



Accelerating Change

Health | Nutrition | Education | Prosperity | Governance

Annual Report 2017-18

About TRI

Transforming Rural India (TRI) galvanizes collaborative endeavour of communities, civil society, government, market players and donors to work towards rapid and holistic transformation of villages into places of vibrant opportunities.

TRI curates partnerships to bring best solutions focused at transforming villages; aggregating demand and supply of development solutions to have better convening synergies.

- Best-in-class partners for social mobilisation, thematic expertise, government engagement
- Strategic sector analysis and solutioning, coordination and programme management
- Accountability of results through active engagement and third-party evaluation systems

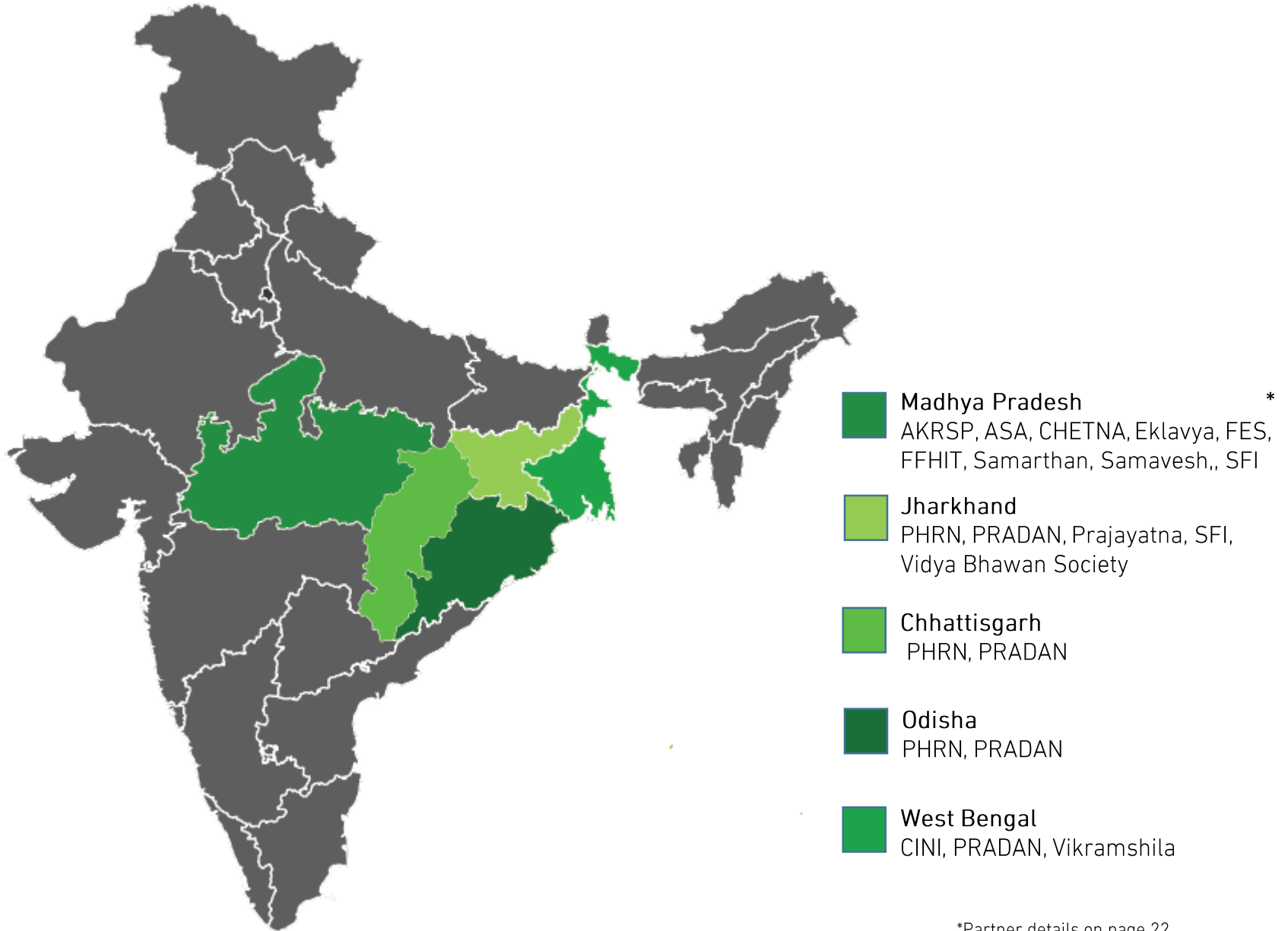
1. Overview

It has been a year marked with steep learning curve, successes, new opportunities and challenges. The year also saw validation of TRI instituted processes; deepening and expanding engagement with government; consolidation in pilot blocks, strengthened partnership processes and pivoting new action around rural prosperity.

* Blocks in Jharkhand, Madhya Pradesh

Intensive Outreach*	105902 Households	916 Villages
	10 Blocks	94% Outreach in target villages in block
Non-intensive Outreach	671 villages; multi-dimensional change interventions supported through TRI's strategies, process protocols and partner network with Thematic Sector Councils	

Presence



1.1 Community leadership to drive and take responsibility for change was reflected in **3975** women SHGs taking initiatives for improved health and nutritional outcomes by ensuring adoption of healthier nutrition selection and cooking practices. 640 volunteers came forward to streamline the functioning of School Management Committees, and to run children activity centres. 98 village entrepreneurs ensured that the broken farm supply chain was fixed in 95 villages – inputs, credit, output linkages were successfully intermediated.

1.2 Government partnership was expanded as TRI engaged with Tribal Welfare Department (TWD) of Madhya Pradesh (MP) and prepared Conservation-cum-Development (CCD) plans for Particularly Vulnerable Tribal Groups (PVTG) with an annual funding of Rs.100 crore. In Jharkhand, TRI curated and is implementing an innovative approach to community managed Micro Lift Irrigation projects with an investment of Rs.50 crore. Additionally, MP Government invited TRI to support in Mission Antyodaya.

1.3 Grounding systems and processes within the organisation, considerable attention went into strengthening capacities of colleagues and putting systems for performance review; the accounting and financial systems were substantially upgraded with rigorous mechanisms for internal audit and controls



2. Knowledge Building

TRI block-level pilots generate learning and insights. Critical to the next phase of growth is development of detailed process protocol in an easy to use form. [TRI Tool Box](#) has been developed to help colleagues and partners in organizing trainings and for community development. It includes components around the core processes related to assessing community needs and resources, addressing determinants of multi-dimensional change - health, education, prosperity; engaging stakeholders, action planning, building leadership, and sustaining efforts over time. Through the Tool Box, TRI would offer service to partners through a 'mashup' by integrating curated tools and guidance for implementation with their organization's business processes and framework for change.

TRI worked with PRADAN to develop Agriculture Production Cluster (APC) toolkit, supported by Intellectap. This tool supports smallholder farmers for developing market-linked commercial production system.



3. Progress

3.1 Multidimensional Change

3.1.1 Health and Nutrition

Our engagement on Health & Nutrition reached four blocks of Jharkhand, five blocks of Madhya Pradesh, two blocks of West Bengal and one block in Rajasthan. The TRI Health & Nutrition Sector Council was deeply engaged in developing unified content. Significant progress on implementation of Theory of Change was made with Change Vectors getting deployed and roll-out of community modules. A common progress tracking has been introduced to ensure process fidelity across partners and geographies.



SHG members in Torpa block with their iron *kadhais*, a practice adopted for better iron intake

- 440 villages, 1163 habitations and 3975 SHGs covered
- 910 Change Vectors deployed
- Micro modules implemented in 324 villages
- 1094 field-level workers (FLWs) were trained and in 228 villages, Village Health and Nutrition Day (VHND) services were strengthened and regularised
- Village Health Sanitation and Nutrition Committee (VHSNC) was formed, activated and regularized in 99 villages

3.1.2 Education

Our engagement on Primary Education reached four blocks of Jharkhand, five blocks of Madhya Pradesh and two blocks of West Bengal.

An MoU was signed with the Government Madhya Pradesh providing space for resource organisations to engage with school system. .

An MIS is in place to track quarterly progress. Monthly meetings of partners offer platform for sharing, review and planning.



- 264 villages in 10 Blocks
- 640 community volunteers, 149 Village Organisations
- 45 villages have set up libraries and learning centres
- 198 schools SMC regularised
- 264 teachers, 26 Cluster Resource Centres are being regularly supported on Activity Based Learning (ABL)

CLF representative from 40 villages of Raheli block in Madhya Pradesh write down their 'idea' of a good school

3.1.3 Farm Prosperity

Focus remained on rapidly expanding irrigation coverage, building productive assets and addressing value chain linkages to rapidly commercialise rural production systems.

A behaviour change campaign, '*Kushal Kisan*' to encourage farmers to move to commercial farming, supported by custom-made KK App, was organised, this has given important insights for rapid coverage.

500 farmers earned in excess of Rs 1 lakh in the intensive pilots areas of Jharkhand.



Kushal Kisan van announcing the launch of initiative in Gola block, Jharkhand

Agri entrepreneurs became one-stop solution providers for inputs, market linkages and equipment hire centres. 34 youth started providing input-output linkages, 21 started modern nurseries and 4 set up equipment hire centres.

Goat farming model for market-based efforts to expand herd size, provide services and market linkages has been initiated.

Innovative engagements on seed production (hybrid tomato and groundnut), cut-flower nursery, water entrepreneurs (pay-per-use irrigation through partnership with Claro Energy) were piloted.

Linkages for procurement of vegetables and Claro Energy for pay-per-use irrigation were piloted. Together with our partner SFI this will be a key focus area of engagement.

3.1.4 Job-oriented Skill Linkages

The Sarathi Platform was launched. It aims to cater to the needs of both the youth aspirants in rural areas and the Training Service Providers (TSPs). This programme implemented with Iridium Interactive offers young people opportunity to make informed choices about their careers, while TSPs get access to a pool of well-informed candidates for their training programmes.

We have entered into agreements with five well-known TSPs and are exploring partnership to provide credit for self-funded training programmes.

TSPs

B -ABLE

DB Tech Society

IL&FS

PARFI

Quess Corp



Participants at a *Sarathi* camp in Torpa block of Jharkhand. The participants were counselled by *Sarathis* about the training opportunities

3.2 Inter Sector Partnerships

3.2.1 Consolidating Civil Society Partnerships

Robustness of partnership processes is core to TRI success. Maturity and stabilization of keystone processes were evident in the aligned perspectives and joint efforts at expanding work. The strategic alignment and clarity on pathways helped in creating process protocols and activity plans with high degree of commonality which supported in finalizing a common Internal Learning and Progress Tracking System.

Core processes streamlined include:

1. **Joint Meeting of CSOs:** The first joint meeting of all CSO partners in field pilots across Livelihoods & Community Building, Health & Nutrition, and Education was held in September 2017. The process, anchored by Ms Ireena Vittal, our Advisory Board Member helped build a common understanding on what 'success' looks like for the pilots and on institutional processes in building alignment and role clarity among colleagues and integration nodes.
2. **Sector Councils:** Education and Health & Nutrition Sector Councils provided regular opportunity for partners to share best practices, issues and provide mutual support. Deliberations strengthened collective capacity to ensure the achievement of agreed outcomes. Health and Nutrition Sector Council engaged in developing unified content for behaviour change on the ground, this included developing training methodology for Change Vectors.
3. **Joint Partnership Review of Field Pilots:** The quarterly review of block level pilots was instituted. The participants discussed off-track activities and joint strategies were framed. Typically held in partner field location, it gives partners involved in the pilots, an opportunity to jointly visit a best-practice site furthering appreciation of each other's work and discuss progress and challenges closer to community.



In the picture: Dr Hridaykant Dewan chairs a session during the three day Education Sector Council Meeting held at IISER Mohalli (January 24-26, 2018)



In the picture: Participants from our partner organisations – CINI, FFHIT, PHRN and CHETNA attending a Master Training Event organised by Health Sector Council (November 8-10, 2017)

4. Block Compact Meetings: These are monthly meetings of all partners in a Block. These meetings anchor critical mechanism for trans-organisational integration and support. This critically supports multiple hand-offs between partners working with same community institutions and progress of thematic partners which are inter-dependent with progress on community preparedness particularly related to identification of priorities and change vectors.

3.2.2 Deepening and Expanding Engagement with the Government

There has been increased appreciation of TRI's work and its strengths by Governments in both Jharkhand and Madhya Pradesh. Four new partnership arrangements took shape and the existing engagements were deepened. Block pilots were bolstered with Government of Madhya Pradesh issuing guidelines under "Transform Rural Madhya Pradesh" to respective District administrations to coordinate and support the multi-dimensional interventions. This enabled leveraging financial investments for sanitation, drinking water and livelihood activities in the 5 Pilot Blocks. The new partnerships include:

1. Tribal Welfare Department of MP: This provided a framework for leveraging investments under Tribal Sub-plan in blocks pilots and gave us an opportunity to prepare Conservation-cum-Development (CCD) plans for Particularly Vulnerable Tribal Groups (PVTG) with an annual funding of Rs 100 crore.

2. MP School Education Programme: This arrangement facilitates ongoing ground engagement of technical partners and also opens space for drawing support from state government programmes.

3. Jharkhand State Livelihood Promotion Society (JSLPS): Under this agreement an embedded team anchors implementation of community-managed Micro Lift Irrigation projects in 10 blocks of Jharkhand. The programme conceived and curated by TRI is funded by state government. The TRI team is introducing new business processes for transparent large-scale implementation. This will help create a model which is mainstreamed in government and draw support to the tune of Rs 500 million every year. A first for effort like this anywhere in India, we are developing a completely automated IT solution for implementing Lift Irrigation Schemes that will automate the entire process from scheme application to technical design, approval, to vendor contracting, tracking and payment processing. The application is functional on mobile devices and on desktops with online and offline modes.

4. Partnership with MPSRLM: MPSRLM invited TRI to support implementation of Mission Antyodaya Programme in 8 blocks. The framework builds on TRI's core approach of taking block as an implementation unit and creates a unique leverage for TRI approach to be embedded and curated within India's largest social mobilisation initiative – National Rural Livelihoods Mission.

3.2.3 Market Solutions

Enterprises facilitated by TRIF include :

- [iKure](#): For Affordable Healthcare in one block
- [SevaMob](#): Mobile vans for healthcare in remote regions
- [Sudiksha](#): Preschool solutions.
- Gramunnati Sarai Pvt Ltd: An agri-inputs and marketing start-up support by TRIF

Failure of Sarai Pvt Ltd incubated by TRIF in the pilot blocks shows the challenges of stabilising business operations in pre-commercial geography and also the risks in the farm sector.

4. Strengthening Internal Organization

4.1 Team TRI

At the end of the financial year 2017-18, team TRI was 23 members strong. Our Advisor Dr. Cherian Joseph took stock of human resource management systems and processes in the organisation. Board's observations and guidance helped bring focus particularly on performance management, recruitment, staff development and exit.

We have engaged services of [Mettl](#) which is India's leading Talent Assessment Company, to create a customised screening tool for recruitment. Staff development programme with IMAGO Global Grassroots continued to complement what we started last year along with Dr. Joseph in streamlining human resource function. Some of the significant developments include:

- **Constitutions of Task-groups** : Cross-location and cross-functional groups have been constituted focused on specific deliverables of TRI Results Areas. Fortnightly check-ins and half-yearly planning & review cycles have brought necessary deep focus and widened leadership
- **Introduction of 360-degree feedback system**: This includes feedback from stake-holders for all colleagues. The process has helped us communicate better internally and with partners the core ethos of our work and engagement values. Feedback from partners helped in spotlighting key challenges and organisational reflection to addressing them
- **Staff Leadership Process Workshop**: Facilitated by Prof. Isabel Gurerro, Prof. Michael Walton, and Prof. Zachary Green from our institutional partner IMAGOGG, the workshop provided all colleagues an opportunity to deepen their understanding of TRI's culture and identity, strategic tensions, organizational effectiveness,

and inter-relationships with external environment.

- **Management Leadership Coaching** : Periodic coaching of the management leadership, including archetypal leadership work has commenced with IMAGOGG, offering critical reflection and scoping areas for improvement and change.



Team TRI at the six monthly planning meet in Gurgaon

4.2 Institutional Partnerships

Strategic arrangements have been forged with organizations and individuals to strengthen and support expansion of TRI engagement. These include :

- **Sambodhi Research and Communications** anchors measurements at TRI which includes Baseline, Annual Dipsticks and Impact Reporting.
- **IMAGO Global Grassroots'** Prof. Isabel Guerrero and Prof. Michael Walton are supporting TRI in building robust theory and research around Change Theory and Partnerships.
- **Dr. Hridaykant Dewan** continued to actively support education engagement. **Mr. Amjad Khan** supports TRI engagement on community building aspects. **Dr. Cherian Joseph** supports the Human Resource Management function and **Ms. Suneeta Dhar** supports integrating gender elements in TRI engagement and capacity building of partner NGOs.



IMAGO's Prof Michael Walton (left) and Prof Isabel Guerrero (centre, in red) during a session on institutional goals with team TRI

5. Voice

Core to TRI way and an institutional measurement is galvanising larger society around rural transformation. Efforts in this direction include capturing learning into replicable process protocols, building models that can be mainstreamed and influence shaping programmes and policies of anchor stakeholders like government and donor community.

Scale build-up of few interventions co-developed with partners includes :

- **Agro-Entrepreneur model**, co-developed with Syngenta Foundation India (SFI), the model is ready for massive expansion. It is led by entrepreneurial leadership at SFI with multiple channels – government and donor-funded efforts
- **Community collectives self-determination and process facilitation** module has met impressive success and is being scaled up by the committed team of Brainstem in north-eastern states with NRLM
- **Agriculture Production Cluster Model** for rapid commercialisation of farm economy, co-developed with India's leading rural livelihoods NGO PRADAN, is emerging as an attractive crop-choice solution for small holders.

We partnered with Intellectap to develop Yieldwise India Programme for Rockefeller Foundation. The initiative was targeted at locating scale-able opportunities to increase the income of small farmers in post-harvest segment of farm value chain. We also participated in various forums to present TRI way. Some of them were:

- IMPACT Event organised by Sambodhi, we participated in sessions on measurements, education and livelihoods
- Food and Agriculture Organisation's Committee on World Food Security (CFS) Forum deliberations on 'Women's Empowerment in the Context of Food Security and Nutrition'

- International Conference on Critical Public Health Consequences of the Double Burden of Malnutrition and the Changing Food Environment in South and South East Asia. We participated in the session 'The Agricultural Crisis and Critical Agricultural Reforms for Nutritional Security'
- We convened a roundtable on 'Transforming Learning Outcomes in Rural Schools'. Attended by eminent educationist Prof. Krishna Kumar, Dr. Hridaykant Dewan and TRI partners, it deliberated on challenges and opportunities to transform rural schools.
- We partnered with [Coalition Food and Nutrition Security](#) to bring forth our experience on community led efforts at bringing changes in Health & Nutrition metrics.

Our work with Government of Jharkhand on Yojana Banao Abhiyan was covered as innovations and successes in MGNREGA, compiled by the Ministry of Rural Development, Government of India.

Articles on the TRI approach were published by IDR Online and reached a large audience in CSO community. Village Square continued to grow its readership with over 5000 unique readers on the site and over 15000 readers in each republication sites.



TRI Co-Lead, Anirban Ghose (right) participates in Impact Conclave organised by Sambodhi. The Conclave was organised to encapsulate insights and critical reflections on contemporary, relevant, global issues



TRI's Director Farm Prosperity, Ashok Kumar (second from left), participates in the session, 'The Agricultural Crisis and Critical Agricultural Reforms for Nutrition Security', in an International conference on malnutrition, organised by PHRN



TRI's Co-lead, Anish Kumar (second from right), participates in FAO's Committee on World Food Security Forum deliberations on 'Women's Empowerment in the Context of Food Security and Nutrition'

6. Governance

TRI Advisory Council

Advisory Council comprises of Ms. Bharti Gupta Ramola (Chair), Mr. R Venkataraman Managing Trustee of the Tata Trusts, and Ms. Ireena Vittal.

TRI Statutory Board

The Statutory Board comprises of Dr. Sanjiv Phansalkar, Chairperson; Mr. Ashish Deshpande, Mr. Anirban Ghose, Mr. Anish Kumar and Mr. Kumar Chaitanya (Special Invitee). The board met three times last year. Board attended to fiduciary matters, streamlined internal systems, and reviewed programmes, budgets and new partnerships.

Programme Guidance Council

The programmatic efforts of TRI are discussed and approved by the Programme Guidance Council (PGC) which consists of CEOs of Frontline NGO partners - AKRSP, ASA, BAIF, PRADAN and Srijan.

Thematic Sector Council

All resource organisations partnering TRI on the Thematic areas constitute the Sector Council. In Education Sector Council is composed of Eklavya, Samavesh, Vidya Bhawan, Prajayatna and Vikramshila. The Health & Nutrition Sector Council is composed of PHRN, CHETANA, CINI and FFHIT.

Thematic Sector Council unifies strategies across regions, brings strong result focus, alignment with TRI principles and values and smoothens operational engagement. Thematic Sector Council supports TRI and grassroots' NGOs to develop capacities both in-terms of perspectives and knowledge about the thematic area; builds knowledge and skills of community collectives, supports developing best in the class, context specific training modules, training support material and toolkits.

Financials

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Balance Sheet as on March 31, 2018

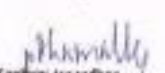
Particulars	Note No.	March 31, 2018 (Rs.)	March 31, 2017 (Rs.)
I EQUITY AND LIABILITIES			
1 Shareholder's Funds			
Reserves and Surplus	3	32,56,230	-
2 Non Current Liabilities			
Other Non Current Liability	4	8,66,733	4,96,580
3 Current Liabilities			
(a) Trade Payables (Includes total outstanding dues of Micro and Small Enterprises Rs. Nil) (March 31, 2017 Rs. Nil)		38,22,071	7,66,228
(b) Other current liabilities	5	2,01,02,636	3,72,81,271
		2,89,24,707	3,80,47,499
TOTAL		2,80,47,670	3,85,44,079
II ASSETS			
1 Non Current Assets			
(a) Fixed assets			
Tangible assets	6	6,67,003	4,73,828
(b) Long Term Loans and Advances	7	8,33,708	1,42,109
		15,00,711	6,15,937
2 Current Assets			
(a) Short Term Loans and Advances	8	2,80,978	2,35,188
(b) Cash and Cash Equivalents	9	2,64,58,321	3,66,59,280
(c) Other Current Assets	10	-	9,93,694
		2,67,49,299	3,79,28,142
TOTAL		2,80,47,670	3,85,44,079
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


Jay Pravin
Parthasar


Mumbai
September 7, 2018

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


Sanjeev Jivardhan
Phansalkar
Director
DIN 02360656


Anish Deshpande
Director
DIN 07519898


Anish Kulkarni
Director
DIN 02589705

Transforming Rural India Foundation Company Limited by Guarantee and not having Share Capital Statement of Income and Expenditure for the year ended March 31, 2018

Particulars	Note No.	For the Year ended March 31, 2018 (Rs.)	For the Period January 13, 2016 to March 31, 2017 (Rs.)
I INCOME			
(a) Grant Income and Donations	11	7,03,02,488	3,32,61,077
(b) Consultancy Income	12	36,73,530	-
Total Income		7,39,76,018	3,32,61,077
II EXPENSES			
(a) Grant Expenses and Programme Expenses	13	4,98,82,927	2,62,23,406
(b) Employee Benefit Expenses	14	1,18,89,933	32,59,313
(c) Other Expenses	15	87,56,600	87,80,797
(d) Depreciation	6	4,10,327	87,562
Total expenses		7,07,39,786	3,32,61,077
III Excess of Income over Expenditure before tax		32,56,230	-
IV Tax expense		-	-
V Excess of Income over Expenditure for the year		32,56,230	-
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


Jay Pravin
Parthasar


Mumbai
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DIN 02589705

Glossary

AKRSPI	<u>Aga Khan Rural Support Programme (India)</u>
APPI	<u>Azim Premji Philanthropic Initiatives</u>
ASA	<u>Action for Social Advancement</u>
CINI	<u>Child in Need Institute</u>
FES	<u>Foundation for Ecological Security</u>
FFHIT	<u>Freedom from Hunger India Trust</u>
PRADAN	<u>Professional Assistance For Development Action</u>
PHRN	<u>Public Health Resource Network</u>

Central Office

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