

# ANNUAL REPORT 2020



Development Alternatives

## ORGANISATION AT A GLANCE

### Society Registration

Society Act XXI of 1860; Registration No.  
12964

### FCRA

Section 6 (1) (a) of the Foreign Contribution  
(Regulation) Act 1976 (FCRA Reg. No.  
231650202)

### Development Alternatives

B-32, Tara Crescent, Qutub Institutional Area  
New Delhi 110 016  
Website: [www.devalt.org](http://www.devalt.org)

© Development Alternatives  
October, 2020

## Vision

A world where every citizen  
can live a secure, healthy and  
fulfilling life, in harmony with  
nature

## Mission

To create models that  
generate sustainable  
livelihoods in large numbers

## Approach

Innovation, incubation,  
implementation and  
influence to create large  
scale impact

# Table of CONTENTS



14

Resource Efficiency



18

Economic Empowerment



22

Resilient Bundelkhand



26

South - South Cooperation

Message from the Chairman 4

The Year at a Glance 6

Our Approach 8

Global Footprint 10

From the President's Desk 12

Focus 2019-20 14

- a. Resource Efficiency
- b. Economic Empowerment
- c. Resilient Bundelkhand
- d. South - South Cooperation

Initiatives for COVID-19 30

Development Alternatives Group 36

Board of Directors 37

Significant Events 39

Awards and Achievements 43

Publications 44

DA in the News 46

Partners and Collaborators 47

Compliance 49

- a. Auditors' Report
- b. Credibility Alliance

Business Affiliates 54

# Message

*From the Chairman*

## Mending a Broken System

The first priority facing the world today must undoubtedly be to place the wellbeing of people and the productivity of nature, now and for the future, at the core of post COVID-19 economic recovery plans. This is the quickest and surest way to revive the health of our fellow citizens, speed revitalization of our economies and accelerate the creation of jobs. It will also rebuild the resilience of our economies, ecosystems and institutions to cope more effectively with such emergencies – and prevent them in the future.

Beyond the current COVID-19 pandemic, our world faces many even deeper, more intractable and persistent crises, rooted in a number of interconnected global challenges. Some are manifested locally, such as pervasive poverty and marginalisation, pollution, land use change, and species and habitat loss; others are national or regional, such as deforestation, human and wildlife trafficking, unsustainable trade practices and resource depletion; and some are global, like threats



to the climate, biodiversity and oceans – and collapsing international financial and trading systems.

Development Alternatives was set up in 1983 to help the nation address these issues through innovative models for development that could be scaled out by

mobilising the entrepreneurial energies of our people. How well have we done in fulfilling this original purpose? And what do the changes in our economy, society and environment over the past four decades imply for what we should do and how we do it in the forthcoming future – in the face of ever-growing barriers to civil society thought and action?

The answer to the first question seems to be: “Not very well”. The same issues still afflict our country, and several new ones have been added. And, on the second question, the only valid answer seems to be: “We have to redouble our efforts, despite the hurdles”.

We now understand that the pandemic, along with these other challenges, results from the lopsided value systems and institutional arrangements that underlie our current economic policies and practices. Events like the periodic financial crisis we have faced every decade or so, and the current Coronavirus contagion are just the triggers, the proximate causes of our economic crises – the ultimate causes lie hidden from today’s governance institutions by the false promises of neo-classical economics and neo-liberal economic policies. If, post-pandemic, these remain and we return to “business as usual”, the world cannot achieve the levels of social justice, resource efficiency and environmental health that we as a nation aspire to.

Governments, business and civil society must respond by to fulfilling their national and global

commitments to maximize social and economic equity, minimize greenhouse gas emissions, conserve biodiversity, raise resource efficiency and reduce wastes and pollution. We know what needs to be done: we now need to introduce serious policies and practices to replace fossil fuels with renewable energy; protect nature and restore our forests, rivers and degraded lands; and adopt nature-based solutions to replace mechanised, resource-guzzling ones.

As we approach our 40th Anniversary, the DA Group is looking carefully at the relevance of our programmes and activities to the goals we have set for ourselves. The activities of the past year, described in this report represent the efforts towards the transition we must make to ensure both the contribution and the continuity of our work to the nation’s future.



**Dr Ashok Khosla**  
Chairman

A woman with a bindi and nose ring, wearing a vibrant orange and purple sari with a patterned border, stands with her arms crossed and a warm smile. The background is softly blurred, suggesting an outdoor setting.

# The Year at a Glance

Development Alternatives continues to prioritise sectors of the economy in which green and inclusive businesses have the potential to create significant social and environmental impact. So far, through our work across various geographies, we have touched 18 million lives.

Year 2019-2020

## Empowered Communities

12,355

households accessed basic needs services like WASH, Clean Energy, Housing and Literacy



435 new SHGs formed and

398 linked to banks

## Clean and Green Environment

878 farmers trained on water management, sustainable agriculture and climate change adaptation planning



9,50,000 cubic metre of water conserved

12.41 tonnes of top soil saved

418 MWh green electricity generated

## Income Generation Opportunities

750 enterprises setup and supported

1,445 people trained with employability and vocational skills



1,825 jobs created

INR 11.4 million income through skill enhancement

# Our Approach

The Development Alternatives Group is committed to actions that eradicate multi-dimensional poverty and build a world where everyone can live secure, healthy and fulfilling lives, in harmony with nature. We support and promote a just transition to green, inclusive and resilient economies in India and globally. Our work focuses on designing and developing circular economy models with small entrepreneurs and local community interests in the center. The Bundelkhand region is our social laboratory and our '*karmabhoomi*' where we concentrate our efforts

## Innovation



Innovation for sustainability demands new benchmarks of performance in products, techniques, services and social value creation that realise green and inclusive development outcomes across rural and urban communities, farmers, small enterprises, industries and local and national governments. Transformation to truly sustainable societies will be driven through innovative business models and institutional systems with distributed epicenters of local value creation and value retention. We design and foster innovative technology and enterprises solutions for transformational shifts towards low carbon, resource efficient and regenerative production systems that create positive impact on people's lives and on the environment.

## Incubation



Mainstreaming innovative solutions requires the right scaling of technology packages and building capacities of the local institutional eco-system and of the enabling policy and regulatory environment. Our work focuses on incubating appropriate technical, institutional and market solutions to foster livelihood resilience among small and marginal agricultural communities, enhance resource efficiency and circularity in construction, water and waste management systems in human settlements, catalyse local economic actions through access to renewable energy, support small enterprise development and build skills of young people for job creation.

to build local capacities, regenerate natural resources and infuse science and technology based solutions to catalyze social change processes and demonstrate sustainable development in action. We transfer our knowledge, technical and social change models in other geographies in India, South and south East Asia and Africa. Our work involves sustainability research, green technology innovation, small enterprise development, skill building for employment, capacity building for action, advocacy for appropriate policy development and planning support.

## Implementation



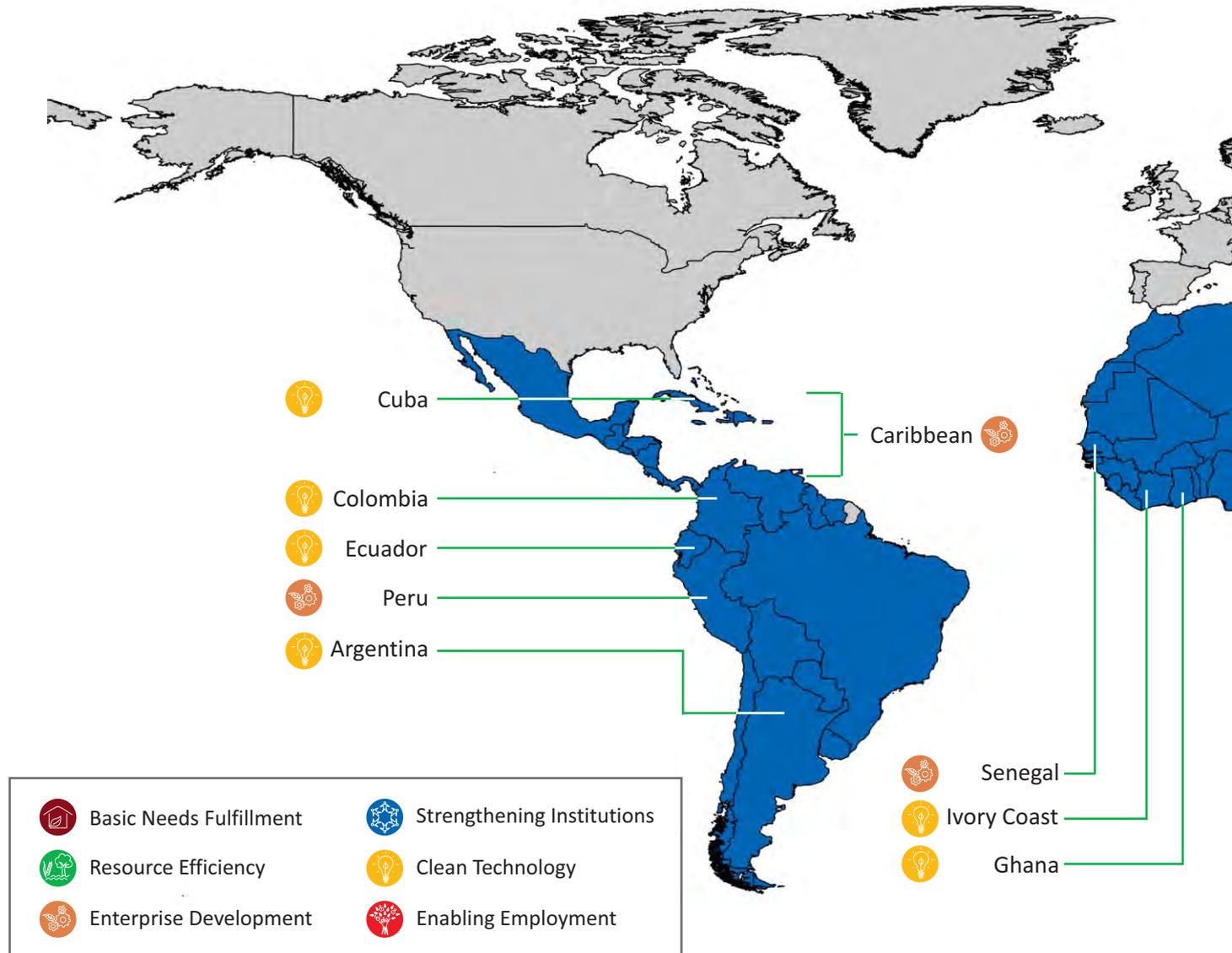
We work with a wide spectrum of stakeholders to demonstrate viable and scalable development solutions that deliver eco-friendly building materials, affordable housing, safe water, sanitation and waste management services, natural resources management and resilient agriculture models. These solutions are then taken to scale through building capacities of local communities, civil society partners, small entrepreneurs, local governments and public institutions.

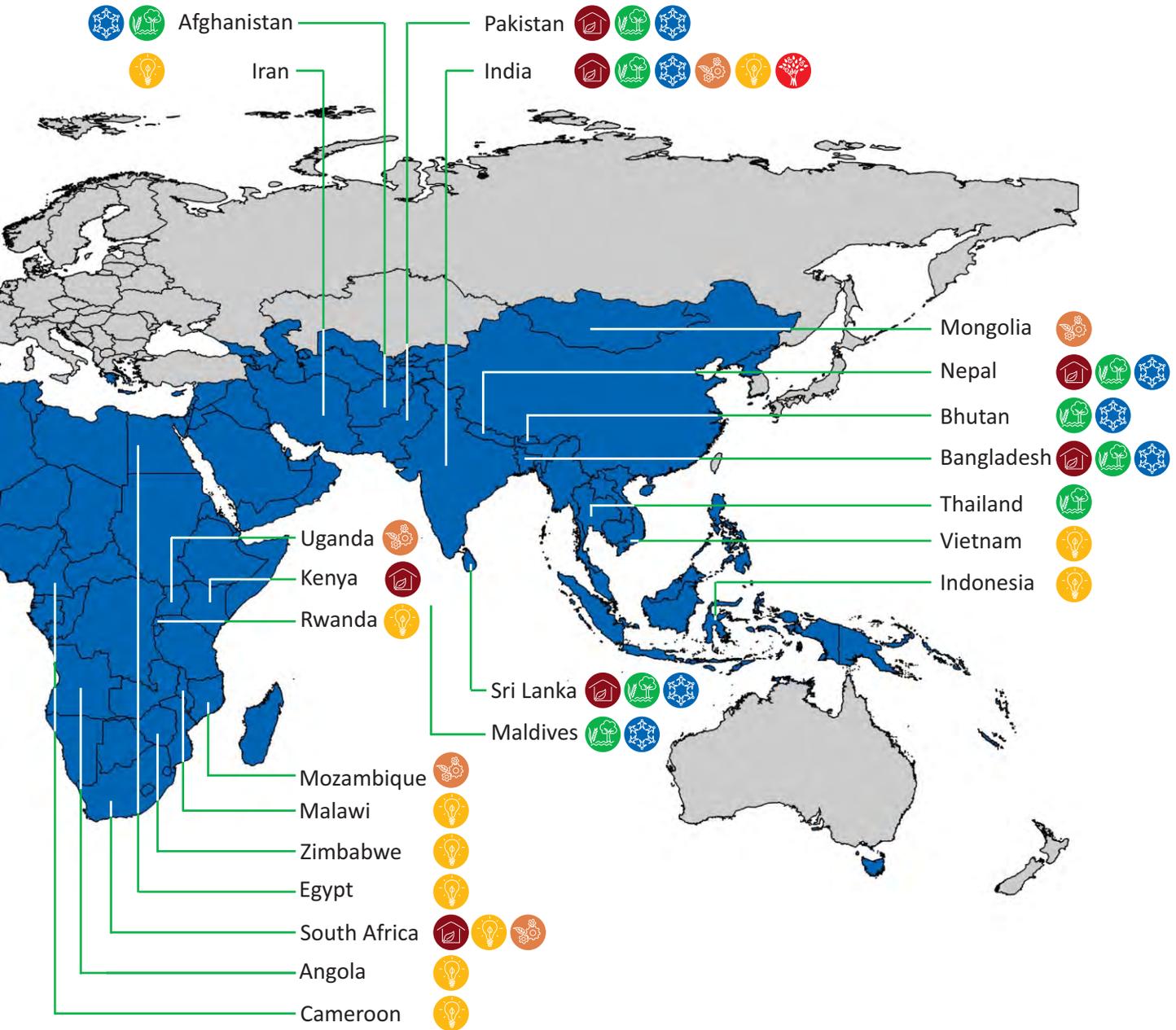
## Influence



Enabling policy and market eco-systems are required in order to mainstream and scale-up good practice solutions. Evidence from practice, study of past trends and future scenario forecasts are used to develop recommendations for informing policy design at state and national levels. Dialogues and debates on multi-stakeholder knowledge sharing networks are the chosen mechanism to co-create shared narratives and advocate for green, inclusive and resilient development models with policy makers and businesses. Public awareness and behaviour change campaigns are taken up from time to time to inspire sustainable consumption, climate action and participatory local self-governance.

# Our Footprint in Global South





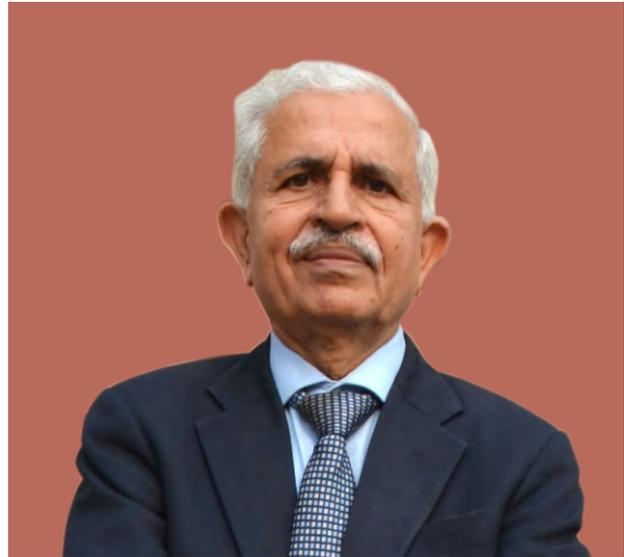
# Message

## From the President's Desk

India has played a key role in the shaping of the Sustainable Development Goals (SDGs). Several of the key initiatives launched by the Government of India directly address and contribute to a number of SDGs; Clean-India Campaign, Pradhan Mantri Awas Yojana, The Make in India Initiative, 100 Smart Cities, Prime Minister Financial Inclusion Scheme represent some key programmes. Considerable emphasis is being accorded to Skill Development and Entrepreneurship to ensure diverse employment opportunities for youth and women.

Development Alternatives has launched multiple initiatives for accelerating the creation of an ecosystem of micro and small scale enterprises. This is being achieved by integrating technology, financing and marketing supports; programme support is provided by HSBC, Citibank Foundation, FICCL and Norwegian University of Science and Technology.

During the year, a pioneering digital platform for entrepreneurship, udayME, was launched. Instant acceptability of this platform has emerged; 2000 existing and potential entrepreneurs have registered and regularly use services provided on the platform. Development Alternatives is committed to the



development of digital content and platforms for expanding outreach. Through a pilot initiative, Development Alternatives with support from Department of Science and Technology has completed the design of a Technology Acceleration Platform for Rural Innovation and Social Enterprise, TAP-RISE which will integrate the experience of institutions, Incubators and accelerators. Leading collaborators include UNDP Accelerator Labs, FICCI, Entrepreneurship Development Institute of India, Indigram labs Foundation and Institute of Rural Management, Anand.

The work and initiatives on mapping resource flows and enhancing resource efficiency have gained traction; most recently in the wake of the covid pandemic. Development Alternatives has expanded work of mapping water flows in cities of Bhubaneswar, Dehradun, Udaipur and Ujjain and mapping of demolition resources in Bangalore and Ahmedabad.

A new area of rapidly expanding work relates to plastic wastes.

Under the umbrella of counter measures to reduce plastic wastes in rivers and oceans; capacity building of city level stakeholders in Haridwar and Prayagaraj was conducted in the context of Ganges River. A documentary on this initiative was broadcast on national network by NDTV.

The work on Limestone Calcined Clay Cement, LC<sup>3</sup> has progressively advanced in the reliable determination of clay resources suitable for manufacture of this cement in Gujarat, Rajasthan, Andhra Pradesh in India; and identification of abundant clay resources in Malawi, Uganda and Egypt. With imminent approval of National Standards for LC<sup>3</sup> in India, the impact on resource and energy efficiency within the cement industry will become tangible. Development Alternatives has continuously expanded areas of work and collaborative working with the state of Bihar and its key departments; Bihar State Pollution Control Board, Department of Environment and Department of Industry.

The work on transfer of green technologies to sub-Saharan Africa is poised for expansion of LC<sup>3</sup> and Eco-Kiln technologies.

Financing and institutional support is imminent from the Green Carbon Fund, (GCF) and Federal Ministry for Economic Cooperation and Development, (BMZ). The delay is on account of the prevailing pandemic. Development Alternatives continues to expand its collaboration with national and global networks like GGGI, CCAC and ANCSSC.

The flagship initiatives in Bundelkhand continue to be expanded and strengthened to align with major initiatives of the state and national government pertaining to Watershed development, empowerment of women and farmers producer organisations. Development Alternatives flagship WADI model which integrates agricultural diversification, climate resilience and livelihood security of small farmers has been widely acclaimed and awarded. With support from Marico Foundation, HSBC Foundation and laCaixa Foundation; promotion of local entrepreneurship culture for youth and women is being nurtured.

During the coming year, Development Alternatives would lay more focus on use of digital technology and platforms, expand its work on plastic waste utilisation and management and drive scaling up of initiatives of entrepreneurship and livelihood creation.



**Dr Arun Kumar**  
President



# Resource Efficiency



## Overview

India has the world's third-largest ecological footprint and the highest rate of extraction of minerals per unit of land area. Development Alternatives vision is to promote green, inclusive and circular models of production and consumption in India. Models that are able to ensure prosperity for all its citizens while maintaining the health of its natural ecosystems and contributing to achieve the global commitment for sustainable development.

## Highlights

A detailed analysis of material and energy flows and carbon foot prints of construction and water systems has contributed to build a strong policy case for secondary resource use and circularity of resource use in cities. Further, the study has indicated a strong potential for building partnerships of small entrepreneurs and service providers with municipalities to deliver sustainable 'waste to wealth' services in cities. Multi-stakeholder action plans for addressing marine waste management in cities led to the design of key communication strategies and tools to address waste management in plastic hot spots.

## Key Thrust Areas



**Material and energy efficiency in the construction sector** – Resource-efficient, low carbon, and non-polluting construction systems that use local resources and promote local skills and local economic growth.



**Industrial symbiosis – promoting cross-sectoral circularity** – Productive application of secondary resources from industrial processes into the building and construction sector.



**Closing water loops and enhancing energy efficiency in human settlements** – Systemic solutions for human settlement level water system management to enhance efficiency, resilience, access and health.

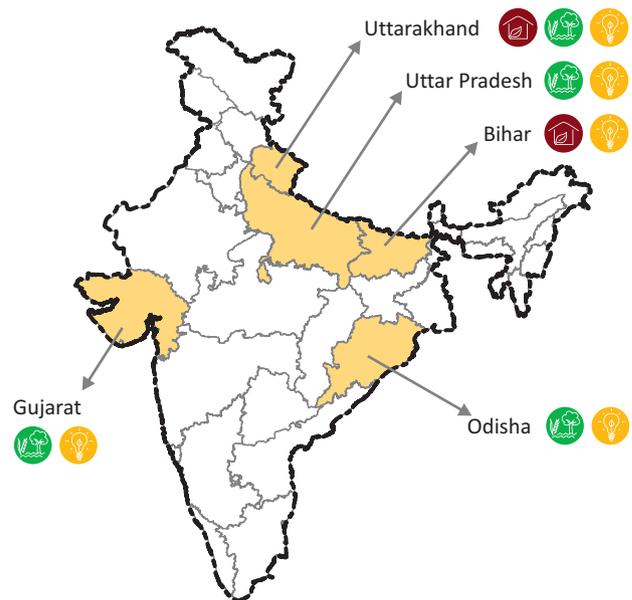


**Municipal solid wastes and plastics management in cities** – Local decentralised solutions to enhance efficiencies, reduce ecological footprints, and promote circularity in the metabolism of urban resources.

## Achievements

In the year 2019-20 DA has effectively engaged with Urban Local Bodies (ULBs) and other key stakeholders in selected cities in India. Our major achievement was a campaign on plastic waste management to create a movement for change along with local stakeholders in Haridwar. Detailed studies on secondary building material resources and water energy nexus in cities were conducted. A strong policy case was built for integrating life cycle and material flow analysis within scientific methodologies for promoting circularity and utilising secondary resources to service the growing construction demand of cities in India. The work in Bihar led to a formal multi-stakeholder platform that influenced policy action in the state, with announcements on mandatory use of fly-ash bricks in all public buildings within 300 kms of a fly-ash source; bans on future red brick production and the establishment of Fly Ash brick Quality Rating System under the aegis of Bihar State Pollution Control Board.

## Geographies



## Promotion of countermeasures against marine plastic litter



Mismanagement of plastic waste, its leakage in the environment and lack of alternatives for packaging has threatened economies, ecosystems, and human health. Current measures lack the rigor to meet this challenge. Worst to be impacted are water bodies which serve both as a dumping grounds and carriers of plastic wastes. The river Ganga, a lifeline to millions, is also one of the world's top 10 rivers carrying plastic waste into the ocean.

Under the programme, Promotion of Countermeasures against Marine Plastic Litter, supported by UNEP, a detailed study was conducted to identify gaps and possible solutions to this accelerating problem. We partnered with local stakeholders and brought them on a common platform to connect and initiate measures against plastic littering. The initiative reached to 8,000 people directly and 15,000 indirectly through campaigns, radio programmes and cleanliness drives in the cities of Haridwar and Prayagraj in Uttar Pradesh. A documentary was also aired on NDTV, which gave a momentum to the initiative.

### Flagship Interventions

**GREENING THE BRICK SECTOR IN BIHAR:** Promoting supply and demand of fly ash bricks by engaging district level stakeholders and influencing state policies.

**MAPPING WATER FLOWS AND INTRODUCTION OF WASTE WATER TREATMENT TECHNOLOGIES IN SMALL CITIES** of Dehradun, Bhubaneswar, Udaipur and Ujjain.

**COUNTER MEASURES TO REDUCE PLASTIC WASTE IN RIVERS AND OCEANS:** Capacity building of city level stakeholders in cities of Haridwar and Prayagraj.

**MAPPING MATERIALS RESOURCE FLOWS IN CITIES AND USING CONSTRUCTION AND DEMOLITION (C&D) WASTE:** supported by market assessment, technology development and training for C&D waste management.

**INTRODUCTION OF LOW CARBON CEMENT** as a viable and green alternative in India, Malawi and Uganda for 50% reduction in virgin material use and carbon footprints.

**DELIVERY SYSTEMS FOR COST EFFECTIVE, ECO-FRIENDLY BUILDING MATERIALS FOR SELECT GEOGRAPHIES:** Mountain and Semi-Arid Ecosystems.

## 14 Impact

Our approach for transformative change is to integrate scientific evidence with stakeholder perspectives and empirical evidence from current practices to design appropriate technology and enterprise solutions, and build capacities of key stakeholders to deliver these solutions on ground. DA has conducted pioneering work to promote resource efficiency and circular economy with a focus on water, construction and municipal and industrial waste management sectors. In the past year our work has contributed to saving 0.01 million tonnes of carbon emissions and virgin resources including 0.63 million tonnes of soil and 50,000 tonnes of coal.

Our work in the space of plastic waste management has catalysed behaviour change in the cities of Haridwar and Rishikesh, by bringing the government, community, and religious institutions on the same platform reaching out to 18,000 people directly and through social media in cities along the Ganges.

## Way Forward

The COVID-19 pandemic has exposed broken parts of our resource management systems. It has also shown how systemic and structural changes have the potential to enhance efficiency of resource use, and reduce pollution/waste while benefitting local economic and human health. Going forward we shall focus on the most crucial challenges of our times – plastic waste, and the water and waste management systems in urban areas. The aim is to build alliances and strengthen expertise to leverage technology, natural ecosystems and entrepreneurship in order to address emerging public health and environmental issues in our country.



### Innovation and Research

- Citizen behaviour change tool-kit for conducting targeted campaigns and outreach specifically for reducing plastic litter.
- FABQRS system for supporting supply and uptake of fly-ash bricks in public procurement.
- Material flow analysis and related carbon footprints of building materials and water in selected cities.

### Implementation

- Started a wave of behaviour change around plastic litter in Haridwar and Prayagraj and reached out to thousands of people directly and indirectly through our social media campaign, print and television media.
- 50 Enterprises were supported under public certification system FABQRS to enhance the quality of construction material in Bihar. Out of 50, 9 were led by women.

### Influence

- With Shakti Sustainable Energy Foundation, Green Economy Coalition, and Mascot Foundation, we have facilitated adoption of fly ash bricks in Bihar and are actively working with the state government to build a carbon neutral Bihar.



# Economic Empowerment



## Overview

Recognising the job and entrepreneurial aspirations and latent potential of rural youth, women, farmer collectives and local community, DA enables the creation of micro and small green enterprises and livelihood linkages through jobs or apprenticeship. We foster economic growth and direct initiatives towards poverty eradication, gender equality, quality education, reduced inequalities, decent work and inclusive economic growth.

## Highlights

Fostered partnership with many international organisations and development agencies like International Labour Organisation, Institute of Rural Management Anand, Norwegian University of Science and Technology and Uttar Pradesh State Rural Livelihood Mission. We also developed more than 25 Innovative Enterprise Packages which were disseminated to over 850 potential entrepreneurs to boost enterprise development in rural India. Created awareness through multiple national level media platforms like NDTV, GoNews. Udyame, a digital platform for entrepreneurship, was launched.

## Key Thrust Areas



**Creating new economic opportunities** through Collectives, Cooperatives and Clusters by Collaborating with facilitating agencies and strengthening local economy.



**Sustainable jobs** by setting up and supporting Micro and Small Enterprises and creating green and inclusive value chains.



**Providing vocational skills training leading to Jobs** - Conducting employment readiness vocational training and linking trained beneficiaries to jobs and apprenticeships in various sectors including green jobs, Banking Financial Service Insurances (BFSI), Retail, IT/ITES, beauty & wellness, logistics etc. Also, creating digital placement platforms for linking employers with the job seekers.

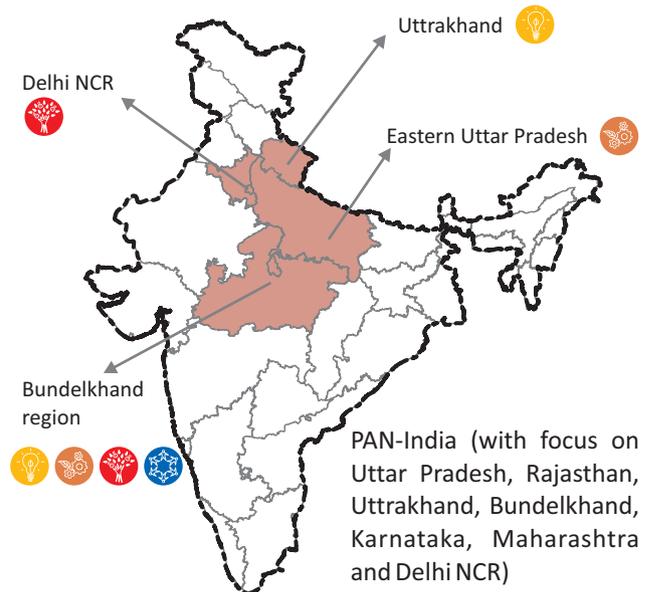


**Decreasing gap in workforce participation and employability** through partnerships with corporates, bilateral and multilateral organisations and providing skills and training focusing on green jobs and ensuring opportunities for placements

## Achievements

- Livelihood created/enhanced for more than 9500+ individuals across sectors like handicrafts, retail, IT/ITES, green building materials
- 750 enterprises set-up/supported creating 1,825 jobs earning revenue of over INR 884 L
- 7 new handicraft clusters developed improving livelihoods for 5,882 artisans
- 1,445 individuals trained on employability and 241 individuals linked to decent job opportunity generated income worth INR 114 L
- 2,000 potential and existing entrepreneurs registered on udyAME, the digital platform for entrepreneurship
- 2,600+ unemployed youth registered on Bridge2Naukri platform ([www.bridge2naukri.com](http://www.bridge2naukri.com)) to get linked to job/apprenticeship opportunities and over 1,700 individuals registered on udyAME

## Geographies



## Project - Work 4 Progress



Work 4 Progress is the flagship intervention of DA, currently in its second phase. The phase 1 of the programme started in the year 2017, with 20 villages in 3 districts of Uttar Pradesh and 1 district of Madhya Pradesh. In its second phase, from 2018-2020, the programme has grown to 80+ villages. It accelerates the creation of meaningful and dignified employment through platforms for innovation, action and continuous learning. W4P adopts a social innovation methodology through which it listens to the community through dialogue, finds answers through co-creation, and then prototypes solutions and shares learnings to eventually create impact at scale. In its first phase enterprises set up helped in generating 450+ jobs, adding ~ INR 55 lakh to the local economy. In its second phase, the programme aims to deepen the impact of the set-up as well as scale-out the social innovation approach to other geographies through partnerships. We seek to set up 1000+ enterprises and create 2500+ jobs in the second phase.

### Flagship Interventions

**Ensuring inclusiveness through digital platforms:** These platforms have learning materials, jobs and entrepreneurship ideas which are specifically useful for fresher and school dropouts.

**Creating New Economic Opportunities by Data Backed Research:** We prioritise data backed research to create more substantial and successful solutions. Consequently, analysing the contemporary scenario by conducting research on ground level.

**Creating a Robust Ecosystem by building partnerships and Networks:** We build model prototypes with financial institutions that bridge the financial gap for women, aggregators that enable micro-businesses to realise economies of scales, and government institutions that can co-fund entrepreneurial and employment ventures to help achieve outreach to women and youth.

## I 4 Impact

Development Alternatives builds socially relevant and environmentally benign, enterprise and employability, solutions to enable local economic development and job creation. Over the last three decades, our thrust areas on Economic Empowerment has facilitated the development of over 10,000 enterprises and created over 50,000 jobs. Our vision is to create jobs and build entrepreneurship ecosystem that enables sustainable economic opportunities and dignified work for all and create one million livelihoods by 2024.

As part of innovation through digital platforms we have been able to reach out to over 2,000 individuals. Through our program interventions we have been able to impact over 2,500 lives by enhancing their incomes through livelihood linkages.

## Way Forward

We will prioritise and focus on the 3Ps this year-Product, Platform and Partnership We will work towards developing strategies for disseminating our existing products like enterprise and employability packages. Our focus will be on developing products on social innovations like courses on developmental evaluation, micro-movement, digital course curriculum on livelihood readiness, healthcare and automation of placement platforms. In order to take our services to scale and accelerate our existing programmes, we will strengthen our exiting Platforms link Bridge2Naukri and UdayME. We will also focus to strenthen our Prtnerships we developed last year.



### ● Innovation and Research

- Digital platforms - udyame (Enterprise support system) and Bridge2Naukri (job readiness and linkage platform). Standardised skilling, livelihood readiness and enterprise development packages to ensure skill transfer and create new economic opportunities. 2,600+ unemployed youth registered on Bridge2Naukri platform ([www.bridge2naukri.com](http://www.bridge2naukri.com)) to get linked to job/apprenticeship opportunities as per their skills and over 1,700 individuals registered on our online enterprise development platform udyame

### ● Implementation

- WE-LEAD aims to improve access to livelihood for women and youth and build sustainable communities in Badli block of Jhajjar District and Farukk Nagar block in Gurgaon.

### ● Influence

- We have created Special purpose vehicles, like Indian Micro-Enterprises Development Foundation (IMEDF) - Nodal agency to MSME under SFURTI programme, we are also partners on Multi Stakeholder platforms and networks – la Caixa Foundation, Systems Play, National Skills Development Corporation, LSC, Smart Power India.



# Resilient Bundelkhand



## Overview

Development Alternatives has adopted a multi-pronged strategy to address issues in the region. We have established our outreach across all districts through our network partners while maintaining a direct presence in Niwari, Tikamgarh and Datia districts in Madhya Pradesh and Jhansi district in Uttar Pradesh.

## Highlights

Conserved more than 9,50,000 cubic meter of water by constructing water harvesting structures and rejuvenating old water bodies. New partnership with National Coalition on Natural Farming and became member of steering committee. Facilitated Regional Enterprise Coalitions in Jhansi and Niwari to support enterprise development. Locally Owned Community Owned (LOCO) enterprise model setup in Khajaraha Bujurg village in Jhansi.

## Key Thrust Areas



**Water for all and always:** *Conserving and sustainably managing water resources for human and livestock consumption, economic development and ecosystem health.*



**Climate adaptive planning for rural areas:** *Introducing climate responsive farming practices and building resilience through land water management, livelihood diversification and strengthening governance institutions.*



**Capable institutions:** *Assured access to safe and affordable basic needs and services through responsive, locally owned community operated delivery models for products and services.*

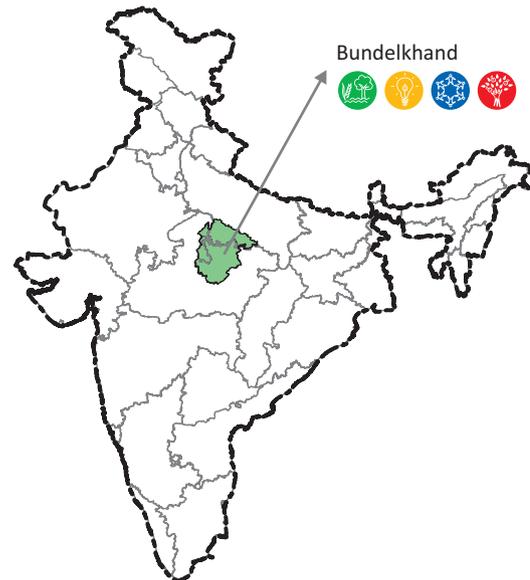


**Employability for all:** *The focus is on developing a women-friendly enterprise ecosystem to build knowledge and capacities for adaptation to climate change and functional literacy delivering services for clean energy, affordable housing, safe drinking water and sanitation.*

## Achievements

- Over 600 households secured their livelihoods through WADIs in Shivpuri districts
- 13 water conservation structures created with a water harvesting potential of over 68 crore litres per annum
- Plantation activities carried out on 29.7 hectare of land across various villages in Jhansi district
- Developed 1,248 radio programs for broadcasting through community radio with an outreach of more than 40,000 community members
- 230 enterprises supported, 8 Information Kiosks set up to deliver IT based enterprise support services
- The enterprise support system has been strengthened through a coalition of 16 partners

## Geographies



# Watershed Development in Bundelkhand

funded by National Bank for Agriculture And Rural Development (NABARD)



This project in Jhansi aims to protect and conserve water and natural resources ensuring efficient and sustained production to improve socio-economic conditions of community. In the last five years of its implementation, 1400 Ha of land has been treated through water and soil conservation. Through our effort there was 30% increase in farm productivity and 180 Ha of land was converted from single to double crop. More than 3000 Thousand Cubic Meter of water was saved annually and 120 Ha land was converted from barren to cultivable. With an investment of INR 11 lakhs, 65+ livelihood activities were completed including setting up of enterprises. Safe drinking water was made accessible through LOCO model to more than 350 people, while a maintenance fund was set up at village watershed committee level by training 445 community members.

## Flagship Interventions

**INTEGRATED WATERSHED DEVELOPMENT** – an approach to conserve our natural resources

**COMMUNITY RADIO** – a platform to connect with the community and enhance their knowledge in the local dialect

**WORK4PROGRESS** – Accelerate creation of meaningful and dignified jobs by creating local entrepreneurship culture for youth and women

**LOCALLY OWNED AND COMMUNITY OPERATED (LOCO) SERVICES** – to deliver save water, sanitation, clean energy, waste to wealth and green conception services

**WADI** – An agro-forestry based sustainable model for livelihood security of small farmers - which includes agricultural diversification, climate resilience and environmental co-benefits

**GAUSHALA** – A circular economy based model for rural development

**EMPOWERING WOMEN** - through functional literacy and building capacity for economic activities

**HAMARA GAON** – Integrated village development model that emphasises people's participation in development planning and actions pathway as informed and empowered communities

## I 4 Impact

In the last one year, 680 million liters of additional water stored capacity has been created leading to 73 acres of land converted from single-crop to double crop. We saved 12.41 tonnes of topsoil through soil and water conservation interventions covering 1,380 hectares of land and 65 hectares of land converted from barren to agricultural to strengthen the farming system. We also developed 630 Wadis across 33 villages and promoted sustainable farming practices to provide nutritional security on a sustainable basis. These Wadis helped in enhancing income of families by 30%. Further, income was enhanced by 35% of more than 25 families through integrated farming practices.

230 microenterprises were established, which provided livelihood security with an income of nearly INR 11.5 lakhs generated monthly, across sectors like - building material, agriculture, retail and manufacturing and production. LOCO models continue to be successfully managed by the community providing safe drinking water to 1,000 people.

## Way Forward

Our focus will be on bringing financial, social and ecological security for all in the region. Enhancing the visibility by fostering and strengthening existing and new partnerships in the area. Strengthening existing institutions in order to create sustainable and capable systems focusing on overall wellbeing in the region.

Water for All and Always and economic development continues to remain the priority for Bundelkhand with the focus on science based solutions integrated with people's knowledge, self-financing models and integration of community radio for knowledge dissemination and dialogue.



### Innovation and Research

- Established soil testing lab providing a service to test the quality of agriculture fields
- Two Farm Implement Banks set up which are now providing agricultural equipment and input supplies to farmers on minimum price

### Implementation

- Four watershed projects implemented in Jhansi district of Uttar Pradesh covering 4,500 hectare area
- 435 new Self Help Groups formed; 398 SHGs linked with Banks under financial inclusion; 35 SHGs linked with cash credits
- Strong partnerships developed and strengthened with district agricultural department, RSEAT, CAFRI & IGFRI, KVKs for providing training support

### Influence

- DA nominated as a member of state-level committee formed by Government of Madhya Pradesh to draft guidelines for rejuvenation and revival of traditional water bodies



# South-South Cooperation



## Overview

Complex global challenges of climate change, growing resource demands, and rising social-economic inequities can be addressed through innovative development cooperation mechanism. DA committed to address these challenges in the Global South. Working with a global network of collaborators and partners, Development Alternatives is in the process of transferring technologies and know-how, establishing enterprises, and building local capacities in Africa.

## Highlights

As a member of the Alliance of NGOs and CSOs for South-South Cooperation (ANCSSC), we have collaborated to create a prosperous and green future for countries of the Global South. We also assisted cement and concrete industries in reducing their carbon footprint, utilising non-cement grade raw materials with improved profitability through the transfer of the Limestone Calcined Clay Cement (LC<sup>3</sup>) technology.

## Key Thrust Areas



**Delivering green and inclusive technologies** - Energy efficient and low carbon, cleaner production technologies that help in utilising wastes and conserving virgin resources. Our technologies, processes, and services also help in creating green jobs and enterprises besides creating equal opportunity employment in developing economies.



**Enabling access to clean electricity for local economic growth** - Promoting economic development and well-being of local communities by enabling access to clean and reliable electricity. We build solar-powered mini-grids to supply clean electricity linked to appropriately scaled technologies based micro enterprises generating jobs and local prosperity.

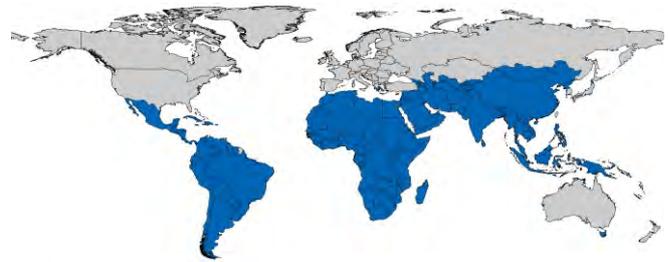


**Adding value to natural resources** - Transferring knowledge and building capacities of communities of the global south on climate-resilient models for the sustainable management of natural resources.

## Achievements

Our interventions have created employment opportunities, conserved virgin resources, utilised waste and mitigated carbon emission. A key achievement has been forging partnerships with international networks such as - Alliance of NGOs and CSOs for South-South Cooperation (ANCSSC), Climate and Clean Air Coalition (CCAC), Global Green Growth Institute (GGGI) – Nepal and Africa, India Climate Collaborative (ICC), DIESIS Network and GlobalOne. The website - 'CleanTech Africa', launched in 2019 helps us to engage better with organisations in African countries.

## Geographies



Transfer of technologies like LC<sup>3</sup> and EcoKiln and their knowhow across 41 countries in 4 continents, in the last one decade

## Transferring of EcoKiln Technology to Malawi



We are working in association with the Center for Community Organisation and Development (CCODE) on cleaner brick technology since 2012 with support from GIZ. An Eco Kiln has been established as one of Africa's most energy efficient brick firing technology. We are now disseminating the Eco-Kiln technology to entrepreneurs in Malawi. The aim is to increase the availability of affordable, high quality, environmentally friendly building material to the Malawian public. This would also lead to the creation of 1,000 small to medium scale enterprises in the SME sector and ancillary industries and the creation of more than 20,000 sustainable 'green jobs', thereby alleviating poverty. Additionally, this clean technology will save 8,50,000 tonnes of fuelwood annually and save 15,00,000 tonnes of CO<sub>2</sub> annually. This technology also reduces the embodied energy in housing, thereby pioneering the path of energy saving in Africa.

### Flagship Interventions

**DISSEMINATION OF ECOKILN TECHNOLOGY**, the most energy-efficient technology for brick production to Nepal, Malawi, and Bangladesh.

**CONSULTANCY AND TECHNOLOGY TRANSFER** to companies for the introduction of Low-carbon cement - LC<sup>3</sup>, in Cuba, Malawi, Uganda, Egypt, and several countries in Africa.

**DELIVERING SOLUTIONS FOR VALUE ADDITION** to existing systems, such as process improvement in the production of Shea Butter in Burkina Faso.

**DEVELOPMENT OF BUSINESS MODELS** for safe water solutions and collaborate for improving quality of life solutions in South Asia.

## I 4 Impact

Since its inception, DA has been actively involved in technology and knowledge transfer through South-South Cooperation to other developing countries in Asia and Africa like Nepal, Sri Lanka, Vietnam, Bangladesh, Indonesia, Bhutan, Afghanistan, Malawi, South Africa, and Cameroon. The introduction of energy-efficient and environment friendly brick firing technology in Bangladesh has been recognised by the government as a profitable replacement to existing technologies. Our low investment, roofing technology solution for CemenSibinong, a Holcim company, aided Tsunami reconstruction in Indonesia. Furthermore, the transfer of our technologies has helped promote entrepreneurship and create local jobs through SEWA, Sri Lanka, Mipromalo in Cameroon, and Tarayana Foundation in Bhutan. The South-South Cooperation programme in Malawi has provided core support to the 'More Income and Employment in Rural Areas' programme, in collaboration with GIZ.

## Way Forward

Going forward special focus will be on introducing our solutions for community empowerment through renewable energy-based entrepreneurship in priority African countries. Work on cleaner building materials production technologies will be accelerated and expanded to more areas in Southern Africa. The techno-commercial feasibility of LC<sup>3</sup> technology will be established in two new geographies/cement companies in Africa. The LC<sup>3</sup> technology solution will be coupled with our new innovation Vertical Shaft Calciner (VSC), and a proof of concept for a resource and energy efficient cement production process will be established.



### Innovation and Research

- Breakthroughs in empowering women entrepreneurs, unlocking finance, leveraging new economic opportunities and building innovative platforms for collaboration have contributed towards the expansion of Work 4 Progress programme further in Peru and Mozambique.
- LC<sup>3</sup> feasibility study expanded in 4 new geographies - Senegal, Zimbabwe, Uganda and Malawi.

### Implementation

- EcoKiln dissemination workshops were conducted for promotion of EcoKiln Technology-based entrepreneurship. Soil samples were collected and feasibility studies carried out for entrepreneurs interested in setting up EcoKiln Enterprises.
- Introduced Vertical Shaft Calciner - an extremely energy and resource efficient cleaner technology for producing calcined clays for the cement industry.

### Influence

- Represented at the World Urban Forum (WUF) 10 in Abu Dhabi organised by UN-Habitat to promote affordable housing, community inclusiveness, and circularity.

# Initiatives for COVID-19

Development Alternatives Group met the unprecedented, complex and evolving challenges of the pandemic through swift, rigorous and multi-stakeholder action. Focusing on the most vulnerable, our integrated response was formed for immediate, as well as, long term recovery.

The programmes and operation were shifted online and teams continued to deliver results effectively, and also built new partnerships through virtual communication platforms. In order to address

emerging issues caused due to the pandemic and subsequent lockdown, we prioritised high impact sectors and issues such as providing relief to vulnerable communities, reverse migration, job creation, the resilience of local economies, green recovery, while building on ICT and digital solutions. We are pulling through this challenge and will emerge stronger, more resilient and with enhanced responsibility in our actions, programmes and policies towards people and the planet.



## Chalk Lines in the Dust

Circles drawn in the ground to encourage social distancing at a food drive in Uttarkashi



## When the Going Gets Tough, the Tough Get Going

Even after shutting his enterprise due to the lockdown, an entrepreneur serves his community through a home-based kiosk in Jhansi



## The Shirt that Never Was

A mask by an entrepreneur in Orchha who earlier stitched shirts but has changed his focus to help his community



## Glimmer of Hope Among the Chaos

Migrant workers line up to receive meals and food packets as they remain stranded in the lockdown in Delhi



## When the Wheels Stopped Turning

Truck drivers queue up to collect meals in NCR, with their trucks parked behind them, amidst the lockdown which has prevented them from reaching their destination

## Strategic Shifts

Limited physical interaction inhibited the process for capturing perspectives of the communities and stakeholders. Furthermore, the transference of knowledge also became limited in the initial stages of the lockdown owing to COVID-19. We responded by leveraging digital platforms - we have been able to form partnerships in order to assist transference for

scale and to develop programmes to enhance livelihood outcomes. Toolkits and regular publications were also utilised to share perspectives and experiences. Social Media and regular webinars with international experts enabled us to build synergies and co-create solutions through online mediums.

### Providing Relief



Distributing food and essentials to migrant workers

### Awareness and Education



Raising awareness on preventive measures

### Empowerment and Livelihoods



Empowering individuals and communities

### Research and Technology



Researching impacts on rural population

“ *This global crisis has fundamentally reshaped how we work and respond to development issues, and we have stepped up to meet these challenges head-on. The pandemic has exposed a broken system, one that needs collaboration, commitment and conscious effort to build back better - we are creating sustainable solutions that are economically and environmentally beneficial that aimed at empowering the most vulnerable.* ”



With the aim of creating sustainable livelihoods, we have been imparting training in various sectors. Due to COVID-19, training centres had to be shut, but our team took up the challenge head-on. Online mediums were leveraged for regular follow-up, teaching, counselling and registrations of new candidates. Additionally, a unique platform provided by the HCL Foundation, ODK Collect App, also enabled us to track the well-being of trainees and alumni amidst the pandemic.

In collaboration with the National Mission on Himalayan Studies (NMHS) we have been promoting responsible ecotourism in Himachal Pradesh and Uttarakhand. Amidst the COVID-19 pandemic, the physical tours were cancelled, but we showcased the rich heritage and culture by conducting **virtual tours of the villages** - which are a series of videos showcasing fascinating aspects of Himalayan life from a local lens.



To continue on-ground activities and fieldwork to build entrepreneurial attitudes in rural areas, virtual meetings helped in planning and operations during and post lockdown. A **virtual peer-to-peer network** built around information kiosks, a **WhatsApp community chat group** and **udyaME**, a digital platform were adapted to form a network of digital solutions to ease the communication and information gap.

To capture voices from rural areas and we undertook a short study based on a survey conducted across 4 districts in 29 villages in Bundelkhand. The report '**Socio-Economic Impact of COVID-19 in Bundelkhand Villages**' assesses the challenges and the effect of COVID-19 on livelihood and food security, among the inhabitants, and the reverse migrants.



During the lockdown, the transference of resources also became a challenge. It was imperative to ease access to resources by collaborating with a community of system changemakers at the micro-level. Knowledge creation and learning systems faced issues in data collection, however, the **Adaptive Learning System** in place was able to bypass certain uncertainties through centralised data collection and real-time analysis.

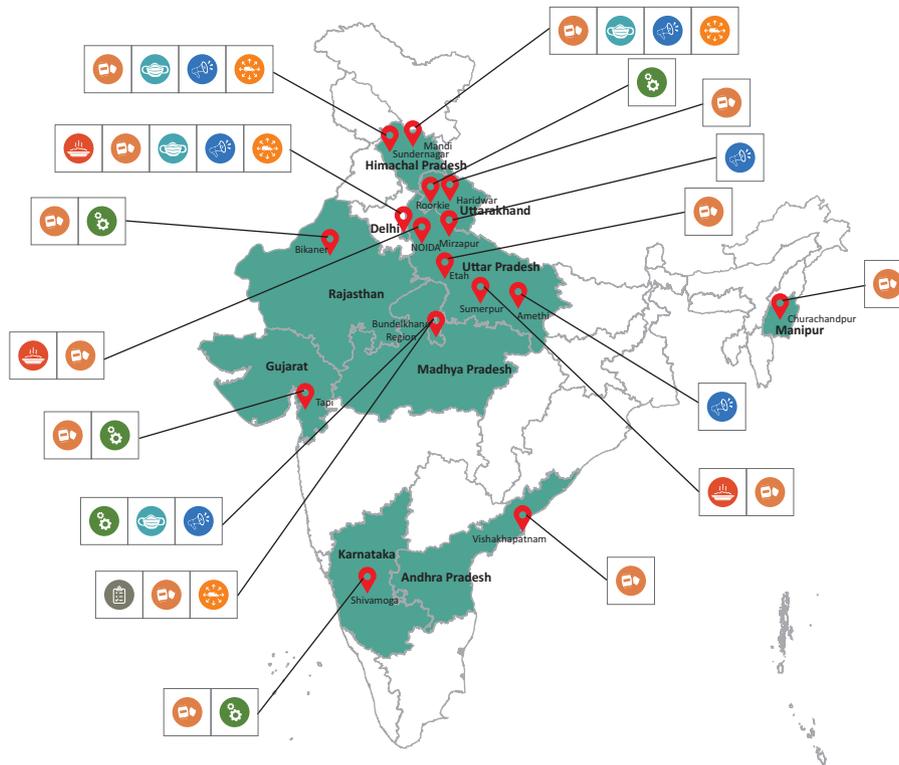
DA has been involved in dialogue with Green Economy Coalition, UNPAGE and Climate Policy Initiative through webinars for **greening the economic recovery package** aimed to reduce the stress on cities as well as create new opportunities for rural livelihoods. Through these discussions, specific sectors of priority were identified such as MSME sector, Water, Sanitation and Hygiene (WASH), biodiversity conservation, energy and agriculture.



## Our Outreach

Our COVID-19 integrated response was aimed at critical issues at the time. Applying strategic foresight to new challenges, Development Alternatives and its partners responded by providing immediate relief in terms of food and essentials, distributing masks, sanitisers and PPE kits. We generated awareness on

social distancing through Radio Bundelkhand and imparted training on health and hygiene through online and offline mediums. Our entrepreneurs and clusters worked to create masks in mass quantities and stepped up to provide digital services in a crucial time.



In the last few weeks since the lockdown, Development Alternatives has facilitated the following support to the community across India





#TogetherWeCan





Distribution of essentials (soaps, hygiene kits, sanitisers, masks and information leaflets) to **9,000+** individuals including migrant workers, truck drivers and people in need during the nation-wide lockdown



**5,000+** individuals were provided meals, and ration was distributed to

**19,000+** individuals who were stranded due to the lockdown



**1,000+** PPE Kits were given for frontline workers like doctors and nurses



**50,000+** masks were produced by entrepreneurs during the lockdown to help their communities



**180+** individuals community leaders, panchayat leaders, constructions workers, migrant workers, truck drivers, ASHAs and Anganwadi workers from 7 districts were trained in prevention measures against the spread of COVID-19



Radio Bundelkhand is generating awareness for over

**200,000** people in

**150** villages of Bundelkhand

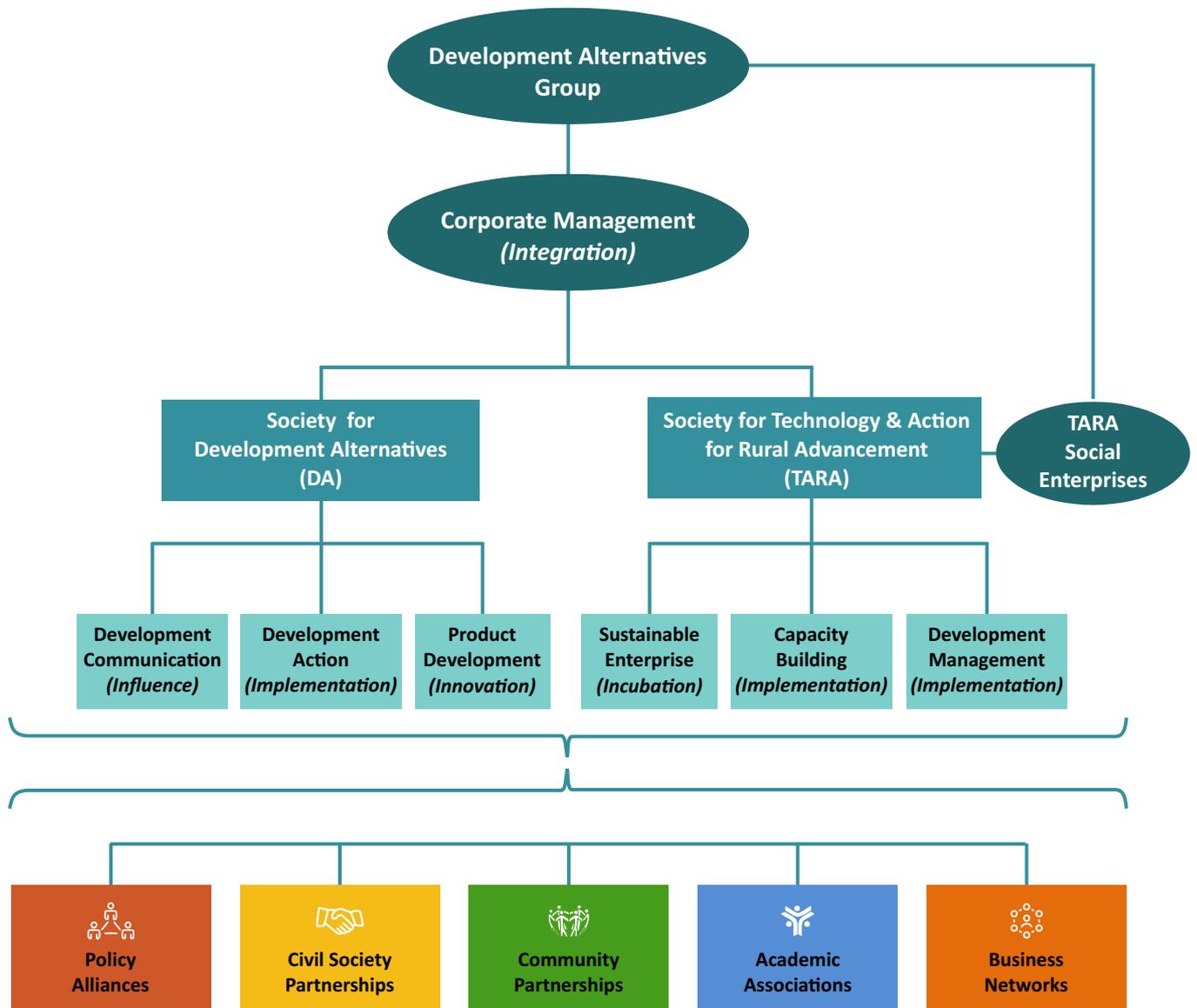


A survey has been conducted to study the impact of COVID-19 on rural population in **29** villages of Bundelkhand

## Partners



# Development Alternatives Group



# Board of DIRECTORS



## **Dr Ashok Khosla**

Chairman  
Development Alternatives

For nearly five decades, Dr Ashok Khosla has been a pioneer in finding paths for development whose benefits reach everyone and can be sustained by the Earth's resources. He has been Co-Chair of the UN's International Resource Panel, President of the International Union for Conservation of Nature (IUCN) and President of the Club of Rome. He was a member of the Government of India's National Security Advisory Board and Scientific Advisory Council to the Cabinet. For his contribution, he was awarded the OBE by the UK Government, the UN Sasakawa Environment Prize and the Zayed International Environment Prize, among others.

## Members



## **Mr Lalit Mansingh**

Former Foreign Secretary  
International Relations

A former Indian Diplomat, Mansingh has more than 40 years of extensive international experience across Europe, Africa, Asia and the Middle East. He is also a former foreign secretary. He has served as Indian ambassador to the United States and the United Arab Emirates and as India's high commissioner to the United Kingdom and Nigeria. Mansingh has dedicated his career to promoting India and its role in the global marketplace. He is also the chairman of Kalinga International Foundation, a national think tank focusing on India's relations with Indo-Pacific.



## **Prof Ravinder Kaur**

Professor  
IIT, Delhi

She serves as a Professor of Sociology and Social Anthropology in the Department of Humanities and Social Sciences, Indian Institute of Technology, Delhi. Her core specialisation includes Sociological Theory (Classical and Contemporary), Sociology of Gender, Development, Urban Social Systems, Technology and Society, Kinship, Family and Marriage studies. She has also worked as a consultant for various national and international organisations such as the World Bank, UNDP and UNFPA.



### **Prof Amitabh Kundu**

Professor of Economics  
Jawaharlal Nehru University

Distinguished Fellow at Research and Information System for Developing Countries, he chairs the Standing Committee for the National Survey for the Swachh Bharat Mission at the Ministry of Drinking Water and Sanitation. He has chaired Committees on Housing Start up Index at RBI and Committee to Estimate Shortage of Affordable Housing, and Post Sachar Evaluation Committee, Government of India. He has been Regional Advisor on Poverty at UN, Professor and Dean at the Jawaharlal Nehru University and a member of National Statistical Commission Government of India. Professor Kundu was Director at the National Institute of Urban Affairs, Indian Council of Social Science research and Gujarat Institute of Development Research.



### **Mr Salman Haidar**

Former Foreign Secretary  
International Relations

He is a former Foreign Secretary and has served as the Indian ambassador to many countries including the United Kingdom, China, and Bhutan. He has also served as head of the Diplomatic Service, Secretary East, and spokesman for the Ministry of External Affairs and later chief of protocol, among other diplomatic positions. In 1977–80, he was the minister/deputy permanent representative of India at the United Nations in New York.



### **Ms Gita Sidhartha**

Former Chairperson  
Indian Council for Child Welfare

As President and Secretary General of the Indian Council for Child Welfare for nearly 30 years, she has implemented programmes that cover a wide range gamut of concerns in every state of India. She has overseen and promoted programmes covering Street and Working Children, Child Labour, Children of Sex Workers, Malnutrition, among others. She has played pivotal role in advocating for the Rights of Children and articulated plans for their welfare and development.



### **Dr Arun Kumar**

President  
Development Alternatives

An engineer by profession, Dr Arun has extensive experience in the areas of technology design, system engineering, and research. Since 1989, Dr Kumar has been involved in the development and liberation of sustainable technology packages in the areas of low-cost construction, decentralised energy production, clean and green technologies among others. He pursued his Ph.D from the University of Birmingham, England.

# Significant Events



## TARagram Yatra 2019 organised across 4 geographies

TARagram Yatra (TGY), an annual flagship event organised by the Development Alternatives Group was held on 24 and 25 September 2019 in four regions- Bihar, Bundelkhand, Eastern Uttar Pradesh, and NCR.

The Yatra, organised in partnership with international thinking-learning organisations, is designed to deliberate on germane issues of development with the mission of inspiring sustainability in policy and practice. It aims to bring together experts, policymakers, entrepreneurs, development practitioners, businesses, and community-based organisations from India and across the world to discuss issues of sustainability. This year the theme was “Invest for Impact” focusing on green livelihoods, entrepreneurship, and skill building as the key to sustainable economic prosperity.

The Yatra involved a two-day ‘pilgrimage’ by its participants to four sites in different parts of the country to observe development activities that are breaking new ground in ways that are both innovative and scalable. With a mix of dialogue and field visits, the Yatra assessed framework on the development of the Micro Small and Medium Enterprises (MSMEs) sector in generating significant levels of employment across the country. The four themes showcased in the Yatra were Community Based Enterprise models for Sustainable Livelihoods in Orchha, Madhya Pradesh; Social Innovation and Collaborative Action for Promoting Livelihood in Mirzapur, Uttar Pradesh; Scaling-up Technology Innovation for Greening the Construction Sector in Bihar; and Entrepreneurship and Skill Development for Sustainable Livelihood in NCR. TARagram Mela in Orchha and Enterprise Mela in Mirzapur were also organised on this occasion.

## udyaME – a Digital Platform for Micro Entrepreneurs

A single window digital platform, udyame, was launched by Development Alternatives in New Delhi on 6 February 2020 during the Green Economy Coalition Global Annual Meeting. The platform enables micro entrepreneurs to bridge information gaps, build capacities, and connect with fellow entrepreneurs and service providers. It has been developed by Development Alternatives Group, managed by Indian Micro Enterprise Development Foundation (IMEDF), and supported by Hong Kong and Shanghai Banking Corporation (HSBC).

It was launched by two entrepreneurs Asha Devi and Shiv Kumar along with Shrashtant Patara, and Kanika Verma from DA. Other dignitaries present during the launch included Sanjay Agarwal, Director, Ministry of Finance, Government of India; Steven Stone, Chief, Resources & Markets Branch, Economy Division, UNEP; Reema Nanavaty, Director, Self Employed Women's Association; and A.V.R. Prasad, Assistant General Manager, Farm Sector Policy Department, NABARD.

The platform has been divided into three different verticals to cater to the unmet need of micro entrepreneurs. These are – CAMPUS - where the entrepreneur builds upon their capacities and creates a network with fellow entrepreneurs; CHAUPAL - where the entrepreneur is able to connect with financial institutions and technology providers to streamline their enterprise; and BAZAAR - where the entrepreneur can list and sell their products and services to others.

The platform is a one-stop solution for entrepreneurs to not only learn about entrepreneurship and self-employment but also connect to sell their products and services to customers. They would also be able to browse through potential enterprise ideas and choose one that interests them. The entrepreneurs can also get a financial assessment report by filling in the particulars of their enterprise and plan accordingly. The platform also features an innovative tool to track the journey of the entrepreneur and brackets them according to their proficiency as an entrepreneur.





Work 4 Progress India at the UNDP Workshop on Open Innovation Platforms in New York



Greening the Footprint of construction sector in Bihar



Zeenat Niaz was a panellist at World Circular Economy Forum 2019



DA at UN Bonn Climate Change Conference



Launch of Work 4 Progress Technology Challenge



DA's sustainable building products exhibited at UN-Habitat Assembly



Consultation for sustainable agriculture system for Bundelkhand region



trialogue2047: Changing Landscape of Development Finance - Opportunities for a Green Economy



WADI farmers given exposure on crops and livelihood opportunities



Dialogue 2047: on 'How to Scale-up Green MSMEs?' organized in Delhi



Economics of Land Degradation (ELD), an event organised at UNCCD CoP 14



Promoting Inclusive Development at International Training Centre of ILO



Transforming Lives through Skill Enhancement



Engagement of Japanese Delegation with Tavgard Technology stakeholders



Training on Trek Guide Skills in Himalayas for promotion of Eco Tourism



Sharing insights from Adaptation Fund NGO Network at UNFCCC - COP25



Presenting Eco Habitat solutions at the Annual Workshop of TIME- LEARN



NTNU students visit to Bundelkhand

# Awards and Achievements

- **Best Practice on the Use of Sustainable Energies** from Iberdrola and the “Club de excelencia en sostenibilidad”. Work 4 Progress India E-rickshaw prototype was awarded as a best practice on the use of sustainable energies in development programs by Spanish organization Iberdrola and the “Club de excelencia en sostenibilidad”.
- **Nari Swambalamban Award from Ministry of Women and Child Development, Government of India.** Work 4 Progress women entrepreneurs won the Nari Swambalamban Award for their confidence, independence and growth. On the occasion of Women Farmer’s Day, Asha Devi and Pragya Devi, two of W4P entrepreneurs were awarded for their contribution to the promotion of green enterprises.
- **World Bank - Impact Portfolio by World Bank - Impact Portfolio.** W4P recognised as good practice by World Bank Impact Portfolio.
- **Innovating Technology for Sustainability.** DA's work on Limestone Calcined Clay Cement (LC<sup>3</sup>) has been recognised in the Global Sustainable Development Report (2019) as 'Technology for Sustainability in the Cement Industry'.
- **Development Alternatives honoured at India International Science Festival, 2019.** Development Alternatives received a Certificate of Honour for outstanding contribution through science and technology interventions for societal development. The certificate was issued at 'National Social Organisations and Institutions Meet' held at Kolkata, West Bengal, as part of the India International Science Festival, 5-8 November 2019.



- **Appreciation certificate by Chief Education Officer Haridwar awarded to Development Alternatives (under Samagra Shiksha Abhyan) for TARA Akshar+).** Appreciation certificate by Chief Education Officer Haridwar awarded to Development Alternatives (under Samagra Shiksha Abhyan) for outstanding contribution in the field of education in Haridwar.
- **Recognition by Tata Power Delhi Distribution Limited:** TATA Power DDL honoured Development Alternatives’ team with an award for their contribution as a non-financial partner in supporting the linkage of their trained beneficiaries with livelihood opportunities through jobs and apprenticeships.

# Publications



## Understanding Waterflows in Ujjain: Status and Potential

This study is undertaken to explore and understand water resource flows in Ujjain (Madhya Pradesh) and accordingly draw lessons for more efficient urban water planning and management. This report is the glimpse of the baseline scenario prevailing in the city and provides for recommendations on sustainable urban water management based on a multi-stakeholder consultation held in the city.



## Mainstreaming Sustainable Social Housing in India: Findings and insights from the MaS-SHIP project

Mainstreaming Sustainable Social Housing in India project (MaS-SHIP) is a research project funded by the United Nations Environment's 10 Year Framework Programme (10YFP), that aims to identify the impacts and benefits of housing production at scale on the environment, economy and communities. This publication proposes and discusses the policy implications of mainstreaming sustainable social housing in India.



## Wadi - Securing Livelihoods

This compendium of case studies describes the journey of the wadi establishment process. It covers the scientific principles of agro-ecology that enable an optimal and sustainable utilisation of the productive potential of land.



## Work 4 Progress Information Booklet

The Work 4 Progress (W4P) program of "la Caixa" Banking Foundation aims to accelerate the creation of meaningful and dignified employment in three developing countries through the creation of platforms for innovation, action and continuous learning. This bulletin brings to you a full range of emotions that the team has experienced - innovations that boosted us, discoveries that surprised us, and impact that inspired us.



## Habitat Solutions for Uttarakhand

Development Alternatives along with its implementation partner HESCO Dehradun has undertaken initiative to enable large scale dissemination of affordable, eco-friendly and multi hazard resistant construction technologies and water solutions, in response to specific challenges of Uttarakhand.



## Jobs We Create

The Work 4 Progress (W4P) program was born out of the need for a multi-faceted and innovative approach for creating systemic solutions that foster entrepreneurship – not only creating enterprises in the tens of thousands but more importantly, enabling them to 'create' jobs – jobs 'we' want.



## New approaches for entrepreneurship

The Work 4 Progress (W4P) program of "la Caixa" Banking Foundation aims to accelerate the generation of meaningful and dignified employment through enterprise development in Peru, Mozambique and India. W4P practices innovation that is social in purpose, systemic in nature and inclusive by design.



### **Jobs We Want 2019: Systems change for entrepreneurship-led job creation**

With a focus on accelerating transition towards green inclusive economy, Day 3 of GEC Global Annual Meeting focussed on thematic discussions on Financing LGEs, Sustainable Procurement and Triple Bottom Line Impact of MSMEs. The meeting concluded with the launch of udayME- A Digital Platform enabling entrepreneurs and stakeholders to build networks



### **The Fly Ash Brick Industry in Bihar**

This is the third edition "Fly Ash Brick Industry in Bihar". It assesses the current state of fly ash bricks in Bihar and delves deeper into the barriers faced by the industry, on the demand and supply side in particular, based on the survey and analysis done by Development Alternatives. The report seeks to address the issues faced in manufacturing and selling of fly ash bricks and gives an insight into the measures taken for overcoming those.



### **Landscape Assessment of Climate Financing Options**

The report on 'Landscape Assessment of State Level Climate Financing Options' aims to assess the current landscape of climate mitigation in clean energy finance, by identifying, comparing and evaluating existing initiatives for tracking finance. Different sections of the report focus on the financing options available for the Indian states to enable renewable energy development.



### **Issue Brief/Policy Brief**

#### **Understanding Sustainable Material Use in Social Housing in Urban India**

This Policy Brief highlights the good practices that have been adopted by the Kerala Housing Board for ensuring eco-friendly and affordable housing projects. It makes recommendations for up-scaling of these sustainable practices to be mainstreamed into affordable housing projects across India.



#### **Landscape Assessment of State-level Climate Financing Options: Issue Brief**

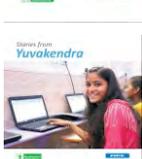
The issue brief highlights the options available for climate change mitigation finance for clean energy and energy efficient projects in India. Within the clean energy space, renewable energy projects pertaining to solar, wind and biomass are considered. And in the energy efficient space, finance available to electric vehicles in the transport sector are incorporated.



### **Compendium**

#### **Enterprise Compendium**

This compendium shares information on setting up over 20 types of enterprises which have been tested by Development Alternatives as part of the Work 4 Progress India program. It accelerates the generation of meaningful and dignified employment through enterprise development.



#### **Stories from Yuvakendra**

This compendium of success stories will take you through the journey of the youth associated with HCL Uday and Development Alternatives' programme – 'Skills to Livelihood' – at the Yuvakendra community training centres in NOIDA, India. Through themes of 'resilience', 'dynamism' and 'perseverance', the transformation that this programme has brought in the lives of the youth is explored.



### **Bulletin**

#### **Work 4 Progress Bulletin, July Issue**

The Work 4 Progress (W4P) programme of la Caixa foundation and Development Alternatives aims to provide decent work opportunities for youth and women in three developing countries. The July 2019 bulletin talks about key drivers for growth being adopted by the W4P India platform.

# DA in the News



## **BE the change**

The flagship event - Jobs We Want of "la Caixa" Foundation and Development Alternatives was covered by a prominent media agency The Pioneer. The article explored how the community-centric program has made a palpable difference in geographies like Mirzapur and Bundelkhand by empowering women and youth.



## **Jal Shakti Drive For New India: A panel discussion on Business Television India**

The government has launched "Jal Shakti Abhiyan" as part of the initiative to accelerate water harvesting and conservation. To discuss this Business Television India (BTVI) organised a panel discussion on Jal Shakti Drive For New India. Dr K. Vijaya Laksmi, Vice President, Development Alternatives, was a panellist at the show.



## **Addressing India's water crisis - A discussion on Business Television India**

With India's ground water depleting, is it too late to address issues of irrigation and drought? To discuss this Business Television India (BTVI) organised a panel discussion on Addressing India's Water Crisis. Dr K. Vijaya Laksmi, Vice President, Development Alternatives emphasised on the mismanagement of water as the prime reason for the crisis.



## **Red brick kilns in Bihar destroy about 6,000 acres of land every year**

The study conducted by DA in association with Bihar State Pollution Control Board highlights big and alarming number for Bihar, whose economy is largely based on agriculture, and where environment management has become of paramount importance in the face of a large-scale water crisis.



## **How resource overuse has now put us on the brink of collapse in many sectors**

India's development trajectory has to meet the twin objectives of 'Prosperity for All,' 'Within Planetary Boundaries'. National strategies for economic development and growth must, therefore, ensure that building financial and human capital does not stress our natural capital; rather, it must regenerate it.

# Partners and Collaborators





# Compliance

## Auditors' Report

**Society for Development Alternatives**  
**Balance Sheet as at 31 March 2020**  
*(All amounts in ₹, unless otherwise stated)*

	Schedule	As at 31 March 2020	As at 31 March 2019
<b>Sources of funds</b>			
<b>Funds</b>			
General fund	1	(53,235,325)	(27,221,441)
<b>Liabilities and provisions</b>			
Unspent grants, net	2	129,227,169	133,184,058
Current liabilities	3	15,369,536	6,751,533
Provisions	4	5,036,855	2,488,300
		<u>96,398,235</u>	<u>115,202,450</u>
<b>Applications of funds</b>			
Property, plant and equipment	5	16,311,396	17,958,365
<b>Current assets, loans and advances</b>			
Cash and bank balances	6	73,482,064	83,766,702
Loans and advances	7	6,592,445	12,739,180
Other current assets	8	12,330	738,203
		<u>80,086,839</u>	<u>97,244,085</u>
		<u>96,398,235</u>	<u>115,202,450</u>
<b>Summary of significant accounting policies and other explanatory information</b>	13		

The schedules referred to above form an integral part of the financial statements.

For **Walker Chandio & Co LLP**  
 Chartered Accountants  
 Firm's Registration No. 001076N/N500013



**Sandeep Mehta**  
 Partner  
 Membership No. 099410



**Place** : Mohali, Chandigarh  
**Date** : 13 January 2021

For and on behalf of **Society for Development Alternatives**



**Dr. Arun Kumar**  
 President



**Vinod Nair**  
 GM Finance



**Place** : New Delhi  
**Date** : 13 January 2021

**Society for Development Alternatives**  
**Income and Expenditure Account for the year ended 31 March 2020**  
*(All amounts in ₹, unless otherwise stated)*

	Schedule	Year ended 31 March 2020	Year ended 31 March 2019
<b>Income</b>			
Grant income	2	214,241,860	209,071,597
Other income	9	756,270	2,194,129
		<u>214,998,130</u>	<u>211,265,726</u>
<b>Expenditure</b>			
Grant expenses	2	156,459,998	150,302,544
Personnel expenses	10	61,096,658	64,220,192
Finance costs	11	28,635	67,743
Depreciation	5	1,646,969	1,842,504
General and administrative expenses	12	19,517,165	23,557,572
		<u>238,749,425</u>	<u>239,990,555</u>
<b>Deficit before prior period item</b>		<b>(23,751,295)</b>	<b>(28,724,829)</b>
Less: Prior period expense		(2,262,589)	-
<b>Deficit for the year transferred to general fund</b>		<b>(26,013,884)</b>	<b>(28,724,829)</b>
<b>Summary of significant accounting policies and other explanatory information</b>	13		

The schedules referred to above form an integral part of the financial statements.

For **Walker Chandio & Co LLP**  
Chartered Accountants  
Firm's Registration No. 001076N/N500013



**Sandeep Mehta**  
Partner  
Membership No. 099410



**Place** : Mohali, Chandigarh  
**Date** : 13 January 2021

For and on behalf of **Society for Development Alternatives**



**Dr. Arun Kumar**  
President



**Vinod Nair**  
GM Finance



**Place** : New Delhi  
**Date** : 13 January 2021

## Independent Auditor's Report

### To the Members of Society for Development Alternatives

#### Opinion

1. We have audited the accompanying financial statements of Society for Development Alternatives ('the Society'), which comprise the Balance Sheet as at 31 March 2020 and the Income and Expenditure Account, for the year then ended, and a summary of the significant accounting policies and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view in conformity with the accounting principles generally accepted in India, including the Accounting Standards issued by the Institute of Chartered Accountants of India ('ICAI'), to the extent considered relevant by the management of the financial position of the Society as at 31 March 2020 and its financial performance for the year ended on that date.

#### Basis of Opinion

3. We conducted our audit in accordance with the Standards on Auditing (SAs) issued by the ICAI. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the Code of Ethics issued by ICAI and we have fulfilled our ethical responsibilities in accordance with the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Management for the Financial Statements

4. The Management is responsible for preparation of these financial statements that give a true and fair view of the state of affairs, results of operations of the Society in accordance with the accounting principles generally accepted in India, including the Accounting Standards issued by the ICAI to the extent considered relevant by the management. This responsibility includes maintenance of adequate accounting records for safeguarding the assets of the Society and for preventing and detecting fraud and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal control, that were operating effectively for ensuring the accuracy and completeness of accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
5. In preparing the financial statements, the management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

#### Auditor's Responsibilities for the Audit of the Financial Statements

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

Chartered Accountants

Offices in Bengaluru, Chandigarh, Chennai, Gurgaon, Hyderabad, Kochi, Kolkata, Mumbai, New Delhi, Noida and Pune

Walker Chandio & Co LLP is a member  
firm of the Chartered Accountants  
in India and is registered with  
the Institute of Chartered Accountants  
of India (ICAI) under the  
provisions of the Chartered  
Accountants Act, 1949 and  
is a member firm of the  
International Federation of  
Accountants (IFAC).



## Walker Chandio & Co LLP

### Independent Auditor's Report to the members of Society for Development Alternatives on the financial statements for the year ended 31 March 2020 (cont'd)

7. As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
  - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on whether the Society has in place an adequate internal financial controls system over financial reporting and the operating effectiveness of such controls.
  - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
  - Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
  - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
8. We communicate with the those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### Other Matter

9. We did not audit the financial statements of the branch (Orchha), whose financial statements reflect total assets of ₹2,20,63,594 and as at 31 March 2020 and total revenues of ₹1,23,83,708 for the year then ended on that date, as considered in the financial statements. These financial statements have been audited by M/s. SKA & Associates whose audit report have been furnished to us by the management, and our audit opinion on the financial statements of the Society for the year then ended to the extent they relate to the financial statements not audited by us as stated in this paragraph is based solely on the audit report of M/s. SKA & Associates. Our opinion is not modified in respect of the above matter with respect to our reliance on the financial statements audited by M/s SKA & Associates.

For **Walker Chandio & Co LLP**  
Chartered Accountants  
Firm's Registration No.: 001076N/N500013



**Sandeep Mehta**  
Partner  
Membership No.: 099410  
UDIN: 21099410AAAAAD5056



**Place:** Mohali, Chandigarh  
**Date:** 13 January 2021

Chartered Accountants

# Credibility Alliance

## Identity

Society for Development Alternatives is registered as a not-for-profit society under Society Act. XXI of 1860 (Registration number 12964).

Society for Development Alternatives is registered under Section 6 (1) (a) of the Foreign Contribution (Regulation) Act, 1976 (FCRA Reg. No. 231650202).

Visitors are welcome to the addresses given on the 'contact us' link on our website: [www.devalt.org](http://www.devalt.org)

Name and address of main bankers:

Syndicate Bank, R K Puram, Sector - V  
New Delhi - 110 022, India

Name and address of auditors:

M/S Walker Chandiok & Co.  
L-41, Connaught Circus  
New Delhi - 110 001, India

## Governance

None of the Board Members are related to each other.

The Development Alternatives Board Members met twice in the FY 2019-2020, on 30 November 2019 and 27 March 2020.

The minutes of Board meetings are documented and circulated.

## Accountability and Transparency

No sitting fee or any other form of compensation have been paid since inception of the Society of Development Alternatives, to any Board Members.

Regular Staff	Male	Female	Total
10000 - 25000	17	3	20
25001 - 50000	12	10	22
50001 - 100000	7	9	16
>100000	4	6	10
<b>Grand Total</b>	<b>40</b>	<b>28</b>	<b>68</b>

Staff Details (as on March 31, 2020)

Gender	Regular Staff	Senior Advisors	Consultants	Project Appointees
Male	40	4	11	51
Female	28	NA	3	1

Distribution of Staff (as on March 31, 2020)

# Business Affiliates

Over the past year, the business affiliates of the DA Group were restructured to enable the DA Group to massively scale up the solutions for sustainable development it has evolved over its thirty five years of research, analysis and operation.

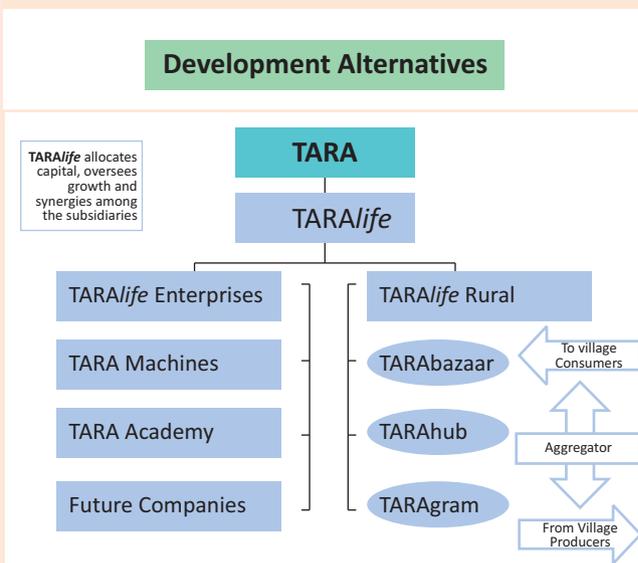
**Technology and Action for Rural Advancement (TARA)** continues to be the primary partner of Development Alternatives, acting as the “incubation engine” of the Group. The mandate of TARA, which was set up in 1985, is to test, adapt and productionise the innovations of DA and make them ready for dissemination, primarily through market channels. TARA is registered as a Society and can carry out limited commercial activities, primarily in the domain of consultancy services.

TARA, in turn, has promoted a company under the Companies Act, named **TARAlife Sustainability Solutions Pvt Ltd (“TARAlife”)** with the purpose of rapidly speeding and scaling up the dissemination of TARA-incubated technologies and solutions.

TARAlife is a holding company mandated to set up and support subsidiary companies and commercial units to create livelihoods in rural communities and to bring transformative products into the rural market. The equity capital of TARAlife is owned primarily by TARA and the balance by other commercial investors. The profits generated from the operations of TARAlife are used for distribution of dividends to the investors, enabling TARA to finance the innovation and other research activities of Development Alternatives.

TARAlife, with its operating divisions and its subsidiaries, is a group of companies set up to commercialise technologies, products and services that are proven in the market and have demonstrated a potential for scale. They function as independent bodies within the Development Alternatives Group, with experienced professional managers at the helm.

## DA Group Social Enterprises



TARAlife has several subsidiary companies, including:

**TARAhubs: Points of Presence** TARAlife Rural's last-mile connectivity with village customers will be enabled by strategically located "TARAhubs" (mini-malls) where sale of incoming products and aggregation of exports will create a commercially viable marketplace.

The primary function of the **TARAhub** is to provide operating facilities for TARAbazaar, TARAgam, TARA Machines, TARA Livelihood Academy and other TARA companies. Space will also be rented to external partners for financial services, IT and mobile repair services and such retail outlets as beauticians, tailoring, household appliances. The facility will be powered by a TARAurja unit, a sister concern under the TARA umbrella, using solar and other renewable energy, ensuring reliable power for the facility and enabling the unit to sell its surplus power off-site to neighbouring clients. TARAhubs will vary in size, the two primary types that are being targeted over the next five years being:

### **TARAbazaar: Delivery into the village**

Despite growing aspirations, increasing purchasing power, and vast unmet needs, the village consumer is still largely underserved today. Remote, ill-connected markets are costly to service, and most business models that rely on limited revenue streams cannot generate adequate revenues to cover these costs. TARAbazaar will deliver a wide range of 'quality of life' products and services to village customers, thus reducing customer acquisition and distribution costs.

These products include a variety of basic-need fulfillment products, such as water purification, devices for lighting and energy, preventive healthcare and clean cooking fuel. The average purchasing power per capita across the target geographies is INR 3,000 (approximately \$ 50) for non-food products. The products represent a mix of daily, weekly or monthly consumables, as well as one-off purchases.

*"Because of the hiatus caused in the national economy by the COVID-19 related lockdowns, activities to implement the plans for TARAhubs and TARAbazaar have been put on hold for the time being."*





### **TARAgam: Pick up from the village**

TARAgam increases local incomes through the marketing of value-added products made in local village production centres, using efficient technologies, many of which are supplied by TARA companies to process local or recycled materials. TARAgam will establish production centres across Uttar Pradesh, Madhya Pradesh and Bihar, to make handmade paper, fabric and textiles out of recycled waste material, products from the paper and textiles, processed foods and traditional medicines, domestic products and other revenue generating activities.

Through this, TARAgam will continue to provide livelihood security for village communities, creating employment and home-based income generation opportunities for women organised in producer groups, as well as productivity enhancement, quality assurance, value addition and aggregation services.

Sufficient revenue/value is always built into the value chain for each stakeholder of the supply chain, making the total delivery system financially sustainable. By fulfilling basic needs and promoting livelihood security, it will build an unmatched brand equity.

The three pillars of TARAlife's rural presence, TARAhubs, TARAbazaar and TARAgam, are, together, the key supports for the local community to generate a new and vibrant economy.

### **TARA Machines:**

TARA Machines and Tech Services Pvt. Ltd. ("TARA Machines") develops and markets innovative green building and waste to wealth solutions for micro, small and medium enterprises. The USP of TARA Machines is the capacity to deliver total business solutions to green building material entrepreneurs and recycling enterprises, with a strong focus on technical support, material and product testing, training and regular servicing. TARA Machines expects to establish enterprises producing building materials in the next five years.

### **TARAhaat:**

TARAhaat is the leading provider of literacy and numeracy skills for adults, particularly women, in rural India. The primary product of TARAhaat is TARA Akshar+. TARA Akshar+ is an ICT based programme that imparts functional literacy in Hindi and basic arithmetic in just 56 days. After this, Gyan Chaupali is established as a post-literacy programme for six months, which strives to strengthen and build upon what the learners have already learned, and provide access to effective information.

### **Other TARA Business Affiliates:**

TARAUrja has pioneered successful establishment and operation of 'mini-grids' to deliver decentralised solar energy to village households and businesses in a commercially viable manner.

TARA Livelihood Academy (TLA) provides training packages for empowerment, employability and entrepreneurship, with strong market linkages for livelihood fulfilment.



## Indian Micro Enterprises Development Foundation (IMEDF)

TARA has enhanced its commitment in the area of livelihood security and enterprise development through investment in the Indian Micro Enterprises Development Foundation (IMEDF), a special purpose vehicle set up by the Development Alternatives Group to accelerate impact in the area of green and inclusive economic development.

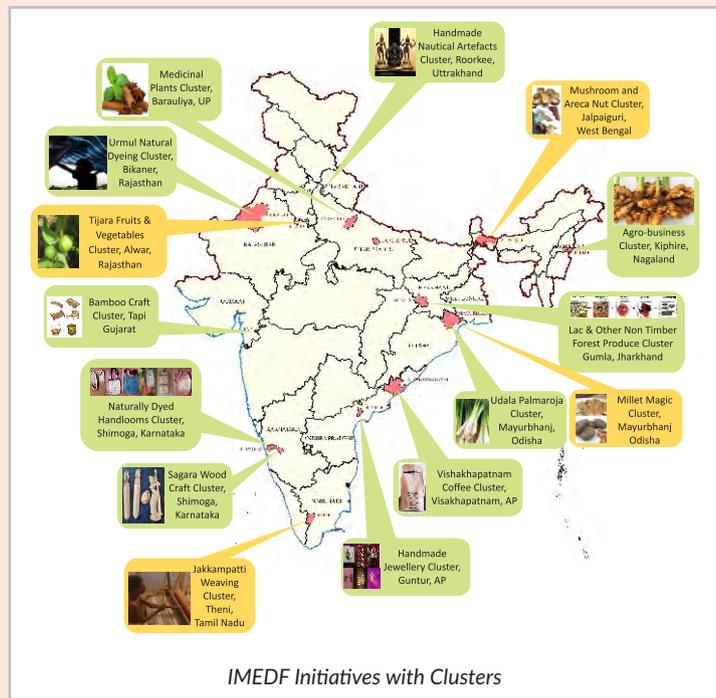
Capitalizing upon innovation undertaken in the area of entrepreneurship and rural business models for underprivileged groups, IMEDF has positioned itself as a major catalyst in the cluster development arena, acting as a Nodal Agency of the Ministry of MSME, SFURTI scheme.

In the financial year 2019-20, 11 more clusters were added to the IMEDF Portfolio, reaching out to over 12,000 artisans, craftspersons and farmers, more than 6,000 of whom were women. As on 31st March 2020, the IMEDF footprint has extended to 11 States with a SFURTI grant of INR 4,840.67 Lakhs and investments by our partners to the tune of INR 414.38 Lakhs in these clusters.

During the FY 2019-20, a Medicinal Plants Cluster at Barauliya, Amethi, Uttar Pradesh became fully functional and infrastructure development took place at three more locations in anticipation of a launch in the summer of 2020, these being - Nautical Artefacts Cluster, Roorkee, Uttarakhand, Bamboo Cluster, Tapi, Gujarat and Handmade Jewelry Cluster, Mangalagiri, Andhra Pradesh.

High end and environmental friendly technologies in clusters like medicinal and agro based have been used to get optimum outputs and green renewable energy sources like solar energy panels, water recycling and waste water treatment technologies are being encouraged at the clusters.

TARAlife Sustainability Solutions Pvt Ltd ('TARAlife') and its affiliated companies have been set up, over the past decade, to fulfill the objective of rapidly speeding and scaling up the dissemination of TARA incubated technologies and solutions.



## LIST OF ACRONYMS USED IN THE REPORT

C&D Waste	-	Construction and Demolition Waste
CSO	-	Civil Society Organisation
CSR	-	Corporate Social Responsibility
EU	-	European Union
FABQRS	-	Fly Ash Brick Quality Rating System
FPO	-	Farmer Producer Organisation
GEC	-	Green Economy Coalition
IMEDF	-	Indian Micro Enterprises Development Foundation
IUCN	-	International Union for Conservation of Nature
LC <sup>3</sup>	-	Limestone Calcined Clay Cement
LO-CO	-	Locally Operated Community Owned
MIS	-	Monitoring and Information System
MoEF&CC	-	Ministry of Environment, Forest & Climate Change
MSME	-	Micro, Small and Medium Enterprise
NSDC	-	National Skill Development Corporation
RRA	-	Revitalising Rainfed Agriculture Network
SCP	-	Sustainable Consumption and Production
SDGs	-	Sustainable Development Goals
SFURTI	-	Scheme of Fund for Regeneration of Traditional Industries
SHG	-	Self Help Group
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environment Programme

## The Development Alternatives Group

Development Alternatives (DA)  
[www.devalt.org](http://www.devalt.org)

Technology and Action for Rural Advancement (TARA)  
[www.tara.in](http://www.tara.in)

TARAhaat Information and Marketing Services Ltd.  
[www.tarahaat.com](http://www.tarahaat.com)

TARAlife Sustainability Solutions Pvt. Ltd.  
[www.taralife.in](http://www.taralife.in)

TARA Machines and Tech Services Pvt. Ltd. (TMTS)  
[www.taramachines.com](http://www.taramachines.com)

TARA Livelihood Academy Pvt. Ltd.

 **Development Alternatives**

 **TARA**

 **TARAhaat**  
*Computer Skills for Jobs*

 **TARAlife**

 **TARA Machines**  
& Tech Services Pvt. Ltd.

 **TARA Academy**  
*Real Skills... for Real Jobs*