articles, goods and properties of the Company, subject to the provisions of the Act.

d) To engage, fix and pay the remuneration and dismiss or discharge all agents, assistants, clerks, servants, workers and other persons employed or engaged in connection with the Company's business and to determine the powers and duties of such person to be engaged,

e) To make and give receipts, release and discharge for money paid or payable to the Company and any such receipts release or discharge shall be an effectual discharge from the Company for the money and property therein stated to have been released or discharged.

f) To enter into all such negotiations and contracts and rescind or vary the terms of all such contracts and execute and do all such acts, deeds, and things for and on behalf of the Company.

g) To institute, prosecute, defend, compromise, withdraw, abandon any legal proceedings by and against the Company.

#### PROCEEDINGS OF BOARD MEETING

The board shall meet together at the time (routine or otherwise) and venue as decided by a previous Board Meeting as decided by the Managing Director/CEO but at least once in every three months for the dispatch of business.

Subject to the foregoing, the Board may adjourn and otherwise regulate its meetings and proceedings as it thinks fit, may cancel a meeting of which notice has already been given or a notice of such meeting.

## SECTION IX — MATERIAL CONTRACTS AND DOCUMENTS FOR INSPECTION

The following contracts which are or may be deemed material have been entered into or are to be entered into by our Company. These contracts and the documents for inspection referred to hereunder, may be inspected at the Registered Office of our Company between 10:00 am to 5:00 pm on any Working Day from the date of the filing of this Final Fund Raising Document with the Stock Exchanges till the date of closure of the Issue.

### MATERIAL CONTRACTS

1. Registrar Agreement dated 5<sup>th</sup> January 2024 between our Company and the Registrar to the Issue.
2. Escrow Agreement dated 1<sup>st</sup> February 2024 between our Company, the Registrar to the Issue and the Escrow Collection Bank.
3. Tripartite agreement dated 29<sup>th</sup> January 2024, among our Company, the Registrar to the Issue and CDSL.
4. Tripartite agreement dated 5<sup>th</sup> January 2024, among our Company, the Registrar to the Issue and NSDL.

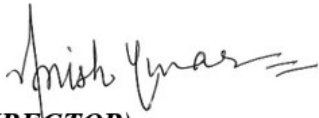
### MATERIAL DOCUMENTS

1. Memorandum and Articles of Association of our Company, as amended to date.
2. Certificate of Incorporation of our Company dated January 13, 2016, issued by the RoC.
3. Copy of the resolution passed by the Board of Directors on October 27, 2023 approving the issue of ZCZP Instruments.
4. Registration certificate as a Not-for-Profit Organisation with NSE, bearing registration number NSESENPO0022.
5. Permanent Account Number card
6. Certificate issued under section 12A of the Income-tax Act, 1961
7. Certificate of registration under the Foreign Contribution (Regulation) Act, 2010 and the returns filed thereunder.
8. Consents of the Directors, Legal Counsel to the Issue and Registrar to the Issue.
9. Our Company has received the written consent dated September 25, 2023 from NSB & ASSOCIATES, Chartered Accountants, to include their name as required under section 26 (1) of the Companies Act, 2013 read with SEBI NCS Regulations, in this Final Fund Raising Document and as an “expert” as defined under Section 2(38) of the Companies Act 2013 and such consent has not been withdrawn as on the date of this Final Fund Raising Document
10. The Audited Financial Statements.
11. Annual reports of our Company for the Fiscals 2023, 2022 and 2021.
12. In-principle listing approval from NSE by its letter no. NSE/LIST/D/2024/0040 dated 19<sup>th</sup> January 2024.

## DECLARATION

I, Anish Kumar, Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

I further certify that all the disclosures and statements made in this Final Fund Raising Document are true, accurate, correct and complete in all material respects, are in conformity with the applicable provisions of the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956, and the rules made thereunder including the Securities Contracts (Regulation) Rules, 1957, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Securities and Exchange Board of India Act, 1992 or rules made there under, regulations or guidelines or circulars issued, as the case may be and do not omit disclosure of any material information that may make the statements made herein, in the light of circumstances in which they were made, misleading and that this Final Fund Raising Document does not contain any misstatements. Furthermore, all the monies received under this Issue, shall be used only for the purposes and objects indicated in this Final Fund Raising Document. Whatever is stated in this Final Fund Raising Document is true, correct and complete and no information material to the subject matter of this Final Fund Raising Document has been suppressed or concealed and is as per the original records maintained by our Promoters subscribing to the Memorandum of Association and Articles of Association.



**(DIRECTOR)**

**ANISH KUMAR**

**DIN: 02599705**



## DECLARATION

I, Anirban Ghosh, Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

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**ANIRBAN GHOSH**  
**(DIRECTOR)**  
**DIN: 07324123**

## DECLARATION

I, Ashish Vijay Deshpande, Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

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**(DIRECTOR)**  
**ASHISH VIJAY DESHPANDE**  
**DIN: 07519898**

## DECLARATION

I, Rashmi Shukla Sharma, Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

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**(DIRECTOR)**

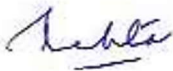
**RASHMI SHUKLA SHARMA**

**DIN: 09665148**

## DECLARATION

I, Roda Pese Mehta, Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

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**(DIRECTOR)**  
**RODA PESE MEHTA**  
**DIN: 02358815**

## DECLARATION

I, Sanjiv Janardan Phansalkar Director of the Company, hereby certify that all applicable legal requirements in connection with the Issue, including under the Companies Act, 2013, and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956 and the rules made thereunder, the Securities and Exchange Board of India Act, 1992 and the rules and regulations made thereunder, each as amended, and the rules/ regulations/guidelines/ circulars issued by the Government of India, the Securities and Exchange Board of India and other competent authorities in this respect, from time to time, have been duly complied with and that no statement made in this Final Fund Raising Document contravenes any such requirements.

I further certify that all the disclosures and statements made in this Final Fund Raising Document are true, accurate, correct and complete in all material respects, are in conformity with the applicable provisions of the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital Disclosure Requirements) Regulations, 2018, the Securities Contracts (Regulation) Act, 1956, and the rules made thereunder including the Securities Contracts (Regulation) Rules, 1957, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Securities and Exchange Board of India Act, 1992 or rules made there under, regulations or guidelines or circulars issued, as the case may be and do not omit disclosure of any material information that may make the statements made herein, in the light of circumstances in which they were made, misleading and that this Final Fund Raising Document does not contain any misstatements. Furthermore, all the monies received under this Issue, shall be used only for the purposes and objects indicated in this Final Fund Raising Document. Whatever is stated in this Final Fund Raising Document is true, correct and complete and no information material to the subject matter of this Final Fund Raising Document has been suppressed or concealed and is as per the original records maintained by our Promoters subscribing to the Memorandum of Association and Articles of Association.



**(DIRECTOR)**

**SANJIV JANARDAN PHANSALKAR**

**DIN: 02360656**