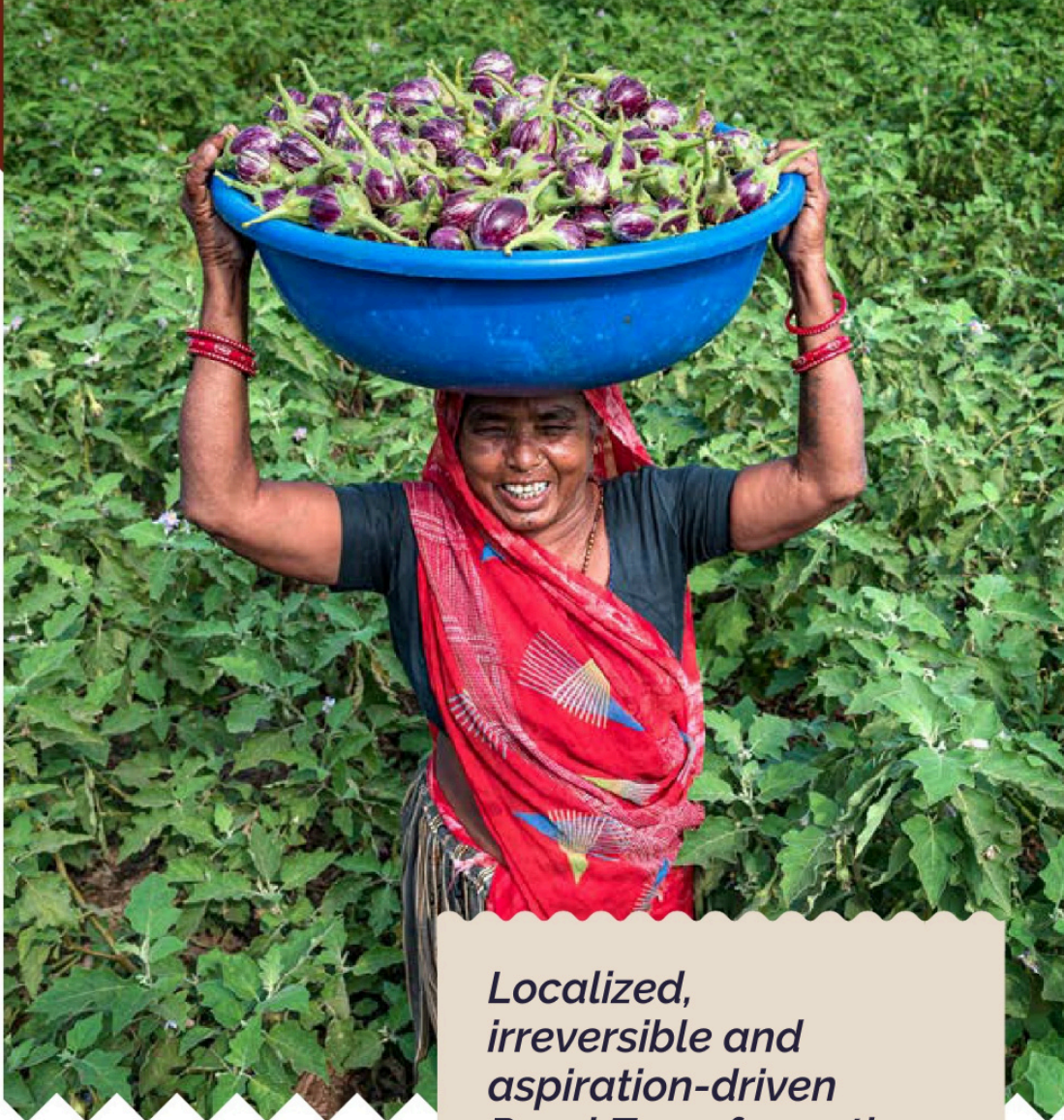




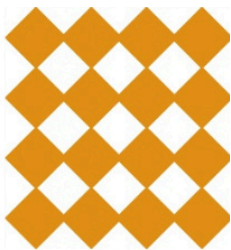
Making of Flourishing Localities

Annual Report 2023-24

tr Transform
Rural
India



*Localized,
irreversible and
aspiration-driven
Rural Transformation*



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Chairperson's Message



We extend our heartfelt gratitude to all our partners, donors and well-wishers. Your support allows us to make a real difference in the lives of millions of rural Indians.



Dear Friends,

This is my first year as Chairperson at Transform Rural India (TRI). I have witnessed the shared passion to make India a more equitable society that runs through the organisation. We remain committed to democratizing development and ensuring opportunities that reach all corners of rural India. As we embark on this exciting journey, your continued feedback and support will be very valuable.

After TRI's structural reorganization in July 2023, we have adopted design principles in our engagement with stakeholders and various thematic areas. Internally, this is reflected in the Senior Leadership Team (SLT) leading the organisation on many fronts and in the strengthened capacities of our Strategy and Program Management Unit (SPMU). We have put in a real-time information system to support our work in villages, with government and stakeholders, including our various donors.

On the ground, over the last year TRI has piloted initiatives, scaled-up the successful ones and documented the processes to share our mission to bring about systemic change. We are grateful to governments at the state and central level which gave us opportunities to contribute to national

priorities and then picked our ideas for amplification. We are deeply gratified for the opportunity to contribute to the design and implementation of the Lakhpatri Didi livelihood initiative rolled out across India.

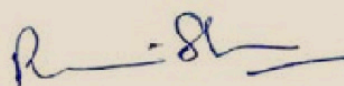
The year 2024 was significant for initiating new partnerships in the Corporate Social Responsibility (CSR) space with leading corporations like Walmart and Hindustan Unilever Foundation. The listing and oversubscription of our Youth Empower Bond at the Social Stock Exchange, a new initiative from the National Stock Exchange, also supports our work on youth employability and entrepreneurship. It opens a new opportunity to draw philanthropic capital to invest in sustainable development in India for all. We received the highest possible CRISIL Voluntary Organisation rating of VO 1A, validating our unwavering commitment to transparency, accountability and excellence in our efforts to transform rural India.

We continued to intensify engagement at multiple levels on climate adaptation and inclusion and have launched new large-scale initiatives. The extensive work on

solar-powered community irrigation and enterprises in Jharkhand demonstrate our passion to find clean and sustainable technologies that transform lives and livelihoods. Working in collaboration with Intellect, ACORN and the Jharkhand government, the pioneering Carbon Credit Finance Project has been initiated for private orchard farmers to leverage carbon sequestering for long-range finance to sustainable agroforestry and climate-smart agriculture.

We extend our heartfelt gratitude to all our partners, donors and well-wishers. Your support allows us to make a real difference in the lives of millions of rural Indians. Together, let us continue to transform rural India, one village at a time. ♦♦♦

With gratitude,

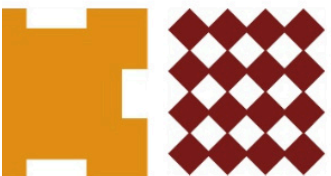


Rashmi Shukla Sharma
TRI Chairperson

ANNUAL REPORT 2023-24



Overview 2023-24



This year marks a significant milestone in TRI's young journey with sharper evolved positioning as "The Development Design Company" which emanates from TRI's visual identity.



This positioning entailed organisational restructuring with new designations for colleagues to align their roles, responsibilities and accountabilities. This both clarified individual efforts and team engagement towards the attainment of TRI's goal of creating flourishing localities.

The state assembly elections in two focus states – Chhattisgarh and Madhya Pradesh – as well as the announcement of general elections which imposed the "model code of conduct" impacted our engagement in two of our Practice verticals: Public Policy in Action (PPiA) and Community Action Labs (CAL). Our teams used the tailwinds of urgency to put in place innovative long-range ideas and creatively used the space for bringing synergy, convergent actions and pivots, these are visible in engagements across Practices, States and Themes.

TRI's engagement and impact grew during the year alongside the creative churn of internal and external positioning. Responding to demands of stakeholders, PPiA Nudge Units grew. We focused on deepening the PPiA Practice, instituting a measurement framework for internal and external reporting and evaluations as well as bringing high rigour and competency building with the launch of PPiA | Praxis Residency academic program. Our Community Action Lab Practice engagement was consolidated across 36 blocks in 31 districts with clear success markers and milestones, shown by real-time progress reporting which was also instituted this year. There has been very good progress on the foundational scaffold of the "Locality Compact in each of the blocks and structured engagement with implementation of the Village Prosperity and Resilience Plan (VPRP) and the Gram Panchayat Development Plan (GPDP). In these blocks we actively integrated engagement of our Bending Markets for Flourishing Localities (BMFL) Practice. New partnerships and the mobilisation of resources supported the expansion of the BMFL

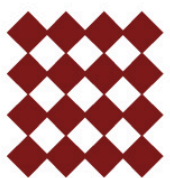
practice. A partnership with the Ministry of Rural Development under the Bharat Rural Enterprise Enabler Support (BEES) pilot program in 10 districts explored the creation of a convergence infrastructure. It also helped develop a digital spine for connecting mobilization, enterprise training, financial management and progress tracking within the scope of the NRLM (National Rural Livelihoods Mission) and RSETI (Rural Development and Self Employment Training Institute). Pathways to surface and capture the aspiration of prospective candidates and expand mobilization and last mile delivery through community led federations (CLFs) were embedded through "phygital" hubs. ♦♦♦



ANNUAL REPORT 2023-24



Progress on TRI's Theory of Change



The efficacy of the plan implementation was built around our locality compacts and demonstrated in our Community Action Labs.



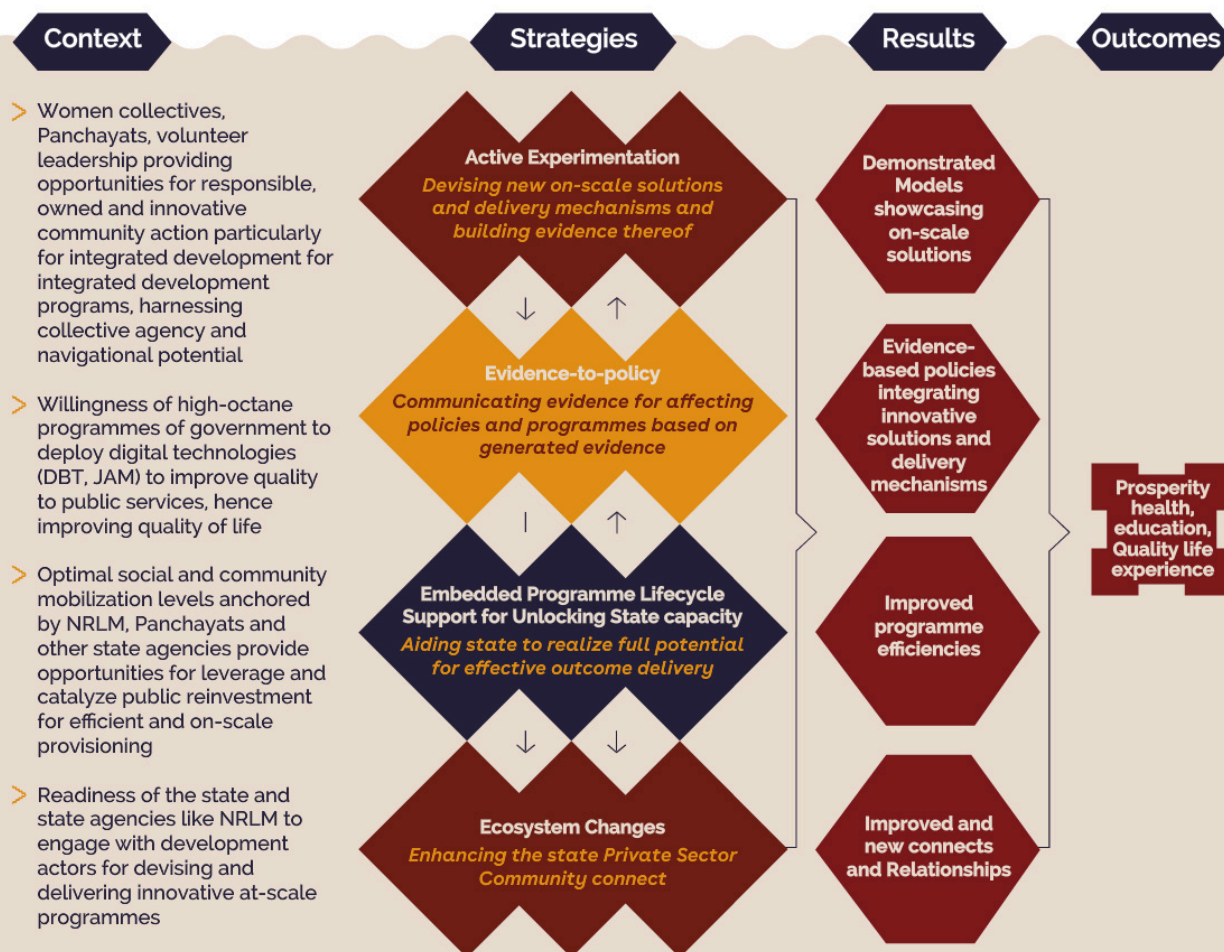
Demonstrated Models Showcasing Large Scale Solutions

This year we focused on grounding two solutions in TRI's Community Action Labs: the Locality Compact and Phygital Hubs for Employability and Entrepreneurship. The working solution-scape included: (a) Neighbourhood of Care, (b) Community based Design Professionals, (c) Rural Growth Centres, (d) Women Farmer Producer Organisations, and (e) Women Cluster Federations.

In each of these we have brought together the full complement of all our three practice verticals along with TRI adjacencies like Leap Design

(<https://www.leapdesign.org/>), Village Square (<https://www.villagesquare.in/>), Development Intelligence Unit (<https://www.developmentintelligenceunit.in/>), Farmwatt Innovations (<https://farmwatt.in/>), Gramage Retail Solutions, and Rural Sutra (<https://ruralsutra.com/>). With active experimentation in 36 blocks of 31 districts, we closely engaged with 120 women CLFs, strengthening their institutional capacities, gender equality, local governance and economic development.

TRI Theory of Change



Key Assumptions

- With explicit effort, women and other underserved populations can have increased access to opportunities for life advancement
- Solutions which take a community-centric and 360° approach will be have higher efficacy
- Partnership with public sector will help scaling and sustainability

Evidence-based Policies Integrating Innovative Solutions

The Lakhpati Didi Initiative – launched by Ministry of Rural Development, Government of India and the Gram Panchayat Development Plan anchored to the localisation of the United Nation's Sustainable Development Goals (SDGs) by the Ministry of Panchayati Raj – offered TRI the space and opportunity to put in place a mainframe of development planning and delivery at village level integrated at Sub-district or Block. Through our PPIA Nudge Units, we have been actively engaged with government counterparts to bring ground evidence and experience to inform the program design and guidelines. The efficacy of the plan implementation done through locality compacts was visible in the official e-Gramswaraj (<https://egramswaraj.gov.in/>) portal.

Improved Program Efficiencies

Our PPIA Nudge Units worked closely with government counterparts to (a) augment system capacities for better service delivery; (b) provide structural and procedural improvements; (c) deploy technological solutions. Significant engagement contribution included the design development and delivery of the Lakhpati Didi Initiative Learning Management System for GPDPs; progress tracking in Birsa Harit Gram Yojana (BGHY) Convergence Portal (a single-window system for the approval, sanction and monitoring of multi-departmental convergence projects; and Krishak Pathshala in Jharkhand.

Improved new connect and relationships

Our Nudge Units embedded in the Ministry of Rural Development, the Ministry of Panchayati Raj and the Ministry of Agriculture & Farmer Welfare, synergized with their respective counterparts to effectively deliver programmes like the Natural Farming Krishi

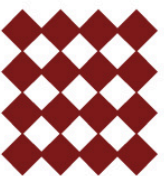
Sakhi and the Viksit Bharat GPDP. The mobilisation of resources for the Lakhpati Didi Mission from the 'Ministry of Home Affairs' Special Central Assistance Scheme for Left Wing Extremism affected districts and the District Mineral Fund Trust (DMFT) indicates it is possible to build bridges across siloed programs and schemes towards a shared purpose.

New partnerships have been forged between the government and the private sector during the year, including the Hindustan Unilever Foundation for the Integrated Natural Resource Management Plan as sub-component of the GPDP with funding convergence from MGNREGS. An innovative effort to connect Birsa Harit Gram Yojna (MGNREGA supported fruit plantation) Farmers to the global carbon market was also set up in partnership with Accorn and Rabobank. ♦♦♦





TRI Practices



We understand the "activation of government services" is one of the most important levers in the Indian context to transform our villages.

Public Policy in Action: Augmenting Public Service Capacity as a Lever of Development Change

TRI's Public Policy in Action (PPiA) practice is one of our three practices that works in tandem in our effort to transform rural India. The objective of the PPiA practice is to enhance public service capacity to drive developmental changes, ensure citizen rights, improve welfare scheme delivery and foster governance-integration among public, community and market institutions. The government plays a role in many areas of well-being and trying to help people improve their lives. This is more so in the lives of poor communities and in rural areas. We understand the "activation of government services" is one of the most important levers in the Indian context to transform India's villages. Our approach in working with government is to join together constructively on that shared purpose. With clarity on the government's mandate, we help bring insights, evidence and experiences from community.

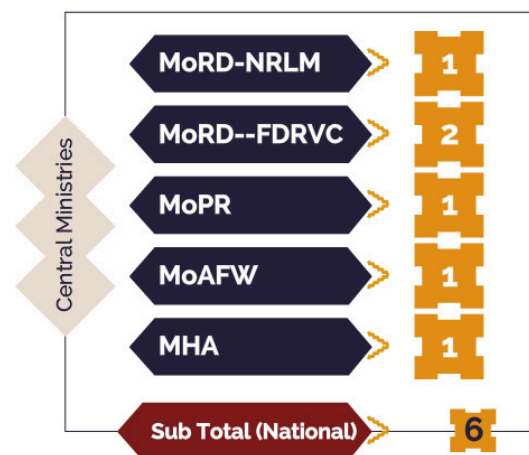


Action Pathways

Intermediation

- ✦ **Supply side through**
 1. Capacity and purpose-connect of frontline bureaucracy
 2. Proactive performance of supervisory at sub-district and district levels, enabled through state and federal policies, programmes and operating guidelines by more local level understandings
- ✦ **Demand and governance side through** activation of citizen mechanisms like local governance institutions or CBOs like Women Self Help Groups, cooperatives, subject specific collectives like forest protection, education, health etc. that shape local demands, takes responsibilities for action in their domains, leverage their collective powers to demand integrity, adequacy of services
- ✦ **Normative societal shifts through** creatively main-framing justice-intentional mechanisms in public programmes (eg. Gender intentionality in MGNREGS) and conscious intent in engagement) eg. modern technology or new assets with women ownership).

PPiA units supporting different central ministries



National Level Units

Engage with multiple ministries (MoRD, MoPR, MoAFW, MHA) to provide strategic support and technical assistance for various initiatives, significant of which are the Lakshpati Didi Initiative under the National Rural Livelihoods Mission, Special Central Assistance to Left Wing Extremism, Transformation of Aspirational Districts and Blocks Programmes, MGNREGS, Panchayats.

State and District Level Units

Support state-level departments such as Rural Livelihood Missions, MGNREGS, Panchayati Raj, Tribal Welfare, Health, Education, Women and Child Development, Industries and more with strategic policy and programme support. These engagements, which vary depending on the situation and the counterpart government units, broadly included:

- ✦ Design development and designing a compelling narrative to galvanise action on a given mandate
 - ✦ Supporting review of how things are working now, or the "as is" situation, surface pivot and leverage action steps points from the lens of community well-being, best and emerging frontier practices with intent arrive at a better "to be" situation
 - ✦ Programme design, guidelines; and how-to-do guides focused on efficacious frontline delivery, a set of activities to get you from 'aspiration' or the current "as is" to the proposed "to be"
 - ✦ Facilitate, support and build capacities to embed new systems, processes, tools and ways of working
- Demonstrate and build immersion sites,
- ✦ foregrounding our commitment and inspiration to help create systems change, shifting from "know-how" and "do-how" engagement to "show-how" and then design "scale-how" within the remit of the mandate and available resources.

PPiA units supporting different State and District Administrations

		Departments												
		RD-SRLM	RD-MNREGS	Panchayati Raj	Tribal Welfare	Health	Industry	Home	Planning	Agriculture	Labour & Employment, Skills	DMFT-District unit	District Units	Sub Total (State and District Unit)
Jharkhand	>	2	1		1	1	1	1		1	1		13	23
Chhattisgarh	>	1				1		1	1			2	7	13
Madhya Pradesh	>	1	1	1	1	1							5	10
Uttar Pradesh	>	1	1										6	8
Others (Bihar, Maharastra & BTR)	>			1		1							8	10
Total	>	5	3	2	2	4	1	2	1	1	1	2	39	58

Community Action Labs: Praxis Way to Prototype Solutions and Evidence to Policy

CALs congruent to development blocks are TRI's direct engagement with communities and local institutions. These are spaces for demonstration and learning. They closely draw intersectional support with other our two other practices – Public Policy in Action (PPiA) and Bending Markets for Flourishing Localities (BMFL). They provide the foundational *terra firma* to design and evolve solutions. Engagement in CAL blocks focuses on developing locality compacts drawing purpose driven collaborations with the community collectives, local government and public functionaries to address integrated development aspirations of communities. In the CAL Block our efforts on intersectoral strategy is driven through the centrifugal force of "Community First" synergised with fostering institutional mechanisms and process protocols to achieve the tri-sector power of active citizenship, effective state and market engagement to drive development outcomes.

Outreach

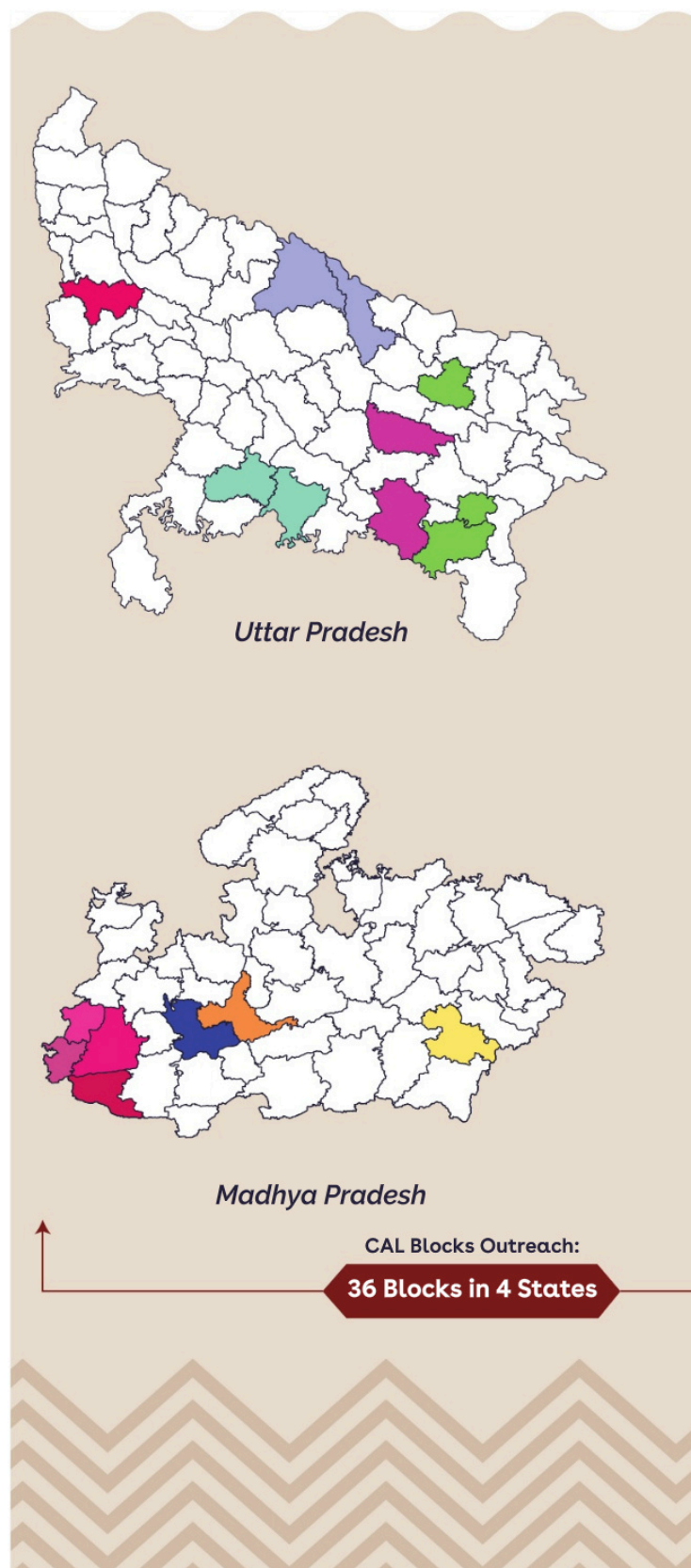
31 Districts

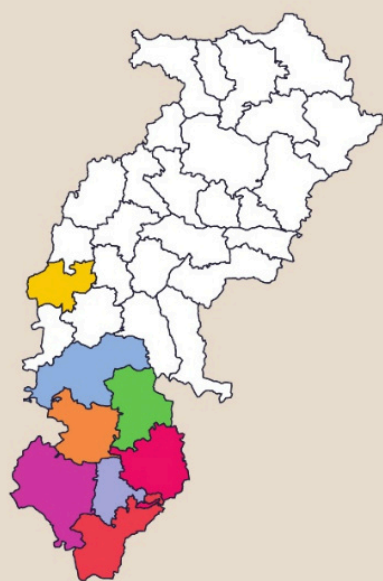
36 Blocks

1881 Gram Panchayats

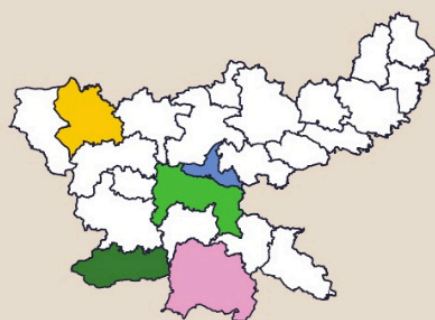
3504 Villages

46,156 women self-help groups involving about 6 lakh women of which 53% are from Scheduled Tribes/Scheduled Castes





Chhattisgarh



Jharkhand

	State				Total
	Madhya Pradesh	Jharkhand	Uttar Pradesh	Chhattisgarh	
Districts	7	5	11	8	31
CAL Blocks	8	8	12	8	36
GPs	444	127	847	463	1881
Villages	875	549	1398	682	3504
CLFs	28	28	43	25	120
Self-Help Groups	11,039	9,835	16,750	8,532	46,156
Household	141,525	121,376	222,117	110,663	595,681

Figure 1 CAL Blocks Intervention Outreach

CAL Blocks*	Spillover Blocks^	Scaleup Blocks
36	79	165

* includes Blocks with TRI team in Amroha (Women Empowerment) and Begusarai (SAGY)
 ^ as per understanding with District administration

CAL Progress 2023-24

Over the last year, our CAL engagement in the 36 blocks got support from two significant tailwinds of PPIA engagement: (a) the Ministry of Panchayati Raj's launch of the national integration of the GPDP with the National Rural Livelihoods Mission's VPRP (b) at the Ministry of Rural Development with the launch of Lakhpati Didi Mission and the institution of our whole of rural development approach. TRI's PPIA present in both the ministries helped the block teams appreciate the national priorities and align with a focus on state and community aspirations. In significant way toward TRI's aim of building "flourishing localities", a structured integration with the BMFL Practice was done. This has now evolved into an innovative approach of Windows to Opportunity World (WOW) Hubs nested with women CLFs, offering employability and entrepreneurship development services.

Locality Compact

A key lever of change – also outlier demonstration of CAL blocks – is the institution of the locality compacts and its strength to mobilise the tri-sector power of bazaar (market), samaj (community) and sarkar (government) in driving change. In each of the CAL blocks a deep community engagement strategy was built through triggering aspiration and personal responsibility processes in women collectives, followed by multi-sectoral VPRP and strengthening community-public system interfaces. This has established CLF-VOs as potential anchors to allow multi-dimensional change in their localities.

The foundational anchor of the locality compact is women community institutions and panchayats. Our teams engaged with 120 CLFs around visioning and strengthening governance processes. In 86 CLFs – with the active participation of leaders from 2,379 VOs (55% of total VOs in CAL blocks) and more than 2000 trained community resource person (CRP)s.



In all the 36 CAL blocks locality compacts at the block level have been instituted as "block level coordination committees", in which leaders from around 100 CLFs regularly interact with block officials and work together to realize aspiration-linked plans (VPRPs) from 3000 villages. In 80% of the villages, the community demands were included in GPDPs for FY 2024-25. Elected women representatives (EWRs) across CAL blocks are the critical connecting nodes, as the majority are from self-help groups (SHGs). 1300 EWRs have been provided with intensified capacity building engagements.

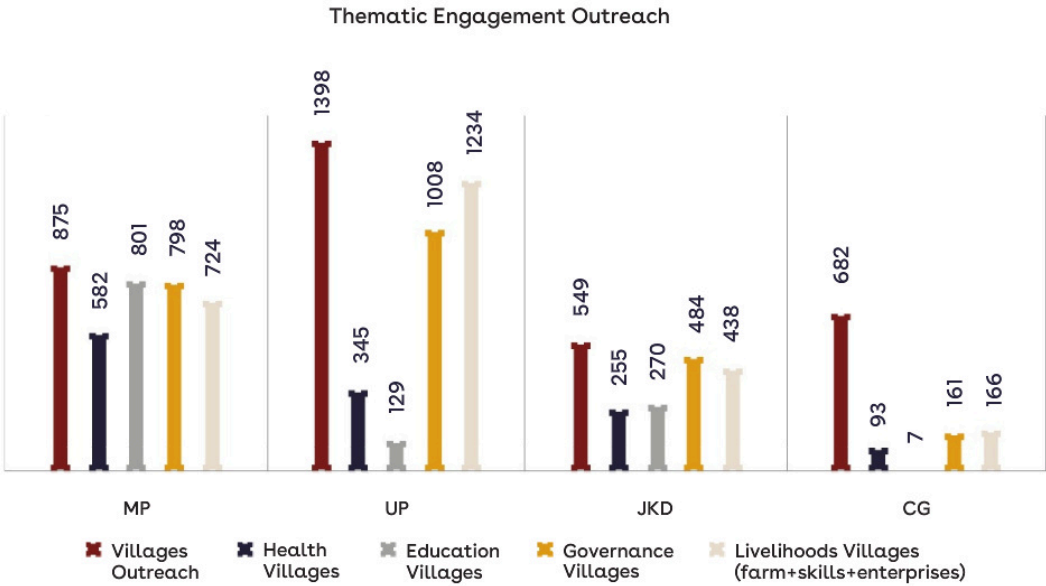
Multi-sector Interventions

Thematic engagement outreach across the focus states varies based on TRI's ability to mobilise investment for different thematic engagement.

Health & Nutrition

Our focus has been on promoting community leadership and work with the locality

compacts in strengthening health and nutrition outcomes. This engagement in 1,275 villages was largely led by women leaders with efforts of triggering new norms and practices among SHG women and the inclusion of infrastructure, service demands in VPRP and GPDP working closely with Frontline Workers (FLWs) and gram panchayats.



Primary Education

Village Organizations (VOs) are actively supporting children's education across 1,207 villages and in 1,083 villages prioritize educational development related activities in VPRP. Initiatives like "Shiksha ka Kona", which creates dedicated spaces for children to study at in their home, is an example of how localities take charge of development processes.

Employability & Entrepreneurship

To boost local economies and create job opportunities, efforts have been made to enhance employability and entrepreneurship through the VO-CLF network. A total of 93 CLFs have been engaged and 60 WOW Hubs have been established through CLFs.

Farm Prosperity

In all CAL blocks we are prototyping the universalization of livelihoods anchored by the 120 CLFs. The dominant strategy is Low External Intensity Livelihood Actions (LEILA) focused on enhancing productivity and deploying improved agricultural practices through the women collectives. The other high intensity strategy of sub-sector livelihood activities reached 35,636 households. Innovative agricultural models such as the protected cultivation of commercial crops cultivation like stevia, fennel, dragon fruit and marigold, are set to scale up. Successful implementation of orchard plantation, goat rearing supported through MGNREGS also has been demonstrated. 237 Agri Entrepreneurs (55% females) are addressing gaps in local value chains. Women FPOs are the emerging business forums in CAL, which is strengthening the identity of women as farmers.

Gender Equity

Gender awareness and related interventions has been the focus during the year. Our teams brought on board police departments, Women & Child Development (WCD) departments and the State Legal Services Authority (SLSA) to support women safety and security in a few states. The institutionalized mechanism at the CLF level to support women access-entitlements and livelihood support through the set-up of Gender Help Desks (in Nari Adhikar Kendras) is being replicated across all the blocks.

Reflections

Community Action Labs are emerging as fertile grounds for active experimentation, where the Locality Development Compact, along with high gender intentionality, is shaping up to be a uniform approach to deep community engagement. These continuous systemic actions, particularly enhancing the capacities of our teams, is strengthening the information flow mechanisms to systemic integration with our PPIA and BMFL practices. This will be crucial for developing scalable solutions that align with community

aspirations and create pathways for flourishing localities. Success in our CAL blocks depends on government programs like VPRP-GPDP and requires drawing support at both block and district levels to ensure effective delivery and overcome administrative challenges. The capacity for contingency planning is essential, reinforcing the need for robust strategies to manage uncertainties.

Outlook

Looking ahead, our Community Action Labs will focus on achieving greater consistency in essential component actions like CLFs, the Locality Development Compacts and the activation of CLF-managed WOW Hubs, while prioritizing gender intentionality in every engagement. Additionally, integrating environmental stewardship and resource management will add a new dimension to these efforts. Strengthening local governance, boosting women's leadership and enabling ecosystems for rural women safety and dignity, will be crucial in promoting deep community involvement and decision-making. This aligns with the "Whole of Society" approach to comprehensively impact Quality Life outcomes and offer our CAL as immersion sites, grounds for prototypes for learning and replication across various geographies through public programs.



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Success stories

Women of Thandla Block



They say, "Where there is a will, there is a way." This proverb holds true for the women of 13 self-help groups in Thandla block. Tasked with operating ration shops by the Food, Civil Supplies, and Consumer Protection Department, they were given an opportunity to change their lives.

During the pandemic, many migrant laborers had to return to their home districts, including Thandla tehsil in Jhabua district. Returning home, they faced severe food and employment crises. The government's free ration scheme provided crucial support, but the fear of COVID-19 was so overwhelming that laborers hesitated to leave their homes to collect the ration. Additionally, the ration shops were located in distant villages, and the large crowds meant that it often took two to three days of continuous walking to get their turn. Laborers frequently prayed for a ration shop in their own village to save time and effort.

Their prayers were eventually answered. This time, the Food Department decided to allocate ration shops to self-help groups instead of registered societies. The Transforming Rural India (TRI) was given the task of selecting the groups for 14 ration shops, as a group selected by TRI had performed exceptionally well in MSP procurement the previous year. The Food Department officials trusted TRI's ability to select the right groups.

With the cooperation of the TRI team and the NRLM team, 14 groups were selected. After overcoming many obstacles and challenges posed by influential individuals, the women of 13 self-help groups finally received the responsibility of operating ration shops. Under TRI's guidance, they performed excellently, leading the department to seek their assistance again for the allocation of 15 more ration shops. The team has selected capable groups, completed their paperwork, and submitted online applications. Now, the final selection by the department is awaited.

This journey of resilience and determination showcases the incredible capability of these women, marking another significant step forward in their path to empowerment.

Sweet Success



Enhancing Livelihoods with Biofortified Sweet Potatoes in Rural Jharkhand

With the support of NABARD, initiated a groundbreaking biofortified sweet potato intervention in the Gola and Dulmi blocks of Ramgarh District, Jharkhand. This endeavour involved 1000 women-headed households across 100 acres of rain-fed land, cultivating two nutrient-rich varieties—Orange Fleshed (Bhusona) and Purple

Fleshed (Bhukrishna). It has shown substantial economic viability, with the Bhusona variety yielding an average of 950 kg per 10 decimals of land at Rs 20 per kg, and the Bhukrishna variety yielding 507 kg per 10 decimals at Rs 24 per kg. This success has paved the way for scaling up the initiative to three additional blocks—Bero, Kurdeg, and Kersai, with nurseries already raised for 1.5 tons of vines for year-round production. This illustrates Samaj-Sarkar-Bazar collaborative efforts engaging with Self-Help Groups, KIIT University, Mati Farm, and Farmer Producer Organizations, have not only enabled women through entrepreneurship in producing value-added products like sweets and chips but also ensured sustainable agricultural practices and improved market access, thereby enhancing both nutrition and livelihoods in rural communities.

Bending Markets for Flourishing Localities

The TRI framework for our Bending Markets for Flourishing Localities (BMFL) practice aims to create sustainable and equitable market systems that empower local communities. BMFL is founded on the understanding that market systems in rural areas are often biased and inequitable, reinforcing poverty and limiting growth opportunities.

Systemic Interventions for Market System Development

BMFL worked closely with government agencies, the private sector and local actors to enhance productivity and economic growth. Key initiatives included:

Market System Analysis and Identifying Barriers

In partnership with Global Development Incubator (GDI), TRI published a white paper, Taking the Economy to the People, unveiling a place-based' approach to connect rural youth to dignified work.

Collaborative Platforms

Multi-stakeholder platforms were created, bringing together youth, implementation agencies, government officials, experts, and funders to distil productive learning into implementation.

Asset Building and Market Making

TRI established nudge units, driving economic asset creation under MGNREGS in several states to build economies-of-scale production systems.

Support in Policy and Program Implementation

TRI set up the Accelerating Rural Industrialisation Cell in Jharkhand and Accelerating Rural Jobs in Uttarakhand to support government programs and market-making efforts.

Design New Programs

We also worked with the Ministry of Rural Development to design and implement the Bharat Enterprise Enabler System, promoting synergy in public investments for locality-level market systems infrastructure.

Place-based Collaborative Models

TRI partnered with the Global Opportunity Youth Network (GOYN) to pilot place-based collaborative approaches in Madhya Pradesh and Jharkhand, achieving:

District Multi-stakeholder Platforms

These platforms nurture collaboration among government agencies, development organizations, civil society and entrepreneurs, creating access to knowledge, business ideas and market linkages for youth.

Youth Advisory Groups (YAG)

Supported young leaders to form YAGs, participating in various activities and developing Equity Leadership Programs (ELP).

District Specific Pathways

Developed pathways supporting over 2,500 youth and women to access economic opportunities.

Scaling the Approach

The successful demonstration in two districts is being scaled to 15 districts in partnership with several foundations.

Community Empowerment

Investing in "Market Readiness" involves asset-building, capacity development and curating business models with high positive knock-on effects on market systems. Key initiatives included:

Enterprise Facilitation Youth Hubs (EFHs)

Designed "phygital" hubs blending physical space with digital experiences, providing rural communities access to employment and entrepreneur-focused services.

Career Counselling

Developed a holistic Career Guidance and Counselling (CG&C) program benefiting over 2,180 young individuals in Ramgarh and Barwani.

Inclusive Development

Developed tailor-made interventions benefiting women, youth and marginalized groups.

Enhancing Market Accessibility and Competitiveness

Rural Growth Centres

Worked with the Chhattisgarh government to design and implement the Rural Industrial Parks (RIPA) initiative, enhancing productivity and attracting local private investments.

Competitive Market Environments

Interventions aimed at offering better choices and opportunities for rural communities, including the Bharat Grameen Mart, for solving logistic and capital requirements of local kirana stores.

Outlook

BMFL aims to expand its reach by identifying and developing new market opportunities, exploring export markets and niche local markets for unique rural products. Strengthening private sector partnerships will be crucial for further mobilizing resources and implementing innovative market solutions. Scaling up successful sustainable initiatives, such as Rural Growth Centres, our Collaborative place-based models and Enterprise Facilitation Hubs, will help reach more communities and create larger impacts. Additionally, enhancing digital integration by leveraging digital technologies will further integrate rural markets, enhance transparency and provide real-time market information to rural producers and consumers.

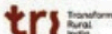


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India Place Based Livelihoods Taking the Economy to the People

[Employment](#)
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Taking the Economy to the People
A Place Based Approach to Connect Young India to Work



Authors: Anura Mittal, Anil Kishore
Collaborators: Neeraj Ahuja, Anish Kumar, Cynthia Aulrey

India's dual advantage of economic growth and youth dividend – India's economy is growing steadily and slated to be the world's third largest by 2030. We also have the world's largest working age population, and an average age of 29 – this youth bulge will continue until 2050. This is an unprecedented, enviable, and challenging milestone full of abundant opportunity – if harnessed well, the potential of our youth can shape the future of India and the world.

The past two decades have seen economic growth outpacing employment growth – due to shifts in population, automation and digitalisation, service industry growth, and productivity gains, capital markets, and accounting practices rewarding capital investment rather than labour expenses.

There is an urgent need to focus on absorbing rural youth into the labour force – Two-thirds of India's – 378 million youth live in rural India, which constitutes only 48 per cent of the national income. Rural youth have high aspirations and potential but face systemic barriers that start from childhood and continue through their life.

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Rural Youth at Work – A Place Based Approach to Connect Young India to Economic Opportunity

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Rural Youth at Work
A Place Based Approach to Connect Young India to Economic Opportunity



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Collaborators: Neeraj Ahuja, Anish Kumar, Cynthia Aulrey

The approach and framework described in the paper for scaled rural youth employment in India is a place-based approach to connect youth to work. This approach has been pioneered by the Global Opportunity Youth Network (GOYN) in India, and several countries across Africa and Latin America.

The paper has been written in close collaboration with Transform Rural India, who anchors GOYN in rural India, the Aspen Institute, who hosts GOYN globally. We would like to extend our deepest gratitude to both organisations for the time, expertise, deep learnings that helped shape this paper, with special thanks to Jamie McAuliffe, the Founding Director of the GOYN at the Aspen Forum for Community Solutions, Neeraj Ahuja, who leads the GOYN work at our anchor partner Transforming Rural India, Anish Kumar, the Co-Lead at Transform Rural India, as well as our colleagues at the Global Development Incubator, including Cyndie Aulrey, the Learning Lead for the GOYN, and Suvrati Mazumdar, the Climate Lead.

We would also like to express our thanks to the Ministry of Rural Development and the Ministry of Skill Development and Entrepreneurship, Development Alternatives, Yuvaash, Syngenta Foundation, and the Agri-Entrepreneur Growth Foundation for joining early discussions around this paper. Last but not the least, we would like to thank all the organisations whose work in the youth employment space we have referenced and showcased as examples. It is only when all of this work comes together that we will be able to transform how young people participate in our economy and society.

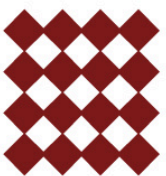
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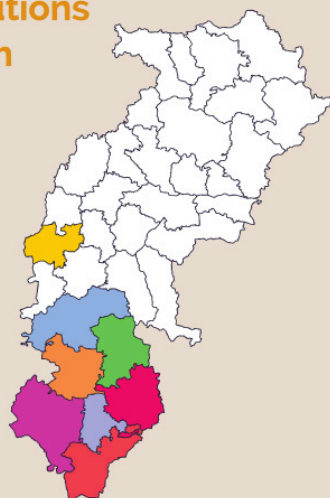


TRI in States



The focus remains on driving systemic changes that are inclusive and sustainable.

Localised Solutions in Chhattisgarh



TRI's strategic engagement in Chhattisgarh is aimed at creating solutions for the diverse socio-economic landscape, particularly its rural and tribal-dominated regions. Chhattisgarh gives TRI a unique footing where it focusses on creating solutions mobilising community institutions especially around climate and natural resource management, accompanying the central themes of health, governance and gender. The focus remains on driving systemic changes that are inclusive and sustainable. By continuing to leverage our CAL and PPIA strategies, TRI aims to scale successful interventions, foster greater community participation and ensure that

Income Prosperity

TRI is collaborating with SRLM, MGNREGS, and Panchayats, harnessing the "Whole of Government Approach" for Lakhpati Didis to enhance income and promote sustainable livelihood practices. Through demonstrations on SRI Paddy, mushroom, nursery bed, sub-sectors like millets, tamarind, moringa, and fisheries and training of natural farming training to Krishi Sakhis, aimed at boosting agricultural productivity and ensuring food security. TRI promotes Farmer Producer Organizations (FPOs) and facilitates access to essential services such as PMUY registrations and soil health cards. By establishing District Level Coordination Committees (DLCC) and Block Level Coordination Committees (BLCC), governance structures to plan and execute development initiatives effectively are being strengthened and socio-economic challenges being addressed in rural and tribal-dominated regions.

Rural Enterprise Growth Centres

TRI's Nudge Unit works with the Panchayat & Rural Development department supporting the establishment of enterprise growth centres to foster rural entrepreneurship and promote diverse livelihood activities. Provision of technical assistance, preparing Detailed Project Reports (DPRs), and engaging with potential entrepreneurs across selected districts. A total of Rs 24.49 crore has been mobilized for livelihood projects directly benefiting 569 households.

Re-designing Health & Nutrition Care

TRI supports the Department of Health & Family Welfare by designing a dynamic dashboard for reproductive and child health, M&E for non-communicable diseases, and community outreach clinics. TRI also strengthens maternal death reporting, Ayushman Bharat PM-JAY, PPP for Sickle cell anemia, and activates committees through CBO-PRI-LA compact. TRI is advancing health equity through visioning with communities capturing aspirations, challenges and co-created local solutions for better health and nutrition outcomes.

development initiatives are tailored to the unique needs and aspirations of Chhattisgarh's diverse communities.

Chhattisgarh's socioeconomic landscape is marked by stark disparities, particularly in its rural and tribal areas. The state has a large tribal population, which faces significant challenges in terms of health, education and economic opportunities. Its rural economy, similar to Jharkhand, heavily relies on agriculture, which is often hampered by low productivity and inadequate infrastructure. However, in Chhattisgarh, conflict and poor infrastructure in remote tribal areas are more

pronounced. Seasonal migration is a common coping strategy due to the lack of local employment opportunities. Additionally, the state's economic growth has been uneven, with substantial poverty and inequality persisting, particularly in tribal regions.

TRI's CAL strategy is pivotal to our engagement – by establishing live labs, TRI prototypes steady-state engagements that integrate self-help, self-reliance and knowledge from external sources. Some of the key interventions in Chhattisgarh included:

Strengthening Community Institutions

TRI strengthens community institutions by supporting SRLM in enhancing Cluster Level Federations of Women SHGs. TRI aids in pre-visioning and visioning for inclusive plans like VPRP and GPDP. Currently, TRI implements this strategy in eight Chhattisgarh blocks, empowering local leadership, sustainable development, and leveraging community knowledge to build resilient, self-reliant institutions.

Climate Action

TRI, supported by HUF, pioneers water security in Chhattisgarh through the WATER-WEL (Women Advancing Technology-led Efforts for Restoration of Water and Enhancement of Livelihoods) program, involving Women SHGs in INRM planning via MGNREGS, integrating GIS for efficient plans. Initially in five districts, it can expand across central India. TRI also pilots a landscape restoration project in Kanker, collaborating with MGNREGS and WRI India, aiming for broader state and national application.

Local Governance

TRI's nudge unit at the Directorate of Panchayat strengthens the GPDP process by integrating VPRPs for Localisation of SDGs. Collaborating with SIRD, the focus includes training, capacity building, developing a PESA knowledge repository, and conducting GPDP-VPRP workshops. Efforts support thematic GPDPs, forming planning groups, and facilitating participatory events. Results in CAL Blocks: 25 model GP plans, 900 trained participants, 40 GPCCs, and 11,654 GPDP plans, promoting healthy, water-sufficient panchayats with 25% adopting Healthy Panchayat sankalps.

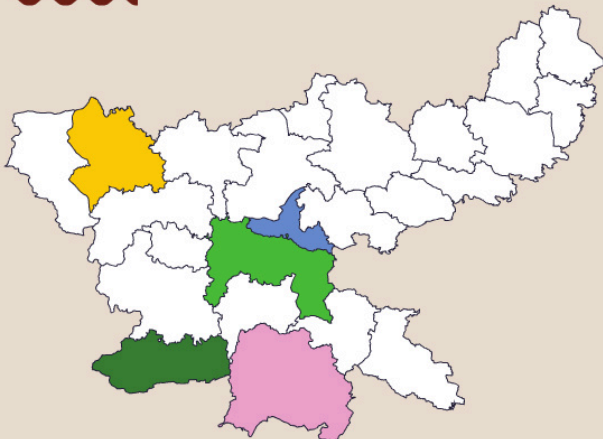
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Flourishing Jharkhand



Jharkhand exhibits significant intrastate disparities, particularly in tribal-dominated districts, highlighting the need for targeted interventions to bridge the development gap. Despite high economic growth driven by minerals and industry, the state maintains one of the highest poverty rates in India. The rural economy, heavily reliant on agriculture, faces low productivity and seasonal migration. Limited local employment and inadequate infrastructure exacerbate these issues, forcing many to migrate for better opportunities, which disrupts community life.



Institutional Strengthening

We conducted visioning exercises for 28 CLFs, with 90-92% linked to pensions and 94% enrolled in Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) and Pradhan Mantri Suraksha Bima Yojana (PMSBY).

Income Enhancement

We held training programs for farmers that have resulted in a 40-45% increase in incomes and sub-sector interventions have advanced agricultural practices.

Improved Governance

Enhanced GP-level coordination and more active gram sabhas have been achieved. District and Block Level Convergence Committees (DLCC and BLCC) have supported coordinated efforts among Panchayati Raj Institutions (PRIs), community-based organizations (CBOs) and local administration.

TRI's PPIA framework, designed to introduce scalable impact thinking and new ways of working into public programs, is tuned to address Jharkhand's complex socio-economic landscape. Our strategic intent in Jharkhand focuses on leveraging multidisciplinary agility, innovative processes and a deep understanding of the local context to drive sustainable development. TRI has been able to strategically place itself in government departments to infuse prototyped solutions from our CALs into mainstream Jharkhand government programs.

The Lab strategy has been implemented across 8 blocks in 5 districts, engaging 127 gram panchayats and 568 villages. The initiative has successfully reached 70% of households and all gram panchayats and Cluster Level Federations (CLFs), significantly enhancing governance, activating government services and engaging with over 47,000 women farmers.

Holistic Community Development >

Initiatives in health, education, income enhancement and employment have been seamlessly integrated into community plans, fostering comprehensive grassroots development.

The Lakhpati Didi Initiative provided an opportunity for all the TRI Practice verticals to engage with women collectives in achieving the income target of Rs 1 lakh or more. As part of this engagement our teams worked closely with Jharkhand State Livelihoods Missions during the year:

Capacity Building >

Training of 245 Master Trainers and 10,000 Community Resource Persons (CRPs) to develop livelihood plans for over 8 lakh SHG households.

Documentation and Dissemination >

Launch of the District Livelihood Potential Mapping (DLPM) document and success stories compendium, providing valuable insights for policymakers and practitioners.

Establishment of Synergistic Collaborations >

In partnership with IMAGOGG and JSLPS, the Palash Uttam Agro-Processing Unit was established in Bedo, with plans to scale up to 21 more resource blocks, promoting entrepreneurship among women. The deployment of a real-time dashboard provides immediate access to critical data regarding sales, stock and profitability, enabling precise and timely decision-making.



Our team placed with Commissioner, MGNREGS engaged in range of actions to increase productivity of rural production systems. The Birsa Harit Gram Yojana (BHGY), aimed at creating fruit orchards, has covered over 1.35 lakh farmers and 1.12 lakh acres since its inception in 2020. The introduction of the Birsa Sinchai Koop Samvardhan Mission for the construction of irrigation wells addresses the critical need for reliable water sources, with over 50,000 wells under construction.

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Bagwani Sakhi Deployment

Women Community Resource Persons (bagwani sakhis) support beneficiaries in the implementation of agricultural schemes, ensuring tangible impacts on the ground.

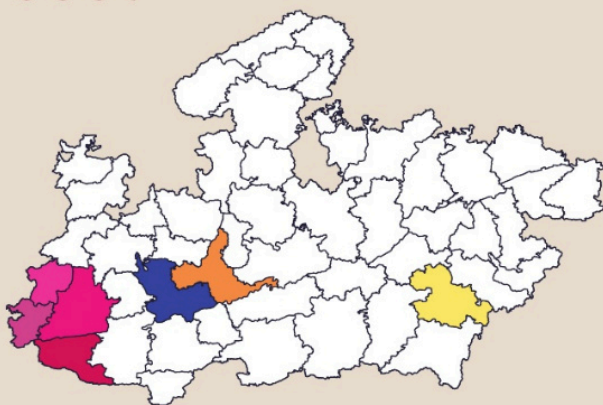
Nursery Creation

Establishment of 427 nurseries managed by women's self-help groups, providing quality saplings to farmers and generating additional income.

In the domain of public health, our team completed extensive gap analysis study of 16 meso hospitals across Jharkhand. This study identified operational deficiencies and bottlenecks in service delivery, leading to policy adjustments and new public fund allocations aimed at enhancing healthcare access and quality, particularly for tribal and forest-dwelling populations. The team placed with the Tribal Welfare Department contributed to the land certification program, Abua Bir Abua Dishom Abhiyan, addressing the slow implementation of the Forest Rights Act in Jharkhand. Collaborating with welfare departments, NGOs and academic partners, the initiative aims to provide individual and community forest rights titles, fostering sustainable livelihoods for forest-dependent communities. Achievements include processing 845 Individual Forest Rights (IFRs) and 129 Community Forest Rights (CFRs) application.

We also assisted the Chief Minister's Employment Guarantee Programme (CMEGP) that promotes entrepreneurship and self-employment among youth and marginalized communities reaching 12,786 people.

Multi-thematic Solution-scape in Madhya Pradesh



TRI's experience in Madhya Pradesh has given immense learning about women leadership in driving multi-thematic change. In Madhya Pradesh women have deeply engaged in thematic dimensions of health, nutrition, education and local governance. They work closely with the frontline workers of the line-departments to ensure better quality of services for all. This has given us opportunity to level-up our work with each passing year.

In the past year, our CALs in Madhya Pradesh have focused on strengthening locality compacts, enhancing collaboration among community institutions, Panchayati Raj Institutions (PRI) and the local administration. Through this initiative, we established 28 CLFs covering 444 gram panchayats and 875 villages. As a result, approximately 1.3 lakh women in our CAL blocks have benefited from various interventions. Our efforts in 8 CAL blocks have also demonstrated essential processes for integrating the VPRP and GPDP, thereby creating annual roadmaps for thriving localities.

Women leading the multi-thematic engagement

Efforts made in promoting gender equity, with 3,272 "didis" identified as gender point persons and 126 gender forums established at the gram panchayat level. Our Nari Adhikar Kendra registered 315 cases, referring 213 to block GRC/OSC/Mahila Thana and resolving 176 cases, while efforts to involve the police department, WCD and SLISA are underway to ensure women's safety. Strengthening local governance has also been a key focus, with the integration of VPRP and GPDP in 528 GPs and multi-sectoral plans tracked in 809 villages. Health and nutrition interventions reached 582 villages, integrating into agendas at CLF meetings and addressing health issues with the help of Health Change Vectors. VO's have promoted children's learning across 597 villages through the Shiksha ka Kona initiative, supported by 590 Education change vectors.

Efforts to enhance employability and entrepreneurship reached 751 villages, with 29 Hubs/NAK/GRC established and 20,090 youth accessing essential support services. Farm-based livelihood interventions reached 45,785 women, benefiting 12,457 households and fostering income diversification. Women FPOs emerged as significant business forums, strengthening women's identities as farmers.

Policy nudges by PPIA unit named SUTRA

Under the PPIA initiatives, TRI established SUTRA units across six districts to enhance rural governance, service delivery and social protection programs. These units, located within the offices of the Chief Executive Officer of the Zilla Panchayat, play a pivotal role in planning, implementing and communicating policies concerning rural governance, service delivery and social protection programs. SUTRA units have engaged with policymakers to influence policy formulation and implementation, ensuring that local knowledge and community perspectives are integrated into policy frameworks. These units have trained 1,290 participants on GPDP, 525 on district-level SDG localization and 1,704 PRI members on GPDP processes. They developed training modules on livelihood enhancement, financial literacy, and environmental sustainability, conducted extensive field surveys for informed decision-making and formed alliances with government and civil society organizations. Notably, they advocated for policies prioritizing last-mile delivery in Barwani, promoted livelihood diversification in Sehore and generated evidence through surveys on healthcare, education and livelihoods in districts like Dhar and Mandla.

Scaling Livelihoods through Livelihood Universal Cell, Livelihood Acceleration Cell and Agriculture Support Unit

The Livelihood Universal Cell promoted sustainable agricultural practices, forming 903

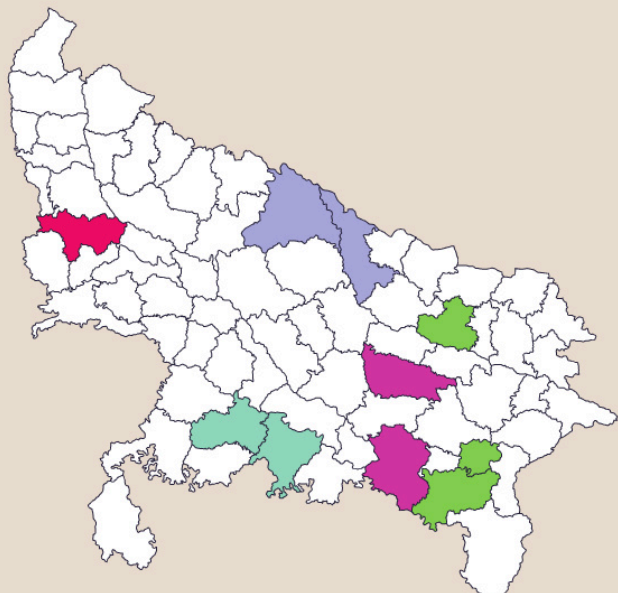
new producer groups, establishing 26 women-led Farmer Producer Companies and creating integrated farming clusters, directly supporting 1 lakh families. The Livelihood Acceleration Cell empowered women as "Mahila Mates" in MGNREGA projects, training 22,985 women and initiated Miyawaki plantations and landscape restoration in Barwani. It also focused on capacity building for NRM planning and integrating NRM activities into GPDP planning. The Agriculture Support Unit prepared project reports for the ODOP program, supported agricultural value chains, and promoted public-private partnerships, enhancing funding and developing guidelines for the *Paramparagat Krishi Vikas Yojna*.

Progress with Tribal Welfare Department

Significant strides also were made in collaboration with the Tribal Welfare Department. In April of 2023 the Honourable Chief Minister disbursed funds to CLF leaders for establishing agro-processing units, enhancing financial independence for rural women. Additionally, the *Vitt Poshan Scheme* saw the evaluation of 17 proposals from various line departments, ensuring comprehensive support for tribal welfare initiatives. An exposure visit for district project managers and state officials also provided insights into approved projects, promoting the replication and cohesive implementation of tribal welfare schemes.



Systemic Impact for Flourishing Uttar Pradesh



Home to nearly 230 million people, Uttar Pradesh (UP) is India's most populous state, with over 77% of its population residing in rural areas. The state faces significant socio-economic challenges, including high poverty rates and stark gender inequality, particularly in land rights and employment. The scheduled caste/scheduled tribe (SC/ST) populations, of around 25%, faces substantial economic and social disparities. Employment is limited, with over 90% of households earning below Rs 10,000 per month. TRI's engagement in UP through our PPIA and CAL practices aims to address these issues by targeting poverty and regional disparities, particularly in Eastern UP, and enhancing access to education, healthcare, and employment opportunities to foster inclusive growth.

TRI focuses on working with SC/ST and small/marginal farmers organized into SHGs by UP's state rural livelihood mission (UPSRLM). In 12 CAL blocks, TRI partners with UPSRLM and local administration to design, pilot and demonstrate livelihood prototypes. Supporting 43 CLFs to meet national model-CLF standards, TRI strengthens their ability to promote livelihoods among women SHG members, providing training on production technology, access to credit, government subsidies and market linkages. These CLFs have a total membership of approximately 225,000 women, with 125,000 receiving support in livelihood creation, access to entitlements, nutrition knowledge and health determinants. Demonstrating livelihood gains to 38,000 women, TRI's prototypes are being scaled up by UPSRLM statewide. The Women-FPOS (W-FPO) intervention has intensified efforts to increase farm gains, making all 10 FPOs statutory compliant and streamlining governance and financial processes through digital platforms. These FPOs have 3,856 shareholders and 69 agriculture entrepreneurs (AEs) to engage with women farmers, improving practices and managing digital commodity collection centres.

Selling farm produce has provided an additional income of Rs 230/quintal to farmers. The plan is to develop "Krishi Value Hubs" and expand FPO outreach to at least 15,000 women farmers next year.

Decentralized planning

- **100% GPs**
- **141 exclusive Mahila Sabha**
- **Participation of ~40K women in planning process**
- **60 Bal Sabha**
- **Livelihoods investment integration**

Livelihoods gains: 38176 HHs

Asset creation: 5260

Youth Intervention

- **Linked with jobs 7302**

Enhanced Participation and Employment through MGNREGA

Women's participation in MGNREGA increased by 4.49% in FY 2023-24, reaching 42.26% compared to 37.77% in FY 2022-23. Team contributions resulted in an additional cash inflow of ₹250.95 crore for women. A key strategy for this increase was the deployment of 35,087 Mahila Mates (members of SHGs who served as women assistants for managing and supervising job sites) in 2023-24. Additionally, 0.5 million households completed 100 days of wage employment in FY 2023-24, a significant increase attributed to enhanced worksite facilities and the deployment of Mahila Mates. Notably, Uttar Pradesh secured the first rank in the country in FY 2022-23 for providing 100 days of employment to most households.

Strengthening Community Institutions and Gender Equity

TRI has collaborated with government bodies to enhance community institutions and promote gender equity through several systemic strategies:

Model Cluster Level Federations (CLFs)

Promoted and strengthened 204 Model CLFs under the National Rural Livelihoods Mission (NRLM). These CLFs have received significant support, including the establishment of 17 Community Management and Training Centres (CMTCs) and the disbursement of funds for infrastructure development.

Gender Resource Centres (GRCs)

TRI has provided intensive support in designing entire GRC policy, roll out strategy and drafting of Govt. Order. These have been tentatively named as 'Mahila Shakti Kendra' and a suitable budget provisioning has been made to take 100 GRC in the current FY.

Agricultural Productivity and Market Linkages

TRI's initiatives have significantly improved rural livelihoods by enhancing agricultural productivity and creating market linkages:

Women Farmer Producer Organizations (FPOs)

Mobilized 3,088 shareholders and provided agricultural training to approximately 5,000 women. This initiative has improved agricultural practices, facilitated market linkages and increased income for women farmers.

Market Engagement >

Registered FPOs on platforms like eNAM and facilitated procurement through FPOs.

Systemic Nudges and Policy Influences

TRI's work has led to several systemic nudges and policy influences adopted by the government for statewide implementation:

Locality Compact Process Protocols >

Developed and demonstrated by TRI, these protocols have been recognized by the government and adopted across the state for decentralized planning and implementation. This approach has improved the efficiency and effectiveness of local development plans.

Aadhar Seeding Strategy >

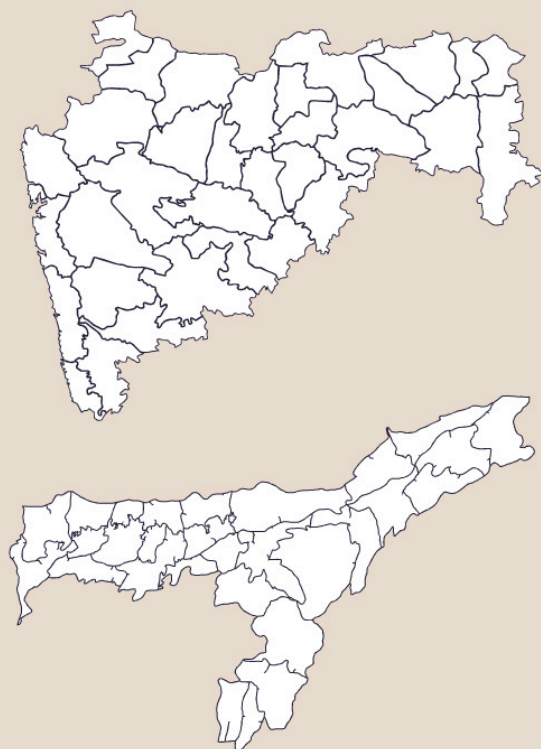
The Aadhar seeding intervention strategy developed by TRI has been adopted by the government to ensure accurate identification and timely payment of MGNREGA beneficiaries, enhancing transparency and reducing fraud.

Digital Platforms >

The entire data set and reports created at the UP-Samagra technical platform have been transferred to a government-owned website, ensuring transparency and easy access to information. This move has enhanced the monitoring and evaluation process, enabling better decision-making and accountability.



Embarking on Maharashtra & Assam: Initial Endeavours



TRI began its operations in Maharashtra in January 2023 with the "Smriddha Osmanabad Abhiyan", which aims to enhance livelihoods, improve healthcare services and promote landscape restoration, with a strong emphasis on community empowerment and gender equity.

TRI has established a Strategic Programme Support Unit (SPSU) in the Dharashiv (Osmanabad) district. This multidisciplinary strategy & design support unit supports the implementation of flagship schemes of the Government of India and the Maharashtra Government, focusing on the universalization of livelihoods through women's collectives.

- **Mahila Lakhpati Initiative**■ This initiative aims to ensure that each woman in self-help groups earns a sustainable income of Rs 1 lakh.
- **Mission Anandi**■ Designed to strengthen non-communicable disease (NCD) services, particularly breast and cervical cancer screening, this mission has screened 125,000 women, identifying 28,513 anaemia cases and 2,850 suspected cancer cases.

Landscape Restoration and Environmental Sustainability

In June 2023, TRI expanded its intervention to Chandrapur with the Landscape Restoration Project. This project aims to address land degradation in forests and croplands, promoting restoration-based activities to reclaim land and generate livelihood opportunities.

- **District Nudge Unit in Chandrapur**■ Facilitated inter-departmental convergence between MSRLM and MGNREGS, identifying active CLFs in each of the 15 blocks to develop model CLFs around landscape restoration and livelihood enhancement.
- **Demonstration Villages**■ Four villages have been chosen to showcase the efficacy of interventions aimed at landscape restoration using MGNREGS and complementary departmental schemes.

These villages will focus on watershed area development, rainwater harvesting, land treatments, afforestation and the promotion of diverse natural resource-based livelihoods.

Systemic Strategies and Government Collaborations

TRI has introduced several systemic strategies and government collaborations to drive scalable changes across Maharashtra:

- **Planning Cell at MGNREGA Commissionerate** ■ Staffed with professionals to support resource mobilization for landscape restoration in Chandrapur.
- **Inter-departmental Convergence** ■ Facilitated convergence efforts between MGNREGA and the Forest Department, generating demand for plantation on 851 hectares of forest land through MGNREGA.
- **Development of District Transformation Framework** ■ Assisted the district administration in preparing the District Strategic Plan (DSP) for Chandrapur, focusing on agriculture, animal husbandry, fisheries, forestry, and tourism. This included preparing vision documents and action plans for economic progress.

Community Engagement and Capacity Building

TRI has actively engaged with local communities, mostly in the Kolam villages of particularly vulnerable tribal groups, to understand policy implementation challenges and the unique needs of these communities. This engagement has led to the documentation of bottlenecks in MGNREGA implementation and collaboration with the district administration to diversify and amplify its implementation.

- **Development Dialogues** ■ Organized in six blocks, these dialogues brought together representatives from women collectives, farmer producer companies and district officials to discuss challenges and opportunities related to accessing government support for farm and off-farm infrastructure development.

- **Bank Linkages** ■ Addressed challenges in bank linkages for schemes like PMEGP, CMEGP and PMFME, resulting in the submission of 1,100 applications worth Rs 15 crore, with more than 50% sanctioned.

Assam-Specific Livelihood Intensification:

The collaborative efforts between the TRI and the Government of Bodoland Territorial Council (BTC) have aimed at fostering sustainable development and economic resilience through various livelihood programs over the past two and a half years.

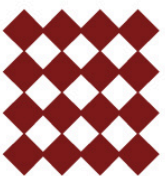
These initiatives include the Mahila Lakhpati initiative, Bodofa Livelihood Mission, Bodoland Sericulture Mission, Bodoland Handloom Mission, Bodoland Pig Mission, promotion of Farmer Producer Organizations (FPOs), Solar Powered Cold Storage, and Mushroom Clusters development. The Bodofa Livelihood Mission has impacted over 20,000 farmers through high-value horticulture, afforestation, and livestock production, leveraging ₹25 crore in funds. The Mahila Lakhpati initiative targets sustainable income for 50,000 households, engaging 20,000 households and leveraging over ₹100 crore. Nineteen all-women FPCs were formed, covering 19,000 women, with ₹62 lakh leveraged. The Sericulture and Handloom Missions aim to support 50,000 households and 7,200 weavers, respectively, while the Pig Mission targets 1 lakh kg of pork production daily within five years. Solar Powered Cold Storages and Mushroom Clusters address spoilage and promote sustainable livelihoods, benefiting thousands of farmers and entrepreneurs. These programs collectively enhance skills, market access, and income for local communities, particularly women and youth, driving significant, sustainable livelihood improvements in the region.



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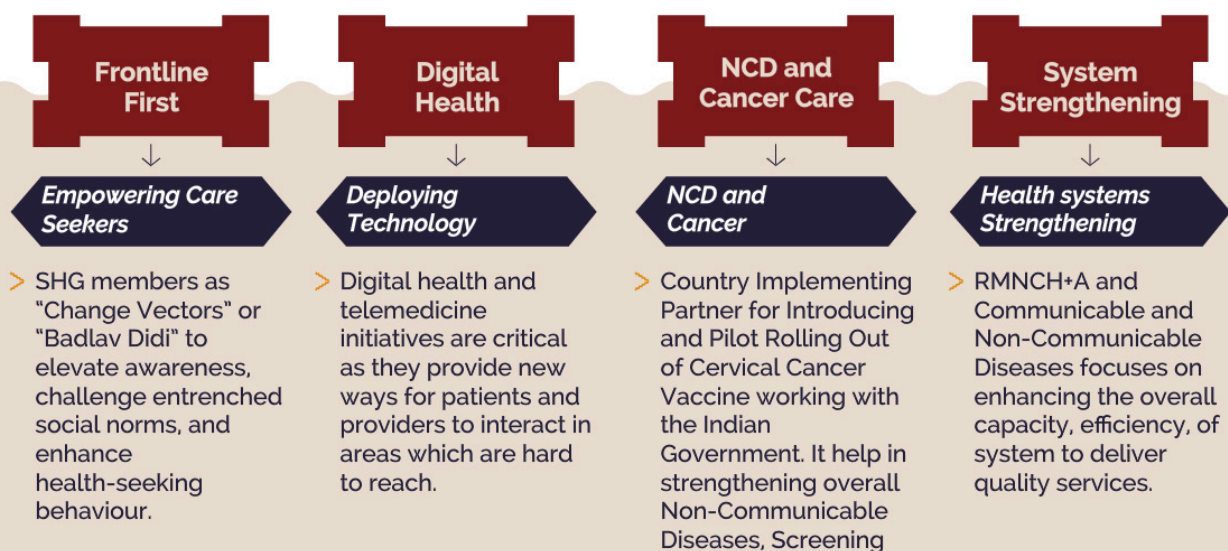
TRI Thematic Engagement



2200+ Ayushman Arogya Mandirs has been strengthened with digital health solutions and Capacity Building of Health Professionals has happened to deliver expanded range of services for comprehensive Primary Care.

Health & Nutrition

Focused on universal access to quality health care, our initiatives include frontline capacity building of healthcare professionals, technological interventions to improve healthcare delivery, one health program to promote universal health, and system strengthening.



Through dynamic partnerships with Change Vectors, or Badlav Didis, carefully chosen from women collectives, like SHGs, we empower local women to assume leadership roles in championing the health agenda within their communities. These leaders guide their peers towards embracing scientific practices and health seeking. Our teams support and equip frontline workers with skill development, evolving purpose-connect and streamlined financial incentives to enhance motivation and performance.

Some of the key engagements during the year included:

Grooming local leaders for promoting health equity: we have worked 4800+ Change Vectors in Jharkhand, Chhattisgarh and Madhya Pradesh to impart the new skills to address the emerging public health issues like NCD, Climate Change and Gender etc.

Equipping ASHA's with New Skills for NCD screening: Accredited Social Health Activists (ASHA) form the backbone of India's health care system. Based in their own communities ASHAs are local women, who act as an interface between their community and the public health care system.

TRI have been extensively engaged in last year training of nearly 30,000 ASHA Workers and imparting new skills including NCD Screening. TRI is part of the committee by Government for strengthening the screening of NCDs and Cervical Cancer by ASHA workers.

Strengthening Local Governance for

Health: TRI team engaged with the Panchayati Raj Department and state health departments to strengthen rural departments and initiatives for better health outcomes. Extensive capacity building programs for elected representatives have been rolled out to enable effective utilization of the grants allotted them to improve primary care health infrastructure, establish dedicated public health units at the block level for surveillance, improve diagnostics services at the grassroot and expanding services of Comprehensive Primary Health Care by transforming Health Sub Centers into Health & Wellness Centre (HWCs). The elected representatives of Zilla (District) Parishad are oriented on health issues. Its linkages with other social determinants of health have been made to activate statutory forums. TRI is undertaking activities to support

the rural bodies in realizing the goals of a "healthy panchayat" by integrating it with the GPDP to localize SDGs with a key focus to "leave no one behind".

Tele-medicine: We have supported the Government of Jharkhand for the activation of the telemedicine platform e-Sanjeevani in more than 3000 health facilities. We have also trained more than 5000 frontline workers to bring medical consultation to the places where there is no doctor helping more than 17,00,000 people. This work, along with promoting women leadership, was selected for the NITI Aayog compendium, Achievement @75 – Best Practices in the Social Sector 2023.

Facility Strengthening of NCD Services:

Model NCD clinics have been established at selected district hospitals as demonstration sites. Similar NCD clinics have been established at two community health clinics in Jharkhand. An assessment of 298 Health facilities has been conducted and the roadmap for facility improvement has been prepared for Government of Jharkhand.

Increase in Cervical Cancer Screening (Number)



Community Level Health Camps and Strengthening Village Health, Sanitation and Nutrition Days: In association with the district and block public health system, we organised screening camps at CHC/PHCs on local market days and other events when large people had gathered. We also enabled appropriate communication and collaboration with ASHA workers for mobilization and information dissemination regarding the camp.

- With the Government of Jharkhand, monthly health camps have been institutionalised at CHCs and in selected HWCs to deliver specialised healthcare services, including NCD services. TRI extended technical assistance in the planning and execution of organizing more than 1800 camps across the state. This resulted in 24,12,605 women being screened.
- **Supported Barwani District Training of Auxiliary Nurse Midwife (ANMs) in the "Dastak Abhiyan/IDCF":** Facilitated eight batches of capacity building training sessions for 380 ANMs. During the Dastak Abhiyan training 1,71,544 ORS packets were distributed.
- **Capacity Building of Frontline Workers (FLWs) on Anaemia, Nutrition and Village Health Plan (VHP) Preparation at the Village Health Sanitation and Nutrition Committees (VHSNCs):** This capacity building resulted in 1171 FLWs receiving training on anaemia, nutrition and VHP preparation at the VHSNC level. 777 VHPs were prepared by the trained FLWs at the VHSNC level. The assessment of VHPs showed a total of 745 health issues raised by VHSNCs, which are being taken up with administration authorities.
- **Strengthening Ayushman Arogya Mandirs:** We enhanced the infrastructure and resources of Ayushman Arogya Mandirs, enabling improved diagnostic capabilities through essential equipment like blood pressure monitors, glucometers and test kits. This facilitated comprehensive primary care services, including reproductive and child health services, with the availability of

stethoscopes, emergency contraceptive pills and IFA syrups. Additionally, this increased accessibility to primary healthcare services for underserved populations, reduced the burden on higher-level facilities, improved the quality of care adhering to standard protocols and promoted community engagement through activities like "Village Health and Nutrition Days."

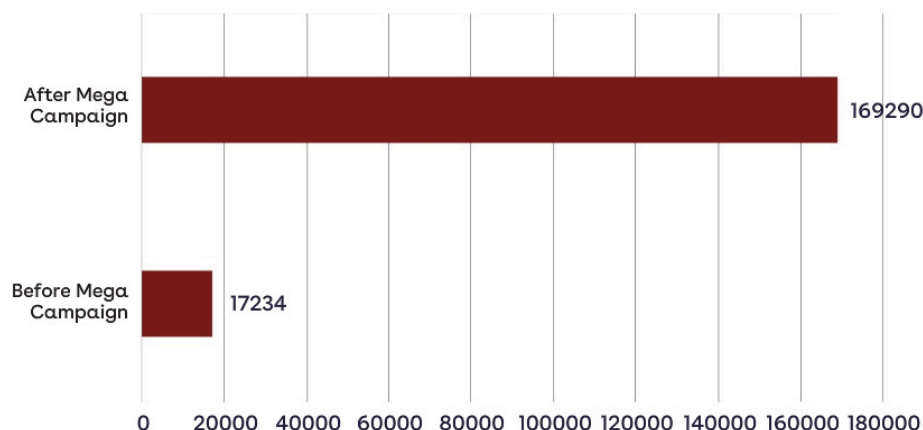
- **Facilitated State Review Meetings to Track HWC/AAM performance in MP:** Facilitated state review meetings to track HWC/AAM performance on key service delivery indicators in all 89 tribal blocks and 42 Aspirational Blocks of Madhya Pradesh. This has helped in the overall improvement of tribal blocks across key indicators, including a 6% increase in enrolment rates, 6% rise in ABHA registration, 7% growth in the percentage of the target population screened, 6% increase in diagnosis rates and a 5% improvement in follow-up engagement with the community.



- **Provided Technical Support to State Government for Special Screening Camps for Sickle Cell Anaemia:** We provided technical support to the state government during the sickle cell anaemia screening

campaign which included following up with districts regarding daily screening, portal update, availability of screening kit and drugs, HPLC testing and facilitating a task force meeting.

Increase in sickle cell anaemia screening during mega campaign - 1st June 23 to 19th June 23 (Number)



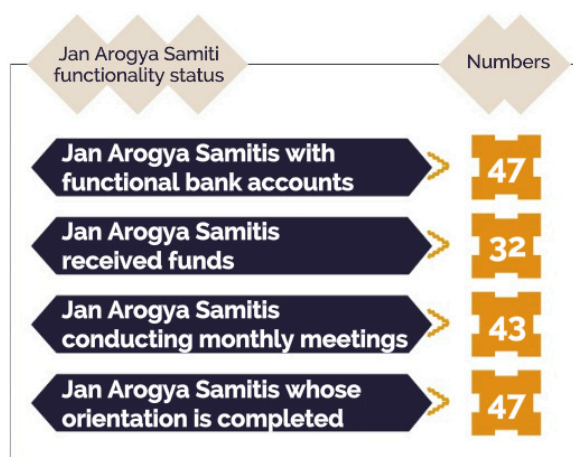
The Barwani district achieved the highest number of screenings (1,69,290) in the state during the intervention campaign.

Presently, Barwani has achieved a total of 2.13 lakh screenings for sickle cell anaemia. This achievement has elevated Barwani to the third rank out of 20 districts in screening – a significant improvement from its previous position of seventh among tribal districts. Notably, 6004 tribal individuals have been identified as carriers, while 1516 tribal individuals have been identified as sickle cell anaemia patients in Barwani District alone.



Strengthening of "Jan Arogya Samiti":

Providing support to strengthen the Jan Arogya Samitis in Jharkhand, Chhattisgarh and Madhya Pradesh, lead to improved community participation and ownership in health-related matters.



TRI led the training of more than 500 Jan Arogya Samiti members. During this orientation we developed the members' understanding of various aspects related to the functioning of Jan Arogya Samitis, such as fund utilization, community engagement, procedures and documentation, conducting meetings, organizing annual events, services provisions and managing finances. The community health officers were also trained on the functioning of JAS.



Primary Education



TRI is committed to holistic rural transformation of primary education. We envision transforming the educational landscape of rural India by fostering a culturally rich learning environment focused on 21st-century skills. TRI's education program promotes joyful and inclusive learning opportunities, supported by the Education Sector Council and women's collectives. We also align with the SDGs to improve rural primary education through strategic pathways in parent-child bonding, parent-teacher relationships, community-school connections, teacher capacity, and system strengthening.

TRI's interventions have led to significant improvements in government entitlements, learning environments and educational outcomes. In 96% of intervention schools, timely book distributions, hot mid-day meals, safe learning environments, sports facilities and

summer camps were implemented. A study by the Development Intelligence Unit highlighted active participation from committee members, parents and community leaders in 80% of the intervention villages.

Strategies and activities for Community's Shared Ownership and Governance

Community Ownership and Empowerment: TRI's strategy, rooted in community ownership, empowers women and girls in decision-making roles, ensuring diverse voices are integrated. Establishing mothers' clubs and child cabinets in schools, TRI has reached over 2,000 villages, developing 2,200 Education Change Vectors (ECV). These efforts connect 60,000 parents, School management Committee (SMC) members, PRIs, and teachers in capacity-building, ensuring broad participation in school development planning and gram sabhas. Documented planning

processes in 719 villages cover themes including education, with 686 villages reporting special Balsabhas for integrating educational issues.

Cohesive and Collaborative Communities: TRI engaged women's collectives in visioning broader program outreach. With 7,000 VO officials and ECVs capacitated, community-school connections were strengthened, creating inclusive learning environments. About 1,000 schools have event calendars organizing Balsabhas, child cabinets and parent meetings, celebrating events like Teachers' Day and sports festivals.

Decentralized Educational Planning: Collaborating with and gram panchayats, TRI enhanced decentralized educational planning in 1,200 schools. Around 1,600 villages now understand the roles of SMCs in school development plans.

Tribal Culture and Context in Learning: TRI incorporated local dialects and customs into education, recruiting local team members to strengthen community ties. Reading materials were collected in seven regional languages and "Khel Se Mel" activities generate TLM in local dialects. Community-created wall paintings and picture boards enhanced learning in 700 villages.

Quality in Teaching and Learning: TRI improves educational standards through well-trained teachers, modern methods, and active classroom interactions in 700 schools. About 1,500 teachers and CACs plus BERCs were trained in child-centred practices, creating safe, inclusive learning environments.

Learning Groups for Teachers and Students: TRI established 21 teacher resource centres in several blocks, holding regular meetings for teacher capacity building, benefiting around 600 teachers.

Technology-Aided Learning: TRI tested android-based learning platforms with 400

children in 40 villages, later expanding to 6,000 children in regional languages. This platform adapts to students' pace, aiding in text decoding and comprehension.

Off-Classroom Learning Support: TRI established 1,100 learning centres for 19,000 children and 600 home study corners. Learning and summer camps have supported 28,000 children from 700 villages.

Library Programs and Bal Melas: TRI initiated library programs in schools and learning centres, rotating books every 15 days with community help.

Additional Achievements: TRI facilitated the repair or building of boundary walls in 700 schools, transformed 170 schools into joyful learning spaces, reconnected 2,500 dropouts and created significant knowledge capital through blogs, seminars, webinars, and published reports. TRI has received recognition and support from various educational authorities and organizations.



Success Stories

Bringing Back the Learning Loop

Reflection on an Education Project in Kurdeg, Jharkhand

In the tribal-dominated Kurdeg block of Simdega District, Jharkhand, a transformative education initiative is rekindling hope among local communities. Payel, a mother of a nine-year-old girl, rejoices as her daughter, once hindered by COVID-induced learning gaps, now reads independently and engages in self-learning. For the first time, Payel attended a meeting with her child's teachers, a significant step facilitated by support from a community learning center.

Kurdeg, located 200 kilometers from Ranchi, houses Primitive Vulnerable Tribal Groups, with 73% of its population being tribal. The Transforming Rural India Foundation (TRIF) selected and trained community champions, known as Change Vectors, from these tribal backgrounds to engage in educational activities across 37 villages. With a three-day orientation, these Change Vectors embarked on a mission to improve education, supported by a regular monthly program.

TRIF's initiative began with perspective-building exercises in 37 village organizations. Approximately 40 community leaders were trained to collect school information, leading to a comprehensive survey of local schools. Discussions were held in all villages to address educational challenges and develop action plans. These efforts culminated in action plans for 36 schools across 31 villages, impacting 964 students.

Education became a communal concern, with local women collectives discussing issues like mid-day meals, infrastructure, student regularity, and self-learning environments at home. The establishment of 37 Community Learning Centers provided spaces for children to engage in both indoor and outdoor educational activities. This led to 117 previously dropout children returning to

school regularly. Facilitators at these centers developed unique structures and understandings of the learning process, creating replicable roadmaps for schools.

Parents gained a window into the collective learning process through participatory programs such as Balsabhas, School Management Committee (SMC) meetings, and parent-teacher meetings. These initiatives fostered joyful, activity-based learning environments in schools. Previously inactive SMCs were revitalized, focusing on improving school facilities and ensuring quality education.

Major Findings

Improved Reading Abilities: TRIF's work with 17 primary and upper primary schools revealed that 99% of the sampled students (n=727) improved their reading abilities.

Grade-Level Reading: Over 75% of children achieved grade-level reading proficiency.

Transition and Retention: There was a 100% transition from primary to upper primary schools and 100% retention, countering the 22% dropout trend at this transition stage in Kurdeg.

Academic Performance: Fourth-grade students showed significant improvement, particularly in Hindi and Mathematics, with the highest gains in Hindi due to enhanced language proficiency efforts.

This initiative's notable findings underscore the importance of community involvement in education, prompting policymakers to make informed decisions to enhance primary education in tribal areas.

Petlavad Initiative on Education (PIE) in Petlavad, Jhabua

The Transforming Rural India Foundation (TRIF), with support from FIRSTSOURCE, launched a comprehensive six-month primary education project in Petlavad block, Jhabua District, Madhya Pradesh, in April 2022. Aimed at re-engaging rural children in learning post-COVID, the project focused on improving attendance, parent-teacher relationships, community involvement, and teacher motivation.

Reaching 100% of the villages, the program implemented 80% of its planned activities. The initiative saturated all five clusters, covering 40 intervention villages with educational activities. Key activities included learning camps in 34 villages, 61 learning centers across 44 villages serving 1,632 children, and 801 study corners in 34 villages benefiting 896 children. Enrolment drives in 29 villages led to 31 rallies and identified 343 children for enrolment, with 337 subsequently enrolled in schools. Additionally, 996 boys and girls were connected to learning centers, with 40 centers still operational, catering to 569 children.



Key Components

Har Ghar Padhai (Study Corners at Each Home): In 31 villages, 801 in-house study corners were established, with 100% coverage in 13 villages. These corners fostered regular study habits for 368 children, improving study consistency and reading skills for about 500 children.

Balsabhas - Community-School Collaboration: In collaboration with the community, 46 Balsabhas were organized in 27 schools, engaging 1,403 boys and girls in poetry, storytelling, songs, bhajans, and sports. These activities boosted children's interest in school and positively impacted enrolment drives.

Enrolment Drive: Despite a delay due to elections, the enrolment drive achieved 100% enrolment in 22 villages and 98-98.5% enrolment in the remaining villages.

Education as a Collective Community Consciousness: Twelve community meetings involving 138 members and 18 School Management Committees (SMCs) discussed educational issues. Active participation of SMCs in 37 villages marked the beginning of academic sessions in government schools.

Dipstick Reflection

The initiative successfully reintegrated children into the learning loop. Preliminary results showed 70% of children tested scored well in reading simple words, and over 40% could read simple poems. These outcomes indicate that TRIF's approach is effective and, if sustained, could serve as a model for other regions in the country.

Embedding Gender Equity and Equality in TRI's Framework and Programs



TRI endeavours to integrate a gender transformative approach within its framework, programs, and institutional culture, aiming to improve the quality of life for deprived and excluded communities. This approach involves embedding gender, inclusion, and diversity into program design and implementation, along with building the capacity to critically analyse and incorporate data on gender.

Gender Transformative Approach in Program Design and Institutional Culture

TRI focuses on capacity building for staff on gender equality and equity, embedding these concepts into the organizational culture and human resource policies. Gender integration spans across themes like livelihoods, entrepreneurship, Panchayati Raj, and health,

with an emphasis on establishing institutional mechanisms in Self-Help Groups (SHGs) and their federations. TRI aims to strengthen systems through convergence with governmental and private stakeholders to address practical and strategic gender interests and needs.

Staff across CAL and PPIA have undergone capacity building to strengthen their understanding of gender concepts, frameworks for gender integration, and legal mechanisms such as the Prevention of Sexual Harassment (POSH). A gender facilitators program has been initiated, where selected staff are trained in gender concepts and integration, who then facilitate gender-based learning within their teams.

Developing Institutional Mechanisms for Gender Equity

TRI has developed institutional mechanisms across SHGs and their federations, establishing Nari Adhikar Kendras and Gender Resource Centres (GRCs) in Madhya Pradesh, Chhattisgarh, and Uttar Pradesh. Managed by Cluster Level Federations (CLFs), GRCs address issues like child marriages, education retention, and gender-based violence. These centres interlink with SHGs, social action committees, and gender forums at various levels. In MP and Chhattisgarh, cadres are trained for convergence with stakeholders such as Panchayats, Women and Child Development, legal services, and police. Legal training is provided with support from organizations like PLD, Majilis, Jansahas and Alli. In Uttar Pradesh, a GRC and gender cadre policy is being rolled out in 851 blocks, with 100 blocks planned for 2024-25. Chhattisgarh has established 19 GRCs and provided demonstration training for CLFs.

TRI integrates gender into entrepreneurship programming by training NAK and resource hub managers in the Accelerated Entrepreneurship Development Programme (AEDP). This program focuses on mobilizing women through CLFs, identifying women entrepreneurs, and addressing issues such as mobility, domestic responsibilities, financial linkages, market access, and family support. AEDP provides hand-holding support for business plan development and continuous virtual learning.

This gender-integrated approach has led to an increase in women entrepreneurs and their sustained growth, with many engaging as elected representatives and experiencing enhanced incomes and asset creation.



Governance

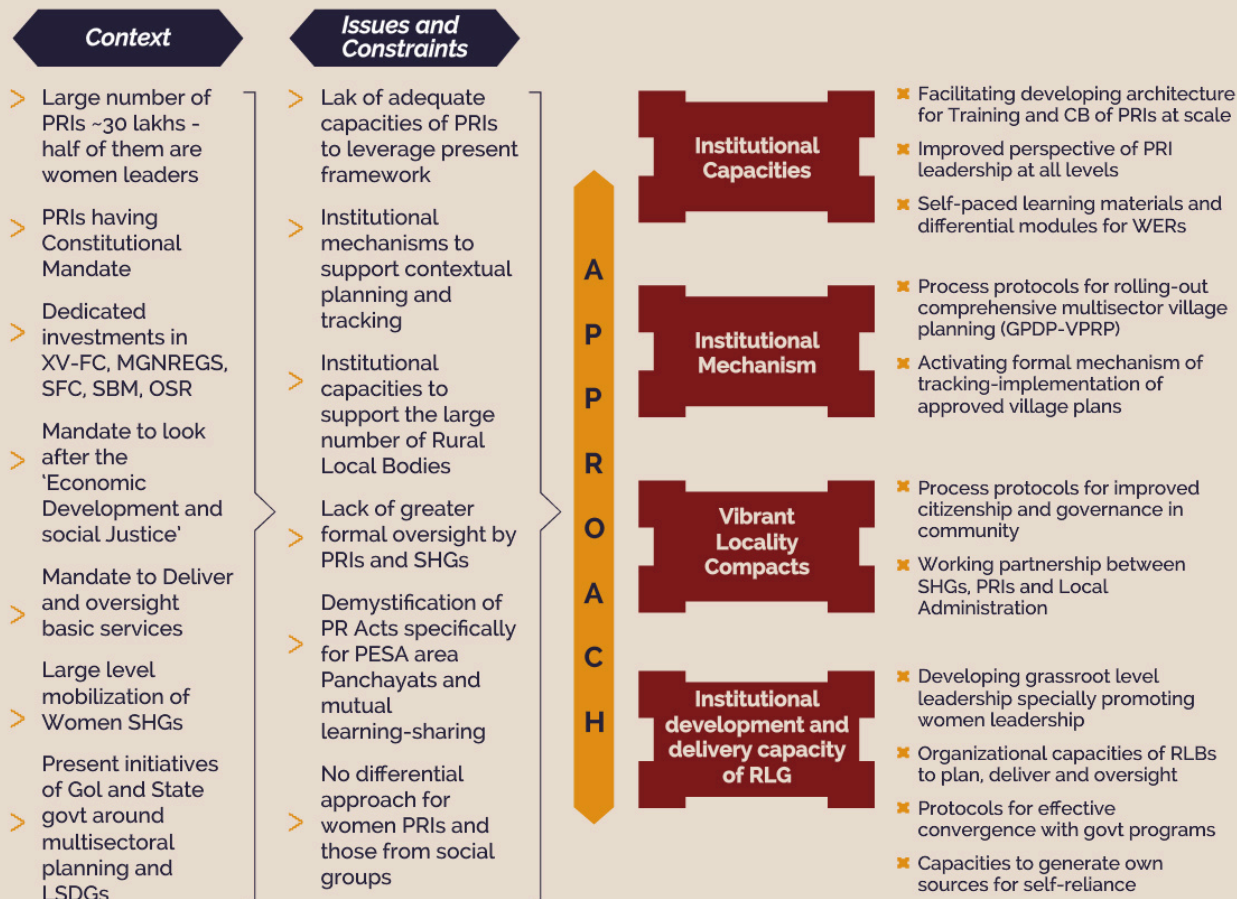


TRI's approach to governance is developing intuitional mechanisms and capacities at National and State level with active experimentation in Community Action Labs (CAL) to provide solutions around strengthening Rural Local Governments. This includes at one hand developing solutions for advancing the effectiveness of Local Self Governments as vehicles for socio-economic transformation and on the other hand developing institutional mechanisms and capacities to support in developing grassroot level leadership specifically the women leadership. The major processes involve encouraging deep community engagement, reinforcing local governance

mechanisms, and creating responsive public ecosystems while empowering communities to articulate their aspirations, enhancing the capacity of local institutions, and ensuring accountability in public service delivery. The strategy rests on building locality compacts where community institutions (CBOs) collaborate with local governance bodies (PRIs) to address public and private goods and services, creating an environment conducive to sustainable development and equitable growth. Focus for the year has been institutionalising process protocols for vibrant locality compacts and Capacity Building of PRIs-representatives for localization of SDGs.

Local Governance - Model

Strengthening Institutional mechanism and capacities at National and State levels with active experimentation in Community Action Labs (CAL) to provide solutions around strengthening Local Governance



Results and Outcomes

Localization of SDGs with saturation of Social Security Schemes and improved basic facilities and services with greater formal oversight from PRIs and SHGs

Year 2023-24 was a milestone year in our journey of strengthening local governance as we joined hands with national, State and local governments and provided technical support in order to create impacts around localisation of SDGs.

Key highlights of our works are as below

- **Close association with Ministry of Panchayati Raj, Government of India:** Closely associated with Ministry of Panchayati Raj with establishment of Strategy and Programme

Management Unit (SPMU) supported on the decentralised planning campaign while developing range of CB materials for the States and local governments around this. Advancement in training design and facilitation of respective State training institutes (SIRDs) with relevant materials to create a cadre of Master Trainers to provide CB support to local ERs – Chhattisgarh, Bihar, Uttar Pradesh, Assam have been covered.

- **Formal Arrangements with State Governments:** Established Strategy and Programme Management Units (SPMU) with State Panchayati Raj Departments (DoPR) in Chhattisgarh, Bihar, Madhya Pradesh and Jharkhand whereas partnership arrangement with Uttar Pradesh Panchayati Raj department. SPMU support with Institute of Rural Development (SIRD) Assam. Teams have been placed in Jharkhand and Chhattisgarh Health Departments, working with WCD and SRLM for integrating PRI and health-related activities. Formal notifications have been issued for the engagement of SHGs in the GPDP Process and the integration of health in GPDP in Chhattisgarh and Jharkhand.
- **Engagement with State Institutes for Rural Development:** Conducted the Advanced Program on Locality Development (APLD) in Assam for SIRD faculty members to share learning from project activities and develop cadre of Master Trainers. On the same pattern, training programs have been conducted for faculty members of Bihar, Chhattisgarh on various thematic aspects. Reviewed and supported the redesign of training modules for PRI members.
- **Digital Training Platform Development:** Developed self-paced certified courses for PRIs, hosted on the Ministry of Panchayati Raj's digital training portal. Created the Learning Management System (LMS) tool in collaboration with MoPR. Published video-based materials on GPDP preparation and LSDGs themes. Developed and uploaded a digital module on the

step-by-step process of uploading GPDP on the e-Gram Swaraj portal and Meri Panchayat app. Created suggestive booklets and leaflets on SDG themes endorsed by MoPR.

- **Decentralized Planning and Demonstrations:** Active experimentation with grassroot level decentralised planning helped us contextualising the framework led by Locality Compacts (PRI-CBO-LA) and get it institutionalised at various levels including national and state government levels. This process re-engineering resulted in high ownership of community and established it as a tool for deliberation and joint assessment towards benefits and budget realisations. Further, this year, we facilitated thematic GPDP plans with a special focus on health across demonstration blocks. Trained over 10,000 people, developed Master Trainers, and created a cadre of knowledgeable individuals across Madhya Pradesh, Jharkhand, Chhattisgarh, and Bihar. Trained 2500 ASHA workers in Jharkhand on integrating Village Health Plans (VHP) and GPDP. Expanded the analysis of GPDP plan quality to 153 GPs across 66 blocks in 61 districts spanning 24 states in 2023-24.
- **Expert consultations around strengthening Panchayati Raj:** TRI orchestrated high level consultations with experts and senior officials to strengthen Panchayati Raj provisions by identifying key provision that requires review and further deliberations. Three such consultations were done in Madhya Pradesh, Jharkhand and Chhattisgarh respectively and discussion paper prepared to have larger consultations around this.
- **TRI local governance cases presented at National Level:** Learning from TRI intervention areas around 'Good Governance' and 'Healthy Panchayat' initiative been presented in National Workshops organized by Ministry of Panchayati Raj (MoPR)



TRI Climate Action Engagement



In 2023, TRI started a flagship initiative in Chhattisgarh on demonstrating sustainable water security models through NREGA and NRLM Convergence: covering 5 districts and 5 blocks of the state. This initiative aims at creating a scalable model for addressing livelihoods for the poor by ensuring water security. The proposed project aims at facilitating government investments to significantly improve ground water and community wellbeing + goals. In the water conservation solution sector, the plan for FY 2023-24 successfully targeted 200 villages for water harvesting and conservation, achieving a water potential of 12.42 billion litres. This effort is set to expand in FY 2024-25 with a goal to encompass 300 villages and increase the water potential to 25 billion litres. The scale-up initiative has ambitiously taken on 1500 villages for Natural Resource Management (NRM) planning focusing on water security, with a projected conservation

of 80 billion litres of water. To support the initiative, the TRI teams in the district and blocks have done intensive Natural Resource Management planning in selected villages integrating GIS based systems. These systems to be further scaled up in the coming year for integrated planning and building state capacities to utilise these sources for improved efficiency and delivery of the program.

In the clean energy sector, FY24, the initiative successfully maintained its geographical coverage across one district while expanding its reach to three blocks and encompassing 37 hamlets. The electrification efforts were substantial, with 1,601 households benefiting from power access, positively impacting 6,721 lives. This was facilitated through a notable increase in solar infrastructure, with a total solar capacity of 378.23 kWp installed during the year.

Solution Sector	Program	Objective	States	District
Water Security	Demonstrating Sustainable water security models through NREGA and NRLM Convergence	This initiative aims at creating a scalable model for addressing livelihoods for the poor by ensuring water security. The proposed project aims at facilitating government investments to significantly improve ground water and community wellbeing + goals	Chhattisgarh	5 Districts
Carbon Sequestration/ Landscape Restoration	Restoring Land and Prosperity for People, Nature, and Climate in Central India	This initiative aims to create scalable models for addressing landscape restoration challenges in central India through facilitating convergence with public systems like MGNREGA	Madhya Pradesh, Chhattisgarh and Maharashtra	3 Districts
Clean Energy	The Green Switch initiative	To provide electricity to unelectrified homes and community spaces through renewable energy by adopting a community ownership model	Jharkhand	Simdega
Carbon Financing	Facilitating carbon finance to the smallholder farmer of Jharkhand	The objective is to integrate 100,000 smallholder farmers, who are also MGNREGA workers, with the global carbon markets, enabling them to benefit from carbon credits for a period of 20 years. In addition to harvesting mangoes, these farmers will also generate revenue through the accumulation and sale of carbon credits. This strategy aims to provide a dual income stream, enhancing the economic sustainability of their agricultural practices	Jharkhand	All Districts

TRI is engaged intensively in three states further mentioned in the report on landscape Restoration and improving government planning and allocation systems to increase demand and convergence of other departments for restoring land, people and nature. The core focus of the engagement in the last year was on MGNREGA.

- **Increased Demand in Labour Budget Planning for NRM:** In Madhya Pradesh, collaboration with WRI led to the development of VPRP, generating demand for over 24,629 landscape restoration works and securing a budget of INR 145 Crore focused on NRM. Chhattisgarh and Maharashtra also saw significant budget submissions for landscape restoration, approximately 293 Crores of plans in Maharashtra and 64 Crores in Chhattisgarh, reflecting an improved planning process and enhanced demand at the district level for climate actions.
- **Convergence with Government Departments:** TRI has established convergence frameworks with multiple departments like MGNREGA, Tribal, Agriculture, and Forest departments across the states. These frameworks support the resource envelope needed to back the landscape restoration plans and are pivotal in the integrated approach to sustainable landscape management.
- **Demonstration and Scaling of Projects:** TRI has set up demonstration sites in key districts of Chhattisgarh, Maharashtra and Madhya Pradesh, showcasing effective decentralized planning and watershed management. These demonstrations are planned to be scaled up in the following financial year, potentially enhancing landscape restoration efforts across broader areas. In Madhya Pradesh, the efforts are already getting results as the MPGEC has asked to submit plans to take up similar effort to 55 districts of Madhya Pradesh.

In the climate action programs of TRI, specifically in Chhattisgarh, Jharkhand and Maharashtra various technology introduction are done to improve the efficiency of the programs. The introduction of GIS-based

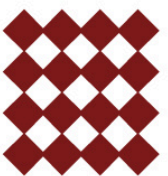
planning tools in Chhattisgarh and Maharashtra facilitated more accurate and effective landscape management plans. In Maharashtra, the use of Kobo Forms helped in collecting extensive community demands, showcasing an innovative approach to participatory planning.

In the Carbon Financing solution sector, the Intellecap -TRI- Rabobank program in Jharkhand aims to ensure the survival and maintenance of fruit tree and agro-forestry plantations established under the Birsa Harit Gram Yojana (BHGY) by connecting them to the global carbon market. This initiative is designed to provide additional income to the smallholder farmers of Jharkhand without requiring any investment from them or the government. By leveraging carbon credits, the program supports environmental sustainability and enhances the economic stability of local farmers by ensuring they receive fair compensation for their contributions to carbon sequestration, ultimately fostering a sustainable agricultural environment in the region. The objective is to integrate 100,000 smallholder farmers, who are also MGNREGA workers, with the global carbon markets, enabling them to benefit from carbon credits for a period of 20 years. In addition to harvesting mangoes, these farmers will also generate revenue through the accumulation and sale of carbon credits. This strategy aims to provide a dual income stream, enhancing the economic sustainability of their agricultural practices

TRI is forging new partnerships in the climate sector and linking agriculture, technology, and clean energy in India. Collaborating with the India Climate Collaborative and joining the India Agri Voltaic Alliance (IAA), TRI supports building scalable agri-photovoltaic models for small and marginalized farmers. Leveraging its extensive experience in rural sectors and integrative technology solutions, TRI is establishing a learning network for women farmers to connect with ecosystem service providers. The focus is on using public investments to pilot agri-photovoltaic systems tailored to the grassroots needs of small and marginalized women farmers. ♦♦♦



TRI Adjacencies



"Many Corners of Village Square" coffee table book and continuing with a second cohort of fellows dedicated to rural storytelling.

TRI's Societal Engagement towards catalysing Public Support and Compassion for Transformation of 'Stranded India'

Village Square (www.villagesquare.in)

Village Square blossomed into a vibrant hub, enhancing its digital footprint with captivating stories from rural India while hosting diverse events. Committed to uplifting rural narratives, the organization has broadened its impact through collaborations with civil society groups, fostering a more inclusive narrative of rural life.

The inaugural Village Square Fellowship program was a resounding success, producing the "Many Corners of Village Square" coffee table book and continuing with a second cohort of fellows dedicated to rural storytelling. Village Square also expanded its event offerings, including a notable session at New Delhi's Dilli Haat with filmmaker Muzaffar Ali on rural depictions in Indian media and concerts by regional music groups, drawing large crowds.

The annual Village Vibe Photo Competition was rescheduled to February to utilize the pleasant spring weather, culminating in an exhibition at Delhi's Sunder Nursery park and a concert by Meghalayan folk band Mookhuri, marking their debut in Delhi.

Furthermore, the organization conducted a communications training with 25 participants, including NGO representatives, led by experts like Pia Desia and Suman Shrivastava. The school immersion program was enhanced, deepening community ties with organizations like D.A and Jagori to further bridge the urban-rural divide.

Recently, Village Square successfully incubated and transitioned into a registered private limited company, a significant milestone in its journey to connect urbanites with the rich narratives of rural India, fostering understanding and connections.

Development Intelligence Unit, (www.developmentintelligenceunit.in/) Joint initiative of TRI and Sambodhi

Over the past year, the Development Intelligence Unit (DIU) has made meaningful progress in supporting data-driven insights and policy formulation for rural India. DIU's primary initiative, the Mission Antyodaya Survey Round 5, highlighted its capacity to handle extensive data collection and analysis. DIU worked diligently to design, field-test, and finalize the survey questionnaire. In collaboration with the National Informatics Centre (NIC), DIU developed a reliable data capturing application and validation protocols. Comprehensive training sessions were conducted for state Nodal officers and master trainers across all states and Union Territories. Through careful data validation and detailed analytics, DIU provided valuable insights for the Ministry of Rural Development.

The Rural Quality of Life Index 2.0 project provided a comprehensive measure of rural well-being, covering 69 district-level parameters across 715 rural districts. This index, available through DIU's dynamic dashboard, enabled objective benchmarking and policy analysis, helping inform decision-making processes.

DIU's work centered on public data analytics, thematic rural insights, and enhancing state capabilities. DIU supported Central Ministries by improving their statistical capabilities and embedding data fellows within state and district administrations.

Thematic surveys and frequent data collection efforts were crucial in addressing current rural challenges.

As a knowledge partner, DIU collaborated with governments, social enterprises, academia, and other organizations to provide data-driven insights and analysis. DIU's commitment to public data for the public good helped bridge important data gaps, contributing to a more informed rural development dialogue.

Leap Design (<https://www.leapdesign.org/>)

In 2023, the Transforming Rural India Foundation (TRI) initiated Leap, a catalyst entity aimed at enhancing design capabilities and tapping into the potential of existing networks to promote global well-being. Originating from collaborative efforts at Harvard T.H. Chan School of Public Health's Design Laboratory (D-Lab) and funded by the Bill and Melinda Gates Foundation, Leap seeks to integrate multidisciplinary methodologies developed in India.

Leap's inaugural year featured the establishment of five key Memorandums of Understanding (MOUs) with diverse organizations including the Capacity Building Commission, the Department of Health, and the Planning Commission of Chhattisgarh, Mindescapes, and the Indian Institute for Public Administration.

These partnerships are critical for Leap's growth, facilitating various initiatives, enhancing its partner network, and developing its advisory board.

Significant projects under Leap's banner involve innovative health delivery models in Chhattisgarh's tribal areas, support for governance in Jharkhand, and advising on inclusive rural development strategies. Educational efforts include training programs for senior bureaucrats across four ministries and international collaborations with institutions like the IIT Institute of Design and the Albert Einstein Hospital in Brazil.

Furthermore, Leap's leadership focuses on nurturing relationships with academic and professional bodies across India, including Flame University and the Indian Institute of Sustainable Development. It also engages in thought leadership with design firms and international entities, leveraging design for social transformation in both the U.S. and India. This comprehensive approach is supported by new funding from the Godrej Foundation, emphasizing Leap's pivotal role in rural economic development.





PPiA Praxis Residency programme (<https://www.ppiapraxis.in/>)

The Public Policy in Action (PPiA) Praxis Residency Programme, which embeds young professionals within government agencies, commenced with the inaugural cohort of 20 fellows in October 2021. This initiative enhances public administration by integrating fresh perspectives and skills into government settings to improve service delivery in resource-starved regions. The program marries academic rigor with practical experience, emphasizing qualitative and quantitative research methods, public policy, and leadership theories to foster innovative solutions and effective implementation.

Supported by nudge units for technical guidance and evidence generation units for policy impact assessments, the fellows completed a comprehensive three-week bootcamp covering critical academic concepts from adaptive leadership to sociology.

They also contribute academically through rigorous research and papers, addressing complex challenges in public service delivery. Monthly Praxis Seminars further enrich learning, featuring experts like Ms. Sarojini Ganju Thakur on gender in public policy and Professor Soledad Artiz Prillaman on democracy and administration.

This program not only promotes the professional and personal development of its participants but also aims to significantly improve the quality of life in rural areas. By fostering a robust understanding of governance and policy impact, the PPiA Praxis Residency Programme establishes a new paradigm for public administration in India, crucial for advancing transformative actions for rural India and enhancing societal well-being. A second cohort of 21 motivated change-makers is prepared to continue this transformative work, with their training starting in July 2024. ♦♦♦



Highlights from Key Projects



Project

Deepening Local Democracy in Madhya Pradesh [Azim Premji Foundation]

Progress

The project augments local governance and citizen engagement through a collaborative approach. Some significant results include 62% of elected representatives in Panchayats from community collectives, Gram Sabha participation increased to 85%, with women as 50% of participants in 73% of villages. All villages in the project implemented development plans with 80% of funds effectively used. The project also enhanced social security, achieving a 95% social security saturation across 31 villages.



Project

Supporting the State Governments for introduction to HPV Vaccination [supported by Defeat NCD and Teva Pharma]

Progress

In NCD Kiosks and 1,800 community based screening; 2.4 million women have been screened, following project-instituted protocols. 1,800+ health facilities have been equipped for cervical cancer screening; and frontline health professionals been trained in VIA and PAP smear tests augmenting early detection.



Project

Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simdega, Jharkhand [Tata Capital Ltd.]

Progress

Solar-powered new electrification expanded to 37 hamlets providing round-the-clock power to 2,250 households and enhancing local economic activities with installed capacity of 377.8 kWp. This is now one of the largest solar-powered power supply in off-grid villages in Jharkhand.



Project

Place-based local entrepreneurship and employability opportunities [Standard Chartered Bank]

Progress

Mobilising 6000 youths, provided career guidance to 3544, training to 5110, and financial support to 375 enterprises. 1400 youths got placed and 202 started their own enterprises.



Project

Public Policy in Action Fellowship [Axis Bank Foundation]

Progress

Placement of 20 ABF-PPiA Fellows in 10 Districts driving Development Outcomes in the District. Multiple innovations have been demonstrated across livelihoods, health and education domains. PPiA Fellowship provided techno-managerial support to district administrations for decentralized planning, effectuating DLCC and BLCC meetings and ensured the convergence of VPRP, GPDP, and MGNREGS to create large-scale livelihood assets for SHGs women. They prepared district and block action plans, conducted livelihood potential mapping using whole-of-government approach, and mobilized funds from CSR, PSUs, and tied and untied government scheme grants for innovative pilots such as the Palash Uttam Agro Processing Unit, SMART Anganwadi, EdTech solutions for government schools, and Facilities Assessment and gap filling for Health System Strengthening.



Project

Expanding "Women's Economic Empowerment" through Systems Change and Demonstrative Impact [Bill & Melinda Gates Foundation]

Progress

3 million women mobilised and achieved 25% increase in household income, with a business turnover of \$169.17 million. Approach demonstrated at scale integration of Village Prosperity & Resilience Plans with Gram Panchayat Development Plan. 124 Gender Resource Centres were established, giving access to redress Gender-Based-Violence (GBV), preferential access to Public procurement impacting women's agency, incomes and leveraging \$16.32 million for livelihood assets.



Project

Agriculture Livelihoods, Skilling and Enterprises in Jharkhand [HDFC-Parivartan]

Progress

627 acres of private cultivable area treated for soil and water conservation, 309 acres developed with high-density orchards, 31 solar lift irrigation units installed, 80 farm ponds constructed, 15 irrigation wells built, and 12 Farmer Field Schools established. Over 6500 farmers and 25 agri-entrepreneurs were trained, leading to increased productivity, income, and adoption of sustainable farming practices.



Project

Restoring Land and Prosperity for People, Nature, and Climate in Central India [World Resources Institute]

Progress

Initiated 24,629 landscape restoration projects in Madhya Pradesh, benefiting 409 Gram Panchayats with ₹145 Crore in Natural Resource funding. In Chhattisgarh and Maharashtra, the planning processes by government has been augmented with capacity building elements, integrating modern tools like GIS for better resource management and directing funds towards economic growth initiatives in agriculture and fisheries, impacting landscape restoration and livelihood enhancement.



Project

Dandakaranya Health Project [Teva Pharma]

Progress

Project worked to enhance maternal health and nutrition among tribal populations; working with public systems Iron Folic Acid tablet distribution increased by 5%, Calcium tablets by 6%, and antenatal check-ups improved by 7%. Hypertension management during pregnancy improved by 6%. Sickle cell anaemia awareness and screening was significantly upscaled with 1,69,290 screenings.



ANNUAL REPORT 2023-24



New Projects 2023-24



The plan aims to leverage Self-Help Group-based mobilization to accelerate growth, diversify livelihood activities, and boost women members' income by 30% through sustainable FPOs.

New Projects

Objective and Commitment

TRI is immensely grateful to the partners and donors for supporting our work.

Women Farmer Producer Organization (With Walmart Foundation): Engendering Food Supply Chains: the project is centered on establishing robust, women-only Farmer Producer Organizations (FPOs) to enhance visibility, identity, and resource access for women farmers. The plan aims to leverage Self-Help Group-based mobilization to accelerate growth, diversify livelihood activities, and boost women members' income by 30% through sustainable FPOs. Transform Rural India Foundation (TRI) commits to large-scale rural development by collaborating with government bodies like the Ministry of Rural Development to elevate the economic status of over 25 million marginalized women, aiming to significantly improve their income and overall living conditions.

Capacity Building of PRIs for Impacting SDGs at the Grassroots (With Bill and Melinda Gates Foundation): The project commits to establishing a robust, community-led accountability system, leveraging the strengths of local bodies in health, sanitation, water, and waste management to enhance health outcomes. It aims to develop protocols and systems enabling Panchayati Raj Institutions (PRIs) to actively plan and oversee health-related investments. This strategic initiative positions PRIs to lead efforts in improving primary healthcare access and infrastructure, fostering comprehensive community well-being at the grassroots level.

Youth Empower Bonds (With SIDBI CSR): Listed in the Social Stock Exchange, this initiative builds "Phygital hubs" that supports young entrepreneurs and job seekers, particularly in economically disadvantaged districts. These hubs will serve as one-stop shops for a variety of services, from ideation and training to finance and mentoring, effectively centralizing resources necessary for economic engagement and growth.

This comprehensive strategy aims to unlock potential economic opportunities for youth, aligning with both public and private sector investments to foster a conducive environment for sustainable economic growth. This project plans to outreach 10,000 youth in 2 districts.

Comprehensive Rural Entrepreneurship Program to address youth unemployment and distress migration (With SBI Foundation): The project aims to unlock economic opportunities for rural youth through digital and physical entrepreneurship hubs. Its innovation lies in a holistic approach to solving youth unemployment. This includes place-based saturation, designing solutions relevant to local contexts and aspirations; multi-stakeholder collaboration, integrating young people, public authorities, private sector, and non-profits; end-to-end services, providing comprehensive support beyond training; and enterprise facilitation hubs, offering one-stop access to business development services. The project targets 25,000 youth to enhance local employment, increase incomes, and reduce distress migration.

Sustainable Solutions for Water Security in India (with Hindustan Unilever Foundation): This project is designed to showcase sustainable water security models achieved through the convergence of the National Rural Employment Guarantee Act (NREGA) and the National Rural Livelihoods Mission (NRLM). By aligning these initiatives, we aim to enhance community water outcomes through the development of robust water infrastructure, extensive plantations for soil water conservation, and the promotion of water-resilient crops and responsible water management practices. Over a three-year period, the project is projected to significantly elevate the water potential by a total of 343 billion litres, increase agricultural production by 69,763 tons, generate 297 lakh person-days of employment, and boost income by ₹657 crores.

New spaces entered



District Development Strategy Unit with District Administration, Khunti: Transform Rural India (TRI) with DIU Analytics, has entered a strategic partnership with District Administration, Khunti, leveraging our expertise in strategic oversight, capacity enhancement, and stakeholder engagement. Our role is crucial in aligning the project with overarching rural development goals, enhancing local capacities, and ensuring effective resource management. We oversee rigorous monitoring and evaluation to measure impact, adjust strategies, and maintain stakeholder involvement. Through transparent reporting and accountable resource use, this partnership underscores TRI's commitment to driving sustainable development and empowering communities in rural areas.

Strengthening Rural Governance and SDG Localization in Assam: In our partnership with the State Institute of Panchayat & Rural Development in Assam, our focus is on enhancing the localization of Sustainable Development Goals (SDGs) and strengthening panchayat development indices. We provide technical assistance, strategic support, and capacity building to improve Gram Panchayat Development Plans and implementation systems. Our efforts include sharing resources and best

practices, institutionalizing locality development programs, supporting policy research, and offering professional support for system strengthening and data-driven governance, aimed at fostering multidimensional change in rural communities.

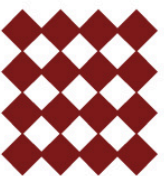


Step to take Natural farming to scale nationally: Transform Rural India (TRI) has facilitated a convergence between the Ministry of Agriculture & Farmer Welfare and the Ministry of Rural Development. An important outcome of this collaboration is the signing of a Memorandum of Understanding that engages Krishi Sakhis from the National Rural Livelihood Mission in various agricultural activities. These Krishi Sakhis will receive training in a certified module that includes Natural Farming, Organic Farming, and Soil Health, enhancing their capabilities and promoting sustainable agriculture practices. ♦♦♦





New Ideas Embarked



In a region traditionally dependent on subsistence farming, a rural economic growth centre stands as a pivot of transformation, can actively rewrite the economic narrative of the area.

Developing Rural Economic Growth Clusters- Pilot in Jonha

In TRI's successfully scaled models integrates the bazaar side of things in the transformation journey. This is an innovative approach in fuelling a rural economy with finely detailed sarkaar and bazaar. In a region traditionally dependent on subsistence farming, a rural economic growth centre stands as a pivot of transformation, can actively rewrite the economic narrative of the area. By harnessing local assets and energizing community participation, the cluster spearheads a development model that not only addresses immediate economic challenges but also builds a sustainable future.

This cluster operates on a foundation of community engagement and empowerment, with a strategic focus on youth and women—the keystones of rural resilience and growth. By implementing the Village Organization consolidation process, Jonha has been able to mobilize local stakeholders to participate actively in their development journey. This approach ensures that every initiative, whether in agriculture, entrepreneurship, or vocational training, is tailored to the unique needs and potentials of the community.

Key to rural economic growth cluster's strategy is the WOW Hub, a dynamic centre that provides training and resources for employability and business creation. This hub is not just a facility; it's a springboard for aspirations, equipping the youth with the skills necessary to transform their economic futures. Additionally, sustainable agricultural practices are introduced through schemes like the Birsa Harit Gram Yojana, turning underutilized lands into productive orchards and contributing to a diversified income for the households. Schemes like Didi Badi Yojna complements this by tackling nutritional challenges and creating health benefits that ripple through families and generations.

Rural economic growth cluster is not just changing the economic landscape; it's crafting a story of community transformation where increased incomes, enhanced well-being, and empowered individuals are just the beginning. This model of rural innovation presents a compelling blueprint for replication across similar geographies, promising not only growth but a sustained flourishing of the community.

Agrivoltaics Revolution in Rural India

TRI efforts which have led to community-managed solar-microgrids attracts to breeding ground for initiative the Agrivoltaics. This big bet idea aims to integrate solar energy production with sustainable agriculture practices across extensive agricultural lands. This innovative approach not only optimizes land use but also addresses the increasing energy demands by harnessing clean, renewable energy, while simultaneously enhancing agricultural productivity. Through targeted pilot projects, comprehensive training programs for local farmers, and strong policy advocacy, the initiative intends to secure community engagement and governmental support, ensuring economic stability and reducing environmental impact. By contributing significantly to India's renewable energy targets and improving livelihoods through dual revenue streams, agrivoltaics stands as a pivotal solution for energy and food security, promoting a sustainable and resilient rural economy.

Neighbourhoods of Care

Acknowledging that optimal outcomes require interventions to go beyond medical and clinical services to embrace the social and ecological dimensions that shape everyday life, The Neighbourhoods of Care explore the pathways translating the new vision, explore frameworks

to understand the underlying connectivity and new integrated approach founded on the belief that building strong, interconnected communities can significantly enhance people's quality of life and resilience.

The Neighbourhoods of Care aims at creating a mechanism for allowing health professionals, community organizations, caregivers, and residents to seemingly work together in care activities related to care seeking, receiving, providing, managing, and promoting is a paradigm shift for India.

"Neighbourhoods of Care" initiative is envisioned to revitalize rural healthcare ecosystems through localized, community-driven health services that improves health outcomes and overall quality of life in rural areas. This initiative leverages a scalable model of integrated care hubs, strategically located to serve marginalized rural communities. These hubs are not only care delivery points but also act as local health resource centres that provide a range of services from preventive care to chronic disease management. Each hub employs a blend of traditional healthcare practices and modern medical technology, including

telemedicine, to ensure comprehensive care is accessible even in the most remote areas.

Harit Bharat Fund- A initiative of World Resources Institute partnered with Transform Rural India

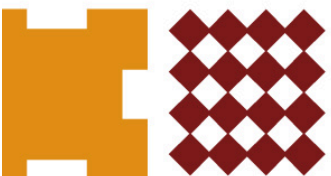
Harit Bharat Funds aims to support local Restoration Champions with capital and capacity-building assistance to scale up landscape restoration initiatives. This initiative aims to make sustainable economies by leveraging local knowledge and scientific expertise in restoration techniques like agroforestry and watershed management, thus contributing to climate goals and improving livelihoods and ecosystem health. TRI, with experience in scaling of interventions, particularly tried to support local organisations which can scale land restoration efforts using existing government systems and resources, therefore, scale of innovative efforts can be improved with the support. The first phase of Harit Bharat Fund was completed between September 2023 to February 2024 and led to supporting 15+ local organizations working on land restoration. ♦♦♦



ANNUAL REPORT 2023-24



Internal Organisation



The quinquennial review of TRI led to articulation of TRI Strategy 2025 and now to the new visual identity of TRI.

Our New Brand Identity

Our new brand identity represents our enduring commitment to the dignity and development of our rural communities, while communicating our influence and seriousness to our stakeholders.

The new brand identity is the culmination of internal discussions and those with various stakeholders. We received feedback, counsel and guidance. The quinquennial review of TRI led to articulation of TRI Strategy 2025 and now to the new visual identity of TRI. Our book, *Burgundy Joy*, communicates the distillation of TRI. It documents our radiant energy of productivity and taking charge. It gives reassurance and evokes our ambition to break the status quo, while offering compassion and empathy. *Burgundy joy* is a colour where you find an incredible amount of understanding. Our logo font is inspired by the serrated patterns of indigenous designs with the letters T, R, I purposefully crafted to remind us of our feminine side – the compassion of TRI's work and persona.

This visual identity captures the foundational intent of TRI to design and spur action for changing languishing localities into flourishing communities with vitality and equity. Since we began in 2016, every day has been full of learning and seeking. Like the human body whose cells are in a constant state of renewal, we also have renewed ourselves almost every day. We hope TRI's 7th year change of our visual identity will be a milestone of our constant quest of bettering ourselves.

This last year also saw a total revamp of our website TRI.in, which underscores our core message and new identity.

Reorganising Into Practices: Our "TRIfocal" approach is a comprehensive framework designed to transform rural communities by integrating community action, public policy and market mechanisms. This approach emphasizes a collaborative effort, leveraging the strengths of different stakeholders to create sustainable development. Our practices are organized into three areas: Community Action Labs (CAL), Public Policy in Action (PPiA) and Bending Markets for Flourishing Localities (BMFL).

Over the past year, we have developed these three practices in-house, ensuring a high standard of impact and effectiveness. We have been aiming to set conventions for each practice and ensure continuous professional development for our practitioners. Our designations reflect this commitment and expertise: associate practitioners, practitioners and senior practitioners.

TRI's Annual Staff Event – our TRI-Fluence:

Our annual TRI-Fluence is a strategic gathering of TRI employees that aims to reflect on past achievements and collaboratively shape TRI's future. It fosters collaboration among team members, celebrates the diversity of skills and perspectives within the organization and renews the team's commitment to TRI's mission of addressing multi-dimensional poverty. TRI-Fluence 2023, held in December, served as a platform for exchanging ideas, celebrating milestones and planning for upcoming challenges and opportunities.

Learning and Development (L&D) at TRI:

In response to the increasing need expressed by staff and leadership, TRI has placed a strong emphasis on capacity building for its team. Over the past eight years, our experiences have provided valuable insights into the challenges and strengths within our organization, allowing for a more objective assessment of our needs.

The purpose of capacity building at TRI includes deepening human and institutional competencies, acquiring relevant knowledge, attitudes and skills, and nurturing cross-learning among staff. In doing so we aim to ensure a uniform understanding of core knowledge, values and culture across the organization, while also improving motivation and support for our staff. These efforts are focused on helping the team achieve TRI's goals and objectives, while minimizing the inherent complexities of their work. Our L&D efforts builds new entrants, learners and concept leaders of TRI. This year we have inducted around 90 professionals with our enhanced L&D efforts.

Our Rating at Crisil: TRI has achieved the highest possible CRISIL Voluntary Organisation rating of "VO 1A." This esteemed rating reflects our steadfast commitment to transparency, accountability, and excellence in our endeavours to foster a more equitable society. This recognition reassures our donors and stakeholders of our competence and dedication in effecting sustainable change in rural India. It not only bolsters our credibility but also enhances donor confidence, paving the way for stronger partnerships and greater societal impact.

India Rural Colloquy 2023 | The Rural Renaissance

For the third year, TRI hosted the India Rural Colloquy, bringing together some of the biggest names in development and rural transformation – from those within government to leaders in businesses and civil society organizations.

The India Rural Colloquy 2023 explored the possibilities of India's "Rural Renaissance." As the country's rural society and economy take centre stage, addressing rural poverty

becomes paramount in building a more inclusive society.

That is what the colloquy was about – bringing peer-learning, networking and practical do-it-yourself ideas to big-bet development quests. The Rural Renaissance colloquy brought megatrends and trans-sector pathways to the forefront, melding practitioner insights across domains with academic, civil society, business and public sector expertise.

The 2023 colloquy was extra special too as it extended beyond India's capital with regional colloquies in Bhopal, Raipur and Ranchi. In this we heard what the people at the sharp end of rural development had to say – from practitioners to state officials and local sarpanch, many of whom also came to the Delhi colloquy to get their views and experiences heard in the capital.

The India Rural Colloquy's thought leadership brought people with a passion for building a more equitable society together – to share ideas, inspiration and partnerships to build a flourishing rural India. ♦♦♦





TRI in Media

As our work deepened there has been interest from media to cover village level work and also number of colleagues were invited to share TRI's views on range of topics concerning Rural India.

Some of the significant ones includes; Neeraja Nitin Kudimotri's oped piece for The Hindu, Javed Siddiqui's oped for the Times of India. Seema Bhaskaran, who leads our, Gender, Inclusion and Diversity Unit has been featured in several articles by the Indian Express, the Hindustan Times and was also one of the judges for the 4th Dainik Jagran Healthcare

Heroes Awards. Colleagues were quoted in national and regional media outlets as well as international publications.

Our Director of Farm Prosperity, Ashok Kumar's chapter in "Sustainable Soil Management: Beyond Food Production" published by Cambridge Scholars book has received critical acclaim.



Many of our senior leaders' thought pieces have been captured by the mainstream media outlets.

IndiaWorldElectionsSporte-Paper

2024

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Sustaining our earth and nourishing our bodies

PREMIUM

There is a need to develop a policy framework at the intersection of gender, climate, nutrition, and food value chains

Apr 23, 2024, 09:34 am | Updated 08:55 pm IST

NEERAJA PATNAYAK/MOTW

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POINT



Farmers in paddy field in the Gokula Ghat in Andhra Pradesh. (Photo Credit: The Hindu)

The women of a self-help group in Khamdoo village in Tanker district, Chhattisgarh have spared 10 decimals of land for multi-layer farming to mitigate land degradation and under nutrition and to secure round the year incomes. They created four layers: the root layer to grow radish and beetroot; the surface layer for leafy vegetables; an above-the-surface layer for brinjal and creopen (hotle ground and long beans). They also planted two papaya trees, which are yet to bear fruits. Apart from minimising disruptions to the soil ecosystem, the initiative started to generate an income for the group in two months with minimal input costs while promising nutritional security.

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HomeMarkets

Five firms raise ₹8 crore via social stock exchange listing

Updated: March 14, 2024, 09:11 PM

The National Stock Exchange's (NSE) Social Stock Exchange (SSE) platform listed two more NPOs on Thursday — Swami Vivekananda Youth Movement (SVYM) and Transform Rural India.

By R. VIKRAM BURELLI



The Social Stock Exchange of the NSE on Thursday celebrated the listing of five nonprofit organisations — Swami Vivekananda Youth Movement, Transform Rural India, Maiti, Dyalog Foundation and SSGS Charan Foundation. These NPOs together raised about ₹8 crore, which will be used for developmental projects in education, skill development, agriculture, livelihoods and women empowerment. Madhavi Patel Bhat (centre), Chairperson, SSX, flanked by Dr. H. Devasuvaraniam (left), Chairperson, Advisory Committee, SSX, SSX and Ashwini Bhargava (right), Whole Time Member, SEBI, Anand Kumar Chakravarti, MD & CEO of NSE, along with other key officials from NPOs.

The National Stock Exchange's (NSE) Social Stock Exchange (SSE) platform listed two more NPOs on Thursday — Swami Vivekananda Youth Movement (SVYM) and Transform Rural India — taking the total number of SSE listings to five.

Hindustan Times

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Monday, April 22, 2024 | New Delhi, 37°C

100 NEWS

Key updates: IMD issues red alert for Maharashtra, Odisha, Kerala; school shut. Published 7 mins ago

Sam 2024 Report: Health risks orders new diet for India. Updated 1 hour ago

Trump rally shatters Bharat Gauri, Tendon: PM's speech. Published 24 mins ago

BJP UP executive meets: Overconfidence fuelled by momentum in polls, says top. Updated 1 hour ago

What do women farmers need in this budget?

By Sneha Bhattacharya

Apr 22, 2024, 09:29 PM IST

The feminisation of agriculture, driven by the migration of rural women to urban centres, makes climate-resilient ecosystems a priority. Here's why



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Empowering women's health

By Sneha Bhattacharya

Apr 22, 2024



COVER STORY

EMPOWERING WOMEN'S HEALTH

Recognising women's health complexities demands a multifaceted approach to addressing rising cancer rates

As we celebrate Women's Day on March 8th, it is crucial to reflect on the unique healthcare challenges confronting women worldwide. Among these challenges, the rising prevalence of cancer stands as the number one threat to women's health and well-being.

And hence it is important to delve into the details of this pressing issue, uncovering the trends, challenges, and

the quint

Budget 2024 Will Hint Direction For India@100: Linking Rural India to Innovation

The challenge lies in navigating limited fiscal width of an interim budget to steer towards inclusive rapid growth.

ANISH KUMAR

Published: 29 Jun 2024, 2:44 PM IST

OPINION

4 mins read



72

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72/86

Home > Articles > Education > Is Rural India's Educational Transformation in Favour Of The Girl Child

Is rural India's educational transformation in favour of the girl child

Parents are increasingly advocating for advanced education, including technical and postgraduate degrees, for their daughters, writes Javed Siddiqui

Share

TNN | Modified November 03, 2023 08:00 AM



Rural India, deeply rooted in traditional norms, is experiencing a remarkable transformation. Women are emerging from their homes, becoming influential figures in panchayats, rural markets, and community structures. This shift, fuelled by social and economic mobility, marks a departure from the past. The State of Elementary Education in Rural India 2023 report by the Development Intelligence Unit is a testament to this change — a staggering 78% of parents in rural areas now aspire for their daughters to pursue graduate-level education. This shift represents a significant stride toward gender equality in rural India.

Latest Articles

- NEET MDS 2024 counselling registrations begin, details inside
- UPSC Prelims Rehearsal 2024 concluded, check details here
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- GATE 2025 to be conducted by 17 floors, exam website launched
- RWU admit card 2024 to be released on July 3; details here
- NEET PG new exam date likely to be released today, here are the details

EducationTIMES

India is halfway there towards enabling female political leadership. What next?

By André Nogueira, Jitendra Pandit

Apr 14, 2024 04:59 PM IST

To see authentic female leadership, men need to do the work and ask themselves some hard questions, so women can truly change systems designed for men by men



Pursuing the question of what authentic female leadership looks like, and needs, will ensure moving towards democratising power structures and designing new systems for transformative action.(PTI)



10

Blog: Can Rural Health Investments in India Empower Women To Shape Their Own Destinies?

As India navigates a period of rapid change, rural women stand at the forefront, integrating tradition with modern medical practices.



Rural healthcare systems in India have long been a subject of debate. While progress has been made, challenges remain. Investing in rural health is not just about providing medical services; it's about empowering women to take control of their own health and the health of their families. This involves addressing barriers like lack of access, affordability, and cultural norms. By focusing on women's health, we can create a ripple effect that improves the overall well-being of rural communities.

businessline.

Companies Markets Politics India Business News

Despite legislative progress, gender issues still on margins: Experts

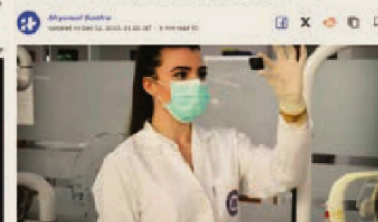
"There is a need for political parties to prioritise gender equality issues, not merely to appease voters but as integral components of their core agenda"



As the nation gears up for the Lok Sabha polls, the question surrounding women's issues has gained renewed relevance. While the government has made significant strides in enacting laws, experts argue that the real test will come when these laws are implemented. The challenge lies in ensuring that the benefits of these laws reach the grassroots and that women are not merely passive recipients but active participants in the process.

Opinion: Innovation In Healthcare Can Help Rural India Meet Its Universal Health Coverage Goals

Equity, a man in his mid-thirties and a father of two girls who currently live in a 'Chirpa', outside the town of Bhatnagar. He had spent three sleepless nights in the overcrowded compartment of a train to travel back home in a hurry. This predicament was due to a health emergency. ... Read more



Equity, a man in his mid-thirties and a father of two girls who currently live in a 'Chirpa', outside the town of Bhatnagar. He had spent three sleepless nights in the overcrowded compartment of a train to travel back home in a hurry. This predicament was due to a health emergency being faced by his wife. She had consulted the local quack for a persistent issue and then under the medical health and Wellness Centre, where the Community Health Officer suspected cervical cancer, and advised her to seek care at a higher facility.

Teach a Man to Fish: How Entrepreneurship Can Be A Solution for Youth Unemployment

By Nandini Singh and Nandini Singh, 10th Nov 2023



India, poised on the cusp of economic transformation, faces a critical challenge: its burgeoning youth population is entering the workforce at a rate that far exceeds the growth of jobs. The unemployment rate of India youth is aged between 15 and 24 is as high as 21.8% according to the latest ILO report. This report is a grim reminder of the urgent need for innovative solutions to harness the potential of India's young demographic. Investing in sustainable economic development and a strategic focus on the Sustainable Development Goals (SDGs) offering youth entrepreneurship emerges as a key strategy in addressing this challenge, with additional emphasis on providing entrepreneurship in rural areas.

Community Spirit Is Key to Tackling Violence Against Women in India's Villages

With the domestic violence, NCRB's reports women aged 15 to 49 years experience 20.3% of domestic violence in India



Gender-based violence (GBV) or violence against women and girls (VAWG) is a global pandemic that affects one in three women in their lifetime. COVID-19 has worsened the situation in rural villages. Barred closed doors and isolated homes, women face oppression and abuse, their voices silenced by fear and deeply entrenched power dynamics.

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Awards and Recognition



Satyaki Ganguly



TSU at Department of Scheduled Tribe, Scheduled Caste, Minority and Backward Class Welfare



Letter of Appreciation received for Training of Trainers on Forest Rights Act.



Karimuddin Malik



Public Policy in Action, Jharkhand



Letter of Appreciation received for effectively implementing development schemes in the most LWE-affected districts of Jharkhand.

**Letter of Appreciation received by Public Policy in Action Fellow
from their District Administrations**



Ramesh Kumar

Gumla



Sonali Layek

Latehar



Venkatesh

Saraikela-Kharswan



Abhijeet Kumar

West Singhbhum



Pallav Jain

West Singhbhum



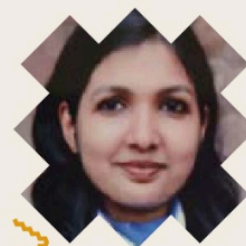
Amita Yadav

Khunti



Ram Kumar

Garhwa



Shweta Verma

Ramgarh



Bhavesh Rajpurohit

Ramgarh



Saurav Kumar

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Benson & Mather*



Mr Anirban Ghose
Co-Lead



Mr Anish Kumar
Co-Lead

Abbreviations

AAM > Ayushman Arogya Mandir

ASHA > Accredited Social Health Activist

ACORN > Agroforestry CRUs for the Organic Restoration of Nature

AEDP > Accelerated Entrepreneurship Development Programme

AEs > Agriculture Entrepreneurs

ANMs > Auxiliary Nurse Midwife

APLD > Advanced Program on Locality Development

ASHA > Accredited Social Health Activists

BEES > Bharat Rural Enterprise Enabler Support

BH > Bihar

BHGY > Birsa Harit Gram Yojana

BLCC > Block Level Convergence Committees

BMFL > Bending Markets for Flourishing Localities

BTC > Bodoland Territorial Council

BTR > Bodoland Territorial Region

CAL > Community Action Labs

CB > Capacity Building

CBOs > Community-Based Organizations

CFRs > Community Forest Rights

CG > Chhattisgarh

CG&C > Career Guidance and Counselling

CHC > Community Health Centres

CLFs > Cluster Level Federations

CLF-VOs > Cluster Level Federations-Village Organisations

CMEGP > Chief Minister's Employment Guarantee Programme

CMTCs > Community Management and Training Centres

CRISIL > Credit Rating Information Services of India Limited

CRPs > Community Resource Persons

CSR > Corporate Social Responsibility

DBT > Direct Benefit Transfer

DIU > Development Intelligence Unit

DLCC > District Level Convergence Committees

DLPM > District Livelihood Potential Mapping

DMFT > District Mineral Fund Trust

DSP > District Strategic Plan

ECV > Education Change Vectors

EFHs > Enterprise Facilitation
Youth Hubs

ELP > Equity Leadership Programs

FDRVC > Foundation for Development
of Rural Value Chains

FLWs > Frontline Workers

FPOs > Farmer Producer
OrganizationsGDI > Global Development
IncubatorGIS > Geographic Information
SystemGOYN > Global Opportunity Youth
NetworkGPDP > Gram Panchayat
Development Plan

GRCs > Gender Resource Centres

GBV > Gender Based Violence

HPLC > High-Performance Liquid
Chromatography

HWC > Health & Wellness Centre

HWCs > Health & Wellness Centre

IAA > India Agri Voltaic Alliance

IFRs > Individual Forest Rights

IMAGOGG > IMAGO Global Grassroots

INRM > Integrated Natural Resource
ManagementJAM > Jandhan Yojana, Aadhar,
and Mobile

JAS > Jan Arogya Samiti

JH > Jharkhand

JSLPS > Jharkhand State livelihood
Promotion SocietyKIIT > Kalinga Institute of Industrial
Technology

Kwp > Kilowatt peak

LA > Local Administration

L&D > Learning and Development

LEILA > Low External Intensity
Livelihood ActionsLMS > Learning Management
SystemMGNREGA > Mahatma Gandhi National
Rural Employment
Guarantee ActMGNREGS > Mahatma Gandhi National
Rural Employment
Guarantee Scheme

MH > Maharashtra

MHA > Ministry of Home Affairs

MoAFW > Ministry of Agriculture & Farmers Welfare

MoPR > Ministry of Panchayati Raj

MoRD > Ministry of Rural Development

MOUs > Memorandums of Understanding

MP > Madhya Pradesh

MSP > Minimum Support Price

NABARD > National Bank for Agriculture and Rural Development

NAK > Nari Adhikar Kendra

NCD > Non-Communicable Disease

NIC > National Informatics Centre

NREGA > National Rural Employment Guarantee Act

NRLM > National Rural Livelihoods Mission

NRM > Natural Resource Management

ODOP > One District One Product

OSC > One Stop Centres

OSR > Open Source Routing

PHC > Primary Health Centres

PMEGP > Prime Minister's Employment Generation Programme

PMFME > Prime Minister Formalisation of Micro Food Enterprises

PMJJBY > Pradhan Mantri Jeevan Jyoti Bima Yojana

PMSBY > Pradhan Mantri Suraksha Bima Yojana

POSH > Prevention of Sexual Harassment

PPiA > Public Policy in Action

PRI > Panchayati Raj Institutions

PRIs > Panchayati Raj Institutions

RD-NREGS > Rural Development - National Rural Employment Guarantee Scheme

RD-SRLM > Rural Development - State Rural Livelihoods Mission

RIPA > Rural Industrial Parks

RLG > Rural Local Governance

RSETI > Rural Development and Self Employment Training Institute

SBM > Swachh Bharat Mission

SC > Scheduled Caste

SDGs > Sustainable Development Goals

SFC > State Financial Commission

SHGs > Self-Help Groups

SLSA > State Legal Services Authority

SLT > Senior Leadership Team

SMC > School management Committee

SPMU > Strategy and Program Management Unit

SPSU > Strategic Programme Support Unit

ST > Scheduled Tribe

TRI > Transform Rural India

UP > Uttar Pradesh

UPSRLM > UP's State Rural Livelihood Mission

VHP > Village Health Plan

VHSNCs > Village Health Sanitation and Nutrition Committees

VO > Village Organisation

VPRP > Village Prosperity and Resilience Plan

WCD > Women & Child Development

W-FPO > Women-Farmers Producers Organisation

WOW > Windows to Opportunity World

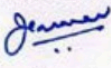
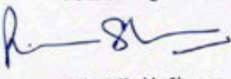
WRI > World Resources Centre

XV-FC > 15th Finance Commission

YAG > Youth Advisory Groups



Audited Financials 2023-24

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Balance Sheet as on March 31, 2024				
Particulars		Note No.	March 31, 2024 (Rs. in Lakhs)	March 31, 2023 (Rs. in Lakhs)
I EQUITY AND LIABILITIES				
1 Shareholder's Funds				
(a) Reserves and Surplus		3	178.66	134.33
(b) Corpus Fund		3A	51.20	50.20
			229.86	184.53
2 Non Current Liabilities				
(a) Other Long Term Liabilities		4	180.85	109.69
(b) Long Term Provision		4A	98.11	56.15
			278.96	165.84
3 Current Liabilities				
(a) Trade Payables :-				
(A) total outstanding dues of micro enterprises and small enterprises; and		5	0.78	6.78
(B) total outstanding dues of creditors other than micro enterprises and small enterprises		5	95.19	122.39
(b) Other Current Liabilities		6	4,487.08	3,462.57
(c) Short Term Provision		6A	2.09	1.36
			4,585.14	3,593.10
TOTAL			5,093.96	3,943.47
II ASSETS				
1 Non Current Assets				
(a) Property, Plant and Equipment		7	180.85	109.69
Property, Plant and Equipment		8	35.55	22.73
(b) Long Term Loans and Advances		8A	51.20	50.20
(c) Other Non-current Assets			267.60	182.62
2 Current Assets				
(a) Cash and Cash Equivalents		9	4,726.80	3,695.09
(b) Short Term Loans and Advances		10	99.56	65.76
			4,826.36	3,760.85
TOTAL			5,093.96	3,943.47
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			For and on behalf of the Board of Transforming Rural India Foundation	
 Jayesh Parmar Partner			 Rashmi Shukla Sharma Director DIN 09665148	
 Mumbai Date: June 03, 2024			 New Delhi Date: June 03, 2024	

Transforming Rural India Foundation
Company Limited by Guarantee and not having Share Capital
Statement of Income and Expenditure for the period ended March 31, 2024

Particulars	Note No.	For the year ended March 31, 2024 (Rs. in Lakhs)	For the Year ended March 31, 2023 (Rs. in Lakhs)
I INCOME			
(a) Grant / Donation Received	11	8,227.49	7,027.33
(b) Consultancy and Other Income	12	125.54	102.79
Total income		8,353.03	7,130.12
II EXPENSES			
(a) Grant Expenses and Programme Expenses	13	7,713.89	6,617.61
(b) Employee Benefit Expenses	14	258.88	190.21
(c) Other Expenses	15	265.25	220.14
(d) Depreciation	7	70.68	64.14
Total expenses		8,308.70	7,092.10
III Excess of Income over Expenditure before tax		44.33	38.02
IV Tax expense		-	-
V Excess of Income over Expenditure for the year		44.33	38.02

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

Jayesh Parmar
Partner

Mumbai
Date: June 03, 2024



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

Rashmi Shukla Sharma
Director
DIN 09665148

New Delhi
Date: June 03, 2024

Anish Kumar
Director
DIN 02599705



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