



ENHANCING RURAL OPPORTUNITIES

Transforming Rural India Foundation | Annual Report 2019-20



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TRIF and rural prosperity.

India represents the world's largest rural population cluster of the less-privileged.

To counter centuries-old poverty, three powerful realities are now converging.

- ① Government initiatives.
- ② Poverty-directed policies.
- ③ Focused ground-level actions.

Transforming Rural India Foundation (TRIF) is a focused not-for-profit organization possessing the right inter-sector competencies in addressing the long-standing challenge of poverty.

In 2019–20, TRIF deepened its presence across a wider geographic footprint, reaching 19 districts and touching over 174,205 households.

TRIF created platforms of empowered and responsible rural communities, directed to enhance scale, scope and substance. This was done with a singular objective: to enhance rural opportunities.

OUR FUNDAMENTALS

TRIF has brought to the
objective of rural prosperity
a complement of distinctive
experience and competencies

Our vision



Equal life-time opportunity with inter-generational equity for India's villages.



Informed citizens' engagement and voice in local governance as key to all efforts on the ground.



Envisions social norms based on justice, equality and a liberal scientific outlook including sustainable use of resources.



Envisages a village as a socially cohesive entity where all enjoy the opportunity to express full human potential in various facets of life - social, political, cultural and economic.



Visualises a situation in the village where every youth has skills and the information to make an informed choice for a lifelong fulfilling productive engagement.

Our NGO in a snapshot



Transforming Rural India Foundation.
Engaged in Transform Rural India, India's largest formal multi-partner integrated village development initiative.
Driven by the objective to enhance rural prosperity.

CV recognition event,
Ranibandh, Bankura,
WB, H & N, CINI,
PRADAN, TRIF



Pedigree

Transform Rural India Initiative was conceptualized in 2015 by a core team of senior professionals from India's leading rural development NGOs and Tata Trusts - one of India's most prominent private philanthropies.

Origin

In January 2016, Transforming Rural India Foundation was incorporated as an independent entity under Section-8 (Not-for-Profit) of the Indian Companies Act, 2013.

Focus

TRIF aims to bring about a paradigm change in the lives of disadvantaged rural communities, more specifically the poorest 100,000 villages (Stranded India). TRIF's two major verticals engaged in graduating Stranded India comprise: One, civil-society/community-led village transformation initiative and, two, TRIF public-system engagement vertical.

Registration

It received registration as a 'charitable' organisation under relevant sections of the Indian Income Tax Act, 1961. It is also registered under other enabling acts like Goods and Service Tax Act, etc. It received the 80G and 12A permanent registration number under the Income Tax Act.

Locations

TRIF's national office in Delhi orchestrates and integrates operations. The organisation's state offices in Bhopal and Ranchi coordinate grassroot pilots and support State Government engagements.

Governance

Transforming Rural India Foundation's governance structure comprises a Board of Directors (Dr. Sanjiv Phansalkar, Ashish Deshpande, Anish Kumar and Anirban Ghose) that focuses on fiduciary matters and internal systems. This Board integrates and contextualises inputs from

the Advisory Council and Program Guidance Council in formulating programmes and policies.

Partners

In the civil society/community-led village transformation initiative, TRIF works closely with NGOs/state agencies directly working in communities to create transformative impact, leveraging strong social mobilisation platforms.

Management leadership

The management leadership of TRIF consists of Anish Kumar and Anirban Ghose. The key role of the management leadership is around building TRIF as an institution, including the development of internal systems, processes for integration and alignment, institutional culture and climate upholding the core principles and values of TRIF. The management leadership is also in charge of positioning TRIF and its efforts in the external environment, raising resources for the implementation of institutional goals.

Team

TRIF comprises 91 colleagues working with communities and the government. More than 250 dedicated staff from partner organisations are involved in the implementation of TRIF ground pilot schemes. TRIF has placed 68 competent people as embedded resources and anchored Aspirational District Fellowship with 70 talented young professionals within the government system to amplify the deployment of government-supported infrastructure and/or improve public service delivery with a focus on Stranded India.

Donors

TRIF has been funded by credible agencies committed to the long-term transformation of rural India. These donors have committed multi-year philanthropy investments.

Our presence in numbers, 2019-20

2

Million-plus persons whose lives have been touched by TRIF

1,721

Number of villages benefited

174,205

Households within TRIF's circle of influence

22

Number of blocks of TRIF's presence in Madhya Pradesh and Jharkhand across 19 districts

6,000+

Number of community influencer (change vectors) created

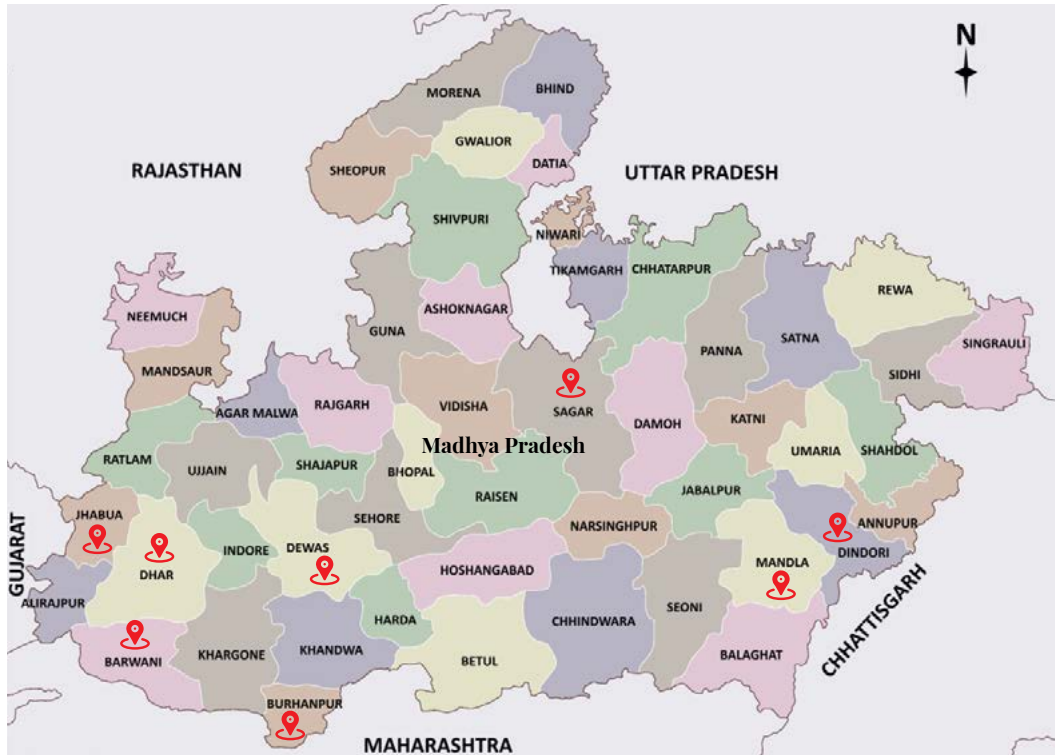
91

Professional staff

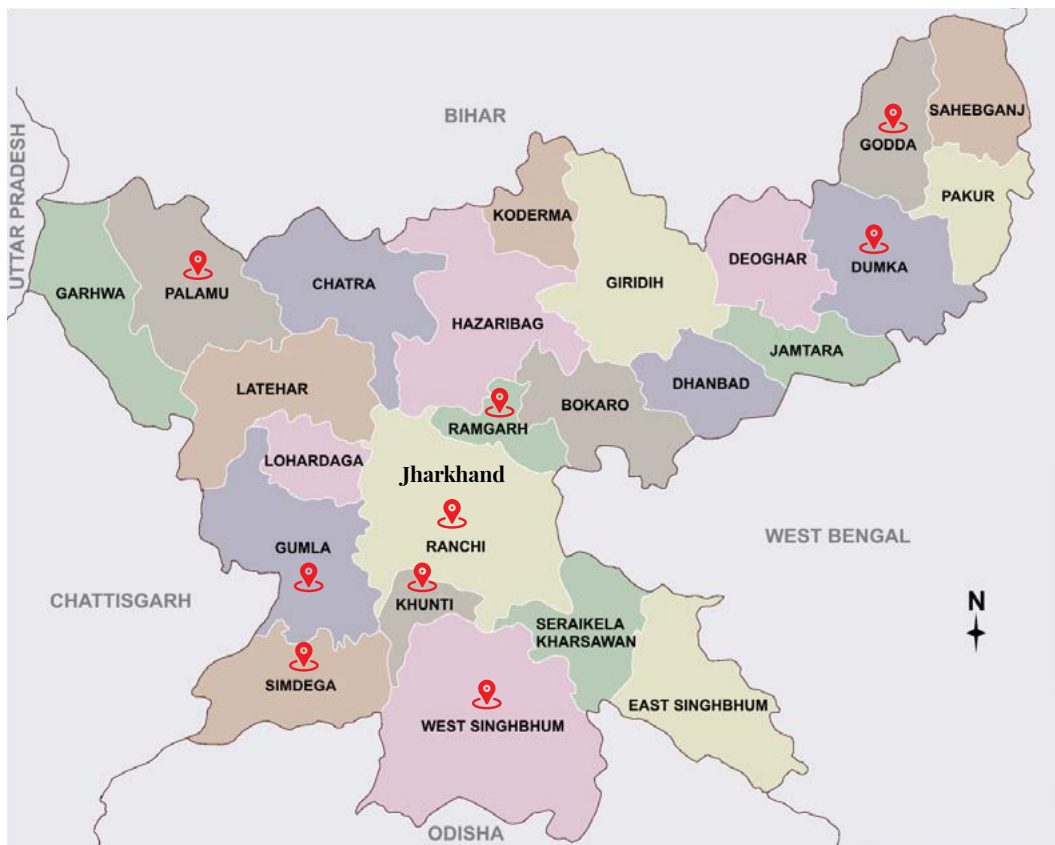
| Donor | Amount, INR Lakhs | TRIF responsibility, INR Lakhs | |
|--|---|--------------------------------|-----------------|
| | | A | B |
| Tata Trusts | 8,993.00 | 6,893.00 | 2,100.00 |
| Azim Premji Philanthropic Initiatives | 691.50 | 691.50 | |
| National Stock Exchange – CSR | 30.00 | | 30.00 |
| Syngenta Foundation India | 111.40 | 111.40 | |
| Bill & Melinda Gates Foundation | 2,573.85 | 2,573.85 | |
| Bill & Melinda Gates Foundation (via PCI) | 998.26 | 998.26 | |
| Bill & Melinda Gates Foundation (via PRADAN) | 485.64 | 485.64 | |
| IKEA Foundation (via PRADAN) | 6,927.00 | 745.60 | 6,181.40 |
| The Aspen Institute Forum for Community Solutions | 66.00 | 66.00 | |
| UN-Women (via PRADAN) | 31.34 | 31.34 | |
| Bill & Melinda Gates Foundation (via IFMR, PRADAN) | 39.47 | 39.47 | |
| Total funds raised by TRIF in INR lakhs | 20,947.46 | 12,636.06 | 8,311.40 |
| Total funds in million US\$ | 27.81 | 16.78 | 11.03 |
| A | Funds routed through TRIF books and TRIF responsible for implementation | | |
| B | Directly paid to the partner with implementation responsibility of TRIF | | |

The TRIF-instituted geographic footprint

List of districts and blocks of TRIF's presence



| Madhya Pradesh | |
|----------------|-----------|
| Blocks | District |
| Manawar | Dhar |
| Petlawad | Jhabua |
| Thandla | Jhabua |
| Amarpur | Dindori |
| Samnapur | Dindori |
| Bijadandi | Mandla |
| Barwani | Barwani |
| Rajpur | Barwani |
| Rehli | Sagar |
| Khategaon | Dewas |
| Bichhiya | Mandla |
| Ranapur | Jhabua |
| Kharknar | Burhanpur |



| Jharkhand | |
|-------------|----------------|
| Blocks | District |
| Raidih | Gumla |
| Torpa | Khunti |
| Gola | Ramgarh |
| Poriyahaat | Godda |
| Noamundi | West Singhbhum |
| Chainpur | Palamu |
| Kurdeg | Simdega |
| Bero | Ranchi |
| Shikaripara | Dumka |

Transforming Rural India Foundation is not alone.

It is working with some of the most credible like-minded partners



Core supporters



BILL & MELINDA GATES foundation

Institutional partners



TRIF's key partners

Front-line organisations

PRADAN, ASA, FES and AKRSP

Government support

Ministry of RD, MHA, MPSRLM, JSLPS and UPSRLM

Thematic partners – education

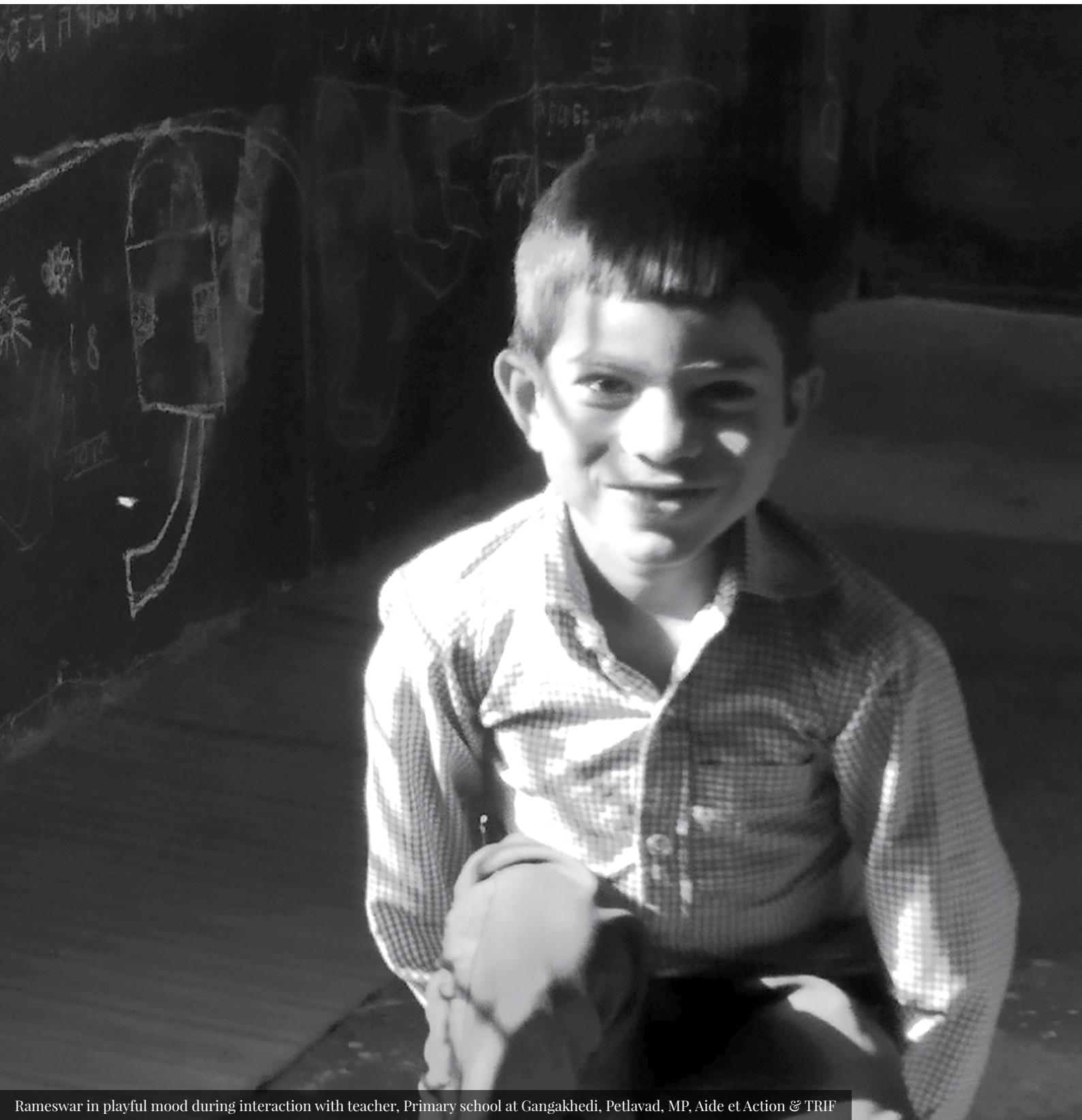
Prajayatna, Vidya Bhawan Society, Eklavya, Vikramshila, NEG Fire, Aide et Action and Samavesh

Thematic partners – health and nutrition

PHRN, CINI, Chetna and Freedom from Hunger India Trust

Thematic partner – governance

Samarthan



Rameswar in playful mood during interaction with teacher, Primary school at Gangakhedi, Petlavad, MP, Aide et Action & TRIF

Transform Rural India's strategic direction is driven by professionals of experience, respect and standing

STATUTORY BOARD



Dr. Sanjiv Phansalkar

- Engaged in India's development sector as a thought leader, grant maker, writer, teacher and consultant for 30 years.
- Worked closely with Dr. Verghese Kurien in his early professional career.
- Was Program Director at the Sir Dorabji Tata Trusts; heads VikasAnvesh Foundation, a research organization supported by the Tata Trusts.
- Fellow of Indian Institute of Management (IIM), Ahmedabad, from where he completed his PGP in Business Management.



Ashish Deshpande

- Secretary & Chief Financial Officer of Sir Ratan Tata Trusts.
- Possesses more than 24 years of experience in building and leading finance teams with significant operating scale and complexity.



Anirban Ghose

- Part of the lead team at Transform Rural India.
- Has been on the leadership team at India's leading non-profit PRADAN, working on rural transformation.
- At PRADAN, his role included raising funds and building linkages with multiple stakeholders; was responsible for institution building and positioning PRADAN among stake-holders.



Anish Kumar

- Part of the lead team at Transform Rural India
- Has been on the leadership team at India's leading non-profit PRADAN, working in the area of rural transformation
- Board member of the National Smallholder Poultry Development Trust, an advisory and policy advocacy body; member of the Planning Commission Working Group on disadvantaged farmers



Kumar Chaitanya

(Invitee – Finance Advisor)

- Head, Grant Finance & Budgets and Individual Grants, at Tata Trusts.
- Senior Chartered Accountant with experience in NPO financial reviews, setting up grant management systems, grant making, FCRA law, Income Tax law and NPO regulation in India.

ADVISORY COUNCIL



Bharti Gupta Ramola (Chair)

- Focusing on improving productivity and last mile delivery using commercially available technologies.
- Partner at PwC from 1984 to 2017; was part of the founding team of varied advisory businesses (Corporate Finance and Recovery, Project Finance, Sustainability) for PwC in India.



Ireena Vittal

- Former partner with McKinsey & Co.
- Recognized thought partner to consumer-facing companies looking to build large profitable businesses in emerging markets.
- Served government and public institutions to design and implement solutions core to India's development (inclusive urban development and sustainable rural growth).



R. Venkat

- Was Managing Trustee of Tata Trusts and Chief of Staff to Mr. Ratan Tata, former Chairman of the Tata Group for several years.
- In his personal capacity, served as the Chief Executive Officer and Partner of UC-RNT Fund and RNT Capital Advisors, a US\$350 million fund through which Mr. Tata and University of California have invested in several leading companies in India and abroad.



Dr. Sanjiv Phansalkar

- Engaged in the development sector as a thought leader, grant maker, writer, teacher and consultant for 30 years.



Anirban Ghose

- Part of the lead team at Transforming Rural India Foundation.



Anish Kumar

- Part of the lead team at Transforming Rural India Foundation.

Our delivery model

Our ‘Bazaar–Samaaj–Sarkar’ approach has been customised around grassroots realities

Overview

At TRIF, we recognise that even the best-intentioned initiatives can fail when it comes to last mile engagement and project delivery.

There are a number of reasons for this: the complexity of grassroots realities, the changing nature of the

target goalpost, the evolving nature of realities from terrain to terrain, the dearth of successful rural poverty-alleviation models, the need for a holistic inter-linked approach and the need to integrate agencies possessing distinctive competencies.

At TRIF, we recognised that a templated approach would work

to a point and no more; what was required was a unique customised delivery model converging three key stakeholders – government, communities and the market.

We believe that such an approach is effective because it reconciles the distinctive competencies of each stakeholder.

Capabilities

The government: Creator of policies; principal funder and driver of positive change; more extensively invested than any other stakeholder through resources and capabilities; possesses the capacity to play the role of the game-changer.

The local communities: One of

the most critical influencers that can make or break the impact of a grassroots policy and implementation; a willingness to play the role of an active change recipient and driver that influences program effectiveness.

The market: The third leg of the chain where the outcome of capabilities and

competencies (in the form of products and services) are encashed, resulting in program sustainability.

A collaborative relationship among communities enhances the effectiveness of the inter-related engagement.

Preparing communities

At TRIF, we believe that generating community upsides addresses the challenges of decades (even centuries) of low literacy, mindset rigidity, legacy practices and cultural conditioning. These realities need to be more than countered through the interplay of

various initiatives.

- Creating process protocols to stimulate self-action and collective effort.
- Partnering NGOs to generate a direct presence in villages to anchor

interventions leading to accelerated multi-dimensional changes.

- Partnering thematic resource organisations and curating operational modalities to support community action.

Accelerating rural prosperity

At TRIF, we believe that rural prosperity does not just happen by chance; it is the result of patient programmed and pre-meditated action, inspired by the best practices of the past and perspectives of the present.

- By developing village-based agro-entrepreneurs to provide end-to-end solutions for technology extension, credit delivery, timely input availability, harvest aggregation and market linkages.
- By developing enterprise solutions

to plug value-chain gaps — nurseries, equipment hire, irrigation, primary processing and markets.

- By introducing high-value commercial value chains for seeds, flowers, vegetables and pulses, anchored by commercial businesses.



Nageswar Bediya, Ramgarh, Jharkhand supported under the project MFDP, SFI & TRIF

Bringing market solutions

At TRIF, we believe that rural communities represent a power that needs to be aggregated, harnessed and turned into micro-businesses, originating intimately from the rural fabric and connecting to larger

businesses, resulting in a relationship of mutual dependence.

- By aggregating community demand, pitch and match-making to prospective businesses and actively supporting the establishment of

businesses in the area.

- By supporting new businesses for market linkages and the provision of healthcare, education and other services.

Mobilizing support from state governments

At TRIF, we believe that the biggest stakeholder in the exercise of poverty alleviation is the government – the most potent driver of schemes or policies for the benefit of the rural poor, making it imperative to enlist

the state government as the principal supporter.

- By convincing state governments to support integrated village transformation engagements.

businesses in the area.

- By smoothening necessary business processes.
- By providing critical, skilled human resources across departments involved in village development.

Focusing on results

At TRIF, we believe that the upside arising from the bazaar-samaj-sarkar interplay needs to be measured periodically across enunciated parameters for a numerical appreciation of program effectiveness

coupled with a qualitative insight into the impact. We believe that the use of modern appraisal technologies is integral to a fair, unbiased and objective appraisal of program health and outcome.

- By instituting third party base-lines, with controls, annual dipstick surveys and impact reporting.
- By making the progress periodically public.

How Transforming Rural India Foundation works

1

Macro-focus: TRIF has selected to focus on the transformation of rural India, possibly the largest such socio-economic opportunity in our country.

2

Micro-focus: To enhance effectiveness and prevent it from spreading itself thin across the vast Indian geography, TRIF focuses on the bottom 2 decile of Indian villages that will not be able to transform their realities without external assistance.

3

Conviction: TRIF is convinced that empowered communities can transform their own realities through processes, systems and resources.

4

Spirit: TRIF has demonstrated a 'can do' spirit, manifested in its ability to see opportunities in challenges.

5

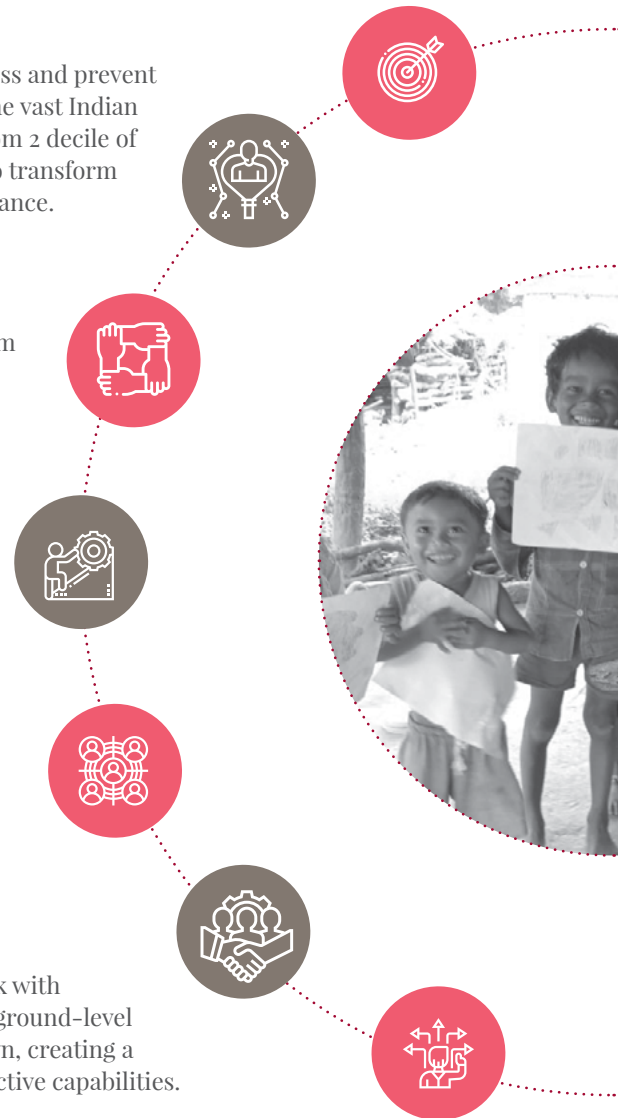
Holistic: TRIF is unique in addressing the challenges of rural India from a holistic all-encompassing perspective (bazaar-samaaj-sarkar) through the convergence of diverse stakeholders (government, community, civil society and markets) or the leading players in each segment.

6

Partnership: TRIF seeks to work with partners possessing vertical or ground-level competencies better than its own, creating a complementary network of effective capabilities.

7

Footprint: TRIF has selected to concentrate on transformation opportunities across eight states of Eastern and Central India.



14

Humatic: TRIF has fused its functional understanding of information technology and ground-level realities to arrive at effective digital solutions.



13

Platform: TRIF has leveraged platforms and processes for attracting social change agents and honorary rural volunteers.



12

Humility: TRIF is driven by a 360-degree feedback system; its collegial humility is reflected in its relatively flat management hierarchy, second line of leadership, co-building role for employees and the acceptance that it does not possess all the answers.



11

Connectedness: TRIF is a rural-facing organisation where all its projects are conducted in challenged rural terrains.



10

Knowledge pool: Our founders have drawn extensively on their experience in one of India's foremost not-for-profits engaged in rural poverty alleviation. Besides, the promoters have also drawn on the rich pedigree of Tata Trusts, one of India's most prominent philanthropists. The engagement of Tata Trusts with TRIF has helped unlock doors and build formal relationships. Our collegial structure enhances ground-level effectiveness. We have invested in vertical-wise knowledge best derived through a framework of human processes. We have invested in capabilities to manage scale.



9

Patience: TRIF has invested patient capital and resources, influencing its decision to correspondingly seek like-minded funding partners.



8

Focus: TRIF aims to raise income in at least 80% of the households across its rural footprint from US\$ 1200 per year to above US\$ 3000 per year. TRIF hopes to ensure that all households enjoy access to proper drinking water and sanitation facilities, ensuring that at least 80% girls study in schools till the age of 14, reducing the drop-out of students to near-zero while building vocational skills, improving women's security, working towards the elimination of domestic violence against women and empowering women to influence local self-governance for community benefit.



Our process framework

The priorities and practices that TRIF has built in the last few years

TRIF began its journey with a vision to initiate lasting change in India's villages at the bottom of the economic and social pyramid. The organisation has carved out a niche and built on its competence to bring about change in rural India with speed and sustainability.



Vision: TRIF's vision of bringing together different stakeholders to drive holistic change in rural areas represents its biggest strength. It helps TRIF in bringing holistic development programs to its targeted regions and consequently driving positive change.



Capability: TRIF possesses the ability to convene different stakeholders – civil society organizations working in different dimensions, government departments working on various interventions and getting them to work together. Each entity has a different structure but with TRIF's intervention, they function as one effective process.



Experience: The team possesses grass roots experience of working with various stakeholders – with implementation agencies, communities and government agencies. This helps in the effective formulation and implementation of change strategies.



Holistic: The TRIF model works on the holistic transformation of a village. It works on different dimensions as no one organisation possesses the complete capability to work on a single dimension. It puts together all stakeholders to deliver a multi-dimensional intervention.



Multiplier effect: TRIF's intervention model helps in providing a multiplier effect to the initiatives of change agents. The implementation agencies work in silos and with different agencies. However, TRIF helps them work together towards a larger goal, helping them in scaling their work conveniently and amplifying their impact.



Processes and protocols: TRIF's multi-sectoral experience has helped in the development of tools and strategic pathway process and protocols for rolling out various thematic interventions. It has been able to develop best practices that help in implementing a multi-dimensional change model in a community-led process.



Preferred: The overall vision and commitment of TRIF has enabled it to work with the Government's flagship programmes like Mission Antyodaya, Aspirational District program, National Rural Livelihood Mission and State Rural Livelihood Missions, among others. TRIF has helped in streamlining operations at the block level, improving on existing programs and creating new programs among others.



Community engagement: TRIF has engaged individuals from the community who act as change agents. These are influencers who hail from the community and, as a result, provide a wider acceptance of various welfare programs.



Market-linked: TRIF is developing solutions that are market-linked. It is targeting four segments – social entrepreneurs present in its areas of intervention, working with local entrepreneurs in those areas, engaging with the agriculture sector to create agri-entrepreneurs and developing programs to link the youth to meaningful and skilled jobs.



Flat: TRIF has a relatively flat structure. It encourages its employees to extend beyond the normal call of duty. Executives in the organisation handle multiple functions. TRIF encourages them to move out of their comfort zone and manage different roles.



Transparent: There are manuals to conduct each and every function. All statutory compliances are met with; proper checks and balances are in place for handling finances and accounts.



Feedback: TRIF has created a mechanism where it collects feedback from all stakeholders that is then used to improve processes and protocols. A 360-degree feedback and reflection system is followed at TRIF.



Impact platform: Our ground action and strategy are anchored by Program Guidance Council, providing leadership to the community engagement and result progress; Sector Councils comprise thematic resource organizations that shape and lead strategies.

OUR IMPACT

Reflected in the transformed
lives of people touched by
TRIF's engagement





Hukum's life has been transformed by steady earnings from his *pani puri* and *chaat* cart



Kalpana Ahirwar's life transformed after she sought help at the TRIF-run counselling centre



Mira & Bhuri changed the way Gram Sabhas function

Case study

The future of students: Gora and Phulkori didi

Pipaltonka village, Dhar district, Madhya Pradesh

The students of the school in village Pipaltonka, Manawar District, encountered several challenges.

Two self-help groups – Gora and Phulkori – focused on the of these village schools.

The *didis* of both self-help groups visited the school premises twice a week to organise meetings to share information relating to education impairment and future of the schools with parents and staff. Besides, they participated in different meetings organised by the government for updates relating to the education sector.

One challenge was related to the organisation of a full-bodied meeting. The *didis* organised village committee meetings to discuss problems; they asked for a list of SMCs; they met the teachers of schools. Each member was made aware of educational roles and responsibilities. Eventually the 11th day of each month was identified as the day of the meeting.

One such meeting indicated the problem of potable water; a hand-pump was considered unsafe. The result was that the team proposed a water tank for students and staff for clean and safe drinking waters; the issue was deliberated upon and the team commissioned this over some time.

This collaborative sequence and positive conclusion validated a sense of community empowerment towards initiatives with long-term catalytic impact that could transform rural realities.

Partner organisation: Eklavya

Case study

Woman making positive change: Sumanti Murmu

Jamkandar village, Fiyon Jarna self-help group, Jharkhand

Sumanti readies for cooking. Washes her hands. Rinses her vegetables before cutting. Created a small kitchen garden. Grows different vegetables.

Usual?

Well, not quite considering that Sumanti lost three children due to delivery complications caused by a low hygiene awareness.

Since then, Sumanti's life has transformed. For someone who possessed virtually no knowledge of health and nutrition, she is now '*Badlao didi*'. She is trained (PB 1 and PB 2). She advises. She is sought out.

Her test came when she got pregnant for the fourth time. She registered at the Anganwadi, completed her ante-natal check, consumed iron tablets, rested adequately ...and opted for a hospital delivery. Just the things that the village elders looked at with distrust.

She has something to show for her conviction.

A healthy first child.

Partner agency: PHRN

Case study

Effective mobile ambulance intervention: Chatra

Chatra village, Jharkhand

In a state like Jharkhand where nearly 60% of the districts are covered by forests, Chatra is a remote village.

Only 13 ambulances addressed a population of around a million; four-wheelers could not negotiate undulating mud tracks within the forest; Chatra's inaccessibility deepened due to an inherent physical security risk.

The result: most villagers could not afford or access dependable healthcare.

Swasth Chatra (Healthy Chatra) was launched (by the district administration under the leadership of DC Jitendra Kumar, IAS) to counter this inequity.

This program extended to the unusual: a Motorcycle Ambulance Response Unit (MARU) and *Arogya Ki Kunji*.

The initial scepticism about MARUs has since yielded to appreciation. The initiative has helped deliver pregnant mothers to hospitals. Besides, the district administration distributed more than 1,600 medical kits to *Sahiyas* for less than Rs. 2,000, making it possible for the initiative to be implemented in three blocks.

The utility of this program is not measured in costs; it is now being measured in the number of lives saved.



Bike Ambulance near district hospital, Chatra, Jharkhand, project TADP, Tata Trusts & TRIF

Case study

Emotionally and financially independent: Kalpana

Raheli, Madhya Pradesh

After she had finished her graduation, Kalpana Ahirwar sought a livelihood opportunity.

One day her mother – a VO member – gave her the business card of a *sarathi*. She suggested that it could be a good idea for Kalpana to speak to the *sarathi* to help her get employment.

Kalpana called *sarathi* Roshni *didi*, who informed her about a counselling camp.

Kalpana went to the camp with her friends. There she was selected by a Mathura-based yarn spinning company called Ginni Filaments.

She was recruited for Rs. 7,500 per month; following a salary revision, she began earning Rs. 11,000 per month.

When she returned to her village to celebrate the new year, she was asked by the *sarathi* on how she doing.

Kalpana replied smilingly: “*Didi*, I had never imagined in my distant dream that I will have a job and earn money. Now I am confident enough to do a job and earn like girls from the urban areas.”

Case study

From hopelessness to growth: Hukum

*Jajemkhedi village of Manawar Block in Dhar District,
Madhya Pradesh*

One day while returning late at night from a neighbouring village, Hukum met with an accident that warranted multiple operations.

It took him almost a year to get back on his feet.

In July 2019, Hukum came to know of TRIF’s initiative to support the youth to start their own businesses.

He registered for the program and attended a three-day residential Entrepreneurship Motivation Training at the Community Training Center in Dhar.

Following training, Hukum was provided a Rang De loan of Rs. 50,000 to start a *pani puri* and *chaat* cart.

Today, Hukum earns Rs. 8,000-10,000 a month and expects to soon clear the loan.

Thereafter, he intends to commission a food junction.

For someone who felt his life’s destiny lay in working as a labourer, this is a significant transformation.

Inspired by TRIF.

Case study

Earning a respectable and dignified living: Saroj Dungdung

Gola, Jharkhand

Saroj Dungdung came from a women-headed household where the family income was less than Rs. 30,000 per annum.

She aspired to become a nurse but fell short of qualification for the ANM course.

During the counselling engagement, she chanced upon *sarathi* Mamta who told her about a short-term General Duty Assistant program.

As it was a paid course, she invested her savings to access the credit option. She worked hard on the course.

Following the completion of her training with B-Able, she got a placement at MNC Healthcare in Secunderabad.

Today, Saroj earns Rs. 10,000 per month coupled with free boarding and food.

From what she has managed to save, she sends money back home.

And best of all, she commenced loan repayment from April 2020 onwards.

Case study

Breaking the glass ceiling: Mira, Kaburi and Bhuri

Ganga Khedi (Petlawad), Madhya Pradesh

Mira, Kaburi and Bhuri are Change Vectors. Their village is inhabited by members of the Bhil tribe, Patidars and some scheduled caste families.

Until not too long ago, public services and supports were scarcely available; the panchayat was reluctant to reach out and the community was rarely informed.

After a visioning exercise in their village organization, the Change Vectors – inspired by TRIF – felt the urge to transform their reality.

The first reaction of the village elders: ‘Women need not get involved in official matters.’

They persisted. They raised a joint voice. They participated in the Gram Sabha. They discussed the transparency of the panchayat. They organized night camps and village meetings.

A consensus began to emerge that something was not right. The result: Gram Rojgar Sahayak agreed to organize a pension camp; the Gram Panchayat finally submitted an expense and work report to the Gram Sabha.

The turnaround has since been dramatic: CV *didis* are consulted for panchayat and scheme-related issues in their villages. All eligible individuals/families now enjoy an access for their social entitlements following persistent persuasion. They engage with the respective administration officials for the effective implementation of government schemes.

The surprise: the Block administration organized an event to thank them for the unprecedented intervention!

The year 2019–20 proved remarkable in our young journey

Dear friends,

In these unprecedented times with a feeling of solidarity, I place for your guidance our Annual Report for 2019–20.

The year was remarkable in our young journey. I am grateful to our donors, Government, NGO partners and communities for the opportunity to be meaningful in the areas of our presence.

At TRIF, the year was marked by growth at multiple levels. I am pleased to communicate that during the year

under review, our colleagues, who worked with communities, extended beyond themselves in attending to the most vulnerable: ensuring that no one goes hungry and mobilising resources to equip frontline health workers and facilities in protecting from the pandemic.

TRIF engaged in detailed work with women collectives in articulating a coherent vision and agenda of action that helped forge multiple partnerships with DAY-National Rural Livelihood Mission, the largest global mobilisation of women; we are optimistic that this will meaningfully pivot our engagements for transformative change.

The impact from Transformation of Aspirational Districts Program was visible – the engagement of Aspirational District Fellows, the State and national teams accelerated the innovative delivery of government programmes, replicated use-cases, generated mainstream support and

The first phase of multi-dimensional block-level pilots closes this year. Independent assessments show early gains across multiple indicators of health and nutrition, education, productivity and incomes, validating the premise.



highlighted some examples that can be considered lighthouses.

The first phase of multi-dimensional block-level pilots closes this year. Independent assessments show early gains across multiple indicators of health and nutrition, education, productivity and incomes, validating the promise. The challenge now is to sustain this intense effort by multiple partners and the government. Based on learnings and insights, we pivoted some engagements that are shared in this report.

Building the confidence of stakeholders to deliver on promises has been a significant part of our effort. Transforming Rural India Foundation emerged as one of

the largest formal multi-partner initiatives in the area of integrated village development with 21 leading CSOs in the areas of health & nutrition, education, livelihoods and governance. Besides, protocols and standard operating procedures were evolved for scaling community-led multi-thematic development efforts; robust partnerships with governments place it in a position to generate larger impact.

The TRIF team looks forward to your guidance and support as it pivots to the needs of the 'new normal' in enhancing the quality of rural lives.

Dr. Sanjiv Phansalkar
Chairperson

The management leadership's performance review of 2019-20

A picture of the challenges we faced, how we performed, how we could have done better and the prospects that lie ahead



Q: How has TRIF grown in the last year?

A: In 2019-20, we doubled our outreach. Even as our presence in two states remained around the same level as in the previous year, the number of villages of our presence increased from 900 to 1,700, indicating that we deepened our engagement in the geographies of our presence during the year under review. As far as the Aspirational Districts Program was concerned, we worked across 35 districts in the past two years, even as we worked deeper within those districts. There was a substantial increase in the number of families touched, which indicates that the exercise is achieving scale.

Q: Was the management leadership pleased with the progress of TRIF in 2019-20?

A: Let me indicate the reasons why one was pleased with the organisation's performance. In 2018-19, TRIF had pivoted an approach, checked assumptions, convinced and partnered civil societies and worked with rural communities. The year 2019-20 was the first full year towards its engagement with Mission Antyodaya that focused on multi-dimensional change where we partnered with MP State Rural Livelihoods Mission in nine blocks. Besides, with a direct presence in the transformation of aspirational programmes, our ground-level efficacy was now visible across the whole of 12 months.

Q: Was the management leadership pleased with the ground-level results?

A: There were a number of areas where we felt that the ground-level impact was positive.

For instance, we met the women collective and panchayat leaders in Jhabua (Madhya Pradesh), which is 90% tribal. This is what we took back from an engagement in August 2019: around 40 women sitting together and engaged in a discussion on what initiatives to kickstart that could transform their lives. To most people this would have appeared as just another gathering of women, but having been exposed to working in Madhya Pradesh across ten years, we believe that such an engagement was ground-shifting: the women were finally being able to articulate what they were feeling, they were talking in a comprehensive 360-degree life quality dimension, the discussion covered most women in the group and at the end of the discussion they had outlined goals related to health care. For someone exposed to working with grass-root communities in the most challenged tribal regions, the proceedings of this meeting were like an epiphany. It was music to hear women – the last in the power chain of rural India – talk of their vision, goals and milestones.

In 2019-20, we doubled our outreach. Even as our presence in two states remained around the same level as in the previous year, the number of villages of our presence increased from 900 to 1,700, indicating that we deepened our engagement in the geographies of our presence during the year under review.

Q: Which were the other positive TRIF developments during the course of the year?

A: There was another instance that emerged as a picture of positive change during the course of the year. We took the CEO of Azim Premji Philanthropy Initiative, one of our principal funders, to Rajpur on the Gujarat-Madhya Pradesh border. This mid-term review by the management leadership focused on the engagement between the panchayats and women collectives, an index of the depth of the democratic movement in these locations.

During such engagements, there is usually a danger of the visit being curated and manicured, as a result of which you often get to hear answers that you like. So we went deep into the terrain to a tribal village called Bhilala and engaged with women collectives. This is what we discerned in that patriarchal environment:

there were more women than men in the gram sabha and a large number of women were actually engaging in the conversation rather than being submissively cowed into a corner. I remember one exchange: the CEO of Azim Premji Philanthropy Initiative showed some of the formally illiterate women a picture of the preamble of the Constitution of India hanging on the wall and asked ‘What is this?’ They used some words that I have remembered: *‘Desh ka kanoon hai, jaisay samity ka kanoon hota hain.’*

For most people, the import of this meeting needs to be explained. In our urban existence, we are likely to ask ‘What is the big deal behind a community sitting and talking?’ You need to see that exchange through a rural prism to get its full import: it was the first time that the panchayat was sitting down for an exchange, the first time that the panchayat

was assuming responsibility for progress within the vicinity, the first time that government officials and community members were discussing joint development, the first time that women were a part of a public discussion and also possibly the first time that women were being asked ‘What do you think?’

The government executive put it succinctly when he said that ‘In the past, the exchanges used to be demand-driven and limited to a few individuals, but the engagement is more collaborative now with a distinctive supply-driven approach.’

The message appears to be going home that unless all agencies get together on a table, exchange perspectives and collaborate towards a solution, there will be no hope of making a dent in the country’s extensive rural poverty.

Q: What were some of the other positives of TRIF’s performance during the year under review?

A: We had accompanied our partner Syngenta Foundation (India) to Jharkhand where a solar-powered irrigation scheme had been implemented, creating a team of young agro-entrepreneurs. The village was decorated for the occasion and this was a historic moment, not because this irrigation scheme was likely to make a significant change in their farm productivity and cost structure, but because of something that would not have been evident at first glance. In the past, such a scheme would have attracted only a 10% contribution from the local residents; in this instance the scheme attracted a sizable 40% contribution. The big question: why did this transform? Was this transformation achieved overnight? The answer is that the increase was part of a

process-driven maturing among rural youth that inspired them to seize the opportunity, invest in it and recover their investment in just two years. It is as a result of schemes like these that the conventional *bhookha-nanga wala kheti* model is being replaced by the pant-shirt *wala kheti* model, firing the imagination of farmers towards a new world. The result of this water efficiency is being reflected in the quality of produce: in one of the footprint areas, we came across a large watermelon harvest, resulting in the creation of the largest such clusters in a span of just a few years.

Q: What was the bottomline in your rural engagement program in 2019-20?

A: The years 2017-18 and 2018-19 were years of project implementation and related learning. During 2019-20, the processes and our engagements with collectives were validated. When we approached the year, there was a question of how we would engage with the National Rural Livelihoods Mission. During the year under review, we established four touch points and our developed processes were mainstreamed through frontal engagements. The fact that we were part of four winning bids represented a validation of our process.

Q: What were some of the other capability-strengthening developments during the year under review?

A: There were a number of initiatives that reinforced our capability during the year under review.

One, the FCRA clearance that we received in May 2019, which opened our organisation to funding from prominent long-term strategic funding agencies like BMGF and IKEA Foundation, represented a validation of our focus and capability.



Anirban Ghose in conversation with Prof. Guggenheim, Georgetown University, Localising SDG, New Delhi, Tata Trusts & TRIF



Two, starting December 2019, we entered Uttar Pradesh, partnering under a PCI-led consortium supporting UPSRLM.

Three, in a significant development, we anchored Tata Trusts' agreement with the Ministry of Rural Development to set up Foundation for Development of Rural Value Chain (FDRVC), possibly the first instance of the government collaborating with a private charity. The overarching objective is to create processes and protocols to create producer companies, each attracting Rs. 20 cr of investment to address a large unmet rural need. We believe that the creation of processes and protocols will bring about a formative and normative change in the way farmers connect with markets.

Four, we created a building block during the year under review comprising pilot programmes, one of which ended in December 2019. Two strands of results emerged: there were discernible changes across interventions on the ground; the other conclusion was that we had been ambitious in our expectations of the significant delta that we had expected and must reconcile to the fact that the maturing will happen across the foreseeable future. We scaled with speed but the effectiveness of the additional recruitment took time.

Five, there were a number of positives that emerged from the assessment of our engagements with partner organisations.

Six, the deepening of our engagement in the Antyodaya program was another positive.

Q: What could TRIF have done better in 2019-20?

A: We felt that there were some areas where we could have done better. We were not able to convince donor-partners to engage with us for seven to ten years across 9 blocks where we are intensively engaged. There was a gestation in the training effectiveness

of our partner employees. There were some unexpected realities that we had not foreseen. There was a need to extend from silos to create linkages across solutions.

Q: What is the outlook at TRIF across the foreseeable future?

A: We are excited of our prospects for various reasons.

In 2020-21, our engagement with the National Rural Livelihoods Mission will become more visible. We believe that a successful model will make it possible to impact a cluster-level federation linked to the NRLM. We believe that 2020-21 will represent the start of a journey where we hope to showcase a successful engagement with NRLM.

We commenced our engagement with Mission Antyodaya (poverty-free gram panchayats) in June 2018. By 2019-20, we had engaged in 9 blocks. We believe that a successful engagement will emerge from this focus on 'stranded' India comprising the bottom 100,000 villages (bottom two deciles) marked by extensive government-assured service deficits, whether related to teacher adequacy or schooling effectiveness (where most schools finish for the day once the mid-day meal has been served). We believe that the moment we can start showcasing improving standards (through women collectives and gram panchayats), it would lead us to considerably larger opportunities. We also expect to showcase instances of positive transformations so that we are able to collectively shift people from a mindset of 'I can't' to 'I can' and, in the process, graduate them to take charge of their destinies.

Q: What is the big picture at TRIF?

A: We reaffirm our commitment to transform rural India's 100,000 most deprived villages, expecting to establish that opportunities are not defined by pin codes and that the life opportunity available to a child born in a village is not substantially different from a child in urban India.

Our three-year report card at TRIF

Where we succeeded

| | | | |
|---|---|--|--|
| <p>We established a social entrepreneurship approach in action on the ground.</p> | <p>We succeeded in fusing the power of our idea with the government in some areas (Aspirational Districts Program).</p> | <p>We created 6,000 change agents across communities, which was a new development for our partner organisations.</p> | <p>We entered into an alliance with the government, a formal and structured engagement.</p> |
| <p>We created a structure comprising processes for the Aspirational Districts program; we began to play a strategic role.</p> | <p>We influenced the system to create or customise workflows for specific programmes where we are involved.</p> | <p>We identified resource pools within the government, strengthening our understanding of all government schemes in rural India.</p> | <p>We anchored the Tata Trusts-supported two Fellows in each of the 35 districts. As part of Aspirational Districts program, these professionals are individuals embedded within the district administration in Jharkhand, Bihar, Telangana, Odisha, Maharashtra and Chattisgarh; based on the templates submitted by them, Rs. 180 cr was mobilised, validating the innovation and nudge eco-system approach.</p> |
| <p>We created a prioritised sequence of rural initiatives generating the largest impact, coupled with workflows leading to the quickest change.</p> | <p>We created a digital architecture comprising an analysis of rural realities down to the sub-districts, inspiring informed resource allocation.</p> | <p>We aligned with the preferred programmes of governments, enhancing our relevance.</p> | |
| <p>We created an effective mechanism to capture the innovative ideas being generated by our deputed fellows.</p> | | | |

Where we could have done better

We could have raised the benchmark in all segments of our presence.

We failed in some areas of our engagement.

We could not kick-start and catalyse market solutions.

We needed to excite donors to support the comprehensive whole long-term plan. Our CSO pilots closed or are in the process of closing; we were unable to mobilise resources to complete the change life-cycle.

We could have done better at building a civil society coalition towards rural transformation. While we succeeded with thematic NGOs, the frontline community-facing engagement proved inadequate.

We needed more effective mechanisms to engage with feet-on-the-ground in partner organisations.

While we were bold with results articulation, we were a bit unprepared related to externalities and interactions with larger complex issues.

Our learnings at TRIF in 2019-20

- There is a serious dearth of meaningful rural economic opportunities in India
- The emergence of the social media has created aspirations faster and larger than growth in incomes
- The biggest demographic threat to India is emerging in the incidence of FUEL (Frustrated, Unemployed, Educated, Local Youth)
- There is a resistance among the youth to embrace jobs that warrant labour, monotony and drudgery
- Much of the spending by the rural youth is in economically unproductive conspicuous consumption
- There is a growing rural frustration that the dividends of education are not leading to economic benefits

OUR VALIDATED AND EFFECTIVE ENGAGEMENT MODEL

How TRIF is accelerating a
transformation in ground realities
towards rural prosperity



Our strategic approach

TRIF believes that a holistic transformation in rural realities is best derived when communities assume control of their lives. TRIF is collaborating with various change agents to lead this transformation

Our theory of change

TRIF focuses on a holistic life transformation in rural India.

TRIF believes that community role and support are critical to make any change effective.

Through collaborative action, it is possible to activate a social process.

This helps create a new normative behaviour and a fertile transformative opportunity for rural communities.

Our pillars

TRIF's strategy to transform villages into vibrant opportunity hubs rests on four pillars

1

Empowering communities

Building self-reliant communities capable of self-governance; ensuring citizen engagement, responsibility and ownership in all community matters; influencing state institutions to realize community entitlements.

2

Multi-dimensional interventions

Creating a coalition of civil society agents and bringing them to the communities.

3

Responsive public system

Creating a responsive public delivery system.

4

Engaged market

Attracting market players to provide goods and services, ensuring the fair participation of rural households in large markets; enhancing investments in the rural economy.

Impact pathways

Context

- Remote geographies with high SC/ST population and marginal landholding
- Local economy sustained by rain-fed agriculture
- Low level of human development
- Differential access to modern amenities
- Unsustainable growth
- Uncertain social mobilization
- Distant political leadership
- Non-responsive governance structures
- Low service delivery

Process

- Mobilising communities
- Enhancing social consciousness
- Mobilising civil society grass-roots NGO coalition
- Upstream supply side engagement by thematic partners (knowledge, skills and practices)
- Building private sector partnerships (for investments, B2B linkages and entrepreneurship)
- Citizen advocacy for decentralized and need-based planning, allocation and implementation

Partnerships

TRIF is building constructive partnerships with state governments to catalyse support, bringing the demand side self action and social accountability in concerted engagement with service delivery and investments from the government. TRIF is engaged with Department of Public Health & Family Welfare, Department of Rural Development – MPRAF, Department of School Education and CMO – SVET. Within the Jharkhand Government, TRIF is engaged with Department of Rural Development as well as Agriculture & Co-operative Department

Results

- Improved access to essential services; creating a high-quality life experience
- Establishment of 'new', non-discriminatory social norms (around class, caste and gender for access, control, influence and decision-making related to resources and institutions)
 - Improved and contemporary scientific practices
- Improved/new individual and community infrastructure around livelihoods and water sanitation

Outcomes and impacts

- Enhanced social progress outcomes for communities
- Equal opportunity access through life with inter-generational equity
- Increased ability to influence the world around the self
 - Increased responsibility and belongingness

Health & Nutrition

The delivery of medical diagnostic services and curative support can often be constrained by poor service availability. The answer lies in a collaborative approach of community institutions and frontline workers, which TRIF is leading

Overview

About 75% healthcare infrastructure is concentrated in urban India accounting for 34% of the national population. Around 74% Indian doctors cater to the needs of the

urban population (source: KPMG). Even as private healthcare standards have been rising, the quality of rural public healthcare needs to improve.

Key focus areas

Reproductive and Child Health:

Complete ANCs, institutional deliveries, post natal cares, full immunization of children, adoption of Infant Young Child Feeding (IYCF) practices, mineral and vitamin supplements, etc.

Nutrition: Food diversity and linking agriculture, dealing with the underlying issues of gender (for example, intra-family food distribution, early marriage, early pregnancy, leading to low birth-weight babies).

These areas have been addressed through the following initiatives:

- Incubation of community-centred processes of self-action and social accountability
- Our community collectives question age-old health and nutrition beliefs. These processes help communities connect with public systems by creating a demand for health/nutrition services and improving quality in the social accountability/citizenship frame. This makes the role of the Change Vector critical within the community.

Role of partners

State government

- Increasing the availability of physical infrastructure, equipment, human resources, technical support, commodities and supplies for the provision of health and nutrition services to reduce gaps vis-a-vis National Health Mission (NHM) specifications
- Ensuring the co-operation and

participation of related supervisory and frontline workers

Thematic resource organization

- Building perspective, knowledge and skills of community collectives and embedded Change Vectors
- Identifying gaps in the knowledge and skills of frontline workers, making it possible to build capacity as required

Key programs and updates for 2019-20

| Indicators | Progress |
|--|----------|
| Villages with active sub-committees of village institutions | 500 |
| Villages with CVs trained | 855 |
| Villages with CVs actively engaged with community institutions | 588 |
| CVs actively engaged with community institutions | 1,524 |
| Villages with VHND regularized | 591 |
| Villages with frontline staff trained and engaged | 836 |

TRIF scope

TRIF pilot projects are being taken up in 17 blocks across 6 states; of these 10 blocks (in Jharkhand four and in MP six) have been focused upon by TRIF. TRIF is in the process of engaging with the state government to formally support the public system to engage closer with community exports for these services. The formal engagement opens up spaces to identify the capacity gaps of frontline workers providing skill and capacity upgradation training.



Mentors from PHRN put a stall in showcasing health and nutrition interventions at the Torpa CLF Annual General Meeting, Torpa, Khunti, Jharkhand, PRIDE Project, PHRN, TRIF, PRADAN, Source - PHRN

Key highlights, 2019-20

- Focused on the first 1,000 days (from pregnancy till a child reaches two years of age) through scientific practices and staff capacity building
- Engaged with thematic partners like Chetna, CINI, PHRN and FFHIT
- Created an active role of the Health Resource Council
- In 654 villages, VHNDs were strengthened; community participation increased, widening knowledge dissemination
- Online MIS was rolled out; partners entered monthly data into a health & nutrition MIS dashboard
- Sustained the movement towards cooking in iron *kadhais* in the women's collective in Jharkhand (reducing anaemia)
- Panchayat Department (through WBSRLM) discussed the health & nutrition program of Bankura on the Doordarshan channel

Education

TRIF is collaborating with community change agents, frontline partners and the government to transform primary educational realities in the areas of its presence

Overview

TRIF invested in education to empower communities, take informed decisions related to children's education and create a rural educational eco-system. In three years, the results: improved

attendance, better parent-teacher engagement, deeper community involvement in education, increased teacher motivation and education emerging as pivotal to discussions in community spaces.

Needs

Rural schools suffer from poor infrastructure, dearth of trained teachers and inadequate educational quality. There is a shortage of 689,000 teachers across India's primary schools; only 53% of schools have functional girl toilets and only 74% have access to drinking water. The 10% who do manage to complete school encounter uncertain job prospects. Around 78% children in Standard III and 50% children in Standard V cannot read Standard II texts (Source: Pratham). Only 26%

Standard V students can successfully address a mathematical division problem.

TRIF's seven thematic partners helped form and strengthen SMCs and Mata Samitis/Palak Samitis. These meetings created an open space for discussions related to the school's facilities (infrastructural/ administrative) in addition to helping build a supportive eco-system. Some 432 villages comprised such forums at the time of the report.

Role of partners

- Mobilizing the community and supporting engagements with community-centred processes such as the engagement with the School Management Committee (SMC), community ownership of the local school and bridging the teacher-community disconnect
- Supporting engagements with teachers, students and the local education system through context-specific training modules, toolkits (audio-visuals) etc. to improve the in-class and external learning environment
- Working with public systems to plug gaps in the capacity of teachers and grounding SMCs
- Providing relevant support as per sanctioned government plans and opening the space for engagement by resource organizations

Strategy

- TRIF and thematic partners helped form and strengthen SMCs, regularized the institution of the parent-teacher meeting, formed a cadre of ECVs and regularized ECV meetings at the village level.
- Perspective building was carried across 24 CLFs, which helped create a cadre pool of 1,187 ECVs in blocks and deployed around 496 villages for the preparation of a Community Action Plan.
- This intervention reached 1,707 villages of 19 Blocks across Madhya Pradesh, Jharkhand and West Bengal, supporting 2,495 schools and teachers

in 1,486 schools.

- 2,369 ECVs were mobilized; 826 Village Organisations started supportive action including plans for their village schools in improving attendance and supporting school activities.
- In 619 villages, parallel supportive learning spaces (library or learning centres) were started; in 711 villages, SMCs were connected to Gram sabha / Panchayats where concerns around educational issues were placed.
- Teacher training and different capacity-building efforts were

conducted for 1,486 teachers, comprising the effective use of Teachers Learning Materials (TLM) and alternative classroom processes.

- Some 119 Cluster Resource Coordinators (CRC)/Cluster Academic Coordinators (CAC) were engaged in supporting teachers and participating in community-led events/activities.
- New modules and tools were developed to strengthen the community process, including six short films, posters for parents, SHG, VO/ECV engagement, training materials and handbooks.

Emerging efforts

Recognition by educational functionaries: Recognising TRIF's efforts, the MP government sought support in creating a pool of district resource groups, supported the Master Trainer and teacher's training and HM training. More than 400 SMCs were oriented around responsibilities through RNGO partners with the support of HM and teachers' groups in their blocks.

Bridging the gap between parents, teachers and Palak meetings at the village level: There were efforts to

enhance monthly parent-child and parent-school engagements with ECVs, VO sub-committees, parents and teachers.

School functioning: There were improvements in school functioning and teacher performance.

Early impacts

- School attendance rose to 60-70%; Samiti members contacted parents with wards reporting infrequent attendance

- Parent awareness improved through SHG meetings, participation in PTA meetings and

one-on-one engagements

- 70% or more children in class 5 were able to read books in some schools compared to the state average of 34.4%

- Students were able to solve simple mathematical problems

- More than 60% of Class III students were able to read a few words, write their names, friends' names and parents' names



Learning camp Khatra, MP, TRIF & Vikramshila, Source Vikramshila

Farm prosperity

TRIF's farm prosperity transformation model comprises the promotion of Value Chain Actors who, in turn, mobilize farming families from within women SHGs to set up localized agriculture technology demonstration centres and aggregation centres with the objective to market agriculture produce

Strategy

- TRIF has developed a model for attracting and incubating local youth as agro-entrepreneurs along with its partner Syngenta Foundation (India). The model has been protocolised and is being scaled in several places, including Jeevika, Bihar, AP and the World Bank-funded JOHAR project in Jharkhand.
- Placed an embedded cell in Jharkhand, which is utilising MGNREGA investments in strengthening farm-based livelihoods – improving the farm-productive infrastructure and integrating horticulture. The cell's efforts have led to the setting up of ~4,200 acres of mango plantation for ~6,500 tribal and marginalized farming families.
- The Jharkhand SRLM is promoting a community-managed surface micro-irrigation program with SHG members in over 1,000 villages.
- TRIF has its own engagement across ~2,000 villages in 18 blocks of Jharkhand and MP. In these areas,

Market support system

Linkages with market enterprises are critical for the integrated sustainable transformation of villages. From social enterprises providing affordable

TRIF is working intensively with farmers with a target of creating *'lakhpati-kisaan'*.

- On the ground, TRIF adapted production technologies to promote creepers on trellis, exotic vegetables, cut flowers, high ultra-high density orchards and seed production with tribal farmers in remote Jharkhand and Madhya Pradesh.
- Value Chain Actors (VCA) engage in fixing the broken supply chain for farming families to expand, diversify and intensify agriculture. The youth are identified by community institutions (Women SHGs/CLFs) and are trained by TRIF and the partner team of SFI, and post-training work closely with community institutions. The work, jointly planned with the CLF/VOs, and the progress are monitored by them. The entire crop planning is a bottom-up process with community groups engaged in decentralized planning, leading to the engagement of VCAs.

healthcare to business solutions linking farmers to reliable and remunerative markets, the expanse of the market ecosystem is far-reaching.

Outcomes

Effective crop planning

Seed replacement towards high-yielding varieties

Development of innovative models around pay per use for agri-services like mechanisation and water for irrigation

Implementation of irrigation projects

Highlights, 2019-20

- Focused on enhancing a commercial mindset among farmers, fixing the last-mile market linkage compromising linkages with commercial companies for marketing produce.
- Incubated agro-entrepreneurs with partner Syngenta Foundation (India).
- Placed an embedded cell in the Rural Development Department in Jharkhand; the cell's efforts led to ~4,200 acres of mango plantation for ~6,500 tribal and marginalized farming families.

- Supported the World Bank-funded JOHAR project for ~2,000 irrigation programmes among SHG members.
- Engaged directly in ~2,000 villages across 18 blocks of Jharkhand and MP (to create *lakhpati-kisaans*).
- Developed a Center of Agriculture Excellence outside Ranchi to demonstrate locally relevant agriculture practices.
- Promoted creepers on trellis, exotic vegetables, cut flowers, high ultra-high density orchards and seed production among tribal farmers.

- Deployed a toolkit to optimise crop-mix options.
- Deployed 89 agriculture entrepreneurs and on-boarded 16,412 families.
- Initiated a seed replacement program towards high-yielding wheat varieties; signed an MoU between TRIF and Rajmata Vijayaraje Scindia Krishi Vishwa Vidyalaya to establish a technology demonstration center.
- Rolled out a Sarathi platform (addressing underprivileged rural youth) in 5 blocks across MP and Jharkhand; more than 2,000 youths were mobilised.



Gola Kerketta, Khunti, Jharkhand supported under project MFDP, SFI & TRIF

Governance

The engagement of informed citizens and a voice in local governance hold the key to TRIF's on-the-ground effectiveness. TRIF champions social norms based on justice, equality and a liberal scientific outlook including the sustainable use of resources and ecologically-sensitive lifestyles

Overview

TRIF's governance intervention program encompasses enhancing engagement of the community with

PRIs to access the public system and focusing upon intra-community social-normative behaviour changes.

Outcomes

Development outcomes related to health, nutrition, education and livelihoods play a significant lever in community action around practice adoption and linkages. The bi-focal nature of action is captured in Community Action Plans or Zero Budget Activities as part of the Village Development Plan (VDP), which are collated as a Gram Panchayat Development Plan (GPDP). The sectoral/departmental plans were pursued with government departments using the administrative architecture available under NRLM and the office of the CEO-Zila Panchayat.

Strategy

With a focus on impacting outcomes around the basic quality of life dimensions through the leveraging of social capital created by NRLM for strengthening local governance, TRIF partnered with Samarthan to deepen action in Rajpur Block of Badwani District in MP in 2017. Later in 2018, TRIF extended its partnership under the Mission Antyodaya program with MPSRLM to include seven more blocks. By 2019-20, TRIF had reached out to 992 villages under 465 Gram Panchayats (out of 1,029 villages under 479 Gram Panchayats). The key intervention nodes to trigger community aspirations were mobilizations through Gram Sabha, improving the efficiency of the local governance structure and bringing about changes in the social-normative behaviour.

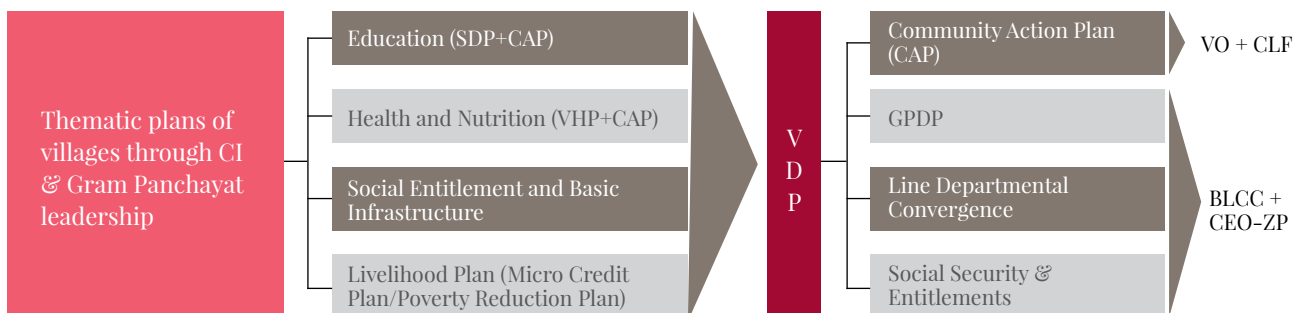
Community collectives: TRIF identified Change Vectors or *Sachet Mitra* who were provided training and capacity building around technical and soft skills to engage with women at community collective forums and bring about changes in social-normative behaviours leading to a quality life experience.

Gram Sabha: By means of increased engagement, these women collectives

at the village level became organized 'citizen' groups to activate Gram Sabhas, emerging as a countervailing bottom-up force in Gram Panchayats. The monitoring and evaluation studies reported a significant increase in attendance and participation of women in Gram Sabhas in the last three years.

Gram Panchayat: Training programs and exposure visits for duty bearers, elected representatives and members of Gram Panchayat proved to be useful in eliciting their participation, which also helped in understanding their roles better.

Village Development Plan: The initiative leveraged existing women collectives to mobilise and strengthen Gram Sabha processes to facilitate the Gram Panchayat in delivering its mandate. This was manifested in a participatory Village Development Plan accepted by the Gram Sabha and used for the implementation of development activities in the village apart from a higher awareness of citizens on their rights and duties and participation in various forums including Gram Sabhas and Statutory Committees.



SHG members/VO leaders, IWD 2020 rally, Khategaon, Dewas, MP, Mission Antyodaya, TRIF

Key achievements

- Developed a comprehensive toolkit for GP level ERs. This kit contains 11 subject-specific books and can be used by grassroots practitioners as well.
- A working guide on a village development plan exercise and a web-enabled tool for the analysis

of VDP was helpful in preparing sectoral/departmental pull outs from VDP.

- While the PRI-CBO convergence provided encouraging results in terms of effective planning and implementation of community action plans, more efforts are

needed to develop mechanisms for sectoral pull outs and follow up with the district administration. In order to support state department in realizing the outcomes, TRIF has planned to set up an Embedded Cell in the State and few districts.

Our 'Bazaar-Samaaj-Sarkar' approach

TRIF has created a unique delivery model where it has brought together the government, local communities and the market to create an effective implementation strategy reconciling the competencies of the various stakeholders

Outreach & Community Readiness

Average village outreach increased to 33% through the TRIF approach

Organized women-centric community institution architecture

Evolved 235 active village federations

Enhanced the community's sense of agency for aspired changes

MDC Interventions through Multi-Organizational Collaboration

Expansion of interventions from livelihood & governance-focused domains to domains of Health, Nutrition and WASH Education

Inclusion of gender and governance perspectives in field engagements

Trained cadre of 759 Change Vectors

Engagement with Public System and Community-Public Interfaces

Engagement with 716 frontline workers (Health and ICDS Dept) facilitated the interaction of village federation and AAA

In 133 villages, VHND was regularized

In 85 villages, SMCs were activated and strengthened

In 78 villages, Village Federations are monitoring SBM

Mission Antyodaya / Poverty-Free Gram Panchayat

Overview

Mission Antyodaya (MA) or Poverty Free Gram Panchayat (PFGP) is the state-led initiative, launched by Government of India through the Ministry of Rural Development in 50,000 Gram Panchayats in nationwide 5,000 clusters. The effort builds on extensive social mobilization undertaken through SHGs and their federations in the area.

TRIF is working with 1,806 SHGs (21,933 women members) across 168 villages (92 panchayats) for strengthening women-led community institutions to lead multi-thematic

action around health and nutrition, primary education, gender and governance.

The interventions with women collectives in these two sub-districts include:

- Strengthening their institutional structures at the federation and village level
- Preparation of a Village Development Plan and integrating this with the Gram Panchayat Development Plan
- Developing perspective, knowledge and action at the community level

around health, nutrition, children's education and multi-dimensional change processes at 8 identified Mission Antyodaya blocks in Madhya Pradesh

- Extended the community-led multi-dimensional change processes in eight Madhya Pradesh blocks (Thandi, Petlawad, Sondwa, Manawar, Khategaon, Bijadandi, Samnapur and Amarpur)
- Engaged with seven thematic partners; partnered Sambodhi as the institutional M&E partner to track periodic progress

- Program covered 664 villages; 4,188 change vectors (*Badlaav didis*) were promoted
- Engaged in local governance capacity building
- Partnered Chetna; FFHIT re-strengthened and activated VHND and VHNSC, selecting and grooming CV-Health on PB-1 and PB-2 and assisting women collectives to incorporate VDP learnings
- 898 CVs capacitated Perspective Building (PB)-I module and 302 CVs around PB-II module in MP; strengthened VHND and increased community participation in 654 villages

- CHETNA and FFHIT efforts were recognized by block officials
- The perspective building exercise with 24 CLFs helped create a cadre pool of 1,187 ECVs; covered 496 villages with a Community Action Plan
- Worked with partners involved in forming and strengthening SMCs, regularizing PTM, forming a cadre of ECVs at the village level, addressing student drop-outs, regularizing out-of-class activities and enhancing teacher capacity.
- Supplemented livelihood initiatives undertaken by MPSRLM
- Mobilized resources from funding agencies in 6 blocks; promoted

- farm and non-farm-based nano entrepreneurs
- Promoted 73 agriculture entrepreneurs who supported 3,878 farmers; 1,761 farmers were linked through departmental schemes
- Partnered Samarthan to deepen action in the Rajpur block of Badwani district of Madhya Pradesh.
- Covered 992 villages under 465 Gram Panchayats
- Catalysed the creation of Village Development Plans
- Developed a toolkit for grassroots practitioners, a working guide on village development plans and a web-enabled tool for the analysis of VDP

CSO Block Pilot

Based on the success of the pilots undertaken by Tata Trusts' CSO partners, the initiative is designed to replicate the community-led multi-dimensional approach through a multi-organization collaborative approach across their project villages. It is imperative to demonstrate the effectiveness of the approach of TRIF by taking up pilots in which 70% villages of the pilot blocks are visibly transformed. The aim is to create necessary ecosystem conditions to facilitate a quality life experience.

During the first phase, three block pilots were initiated in Madhya

Pradesh through a collaboration with frontline partners AKRSP (Khaknar in Burhanpur), FES (Bichhiya in Mandla) and ASA (Ranapur in Jhabua). In these pilots, TRIF's approach is mounted on their ongoing work, which is largely around livelihood initiatives. The health and education partner's team is deployed in all these blocks for the layering of initiatives reaching out to 257 villages across more than 34,000 households.

In Jharkhand, there are five block pilots through which we have demonstrated the potential of community-led Multi-Dimensional

Change (MDC) processes through collaborative efforts in rural spaces. PRADAN is our FNGO partner in all 5 blocks: Gola (Ramgarh District), Raidih (Gumla District), Torpa (Khunti District), Poriyaahaat (Godda District) and Shikaripara (Dumka District). The multi-dimensional change process is being carried out under the IKEA Foundation-funded project called Partnership for Rural Integrated Development and Empowerment, reaching out to more than 52,000 households in 440 villages across the five blocks.

TRIF's system-strengthening support to government programmes

A robust public services ecosystem is critical to provide effective support. TRIF is building constructive partnerships with government agencies to catalyse support in building such an eco-system



Transformation of Aspirational Districts Program

Transformation of Aspirational Districts Program (TADP) is a policy initiative by the Government of India for the rapid transformation of districts lagging in development parameters. The Ministry of Home Affairs was designated as the nodal Ministry to coordinate activities in 35 Left wing extremist-affected districts identified and anchored by NITI Aayog. The Ministry of Home Affairs signed a memorandum of understanding with Tata Trusts to support the program.

The TADP approach is concised in three Cs:

- Convergence (Central and State schemes)
- Collaboration (Central, State-level Prabhari Officers and District Collectors)
- Competition among districts

Based on this approach, institutions were strengthened through evidence-based decision making and creating a mass movement in the districts

Innovation and TADP

The innovative approach of the

program was evident in a number of features.

Aspirational Districts Fellows from premium institutions of India like TISS, Delhi School of Economics, IRMA and IIFM were appointed to assist the district administration in an innovative embedded structure to provide techno-managerial support in the most backward districts.

For the first time, under the leadership of the Deputy Commissioner, a TADP Cell was established across districts with Departmental Heads and Aspirational District Fellows (ADF) to design, pilot, upscale and replicate innovative solutions.

Concentrated efforts helped mobilise and streamline resources through CSR, Special Central Assistance, JICA funds and other flexi-funds that existed in the districts.

Our innovations

An integral part of TADP's approach comprised innovation – in the use of data, policies, design of schemes and collaboration.

Data innovation

- TADP strengthened data innovation following the initiation of a panchayat dashboard, block dashboard (for different blocks) and TADP committee (at the block level).
- These initiatives enhanced the effectiveness of data innovation.
- Periodic meetings and app-based monitoring enhanced strategic effectiveness.

Policy level innovations (Technical innovations)

- Comprises standard operating protocols related to VHNSD (Village health, nutrition and sanitation day) standard operating protocols.

Scheme designing innovations (Process innovations)

- To strengthen the flagship schemes of Government of India and Government of Jharkhand, approximately 2,200 schemes/projects were implemented under the Special Central Assistance (SCA) program of Ministry of Home Affairs, Government of India.



- A directive was issued by the Government of Jharkhand for integrating SCA with TADP.
- The progress of SCA was tracked through a dedicated MIS portal.
- A resource envelope on flagship schemes of Government of India was published.

Collaboration innovations

- This comprises collaborations across agencies and district level committees on TADP.
- Comprises block level committees and state-level technical committees on health and nutrition through committees at every level.
- Competent partners were drawn into decision-making.

TRIF and TADP

- TRIF was the implementation partner for the Government of India's flagship program for 35 LWE-Aspirational Districts. Progress was tracked and monitored through the Champions of Change dashboard of NITI Aayog using 49 indicators across five crore thematic areas.
- TRIF institutionalised the program using a TADP cell embedded at the district level, State Resource Cells in Jharkhand and Chhattisgarh and Left-Wing Resource Centre at the Central level.
- TRIF crafted the Aspirational District Fellowship to provide young, motivated professionals an opportunity to make a long-term impact by supporting public system delivery.

- TRIF supported the government in creating innovative programmes using special central assistance.
- TRIF supported districts to develop project proposals for mining investment finances from PSU-CSR (~Rs. 250 cr of projects being processed for release to the districts).
- Significant improvements were reported in composite district scores (88% in agriculture, 34% in health and nutrition and 13% in education leading to a 20% overall change).
- Mobilized resources of Rs. 104 crores from NITI Aayog to report a better performance across 24 districts in addition to Special Central Assistance from the government.

State Irrigation Execution Cell

In the last two decades, several actors were attracted to community irrigation programmes that demonstrated viability. However the good work of NGOs could not get traction from the mainstream due to limited funding, inadequate scale and a lack of coordination among the actors. State machineries, especially the State Water Resource Department through Irrigation for All, proposes to demonstrate a suitable low-cost community-centric technological model that can have a significant impact in Jharkhand, marked by hilly and undulating areas. TRIF collaborated with field NGO TSRD (East Singhbhum) under the JOHAR scheme.

- Multi-stakeholder engagement in community-managed micro-irrigation emerged as an important livelihood activity in Jharkhand
- New funding sources were explored and engagements with District Administration were facilitated by Aspirational Districts Fellows in Ranchi, Khunti, Lohardaga and Garwa
- Extended support to 250 Producer Groups, the Farmers/water users groups (WUG) emerging as an important stakeholder in scheme commissioning, farming and linkages with other programmes and Covid-19 response
- Hectares of barren and unproductive land were brought under cultivation;

cropping intensity was increased to 200-250% across all irrigation sites

- A low-cost community-centric technologically-driven irrigation model was established
- Community-managed micro-irrigation emerged as an important livelihood activity in Jharkhand
- Engagements with the district administration were facilitated by Aspirational Districts Fellows
- Support was extended to 250 producer groups, farmer / water user groups in scheme commissioning, farming, linkages with other programmes and co-ordinating an effective Covid-19 counter-response

Partnership with NRLM/ SRLM

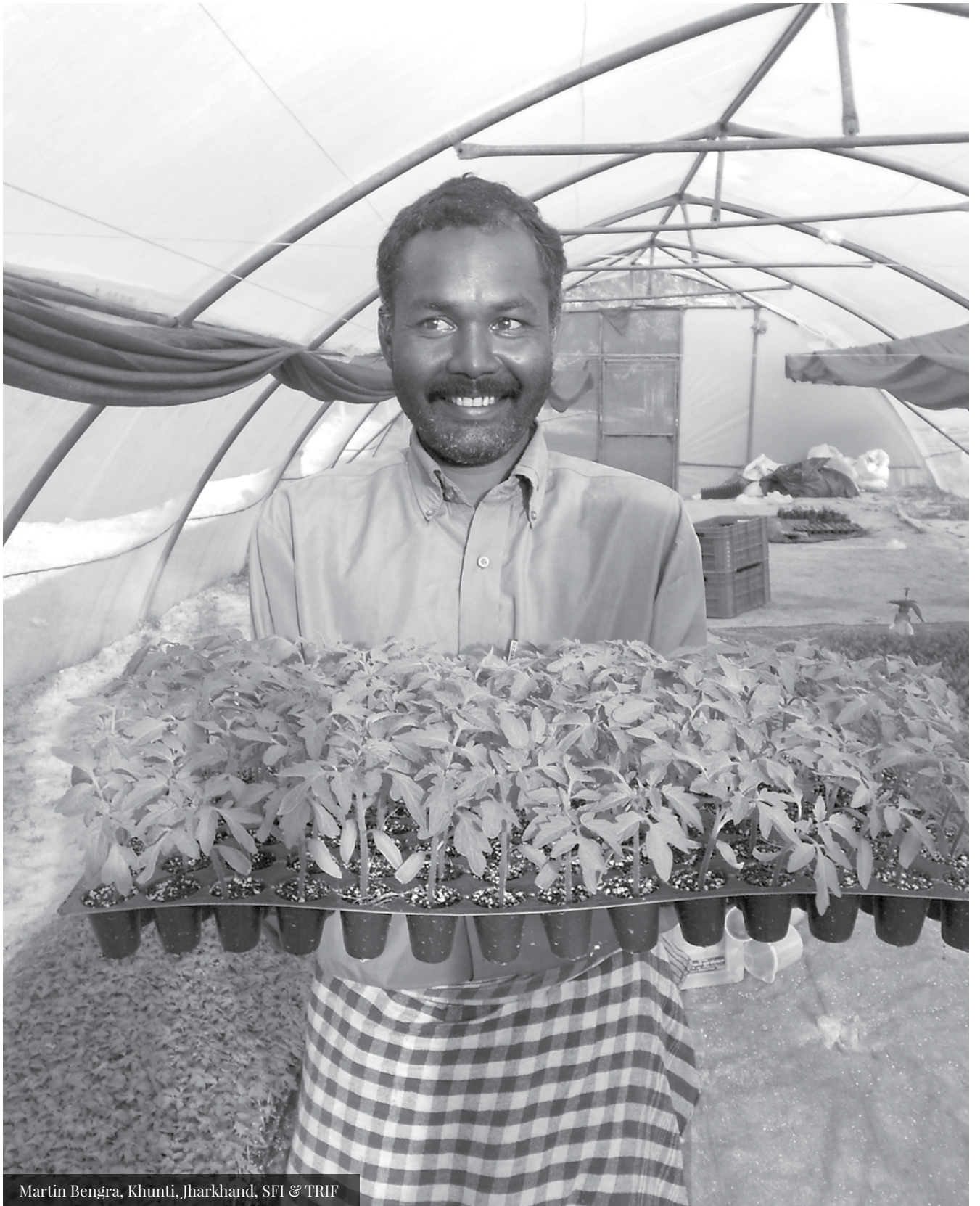
- Supported National Rural Livelihood Mission (NRLM) / State Rural Livelihood Mission (SRLM) in strengthening systems and building community institution
- TRIF engaged as Technical Assistant to national and state governments
- Worked with various NRLM and SRLM structures and systems to strengthen linkages
- Project consortium comprised TRIF, Project Concern International India and PwC
- Prerna Technical Support Program strengthened systems and processes of UPSRLM; consortium was led by

PCI and was supported by Bill & Melinda Gates Foundation

- TRIF engaged to develop cluster-level federations as member driven; the initiative in collaboration with PRADAN, was supported by BMGF in UP and MP.
- TRIF incubated the Value Chain Development Centre through Foundation for Development of Rural Value Chain (FDRVC), supported the implementation of 40 producer organisations under NRETP and provided incorporation, streamlining and coordination support to SRLMs in partnership with Ministry of Rural Development and Tata Trusts

Gender-Responsive NRLM Federation

- Project seeks an integrated approach of education with an employment linkage
- TRIF engaged as a Technical Resource to the Gates Foundation-supported Gender Responsive Project
- TRIF seeks to develop, pilot and establish women collective-led (SHGs and their Federations) gender transformative approaches
- The consortium (comprising Jagori and TRIF) was led by PRADAN



Martin Bengra, Khunti, Jharkhand, SFI & TRIF

New initiatives

During the reporting period, new resources were mobilized to deepen and expand work, the significant ones including the following

Technical Assistance to National Rural Livelihoods Mission (NRLM)

The initiative focuses on strengthening internal systems and capacity of NRLM for accelerating outcomes around farm, non-farm and Health & Nutrition among the poorest communities of Jharkhand, Rajasthan and MP by integrating gender equality and financial inclusion. The engagement represents a strategic fit for our approach on 'community led multi-dimensional change' and partnership with SRLM of these states. To bring in a collaborative effort for multi-dimensional change, the project is implemented through a consortium comprising TRIF, Project Concern International (PCI) India and PwC.

Technical Assistance to UPSRLM

The project Prerna Technical Support Program was conceptualized to strengthen systems and processes of UPSRLM and support its community institutions and integrate evidence-based HN interventions in UPSRLM in order to work effectively towards the core poverty alleviation mandate of UP. The consortium is led by Project Concern International (PCI) and supported by Bill & Melinda Gates Foundation.

Development of a prototype for model Cluster Level Federations

TRIF engagement is to develop Cluster Level Federations as truly 'member driven' by being sustainable with federative structures based on the principles of democratic federalism, having proper management mechanisms, systems and processes ensuring accountability and transparency and a functional business plan to develop them as a model CLF. Such model CLFs will work towards inclusive, better quality of life experiences for its members and the larger community. The initiative is in collaboration with PRADAN, which is supported by BMGF in Chhattisgarh and MP.

Global Opportunity Youth Network (GOYN)

GOYN India (Rural) program was launched in Jharkhand. The focus is to build a place-based multi stakeholder intervention to catalyze youth economic opportunities at scale.

Technical Resource on UN Women supported Project 'Second Chance Education' on PRADAN-led consortium

The project seeks an integrated approach of education and its close linkage with employment including self-employment and entrepreneurship for women who have dropped out of school for family and other reasons. TRIF is the knowledge partner, supporting skilling, education and entrepreneurship.

Support to NRETP on Value Chain Development

In partnership with Ministry of Rural Development and Tata Trusts, TRIF set up Value Chain Development Centre through the new organisation Foundation for Development of Rural Value Chain (FDRVC). The initiative will work towards supporting the implementation of 40 producer organisations under NRETP and providing end-to-end support related to incorporation, streamlining of institutional processes and coordination mechanism to SRLMs jointly with NRLM, national office with four SRLM (Guwahati, Bhopal, Ranchi and Lucknow).



Graduation Day, Making India Capable, Supported under Livelihoods Program, Head Held High & TRIF



Narmadi Didi gave her handprint after IWD celebration, Dewas, MP, Mission Antyodaya, TRIF

Youth – Rural India

India has perhaps the largest youth population in the world, a significant portion being unemployed. TRIF has anchored an initiative with various thematic partners to impart skill development training to drive rural entrepreneurship



Three day residential Entrepreneurship training, Manawar, MP, Livelihoods Program, TRIF

Indian context

Even as India has the highest youth population in the world, the country is witnessing its highest unemployment rate in 45 years with unemployment among the youth, especially rural youth, being higher than the national average.

While there are a number of impressive programmatic innovations underway to address unemployment, most interventions remain overwhelmingly sub-scale and are unable to expand quickly enough to support the rapidly growing cohort of working-age youth in need of jobs and income.

Global Opportunity Youth Network (GOYN)

GOYN is led by the Aspen Institute Forum for Community Solutions in partnership with Prudential, the global development incubator, YouthBuild International and Accenture with Transforming Rural India Foundation (and its consortium of like-minded NGOs and civil society organizations) as the anchor partner in India.

To create lasting employment opportunities for youth at the scale required, change-makers need to focus on tackling the larger underlying systems, policies and

incentives that permit chronic youth unemployment to persist.

TRIF is anchoring the GOYN program in Ramgarh, Jharkhand, to catalyze youth economic opportunities at scale by strengthening cross-sector community-based approaches to address rural youth unemployment.

India Rural Pilot is an inter-sector partner ecosystem providing rural youth better place-based opportunities. TRIF and GOYN co-design, mobilise network relationships, leveraging donor-supported programs.

TRIF's founding mandate is to forge collaborative engagements among civil society, government and converge relevant market solutions. TRIF partners Syngenta Foundation for Sustainable Agriculture (SFSA) and Global Alliance for Mass Entrepreneurship (GAME) for concerted efforts in creating opportunities for youth in villages across all levels of the rural economy, including farm and non-farm sectors, enterprises, skilling and employability.

Skill rural youth for jobs and Enterprises

Considering that 62% of India's 1.3 bn population falls in the working age group (15-59 years) and more than 54% of the total population is below 25 years of age, the forecasted demand for additional skilled manpower across 24 key sectors is estimated at 109.73 million by 2022. However, there is a paucity of trained workers as conventionally-educated youth are largely not employable due to a lack of requisite skills.

TRIF's Sarathi platform addresses this reality. It attempts to ensure that all underprivileged rural youth build and sustain lifelong careers. This program was rolled out in the five blocks of Madhya Pradesh and Jharkhand with the objective to create an ecosystem comprising skill training service providers and youth, linked through psychometric testing, coupled with trade mapping, counselling and enrolments.

In 2019-20, the following progress were registered:

- Launched Sarathi in 15 clusters across five blocks (Khategaon, Manawar and Petlawad in Madhya Pradesh and Torpa and Gola in Jharkhand)
- 26 Sarathis were operational in these geographies
- More than 2,000+ youths were mobilised
- More than 400+ youths joined short-term skilling programs; 56 youths availed credit support to enlist for paid training programmes

- 321 candidates found employment
- Partnerships were forged across 12 Skill Training Partners, three Employment Partners, one for Capacity Building & Knowledge Partnership (Tata Strive) and one for Credit Sourcing (Rang De)

TRIF has initiated Center for Mass Rural Entrepreneurship to facilitate the development of a comprehensive locally accessible enterprise support ecosystem for rural youth. The initiative launched pilots in four blocks of MP and Jharkhand to stimulate entrepreneurial talent and provide business development services and linkages required for enabling youth in rural and semi-rural areas to set up successful businesses, creating local employment and drivers for new economic growth and an improved quality of life in villages.

Enterprise highlights

- Partnership with Rang De for providing credit support of Rs. 48.5 lakhs to 71 rural youth for skilling and enterprises
- Developed Yuva Compass centers to provide one-stop solutions to rural youth - counselling, linking with skilling and job opportunities, business development services, financial linkages, mentoring support etc.

Highlights, 2019-20

- Credit aggregating Rs. 27,82,000 was provided to five candidates in Madhya Pradesh to undertake a neurotherapy course and to 50 candidates to take up General Duty Assistant courses in Jharkhand
- Eight youths were connected with UltraTech to engage in light motor vehicle training under that company's CSR program in Manawar
- Direct Employment Fairs were institutionalized in Madhya Pradesh; seven direct employment fairs were conducted across four blocks between September 2019 and February 2020
- Youth Hub Conceptualisation and partner on-boarding was completed across four blocks

Events

TRIF is initiating and participating in various thought leadership events, generating diverse insights across intervention areas

Localising SDGs: Inter-sector partnership for transforming villages

Localization is emerging as a crucial lever for accelerating the progress towards India's commitment to Sustainable Development Goals 2030. Localisation relates to how local and sub-national governments can support the achievement of the SDGs through bottom-up action as and how SDGs can provide a framework for local development policy. These entail participatory planning, implementation and evaluation.

However, in the Indian context, there is a need to build a framework for the localization of SDGs. As an attempt to initiate conversations on SDG@LOCAL, TRIF and Tata Trusts hosted the first inter-sector collaborative 'India Conclave on Localizing Sustainable Development Goals' on 12 December 2019 in New Delhi. The conclave engaged practitioners and

thought leaders to distil experiential learnings and recourse the immediate action agenda to accelerate SDGs at the local level. Deliberations were focussed on building a deeper understanding of civil society efforts and government programmes specifically aimed at SDGs to distil key design elements of multi-partner implementation frameworks for localizing SDGs and exploring ways for the civil society and the government to work together.

The conclave highlighted SDG challenges and opportunities at the local level, innovative approaches and global perspective as well as design, principles and mechanisms to achieve SDG 2030 outcomes. The conclave was attended by dignitaries from various departments of the Government, NITI Aayog, donor agencies and NGOs.



Localising SDGs, New Delhi, Tata Trusts & TRIF



Localising SDGs, New Delhi, Tata Trusts & TRIF



Anish Kumar, Co-Lead TRIF in conversation @ Localising SDGs, New Delhi, Tata Trusts & TRIF



Localising SDGs, New Delhi, Tata Trusts & TRIF

Sankalp Forum (Entrepreneurs for Rural Manufacturing)

TRIF is working towards increasing enterprises and linking jobs in rural areas. One of the potential opportunities it identified was 'retail production' - aggregating segments of modern manufacturing/processing where the capital and technology intensity is low and where quality implications can be handled with robust operating protocols.

TRIF partnered India's leading social enterprise platform Sankalp to launch Innovation Challenge in Rural Manufacturing at the 11th

as Sankalp Global Summit on 26th and 27th November 2019 in Mumbai. The innovation challenge aims to recognize and highlight the impact of enterprises working in the rural manufacturing segment.

Through the Sankalp network, the challenge attracted 28 applications from various enterprises. The three leading enterprises (Our Food, S4S Technologies and Desi Hangover) pitched their businesses to an eminent jury and the winner (Our Food) is being provided mentorship,

business services and marketing showcase to build a successful scalable enterprise.

TRIF started a discourse among stakeholders (investors, ecosystem enablers, policy makers and business associations) to boost distributed rural manufacturing. The session panel comprised Dr. M Mallikarjun (Dean, Nirma University), Adit Dawda (Founder - India SME investments), Rajesh Jain (Senior Director - Wadhvani AI) and Manish Shankar (Senior Vice President - Intellectap).



Neeraj Ahuja, TRIF in conversation, Sankalp Global Summit, Mumbai



Sankalp Global Summit, Mumbai

Aspirational Districts Fellowship Conclave

Overview

TRIF has been anchoring Transformation of Aspirational Districts Program with MHA and Tata Trusts since June 2018. The most important driver of this program is the Aspirational District Fellowship. The Aspirational District Conclave 2019 was organised to reflect on the TADP experience and appreciate the success of the Aspirational District Fellows. Most importantly, it was also a space for key stakeholders to

enthusiasm and provide guidance to the Fellows to sharpen their engagement in the districts. The Fellows were able to share their professional journey with high-ranking officials from the Central Government.

Although they are delivering as one cohesive unit, they are spanned out across 35 different districts in seven states.

The conclave was held at India International Centre amidst the

plush vistas of Central Delhi. The first day of the Conclave was anchored by Krishna Dahya and Abbas Dadla from Acumen India Fellowship program. The entire session focus was on the work done in the past year by the Fellows. On Day 2, the Fellows were given the opportunity to engage with senior officials from various Central Ministries as well as Tata Trusts. The day was divided into individual sessions focussing on various sectors - Agriculture,

Health & Nutrition, Education and Data Driven Governance. The sessions, through the facilitated guidance of senior academic Nirmalya Choudhury, helped Fellows discuss key developmental issues, strategies to accelerate development outcomes as well as share best practices across the 35 LWE-aspirational districts. The last day of the Conclave was dedicated to planning for the next year with Michael Walton (Harvard Kennedy School) and Zachary Green (University of San Diego). The interactive sessions focussed on activating the horizontal network among Fellows, utilising

this network to solve challenges and reaffirming their commitment to the Fellowship. The Conclave was attended by dignitaries from the government – NN Sinha (Secretary, Department of Rural Development), SN Pradhan (Director General, National Disaster Response Force), Praveen Vashishta (Joint Secretary, Ministry of Home Affairs) – as well as from Tata Trusts comprising R Pavithra Kumar (Chief Program Director), Satyajit Salian (Head – Education) and Dr. Aman Singh (The India Nutrition Initiative) to name a few. In the evening, Fellows interacted

with luminaries from the development sector including Dr. Vandana Prasad (National Convener – PHRN), Achintya Kumar Ghosh (Director, KABIL), Baskar Reddy (Executive Director, Syngenta Foundation), Satyabrata Acharyya (PRADAN) and others.

At the end of the three-day conclave, the Fellows were able to reflect, recalibrate and return to their districts with renewed enthusiasm.



ADF conclave, New Delhi, Tata Trusts & TRIF



ADF conclave, New Delhi, Tata Trusts & TRIF



ADF conclave, New Delhi, Tata Trusts & TRIF



ADF conclave, New Delhi, Tata Trusts & TRIF

Transforming Rural India Foundation
Company Limited by Guarantee and not having Share Capital
Balance Sheet as on March 31, 2020

| Particulars | | Note No. | March 31, 2020 (Rs.) | March 31, 2019 (Rs.) |
|-------------|--|----------|-------------------------|-------------------------|
| I | EQUITY AND LIABILITIES | | | |
| 1 | Shareholder's Funds | | | |
| | Reserves and Surplus | 3 | 5,144,322 | 4,321,379 |
| 2 | Non Current Liabilities | | | |
| | Other Non Current Liabilities | 4 | 4,428,240 | 3,043,566 |
| 3 | Current Liabilities | | | |
| | (a) Trade Payables (Includes total outstanding dues of Micro and Small Enterprises Rs. 9,000)(March 31, 2019 Rs.49,013) | 5 | 12,282,432 | 7,788,834 |
| | (b) Other Current Liabilities | 6 | 163,478,840 | 308,417 |
| | | | 175,761,272 | 8,097,251 |
| | TOTAL | | 185,333,834 | 15,462,196 |
| II | ASSETS | | | |
| 1 | Non Current Assets | | | |
| | (a) Fixed Assets | | | |
| | Tangible Assets | 7 | 2,752,033 | 2,444,844 |
| | (b) Long Term Loans and Advances | 8 | 487,007 | 832,603 |
| | | | 3,239,040 | 3,277,447 |
| 2 | Current Assets | | | |
| | (a) Short Term Loans and Advances | 9 | 3,096,161 | 873,428 |
| | (b) Cash and Cash Equivalentents | 10 | 178,998,633 | 11,311,321 |
| | | | 182,094,794 | 12,184,749 |
| | TOTAL | | 185,333,834 | 15,462,196 |

See accompanying notes forming part of the financial statements

1-20

As per our report of even date attached

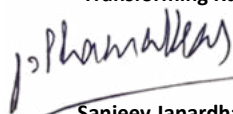
For Deloitte Haskins & Sells LLP
Chartered Accountants



Joe Pretto
Partner

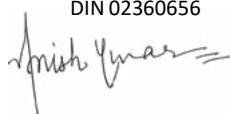
Mumbai
September 14, 2020

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

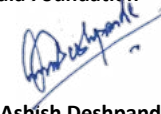


Sanjeev Janardhan
Phansalkar

Director
DIN 02360656



Anish Kumar
Director
DIN 02599705



Ashish Deshpande

Director
DIN 07519898



Transforming Rural India Foundation
Company Limited by Guarantee and not having Share Capital
Statement of Income and Expenditure for the year ended March 31 , 2020

| Particulars | Note No. | For the Year ended March 31, 2020 (Rs.) | For the Year ended March 31, 2019 (Rs.) |
|---|----------|---|---|
| I INCOME | | | |
| (a) Grant Income and Donations | 11 | 252,728,937 | 121,445,620 |
| (b) Consultancy and Other Income | 12 | 2,851,855 | 1,973,852 |
| Total income | | 255,580,792 | 123,419,472 |
| II EXPENSES | | | |
| (a) Grant Expenses and Programme Expenses | 13 | 229,966,410 | 100,453,775 |
| (b) Employee Benefit Expenses | 14 | 17,118,990 | 13,659,032 |
| (c) Other Expenses | 15 | 6,057,667 | 6,536,553 |
| (d) Depreciation | 7 | 1,614,782 | 1,704,963 |
| Total expenses | | 254,757,849 | 122,354,323 |
| III Excess of Income over Expenditure before tax | | 822,943 | 1,065,149 |
| IV Tax expense | | - | - |
| V Excess of Income over Expenditure for the year | | 822,943 | 1,065,149 |

See accompanying notes forming part of the financial statements 1-20

As per our report of even date attached

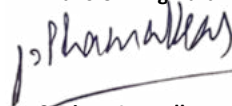
For Deloitte Haskins & Sells LLP
Chartered Accountants



Joe Pretto
Partner

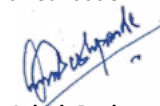
Mumbai
September 14,2020

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



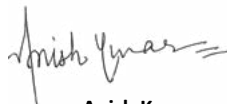
Sanjeev Janardhan
Phansalkar

Director
DIN 02360656



Ashish Deshpande

Director
DIN 07519898



Anish Kumar
Director
DIN 02599705



Abbreviations

| | |
|---|--|
| AKRSP: Aga Khan Rural Support Program | MPSRLM: Madhya Pradesh State Rural Livelihoods Mission |
| ANC: Antenatal Care | MSME: Micro, Small and Medium Enterprises |
| ANM: Auxiliary Nursing Midwifery | NEG-FIRE: New Education Group – Foundation for Innovation and Research in Education |
| ASA: Action for Social Advancement | NGO: Non-Government Organisation |
| B-Able: BASIX Academy for Building Lifelong Employability | NHM: National Health Mission |
| B2B: Business-to-Business service | NPO: Not for Profit |
| BMGF: Bill & Melinda Gates Foundation | NRLM: National Rural Livelihoods Mission |
| CAC: Cluster Academic Coordinator | PB : Perspective Building |
| CEO: Chief Executive Officer | PCI: Project Concern International |
| CINI: Child In Need Institute | PGP: Post Graduate Program |
| CMO: Chief Medical Officer | PHRN: Public Health Resource Network |
| CRC: Cluster Resource Coordinator | PNC: Post Natal Care |
| CSO: Central Statistics Office | PTM: Parents Teacher Meeting |
| CSR: Corporate Social Responsibility | PwC: PricewaterhouseCoopers |
| DAY-NRLM: Deendayal Antayodaya Yojana- National Rural Livelihood Mission | RCH: Reproductive and Child Health |
| ECV: Education- Change Vector | SC/ST: Schedule Caste/ Schedule Tribe |
| FCRA: Foreign Contribution (Regulation) Act, 2010 | SCA: Special Central Assistance |
| FDRVC: Foundation Development Rural Value Chain | SDG: Sustainable Development Goals |
| FES: Foundation for Ecological Security | SHG: Self Help Groups |
| FFHIT: Freedom from Hunger India Trust | SIEC: State Irrigation Execution Cell |
| GOYN: Global Opportunity Youth Network | SMC: School Management Committees |
| HRP: Human Resource Planning | SRLM: State Rural Livelihoods Mission |
| IIM: Indian Institutes of Management | TA-NRLM: Technical Assistance- National Rural Livelihoods Mission |
| ILO: International Labour Organization | TADP: Transformation of Aspirational Districts |
| IMAGO: Imago Global Grassroots | TLM: Teaching Learning Material |
| IYCF: Infant Young Child Feeding | TRIF: Transforming Rural India Foundation |
| JOHAR: Jharkhand Opportunities for Harnessing Rural Growth | TSRD: Tagore Society for Rural Development |
| KPMG: Klynveld Peat Marwick Goerdeler | UP-SRLM: Uttar Pradesh-State Rural Livelihoods Mission |
| MA: Mission Antyodaya | VDP: Village Development Plan |
| MIS: Management Information System | VHND: Village Health and Nutrition Day |
| MNC: Multinational corporation | VHNSC: Village health nutrition and sanitation committee |
| MoU: Memorandum of Understanding | VO: Village Organization |
| MPRAF: Madhya Pradesh Rajya Aajeevika Forum | WBSRLM: West Bengal State Rural Livelihoods Mission |



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