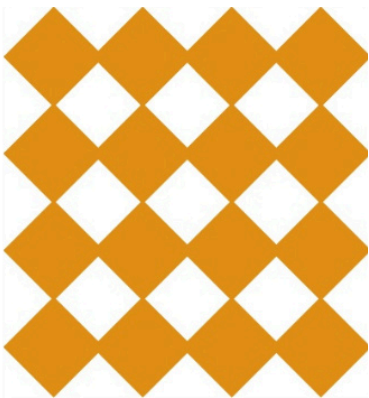


Designed for Impact. Driven with Dignity.



**Annual Report
2022-23**

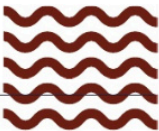




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Chairperson Message

*To our
well-wishers
and
stakeholders
in transforming
"rural"*



Friends,

Whew!
2022-23 was a whirlwind
year.

Your support and
expectations drove us to
constantly better ourselves
and deliver results -
expanding opportunities for
rural India.



This year, our focus was on
institutional strengthening -
building systems and
processes, consolidating
initiatives, and defining our
narrative. As we grow we will
retain our start-up energy and
yearning for challenges.

This report details our hits and
misses, and our learnings over
the last year. Apart from the
progress, we would also like to
share what TRI is planning, a
peek into the pivots for the
coming year.

We are often asked "What do
you do?" A reasonable question
given the number of things we
do (sometimes beyond our
starting capacity and
competency). We hope this
report sheds some clarity on
this question and how we
address the competency. We
welcome all feedback on what
more (or less) you would have
liked for us to do, reflect and
learn.

While we are learning to define
our What, a more pressing
question that needs articulation
is our Why. If we look beyond
subjective morality, justice,
inequality; the fact is that the

biggest societal chasm in India today is the rural-urban divide. It is further intensified by the intersectionality of economy, gender, caste; this divide is what TRI seeks to address. Our shared quest is ensuring opportunities for all.

Our purpose, or why we do what we do, is to democratise development. Because India's future and ambitions rest on how well transformation of opportunities in rural happens.

The How of democratised development

Today, most of the accepted evidence on impact is through arrowed interventions, silver bullets, sectoral programs. At TRI we believe the transformation of 'languishing localities' into 'flourishing localities' can only happen through Regenerative Development. Evidence and experiences of organised development efforts of last 76 years in India and global best practices inter alia affirm development needs to be:

1. Localised (where people live)
2. Self-determined and self-driven by local leadership and their aspirations (metis and skin in the game)
3. Integrated approach of Samaaj (community), Sarkaar (government) and Bazaar (markets).

This is the foundation for a quality of life that is healthy, well-nourished, educated and economically productive.

What does Regenerative Development look like on the ground?

It is about building a strong and resilient gender-just community, with voice, action, and leadership in development governance. It means investing in local capacities, local institutions, local businesses, and entrepreneurs to meet their aspirations and spur economic growth. It means investing in infrastructure and public services that provide basic needs. It involves building partnerships with the private ecosystem for innovation and growth.

TRI's realisation and distillation of working approach to this not so 'secret sauce' for development gives us the required confidence. We could not have done this without your continuing trust in us.

Recent developments in the political economy provide many tailwinds to a whole of society approach with the interplay of Bazaar, Samaaj and Sarkaar, in the many sessions at the India Rural Colloquy 2022 thought leaders validated this premise. This trifocal

approach while daunting is crucial to development because India is both poor and young. The state capacity impacts the lives of the poor disproportionately. It is constitutionally mandated to ensure social and economic justice. Our engagement with the government is shaped by our faith in the democratic compact between citizens and state. On the other hand, markets are grounds for expression of talent, energy, innovation or as Joseph Schumpeter puts "creative destruction". We expanded our work in the employability and entrepreneurship space, specifically targeted at rural youth.

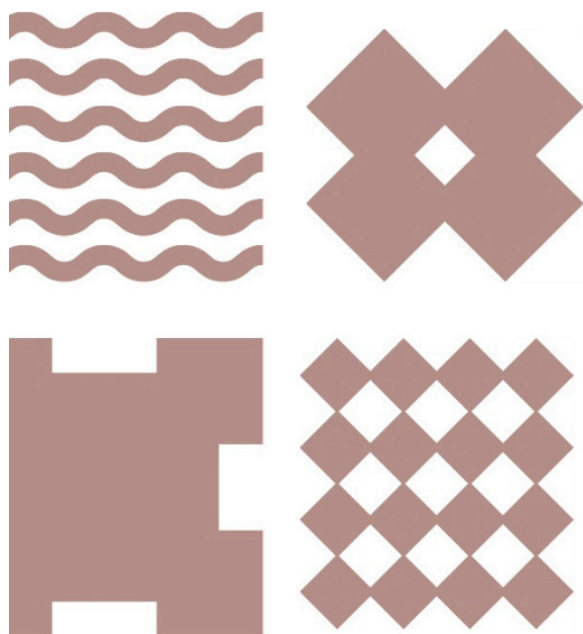
Last year we got an opportunity with Union and State Ministries of Panchayati Raj and Rural Development to contribute our learning and model of synergistic framework of village development planning and implementation from the "locality development" work in Deepening Democracy and Mission Antyodaya projects. These learnings were put together as the 'Advanced Programme on Locality Development' a joint offering with the Development Management Institute for government officials leading Gram Panchayat Development in States and Districts.

Our engagement with government got further deepened with 'Design for Public Leadership' program co-developed and offered jointly with Capacity Building Commission; Indian Institute of Public Administration in partnership with Harvard University's Design Lab. The program offered to senior officials in the Union Ministries of Agriculture, Labour & Employment, Skill Development and Enterprises and Fisheries included a sprint on design frameworks to explore de-silofication within the government with

citizen-first programmes. We remain deeply committed to connecting with rural communities and engaging with wider society. Through our initiatives, Village Square, Development Intelligence Unit, and Public Policy in Action Fellowship; we continue to engage with the urban young, policy framers and the well-endowed to share our insights and bring issues from and of those on the margins. We believe this is a critical long-term bet on building a society with opportunities for all.

We are grateful to our partners from the civil society, academia, and donors to validate our efforts. You make it possible to challenge the dominant narrative on rural escape as we seek to build flourishing villages.

Dr Sanjiv Phansalkar



The Regenerative Development Manifesto

India, today, is at a crossroad; an inflection point of growth that coexists with 'Stranded India'. Stranded India comprises the bottom 100,000 villages, languishing localities that are home to the world's largest concentration of multi-dimensional poor.

At TRI, we stand committed towards building a shared future of progress, and dignity for all. We believe the future of development is localised, self-determined and sustainable. It is a future where languishing localities are transformed into thriving, vibrant localities for people to live and belong. TRI is on a mission to democratise development.

We believe that communities have the power to shape their own progress. They have the ability to overcome structural barriers in their pursuit of dignity and escaping poverty. This progress is sustainable only when driven by the needs and aspirations of the people. This is why we are committed working with communities in every step of the process - from identifying priorities to leading the interventions. The spirit of "can-do-ness" guides all our work, stimulating communities to address and overcome barriers that restrict access to new knowledge or adoption of evidenced practices.

We believe Regenerative Development can lead to a quality of life experience for everyone - a life that is healthy, well-nourished, educated and economically productive. It involves a strong and resilient gender-just community with voice, action and leadership. It means investing in local capacities, local institutions, local businesses and entrepreneurs to meet their aspirations, and spur economic growth. It means building infrastructure and public services to provide basic needs. It means nurturing equitable partnerships with the private ecosystem of innovation and growth.

We envision a future where everyone can live in dignity and security, free from poverty and inequality. And we are committed to creating this future where everyone has access to opportunities and resources to reach their full potential. This is the vision of Thoughtful Tarakki, a path to progress that prioritises the well-being of people and the places they belong to.



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The TRI Journey



2019

Scale: DAY-National Rural Livelihoods Mission Partnership

Economic Development Solutions

- Public Systems Strengthening in UP SRLM: Technology Enabled Efficiency Intervention, Human Resource Development particularly frontline government staff
- Engagement for national impact: NRLM and SRLMs; systemic introduction of community-led strategies for livelihoods development, women SHG (Self-Help Group) led health & nutrition interventions within NRLM Programme
- Introducing Technology Solutions for Interventions at Scale: Massive Open Online Course for Cluster Federations, Business Plan Development
- New Initiatives on Prosperity: Incubated Special Purpose Vehicle in partnership with Ministry of Rural Development on Value Chains (Foundation of Development of Rural Value Chains), Prototype pilot of Millionaire Farmer Development Programme (MFDP), Farmer Technology Centre
- Youth as demographic segment: Employability and Mini & Nano Rural Business (MNRB)

2018

PIVOTING: Mission Antyodaya Pilots with MPSRLM

Public Systems Strengthening: Transformation of Aspirational Districts in 35 LWE (Left Wing Extremism) Affected Districts

- Scale-up of CBO-PRI Prototype in 9 Blocks of Madhya Pradesh
- Shift to quasi-government organised community organisations - model for "Deep Community Engagement", leverage development synergy with government deployment of human resources and public investments
- Nudge Unit: Transformation of Aspirational District Programme implementation support in 35 LWE districts
- Integrating learning with national programmes: Mission Antyodaya, Aspirational Districts.



Focus: Our North Star

Six years ago, we met Punita Oraon in Teleya village of Gumla district in Jharkhand. Since then, there is one radiant vision guiding all our efforts to transform opportunities for localities and communities. This North Star constantly pushes us to innovate, pivot and create productive learning environment in quest for village transformation. Our core competencies in systems, design, and people, along with our underlying values of effectiveness, empathy, and energy, drives us as our calling. Beyond work this is our Mission.

As a systems design organisation, our focus has always been on scale change and system transformation, right from the beginning.

We approach our work with humility, seeing ourselves as a curveball, defining community impact first and foremost. We recognize our strengths and vulnerabilities and strive to give our best in everything we do. Our success is entirely attributed to the power of communities and our phenomenal team, particularly the frontline colleagues. Colleagues work tirelessly, both individually and as a team, with communities inspiring in their quest to overcome poverty and build a better future for their children. The world of development engagement is complex, with various externalities and shifting priorities of government and development finance

agencies including philanthropy. Evidence of impact beyond the immediacy of our interventions is essential for ongoing success, and this requires a great team of people with can-do attitude, integrity, competencies, and high standards of professional excellence.

From the beginning, building technology spine, infrastructure to support communities and their institutions has been a crucial part of our work. Despite limited resources, we have developed solutions with our partners that make have made significant impact at scale. This report provides a high-level view into our efforts, the reach and impact these applications have had.

Urgency of task drives us to move forward, sometimes not easily visible as unidirectional and unifying, and always aligned with our North Star. The TRI Annual Report 2023, while affirmative, also provides you with glimpses of the opportunities created and the failures, our learning experiences.

We know your wish for us is to succeed and succeed well. We value all the support, guidance, and critical feedback that you provide on this journey.



This North Star constantly pushes us to innovate, pivot and create productive learning environment in quest for village transformation.



Chapter 1

TRIfocal approach



TRI-focal Approach: High Growth in “Complex Self-adaptive Systems”

Our approach involves fostering synergistic relationships between the State, Private Sector, and Communities. It focuses on improving existing connections and establishing new ones, aiming for systemic changes that create an enabling environment for large-scale community-centred transformation.

Communities' own initiative and aspiration is central to process of "transformation", of building flourishing localities.

The strategy rests on three pillars:

Locality Compacts: Collaboration between community institutions, local governance structures, and frontline public service delivery architecture, bringing together complementary competencies and linkages across Bazaar, Samaaj, Sarkaar (BSS).

Engaging with and creating a responsive public ecosystem

Attracting market players to co-locate and provide goods and services, ensuring fair participation of rural households in larger markets and attracting investment into the rural economy.

The TRI Way

Multi-dimensional change through localised action and stimulating public and private ecosystems

The TRI Way builds on intersectional linkages and interdependence of multiple development indicators. It focuses on localised action, which centres around women's empowerment and strengthened local governance. This approach helps lift families and individuals out of poverty, and also significantly improves area or population level development indicators. This comprehensive approach involves unlocking community power, engaging markets, and establishing effective public systems.

We believe that neither integrated development of an isolated village or two nor vertical development confined to a single sphere of life can achieve the desired goal of making villages places of equal life opportunities.



*It focuses on localised action, which centres around **women's empowerment** and strengthened local governance.*

Why is this important?

By 2047, India will remain largely rural. Rural India fares far worse than the national average on almost every development indicator. Higher poverty rates, lower primary school enrolment and retention rates, increased malnutrition rates, and greater discrimination against women and marginalised sections of society. Comparatively, villages have inadequate public amenities and are bereft of similar opportunities available to urban Indians. Extensive research and documentation have highlighted the widespread aspiration to leave villages due to the glaring urban-rural opportunity divide. This divide, affecting a substantial population, is morally reprehensible and poses social, economic and ecological sustainability concerns.

Realising our ambitions of becoming a high-income country and achieving the Sustainable Development Goals hinges on transforming rural areas. Favorable factors such as economic growth, substantial public investments, an

innovation ecosystem, strategic geopolitical positioning, and improved welfare delivery systems have created the right conditions to irreversibly uplift rural India out of deprivation. This transformation aims to provide better living conditions, enhance the quality of life, and unlock the social and economic potential of rural communities. While progress has been made in reducing poverty, the recent economic slowdown, particularly during the pandemic, resulted in a regression, with a significant portion of rural India relying on welfare assistance. With three-fourth of rural India receiving free food grain, we are the largest concentration of welfare-funded population in the world. Rural India faces complex and interconnected social and economic challenges rooted in intergenerational and structural deprivations. Inadequate governance and the shortcomings of the state machinery hinder growth. The current decade, variously referred to as "Golden Period" represents a crucial window for transform rural India. It requires bold ideas, innovations, and collective societal efforts to effectively uplift rural areas.



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Our Commitment

Prosperous Rural India of Equal Opportunity and Dignity

with interventions focused on languishing localities.

Why we believe in the TRI Way

Because it works!

The effectiveness of our approach has been validated by independent assessments. As we grow, we will continue to gather more evidence of its success.

When we started, we identified a reporting gap among development organisations and decided to prioritise results reporting. We established a baseline in all field locations and completed an annual dipstick reporting in our first operational year, which was promising and validated our Theory of Change.

Our engagement validation has been further reinforced by third-party endline assessments, both qualitative and quantitative, in two of our larger projects. In most grant-funded projects, typically three-year durations, we have met our deliverables. Unfortunately, due to limited resources, we were unable to continue with third-party annual results reporting

The progress made in the first set of pilots from 2016-2020 validates this premise. Independent assessment shows substantive gains in the adoption of IYCF practices, food diversity, use of toilets, access to health and nutrition services, and improvement in learning outcomes. Productivity and income gains reveal an encouraging shift in the proportion of households in the bottom quintile and top quintile.

The resonance of stakeholders, across the community and public agencies, has been affirming. As the first point of contact for

colleagues, it has been a big source of energy. In the past, we had shared highlights from the first comprehensive Quinquennial Review, with feedback from the community, partners, colleagues, donors, and stakeholders. This exercise contributed to the framing of the TRI Strategy 2025. In the reporting year, we pivoted in-here with organisational changes and out-there i.e. development engagement.

We are constantly attuned to the dynamic changes in society, the political economy, and the aspirations of communities. As a learning organisation seeking societal transformation, we respond to these opportunities for change. This year, we began an exercise to better understand the differentiating essence of our "development engagement" through discussions with various stakeholders. We intend to implement the recommendations in 2023-24. We hope that the coming year will define TRI's work of integrated village development focused on accelerating intergenerational mobility. This will have an impact on multi-sector dimensions of Quality of Life through locality compacts (of community institutions and local governance institutions) platform, supported by effective public system delivery and engaged local markets.

Independent assessment show gains on adoption of IYCF practices - 3 ANC visits and breastfeeding for 6 months, food diversity, use of toilets; access to health & nutrition services, marked increase in student attendance, increased teacher's presence in schools, improvements on retention and transition; Productivity and income gains 37% increase in HHs with gross annual income greater than INR 1,00,000.

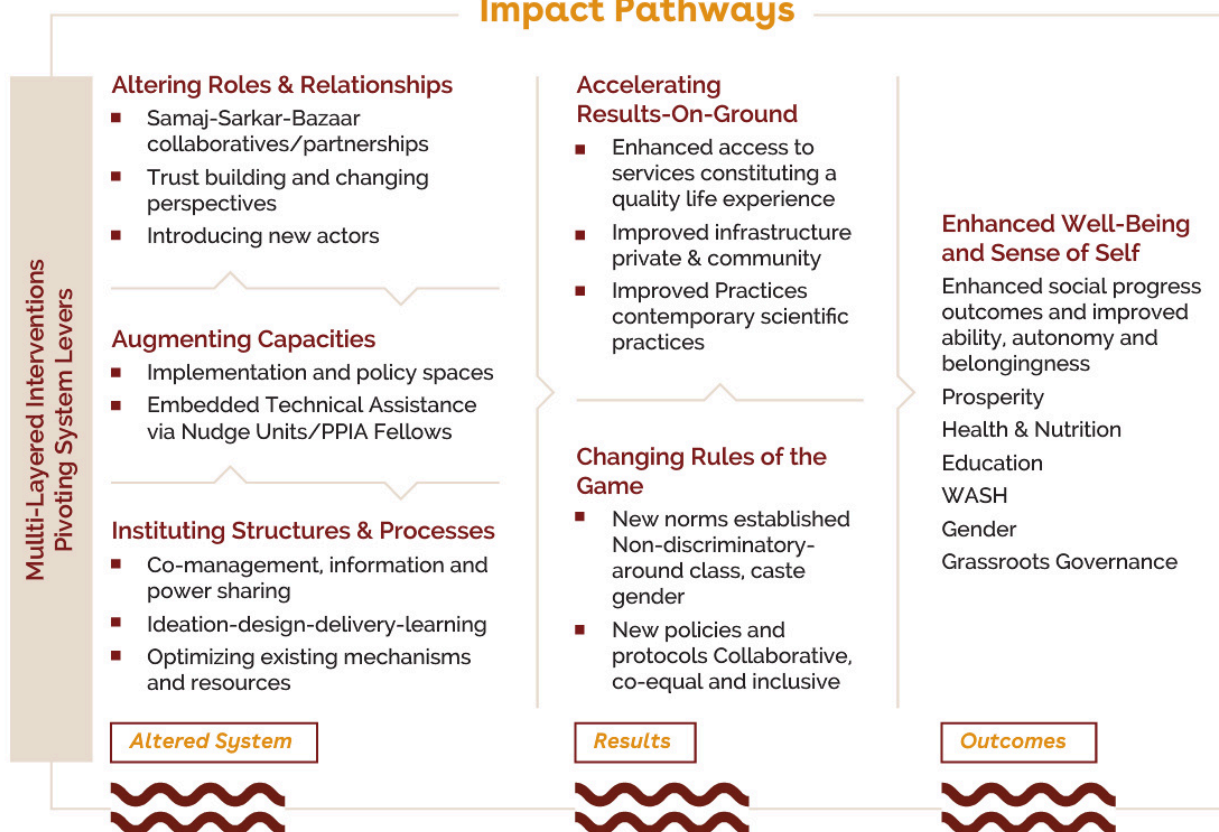
[Sambodhi Evaluation of PRIDE Project, PRADAN-tri project]



Productivity and income gains 37% increase in HHs with gross annual income greater than INR 1,00,000.



Impact Pathways



The immediate outcomes on "Regenerative Development" can be attained through a Whole of Society Approach (Bazaar, Samaaj, Sarkaar) with the synergy of the community, public and market interventions. Community Action Labs are places for active experimentation and prototyping drawing support of

Nudge Units, placed in Districts, State, National Government is central to developing meaningful scalable prototypes. Public system delivery is backed by our experience in the power of engaged and responsive government to address problems of poor, co-creating with counterparts to surface and drive their own solutions and

supporting pathways through innovations in processes, leveraging data sciences, mandate sharpening, strategy and implementation methodologies, bringing best practices, evidence-based practices, internal feedback loops and evaluations.

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

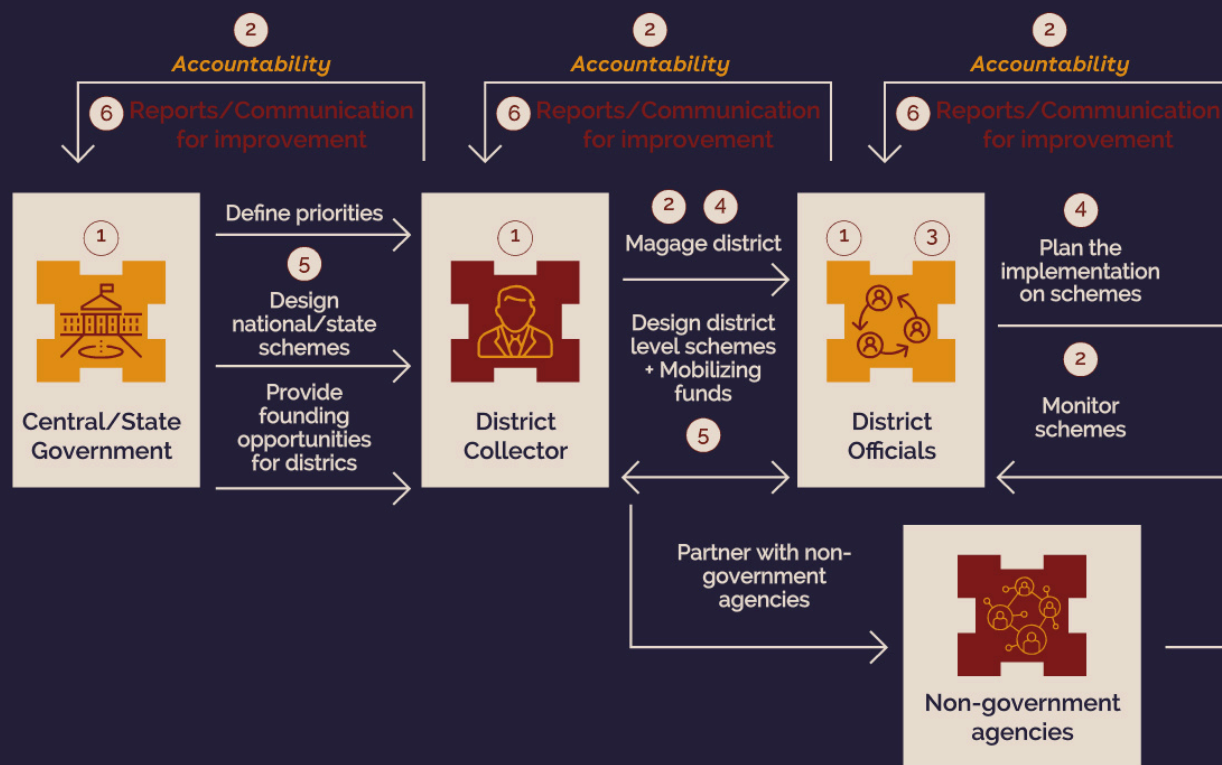
TRI-focal engagement addresses the need for scalable solutions and models, recognising the instrumental role of the state for scaling, while also leveraging market dynamics. The TRI's work focuses on active experimentation, implementing ideas on the ground to crystallize models and processes through learning by doing, followed by large-scale adoption. Evidence-based policymaking is crucial, with the

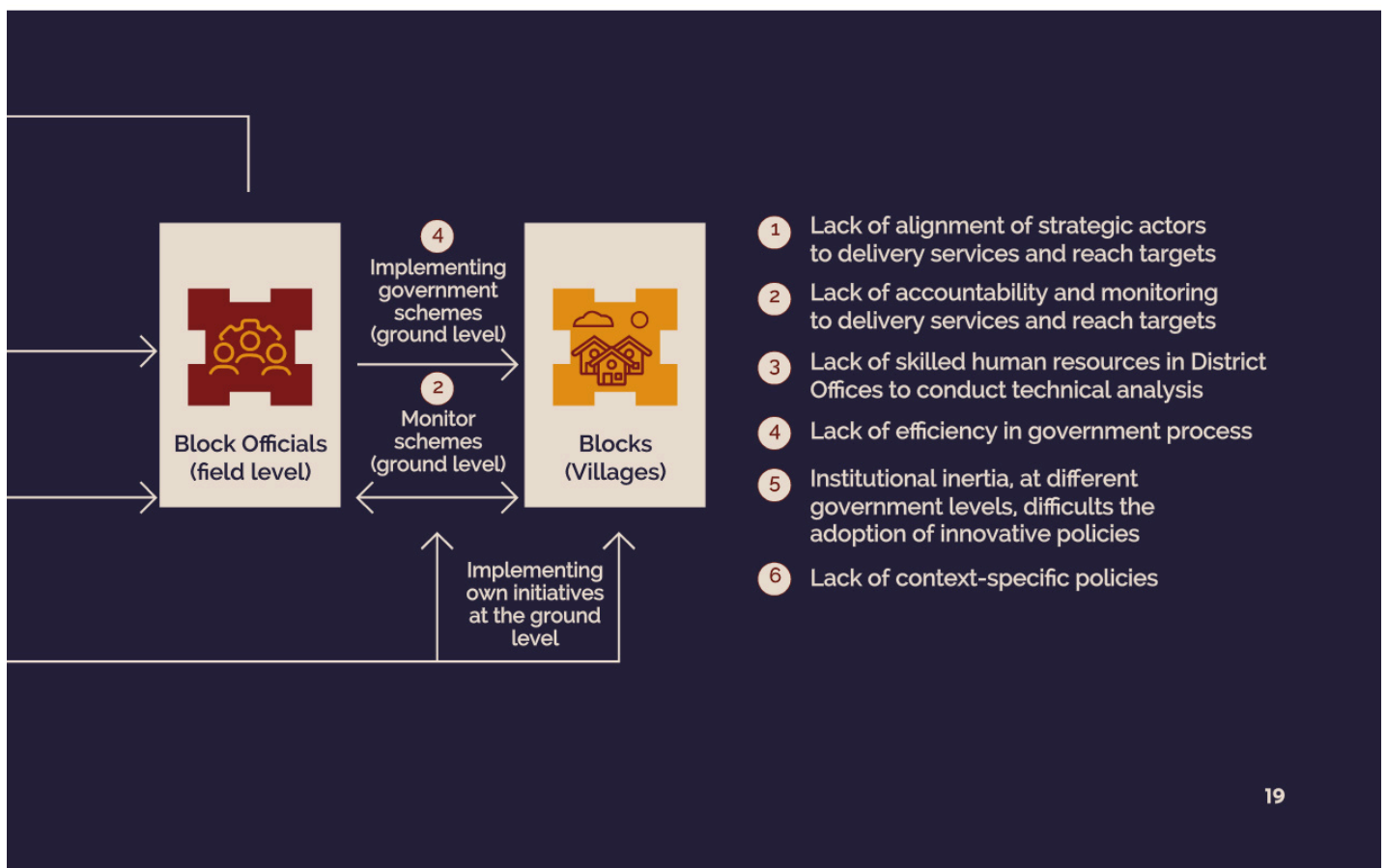
absorption and scaling of models done in collaboration with the state apparatus. The program provides support throughout the lifecycle, understanding the functioning of the state and incorporating concepts, design, rollout, monitoring, and evidence-based adaptive management cycles.

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

Government is crucial in enhancing people's well-being and happiness, especially for poor communities and rural areas. It serves as an agent of the people, responding to their needs and preferences, and is

intertwined with the State's historical and philosophical development. No country can succeed without an efficient state structure, and the government's ability to deliver services will determine its success in fighting poverty and inequality while empowering the poor. In a democratic republican state, the government's constitutional obligation is to ensure justice and welfare, as stated in the Directive Principles of State Policy provided in Part IV (Article 36-51) of the Constitution of India. The government's role is not just to enforce citizens' rights but also to address social and economic aspirations, promote well-being, and deliver entitlements and welfare. In rural areas, the government is critical in driving transformative change and improving the lives of the poorest people.





Good or bad governments can profoundly impact the lives of the poorest and most vulnerable. Public policy shapes the role and scope of government in improving society and delivering goods and services. The past decade and a half has seen a remarkable shift in the delivery of public services and welfare. This shift has resulted in a "new public service and welfare architecture" that is supported by ground-breaking legislative acts that enshrine socio-economic entitlements as legally enforceable rights. The government has also implemented a public-funded digital infrastructure that allows it to connect with individual citizens. Partnership with the state is crucial for bringing investments to struggling areas. PPIA practice unlocks this opportunity by working with the government in conceptualization, design, rollout, monitoring, and evidence-based adaptive management of innovative processes while promoting learning.

The TRI Way centres around the "activation of public services" as the primary driver for transforming villages in India.

Our hypothesis is that the successful and effective delivery of government services at the grassroots relies on several factors.

- Intermediation through political mandate
- Capacity and purpose-connect of frontline bureaucracy
- Proactive performance demand and support from supervisory bureaucracy

- Policies, programs, and operating guidelines that enable service delivery

This must be complemented by the activation of citizen mechanisms on the demand and governance side. Our commitment to continuity and confidence in our abilities, along with our domain expertise, purposeful connection, and performance-driven approach, aligns with the national will and urgency to transform lives. We recognize our limitations as a non-state actor, but this has uniquely positioned us in a constructive and positive framing of TRI's Public Policy in Action engagement.

Nudge Units working within Government Departments and Programmes

Nudge Units work with the government to improve public system delivery and help the poor. They use innovation, data science, and evidence-based practices to drive solutions. They bring best practices, feedback loops, and evaluations to improve implementation.

In 2022-23, we continued our PPIA engagement with rigour, learning in the process and contributing to the design and delivery of public programs.



"At TRI, we strive towards forging solution pathways with the goal of creating synergy between public policies and change catalysis which leads to fostering inclusive Public Policy in Action."

Md. Karimuddin Malik
Associate
Director-Jharkhand



"The need of the hour of engaging with public systems is to provide contextualised solutions that can ensure last mile delivery of public programmes, so that nobody is left behind. At TRI, we look at Public Policy from an Action Lens as we continually strive to support the public administration with opportune solutions to challenges directly from the community."

Shrish Kalyani
Associate
Director-Chhattisgarh

Community Action Labs

Praxis way to Prototyping Solutions for Stranded India and Evidence to Policy

The Community Action Labs, are Live Labs developing working solutions which are tested for impact and specific elements of scale-readiness. In the Action Pilots; our teams support institutional capacities of women collectives (and other community organisations); Panchayats to ensure better healthcare, nutrition, education, access entitlements, economic development. Apart from near term-results, this strengthens systemic pathways of resilience on Quality of Life and place-based economic

opportunities. Implementation with women collectives embedded within public lends to bringing gender-intentionality and opportunities for informing national policies and replication.

Focus of Community Action Labs is active experimentation for prototyping/solutioning, implement ideas on-ground such that models of-processes, systems even programs so that prototypes could be crystallized from the learning by doing. With scale being the underlying principle- the experiments are not micro-experiments but start atleast at a 'block' level. Rigorous evidence needs to be generated on the efficacy of the models with the

necessary and sufficient conditioned outlined for probable large-scale adoption. The ultimate objective of crafting solutions is of 'handing over to the mainframe', meaning absorption the state or market within the existing rural administrative and governance structure; Evidence to Policy is thus pivotal to the design of all actions in Community Action Labs.



The specific outcomes in the thematic domains emanates from national and global (SDG 2030) priorities provided in the adjoining matrix. Measures of success in Action Pilots would be for the effectively instituting mechanisms and models for delivering these outcomes, including :

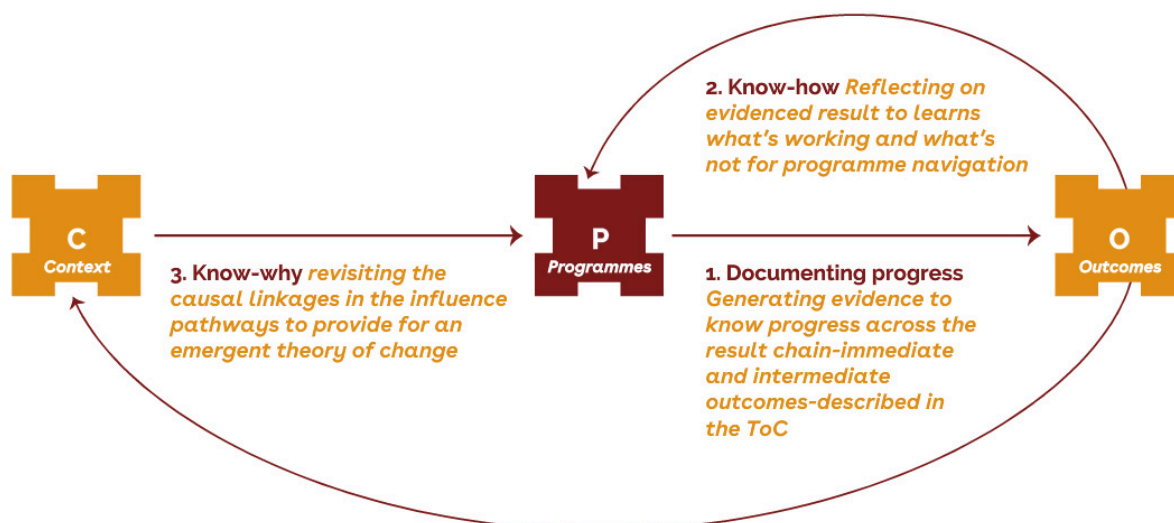
- Geographical and Community Outreach
- Models prototyped, protocols developed with focus on Policy changes affected
- Absorption of models/evidence of the models in state programming
- New eco-system relationships furthered and scale of effect

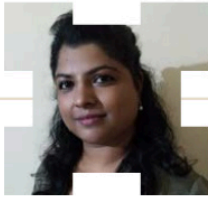
In line with the focus on Action Pilots or Live Labs learning agenda would focus on documenting progress, knowing-how and knowing why of change.



- What works, for whom and in what contexts? What are the underlying mechanisms?
- Do scaled-up solutions lend to adoption ? What is the impact heterogeneity?

- What is the emergent space for community to drive change that matters to them?





“

Our Community Action Labs, additional to the community led multi-dimensional change approach, augmented communities' collective strength towards a shared vision of progress nurturing a spirit of collaboration, resilience, and empowerment; exemplifying active citizenship towards Locality Development.”

Neha Gupta
*Associate Director
Madhya Pradesh*



“

In addition to building on the conceptual framework and the challenges to be resolved, ownership and leadership of the community is critical for any transformative initiative. For developing a community led transformation process we integrate our solution prototypes with existing grassroots institutions which are widely existent in the "Stranded India" and create pathways for Scale Change.”

Gaurav Mishra
*Director
Uttar Pradesh*





Bending Markets for Flourishing Localities (BMFL)

The BMFL approach is about helping poor areas become prosperous by developing their markets with the help of private businesses. "Languishing localities" have limited government help, so they rely on subpar private markets and community systems. BMFL aims to use market systems to help these areas grow in a fair way. It focuses on helping poor people and using non-market interventions. This approach is based on the belief that difficult issues need interconnected

solutions that disrupt the system.

The need for differential growth in languishing localities is a prime national agenda due to growing opportunity-growth fault lines.

While India has become the fastest-growing large economy with a fast decline in absolute poverty, it remains a highly unequal society with large unemployment. Basic safety nets and government and private sector commitments to producing no net carbon emissions provide chances for people to get involved in the market and

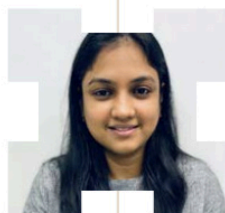
receive helpful information and ideas.

Rural areas have seen a demographic shift with a young, aspirational, tech-savvy population with formal education, including girls with professional degrees. Climate change concerns offer opportunities to exploit rural competitive advantages in the bio-economy and eliminate economic barriers through digitization.

The challenge and opportunity is "engaging masses in mass-production". The opportunity exists at two levels:

1. Maximising the potential for economic enterprises within the area based on the local economy and using this stock of enterprises to enter the national and larger economic arena, and
2. evolving an ecosystem to encourage enterprises from outside the region to actively participate in the local economy.

BMFL aims to improve the demand and supply interlock by mobilising resources and talent from both within and outside the area, in order to promote economic growth. The practice focuses on developing solutions that work at scale, leveraging TRI's ground presence in live "Community Action Lab" to learn and demonstrate the prototypes and contribute in the design and development of complementary public system interventions.



Our nation is at the crossroads of having highest demographic dividend and aspiring for becoming 5-trillion economy. Changing the lives of the poor – stimulating growth and expanding access – means changing the market systems around them. BMFL recognises this reality and provides a coherent and unified approach improve market systems especially for flourishing localities in Rural India.

Aliva Das
Associate Director
Youth Employability and
Entrepreneurship

"neo-market systems" with business growth across mini and nano enterprises, both formal and informal.

- BMFL also aims to catalyse state capacity and crowd-in public investments by building local market capacity through roads, communication and business infrastructure, or asset building for pre-commercial households. It includes design of new programs, including the Bharat Enterprise Enabler System, to bring synergy in public investments to the locality level market systems infrastructure.

BMFL interventions include locality-based interventions to increase demand and supply, designing rules of the game, and catalysing the provision of missing supporting functions like capital, information, and logistics.

The interventions are at three levels: structural, meso, and micro levels

- Structural level interventions are related to systems change
- Meso level interventions are related to constituents of the market system and its interaction with other systems
- Micro level interventions are related to the locality or local market or enterprise base.

A: Structural Level

- BMFL aims to increase the productivity of the existing workforce and enterprises and provide affordable, good quality delivery of basic services in health, education, nutrition, water, and sanitation. We do this by:
 - Arranging partnerships with public programs with market-making opportunities
 - Creating private sector partnerships
 - Establishing special purpose vehicles
- BMFL also seeks to galvanise action and build momentum through deliberate and persuasive presentations of analysis, insights, and pathways. It provides insights on opportunities for seeding

- BMFL engages with private sectors to seed entrepreneurial talent ex-situ, and catalyse private sector action through RISE, SSA Million+ Livelihoods, AgVenture CoUp MEET, Prajwala Challenge, PPAVCD, FEED, and RuralSutra.
- Lastly, BMFL aims to curate mechanisms for supporting nascent ideas or expansion of existing business models through size-fit financing with Sampark's MNRE and FaME.

B: Meso Level:

The aim is to create Locality-Focused Growth Clusters that capitalise on current opportunities while preparing for future ones. Mini and Nano Enterprises (MNEs) can generate a large number of rural jobs.

1. Prototype Development: Place-Based BMFL Models

Our approach involves a district-based saturation strategy that combines existing livelihood and employment programs and policies. It takes data-driven, targeted action to address labour supply gaps, create local demand, and improve the quantity and quality of local employment.

Examples of this approach are:

GOYN Bharat

Work for Progress (W4P)

Rural Industrial Park

2. Special Purpose Promotional Vehicle

For growth-oriented private sector engagement, scale is crucial. In areas with unexpressed latent demand, there needs to be an effort to "create a market," which requires specialised attention.

Examples of this approach are:

- National Agriculture and Food Processing Organization (NAFPO)
- Farmer Producer Organizations Development and Reform Vehicle Company (FDRVC)

C: Micro Level

Investing in "Market Readiness" is the main task, which involves building assets, developing skills, changing mindsets, and identifying business models with positive impacts on market systems.

To achieve this, the growth of local enterprises is critical, including partnerships with local business communities engaged in the Rural-to-Rural (R-R), Rural-to-Urban (R-U),

and Urban-to-Rural (U-R) goods and services segment. Public procurement opportunities have been created by mapping and identifying openings.

To disintermediate the fragmented supply chain of input supplies and technology, agri-preneurs can build marketable lots. They can form informal and formal

collectives of producers such as Producer Enterprises (PE), Producer Groups (PGs), and Farmer Producer Organisations (FPO). Additionally, CMRE Youth Hubs provide peer spaces for collective analysis and solidarity, leading to higher motivation, social mobilisation, and the development of enterprise leadership.



Rural Industrial Park Government of Chattisgarh

RIPA is designed to be a facilitation-cum-livelihood generation centre in villages.

TRI's engagement with the ambitious programme is at two levels : a) at the State Level as in design and development as knowledge partner including guidelines, frameworks, digital ecosystem, and other knowledge tools for RIPA, and b. at the District level support in the implementation of RIPA, TRI

team is engaged in developing a total of 12 RIPAs in 6 blocks across 5 districts.

The team has worked with the Department of Panchayat & Rural Development (Nodal Department for RIPA) to prepare guidelines and DPR formats for RIPA, capacity building of field staff; Design Workshop on bottom-up planning process with Harvard University's Design Lab.



Startup RISE

The Rural Innovation & Social Enterprise (RISE) Hub, an initiative of DAY-NRLM, aims to connect women-led collectives (SHGs, VOs & CLFs) with private industry players, especially startups and MSMEs, through interventions in farm and non-farm livelihood supporting activities. It provides a platform for startups to share their solutions for rural communities and collaborate with NRLM, creating opportunities for rural jobs and reducing Out-of-Pocket Expenses (OoPE). It also promotes rural economic empowerment through entrepreneurship as a means of income generation, social development, and sustainable economic growth. The interventions are designed to complement DAY-NRLM's efforts to connect women collectives and the last mile with the commercial sphere and the entrepreneurial ecosystem.



Mini Gramin Bazar

The MINI GRAMIN BAZAR is a result of the evolving Gramin Bazar ecosystem. During the development of the market, it was observed that kirana shops run by women face many challenges. These include difficulties in obtaining regular supplies, maintaining transparent pricing, securing funds to expand inventory, and remaining competitive.

The MINI GRAMIN BAZAR concept supports already existing small Kirana stores. It aims to renovate and make these stores competitive with better product availability, ambience, and pricing. Gramin Bazar creates an ecosystem where MINI GRAMIN BAZAR becomes spokes and retail distribution in villages, while Gramin Bazar works as a hub to support these stores. Gramin Bazar also handles the logistical support by providing all the required items to run the Kirana stores successfully.



Bharat Enterprise Enabler and Support (BEES)

The Ministry of Rural Development aims to boost the entrepreneurial culture in rural areas by leveraging the success of ongoing programs such as RSETI, DDUGKY, and DAY-NRLM's Start-up Village Entrepreneurship Program. The idea is to create more opportunities for nano-mini-micro businesses in the farm, off-farm, and non-farm sectors through start-up and private sector partnerships. Bharat Enterprise Enabler and Support (BEES) co-developed with Ministry is a unified platform that brings together the ecosystem of training, business development services, mentoring, for small-scale entrepreneurs to start and grow their businesses in rural areas. It aims to increase the viability of mini-businesses through government programs at the district level. The platform will enable the district administration to provide tailored and integrated business development support to entrepreneurs and young businesses in a "one-stop shop" modality through better coordination among various programs.

The BEES partnership will be implemented through RSETIs at the district level, acting as the implementation partner and nesting the BEES platform. This integrated "one-stop-shop" centre will provide comprehensive services, including ideation, training, business plan, finance, and mentoring, in every district to accelerate mass entrepreneurship in rural areas.



Rural Growth clusters will be critical especially at a time when the aspirations of rural youth have undergone a significant transformation. Traditionally, their dreams were confined to securing stable employment in agricultural work or local trades. However, increased access to technology and improved connectivity have broadened their horizons. The Rural Growth Clusters could help them to leverage technology and to transcend systemic barriers like lack of career guidance, quality education, relevant work experience, and information asymmetry.

Neeraj Ahuja
Associate Director-Youth
Employability and
Entrepreneurship

Scan to check out



Evolved TRI Theory of Change

Context

- Women collectives, Panchayats, volunteer leadership providing opportunities for responsible, owned and innovative community action particularly for integrated development for integrated development programs, harnessing collective agency and navigational potential
- Willingness of high-octane programmes of government to deploy digital technologies (DBT, JAM) to improve quality to public services, hence improving quality of life
- Optimal social and community mobilization levels anchored by NRLM, Panchayats and other state agencies provide opportunities for leverage and catalyze public reinvestment for efficient and on-scale provisioning
- Readiness of the state and state agencies like NRLM to engage with development actors for devising and delivering innovative at-scale programmes

Strategies



Results



Outcomes



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 have higher efficacy
- Partnership with public sector will help scaling and sustainability

Chapter 2

The Year 2022-23



During the reporting year (2022-23), we continued to strengthen our relationship with communities and the government by introducing complementary initiatives to drive impact. Our progress and failures over the past seven years has provided us with valuable insights, and knowledge protocols with demonstrated efficacy enabling us to come closer to our inceptional commitment to field building ie of Development Design & Practice.

We have now structured our work in the three-dimensional cohorts of

1. Practices

- Public Policy in Action
- Community Action Labs
- Bending Markets for Flourishing Localities

2. Thematic Programmes

- Health & Nutrition
- Primary Education
- Farm Prosperity
- Jobs & Enterprises
- Local Governance
- Gender & Inclusion
- Communities

3. States

- Madhya Pradesh
- Jharkhand
- Uttar Pradesh
- Chhattisgarh and
- States with catalytic presence (Bihar, Maharashtra, Assam (Bodoland), Goa)

Progress at a Glance

2022-23 emerging after the two pandemic years continued to see its residual impact, particularly on the rural economy. During the year TRI pivoted and consolidated the Strategic Direction 2025, which was unveiled on Nelson Mandela Day, 18th July 2021. During 2020-22, we had actively engaged in pandemic response efforts, including humanitarian and food relief, rehabilitation, health response and economic restoration activities. This process helped us build deeper relationship with local administration and with the Health and Rural Development departments in various states. We also worked directly with community institutions at the grassroots level, such as SHG-VO-CLF and PRI systems. These engagements opened new spaces and demands on TRI, reflected in the new projects undertaken this year.

Our 32 teams working with various levels of government,

Union in Delhi, state governments in Ranchi, Bhopal, Raipur, Lucknow, Patna, Panaji, and Dehradun. In addition to design and nudge support, these teams supported the development of new programs and implementation of public programs for efficacious delivery and results.

The process helped us build deeper relationship with local administration and with the Health and Rural Development departments.



Highlights from Key Projects



PROJECT

Expanding "Women's Economic Empowerment" through Systems change and demonstrative impact in states of Bihar and Madhya Pradesh [BMGF]

LEARNING

Developed a standard operating procedure for Community Led Rural Youth Resource Hub/ Nari Adhikar Kendra. These hubs are hosted at Women Cluster Level Federation.

PROGRESS 2022-23

Prototype "Nari Adhikhar Kendra" established providing Entitlement, Livelihood and Gender Equality awareness support services.

28 Kendra have been established. These have linked 65,544 SHG members with 19 major government Individual Beneficiary Schemes through customised digital platform. 4566 youth counselled on career pathways and 142 partners connected for Employability and Enterprise development.

Execution **Exceeds**



PROJECT

Building "Global Opportunity Youth Network" Communities in Rural India : Prototype Development and Expanding Place-based Entrepreneurship Opportunities for Youth [Aspen Institute, Inter Globe Foundation, Accenture, La Caxia Foundation]

LEARNING

Customised digital application to provide employment and entrepreneurship opportunities.

Formal Partnerships with key skill training market players to mobilise rural youth. Local partnerships with NABARD and District Employment exchange bridge accessibility.

PROGRESS 2022-23

Over 400 microbusinesses been launched and 2200 young people been supported for employment. 1000+ young Farmers connected with High Value Agriculture. 1000+ people linked with employments Enterprise Facilitation Centres with mentors facilitate community based women Sarathis, linking to opportunities with government and private markets opportunity.

Execution **Ontrack**

**PROJECT**

Demonstrating Models of High-Income Enhancement for the Smallholder Farmers and Entrepreneurship for the Rural Youth [HDFC CSR]

LEARNING

Digitalised mobilisation efforts and curated data accompanied with valuable applicable agricultural insights

PROGRESS 2022-23

Outreach and income increase demonstrated with 4500 farmers ahead of milestone

Execution *Exceeds*

**PROJECT**

Demonstrating Models for Decentralised Renewable Energy (DRE) through Solar Micro Grids in Simgdega, Jharkhand [Tata Cleantech]

LEARNING

End-to-end infrastructure and support system established with our partner Gram Oorja

PROGRESS 2022-23

800 unelectrified households have been brought under electricity.

Cumulative capacity of the grids is ~160 KW with average capacity of 11.5KW The tariff collection rate is more than 90%

7 entrepreneurs have established rice hulling and 10 solar lift irrigation system are running with the help of the grid

Execution *Exceeds*

**PROJECT**

Covid Vaccination and access to welfare programs [APF, Samhita]

LEARNING

Entire program led by the active involvement of the Community Institutions (SHG-VO-CLFs) and Gram Panchayats.

PROGRESS 2022-23

Covid Vaccination – Reached out to 100% of the eligible population for the covid vaccination.

Total investment mobilised through various government programs – INR ~ 85 Crores

Execution *Exceeds*



PROJECT

Strengthening Rural Local Governance Institutions and Strategy for development of frontline Health Infrastructure and Services under 15th Finance Commission with Department of Panchayats, Bihar Government [BMGF]

LEARNING

Integration at multiple levels between Panchayati Raj Department and with the State Health Department to plan and strategize for successful implementation of the project following the guidelines issued by the Health Ministry & DoE, Finance Department (Govt. of India)

PROGRESS 2022-23

Engagement across the state in 800 Blocks and 100 HSCs

Training and Handholding support on DHAP is being provided, which would eventually lead to targeted scaleup

Execution *Slightly Offtrack*



PROJECT

Technical Assistance to DAY-NRLM (Ministry of Rural Development, Government of India) to integrate and scale-up household Health & Nutrition outcomes and Agriculture livelihoods with women community institutions [BMGF]

LEARNING

Strategic Support Unit working with DAY-NRLM integrating Institution Building processes and Livelihood Augmentation Initiatives.

Co-develop a model for universalisation of livelihoods with NRLM platform with potential all-India impact opportunity with 85 million SHG women. Similar units were made operational in UP, MP, CG and JH.

PROGRESS 2022-23

Demonstration on ground implementation 12 States, 100 Resource Districts and Blocks Identified, DLPM initiated in 9 States, 66 Districts Lakshpati Mahila initiative, Sub Sector interventions, FPOs.

Execution *Ontrack*



PROJECT

Strengthening Institutions of Local Self Governance and developing Systems capacities integrating project and learning, insights into their Programmes [APF]

LEARNING

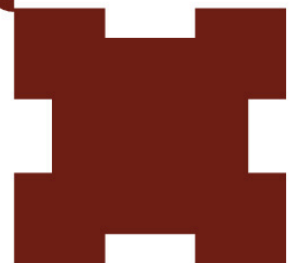
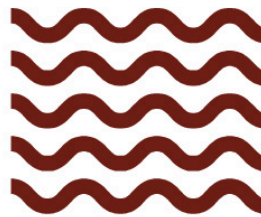
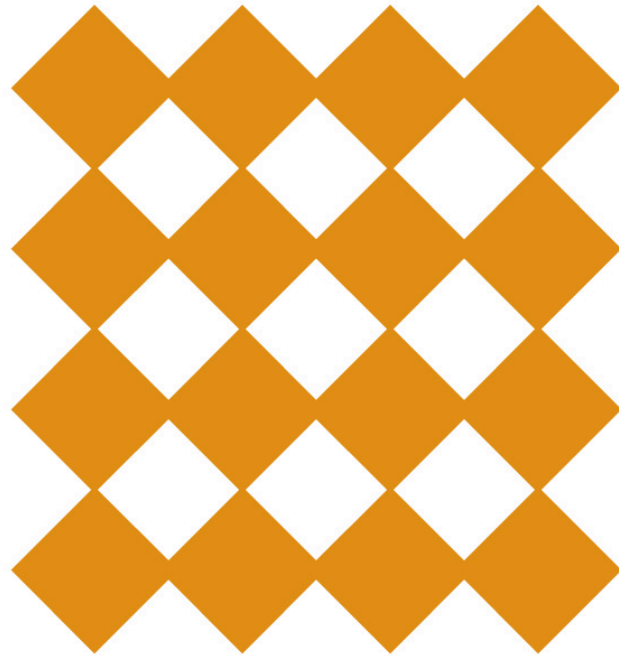
The emergence of Locality Development Compacts (LDCs) has led to significant progress in accessing rights, entitlements, and improving service delivery mechanisms. The partnership between Panchayati Raj Institutions (PRIs), Community-Based Organizations (CBOs), Frontline Workers (FLWs), and local administration has been formalised with circulars and guidelines from state and district.

PROGRESS 2022-23

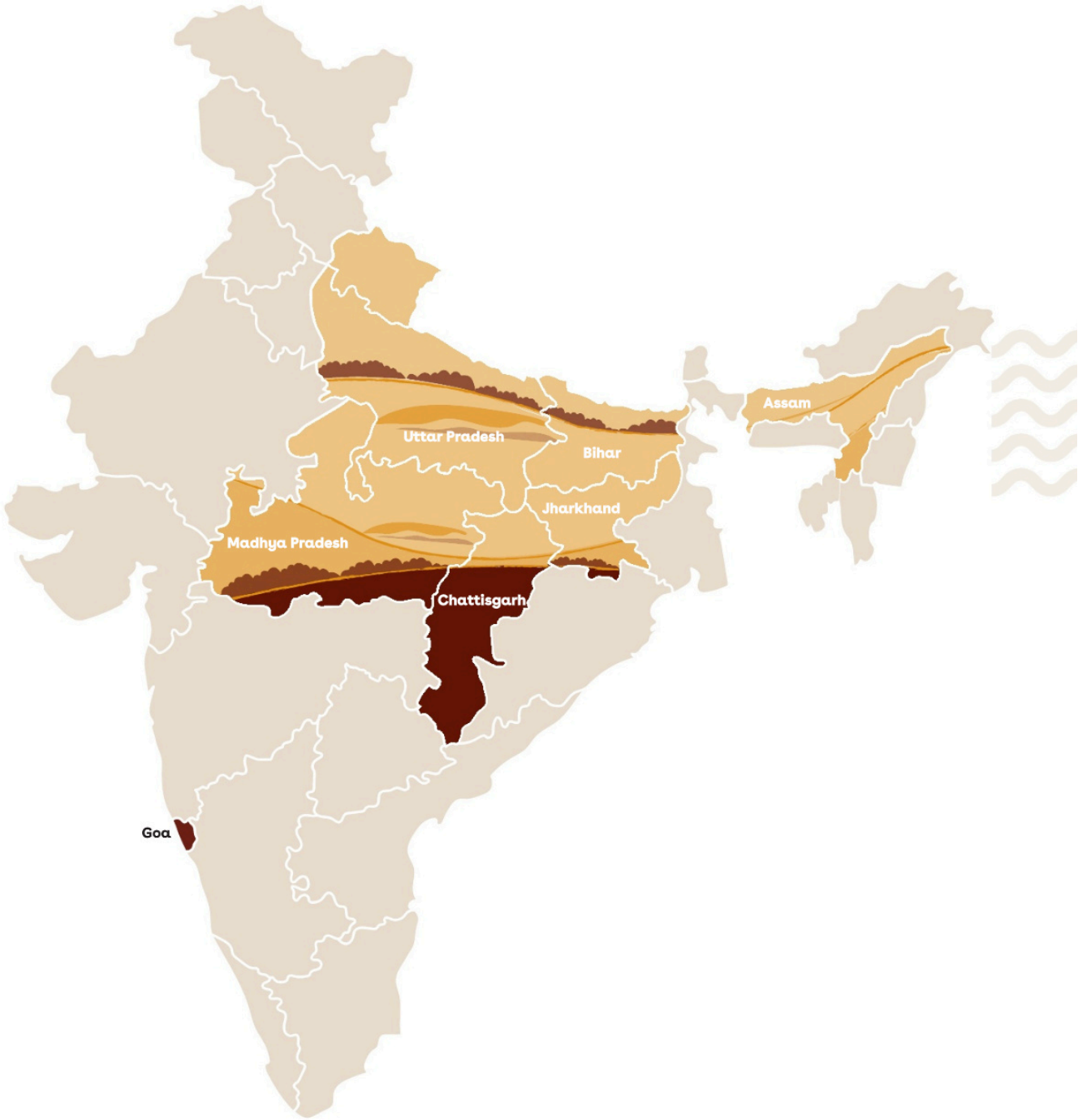
Improve the Effectiveness Service Delivery and Quality Infrastructure.

As a result of these efforts, 31 out of 79 villages have achieved 95 percent social security coverage with 12 different types of entitlements. In addition, 10 villages have achieved 80 percent entitlement saturation, indicating significant progress towards achieving universal social protection.

Execution *Exceeds*



Our National Presence



Year 2022-23

Outreach	Action Lab	Spill Over	Total
Blocks	36	129	165
Gram Panchayat	1201	1204	2405
Villages	3372	17027	20399
CLFs	125	254	379

Community Action Lab Progress 2022-23

Household Outreach	283384
Non-farm/ Enterprise	14,285
Primary Sector Livelihood Intervention	92,571
Producer Groups	962
Intervention Households >1 lakh Annual Income	80,675
Community Resource Trained	20,037
Facilities (Health & Education) Intervened	2742



Summary of Public Policy in Action (PPiA) engagement of TRIF

Geographical Outreach

State District

Jharkhand 13

Chhattisgarh 8

Assam 100

Madhya Pradesh 8

Uttar Pradesh 8

PPiA Engagement

PPiA Fellowship

Engagement Objective

Strategic support to the Government at District Level for strengthening systems and bringing delivery efficiency of public welfare schemes in districts severely affected by LWE.

Support the District administration in planning and monitoring of three schemes namely DAY-NRLM (CLF anchored Livelihood programmes for women Self Help Groups), Special Central Assistance in LWE areas and Transformation of Aspirational District Programme.

Strategic and Professional support

Institutionalization of Convergence forums at State, District and Block Level (SLCC/DLCC/BLCC)

District Livelihood Potential Mapping completed. Annual Action Plan for DAY-NRLM, SCA, DMFT of the district. Enabling Model CLFs in Resource Districts. Large scale Livelihood projects planning and implementation in districts

Data Governance for Aspirational District Programme. Project Planning and Monitoring for SCA of MHA

Geographical Outreach

State District

Chhattisgarh 33

PPiA Engagement

SPAU P&RD, Chhattisgarh

Engagement Objective

Strategy and Programme Assistance Unit (SPAU) aims to support the Panchayat & Rural Development department on focus schemes. Prepare a strategy for intensifying the delivery of focus programmes by designing various approaches, assisting in the adoption of best practices, and by supporting research and analysis; by bringing market players for the supply of value chain. To help in developing strategies for strengthening Panchayati Raj Institutions and Community based organization, (CLFs, VO's, and SHGs) to become highly effective modes of civic service delivery and local self-government.

Strategic and Professional support/ Impact Created

SPAU P&RD is divided into three subnodes i.e. SRLM, MGNREGA & Panchayat.

SRLM

Orientation of State, District and Block level trainers on Mahila Lakhpati Initiative, District Livelihood Potential Mapping. ToT on Lakhpati Didi Income Survey, VPRP tool, GPD portal, GRC. Supporting CGSRLM in establishing the process for the initiative based on the guidelines released by MoRD. Notification/ circular released to districts.

Focus on Sub Sector Intervention, product based clusters identified, integrated with AAP 2023-24. Under the International Year of Millets & convergence with Mahila Lakhpati Initiatives, Millet cluster has been identified. ToT conducted in 2 districts and planned for others.

MGNREGS

Providing technical assistance to the state MGNREGS cell in planning for livelihood assets to individuals and community and also provides assistance in climate restoration planning. Supporting the cell to notify the CLFs as Project Implementing Agency (PIA), capacity building and handholding support to CLFs. Supported in analysis of VPRP plan to access the demands related to MGNREGS.

Panchayat

Supported in the planning processes for the Model Gram Panchayat Development Plan (GPDP) based on the LSDGs. Hand holding support to the Young Fellows placed for the development of model cluster plan in coordination with NIRD-PR. Engagement with SIRD for the development of thematic Modules and facilitating the training and capacity building workshops as per demand. Monitoring the implementation and realization of the GPDP plans. Roll out of Learning Management System (LMS) for PRI members, Young Fellows, and other stakeholders.

Geographical Outreach**Kondagaon**
District**PPiA Engagement**

Kondagaon DMFT PMU

Engagement Objective

Assist the administration in selection of works under DMF and other available funds. Establishment of monitoring systems for ongoing and upcoming projects. System strengthening and need based impact evaluation of projects. Assist the administration in saturating the indicators of Transforming Aspirational Districts Programme. Support district in preparation and implementation of vision document

Strategic and Professional support

The PMU majorly works in improving the health services in the district, providing better nutrition to the children, facilitating cash crop farming, improving livelihood opportunities, improving the quality of teachers in schools, setting up of Halfway home for mentally challenged people, upliftment of Artisans, promoting tourism in Kondagaon, enhancing the Social Media engagement of the district, providing better grievance redressal mechanism for people of Kondagaon and strengthening other public service delivery mechanisms. Other major contributions by the PMU team have been towards effective governance-related guidance, acting as an interface between Administrative Departments and development agencies, suggesting methods for convergence of budgetary and extra-budgetary resources, designing development and welfare schemes, project proposals and implementation mechanisms, conducting periodic monitoring and evaluation of programmatic interventions, quality control, ensuring value for money and financial accountability.

Geographical Outreach

State District

**PPiA Engagement**

SPAU - SPC, Chhattisgarh

Engagement Objective

Technical assistance and policy support to the State Planning Commission around Govt of Chhattisgarh's flagship programmes - Rural Industrialisation (RIPA), Universalization of Livelihoods (NGGB) and Agri - Nutrition (Millet Mission)- by providing design support & co-creation of an Implementation strategy.

Strategic and Professional support/ Impact Created

End-to-end design and implementation of training & capacity building of gram gauthan samiti members under NGGB program which includes creation of training modules, conducting ToTs and monitoring of trainings at all levels. Strengthening of Gram Gauthan Samitis in Bilaspur Division. A total of 310 cluster level trainings and 33 block level trainings and one divisional level training was conducted with the support of Master Trainers and Local Resource Persons from different CSOs. Design and implementation support in Rural Industrial Park program of the govt of Chhattisgarh. SPAU has constantly associated with the Dept of Panchayat & Rural Development in the development of guidelines, formats, monitoring & evaluation frameworks etc for the successful implementation of the program. Technical support to the five districts (kanker, kondagaon, bastar, rajnandgaon, dantewada) in implementing RIPA program in resource blocks. SPAU-SPC is developing 12 beacon RIPAs in these districts. Bringing in newer knowledge, thoughts and approach into the public policy design and implementation by leveraging the existing partners ecosystem of TRIF. SPAU-SPC is engaging with the Bharat Design lab, incubated by TRIF in collaboration with Harvard D-Lab, for using design frameworks to create and implement RIPA program. Till now, successfully conducted two workshops (one each at state and district level) with potential entrepreneurs for developing business ideas. Facilitation in organizing workshops and stakeholder meetings at planning commission surrounding the themes of rural industrialisation, universalisation of livelihoods and millets development.

Geographical Outreach

State

District



PPiA Engagement

Bodoland Territorial Region Development Support Unit

Engagement Objective

Strategic support to the Government at the Secretariat and district Level for making and refining policies, strengthening systems and bringing delivery efficiency of public welfare schemes in districts of Bodoland Territorial Region (BTR). Facilitate in institutionalizing multi-sectoral and multi-partner convergence and collaboration.

Strategic and Professional support

Support Line Departments and relevant functionaries in programme management including planning and monitoring of welfare programmes.

Facilitate in bringing synergy between stakeholders (Govt., Civil Society, Trade/Market players, Community Institutions) for planning, implementation and monitoring of development interventions. Support in Visioning for the BTR, define infrastructure and service level benchmark under each sector, gap assessment, Plan of action to achieve improved service delivery, economic growth and reduce development deficits in BTR etc.

Support the BTR administration in diagnostics of current state of program delivery, conceptualizing, formulating, planning and monitoring of schemes such as Bodofa Livelihood Mission, Bodoland Pig Mission, Bodoland Sericulture Mission, 100 Days 150 targets program, Mission Lakhpati Program, FPCs promotion program and so on.

Geographical Outreach

State	District
HP	2
UK	3
AR	10
SK	2
LA	1

PPIA Engagement

Vibrant Villages Program (VVP) (Support to BM-II Division of MHA, GoI)

Engagement Objective

Strategic support to the Ministry of Home Affairs, Government of India at National level for the Vibrant Village Program in terms of higher order economic activities, creation of infrastructure facilities and improvement in access to services by bringing vibrancy in order to reduce outward migration from villages and finally, bring back people who had migrated. Create convergence framework across concerned Ministries/ Agencies to ensure improved coverage of and access to the relevant flagship schemes/programs in the Vibrant Villages.

Strategic and Professional support

Develop institutional structure for national/state/district level PMUs. Prepare template for development of Profile, Activities and Action Plan and monitoring framework of vibrant villages for further sharing with coverage districts/ states.

Steps for Convergence with relevant flagship schemes/programs for integrated development of villages. Program inputs in development of Online Monitoring System (OMS) of VVP.

Support to the Ministry for integration of BADP (Border Area Development Program) and Coastal districts as VVP-II / Coastal VVP. Facilitate in the training and capacity building of relevant stakeholders within the government for implementing the Vibrant Village Programme.

PPIA Engagement

Design Development and Project Management Unit, Ministry of Panchayati Raj

Engagement Objective

TRIF entered in a formal partnership with MoPR to coordinate with the respective PR department and SIRDs for training and capacity building of related stakeholders and Young Fellows of Model Cluster Development Program NIPRDR. Support in preparation of Quality thematic GPDPs and development advanced training systems like LMS. Develop Progress Tracking Mechanisms for Select Districts/Blocks and Young Fellows (YPs) to institute envisaged processes in the select GPs across the country (and more intensive manner in the four states). Improve Quality of GPDP plans in 50 Districts of select States – MP, Chhattisgarh, Jharkhand, Bihar and UP. (Focus immediately on Overlap of YP placed by MoPR and TRIF field presence – 50 blocks and 203 GPs then expand to ~2000 GPs. Quality Analysis of GPDP Plans being uploaded on the portal – create feedback loops with the states. Online tool for the quality check and tracking. Support in Documentation of Best Practices.

Geographical Outreach

State District

Madhya Pradesh	2
Jharkhand	2
Goa	2

PPIA Engagement

TRIF & Defeat NCD partnership India Cancer Program (Supported by TEVA API Pharma Ltd.) in Madhya Pradesh, Jharkhand and Goa

Engagement Objective

Curbing preventable cervical cancer through state level Public Policy in Action: Technical Support & Advocacy. The project aims to scale-up cervical cancer prevention, early detection, treatment, and care in Goa through (i) increased community awareness and mobilisation (ii) rolling out of HPV vaccination (ii) improved screening and referral pathways, and (iv) improved capacity of health personnel on cervical cancer care.

Strategic and Professional support

Approval by all the three states for roll out of pro-bono HPV vaccination. All three states have completed cold chain assessments and technical support has been provided. Knowledge support provided to State National Health Missions on Operational guidelines Vaccination Card, Vaccination Form, Teacher's Training Booklet, etc. NCD Screening boosted in pilot geographies with the help of NCD Booths. Capacity Building on NCD Screening, PAP Tests for medical officers at various geographical levels is being done.

Impact Cases of Public Policy in Action



Main-framing Women led Development Planning in Madhya Pradesh

In Madhya Pradesh, partnership with MPSRLM and the Rural Development Department of the Government of Madhya Pradesh has led to the institution of decentralised planning led by women. This includes the development of a formal structure at block and district levels to ensure the translation of the plan into actual implementation.

- Model "Nari Adhikar Kendras" (NAK) managed by Cluster Level Federations.
- NAK brings convergent action around gender-based violence, access to entitlements, and enterprises that have led to expansion with government resources in one-third (102 out of 313 blocks of the state) of the Blocks.
- There are plans for saturation across the state using the decentralised planning and resource convergence framework that has been instituted in MPSRLM through the VPRP (Village Prosperity & Resilience Planning) process in all 313 blocks of 52 districts.



Centre-staging Mission Focus of Livelihoods : Lakhpati Mahila Mission at DAY-NRLM

The Lakhpati-Mahila Mission is a program under DAYNRLM that aims to provide livelihoods to every woman in a Self Help Group. It is the flagship program of the Ministry.

- The Ministry has provided leadership and administrative will for the program's success.
- The program has been demonstrated in 100 districts in Phase-I.
- The sub-sector strategies aim to provide livelihoods to 1 million+ women each.

- Mechanisms for inter-ministerial convergence are being activated.
- The Mission framework has been rolled out nationally through decentralised planning by SHG-women at a village level.
- This leads to the flow of government subsidies for livelihood assets and social entitlements, which reduces vulnerability.
- The program aims to create opportunities for women to participate in remunerative farm/ farm allied value-chains through livelihood redesign of decentralised planning .
- This decentralised planning is linked to a District Level Potential Map created by a multi-department team at each district. 68 out of 100 DLPs are ready in focus states.



“

At TRI, our endeavour is to facilitate in creating enabling ecosystem for rural households to attain economic prosperity by way of co creating livelihood strategies for scale, nurturing a diverse array of opportunities, empowering families to adopt multiple livelihoods, fostering resilience and growth in the higher order economic activities.”

Gajanan Rauta
Associate Director
Public Policy in Action





PPIA Fellowships [<http://www.ppiafellow.in/>]

- The Public Policy in Action (PPIA) Fellowship is a 3-year intensive program. The fellowship program offers a win-win opportunity for both the government and young talent.
- Fellows can work embedded within the government for a short duration and contribute their skill-sets, perspectives, and linkages.
- This program provides young professionals with invaluable experience of working within the government and offers them the chance to be mentored by the best.
- Highly motivated young professionals can apply to work with the government.
- Fellows with high performance support and linkages, and downstream support available from TRI teams.
- Access to a whole array of solutions in the TRI ecosystem can quickly turn the fellows into valuable contributors.



Planning Cell, MGNREGS, Government of Jharkhand

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGS) is a program that provides rural wage employment in India. In the state of Jharkhand, they have taken several initiatives with technical support from the Planning Cell to create durable assets by utilizing labor budget for MGNREGS.

The Planning Cell works closely with the Department of Rural Development, Government of Jharkhand in design development and implementation. They have conceptualised and grounded several landmark initiatives such as creating fruit orchards, nurseries, ponds, animal sheds, wells, and more by dovetailing state schemes with MGNREGS.

Here are some highlights of their achievements:

- An investment of INR 1000 Cr + has been made in MGNREGS in the last three years.
- Women beneficiaries are prioritised under MGNREGS, and their participation is around 47%.

- State Government has committed an investment of INR 500 Cr for viability gap funding (additional commitment for material component) for construction of 1 Lakh wells for fostering rural irrigation.
- The Planning Cell supports sustainable livelihood through rural individual assetization through dovetailing various state-sponsored flagship schemes.
- The Cell contributes its expertise in facilitating systemic changes in the implementation of MGNREGS.
- A total of 7.53 Lakh individual assets covering 9 Lakh households with an investment of INR 1000 Crores have been created.
- Major initiatives of Jharkhand Government where Planning Cell contributed includes deployment and training of women Mates & Bare Foot Technicians, convergence initiatives with other departments, and Birsa Sinchai Koop Samvardhan Yojana targeting 1 Lakh irrigation wells.



Irrigation for All: Ensuring Doubling Farm Income with JSLPS-SIEC (State Irrigation Execution cell)

The Jharkhand government has started a project called "Irrigation for All" to double farmers' income. They gave a pilot grant of Rs. 100 crores to Jharkhand State Livelihood Promotion Society to carry out the project. State Irrigation Execution Cell (SIEC), a part of JSLPS, is leading the project by designing and implementing it. SIEC is using digital tools for site verification, scheme development, and end-to-end implementation. Women-Village Organizations/Water User Groups are funding the project and taking care of the installed irrigation systems. The project has been implemented in 751 schemes across 7 districts, benefiting 12,023 farmers in 553 completed schemes. There are 198 new schemes being implemented with the aim to achieve 20,000 acres of command area generation. The government is planning to extend the project to 6 new blocks with a budget of Rs. 60 crore.

PPiA Engagement at National Level

Engagement Particulars	Partner Ministry/ Department	Operational Status
Technical Assistance to DAY-NRLM	Ministry of Rural Development	<i>On going</i>
Strategic Support Unit for Vibrant Village Programme	Ministry of Home Affairs, Border Management Division	<i>On going</i>
Strategic Support Unit for Ministry of localization of SDGs and Model GPDP	Ministry of Panchayati Raj	<i>On going</i>
Aspirational District Fellowship- MP and UP	NITI Aayog	<i>Concluded during the year</i>
Strategic Support Unit- Convergence between MoRD and MoAFW	Ministry of Agriculture and farmers Welfare	<i>On going</i>



In the Spotlight

Gender Project

TRI aims to achieve gender equality by integrating gender responsiveness into its framework, programmes, and organisational structure. This involves incorporating gender considerations into policies, structures, infrastructure, attitudes, and behaviours of colleagues and pro-actively bringing gender-intentionality in all its engagement with public programmes.

The engendering effort is both programmatic and organisational, and takes a transformative approach. Women's economic empowerment is a key focus area, whether through the SHG-based livelihoods universalisation or integrating village poverty reduction plans and gram panchayat development plans. TRI engagement involves

- Capacity building of women leaders for program delivery oversight
- Strengthening institutional mechanisms like Nari Adhikar Kendra and Gender Resource Centre
- Periodic audit of TRI's policies and practices, and gender intentionality in its engagement including reflection in the curriculum, advisories and program materials (for livelihoods, health, education, decentralisation etc.)

Capacity building: Undertaken at various levels including community cadres, and institutional mechanisms such as Cluster Federations and Social Action Committees,



Village Organisation OB (Office Bearers) and SAC, gender forums at the panchayat level, and gender point person at self-help groups. The process covers gender concepts, institutional mechanisms, intervention and action on gender issues, violation of rights, and gender integration in livelihoods, entrepreneurship, and decentralisation. Modules have been developed for the capacity building process. Training includes sessions on gender, sex and patriarchy, gender division of labour, social construct, access and control over institution and resources,

gender and decentralisation, practical and strategic gender needs, gender-based violence, institutional mechanisms, action and intervention, integration in livelihoods, and enterprise development.

Organisation Audit: Advisors of Unit on Inclusion and Equality reviewed organisational policies from a gender perspective; a framework and Leadership Team has been constituted to periodically review programmatic engagements and ensure gender intentionality.



“
Engendering across sectors and capacitation of SHGs and its federations for achieving gender equity and equality outcome has been the vision. In addition, engendering system delivery like Panchayati raj and other stakeholders like WCD, police and legal services authority would enable improved outcomes.”

Seema Bhaskaran
Senior Practitioner
Gender



Flourishing Locality Model

The Locality Development approach is seen as a key driver for regenerative and transformative changes in different socio-economic dimensions, and TRI is recognised as a thought leader and practitioner of this approach. The approach is centred around strong community collectives, such as self-help groups, and local self-governance bodies, in collaboration with other collectives nurtured by public systems.



“

Democracy flourishes when its roots extend to every corner of the land, embracing the voices and aspirations of rural India. We effort towards weaving a vibrant fabric of socio-economic empowerment, where multi-dimensional impact in the stranded villages resonates with the essence of true democracy.”

Jitendra
*Associate Director
Governance*



Advance Program on Locality Development (APLD)

Strengthening Local Development Compacts: A Five-Day Training on the Locality Model of Development Transformation and Community-Driven Development.

Development Management Institute (DMI) Patna, in partnership with Ministry of Rural Development (MoRD) and TRI, launched the five-day Advance Program on Locality Development (APLD) for government officials from Rural Development departments. The first batch had 36 participants from Jharkhand, MP, Chhattisgarh, Bihar, Telangana and Assam.

The program focused on imparting knowledge, skills, and attitudes related to the Locality Compact framework to institutionalise it in their respective geographies. Participants were provided with a step-by-step guide to building Locality Compacts at the block level and encouraged to use the current opportunities available with Panchayat and Rural Development to roll out the framework.





Bharat Conclave "Sabka Saath Sabka Prayaas, Sabka Vikas"

Making the Locality approach a central theme of rural transformation.

The Ministry of Rural Development, in partnership with the Development Management Institute and TRI, organised the first Bharat Conclave to discuss the "locality development approach".

Bharat Conclave brought best practices and learnings from Mission Antyodaya (MA) and Sansad Adarsh Gram Yojana (SAGY) to achieve SDGs through localising development. The learnings contributed to designing the approach to reduce multidimensional poverty through convergent actions. The Conclave brought together stakeholders from state governments, related ministries, and practitioners to contribute to this productive learning.



Training & Capacity Building of Young Professionals (YPs) MoPR-Gol

Two day training and capacity building session for young professionals, IHC, New Delhi

Over 140 Young Professionals (YPs) appointed by MoPR for selected Clusters of Gram Panchayats were trained during a two-day program held at India Habitat Centre, New Delhi. The program aimed to improve the knowledge and skills of YPs in rolling out the GPDP process and institutionalising it in respective districts by utilising the current opportunities with the Gram Panchayat and Rural Development Ministries. The program covered sectors like education, health, livelihoods, water, sanitation, and village/ hamlet planning, with an emphasis on involving FLW/s and providing sector plans such as SDP, VHP, and Livelihoods. The participants were also trained on budget-scheme linkages and given an understanding of the present budget realisation ecosystem through the use of digital tools such as VPRP, egramswaraj portal, and thematic departmental digital portals. Overall, the program provided YPs with the necessary knowledge and skills to effectively implement GPDP processes, align them with VPRP and thematic plans, and contribute to the localisation of SDGs.



Health & Nutrition In Dandakaranya Region

TRI, along with National Health Mission, Madhya Pradesh, Madhya Pradesh State Rural Livelihood Mission, Dept. of Tribal Affairs Department, Madhya Pradesh is co-design the foundational pillars of a Tribal Health coalition in Tribal majority districts of Madhya Pradesh with District Administrations, Local people, Elected Representatives of Panchayati Raj Institutions, SHG-VO-CLF, Civil Society Organizations to accelerated improvement in Health and Nutrition outcomes among women and children from Tribal communities. The convergence efforts aims to : (a) augment public Health and Nutrition services (b) promote community action anchored and driven by women collectives (c) utilize social and behavior change communication (SBCC) and convergence strategies already proven successful and (d) deploy innovative digital health solutions for accelerating Health and Nutrition service delivery.

Under this project the 'Community Change Vectors' has been identified and grooms to co-create innovative ideas and strategies to save lives and promote health and well-being. By deploying 'Change Vectors' selected from Women Collectives (SHGs), we are supporting the local women to take leadership to advance the health agenda within their own communities, support her peers to adopt scientific practices, improved health outcomes.



“

The fast-paced tech innovations arriving in the health space need to be creatively grafted in the existing public service delivery for Rural India, with the endeavour to achieve universal health care coverage in remotest villages and to address the emerging challenges of Climate Change, demographical transition and emerging disease pattern; We work closely with existing government systems to enable amplification of service delivery parallel to boosting rural demand and adopting healthy behaviours.”

Shyamal Santra
*Associate Director
Health & Nutrition*



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New Projects

This year we have expanded to new regions of the country for rolling out our existing solution models, create new regional partnerships and scale-up successful solutions. Our new projects in existing geographies expand our scope in terms of consolidating intensify our current works in them, augment development dimensions, scale-up solutions and pitchfork new ideas.

Universalisation of Livelihoods is the umbrella programme Contributing to DAY-National Rural Livelihoods Mission through Strategy and Design Support Unit at National level, and demonstration of universalisation of livelihoods approach in 25 Resource Blocks across UP, Chhattisgarh, Jharkhand; bringing whole of government approach to support assets, capital, linkages for livelihoods.

We also amplify our climate action programme both through community action and public policy action. In Madhya Pradesh and Chhattisgarh, to enable conditions for landscape restoration by reducing policy barriers and design of incentives to develop markets and value-chain, we have Restoring Land and Prosperity for People, Nature and

Climate Project in Madhya Pradesh and Chhattisgarh

This year, we have also deepened our existing gender interventions. All our projects are focussed on mobilising women of the communities towards vision, action and leadership, with deepening interventions, we are augmenting this scope with engendering infrastructural, structural and policy strata of all our engagements.

**11 New
CAL Blocks**

**36 Total
CAL Blocks**

**693 New
Gram
Panchayats**

**9 New PPiA
Engagements**



New Geographies

Bodoland Territorial Region

Osmanabad

Begusarai

- **Bodoland:** TRI is partnering with Bodoland Council to strengthen institutional capacities at various levels of administration across districts and blocks in order to improve programme delivery. The Bodoland Territorial Region (BTR) Development Fellowship Programme has been

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conceived to attract educated and passionate youth who are willing to professionally contribute to the development of the region. This programme aims to bring in experienced professionals to the Government system. Under expert guidance and bureaucratic support, they can facilitate accelerated developmental outcomes in targeted programmes. TRI anchors and provides core support for a 11-member Strategy and Program Design Unit at BTAD: Bodoland Territorial Aspirational Districts, and 21 Development Fellows placed in 5 Districts and 74 Blocks Fellows placed across 21 Blocks.

- **Begusarai:** The Sansad Adarsh Gram Yojana (SAGY), also known as the Model Village Programme, is a program of the Ministry of Rural Development, GoI. Members of Parliament (MPs) from the Lok Sabha and Rajya Sabha are required to adopt a Gram Panchayat (GP) in their constituency or state. They are expected to develop it as an Adarsh Gram by convergence of available central and state schemes. TRI was asked to support the SAGY's revamp due to the challenges faced. The aim is to create a lighthouse village that will inspire the development of surrounding villages and have a multiplier effect.



- **Osmanabad:** In January 2023, TRI started its intervention in Maharashtra with Osmanabad as part of the Smriddha Osmanabad Abhiyan. We have established a Strategic Programme Assistant Unit (SPAU) in the district in collaboration with the district administration. A multi-disciplinary team

supports district administration to implement initiatives of the Government of Maharashtra and the Government of India. These initiatives aim to provide livelihood universalisation, improve healthcare services, and offer market outreach services to women collectives.



Tech for Impact

Technology for Development has been an abiding theme for few decades, more so with society entering third and fourth industrial revolution. Technological solutions are increasingly playing a role in helping solve some of the world's greatest development and humanitarian challenges. Exciting new world of ICT, big data, machine learning powered by prodigious young talent are the driving force of technology for good, harnessing their skills major advancement have been made on some of the toughest issues outlined by the UN Sustainable Development Goals. Unlike the earlier technology revolutions, the choices and incentives on innovation, growth, and inequality reduction will critically determine the divide becomes one of opportunity for larger societal good.

To attain specific developmental objectives, TRI has been innovating tech solutions with medium to large scale impact opportunities.

1. Tech solutions with communities-based user

data enables more striking and pertinent data insights, which equips improved solutioning. The objective is to have parallel data systems in cases where solutioning, access and outreach is massively improved compared to current systems.

- a) *Custom App for Social Entitlements*
- b) *Web & App for Youth Counselling & Career Development & Personality Test Web & App*
- c) *Kushal Kisan App & MIS for Agri-Entrepreneurs*
- d) *Bharat Enterprise Enabler and Support Platform for Mass Rural Entrepreneurship*
- e) *Bot Chat App for common queries of Community Level Facilitators*

2. Women community institutions play a vital role in the country's socio-economic fabric, with their potential to make significant contributions to the

economy. However, to fully realize their impact, it is crucial to empower and support these institutions by leveraging advancements in technology with an objective of their tech mainstreaming and smoothening operational processes at CLF level.

- a) *Learning Management System for Cluster Federation Leaders*
- b) *Producer Group Learning Tools*
- c) *Integration Tool for Gram Panchayat Development Plan and Village Development Plan*
- d) *Model GPDP Tool- Incorporating Quality Village Planning*
- e) *Inventory Optimization Tool for SHGs*
- f) *"SimplyKhata" bookkeeping system for FPOs and CLFs*
- g) *MIS Portal for FPOs for managing Key Org. Functions*

3. Solutions from Tech applied with Communities and institutions create prototypes which government can adopt to roll-out operational solutions at scale which in turn enables big data from communities, real time monitoring of their programmes, progress tracking on key metrics and solving the right gaps at the right time. Some tech solutions at TRI enable technical support at government's end for their improved efficiencies in roll-out. Such solutions require us to use our community action lab knowledge in designing apt solutions for larger roll-out.

- a) Mapping Tool for SHG-VO-CLF for NRLM**
- b) Livelihood Planning & Convergence tool for SRLMs**
- c) Suite of Tech Tools for UPSRLM- Beneficiary Profiling, Entitlements, Dashboard, etc.**
- d) Mapping/Matchmaking tool between CBOs and market opportunities for NRLM**
- e) Online MGNREGS Work Demand for MGNREGS**



Chapter 3

Catalysing Public Support and Compassion for Transformation of “Stranded India”



TRI's development engagement has two mutually reinforcing engagements; First, the tri-focal interventions across Bazaar, Samaaj, Sarkaar are about demonstrating possibilities, and curating solutions that work at scale. And the second, seeding societal galvanisation, and bridging the "otherisation" divide which includes informing and engaging with the larger, building a compassion-narrative wherein whatever ways we think of the "other" less fortunate who are in a "languishing locality" or marginalised we find ways to extend ourselves, support in our own contexts.

Restricted opportunities for social mobility in rural India are also contributed by societal reticence and silence; particularly of those having disproportionate access to resource and influence. This reduces economic and social growth opportunity for each one of us. A poor and unequal society can never offer healthy growth and dignity to anyone; and each one of us have a stake in building a more just society.

TRI, seeks to galvanise and catalyse "compassion" as a public good, engaging and drawing the talent, resources and engagement of better endowed. Village Square and Development Intelligence Unit efforts to channelise this latent energy in the society. We understand it only takes "few people" to bring success, located in the right part of the

social network at the right time we can widen the co-contribution space. Our focus is the challenging and enviable opportunity of galvanising the single digit elite that influence the narrative for making of "villages of abundance, of opportunities".

Village Square

Village Square brings stories of rural change from an urban lens. Development Intelligence Unit makes data accessible and interactively available to inform about rural reality and opportunity, making for better engagement, policies, programmes. Youth Hub aims to bring conversations, internships and fellowships for young urban Indians to experience the rural, get inspired and find ways to contribute. The endeavour is to bridge the urban-rural chasm, challenge long-standing assumptions and social constructs creating new norms. Narrative is important in "winning" on the issues that matter most to the poor. Village Square creates a societal narrative of compassion for the

voices on the margins and of the marginalised through the agency of "urban young". Given the wealth concentration and energy, it is particularly critical to engage the younger generation (can-do generation), the richest generation to ever live, and bring their enormous solutioning competencies. The necessity of compassion as we seek to bridge societal cleavages cannot be overstated. There is an intimate connection and evidence of compassion and prosocial behaviour to our own health, mental well-being, longevity and discovering sense of purpose and meaning. It is the elixir that directly communicates dignity, respect, and fellowship. Village Square is focusing on the young, particularly the better endowed in terms of education, financial security and who have an unencumbered wokeness and deep stake in building a fair and just society.





Rural Media Fellowship of Village Square

This year multiple initiatives sought stakeholders. Engagement with youth drew formal support through an advisory committee was formed with representation from CSOs, academia, and youth.

Rural Media Fellowship was launched with 10 young, talented individuals from various parts of India joining the first cohort, mentored by veteran journalist Ruben Banerjee. Fellows have brought alive the vibrancy of rural through their stories. 53

such stories have been published.

The Village Square Internship program has also received good response and feedback from students and the CSO community. This year internships were offered to 38 students with 8 CSOs. (<https://www.villagesquare.in/lessons-in-a-real-world-environment-during-an-internship/>). Two rural immersion sessions have been organised (Breaking Biases, Building Bonds). Engagement on the upstream side with the CSO community was done through 10 writeshops with 170+ participants on various topics such as health, education,

livelihoods, advocacy, and women's empowerment.

We have built trust with our partners through outreach and partnerships. We are focusing on academic partnerships to engage with VS content and co-host seminars and webinars with media and journalism schools on "Journalism and Rural Development." 6 academic partnerships have already been forged.

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Data Intelligence Unit (DIU)

A joint initiative of TRI and Sambodhi, this initiative provides quality data and analytics to stimulate action among stakeholders in the development of rural India. A data-driven approach is essential to reduce opacity and empower government and non-government actors to take on the complex process of transformational development for rural India.

DIU collects, analyses, and reports data through the use of India's statistical infrastructure and mixed-methods research to create evidence for rural development. It leverages partners and stakeholders who will learn, adapt and scale evidence-based approaches.

DIU also hosts the Rural ThinkInsight Series which is a monthly survey series that provides data-driven content and analytics with discussion and conversation with thought leaders on themes central to rural development and policy. Insights are collected from Sambodhi's longitudinal panel of 7,500-8,000 respondents. Some previous series include Rural Downtime Survey, Rural Entrepreneurship survey, Consumer Sentiment Report, Rural India Food Plate Survey, and Marginal Farmer Survey.

DIU has established the Technical Support Unit (TSU) of the Statistics Division of the Ministry of Rural Development. It has several objectives and supports the Ministry on data collection methods, data formats, data storage systems,



and data sharing protocols to ensure compatibility and integration of data sets.

It co-creates monthly and annual reports based on the reach (physical) and utilisation (financial) data from monthly progress tracks, providing dynamic dashboards. These provide real-time insights and visualisations of the data for academia, development think tanks, and reputed researchers.

The DIU team has worked closely with Ministry's Mission Antyodaya Survey, which is one of the largest surveys of the Government of India. We are working with NIRDPR to roll out to the survey across India.

DIU has also supported the Ministry in building the first ever Rural Quality of Life Index which monitors 69 indicators across 9 pillars, including agriculture, health & nutrition, education, gender, economic ability and employability, governance, social security, and sustainability and climate resilience. The dashboard ranks all rural districts of India at a state and national level.

DIU has launched the Data for Policy Fellowship, placing fellows in Jharkhand, Chhattisgarh, and with MoRD.

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Partnership: Stanford Innovation Lab

TRI has partnered with the Inclusive Democracy and Development Lab at Stanford University to assess the effectiveness of three TRI interventions to ensure women's participation in Indian Democracy. Despite gender equality policies, women remain underrepresented in politics and policy in India.

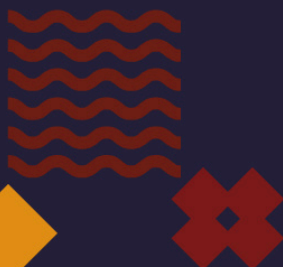
The partnership aims to address women's political participation, electoral representation, and institutions for holding politicians accountable by creating a feedback loop between women citizens and representatives. The Stanford Impact Lab generously supports the project in building infrastructure, for research in MP, identifying solutions. TRI's integration with the GoI will allow the sharing of the learnings with the government for future scale-up and evaluation.



Partner: Data for Good, Meta

Meta has enrolled TRI as a Data for Good partner, giving the Development Intelligence Unit (DIU) of TRI access to Meta's controlled and derivative datasets. This will complement DIU's work with public datasets and proprietary survey data. It will also bring further insights on a range of topics such as demography, population-level interactions and networks, wealth mapping, and other datasets available as part of its partnership with the UN's Humanitarian Data Exchange Portal.

DIU plans to correlate its reports with Meta's output, such as the Climate Change Perception Index while working in collaboration with the Social Progress Imperative and other global partnerships.





Bharat Design Lab (BDL)

1. The BDL brings cutting edge, best-in-class knowledge, and frameworks from the discipline of Design for social transformation.

Focused on building competencies across Public, Private and People sector it has entered into arrangements with the Government of India's Capacity Building Commission and Indian Institute of Public

Administration to develop Design competencies with senior bureaucrats to deploy design knowledge.

2. Department of Health of the Government of Chhattisgarh: Translating a bold vision of a strengthened local health system into effective health services for people in rural villages.

3. Planning Commission of the Government of Chhattisgarh:

Unleashing creativity of government leaders and policy fellows to design and implement RIPA across the state.

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India Rural Colloquy 2022

India Rural Colloquy contributes to shaping relevant "narrative" that matters to the advancement of life quality and opportunities in villages. Each conversation is stitched together to collectively convey a common worldview or meaning; articulate, discover, and deepen understanding as we interpret the world, how it works and

how it can be made more favourable to rural. The Colloquy does this by bringing influencers, decision-makers, and experts together in conversation, in "colloquy" on specific development or societal topic relevant to rural by (a) defining the issue from a rural lens and (b) by making the issue salient through striking and compelling new information and (c) by bringing new actors to begin; this becomes possible as the

issue gets redefined, new dimensions become more salient. "Colloquy" seeks engagement and compassion and draws the fund of empathy and resources from the "better endowed".

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Discussions at India Rural Colloquy 2022

<i>Charting Bharat's Tryst with Destiny India @ 100</i>	<i>Arun Maira, M Hari Menon, Bharti Gupta Ramola, Praveen Singh Pardeshi</i>
<i>Design for Better World Global Wellbeing in Post-Industrial Society</i>	<i>André Nogueira, Patrick Whitney Sam Pitroda, Anirban Ghose, Rajni Bakshi</i>
<i>New World of Data Science for Effective Public System Delivery</i>	<i>Swapnil Shekhar, Alok Mishra, Priya Nanda Abhiroop Mukhopadhyay</i>
<i>Future of Food Systems Income and Employment</i>	<i>Pravesh Sharma, S Sivakumar, Mekhala Krishnamurthy, Aparna Bijapurkar</i>
<i>Big Society! Compact to Deliver Sustainable Development</i>	<i>V Anantha Nageswaran, Vineet Rai Anurag Behar, R. Venkataramanan, Rohini Nilekani</i>
<i>Ignorance is no bliss: Manifesto for Millennial Action</i>	<i>Aliva Das, Alice Gugelev, Kanika Verma, Karuna Bhatia, Vinay</i>
<i>Nutrition Security for India: The Agriculture and Community Unlock</i>	<i>Rajan Sankar, Shyamal Santra, Arun Baral, Purnima Menon, Sandeep Ghosh</i>
<i>Giving Voice to Issues on Margins and of Marginalised: What can Media do right?</i>	<i>Neelesh Misra, Ambika Singh Rajesh Mahapatra, Lyndee Prickitt</i>
<i>Sustainable Rural Growth: Pathway to Resilient Future</i>	<i>NN Sinha, Charanjit Singh, Nita Kejrewal Andrew D. Goodland, MS Sriram</i>
<i>India's Net Zero Resolve: Complementary and Competing Roles of Bazar, Samaj, Sarkar</i>	<i>Harish Hande, Shweta Srinivasan, Santosh Kumar Singh, Mridula Ramesh</i>
<i>The Future of Civil Society</i>	<i>Dhruvi Shah, Rashmi Shukla Sharma, Apoorva Oza, Neelima Khetan</i>
<i>Gender Justice for Present Times: Impact of Connected, Aspirational, Mobility in Rural Society</i>	<i>Soledad Artiz Prillaman, Gagan Sethi, Suneeta Dhar, Seema bhaskaran</i>
<i>Bending Emerging Disruptive Technologies for Prosperity Pathways in Bharat</i>	<i>Madan Padaki, Carlos Ahumada</i>

Chapter 4

Trends Impacting Rural



This year India has become world's most populous country, surpassing China. There is a significant opportunity for India to become global growth engine by 2047. With over 50% of its population below the age of 25, and almost half of the population with access to cell phones and the internet, there is an unparalleled opportunity for widespread prosperity.

Megatrends Shaping Economic Opportunities in Rural India

The National Commission on Population (NCP) estimates that even by 2050, 50% of India's population will continue to remain rural, indicating the importance of rural areas in the country's aspirations.

Rural India contributes to 50% of the national income and is responsible for 70% of the country's labour supply. According to Nielsen, the FMCG market is expected to reach 100 billion USD by 2025. Major disruptors are already bringing about a paradigm shift in rural India through technological and digital interventions, changing consumption patterns, and blurring between rural and urban areas. These changes will expand opportunities for

prosperity. To harness these opportunities, a whole-of-society approach is necessary, where the Samaaj, Sarkaar, and Bazaar converge and synergise for accelerated development outcomes.

There are 5 mega trends that hold great potential for transforming rural India.

Demographic Shifts

India will have over 1 billion working-age individuals in a decade, approximately 67% this will come from rural youth, with 48% female. Large proportion of this young population will be educated and unemployed posing threat to social and political stability. Improvements in skilling, employment, and education for rural youth will play a crucial role in driving Sustainable Development Goals (SDG), particularly in the fulfilment of SDG 1 (Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 9 (Industry, Innovation and Infrastructure). The future of work is changing rapidly, with industries requiring a skilled workforce over an educated one. This means that avenues for skilling, re-skilling, and upskilling will become increasingly important to bring demographic dividend. It is essential not only to create employment opportunities but also to train young people as per industry needs so that they can access dignified employment. Meanwhile, the aspirations of rural youth are not much different from their urban peers, despite cultural diversity. Mobile and internet

penetration and accessible social media platforms have contributed significantly to this. Aware rural youth often migrate in search of better education or stable jobs. To meet their needs, a robust entrepreneurial ecosystem is required to support young aspirations.

On the other side we are having one of the largest ageing population, over 10% of the population is above 60 years. As life expectancy increases, the consumption needs of the ageing population will also grow, providing an emerging business opportunity. The set of products and services that the ageing population will consume will pave the way for a "silver economy". This will create opportunities for both older and younger generations in healthcare, housing, Internet of Things, e-commerce, transport, and other sectors.

Flexible career models with lifelong re-skilling will be necessary to adapt to changing market needs and a robust social protection system. Social entrepreneurship will play a key role in achieving the silver economy, and public policy needs to build enabling frameworks to help these efforts flourish.



Accelerating Rurbanisation

Present times are marked by expansion of cities into mega cities and industrial corridors and also by the emergence of large villages, towns and districts transforming into "mega districts". These areas are emerging as central points for investments by large businesses. Agriculture will continue to dominate employment in rural areas, but technological innovations in primary and ancillary industries will not only make farming profitable but also create a new generation of farmers and micro-entrepreneurs. The next generation of farmer families with better access to education and technology and a better understanding of the issues in their areas; together with government and market support, the rural tech sector is emerging potential to create jobs and provide decent employment locally.

Special economic hubs and zones at the district and sub-district levels can play a fundamental role in catalysing economic activities at the cluster level through multiple modes of engagement with local entrepreneurs, social enterprises, and community-based organisations. These enterprises would not only improve the livelihoods of individual entrepreneurs but also provide locally relevant goods and services. As entrepreneurial activities expand, more local jobs will be created, resulting in an influx of investments in the local economy and a

circular flow of income, increasing individual incomes and expanding the collective economy.



Rise in Technology | Inter-connectedness & Convergence

India is now one of the fastest growing markets for digital consumers with 700 million active internet users. According to Nielsen's India Internet Report 2023 rural India accounts for 425 million users, which is 45% higher than the urban users. The growth of technology in rural India will create significant economic opportunities for consumers, micro entrepreneurs, farmers, government, and other stakeholders. Emerging digital ecosystems are already visible in precision farming, digital healthcare consultations, and the logistics sector. Rural India needs to prepare to seize these opportunities.

Agriculture is already seeing a surge in tech uptake. The potential areas of growth will be in universalizing agri marketplaces, enabling farmers to access buyers from across the country. Customised learning platforms can benefit farmers in many small businesses. Another area is in digital farmer financing, which will provide cheaper credit in a data-driven environment. With better access to finance, farmers can access newer technologies such as networked satellites and terrestrial sensors and probes. These technologies can capture and analyse real-time

data on weather, soil conditions, and other factors that can impact farm productivity. With this data, farmers can make better decisions and improve their yields.

In the education sector, digital tools and technologies can be used to teach millions of students through standardised content for improved learning outcomes. The retailing format shows gradual shift from brick-and-mortar stores to e-commerce, with a greater surge in rural customers on various e-commerce platforms. Going forward, these areas will not only serve as a market for e-commerce companies but also enable the growth of other businesses such as warehouses and rural producers using e-commerce platforms to sell their goods and services.

Healthcare is witnessing many technological innovations, particularly in telemedicine, which can attend to around 30% of OPD patients, thus reducing the cost of in-person consultations. In rural areas, patients often rely on unqualified local medical practitioners to save on travel costs and time. These innovations can lead to economic benefits as well as better healthcare for citizens. These technological innovations also generate online data, which can aid policy makers to make better-informed decisions about annual budgets and infrastructure expansion.

Lastly, job markets can be upgraded to online marketplaces that connect job

seekers and employers. This can improve India's largely informal and fragmented job market which has not kept up with increased labour mobility. Digital technologies can quickly and accurately match job seekers with available opportunities based on their skills, experience, and interests.

The emerging tech ecosystem can create new job opportunities such as data experts, digitally-enabled field agents for farm input companies, delivery agents in e-commerce companies, and various gig employment opportunities.



Green Transition

Green transition is underway. India announced its net-zero emission goal by 2070 at COP26. The 2023-2024 budget allocates \$4.3 billion to achieve this target. It's a massive task that requires a collaborative effort from businesses, governments, society, and investors to tackle climate change. Rural India has its own climate action agenda, and we need to develop location-specific rural policies. Empowered rural communities can accelerate circular and bio-economy by promoting sustainable land management, renewable energy, and decarbonization of transport with advanced physical and digital infrastructure.



There is a need to rethink and prepare of the emerging future of work and for required relevant skills. With budgetary allocations, India can use this opportunity to green the economy and develop location-specific rural policies that can fuel this. Investments in practice adoption and skilling are needed for new jobs in both mainstream and emerging sectors.



Universal Basic Income (UBI)

The concept of Universal Basic Income is gaining traction post-pandemic as the government looks to revamp social safety nets. The idea to guarantee a minimum income through cash transfers to all citizens to ensure a liveable income, in a nascent form has come with Pradhan Mantri

Kissan Samman. India is investing heavily in social protection programs, but accessing them remains a challenge. UBI could complement existing poverty eradication programs particularly for marginalised communities like women, SC/ST, the unemployed and other minorities.

India's winning leap cannot be realised without rural India. A "future ready rural economy" requires a whole-of-economy approach that includes a place-based, hyperlocal, economic opportunities model. This is a start, but to achieve impact it needs a whole of society approach where markets bring in innovations and investments, the government enables, and rural communities drive change.



Big Bet Ideas

We refer to select TRI initiatives as "Big Bets" because they hold significant importance in realising our vision of "Regenerative Development." These bets involve TRI's commitment to channel institutional energy and intellectual capital towards their success. They come with a certain level of uncertainty, as bold and impactful societal changes often do. Whether these bets are truly "big bettable" or "shovel-ready" and whether they can rally stakeholder commitments and investments to translate into substantial actions can only be determined with time. We are investing our energy in making them happen, and the challenge lies in achieving this goal.

We aim to explore how creative disruption can drive community engagement in achieving our goals. Through concrete bets, we hope to encourage the collective pursuit of smart solutions, leveraging the collective intelligence to address both known and unknown challenges. This requires the mobilisation of untapped ideas, underutilized technology, and necessary funding for success.

In this section, we explain why these initiatives deviate from business-as-usual approaches, highlighting the magnitude of the problem, the moral imperative, and the supportive factors that extend beyond a linear results chain. Our intention is to instil confidence in the collaborative potential to overcome these challenges together.

“*The Sustainable Development Goals embody the aspirations of people everywhere for lives of peace, prosperity and dignity on a healthy planet. To uphold our core promise to leave no one behind, we need action from everyone, everywhere.*”

António Guterres
Secretary General,
United Nations

“*Panch Pran' or lifeblood resolves for the nation when it celebrates its 100th year of independence in 2047, first of them is to make India a developed nation.*”

Narendra Modi
Prime Minister of India



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Scan to check out



In the 2022 Global Index of SDGs, India ranked 121 out of 163 countries, showing a decline from its previous rankings of 117 in 2020 and 120 in 2021. Recent articles in Lancet and NITI Aayog highlight that India is off-track on at least 19 Sustainable Development Indicators, with more indicators unlikely to be achieved by 2030. These interlinked off-track indicators have consequences for social, economic, and environmental sustainability.

The Prime Minister's vision of India becoming a high-income country by 2047 necessitates significant growth, raising per capita income from the current \$2000 to \$21,000 and creating a \$37 trillion economy. Currently, 800 million people in India receive free rations. Our focus is on transforming this population into a productive resource, particularly in rural areas where a significant portion resides. To achieve sustained double-digit growth and reduce inequality, we need fail-safe social protection measures and a high-growth ecosystem in rural villages. This involves shifting the workforce to high-yield agriculture, developing a new model for rural manufacturing and services, and implementing a "new deal" for double-digit growth. The off-track indicators are concentrated in TRI's focus states of Madhya Pradesh, Chhattisgarh, Jharkhand, Uttar Pradesh, and Bihar. On the positive side, internet access, bank accounts, full vaccination coverage, improved sanitation, multidimensional poverty reduction, access to electricity, and progress in reducing under-5 and neonatal mortality

provide a strong foundation for successful initiatives.

TRI is committing itself to two departure-from-business-as-usual ideas: High Income Natural Farming and Rural Manufacturing and Service Growth, which serve as the key bets for transformative impact.



"New Rural" as Engine of Growth | Establish Growth Cluster

The State Economy relies heavily on agriculture, with a marginal growth in the service sector and a declining small industry. Jobless growth and a decline in worker productivity highlight the inability of the industrial and service sectors to generate employment. Achieving a ten-fold increase in per capita income to \$21,000 requires significant growth in agriculture (4x), industry (14x), and services (10x), necessitating a shift in the traditional economic growth paradigm. Rural prosperity depends on the growth of worker productivity, as cultivators earn 2.27 times the income of laborers, while non-farm workers earn more than twice the income of cultivators.

The "New Rural" approach prioritises the expansion of local opportunities for value-growth and increased productivity across primary, secondary, and tertiary sectors. It aims to leverage local resources, boost local consumption and demand, and

promote digital-first manufacturing and services growth. Traditional models of workforce diversification into large-scale manufacturing may not be effective anymore due to technological advancements. Instead, the focus is on harnessing rural competitive advantages in the bio-economy and leveraging digitisation to eliminate economic barriers. Disrupting the rural economy while emphasising agricultural growth is crucial for facilitating the transition of labour from agriculture to secondary and tertiary sectors, leading to higher productivity and income.

Elements of Growth Cluster for Farm-allied and Non-Farm

- Spatial and demographic trends indicate that Large Villages with significant urban occupational tendencies will significantly increase. Almost a quarter Indian Rural population is going to be in this transition space, and this will be a natural lever of manufacturing and service sector growth in India.
- The primary sector, including high-value agriculture, forestry, textiles have near-rural linkages to secondary and tertiary sectors, such as food, bio-based value chains including tourism, carbon sequestration and water. Business models related to food, bio-based activities, and ecosystem services connected to the availability of renewable resources create comparative advantages for the "rural sector".

- Incentivising the establishment of dynamic rural industries such as agro-based, forest-based, mineral-based, and textile industries and modern small-scale industries can generate local employment and investment and further profits that can be reinvested.
- Several Mini and Nano Enterprises (MNEs) are supported by initiatives like MGNREGS, NRLM, Kaushal Bharat, and RSETI, along with public financing. Village industries like processing cereals and pulses, manufacture of oils and paper, handicrafts, etc. can also leverage e-commerce platforms.
- Skill hubs in industrial clusters will form a big part of the job opportunities in the service sector, spanning areas like food service, logistics, and retail.

We intend to develop a business prototype, ground-up in 10 "large villages in a physical setting as Rural Economic Zones.

Archetype 1

Makers Home

Offers specialised machinery and services for improving and expanding economic activities related to traditional arts, craft, and manufacturing.

Archetype 2

Genesis Point

Offers physical infrastructure and service support for the production and distribution of business inputs considered the first point of value chains.

Archetype 3

Service Boost

Offers access to tools, storage and other things that enable villagers to provide general and specialised services for other villagers and businesses.

Archetype 4

Village Goods

Offers produces, products, and material goods for the consumption of local villagers and supporting institutions.

Archetype 5

Market Stand

Offers business-to- consumer and business-to-business consumption point for the commercialisation of diverse products.

Archetype 6

Fulfilment Center

Offers specialised services and warehouse capabilities for the aggregation and distribution of goods to match institutional procurements.

In each location we will seek to develop:

- **Anchor:** Robust revenue generator, fail-safe business like Bio-energy and Bio-fertiliser Production
- **Connect Hive:** Employability, Placement and Entrepreneurship Capacity and Linkage
- **Makers Home** (Common Service Centres): Pay-per-use facility based on context specific presence of workers in Metallurgy, Pottery, Packaging

- **Genesis Points** (Opportunity Expansion and Value Growth by Introducing New Goods and Services):
 - Rural Primary Production System (Farm, Livestock, Forest): Nursery, Spawn filled mushroom bags, Fish seed production
 - Nano and Mini Rural Enterprises: On-hire infra for construction material production, Lease-rental of infra
 - Logistics and Service Hub

- **Service Boost** (Value-Add to Facility Local Produce): Rice Mill, Dal Mill, Oil Expeller, Honey Processing, Bamboo Curing and Processing. Organised in PPP Mode or FPO/PG Mode with service fee.
- **Fulfilment Centre:** Packaging, Branding, Quality control, Certifications
- **Village Goods and Employment Zone:** Garment/ Apparel Mini Factory, Rural BPO

High Income Natural Farming Clusters

Rising population has led to the modernisation of agriculture, which has successfully provided food for the growing billions and prevented a Malthusian food crisis. However, this modernisation has also resulted in significant environmental challenges. Agriculture is a major contributor to greenhouse gas emissions, with pesticides, fertilizers, machinery, and livestock accounting for 18% of all emissions. It has also led to toxicities in food, water, soil, and air, and the loss of half of the world's agricultural topsoil in the past 150 years. The agricultural sector is a primary driver of biodiversity loss, endangering 86% of species at risk of extinction. Additionally, agriculture consumes 69% of the planet's fresh water. The government's focus on natural farming is crucial for achieving net-zero commitments. However, farming remains the primary livelihood for four-fifths of Indians, posing challenges for natural farming due to low margins and high variation. In addition, throughout history, agricultural revolutions have aimed at generating surplus, stability, and growth, which have played a pivotal role in societal transformations and urbanisation.

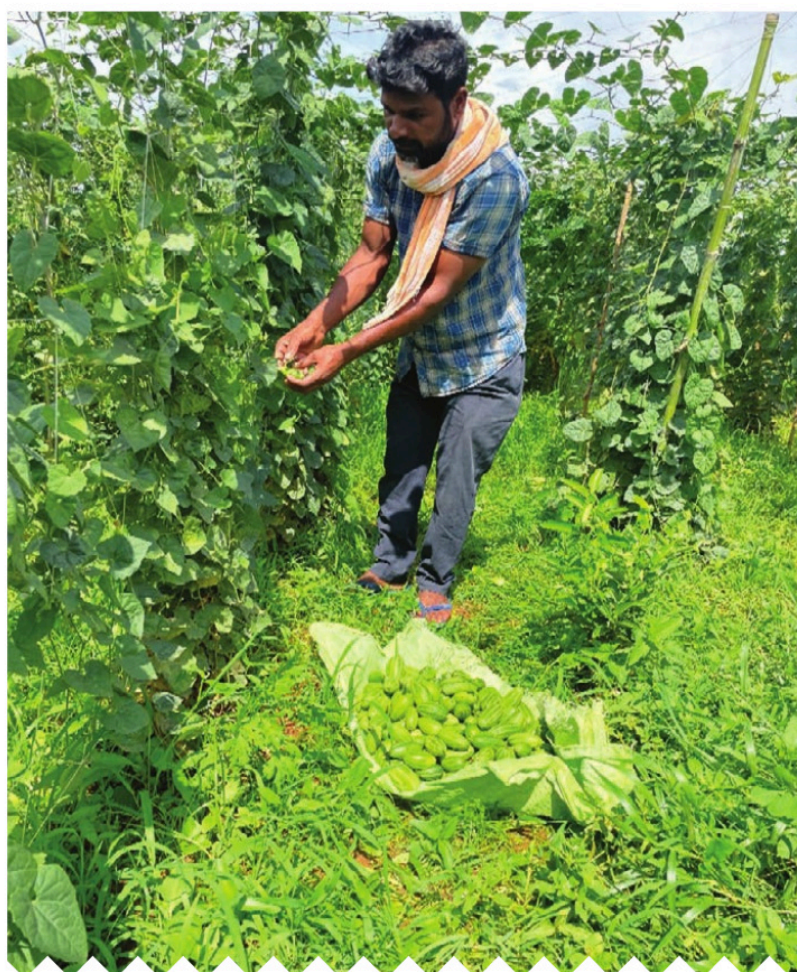
Even the current farming practices are risky for smallholders, relying on external inputs and monotonous crops. They are mostly copied from irrigated areas with different resources. With climate change and shifting consumer demands, smallholders must adopt more resilient cropping systems and

produce attractive crops for markets.

Natural and Circular farming can enhance resource capacity, build healthy soils, and reduce market risks. This approach is based on diversified cropping systems, including animals, and provides stability to income. Circular farming strengthens diverse sources of income, like crops, animals, and market access. With markets responding to safely and responsibly produced crops, there is an opportunity for smallholders to adjust their production system and respond to emerging opportunities.

Objectives of graduating towards High Income Natural farming

- Increased and diversified food production, significantly enhanced Income
- Restoration of soil health, including the capture of atmospheric carbon (C) to mitigate climate change
- Reversal of biodiversity loss at farm and local ecosystem levels
- Maintain/ recycle scarce farm resources



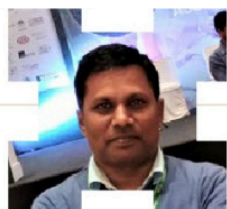


TRI has co-developed with farmers and experts the model for High Income Natural Farming which includes : (a) Capacity enhancement with small farm prosperous farmers axis (b) Diversification and intensification of the farming system leading to resilient and remunerative food production with local context-specific Toolbox of processes & practices (c) integration with supply chain through village based entrepreneurship (d) schemes for government partnership and private sector investments (e) Local enterprise to produce and sale bio products to support nonchemical crop production & protection.



“
During this year of Millets, we are at the juncture of embracing the narrative of millets amplifying rural nutrition and sustainable livelihoods. Through our Community Action Labs, we work with communities to create such livelihood models and simultaneously build market avenues for millet-led livelihoods.”

Neeraja Kudrimoti
Associate Director
Chhattisgarh



“

Amplification of carrying capacity of natural resources, diversified cropping system, resilience to climate risks, build healthy soils and less dependency on external inputs. With the approach of Circular Farming, efforts are towards increasing income options for a farmer with stability and sustainability from agriculture itself.”

Ashok Kumar
Director
Farm Prosperity



Chapter 5

Internal Organization



The year 2022-23 marked a significant milestone for us as we re-evaluated the structure of TRI, enhancing its focus and offerings. The Senior Leadership Team underwent reorganisation, aligning with programs and geographical areas to lead the TRI mission. This evolving structure has resulted in a leaner and more efficient TRI, facilitating increased stakeholder engagement, and creating new avenues for resources and contributions.

We are navigating the balance between unified action and diversified entrepreneurial leadership, recognising the challenges inherent in our early years and the scale and scope of our initiatives. We aim to find the optimal equilibrium of stability, efficiency, creativity, and flexibility as we progress.

Senior Leadership Team takes charge

Prof. Zachary Green, Professor of Practice and Director of Leadership Development at The Nonprofit Institute, University of San Diego together with IMAGO Global Grassroots are supporting us in developing a structured leadership for our Senior Leadership Team. During the year, Prof. Green and the IMAGOGG team worked through a series of online workshops and practice sessions to help strengthen -

- **Mutual Accountability**
- **Cultivating Destiny (implicit attention to succession planning)**
- **Purpose and Discovery (organisation culture)**

The workshops and practices serve as a means to build accountability mechanisms and empower the collective leadership of the team. To facilitate this, the Senior Leadership Team (SLT) has taken charge of institutional processes and formed six working groups.

1. **Internal Climate Culture Development:** This group assesses and develops strategies to cultivate the desired internal culture



within TRI. This includes getting consensus, rolling them out and sustaining them. They analyse the existing culture using the Culture Climate Assessment Tool and identify areas for improvement.

2. **Integration & Differentiation:** This group focuses on integrating the Community Action Lab processes across different themes and geographies. They develop mechanisms for integration at various levels – Block, District, State and TRI – and align with the operational vision of 2025.
3. **Looking Ahead of the Curve Ideas for Future Ready TRI:** This group explores developmental discourse,

tracks philanthropic networks, academic publications, and research papers relevant to TRI's areas of engagement. They position TRI in global, national, and state forums and create compelling narratives based on community insights.

4. **Public Policy in Action (PPiA):** This group builds a narrative for PPiA engagement within TRI. They analyse existing PPiA initiatives, review human resource practices in different departments and ministries, establish a learning and development system, and identify opportunities for new partnerships.

5. **Drawing Expertise, Leadership Coaching and Development:** This group supports SLT members in honing their leadership skills through engagement with leaders, mentors, and sector experts. They focus on strategic thinking, innovation, and action, fostering leadership traits among team members.
6. **Gender Mainstreaming:** With the support of Mentors Suneeta Dhar and Sarojini Ganju Thakur, this working group ensures the integration of a gender strategy across all TRI engagements. They develop policies, culture, processes, and structures that promote gender mainstreaming and establish tools for planning, implementation, monitoring, and learning.

TRI Culture and Climate Survey

Roughly right for High Performing Institution

The Lynton-Pareek Assessment tool was utilised to conduct a survey and create action plans for improvement. This process facilitated a shared understanding of TRI's Organisational Climate and Culture, including its dimensions and connections. It also informed colleagues about the current state of Culture and Climate within TRI, identifying areas where individual and collective efforts to be focused. The results of the survey aligned with the desired direction of becoming a High Performing Institution, motivating further efforts to deepen the intensity of the motivational climate within the organisation.



Motivation Profile Rank

Achievement	1
Expert Influence	2
Extension	3
Control	4
Affiliation	5
Dependency	6

The accompanying table shows the ranking on organisational dimensions. Based on the survey findings and discussions we decided to work on the five dimensions -

- a. Trust
- b. Decision Making
- c. Teamwork
- d. Communication
- e. Overall Identity



Human Resource Engaged 2022-23



208 Full Time professionals



70 Subject Matter Experts



659 Community Champions

Awards and Recognition



Kaushik Gupta

3 Decades of SHG Bank Linkage Programme & SHG Federation Awards

State

Uttar Pradesh

Awarded certificate of Appreciation and Memento

17th December, 2022

Panellist in a NABARD sponsored National seminar organised by APMAS and Govt of Telangana in Hyderabad along with eminent social sector experts of India like Dr. Narendra Kande, Dr. Sudha Kulkarni, Dr. Shailidra, HOD, of IRMA, Dr. C.S Reddy etc. ""CLF functioning and autonomy in UP""



Yamini Lahare



Meghan Kadam



Shrish Kalyani

Narva, Garuva, Ghuruva, Badi

State

Chhattisgarh

Awarded a memento

28th May 2022

Contribution in strengthening of Gram Gothan Samities for management of Gothans and Rural Industrial Parks



Neeraja Kudrimoti

Raigarh Millets Cafe

State

Chhattisgarh

Appreciation Letter from District Collector Appreciation in the Hon. PM's monthly radio program Mann ki Baat

25th June 2022

Appreciation letter from Raigarh district administration for conceptualization and implementation of Raigarh millets cafe



Saurav Kumar

Public Policy in Action Fellowship

State

Chhattisgarh

Appreciation certificate from the district administration

26th January 2023

Demonstrating system strengthening and convergent approach in the aspirational district programme



Darshan Kumar



Karimuddin Malik

Special Central Assistance Scheme

State

Jharkhand

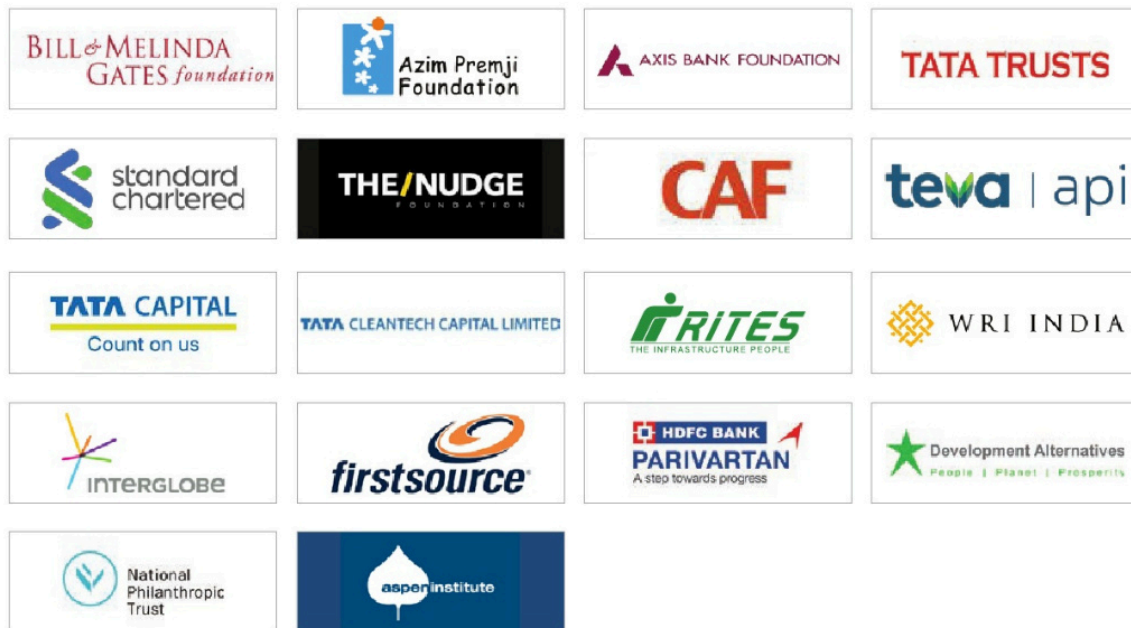
Appreciation letter by Principal Secretary, Dept. Home, Prison and Disaster Management, GoJ

08th September 2022

Strengthening the planning and monitoring process of the scheme on the ground and assistance in documentaion of best practices.

Our Partners

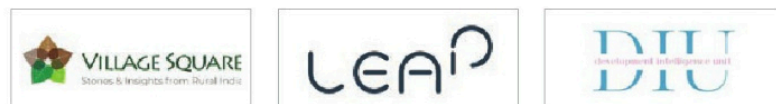
Donors



Associations



Initiatives



Institutional Partners



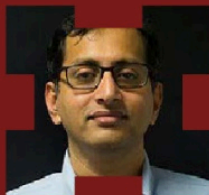
Advisory Board



Ms Bharti Gupta Ramola
*Former-Senior Partner,
PwC, Independent Director
on Several Large
Corporates (Chair)*



Ms Ireena Vittal
*Former-McKinsey &
Company*



Mr R. Venkatraman
*Founder & CEO, Karkinos
Healthcare and
Former- Managing Trustee,
Tata trusts*



Dr Sanjiv Phansalkar
*Founder- Vikas Anvesh
Foundation, Former-
Program Leader, Sir Dorabji
Tata Trust*



Board of Directors



Dr Sanjiv Phansalkar

*Founder- Vikas Anvesh Foundation,
Former- Program Leader,
Sir Dorabji Tata Trust (Chair)*



Mr Ashish Deshpande

*Secretary & Chief Financial
Officer- Tata Trusts*



Mr Harish Hande

*Founder and CEO,
Selco Foundation*



Ms Roda Mehta

*Former Managing Consultant-
The Media Network at Ogilvy
Benson & Mather*



**Ms Rashmi Shukla
Sharma**

*Former Additional
Secretary, Ministry of
Panchayati Raj*



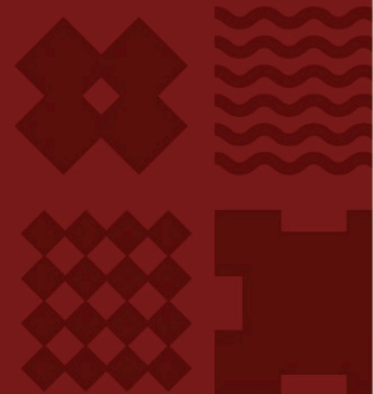
Mr Anirban Ghose

Co-Lead



Mr Anish Kumar

Co-Lead



Abbreviations

AAP	Annual Action Plan
AKRSP	Aga Khan Rural Support Programme
ANC	Ante natal care
APF	Azim Premji Foundation
APLD	Advance Program on Locality Development
APMAS	Mahila Abhivruddhi Society, Andhra Pradesh
ASA	Action For Social Advancement
BDL	Bharat Design Lab
BEES	Bharat Enterprise Enabler and Support
BLPM	Block Livelihood Potential Mapping
BMFL	Bending Markets for Flourishing Localities
BMGF	Bill & Melinda Gates Foundation
BPO	Business Process Outsourcing
BSS	Bazaar Samaj Sarkar
BTAD	Bodoland Territorial Aspirational Districts

BTC	Bodoland Territorial Council
BTR	Bodoland Territorial Region
CBO	Community Based Organisation
CEO	Chief Executive Officer
CG	Chhattisgarh
CGSRLM	Chhattisgarh State Rural Livelihoods Mission
CLF	Cluster Level Federation
CMRE	Centre for Mass Rural Entrepreneurship
COVID	Corona Virus ID
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DAY-NRLM	Deendayal Antyodaya Yojana - National Rural Livelihoods Mission
DBT	Direct Benefit Transfer
DHAP	District Health Action Plan
DIU	Development Intelligence Unit
DLCC	District Livelihoods Coordination Committee

DLPM	District Livelihood Potential Mapping
DMFT	District Mineral Foundation Trust
DMI	Development Management Institute
DNCD	Defeat Non-Communicable Diseases
DRE	Decentralised Renewable Energy
FaME	Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles
FDRVC	Foundation for Development of Rural Value Chains
FEED	Forum of Enterprises for Equitable Development
FES	Foundation for Ecological Security
FLW	Field Level Worker
FMCG	Fast-moving consumer goods
FPC	Farmer Producer Company
GoJ	Govt. of Jharkhand
GOYN	Global Opportunity Youth Networks
GP	Gram Panchayat

GPDP	Gram Panchayat Development Plan
GRC	Gender Resource Centre
HOD	Head of Department
ICT	Information and Communication Technologies
IMAGOGG	IMAGO Global Grassroots
INR	Indian Rupees
IRMA	Institute of Rural Management, Anand
IYCF	Infant and Young Child Feeding
JAM	Jandhan Aadhar Mobile
JH	Jharkhand
JSLPS	Jharkhand State Livelihood Promotion Society
LA	Local Administration
LDC	Locality Development Compacts
LMS	Learning Management Systems
LSDG	Localisation of Sustainable Development Goals
LWE	Left Wing Extremism
MA	Mission Antyodaya

MFDP	Millionair Farmer Development Plan	NGGB	Narwa, Garuwa, Ghuruwa, Badi
MGNREGS	Mahatma Gandhi National Rural Employment Gurantee Scheme	NIRD-PR	National Institute of Rural Development and Panchayati Raj
MHA	Ministry of Home Affairs	NITI Aayog	National Institution for Transforming India Aayog
MNEs	Mini and Nano Enterprises	NRLM	National Rural Livelihoods Mission
MNRB	Mini & Nano Rural Business	OB	Office Bearers
MNRE	Ministry of New And Renewable Energy	OoPE	Out-of-Pocket Expenditures
MoAFW	Ministry of Agriculture & Farmers Welfare	OPD	Outpatient Department
MoRD	Ministry of Rural Development	PG	Producer Group
MoRD	Ministry of Rural Development	PIA	Project Implementation Agency
MP	Madhya Pradesh	PM	Prime Minister
MPSRLM	Madhya Pradesh State Rural Livelihoods Mission	PMU	Project Management Unit
NABARD	National Bank for Agriculture and Rural Development	PPiA	Public Policy in Action
NAFPO	National Association of Farmer Producer Organisations	PPAVCD	Public Private Agro Value Chain Development
NAK	Nutrition and Kids	PRADAN	Professional Assistance for Development Action
NCP	National Commission on Population	PRI	Panchayati Raj Institutions
		PwC	PricewaterhouseCoopers

RIPA	Rural Industrial Park
RITES	Rail India Technical and Economic Service
RSETI	Rural Self Employment Training Institute
SAC	Social Action Committee
SAGY	Sansad Adarsh Gram Yojana
SBCC	Social and Behaviour Change Communication
SCA	Special Central Assistance
SDG	Sustainable Development Goals
SDP	School Development Plan
SHG	Self-Help Group
SIEC	State Irrigation Execution cell
SIRD	State Inst. Of Rural Development
SLCC	State Livelihoods Coordination Committee
SPAU	Strategy and Programme Assistance Unit
SPAU P&RD	"Strategy and Programme Assistance Unit- Panchayat & Rural Development"
SRLM	State Rural Livelihoods Mission

ST	Scheduled Tribe
ToT	Training of Trainers
TRI	Transform Rural india
TSU	Technical Support Unit
UBI	Universal Basic Income
UN	United Nations
UP	Uttar Pradesh
USD	United States Dollar
VHP	Village Health Plan
VHSNC	Village Health, Sanitation, and Nutrition Committee
VO	Village Organisation
VPRP	Water, Sanitation, and Hygiene
VS	Village Square
VVP	Vibrant Village Programme
W4P	Work 4 Progress
WASH	Water, Sanitation, and Hygiene
YP	Young Professional

Audited Financials 2022-23

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Balance Sheet as on March 31, 2023			
Particulars	Note No.	March 31, 2023 (Rs. in Lakhs)	March 31, 2022 (Rs. in Lakhs)
I EQUITY AND LIABILITIES			
1 Shareholder's Funds			
(a) Reserves and Surplus	3	134.33	96.44
(b) Corpus Fund	3A	50.20	50.00
		184.53	146.44
2 Non Current Liabilities			
(a) Other Long Term Liabilities	4	109.69	91.98
(b) Long Term Provision	4A	56.15	35.59
		165.84	127.57
3 Current Liabilities			
(a) Trade Payables :-			
(A) total outstanding dues of micro enterprises and small enterprises; and	5	6.78	1.17
(B) total outstanding dues of creditors other than micro enterprises and small enterprises	5	122.39	117.23
(b) Other Current Liabilities	6	3,462.57	3,018.30
(c) Short Term Provision	6A	1.36	0.66
		3,593.10	3,137.36
TOTAL		3,943.47	3,411.37
II ASSETS			
1 Non Current Assets			
(a) Property, Plant and Equipment	7	109.69	92.11
Property, Plant and Equipment	8	22.73	17.25
(b) Long Term Loans and Advances		132.42	109.36
2 Current Assets			
(a) Cash and Cash Equivalents	9	3,745.29	3,256.77
(b) Short Term Loans and Advances	10	65.76	45.24
		3,811.05	3,302.01
TOTAL		3,943.47	3,411.37
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 <i>Joe Pretto</i> Partner Mumbai Date: June 3, 2023 For and on behalf of the Board of Transforming Rural India Foundation <i>Sanjiv Phansalkar</i> Director DIN 02360656 <i>Ashish Deshpande</i> Director DIN 07519898 <i>Anish Kumar</i> Director DIN 02599705			

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

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New Delhi – 110049

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Atal Nagar, Nava Raipur, Chhattisgarh - 492002

BTC Secretariat Nodofa Nagar Kokrajhar, BTR, Assam - 783370

C-1, Alkapuri, near AIIMS, Bhopal, Madhya Pradesh – 462016

309/C, Rajmandir, First Floor, Ashok Nagar, Near Gate No 2, Road No 2
Ranchi Jharkhand – 834002

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