

# Annual Report 2019



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.  
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## **Development Alternatives**

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## **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

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# Message

## From the Chairman



“Minimum government, maximum governance” is a laudable strategy for any nation that aims at a sustainable future for its people and communities. Expressed in contemporary idiom, it is an apt way of expressing Mahatma Gandhi’s advocacy for local, decentralized decision-making, putting the community (the gram sabha, mohalla samiti, the neighbourhood town hall, etc ) in charge of the major development and resource allocation issues it faces.

National and state governments have plenty to do without getting encumbered with direct involvement in local issues such as housing, drinking water, or the multitude of “schemes” to help improve the lives of “beneficiaries”. There is enough for a national government to do on defence and national security, foreign policy, trade, currency, taxation and fiscal policies and, above all, national level and interstate

infrastructure. And, similarly, state governments have enough to do on state level issues, including state-wide infrastructure, provision of higher level education and health care, and ensuring effective governance at the district and local levels.

Much of the work of the Development Alternatives Group has been devoted to building up the capacity of individuals, groups and communities to take such charge of their local affairs. Through strengthening of local institutions such as Panchayats, Farmers’ Producer Organisations, Self-Help Groups and Karigar Mandals, we have been able to demonstrate significant results in improving the ability of local communities to evolve a self-reliant, growing economy.

With financial resources becoming more difficult to access by civil society



organisations, most NGOs and voluntary agencies are now increasingly squeezed in their ability to deliver innovative, solidly designed outputs of the kind needed in low-income and ecologically fragile communities. Development Alternatives has been facing such a squeeze for some years now. Most of the public sector and corporate social responsibility funding that has replaced earlier funding sources is limited in scope, both with respect to the innovativeness of the interventions allowed and the coverage of the costs incurred.

Even so, working with various partners, Development Alternatives has been moving forward with its efforts to create enterprises and jobs, to help communities to manage their resources better and to contribute to global thinking on various aspects of sustainable models for development.

During the year, we worked closely with the Ministry of Micro, Small and Medium Enterprises on a programme entitled “SFURTI” which aims to develop clusters of traditional industries. As a Nodal Agency, we identified and created half a dozen clusters, each with several hundred crafts persons, as groups that can become financially viable because of the technology, managerial and marketing support we provided. These included [crafts, food products and plant-based medicines.

Another project that has been highly successful in creating micro enterprises is the “Work for Progress” activity supported by the la Caixa Foundation of Spain. This W4P programme has attracted wide international attention for the creative way in which it has combined training, participatory decision-making, technology and financing to create viable modern enterprises in small towns and villages.

A very valuable methodology was developed for “mapping” the water flows in four cities – Bhubaneswar, Dehra Dun, Indore and Ujjain – which can now be applied to all cities in the country.

At the international level, Development Alternatives has contributed extensively to the work of the United Nations on the environmental and social impacts of improving the efficiency of natural resource use.

With three and a half decades of innovation, field activity and policy advocacy behind us, the Development Alternatives Group has demonstrated the importance of civil society action as an implementer and amplifier of government and other efforts to create a better, more sustainable future for all.

It is important for governments, international agencies and corporates to realise that the future we aspire to cannot be achieved by them alone. What is more important for India than ever is to recognise that a great deal of intellectual contribution and lubrication of innovative thinking, not just implementation on the ground, comes from Civil Society. Democracies that understand the importance of independent thinking and original views, even when they are inconvenient or divergent from the dominant paradigm, can greatly benefit from accommodating these, both now and in the long term.



**Dr Ashok Khosla**  
Chairman





# 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 17 million lives.



Year 2018-2019

## Empowered Communities

16,665

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



1,438

new SHGs formed and

713 linked to banks

## Clean and Green Environment

6,142

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



0.65

million tonnes of waste utilised

1.20

million tonnes of top soil saved

515

MWh green electricity generated

## Income Generation Opportunities

687

enterprises setup and supported

6,460

people trained with employability and vocational skills



5,210

jobs created

INR 19.6

million income through skill enhancement





# Our Approach

## Innovate



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 a truly sustainable society will be driven through innovative business models and institutional systems with distributed epicenters of local value creation. These local businesses will leverage appropriate and smart technology fuelled by clean energy with positive ecological impact and create jobs at scale.

DA identifies areas of innovation for transformational shifts towards low carbon, resource efficient and regenerative production systems that will create positive impact on people's lives. We are committed to deliver game-changing development solutions at scale.

## Incubate



Incubation for mainstreaming innovative solutions involves right-scaling technology packages, identification of critical components and capacities of the local institutional eco-system, necessary support services and the enabling policy and regulatory environment.

We work across the value chains of focus sectors to impact small farmer livelihood resilience, resource efficiency and circularity in construction, water and waste management in human settlements, catalysing local economic growth through renewable energy access, small enterprise development and skill building for job creation. Emphasis is on incubating and proving the viability of business models that help increase access to basic needs services, deliver support services to micro and small entrepreneurs and employability skills to young people.



## Implement



We work with a wide spectrum of stakeholders to implement viable and scalable development solutions on ground in the areas of skill building for employability, enterprise creation, eco-friendly building materials, affordable housing, safe water delivery, natural resource management, and livelihood resilience interventions. These solutions are then taken to scale through building capacities of local communities, civil society partners, entrepreneurs and local governments and public institutions.

The Bundelkhand region is our primary focus area of operation where we concentrate our efforts to build local capacities and infuse science and technology based solutions and catalyses social change processes for sustainable and resilient development. We transfer our knowledge, technical and social change models in other geographies in India, South and south East Asia and Africa.

## Influence



Enabling policy and market eco-systems are required in order to mainstream and scale-up good practice solutions for sustainable development. A systemic assessment of the national, state and local policy and programme frameworks in our focus sectors provide us with an understanding of gaps and areas of improvement.

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



# Our Footprint in Global South



Cuba



Colombia



Ecuador



Peru



Argentina

Caribbean



Senegal



Ivory Coast



Ghana



Basic Needs Fulfillment



Natural Resource Management



Enterprise Development



Strengthening Institutions

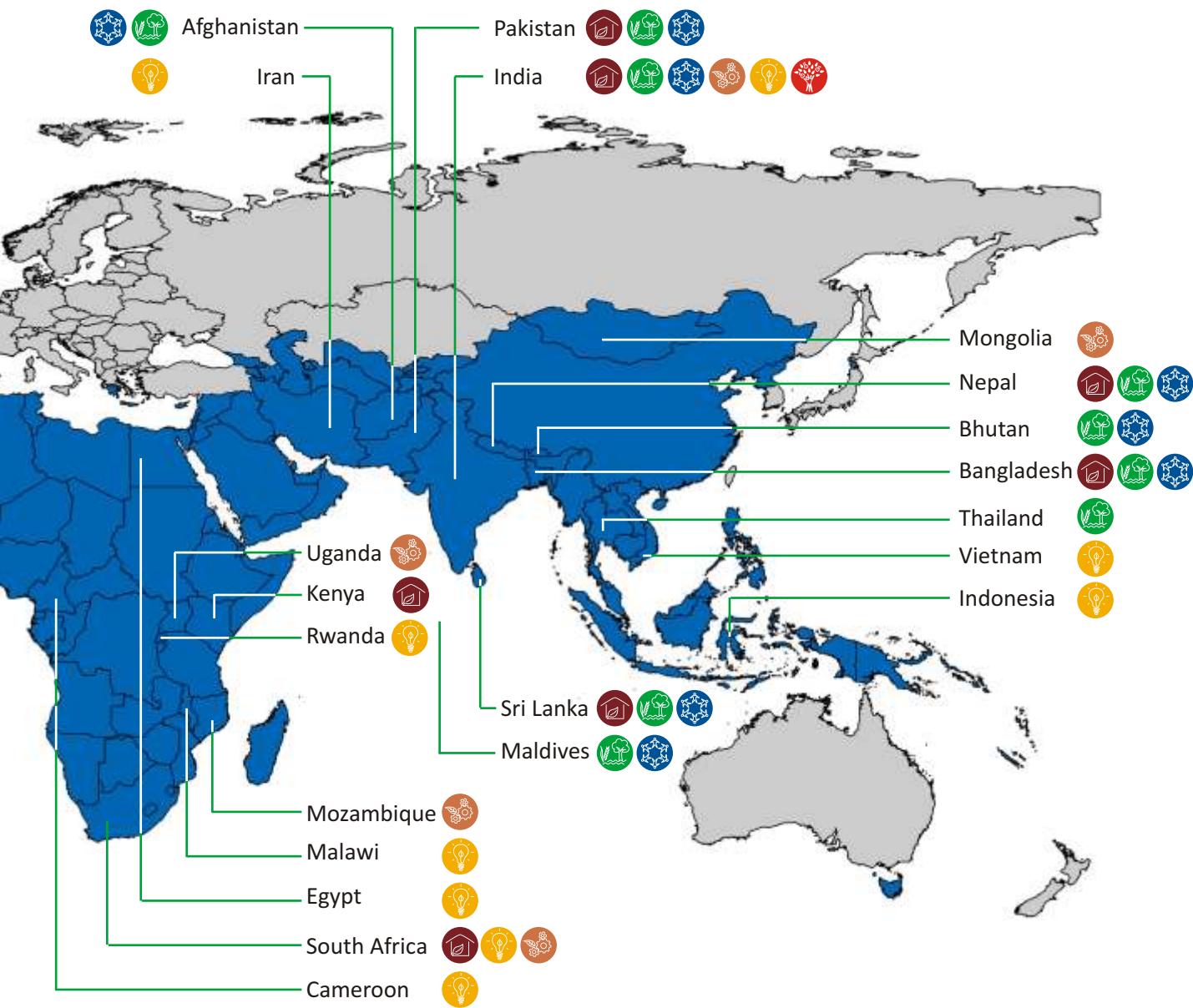


Clean Technology



Enabling Employment





# Message

## *From the President's Desk*



The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States as a universal call to action to end poverty, protect the Planet and ensure that all people enjoy peace and prosperity. In pursuit of these goals, Development Alternatives innovates and promotes Sustainability Solutions that positively impact both poverty and the environment.

It is clear that the mainstream formal economy is heavily dependent on the utilisation of material resources. India has emerged as the world's 2<sup>nd</sup> largest consumer of materials; currently characterised by low resource productivity and thereby triggering increase in demand of virgin resources. DA and TARA have collaborated with EPFL, Switzerland, IIT Delhi; IIT Madras, and CIDEM, Cuba to develop a new generation composite cement, Limestone Calcined Clay Cement. This cement yields savings in clinker

content and hence, limestone upto 40% in comparison to commonly used cement. In a study conducted by DA, different scenarios of substitution by LC<sup>3</sup> have been evaluated which have a potential of cumulative savings of virgin limestone equivalent of 2659 million tonnes by 2045. To put this in perspective, India currently consumes 290 million tonnes of virgin limestone for cement production and other industrial uses per annum.

In partnership with Oxford Brookes University, UN-Habitat and TERI; Development Alternatives has designed the Mainstreaming Sustainable Social Housing in India Project (MaS-SHIP). MaS-SHIP has created a framework of attributes in collaboration with developers, practitioners and academics to measure the performance of established and emerging building systems, against four criteria, including resource efficiency, operational performance, user experience,



and economic impact. A key output from MaS-SHIP research has been the creation of the Decision Support Toolkit.

Development Alternatives has explored urban water resource flows in the cities of Dehradun, Bhubaneswar, Udaipur and Ujjain in order to draw lessons for public and policy awareness and to put forth recommendations for urban water planning and management. A city profile compiled on the basis of segmented data available with local authorities, assesses the city's situation on water extraction, supply, distribution, water losses and treatment through the lenses of sustainability.

During the year 2018-19, multiple initiatives for skill development and entrepreneurship have been undertaken in collaboration with UNDP “Bridge to Livelihoods”, HSBC, HUL, la Caixa Foundation and various Ministries of the Government of India. Driven by innovative financing mechanisms put forth by micro-finance companies; very encouraging results have been achieved by women entrepreneurs in Uttar Pradesh, NCR and Bundelkhand region.

Development Alternatives have been catalysing dialogues to build perspectives on the landscape of green financing in India and the potential of MSMEs leveraging this opportunity. Development Alternatives hosted the challenge on “Mainstreaming green finance in commercial banking” to prototype financial products that can address India’s climate finance challenges. The practitioner lab provided a co-creation platform to prototype new financial products for climate – smart MSMEs with reduced risk and enhanced returns; bridging existing gaps in access to credit.

DA has also supported Government of Assam in planning and achieving the international commitments made by the country. The assessment tool of Climate Change Impact Analysis was used to assess SDGs targets of Public Works Department and Department of Environment, Assam. A capacity building module on climate change adaption focusing on Agriculture, Cities and Financing Climate Change action was developed for the Government of Assam.

Development Alternatives continues to strengthen local community initiatives in Bundelkhand. The locally owned, community operated models for safe drinking water, doorstep delivery of water and energy services have drawn the attention of apex bodies such as NABARD. The FPO, Farmer Producer Organisation of constituent “Wadi” farmers enhanced its membership, increased shared capital and demonstrated improved business performance.

This year was notable for collaborations, partnerships and extending outreach of the know-how developed within DA for South-South collaboration. In Malawi, green technology for brick making with know-how transfer of the Eco kiln firing protocol was effected to small businesses. With a successful pilot, the endeavour is to scale up in different regions and expand outreach to Uganda and Kenya.

During the coming year, it would be our endeavour to strengthen collaboration and enhance the use of digital platforms to drive job creation and enhance initiatives towards scale.



**Dr Arun Kumar**  
President





# Clean Technology

Enabling large scale sustainable livelihoods by delivering eco-efficient technological solutions

## Overview

With the larger goal of driving India on the pathway to a sustainable and green growth, DA has been innovating an array of clean technologies. We develop solutions that respond to SCP, and can be replicated at scale. These include (a) Promotion of cleaner production technologies (b) Utilising waste and (c) Delivering renewable energy based solutions.

## Highlights

DA focused on developing strategic partnerships and influencing policy for mainstreaming of cleaner production technologies. The Bureau of Indian Standards has fast tracked the issuance of standards for LC<sup>3</sup> cement, which would enable wide scale production of this innovative cement. Department of Building Construction, Government of Bihar, reinstated the mandate for use of 100% fly ash bricks in all public sector projects.

## Achievements



**918,600** tonnes of top soil saved



**228,536** litres of water saved



**8.63** tonnes of waste paper utilised,  
saving about 147 trees

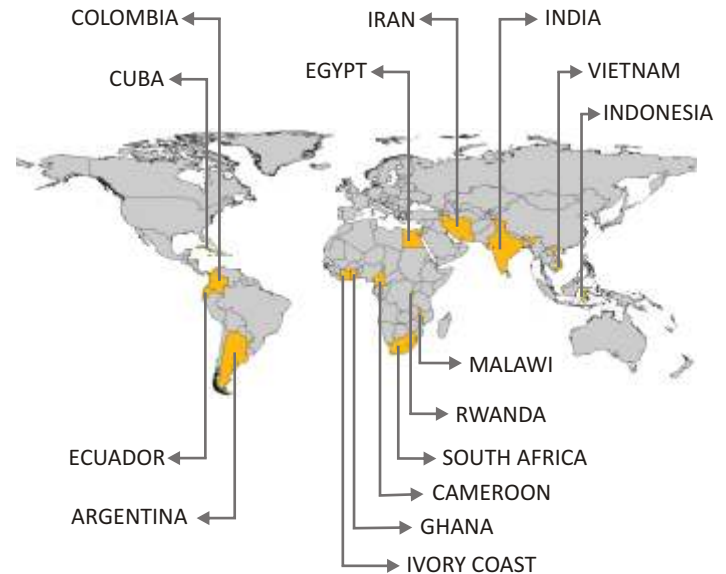


**476,205** tonnes of waste  
utilised



**302,317** tonnes of carbon  
saved

## Geographies



Current technology and knowledge transfer  
initiatives in building sector

## Greening the brick sector of Bihar

The Bihar Joint Action Plan (B-JAP) is a joint initiative between DA, Bihar State Pollution Control Board (BSPCB), and Department of Industries, Government of Bihar to promote green building materials (fly ash bricks) in the state. Burnt clay bricks, which are the primary choice of building materials for housing construction, are a major contributor to carbon emissions, and also lead to unproductive use of topsoil. Addressing these issues, the project works on two levels - at the ground level for promoting supply and demand of fly ash bricks by engaging district level stakeholders, and at the state level for creating adequate policies that create demand for usage of fly ash bricks.



# I 4 Impact

The DA Group has been working towards resolving the issue of poor quality fly ash bricks, through innovating the tool of Fly Ash Brick Quality Rating System (FABQRS). This has been piloted in Bihar. The success has encouraged us to approach government accredited councils to enable widespread adoption of FABQRS. A business modeling tool for foundry slag enterprises and a cluster model for promoting green building material enterprises has also been developed.

An interactive online toolkit - Mainstreaming Affordable Sustainable Social Housing in India Project (MaS-SHIP) Decision Support Toolkit has

been innovated. Comprising a range of outputs, datasets, tools and insights, it enables prospective users to choose their own building materials for housing while creating sustainable design interventions and construction practices in social housing projects.

In order to understand Sustainable Consumption and Production (SCP) in the Indian development policy, we have developed a road map and a scoping paper. It proposes methods such as collaborative perspective building, strengthening the regulatory and policy framework, promoting green procurement, and building favourable ecosystems for MSMEs.

- Foundry slag free clusters developed in Samalkha (Haryana)
- FABQRS implemented in Bihar with 30 entrepreneurs
- MaS-SHIP DST developed for promoting sustainable housing

- Manual clay brick making machine for producing hollow chamfer bricks developed and made commercially available
- Pond ash marble sludge technology developed
- Structurally optimised roofing element prototype validated -- it decreases raw material usage by 60%
- Medium capacity fly ash brick making machine developed and made commercially available

- Partnerships developed with TATA Centre, MIT for technology and design, IISC, IIT-Madras, and University of Waterloo, Canada
- Preferential procurement policies for utilisation of 100% fly ash from 50% fly ash use in brick production
- Research MoU signed between the DA Group and IIT Madras
- Partnership with Department of Industries, Government of Bihar, for upscaling fly ash brick enterprises in Bihar



### A path to eco friendly business

Imran, an MBA graduate with expertise in finance and business management, tried different avenues for earning a livelihood, soon after completing his post-graduation. But he could not succeed, and later joined his father's construction business. While he was still exploring new business ideas, a friend suggested him to invest in a fly ash brick manufacturing unit. Imran was amazed with this opportunity and immediately applied for a loan under the Prime Minister's Employment Generation Programme for setting up a manufacturing unit.

With the help of a loan of INR 2 million, Indus Fly Ash Bricks was set up with an initial investment of INR 5 million in October 2016, in Supaul, Bihar. Manufacturing and other operations in the unit started in May 2017.

At present, the unit has one machine with a capacity to manufacture 18,000 bricks per day. The enterprise



has been able to create a significant impact on environment. 126 tonnes of coal was saved from burning during manufacturing processes and 19.2 tonnes of carbon emissions from burning of coal were reduced. Also, 1,800 tonnes of topsoil was saved from being excavated. Imran aims to explore newer markets in the industry and also aims to attract more investments in his enterprise through non-governmental organisations to increase his income.

### Way Forward

Strategic partnerships with research institutions such as MIT and IITs are being forged to access new innovations and funding opportunities for incubation of new technologies. The Triangular Co-operation initiatives across Africa, South East Asia and Middle East are being explored. The focus will be to promote resource efficiency and circular economy in the construction and waste sectors. Using the life cycle analysis approach to address material and energy footprint reduction across various value chains. Focus would also be on exploring new products and technology lines, and market validation and development of business models for construction debris, foundry slag and agricultural residues.





# Natural Resource Management

Develop climate resilient models for sustainable management of natural resources (land, water and bio-resources), and secure livelihoods in arid and semi-arid regions in India

## Overview

Our objective is to augment the availability of depleted natural resources, improve their quality and promote resource efficiency in their utilisation through appropriate technologies and practices, thereby effectively reducing extractive pressures on our limited natural resources. We, thus, develop models around food security, climate adaptive planning, sustainable agriculture, land and water management, and participatory conservation of natural ecosystems.

## Highlights

DA continued to expand its land and water management initiatives, bringing another 957 hectares of land under watershed treatment. 6,142 farmers were trained on appropriate NRM technologies and practices. The Revitalising Rainfed Agriculture (RRA) Network for Bundelkhand was initiated. Our footprint expanded to Assam, Gujarat, Karnataka, Punjab and Tamil Nadu, through capacity building and advocacy on adaptation to climate change.

## Achievements



**504** farmers adopted medicinal plant cultivation for climate resilience and enhanced incomes



INR **24.3** lakhs worth of total income enhanced for 3,200 farmers, i.e. average 10% increase

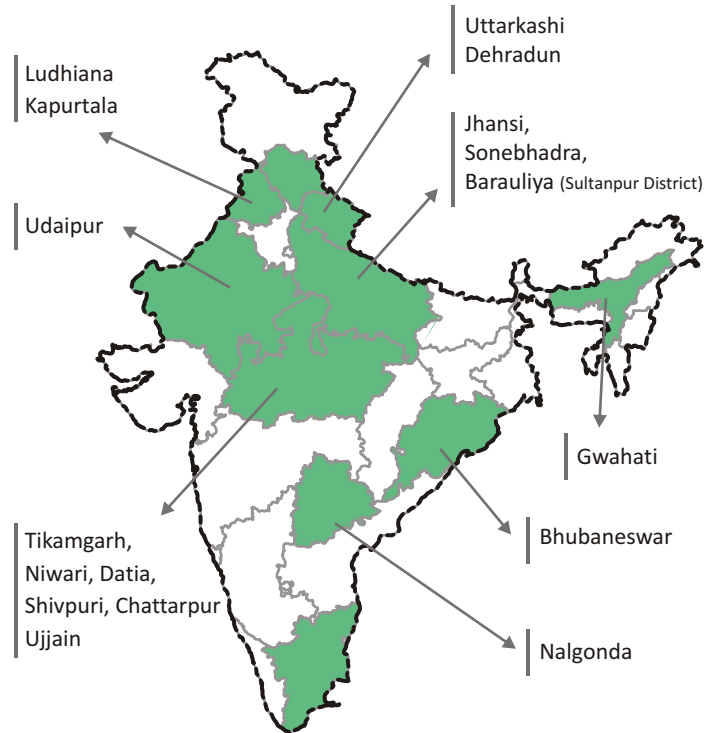


**6,142** farmers trained on sustainable agri-practices through **200+** training events and field demonstrations, with 40,455 hectares of land being sustainably managed



**1,286** tonnes of CO<sub>2</sub> sequestered through agro-forestry plantations

## Geographies



## Agri-horti based restoration owned by small tribal farmers

The 'Wadi' programme for strengthening livelihoods of 1,100 tribal farmers through agro-forestry based farm diversification continued to be implemented in the Chopan block of Sonbhadra district in UP. The focus this year was on the continued maintenance of 1,000 'Wadis' already established, promoting sustainable farming practices such as the use of organic fertilisers, and ensuring sustainability through water resource development for shared use. Initiative was taken for accessing micro-finance to enable processing and marketing of farm produce. 35 enterprises were established for strengthening livelihoods of landless farmers. The FPO of constituent wadi farmers was strengthened by increasing membership, resulting in enhanced shared capital and business performance. Overall, migration amongst the 'Wadi' farmers' families has reduced to 10-15% as opposed to being widespread earlier.



## I 4 Impact

In Bundelkhand, DA expanded the land area under watershed treatment by 957 hectares to reach a cumulative figure of 40,455 hectares resulting in average 20% increase in farm income for new farmers engaged with and trained and 254 million liters of water being harvested. 3,200 farmers in our direct area of operation registered average of 10% increase in farm income. Additionally 780 tonnes of topsoil was saved from erosion and 1,286 tonnes of CO<sub>2</sub> equivalent were sequestered through wadi plantations.

Technology Needs Assessment studies for climate change adaptation in water and agriculture sectors

were done for four states - Tamil Nadu, Punjab, Himachal Pradesh and Telangana. A framework for assessment of climate change impact on the achievement of SDGs in Assam and the contribution of government schemes was developed by applying a modified version of the CPIER methodology.

160 people belonging to communities in the Himalayan ecosystems were trained on sustainable management of natural resources and livelihoods supporting it. A MIS linked to app based data collection tool was piloted for mapping farmers' agri-practices in operational clusters in Bundelkhand, for enabling informed and targeted interventions.

976 hectares of land in Jhansi (UP), Tikamgarh and Sewada (MP) brought under watershed treatment. 76 soil and water conservation structures established, saving 254 million litres of water, and preventing 780 tonnes of soil loss through erosion in these geographies

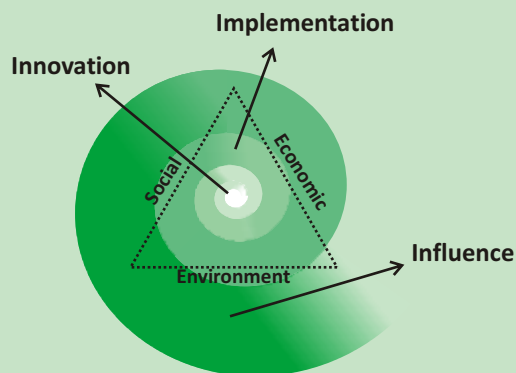
Models for agro-horti and agri-pasture development, scientific vegetable cultivation and fodder cultivation in culturable wastelands were developed and demonstrated in Bundelkhand

Pilot studies on status and potential of Joint Forest Management Committees initiated in Bundelkhand

Indigenous knowledge on biodiversity documented to upscale natural resource management based livelihoods in HP

Documentation and analysis of 'nature based solutions' was initiated with IUCN

Training module developed on climate change adaptation for state level officers of Assam



1.68+ lakh people reached directly and through community radio on sustainable management of natural resources in Bundelkhand

Capacity building of 340 state level government officials on climate change adaptation, in Bundelkhand

District level framework on climate resilient agriculture planning formulated for MP through participatory and consultative processes



### Enhancing crop productivity through climate resilient agri-practices and technologies

The farmers of Bundelkhand usually find it challenging to maintain (let alone enhance) farm-yield and income amidst the growing impact of erratic rainfall and climate change. But Ramsewak Ahirwar, a farmer from Ramnagar village of Datia district, presents a contrasting view. He says, "I have been farming for over 15 years. But for the first time I managed to save enough from my farm income to be able to prepare my land for the next crop."

Through trainings he learnt about appropriate techniques for improved resource efficiency in agriculture. He adopted the broad-bed and furrow technique for wheat crop, and reported an even flow of water on his farm, and drainage of the runoff into the furrows where it stayed for an additional 15-20 days, leading to the farm being well-drained and with enhanced soil moisture levels. This resulted in 7%



increase in his yield, and also helped control the growth of weeds. He also raised vegetable saplings in a nursery for 25 days before transplanting them to his farm, thus ensuring improved survival rates. He also learnt the concept of 'harvestable maturity', and is able to get five rupees more than the market rate per kilogram for vegetables. Using technology, Ramsewak managed to secure and enhance his farm production. He now cultivates vegetables round the year, and his income has gone up by INR 7000, realising for his family a better standard of living.

## Way Forward

The RRA initiative will generate a validated collaborative perspective on agriculture in Bundelkhand and pilot alternative models for positive outcome in the area of seed, water and soil security of smallholder farmers operating under rainfed conditions. DA plans to diversify its portfolio of projects to include biodiversity conservation. DA also plans to adopt scientific methodologies and frameworks to analyse the impact of our interventions. The organic growers' module developed will be rolled out for farmers in the medicinal plants clusters and other geographies. Capacity building of farmers on climate resilient technologies and promotion of appropriate agri-practices will continue to be an area of focus.





# Enterprise Development

To create green and inclusive business models of micro and small enterprises, and self-employment opportunities for communities

## Overview

Recognising the entrepreneurial aspirations and latent potential of rural youth, women groups, farmer collectives and local community groups, DA enables the creation of micro and small green enterprises and livelihoods. We provide services to support entrepreneurs along the critical dimensions of technology, finance management, marketing and capacity building.

## Highlights

In the year 2018-19, 684 enterprises were set up and 1,442 jobs were created through innovative tools and methodologies. 619 women were connected to livelihood by enhancing support systems like finance, market and technology. Four clusters worth INR 10.35 crores were approved under the SFURTI programme. DA partnered with 60+ partners like NABARD, Bundelkhand University, and MoMSME, to ensure transference of its enterprise development tools.

## Achievements



**7000+** individuals mobilised and reached through infotainment and capacity building activities



**687** enterprises set up and supported, influencing a turnover of INR 23.33 crores – of these, 300+ marked on GIS maps



**1,442** jobs created and **1,148** income generating activities set up

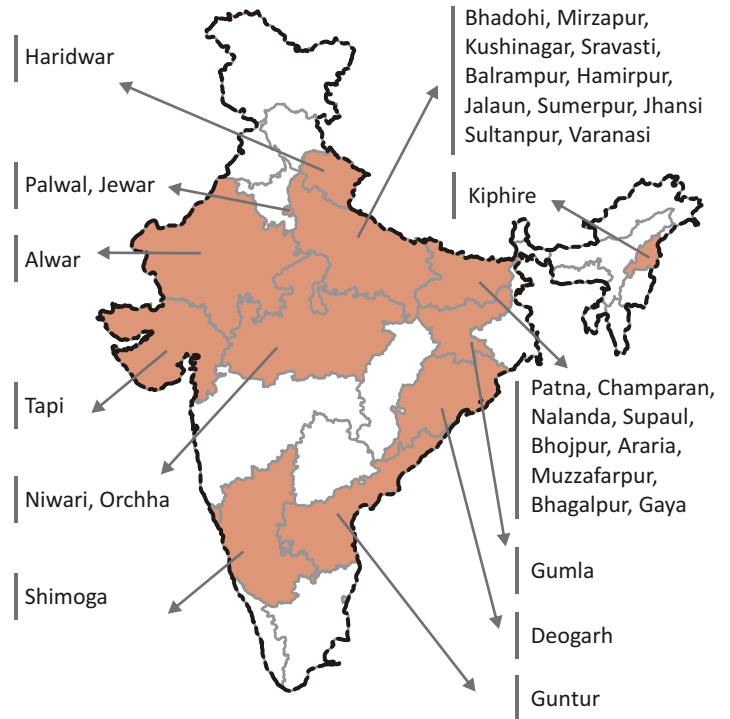


DA positioned on Systems Play global platform as the Asia Hub partner



**9** coalitions set up across UP, Uttarakhand, MP and NCR -- reaching 150+ stakeholders from the government, financial institutions, academic institutions, market aggregators and companies

## Geographies



## New ecosystem approaches to entrepreneurship

Work4Progress is a programme launched by the la Caixa Foundation with the objective of generating new employment opportunities for women and youth in India, Mozambique and Peru through open platforms for social innovation. In India, it provides enterprise development opportunities in two regions – Eastern UP and Bundelkhand. It adopts social innovation methodology in which it conducts dialogue with the community, finds answers through co-creation, and then prototype solutions and share learnings to eventually create impact at scale. It aims to nurture constructive communities and unleash entrepreneurial energies of individuals by removing social, intergenerational and gender barriers. So far, over 2000 individuals have been engaged through dialogue, 1200 in co-creating business ideas, and 175 enterprises have been set up and supported.



# I 4 Impact

Development Alternatives incubates green enterprise packages and business models, that unleash entrepreneurial energies in communities. One such tool has been the deployment of a digital app to increase accessibility of our products, and a digital platform which is underway. Safe spaces are also being created to address mobility constraints faced by women.

DA strives to create a culture of entrepreneurship -- expanding mindsets to perceive entrepreneurship as a viable livelihood option. A major focus is on developing partnerships and networks aimed at creating a strong ecosystem for accelerating action on enterprise development. We believe in the power

of converging resources, such as support service providers for capacity building, finances and marketing, and entrepreneurs to enable peer-to-peer learning. This has enabled setting up of sustainable enterprises, mainly in the sectors of building material, agriculture, service, and recycled products.

At a global level, the 'Systems Play' platform has been developed for fostering collaboration, experimentation and learning between systems innovators – which has been utilised for customising and sharing social innovation tools.

INR 7.98 crore invested in the economy, influencing a turnover of INR 23.33 crores

40 market and finance partnerships and 2 aggregator partnerships developed, supporting over 110 micro enterprises

5 new SFURTI clusters established with IMEDF

Organic farm produce set up as an aggregation engine and technology resource centre

Digital app on self-employment deployed

21 new business packages and 5 digital enterprise packages developed

3 knowledge and financial literacy models developed

2 community financial platforms developed

IMEDF, the enterprise, continued to position itself as a Nodal Agency for SFURTI

5 regional coalition platforms created

2 green enterprise fairs, 15 regional workshops and 2 regional promotional events held

Perspective paper on local green economies and bulletins

**Innovation**

**Implementation**

**Influence**

**Economic**

**Social**

**Environment**



### Breaking gender stereotypes

Amid the quiet village of Kena in Bundelkhand region, Madhya Pradesh, one can find a confident, 26 year old, Meera Kushwaha – the lead of multiple enterprises. She is a rare story of role-reversal in a patriarchal setup. Changing attitudes and mindsets towards gender equality, Meera is an inspiration for many young girls in the community.

But things had not always been this way. Even though since a very young age, Meera had kept herself occupied with diverse activities – she tutored children, ran a bangle store, and took tailoring orders from the community. It was only in November 2017 she decided to expand her tailoring work as a formal enterprise. She attended various trainings organised by DA on business plan co-creation. Through a loan of INR 20,000 availed at 12% interest rate (3 times lower than local MFIs) from a local women federation, she broadened the umbrella of services -- selling a wide range of products, including sanitary napkins and tailored garments. Through the surge in her customer base, and consequently her savings, she was able to repay the loan within six months.



In October 2018, she decided to invest in a new venture. With co-investment from a credit facility, she set up an e-rickshaw enterprise – the first in the village – providing affordable and accessible local conveyance to the community, particularly school going girls. She officially employed her husband, Kaushal, to operate it. Today the vehicle is also being used by farmers and entrepreneurs for transportation of goods.

Through these two enterprises, her income has increased by 65% per annum. She shares, “I am able to provide an improved lifestyle to girls of the community.”

### Way Forward

With the larger goal to set up and support 1,500 direct and 2,500 indirect enterprises creating 10,000+ jobs, we are committed to continuous innovation and accelerated action at scale. Further, we envision diversifying the enterprises, enhancing the business models and ensuring inclusion, leading to greater impact. The focus will also be on creation of physical and virtual platforms for knowledge and service dissemination. The programme will continue to grow its network of technical, marketing and financial strategic partnerships – especially to reach those who are left behind. We hope to build a positive ecosystem that micro entrepreneurs continue to thrive on a sustained basis. IMEDF, as the special purpose vehicle for the DA Group, will continue to deliver these services to micro enterprises and clusters of entrepreneurs.







# Enabling Employment

To innovate, incubate and implement tools and programmes that build skills for green jobs, links youth to employment opportunities and influence the employment ecosystem for sustainable livelihoods

## Overview

Addressing the need for adequate skills and resources for dignified green jobs, Development Alternatives' initiatives equip young women and men with requisite skills to enter the work force. We connect youth and women to new employment opportunities, create awareness, counsel, skill and upskill individuals for employment and entrepreneurship in both industry as well as service sectors to women.

## Highlights

We focused on two major areas - Green Jobs and Apprenticeship. A Letter of Understanding was signed between DA, NSDC and UNDP, to promote apprenticeship and jobs for girls and women in India. A large scale programme, 'Bridge to Livelihoods', was initiated in this direction, with the aim to link young girls and women with livelihood opportunities in five states – Maharashtra, Telangana, Karnataka and Haryana and Delhi NCR.



## Achievements



26,113 individuals counselled



6,699 individuals skilled for employment



3,765 individuals employed in different sectors



100+ individuals linked to green jobs

## Geographies



## Livelihood to Self-Reliance

Funded by Hindustan Unilever Limited (HUL), the programme aims at empowering girls and women of the rural community to make them self-reliant, and support their family needs. It builds capacities of women on vocational skills and provided digital and financial literacy, thus strengthening their livelihoods by creating more income generation opportunities, and fostering local economic development. Over a period of twelve months, the programme trained 1,240 young girls and boys on various identified need-based skills in Sumerpur, Uttar Pradesh. It also enabled the formation of women's Self Help groups who have pooled savings and initiated a school uniform supply service locally.



# I 4 Impact

New multimedia tutorial tools were developed by Development Alternatives for effective training delivery and better learning outcomes on aspects of digital and financial literacy. A digital database of all partners, training resource agencies, trainees and employers has been developed that enables tracking, feed-back and follow-up of the training to placement and post placement chain of work. Impacts of our interventions can now be assessed and this enabled in efficient implementation of the programme improved much more efficiently.

We are also in the process of designing a complete employment platform, offline as well as online,

which will play a pioneering role in influencing the employment ecosystem to ensure sustainable livelihoods. Systems and processes are being set in place to make employers use the platform adequately to bring up their vacancies. We are also designing processes for attracting training partners and development agencies with the mandate to equip their target group with vocational trainings. We also ensure maintaining regular contact with the trainees, not only addressing their concerns, but also linking them to more and relevant job opportunities. Steps are also taken to understand and address concerns of already placed individuals.

Both long term and short term courses for vocational skill trainings imparted

Average income generated per person per month -- INR 7,854

Decentralised process of placement in apprenticeship and jobs initiated in 5 states

Prospective candidates counselled through bridge course trainings at various platforms

Online database created for 21,800 individuals

Module created for 9 different types of training courses

Website developed for imparting knowledge on various sectors and data of individuals interested in different types of employment opportunities collected

Strategic partnership with Delhi non-collegiate students and women poly-technique developed

Community fairs conducted for livelihood linkages in Karnataka, Maharashtra, Telangana, Delhi NCR

3 coalition workshops conducted for promotion and awareness on jobs in Karnataka and Delhi

Working paper on "Role of SMEs in the green and inclusive transition" published

**Innovation**

**Implementation**

**Influence**

**Social**

**Economic**

**Environment**



### Hope and perseverance go a long way

“Aaina Beauty Parlour” – the name that mirrors how dreams indeed come true, when they are fuelled with perseverance. Hailing from a humble abode in Haridwar, Uttarakhand, Deepali Verma was always told she cannot afford to dream. And like any other girl restricted from chasing her ambition, Deepali grew despondent. Married off at a young age of 19, Deepali found a supportive partner, who not only understood her dreams, but also encouraged her towards fulfilling them. Standing against the wishes of her parents and in-laws, in February 2018, he got her enrolled in the Assistant Beautician Therapist course by DA and HUL, at the Skill Development Centre in Haridwar.

Practicing beauty therapies, Deepali saw herself slowly transform into a new woman. She started speaking confidently and participating in the course group discussions enthusiastically. She began expressing her opinion. And soon, she gathered the



courage to share her goals with her family.

Deepali started her home-based parlour in June 2018, and has been earning a steady monthly income of INR 5,000 since then. Her diligence and perseverance have taken her to new heights. With her excellence at work, DA nominated her to meet Allen Jope, the CEO of Unilever. She also embraced fame, with The Pioneer, a national newspaper, covering her story, success and plans for expanding her business. Today, she has become a role model for others around.

### Way Forward

DA will continue to make employment more inclusive. The aim is to reach 50,000 individuals directly or indirectly every year. We will strengthen our ecosystem approach, by forging partnerships with different agencies – training institutes (government and non-government) and CSOs working on women empowerment and youth employment. Green jobs will remain the priority area and we will identify new skill and employment opportunities in areas of clean energy, waste management, bio-diversity conservation, eco-tourism etc. We will also adopt a carefully designed communication approach for strategic outreach to different age groups and levels of stakeholders in rural and peri-urban geographies.





## Basic Needs Fulfillment

Enhancing quality of life through delivering basic needs solutions and services for all; creating an enabling ecosystem through awareness generation, capacity building and policy support

### Overview

DA enables access to environment friendly basic needs solutions - functional literacy, clean energy, affordable housing, safe drinking water and sanitation solutions in underserved regions. We innovate decentralised and viable models of basic needs goods and services that ensure improvement in the quality of life for all, especially the poorest and most vulnerable. This helps in releasing their latent potential for sustainable development.

### Highlights

TARA Akshar+ continued to empower women; through support from Gram Panchayats and district officials, neo-literate graduates could benefit from vocational training programmes and initiate small economic activities. The "Locally Operated Community Owned (LO-CO)" delivery model for water supply was replicated in Bihar. In Bundelkhand more villages adopted the renewable energy based water supply systems.



## Achievements



**11,303** women made functionally literate in UP and Uttarakhand.

**600** provided with vocational training through Rural Skill Training Centers.



**1700** households and 15,000+ individuals provided with clean and affordable energy through solar micro grids in UP and Bihar

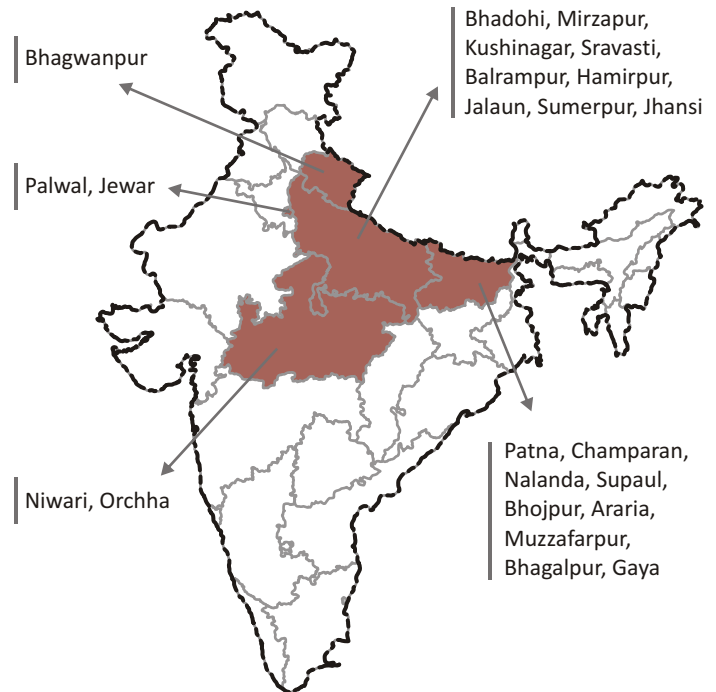


**2900** individuals accessed safe drinking water through community Jal TARA Filters



**100%** coverage in terms of fully constructed toilets in 487 households across 3 villages - Pipra, Govindnagar, and Kamar in MP. 559 toilets constructed in 20 villages in Pahuj cluster of Jhansi, UP

## Geographies



## Empowering women with skills in habitat

The DST TIME LEARN initiative aims to introduce disaster-resistant and environment-friendly building technologies in mountain regions of Uttarkashi, Uttarakhand. Stabilised Compressed Earth Blocks (SCEBs) is one such technology introduced in two villages. Women from the communities, who have traditionally been involved mainly in unskilled labour, have now taken lead in this programme. They have enthusiastically picked up the production of these blocks, using machines supplied by the project. They appreciated the fact that local soil is being used to produce a high quality bricks that are much cheaper than what are bought from the plains and is also providing local employment. 15 women have organised themselves into a Common Interest Group, and are providing SCEBs for two buildings in their village.



# I 4 Impact

According to an external evaluation study, TARA Akshar+ programme, besides imparting functional literacy and numeracy, has also been successful in laying the foundation for comprehensive development and empowerment of women. It has been instrumental in improving their awareness, and building their capacity on socio-economic development aspects including preventive health care and political empowerment among others.

LO-CO models in villages providing safe water using solar energy are now a popular alternative. Replication in other regions and expansion in Bihar brings to fore the potential of mainstreaming these in rural water.

Social entrepreneurship models have been adopted to make construction safe in high risk areas of Uttarakhand. This has been achieved through training masons and exposing the local community to safer construction techniques using locally produced materials.

Water system studies of four Indian cities: Ujjain, Dehradun, Bhubaneswar and Udaipur have brought in understanding on the potential of enhancing water management efficiencies, resilience and equity in access in urban regions. This is expected to lead to developing better policy strategies and measures for water management in tier II and tier III cities.

11,000+ women made functionally literate and numerate across 5 states

1000 community members' capacity built for water quality monitoring with testing kits

2,786 truck drivers, helpers and community members reached through 71 WASH awareness sessions and community interventions in Delhi NCR

6 new radio programmes developed on girls' education

Longitudinal study initiated to evaluate learning progress, general awareness and overall development of TARA Akshar+ learners, indicating promising results

Wooden Shingle roof technology adapted for rural housing applications in collaboration with Forest Research Institute, Dehradun. Local village level production and treatment of chir pine shingles initiated in Uttarkashi

96 radio programmes broadcasted on good WASH practices, reaching out 40,000+ people across 150 villages

Research to inform city municipalities on the potential to enhance distributional efficiencies, resilience and equity conducted with an aim to build deeper partnerships with city governments for action

**Innovation**

**Implementation**

**Influence**

**Social**

**Economic**

**Environment**

### Liberty

An illiterate Lata was seen as a liability by her husband. She could not travel to the city for work, because who would take care of the household and its expenses in his absence? The children, too, performed poorly at school, because their father could not find the time for supporting their studies. How could one expect him to manage everything all alone? This thought was unsettling for Lata, who wanted to -- but could not -- do anything for her family.

When the TARA Akshar+ programme rolled out in Baghaura village of Uttar Pradesh, Lata saw hope for herself. She told her children, "Now I want to learn more, grow more." And she did. After completing the course she set up her own grocery store, earning INR 3000 per month. She has also started travelling alone to nearby cities. She deals with all customers and the finances single-handedly. She also looks after the two buffaloes of their household, selling their milk in the neighbourhood.

After gaining awareness on hygiene through Gyan Chaupali, she got a toilet constructed in her house. Also learning about the importance of preventing flies from



feeding on food, she got a small cupboard installed for food storage. She has also taken upon her shoulders the responsibility of renovating her house. She can now talk to the contractors and labourers, and feels confident to command them as per her vision for the house. This is a drastic transformation for a woman who earlier used to sit on the floor, practicing purdah. She now began exerting her choice – she questioned herself, "Why purdah?", and sat unveiled, reading a newspaper, on the chair next to her husband. She also encourages other women in the community to stand for their rights.

### Way Forward

In 2020, the aim will be to overlap with existing government skilling initiatives and to create a robust literacy to self-reliance programme. The LO-CO model for water services delivery will be packaged as a viable community business for mainstreaming it in practice and through public policy. TARAurja – the special purpose vehicle of the DA Group providing clean energy services, is revamping itself to set up new sites to expand its customer reach. The local green enterprise based delivery models for the supply of building materials and construction services in mountain regions will be tested for financial viability and promoted in the Himalayan region.





## Strengthening Institutions

We are strengthening institutions (community partnerships, business networks and policy alliances) that catalyse and sustain development initiatives for creating sustainable livelihoods at scale

### Overview

DA builds and nurtures partnerships with Community Based Organisations to help increase access of resources for grassroots development action, associations with business networks as a mean to mainstream sustainable development models and alliances with policy think tanks, national and global networks to help build shared narratives on key sustainable development issues to inform governments and advocate for relevant policy shifts.

### Highlights

In the year 2018-19, a MoU was signed between DA and One UN for strategic partnership in UN programmes in India. In partnership with Fly Ash MSME Associations in Bihar and at the National level DA engaged entrepreneurs to demonstrate the environmental and employment potential of green technologies. DA has initiated research and advocacy consortium with partners of RRA Network.

## Achievements



**1438** new SHGs formed, and 713 linked to banks



**905** memberships achieved through 7 FPOs, mobilising INR 6.20 lakhs as share capital

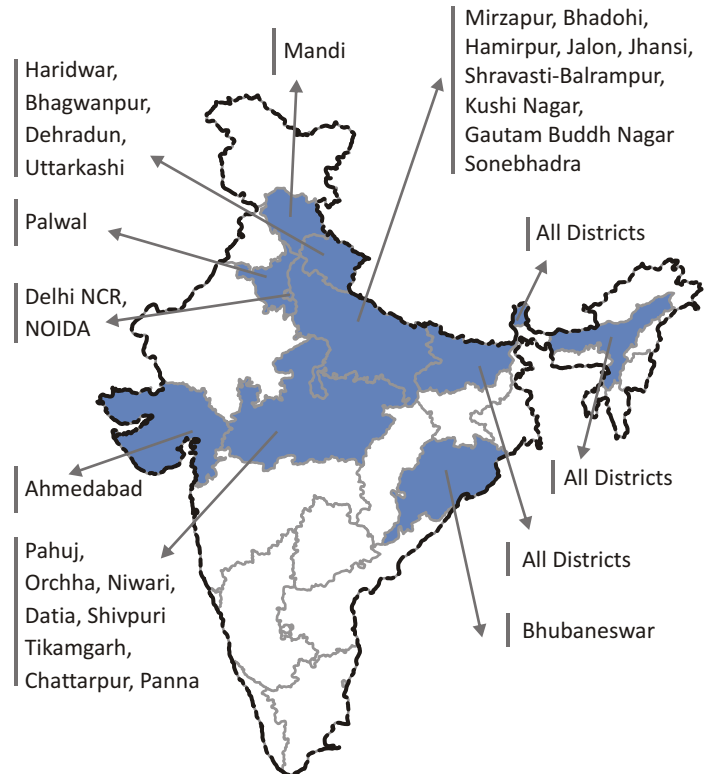


INR **7.5** crores mobilised for income enhancement and financial resilience at community level



**3,000+** households accessed entitlements through convergence, and 7,500 people delivered basic needs services, micro credit and agri-inputs, worth INR 12 lakhs, through apex institutions

## Geographies



## Mainstreaming Green Economy in India

Leading the GEC hub in India, DA convened national and regional dialogues reaching over 800 civil society members and developed a key narrative on inclusive green economy for India. National engagement focuses on shaping green economy policy and narratives. Initially centered on the MoEF&CC, this has broadened to include government ministries focused on enterprise development and science and technology, indicative of the broader mainstreaming of environmental sustainability in public policy. State and local-level actions are largely focused on specific environmental issues that coalesce social action through dialogue processes, such as sustainable construction in Bihar in partnership with Bihar Fly Ash Bricks Associations, sustainable agriculture in MP in partnership with RRA Network and sustainable tourism in Sikkim with Integrated Mountain Initiative Network.





# I 4 Impact

DA strengthened its capacities to support the localisation of the Sustainable Development Goals. The methodology for assessing climate change actions and outcomes at sub-national levels was adapted to develop a tool for an integrated assessment of SDG-Climate Change strategies by local and state governments.

A decision support tool for mainstreaming sustainability concerns in social and affordable housing was developed in association with TERI, Oxford Brookes University and UN-Habitat and with support from the One Planet Network of the UN Environment programme.

Strong community level institutions are the backbone to ensure sustainability of development interventions in our target geographies. The women’s federations and FPOs have emerged as a strong implementation partner as a delivery channels for basic need services; and for marketing agri-products. Creation of an extended network of youth leadership in 560 villages of Bundelkhand stewardship for water was a significant milestone achieved this year.

Our global partnerships bring lessons and resources for strengthening our inclusive development, climate resilience resource efficiency and green enterprise programmes.

Training modules on systems thinking approaches for achieving SDGs designed for government officials

Business planning toolkits, 23 enterprise packages and 5 business models developed

16 new development intervention concepts for Corporates to support through CSR funds developed

A Bridge to Livelihood programme provides support to young girls and boys in search of entry level jobs

Sahyogini Mahila Madal emerged as a local implementation partner in the Moth block, Jhansi, Uttar Pradesh

356 new Women SHGs formed and linked to banks in 15 blocks of 5 districts of Uttar Pradesh

848 members trained on wadi, and 950 people trained on participatory planning in PRLs of 130 panchayats

Network of youth leadership created with 44 water ambassadors in 560 villages of Jhansi and Tikamgarh, further reaching 100,000 people

2300+ people reached through various networks and alliances, and 1000+ stakeholders through Green economy initiatives

Partnerships with academia (IIT Delhi, IIT Madras, IIPA), government (MoMSMEs, state governments such as in Sikkim, Himachal Pradesh and Rajasthan) and CSOs strengthened

### Empowering the women of Jhansi

Usha hails from Bhadarwara village of Jhansi district, Uttar Pradesh. Married at an early age to a seasonal labour, she led a miserable life with a heavy drinker. Unable to sustain and provide for her child, she left to return to her maternal home. After months of struggle, with the belief that economic empowerment is the route to social empowerment, Usha set out to transform her life.

Overcoming the initial fear of being duped by fraudulent groups, on 15 July 2017, she joined the Bhadr Kali Swayam Sahayata Samuh – a women’s self-help group. She regularly attended meetings and trainings, and her confidence met with a boost. Through counselling and support from her peers, she started charting out livelihood plans and investments to secure her future. Taking a loan of INR 20,000, she soon started her own grocery store. Wanting to expand her portfolio, she also underwent trainings to learn the skills of manufacturing paper based



products such as hand bags, photo frames and envelopes.

Soon after, she assumed presidency of the self-help group, and now plans to start her own training group to transfer her skills and learnings to other women in the community. Today, Usha is earning around INR 6,000 per month. She is not only fulfilling her family’s basic needs, but also enabling them to lead dignified lives. She is quite popular across Bhadarwara and has been motivating her peers to adopt similar sustainable solutions to financial issues.

### Way Forward

We aim to strengthen our local, national and regional partnerships and alliances to enhance the scale and ensure sustainability of our interventions. We have identified the need for building capacities of implementing partners and local government institutions as critical to the implementation of the integrated SDG framework. The focus is on stronger engagement with state and national agencies and industry associations on developing and furthering appropriate strategies and solutions for SCP in agriculture, construction, water and waste management sectors. Building national level stakeholder engagement, and a perspective on micro and small enterprises and their role in the transition to inclusive green economy is an important focus area.



# 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 did his Ph.D from the University for Birmingham, England.



# Significant Events



## **World Environment Day 2018: a triologue on 'Local Enterprises and their potential for Greening the Economy'**

India was the global host for World Environment Day 2018 which had a theme of 'Beat Plastic Pollution'. A five-day long celebration was organised by UN Environment and the MoEF&CC, from 1-5 June at Vigyan Bhawan in Delhi. DA was a key participant in the series of events focusing on environmental issues. The platform brought an opportunity to bring to light the environmental challenges India faces and showcase DA's interventions to tackle the same. This was done through a deliberation, exhibition and book launch, and celebrations in Bundelkhand – in partnership with SWITCHAsia Programme, Green Economy Coalition and la Caixa Banking Foundation, and with sponsorship from European Union.

On day one 21st triologue2047 on 'Local Enterprises and their Potential for Greening the Economy' was

organised. The session highlighted how India's rapid economic growth has brought with it a detrimental effect on the country's environment and social frames, exposing urban centres to serious pollution related concerns and increasing inequalities arising from the jobless scenario. This situation, thus, warrants the need for adopting greener and fairer practices for development. The session deliberated on the transformation needed for our nation to build a sustainable future for all, ensuring an economy that builds resilience in natural resources and green livelihoods. The three key speakers at the triologue were Mr. Surjit Bhalla (Chairman and MD, Oxus Investments), Dr. Arun Kumar (President, DA) and Ms. Puja Sawhney (SWITCH-Asia SCP Facility).



## TARagram Mela and Coalition, Orchha, Madhya Pradesh

The Annual TARagram Mela was organised to celebrate the success of entrepreneurs in Bundelkhand on 4 December, 2018 with the aim to explore approaches towards a green, sustainable and inclusive economy. The theme of the mela was 'Entrepreneurship for Job Creation and Empowerment'.

The Mela hosted 25 stalls and a market place with 15 entrepreneur stalls supported by Development Alternatives. The event was inaugurated by Dr A. R. Sharma (Director of Research, Rani Lakshmi Bai University) and saw participation from neighbouring

communities and key government stakeholders with a footfall of over 300 people.

The Kaun Banega Business Leader 2.0—a rural reality programme for business pitch was also launched at the Mela. It was followed by a coalition meeting of local government stakeholders and communities and developed an acceleration strategy for promoting entrepreneurship in Bundelkhand. The event concluded with the launch of an e-rickshaw enterprise for transport of girls to school by Meera Kushwaha from Kaina village supported by DA.





Annual meeting for sustainable building construction programme of UNEP by One Planet Network, Argentina, 12-14 April 2018



Rural Immersion Programme organised for NABARD officials, Madhya Pradesh, 26 March to 14 April 2018



Disaster resistant construction technologies training, Uttarakhand, 26 March 2018



FICCI 2nd Circular Economy Symposium (CES), New Delhi, 14-15 May 2018



LC<sup>3</sup> Information Day, Switzerland, 17 May 2018



National Air Pollution Workshop, Bihar, 9 May 2018



Tech4Dev 2018 Conference, Switzerland, 27-29 June 2018



Workshop on 'Greening the Brick Sector in Bihar', 29 June 2018



The Poverty Environment Partnership, UN Headquarters, Kenya, 25 June 2018



Sharing Learnings at  
La Caixa conference,  
Spain,  
27-28 June 2018



Ideal Village Conference,  
Stanford University,  
26 June 2018



DA Partners with the SWITCH-Asia  
to Promote Sustainable  
Consumption and Production,  
New Delhi, 28 August 2018



Rethinking Development  
Cooperation, Germany,  
18-19 September, 2018



TERI Climate Jamboree,  
Delhi,  
2 November 2018



Signing Memorandum of  
Understanding with United Nations,  
UNDP office, Delhi, 18 December 2018



24th Conference of Parties on  
Climate Change (COP),  
Poland, 3-14 December 2018



India- EU panel on PANI Water,  
Delhi,  
11-12 February 2019



IIT National workshop on  
management of grey water, Chennai,  
Tamil Nadu, 22-23 March, 2019







# Awards and Achievements



Radio Bundelkhand has been awarded for its support for nutrition month by Ministry of Women and Child Development



Wadi Chopan, Sonbhadra project been awarded for excellence in promoting sustainable livelihood among tribal communities by NABARD



Radio Bundelkhand's efforts for broadcasting electoral literacy has been appreciated by UNESCO



Radio Bundelkhand was awarded with the status of 'Friends of Manch' by Ideosync Media Combine





# Publications



## **Advocating for Change: Promoting Women's Participation and Leadership in Local Governance**

Women's equal participation and representation in local decision-making processes is critical for prioritising their needs and issues in local governments' agenda. This report presents the major implications of 73rd Amendment and State specific norms that have been introduced by the State governments under State Panchayati Raj Acts.



## **The green economy barometer 2018**

Published by DA and the Green Economy Coalition (GEC), it is a study based on in-depth research and highlights the condition of the Indian economy. It discusses the broad status of the transition towards a green economy. It offers a full and frank assessment of the challenges that India faces as it attempts to tackle poverty, pollution and populism, but also points to several encouraging signs of an accelerating trend towards a cleaner, fairer future.



## **Understanding Water flows in Ujjain**

This study is undertaken to explore and understand water resource flows in Ujjain 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.



## **Understanding Water flows in Dehradun**

Cities are the epicenters of growth; however the rising urbanization phenomenon has directly given rise to unchecked resources exploitation. Contamination of fresh water and scarcity of water resources are the first and foremost issues that occur as a result of over-exploitation and mismanagement of the city's water resources. With support from Heinrich Böll Foundation (HBF), this study is undertaken to explore and understand water resource flows in urban areas. This report is the glimpse of the baseline scenario prevailing in the city of Dehradun.



## **Understanding Water flows in Bhubaneswar**

The study was carried out to highlight the need to view the urban water management through the lenses of resource sufficiency, resource efficiency, resource equity and operational performance. With an overarching view of addressing diverse policy and practice issues, challenges, and transitions required for mainstreaming effective and efficient water management system in Bhubaneswar, Development Alternatives with support from Heinrich Böll Foundation initiated a workshop on 'Understanding Water Flows in Bhubaneswar'.



## **Understanding Water flows in Udaipur**

This study is undertaken to explore and understand water resource flows in Udaipur 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.



## **Greening the Brick Sector in Bihar**

The Government of Bihar, in association with DA, has been promoting the adoption of Fly Ash Brick technology. This document shares the initiatives undertaken in Bihar in setting up FAB Enterprises.



## **Sustainability in Rain-fed Agriculture System**

The report takes us through the proceedings and recommendations of the Stakeholder Consultation that aimed to derive environmentally sustainable approaches to build a comprehensive agriculture system in Bundelkhand (Central India).



## Issue Brief/Policy Brief



### 'Removing Barriers to Women Participation in Local Governance'

Although the 73rd Amendment has created a pathway for women to come into the public sphere, the status of women and their participation in self-governance systems are still low and sometimes elected women are merely figureheads. This Policy Brief is one of the outcomes of a study that was undertaken to understand how state specific norms are impeding and promoting participation of women in local governance processes in six states of India (Haryana, Rajasthan, Chhattisgarh, Gujarat, Karnataka and Maharashtra).



## Bulletins

### W4P Impact bulletin Jan 2019

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.



### W4P New Approaches to 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.



## Compendium

### W4P Compendium of enterprise package

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.



### Participation of Women in Local Governance Processes

This compendium brings forth the barriers women face, and the social change that women in governance (especially those from the vulnerable sections of society) had demonstrated in six states of India as their stories. This document is an outcome of a project titled "Advocating for Change: Promoting Women's Participation and Leadership in Local Governance", funded by UN Women, to enhance women participation in PRIs and increase media coverage of women in local governance.



### Bridging the Digital Divide for Livelihood and Empowerment

This document is an outcome of a project funded by Ford Foundation, titled "Bridging the Digital Divide, Incubating Technology Innovations and Content Development of Livelihood Options, Building Capacities of Community Based Organisations". Bridging the Digital Divide for Livelihood and Empowerment The case story compendium is a compilation of stories from these five intervention districts. The compendium highlights the socio-economic upliftment of individuals who have been benefited during the course of the project.

## Perspective Paper

- Niazi Z., Anand M. C., Patnaik S., 'Systemic interventions to support the access of rural poor to safe and sustainable housing', Building, Owning and Belonging, 2018, p 377-396
- Scrivenera K., Martirena F., Bishnoi S., Maity S., Calcined Clay Limestone Cements (LC3), Cement and Concrete Research Journal, December 2018, p 49-56
- Goswamy G., 2018, 'Pico-grid an Option for Climate Smart Village: A Case Study from Jhansi', Eco-Village Development Practices in South Asia, 3rd September 2018, p. 6-7



# Partners and Collaborators





Empowered lives.  
Resilient nations.



# Compliance

## Auditors' Report

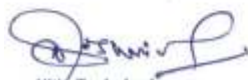
### Society for Development Alternatives Balance Sheet as at 31 March 2019

|   | Schedule | As at<br>31 March 2019<br>₹ | As at<br>31 March 2018<br>₹ |
|---|----------|-----------------------------|-----------------------------|
| <b>Sources of funds</b>                   |          |                             |                             |
| <b>Capital</b>                            |          |                             |                             |
| Capital and other funds                   | 1        | (2,72,21,441)               | 15,03,388                   |
| <b>Liabilities and provisions</b>         |          |                             |                             |
| Unspent grants                            | 2        | 13,31,84,058                | 11,98,17,521                |
| Current liabilities                       | 3        | 67,51,533                   | 87,77,782                   |
| Provisions                                | 4        | 24,88,300                   | 20,90,942                   |
|   |          | <u>11,52,02,450</u>         | <u>13,21,89,833</u>         |
| <b>Applications of funds</b>              |          |                             |                             |
| Fixed assets                              | 5        | 1,79,58,385                 | 1,97,91,570                 |
| <b>Current assets, loans and advances</b> |          |                             |                             |
| Cash and bank balances                    | 6        | 8,37,66,702                 | 9,79,87,915                 |
| Loans and advances                        | 7        | 1,27,39,180                 | 1,31,31,552                 |
| Other current assets                      | 8        | 7,38,203                    | 12,78,596                   |
|   |          | <u>9,72,44,085</u>          | <u>11,23,98,063</u>         |
|   |          | <u>11,52,02,450</u>         | <u>13,21,89,833</u>         |

Summary of significant accounting policies and other explanatory information 13

The schedules referred to above form an integral part of the financial statements.  
This is the Balance sheet referred to in our report of even date.

For Walker Chandlok & Associates  
Chartered Accountants  
Firm Registration No. 001329N



Nitin Toshniwal  
Partner  
Membership No. 507568



For and on behalf of the Society for Development Alternatives



Dr Arun Kumar  
President



Vinod Nair  
GM Finance

Place : New Delhi  
Date : 31 October 2019



**Society for Development Alternatives**  
**Income and Expenditure Account for the year ended 31 March 2019**

|  | Schedule | Year ended<br>31 March 2019<br>₹ | Year ended<br>31 March 2018<br>₹ |
|--|----------|----------------------------------|----------------------------------|
| <b>Income</b>  |          |                                  |                                  |
| Grant income   | 2        | 20,90,71,597                     | 16,44,16,136                     |
| Other income   | 9        | 21,94,129                        | 2,97,665                         |
|  |          | <u>21,12,65,726</u>              | <u>16,47,13,801</u>              |
| <b>Expenditure</b>   |          |                                  |                                  |
| Grant expenses   | 2        | 15,03,02,544                     | 9,93,00,982                      |
| Personnel expenses   | 10       | 6,42,20,192                      | 5,92,77,881                      |
| General and administrative expenses                                | 11       | 2,35,57,572                      | 2,36,93,563                      |
| Depreciation and amortization                                      | 5        | 18,42,504                        | 20,62,783                        |
| Finance costs  | 12       | 67,743                           | 56,803                           |
|  |          | <u>23,99,90,555</u>              | <u>18,43,92,012</u>              |
| <b>Deficit for the year transferred to capital and other funds</b> |          | <b>(2,87,24,829)</b>             | <b>(1,96,78,211)</b>             |

**Summary of significant accounting policies  
and other explanatory information** 13

The schedules referred to above form an integral part of the financial statements.  
This is the Income and Expenditure Account referred to in our report of even date.

**For Walker Chandlok & Associates**  
Chartered Accountants  
Firm Registration No. 001329N

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

  
**Nitin Toshniwal**  
Partner  
Membership No. 507568



   
**Dr Arun Kumar**      **Vinod Nair**  
President                      GM Finance

Place : New Delhi  
Date : 31 October 2019



## Audit report under section 12A(b) of the Income-tax Act, 1961, in the case of charitable or religious trusts or institutions

We have examined the balance sheet of **Society for Development Alternatives**, AAAAS0278B [name and PAN of the trust or institution] as at 31/03/2019 and the Profit and loss account for the year ended on that date which are in agreement with the books of account maintained by the said trust or institution.

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of the audit. In our opinion, proper books of account have been kept by the head office and the branches of the abovenamed trust visited by us so far as appears from our examination of the books, and proper Returns adequate for the purposes of audit have been received from branches not visited by us, subject to the comments given below:

**We did not audit the financial statements of branch (Orchha), whose financial statements reflect total assets of INR 2,00,46,859 and as at 31 March 2019 and total revenues of INR 1,23,58,467 for the year then ended on that date, as considered in the financial statement. These financial statements have been audited by Ms. SKA and 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 Ms. SKA and Associates. Our opinion is not modified in respect of the above matter with respect to our reliance on the financial statements audited by Ms. SKA and Associates.**

In our opinion and to the best of our information, and according to information given to us, the said accounts give a true and fair view-

- (i) in the case of the balance sheet, of the state of affairs of the above named trust as at 31/03/2019 and  
(ii) in the case of the profit and loss account, of the profit or loss of its accounting year ending on 31/03/2019

The prescribed particulars are annexed hereto.

Place **New Delhi**  
Date **31/10/2019**

Name **Nitin Toshniwal**  
Membership Number **507568**  
FRN (Firm Registration Number) **0001329N**  
Address **L41 Connaught Circus, Outer Circle New Delhi DELHI 110001 INDIA**

ANNEXURE  
Statement of particulars  
I. APPLICATION OF INCOME FOR CHARITABLE OR RELIGIOUS PURPOSES

|    |  |           |
|----|--|-----------|
| 1. | Amount of income of the previous year applied to charitable or religious purposes in India during that year ( ₹ )  | 212499334 |
| 2. | Whether the trust has exercised the option under clause (2) of the Explanation to section 11(1)? If so, the details of the amount of income deemed to have been applied to charitable or religious purposes in India during the previous year ( ₹ )    | No        |
| 3. | Amount of income finally set apart for application to charitable or religious purposes, to the extent it does not exceed 15 per cent of the income derived from property held under trust wholly for such purposes. ( ₹ )                              | No        |
| 4. | Amount of income eligible for exemption under section 11(1)(c) (Give details)  | No        |
| 5. | Amount of income, in addition to the amount referred to in item 3 above, accumulated or set apart for specified purposes under section 11(2) ( ₹ )   | 0         |
| 6. | Whether the amount of income mentioned in item 5 above has been invested or deposited in the manner laid down in section 11(2)(b)? If so, the details thereof.   | No        |
| 7. | Whether any part of the income in respect of which an option was exercised under clause (2) of the Explanation to section 11(1) in any earlier year is deemed to be income of the previous year under section 11(1B)? If so, the details thereof ( ₹ ) | No        |
| 8. | Whether, during the previous year, any part of income accumulated or set apart for specified purposes under section 11(2) in any earlier year-   |           |

|     |   |    |
|-----|---|----|
| (a) | has been applied for purposes other than charitable or religious purposes or has ceased to be accumulated or set apart for application thereto, or  | No |
| (b) | has ceased to remain invested in any security referred to in section 11(2)(b)(i) or deposited in any account referred to in section 11(2)(b)(ii) or section 11(2)(b)(iii), or   | No |
| (c) | has not been utilised for purposes for which it was accumulated or set apart during the period for which it was to be accumulated or set apart, or in the year immediately following the expiry thereof? If so, the details thereof | No |

**II. APPLICATION OR USE OF INCOME OR PROPERTY FOR THE BENEFIT OF PERSONS REFERRED TO IN SECTION 13(3)**

|    |   |    |
|----|---|----|
| 1. | Whether any part of the income or property of the trust was lent, or continues to be lent, in the previous year to any person referred to in section 13(3) (hereinafter referred to in this Annexure as such person)? If so, give details of the amount, rate of interest charged and the nature of security, if any. | No |
| 2. | Whether any part of the income or property of the trust was made, or continued to be made, available for the use of any such person during the previous year? If so, give details of the property and the amount of rent or compensation charged, if any.   | No |
| 3. | Whether any payment was made to any such person during the previous year by way of salary, allowance or otherwise? If so, give details  | No |
| 4. | Whether the services of the trust were made available to any such person during the previous year? If so, give details thereof together with remuneration or compensation received, if any  | No |
| 5. | Whether any share, security or other property was purchased by or on behalf of the trust during the previous year from any such person? If so, give details thereof together with the consideration paid  | No |
| 6. | Whether any share, security or other property was sold by or on behalf of the trust during the previous year to any such person? If so, give details thereof together with the consideration received   | No |
| 7. | Whether any income or property of the trust was diverted during the previous year in favour of any such person? If so, give details thereof together with the amount of income or value of property so diverted   | No |
| 8. | Whether the income or property of the trust was used or applied during the previous year for the benefit of any such person in any other manner? If so, give details  | No |

**III. INVESTMENTS HELD AT ANY TIME DURING THE PREVIOUS YEAR(S) IN CONCERNS IN WHICH PERSONS REFERRED TO IN SECTION 13(3) HAVE A SUBSTANTIAL INTEREST**

| S. No        | Name and address of the concern | Where the concern is a company, number and class of shares held | Nominal value of the investment(₹) | Income from the investment(₹) | Whether the amount in col. 4 exceeded 5 per cent of the capital of the concern during the previous year-say, Yes/No |
|--------------|---------------------------------|---|------------------------------------|-------------------------------|---|
| <b>Total</b> |                                 |   |                                    |                               |   |

Place **New Delhi**  
Date **31/10/2019**

Name  
Membership Number  
FRN (Firm Registration Number)  
Address

**Nitin Toshniwal**  
**507568**  
**0001329N**  
**L41, Connaught Circus, Outer C**  
**ircle, New Delhi DELHI 110001**  
**INDIA**

|                     |          |
|---------------------|----------|
| Form Filing Details |          |
| Revision/Original   | Original |



# 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 Chandio & 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 2018-19, on 1<sup>st</sup> December 2018 and 26<sup>th</sup> March 2019.

Minutes of Board Meetings are documented and circulated.

## Accountability and Transparency

No sitting fees or any other form of compensation has been paid to any Board Member, since the inception of the Society for Development Alternatives.

| Regular Staff      | Male      | Female    | Total     |
|--------------------|-----------|-----------|-----------|
| 10000 - 25000      | 13        | 3         | 16        |
| 25001 - 50000      | 10        | 14        | 24        |
| 50001 - 100000     | 11        | 13        | 24        |
| >100000            | 5         | 8         | 13        |
| <b>Grand Total</b> | <b>39</b> | <b>38</b> | <b>77</b> |

Staff Details (as on March 31, 2019)

| Gender | Regular Staff | Senior Advisors | Consultants | Project Appointees |
|--------|---------------|-----------------|-------------|--------------------|
| Male   | 39            | 06              | 12          | 59                 |
| Female | 38            | 0               | 3           | 4                  |

Distribution of Staff (as on March 31, 2019)

# 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.

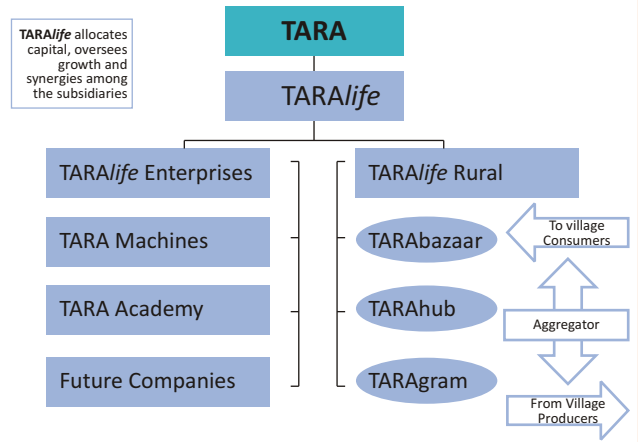
TARA, in turn, has promoted a company under the Companies Act, named **TARAlife Sustainability Solutions Pvt Ltd (“TARAlife”)** with the purpose of rapidly speeding and scaling up the dissemination of TARA-incubated technologies and solutions.

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

### Development Alternatives





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, TARAGram, 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.





### **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.



## 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          |
| MoU             | - | Memorandum of Understanding                               |
| MP              | - | Madhya Pradesh  |
| 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                      |
| UP              | - | Uttar Pradesh   |

## 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.

Decentralised Energy Systems India Pvt. Ltd. (DESI Power)  
[www.desipower.com](http://www.desipower.com)

 **Development Alternatives**

 **TARA**

 **TARAhaat**  
*Computer Skills for Jobs*

 **TARAlife**

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

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

 **D.E.S.I. Power** <sup>TM</sup>