

# ANNUAL REPORT 2018

The background of the entire page is a teal color. In the lower half, there are dark silhouettes of five children jumping joyfully in a field. The field is filled with dandelions and butterflies. The children are positioned across the width of the page, with their arms and legs raised in the air. Two horizontal white lines are drawn across the page, one above and one below the text 'eco-solutions for people and the planet'.

eco-solutions for people and the planet

© Development Alternatives  
October, 2018

## ORGANISATION AT A GLANCE

- Society Registration** : Society Act XXI of 1860;  
Registration No. 12964
- FCRA** : Section 6 (1) (a) of the Foreign  
Contribution (Regulation)  
Act 1976 (FCRA Reg. No. 231650202)
- 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

---

### Development Alternatives

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



# Contents

Message from the Chairman	4
From the President's Desk	8
Focus 2017-18	10
a. Clean Technology	
b. Natural Resource Management	
c. Enterprise Development	
d. Enabling Employment	
e. Basic Needs Fulfilment	
f. Strengthening Institutions	
Significant Events	34
DA in the News	40
Awards and Achievements	41
Publications	42
Partners and Collaborators	44
Board of Directors	46
Compliance	47
a. Auditors' Report	
b. Credibility Alliance	
Business Affiliates	51



# Message

*From the Chairman*

## Making Development a Good Business



Over recent decades, our nation has made enormous strides in bringing longer, healthier and more productive lives and livelihoods to hundreds of millions of our fellow citizens. At the same time, even a larger number have got left behind, languishing largely outside the gilt and glitter of a modernising India. It remains the responsibility of all institutions in the country to redress this imbalance in a time frame that is short enough to avoid major social and ecological catastrophes.

Reading the media headlines, one could be forgiven for believing that the only actors that matter for the future of society and the economy are governments and corporates. Of course, the main meal of media information is well spiced up with the necessary sprinkling of accidents, disasters, corruption or other

societal failures. It also needs the flavouring provided by stories of human achievement from realms such as sports, technology and bravery. But little attention is usually given to the contributions made to national well-being and progress by such players as farmers, small enterprises, academic institutions – let alone by the numerous NGOs, voluntary agencies and women's groups that constitute the civil society.

Yet, it is these institutions of civil society that provide much of the social glues and lubricants that enable communities to function efficiently and in coherence with one another and with nature.

Unfortunately, the present economic model of development is predicated on large investments in the big sectors (big infrastructure, big companies, big cities, big buildings). The few crumbs in the form of

sops and schemes are no more than symbolic, to signify some politically-useful concerns for small sectors -- which affect the largest portion of the population. Passive reliance on a hoped-for 'trickle-down' has never by itself been sufficient to reverse the process – the ceiling of income distribution usually rises much faster than the floor.

Economies that have succeeded in raising the floor as well have done so by introducing strong measures to ensure a more equitable distribution of the benefits of socio-economic development. They have done this not through handouts and charity, but by enabling the creation of widespread opportunities for livelihoods and jobs at all levels, and nurturing these by providing the necessary policy frameworks, infrastructure, capacity building institutions, and support systems for technology, finance and marketing. Among the most successful national level efforts of this kind, the ones in Korea, Taiwan, Singapore and Finland stand out as being the most remarkable – and worthy of not just close study but also emulation.

A recent close examination of these successes shows that in each of them, public institutions have partnered with civil society to provide such support systems, with both sides being highly committed to working together with a mutually reinforcing spirit to achieve speedy and high-quality results. The lessons

one can learn from them could well serve to be of value to our own efforts to nurture a widespread micro-small-medium enterprise sector that grows startups based on 21st century innovation and financing strategies.

*What are these lessons?* Successful innovation needs a conducive innovation ecosystem that brings together, in close and smooth proximity: market researchers, inventors, technology R&D facilities (labs, machine shops, etc), design institutions, marketing experts, entrepreneurs, investors, etc. It also needs liberal financing to allow for trial and error, and an ombudsman or one-window mechanism to resolve or redress the numerous official and other obstacles that an innovator in India has to overcome.

To help bring about such a platform to facilitate true innovation for rural India is the ambition of Development Alternatives.



**Dr Ashok Khosla**  
Chairman

### Clean Technology

Renewable energy  
Eco-construction  
Waste to wealth technology  
Resource efficient technology

### Enterprise Development

Business models  
Micro enterprises  
Value chain development

### Enabling Employment

Skill development  
Trainings – Entrepreneurship,  
Employability,  
Executive Green jobs

### Natural Resource Management

Water management  
Sustainable agriculture  
CCA Planning

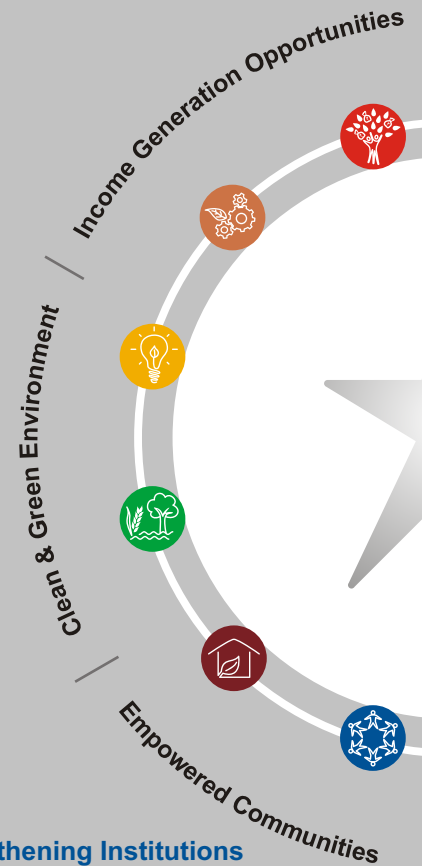
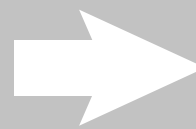
### Basic Needs Fulfillment

Habitat  
WASH  
Energy  
Literacy

### Strengthening Institutions

Community institutions  
Governance systems &  
planning processes  
Policy influence

towards a **sustainable future**



# Impact

**60,000** + people trained with employability skills

**8,500** + enterprises set up and supported

**27,000** tonnes of top soil saved annually

**850** million litres water saved annually

**15** million lives touched

**85,000** tonnes of waste utilised annually

**250** Panchayats strengthened

**2,500** + women SHGs formed and nurtured

**8,500** households access basic needs services annually

# Message

*From the President's Desk*



**A**cross the world, the job market is changing dramatically, with challenges thrown up by rapid innovation in 3D printing, robotics, AI (Artificial Intelligence) and other forms of automation. India, one of the fastest growing emerging market economies in the world, faces the daunting task of maintaining its growth rate and creating new jobs at the rate of 10 to 12 million jobs per year. Signals from corporate India suggest that job growth may have picked up, but its pace is still slow.

It is in this context that job creation in the MSME (Micro, Small and Medium Enterprise) sector deserves greater attention. The Government of India has launched several schemes to address the pain points of rural entrepreneurs and traditional industries - PMEGP, ASPIRE and SFURTI being some of the flagship initiatives. Development Alternatives (DA) has taken up the challenge of unleashing entrepreneurship and building an effective ecosystem for provision of enterprise support services based on the four pillars of technology innovation, access to credit, capacity building and market linkages.

The year 2017-18 saw initiatives in the areas of adult literacy for women, skill development and entrepreneurship expand in outreach and scope beyond our 'karmbhoomi', Bundelkhand, and the National Capital Region to eastern Uttar Pradesh, Uttarakhand, Rajasthan and Bihar with generous support from the UNDP, la Caixa Banking Foundation, HSBC, Japan International Cooperation Agency, HUL, other corporate donors and various Ministries of the Government of India.

DA continues to prioritise sectors of the economy in which green and inclusive businesses have the potential to create significant social and environmental impact. With greater formalisation of the economy, which focusses on deriving higher value from critical resources (energy, sand soil, stone, wastes) and taxation at all levels of value addition (GST), some of our key interventions have been to develop new enterprise packages based on utilisation of industrial wastes and their conversion to quality building materials.

In collaboration with IIT Delhi, IIT Madras and EPFL



Switzerland, with support from the Swiss Agency for Development and Cooperation, DA and its sister organisation TARA, are promoting a new generation of enterprises that utilise Limestone Calcined Clay Cement in mainstream building applications. In Bihar, DA is working with the Bihar State Pollution Control Board to promote Fly Ash Brick enterprises that benefit from a Quality Rating System accessible to decision makers and consumers in the public domain.

Collaboration at the state and district level with partner organisations in civil society, government and the financial sector has become a hallmark of DA's approach to creating impact at an accelerated pace. Social innovation processes have, for example, been used to create multi-stakeholder 'enterprise coalitions' in eastern Uttar Pradesh and Bundelkhand under the 'Work4Progress' banner. DA has partnered with Rural Self Employment Training Institutes (RSETIs), promoted and managed by banks with active cooperation from the Government, of India and State Governments to ensure necessary skill training and skill upgradation of rural below poverty line (BPL) youth.

DA undertook an in-depth review of challenges faced by small holder farmers, be it weather impacts, lack of access to markets and information, water woes or unstable incomes. Capped by a policy round table on 'Sustainability of Farmer Producer Organisations (FPOs)' to discuss how FPOs can strengthen livelihood security of farmers and environmental sustainability in agriculture, the grassroots evidence presented by DA and our partners were of considerable value to apex bodies such as the NABARD.

Colleagues from the DA family participated at several international conferences, most notably in

partnership with members of the Green Economy Coalition, Green Growth Knowledge Platform and Poverty and Environment Partnership to support the fulfillment of global Sustainable Development Goals through evidence based research, practical solutions and constructive dialogue. Our contribution at the Asia-Pacific Ministerial Summit on the Environment, held in Thailand, provided key insights into the link between resource efficiency and pollution reduction in Asia and the Pacific region, aiming to achieve global climate targets.

This year has witnessed fruitful associations and partnerships at national and global level, as well as a strong approach for expansion at the grassroots. The organisation has been involved in prolific dialogues and discussions with experts from diverse sectors – agriculture, industry, construction and tourism. There have been a series of public discussions with sustainability experts, think tanks, political analysts, entrepreneurs and CSR leads to realise the global agenda of sustainable development. This year, dialogue2047 addressed two burning issues of economic transitions required to bring sustainable development and solutions for solid waste management, both, in context of India. DA's annual event, 'TARAGram Yatra 2017', focused on 'Economies for People and Planet' reflecting principles and approaches for transitioning India towards a more green and inclusive economy.

During the coming year, DA would focus on strengthening collaboration with corporate and CSR organisations to drive its enterprise initiatives towards impact at scale.



**Dr Arun Kumar**  
President





# Clean Technology

Innovating green and clean technologies for communities and businesses

The Clean Technology (CT) thematic area of the Development Alternatives Group focuses on the reduction of CO<sub>2</sub> emissions and virgin raw material. Its major thrust area is the utilisation of waste materials through product and process innovations in construction and energy sectors. The priority areas and cross cutting outcomes of Clean Technology are construction materials (low carbon cement, cleaner brick production, high efficiency material design); waste utilisation (fly ash, construction and demolition waste, foundry slag); energy (renewable energy delivery, domestic lighting and cooking solutions).



- Clean technology reached to 12 countries across the world
- 85,000 tonnes of waste utilised
- 100% replacement of virgin sand and stone aggregates in paver blocks by construction & demolition and foundry slag waste
- High strength cement (LC<sup>3</sup>) developed with Malawian raw materials – The first in Africa

## Year 2017-18

CT innovations are directed for development of new products and outreach mechanisms delivering benefits on a large scale. The LC<sup>3</sup> Technology Resource Centre is one such innovative special purpose vehicle that promotes and provides access to state-of-the-art knowledge on LC<sup>3</sup> to industry and academia through a package of customised consultancy services. The primary purpose of emission reduction, research efforts have yielded exceptional results with clay materials from Malawi. The team has developed a high strength cement formulation (50 MPa strength) while achieving 30% reduction in carbon emissions. This has evinced a very high level of interest within the cement companies and Government of Malawi. Under the South-South Cooperation initiative, the EcoKiln brick technology has been firmly rooted in Malawi, with expression of interest for technology adoption from individual entrepreneurs all across the country. More than eight countries across Africa and the Gulf countries have expressed interest in adopting the LC<sup>3</sup> technology. A unique Fly Ash Brick Quality Rating System has been implemented across 30 enterprises in Bihar, resulting in a 10% increase in availability of high strength fly ash bricks.

## Way Forward

*Action research outputs should be disseminated on a large scale through demonstrated application, business and policy support. Across all sectors, policy support will be enhanced with a demonstrated practice to policy approach. Consultancy projects through LC<sup>3</sup> Technology Resource Centre (LC<sup>3</sup> TRC) need to be accelerated to maximise contributions to impact indicators. TERMS (a mobile application based energy revenue management system) would be validated for efficient energy management. Increased amount of work in areas of EcoKiln and LC<sup>3</sup> in India and other countries through South-South Technology Transfer is expected in the coming year, which will bring in direct contribution to the impact indicators of Clean Technology.*

## Overall Growth

The Clean Technology programme foresees an overall growth creating large impact in the field of waste material utilisation and a community based energy management system. With an increased emphasis on 'Solid Waste Management' and 'Clean and Smart Cities' by the Government of India, productive utilisation of Construction and Demolition waste will be a priority. LC<sup>3</sup> will be the preferred choice of cement companies globally to reduce emissions and contribute to countries' NDCs.



## Innovation

There have been some important innovations in products and processes over the past one year. The LC<sup>3</sup> Technology Resource Centre (LC<sup>3</sup>TRC) has partnered with premier research institutes in India and abroad for collaborative testing and research services. The Fly Ash Brick Quality Rating System (FABQRS) developed and tested in the field has been quite popular in defining the Quality-Enhanced Market relationship in Bihar. This has resulted in increased availability of consistently high quality fly ash bricks in the state of Bihar. A business modelling tool developed for defining the profitability of foundry slag enterprises has been tested and applied for enterprises in Punjab and Haryana. The pond ash marble sludge technology developed earlier has been further refined and tested with various types of ponded ash across the Northern region of India. Research on compositional design has enabled defining a reliable and high strength product. This product will enable 100% utilisation of industrial waste materials.

## Implementation

Many technologies developed have been implemented at different places in India and abroad. In India, Samalkha in Haryana has been declared as a 'zero' foundry slag waste dumping cluster with 100% waste being utilised for making paver blocks. These are all profitable enterprises with replicable business models. FABQRS has been implemented in Bihar with the enrolment of 30 entrepreneurs. Quality rating and training support has resulted in 10% increase in sales due to improved quality. Industrial production of the pre-fabrication hollow core slab with Limestone Calcined Clay Cement (LC<sup>3</sup>) has been carried out at Supertech, Noida. Paver blocks using LC<sup>3</sup> have been produced at a micro enterprise in Jhansi, with improved results as compared to normal cement. Further, an agreement has been signed with two cement companies for trial production of LC<sup>3</sup>. Non-structural building material production has also been carried out with LC<sup>3</sup> at KJS Concrete, Ghaziabad, for M30 and M40 grade with improved quality.

## Influence

DA has entered into partnerships with premier academic institutes for developing clean technologies. Some of the notable institutes are the TATA Centre, MIT, for technology and design; IISC Bangalore for construction and demolition waste; IIT Madras for cement and concrete research, and the University of Waterloo, Canada, for water technologies. A research MoU has also been signed with IIT Madras. DA has been instrumental in influencing the preferential procurement policy of the state of Bihar. Efforts made by DA led to a shift in policy from 50% utilisation of fly ash bricks to 100% mandatory use in government projects. Partnership with the Department of Industries, Government of Bihar, has been capitalised to upscale fly ash brick enterprises in the state. LC<sup>3</sup> exhibits were presented at the 23<sup>rd</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC - COP 23), 2017, in Bonn, Germany. The event explored mechanisms to effect resource efficiency and carbon savings, emphasising the importance of LC<sup>3</sup>. With the primary purpose of emission reduction, research efforts have yielded exceptional results with clay materials from Malawi. A new website ([www.lc3trc.com](http://www.lc3trc.com)) reaches out to academic organisations and building material industries in India, South East Asia and Africa.

### *A woman entrepreneur leading a green business*

*Smt. Mikki Devi runs the Bhawani Shankar Fly Ash Brick manufacturing unit in the Araria district of Bihar. She is one of the first women entrepreneurs in the fly ash brick sector in Bihar. After a lot of consultation and research, the fly ash brick unit was established in March 2017. The enterprise was initially set up with an investment of INR 4.5 million, out of which INR 2.35 million was financed through the PMEGP credit linked scheme, and the rest was raised through alternative means. A successful entrepreneur, Mikki manages the purchase of raw material from suppliers and marketing of final products to different stakeholders by herself. Till date, the total number of bricks manufactured and sold by the unit is 0.3 million. Key clients are private households and government projects. Mikki Devi aims to install more machines in the fly ash brick unit in the next few years to increase supply in the market.*

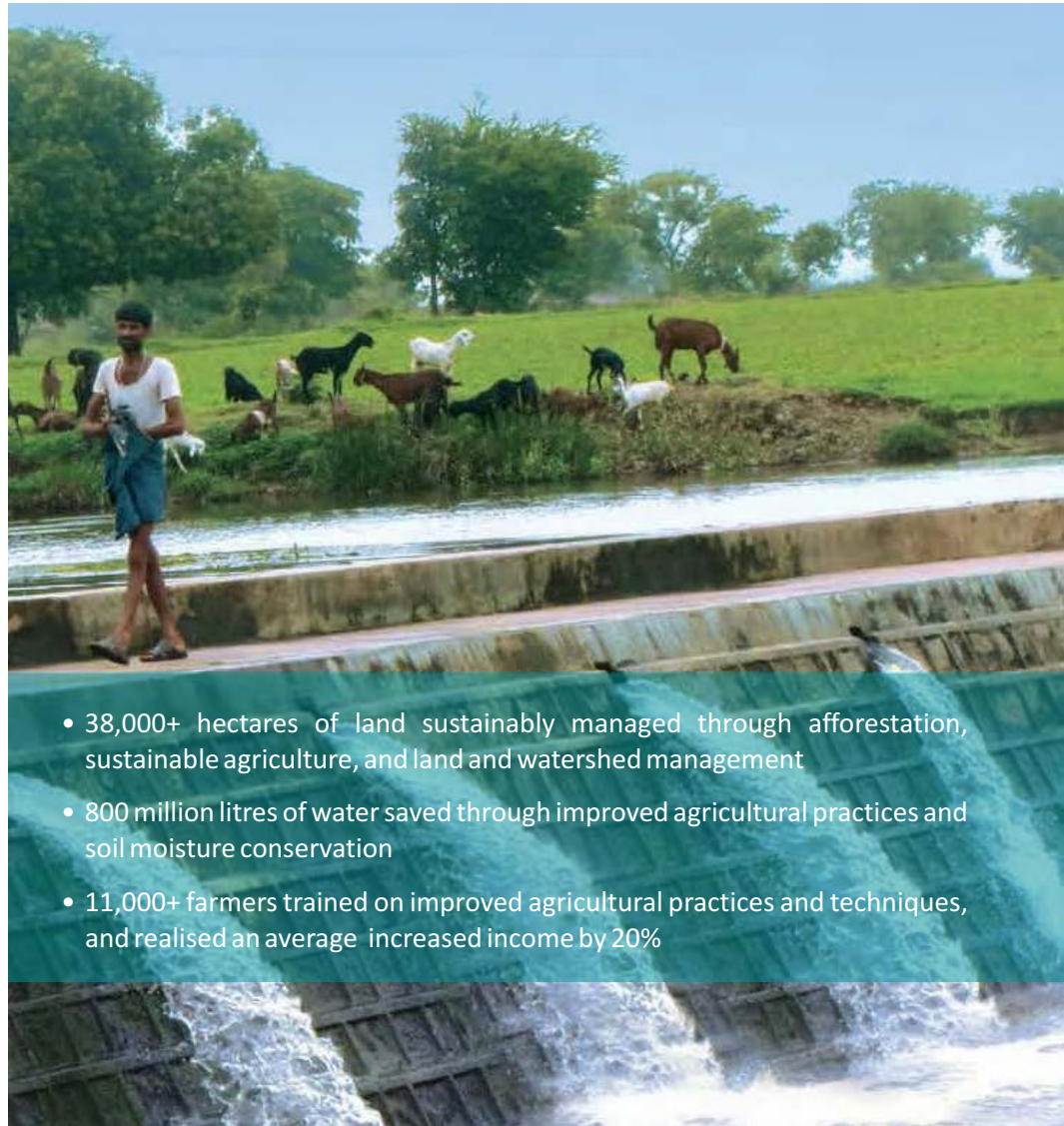




# Natural Resource Management

Managing natural resources sustainably;  
ensuring resilience and food security

The Natural Resource Management programme of Development Alternatives depicts a strong practice to policy connect with on-ground demonstration of resilient models and improved practices for land and water management, sustainable agriculture and climate adaptive decentralised planning, alongside research and policy influence in the area of farmer producer organisations, resource flows and ecological SDGs.



- 38,000+ hectares of land sustainably managed through afforestation, sustainable agriculture, and land and watershed management
- 800 million litres of water saved through improved agricultural practices and soil moisture conservation
- 11,000+ farmers trained on improved agricultural practices and techniques, and realised an average increased income by 20%

## Year 2017-18

Development Alternatives (DA) has continued its focus on developing climate resilient agricultural models for sustainable management of natural resources and securing livelihoods of local communities in arid and semi-arid regions in India. The initiative gives special attention to training communities on organic and chemical free cultivation, high value climate-proof medicinal plant cultivation, as well as water security and safety. The climate resilience intervention has been extended to newer geographies, such as Rajasthan and North Eastern India and the initiative has reached and engaged more than 100,000 people across 560 villages. DA is committed to delivering improved water security through a combined approach of agro-horticulture and watershed models. With the global push for implementation of SDGs, DA has focused on several social and ecological SDGs and engaged with state governments for capacity development of the stakeholders.

## Way Forward

*In the coming year, the emphasis will be on capacity building of stakeholders on green skills, especially in the area of organic modes of cultivation, sustainable utilisation of biomass resources for livelihood generation, and enabling FPOs to promote climate resilient agri-practices and technologies. We will also diversify our partnerships and solutions portfolio to encompass the unique resilience needs of Himalayan ecosystems. We aim to scale up our work with panchayat, block and district administrations to mainstream the addressal of environmental and climate resilience concerns in decentralised planning and development. The focus for policy and research studies will continue to be on green and circular economy within the broader ambit of climate change and the ecological Sustainable Development Goals (SDGs).*

## Overall Growth

Over the course of 35 years in Bundelkhand (Our *Karmbhoomi*) and in other states in India, DA has pioneered in augmenting availability, improving quality and enhancing efficiency of water, land and ecosystem services, besides promoting sustainable agricultural policies at the state and national level. It has significantly contributed to regenerating over 35,000 hectares of land, enhancing income by 10% for more than 1,00,000 farmers in the region and across India.



## Innovation

Three types of innovation have been done in the NRM sector, which includes development of a training module on organic agriculture for a course aligned with National Skill Development Corporation (NSDC) on the job role of organic growers, a training programme conducted for medicinal plants cultivation and process innovation in village micro planning.

The aforesaid training module has been piloted to impart training to farmers, with a major focus on farming without any kind of chemical fertilisers. It covers topics such as chemical-free methods of farm cultivation, soil and season aligned cultivation, organic farming techniques and organic fertilisers. Training on cultivation of medicinal plants such as *safed mushli (chloro phytum)* and *sataavari (Asparagus)* was conducted for farmers in Madhya Pradesh with a view towards promoting high value crops that are also climate adapted and, therefore, support income security. These commercially profitable plants can be easily grown and do not require much expertise. The farmers were also supported with good quality planting material and connected through market linkages. Process innovation in village micro-planning integrating the interlinked aspects of Water, Sanitation and Hygiene (WASH) and climate change was piloted in three districts of Rajasthan, covering 10 villages. This was a new approach to participatory planning that moved away from usual processes to include disaster and sanitation issues besides the usual developmental concerns. It brought to the fore impacts on water quality and storage through extreme climate events.

## Implementation

A number of implementation activities were undertaken during the past one year. Watershed development activities were implemented in Shivpuri, Datia and Tikamgarh districts of Madhya Pradesh. About 70 soil and water conservation structures were established, saving about 182 million litres of water and preventing about 124 tonnes of soil loss through erosion.

Climate resilient farming methods and cropping patterns were promoted to enhance the risk-bearing ability of small and marginal farmers in Bundelkhand. Some of the techniques and models promoted are agro-horti models, horti-pasture models, vegetable cultivation and fodder cultivation in culturable wastelands. About 1,650 farmers were trained on these practices. Overall, more than 38,000 hectares of land was managed under the sustainable resource management regime.

Further, the work with Farmer Producer Organisations (FPO) was centred on building their capacities to promote improved practices and technologies among their member farmers, and engage effectively with the market.



## Influence

DA has focused on building climate resilient livelihoods, particularly by supporting marginalised communities in the semi-arid regions of Bundelkhand and Rajasthan in adapting to conditions that pose a threat to their livelihoods and well-being. Community radio was extensively used for dissemination of information on farm linked sustainable livelihood options and improved agri-practices in six districts of Madhya Pradesh and Uttar Pradesh. More than 100,000 people across 560 villages were reached out through a targeted water campaign to promote local action for sustainable management of water resources, and to build capacities of local youth agents and panchayat members to ensure sustainability of such action. Research and advocacy activities addressed diverse areas including the role of FPOs in promoting natural resource management, community based adaptation, climate risk communication, climate adaptive planning and mainstreaming climate resilient agriculture in local development planning. Training on a systems thinking approach to SDGs implementation was imparted to officials of five states with a focus on ecological goals of the SDGs, i.e. goals 13, 14 and 15 pertaining to climate change, life below water and life on land. Lessons from the grassroots were taken up for policy advocacy at the national and regional level through various networks.

### *WADI saved Pran Singh*

*Pran Singh, a small farmer with only 2.5 acres of land, lives in Busahar village of Shivpuri District in Madhya Pradesh. Successive years of drought and the lack of irrigation sources had made struggling with farm distress a way of life. In 2016, Pran came under the fold of the WADI programme supported by NABARD. After this, he adopted an integrated agro-forestry model, planting climate adaptive species such as Guava and Amla intercropped seasonally with wheat and fodder crops. He also started a poultry farm as a supplementary source of steady income. Today, Pran Singh is a successful WADI farmer and has been able to come out of his poverty. He now has a steady source of income.*

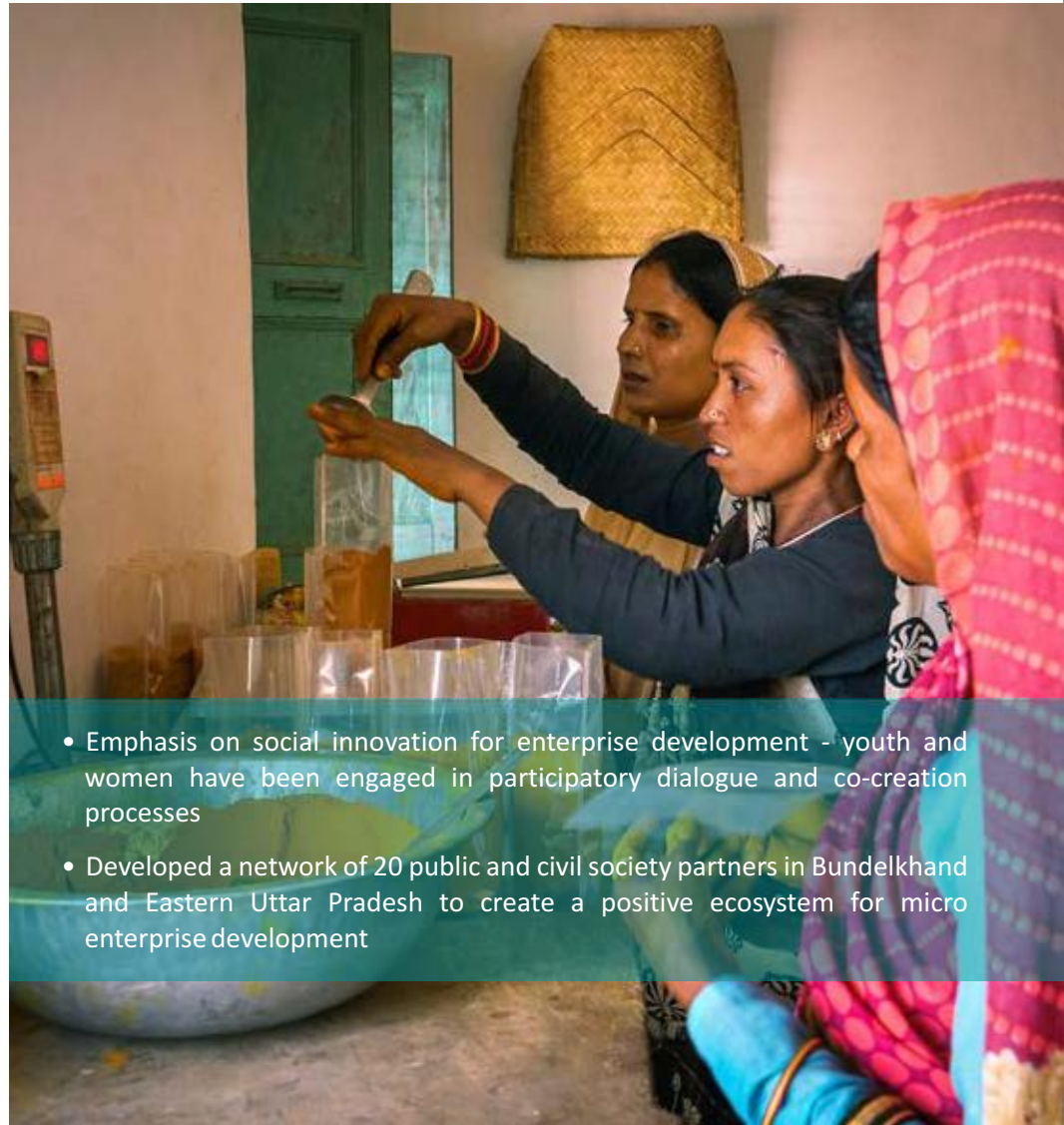




# Enterprise Development

Supporting entrepreneurs;  
enhancing and greening local economies

The Development Alternatives Group builds socially relevant enterprise solutions for local economic development and job creation. Over the last two decades, the Group has facilitated the development of 8,500 micro enterprises with youth, women and farmers, creating over 50,000 jobs. The enterprise model caters to sectors that create livelihood opportunities in agriculture and rural services, enhance the quality of life (water and energy-based) and promote environmental sustainability (green building materials and waste utilisation).



- Emphasis on social innovation for enterprise development - youth and women have been engaged in participatory dialogue and co-creation processes
- Developed a network of 20 public and civil society partners in Bundelkhand and Eastern Uttar Pradesh to create a positive ecosystem for micro enterprise development

## Year 2017-18

The Development Alternatives (DA) Group prototyped 11 social enterprise models, supported 150 micro enterprises, and created 1,470 income generation opportunities across 120 villages in Bundelkhand, Bihar, Uttar Pradesh and Uttarakhand. The last year focused on promoting technology and process innovations, positioning, and building partnerships. With emphasis on social innovation, over 1,500 youth and women were engaged in participatory dialogue and co-creation processes. Technology based innovations include foundry slag based paver blocks and a cloud based energy and revenue management system for solar mini-grids. Nationally, pilot micro-financing initiatives with NBFCs supporting MSMEs have been successfully implemented. Significant initiatives included the launch of medicinal plant clusters by the India Micro Enterprise Development Foundation (IMEDF), and the flagship event - 'Jobs We Want'. Internationally, DA positioned itself at global platforms like the Green Economy Coalition and the Poverty Environment Partnership. For strengthening the enterprise ecosystem, strategic partnerships were developed with 20 partners including the Hongkong and Shanghai Banking Corporation, Japan International Cooperation Agency and UNDP.

## Way Forward

*Moving forward, DA is committed towards continuous innovation and accelerated action at scale. In order to do so, we are standardising processes, modules and green enterprise packages ready for transfer to partners across India. In order to disseminate these, emphasis will be laid on creating community based platforms like information kiosks, safe spaces for youth and women, and creating local physical and virtual platforms for service access to the last mile. In order to make these services available, the programme will continue to grow its network of technical, marketing and financial strategic partnerships to ensure improved and enhanced access for rural communities – especially those that are left behind. We hope these initiatives unleash latent energies among communities and build positive ecosystems so that micro entrepreneurs continue to thrive on a sustained basis.*

## Overall Growth

In the last five years, we have developed a diverse portfolio of 30 enterprise packages, comprehensive capacity building tools and service delivery models that have been implemented across the Hindi-speaking belt of India. In implementing these, we have enabled an investment of INR 6,300 lakhs in local economies, and the creation of 3,000 jobs. Our experience has given us a deeper understanding of the ecosystem, and uncovered the reality of growing needs and aspirations of underserved micro entrepreneurs.



## Innovation

The innovation component has a two pronged approach – incubating green enterprise packages and adopting new processes that unleash entrepreneurial energies in communities.

In terms of technology innovation, we have enhanced our portfolio to include technology for foundry slag based paver blocks for green construction, energy management systems that can be used by ESCOs for revenue and supply management, and arsenic based water filter systems in Bihar. Three enterprises have been incubated to test the feasibility of these models. The DA Group has also laid emphasis on process innovation. A new approach that the team adopted was social innovation for promoting entrepreneurship under the 'Work 4 Progress' programme. The approach focuses on triggering systemic shifts in local communities and ecosystems so that more communities can access livelihood opportunities.

## Implementation

DA has supported the development of enterprises based on building material, water delivery and rural services in Delhi NCR, Bundelkhand, Bihar and Eastern Uttar Pradesh. An emphasis was laid on building technology based enterprises for dissemination of rural services, like e-kiosks, computer centres and retail insurance. These enterprises have enabled an investment of INR 700 lakhs in communities, creating over 400 new jobs.

More than 1,470 farmers and women have adopted small income generation activities in Bundelkhand, which has increased their income by 15%.

A network of 20 local partnerships has been developed with local MFIs, civil society members and government institutions for delivery of enterprise services in Eastern Uttar Pradesh and Bundelkhand.

A major highlight for the year was the rolling out of the first medicinal plants cluster in Barauliya under the Scheme of Fund for Regeneration of Traditional Industries (SFURTI) by the Ministry of Micro, Small and Medium Enterprises (MSMEs), with IMEDF (the special purpose vehicle for enterprise development) as the Nodal Agency.

## Influence

As part of influence, the impetus this year was on positioning the DA Group at national and international platforms.

IMEDF continued to strengthen its position as the Nodal Agency for SFURTI.

At the national level, the 'Jobs We Want' event was conducted in November 2017, wherein DA positioned itself as a national player in entrepreneurship, with over 200 participants including social entrepreneurs, government representatives and development practitioners.

DA emerged as a major player in enterprise development through its institutional events (dialogue2047, TARAGram Yatra) and international conferences held with GEC and PEP at Port of Spain and New York. DA was a key partner in signing of the declaration of the local green enterprise movement at the GEC Annual Conference held in November 2017.

### Entrepreneur 'Electric Didi'

*Seema Devi, popularly known as 'Electric Didi', is a 35 year old woman entrepreneur from Sarraiya village, Mirzapur, Uttar Pradesh. Her husband runs an electronic shop in Mirzapur to cater to the needs of the community. Leveraging her husband's shop for selling electrical boards, in February 2017, Seema started her own 'electricals' training centre – the first of its kind, with an initial investment of INR 10,000. In addition to providing training to local women of the community, she manufactures socket boards. Till date, 10 young women, most of them being literate or neo-literate, have been trained on repairing and soldering fans, irons and wires. With the aim of empowering women so that they can make choices for themselves, Seema emphasises the need for unconventional jobs that would lead to self reliance.*





# Enabling Employment

Equipping youth and adults with skills that enable them to be linked with dignified and meaningful employment; ensuring social and economic development

The Development Alternatives Group, through its programmatic focus on employment, aims to provide skill development, employment linkages and entrepreneurship support to youth and adults, so as to make them self-reliant. This helps in increasing the pool of skilled workforce in the country as well as improving their economic profiles.



- Several employment programmes have been running successfully in Delhi, Haryana, Rajasthan, Madhya Pradesh, Uttar Pradesh and Chhattisgarh
- A set of widespread training centres, mobilisation processes, counselling, certification and finally livelihood linkages are organised for communities
- Unemployed youth are skilled or up-skilled in sectors like Retail, Beauty & Wellness, Apparel, Banking, Financial Services & Insurance, Logistics, Green jobs, Electronics, Agriculture and Construction

## Year 2017-18

More than 21,600 individuals across India have been skilled by Development Alternatives (DA) through customised employment related programmes. DA, being empaneled with the National Skill Development Corporation (NSDC), has counselled over 50,000 individuals across central India, with a focus on girls and women, to understand skill development priorities leading to better livelihood opportunities for them. For this thematic programme, multiple training tools, employment packages and counselling processes have been created and deployed at more than 35 employment centres operated by DA. A few other key initiatives include the development of multimedia tutorials for effective training delivery and better learning outcomes, creation of online database for 21,542 individuals, development of e-tool for training of trainers, piloting of Community Radio as a means to propagate livelihood generation, and development and broadcast of 300+ radio programmes. Several partnerships have been forged with leading institutions to make employment programmes available for the poor and the underprivileged across Hindi speaking states in India.

## Way Forward

*In the coming years, the DA Group will continue to strengthen its development action in the Employment thematic programme. It aims to benefit one lakh individuals directly and indirectly through its programmes.*

*It plans to include apprenticeship and internship in all its employment programmes as a major tool for trainees and companies for 'on the job' training and practical learning. Partnerships shall be formed with at least 12 sector skill councils to engage actively in course content creation and benchmarking best practices of implementation best practices.*

*Green jobs remain a focus area, and several partnerships and new engagements will be formed to benefit more than 1,000 individuals. The Group also plans to launch a unique, one of its kind, digital platform for the cadre of youth belonging to underserved communities.*

## Overall Growth

The DA Group has expanded its portfolio of employment programmes to include solutions that help the youth, with a focus on girls and women in particular. Service sector employment partnerships have been formed, which ensure continuous match of demand and supply. Effective tools for employment counselling have been developed and deployed across all skill development centres of DA. In order to multiply its successful models, synergies with NSDC, the International Labour Organisation (ILO), and other NSDC empanelled training providers are being nurtured.



## Innovation

The DA Group's unique approach of setting up suitable types of training centres has been scaled up, and several new training centres have been set up. Centres of Excellence have been set up at urban locations, vocational training centres at peri-urban locations and community training centres at rural locations. This ensures that an appropriate centre format is set up to effectively carry out thematic programmes in communities.

Through the year, multimedia tutorials have been developed, piloted and deployed for effective training delivery and better learning outcomes. A unique trainee information management system has been put in place to completely trace the performance of each trainee, facilitator and respective training centre. A comprehensive 'Training of Trainers' programme has been piloted at rural and urban centres. From the insights gathered, a new employment programme called 'Skill GURU' has been innovated. This programme envisages to create the missing middle cadre of quality facilitators for training centres.

Various tools, training packages and employment programmes have been developed to provide much needed solutions to the underserved and underprivileged communities. 300+ radio programmes were innovated to propagate livelihood generation, and also piloted successfully.

## Implementation

This year, through its employment programmes, the DA Group has benefitted over 40,000 individuals, including urban and rural youth and adults. Through the year, over 18,500 individuals, including unemployed youth, high school and final year students and school/college dropouts, have been counselled on the benefits of employment, higher studies and self-employment. Direct skill development programmes have been conducted for 21,646 individuals on several types of courses in many sectors. In total, income enhancement of over INR 8.44 crores has been enabled. Through 320 radio programmes broadcasted through community radios, 13 lakh individuals have been informed about livelihood options and schemes relevant to them and their communities. In order to help other training partners and providers, several multiplication tools have been developed and validated, such as training packages, compendiums and training delivery SOPs. In order to ensure a high placement rate at all its centres located across various states, a decentralised model for employment mapping at the local level has been developed and put to use. All centre teams, including the trainers, have undergone regular refresher training programmes, which ensured that they remain updated on course content and job market requirements.



## Influence

Through its flagship employment programmes, such as Suhana Safar, Skills to Livelihoods, Literacy to Livelihoods, Bridging Information Gap etc., The DA Group has influenced learning cycles of several individuals across Central India.

More than 20 community melas and job fairs have been held, reaching out to more than 3,500 individuals. More than 115 institutional tie ups have been done with employers for several sectors' entry level and mid-level HR requirements.

DA has also developed a research paper on "States and Scope of MSMEs in achieving SDGs". This was published at the Green Coalition (GEC) website and was disseminated nationally and globally through our partners and networks.

Through these and several other initiatives, the DA Group continues to influence work in the employment ecosystem by working on ground through strategic partnerships and implementation insights.

### *Steps towards development*

*Shani Kumar enrolled in a bachelor's course, but was looking for a job due to the poor financial condition of his family. He joined a 35 day training course in Banking and Finance sector (BFSI) at Gurukul Academy, Bilaspur, Chhattisgarh, as a result of which he got placed at Satin Credit Care Ltd. and was offered a salary of INR 12,500. He was very happy, and was able to support his family.*

*The project aimed at initiating the capacity building programme 'Skills to Livelihoods' through training centres and direct interventions for youth in Rajasthan and Chhattisgarh, over a period of 12 months. Through this programme, 500 individuals were imparted training in the BFSI sector, of which 483 trainees (95%) were placed at various micro finance institutions.*

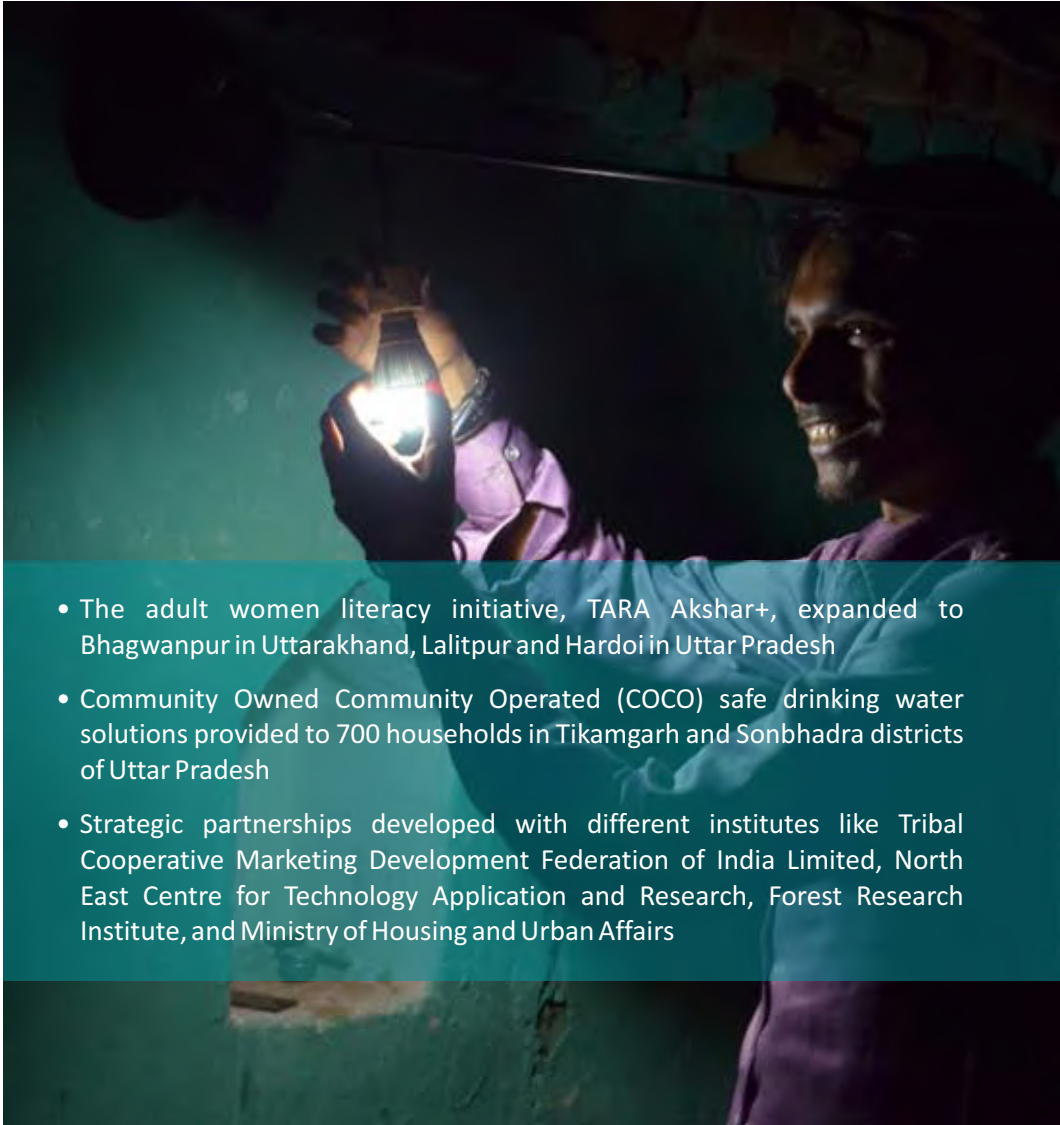




# Basic Needs Fulfillment

Delivering basic needs solutions and services for all

The Basic Needs Fulfillment (BNF) thematic area of the DA Group strengthens the social pillar of sustainability by fulfilling access to basic needs (habitat, WASH, energy and literacy), specifically for underserved communities. This thematic area tries to build the confidence and capacity of individuals to enable them to lead a dignified life, through awareness and capacity building programmes.

- 
- The adult women literacy initiative, TARA Akshar+, expanded to Bhagwanpur in Uttarakhand, Lalitpur and Hardoi in Uttar Pradesh
  - Community Owned Community Operated (COCO) safe drinking water solutions provided to 700 households in Tikamgarh and Sonbhadra districts of Uttar Pradesh
  - Strategic partnerships developed with different institutes like Tribal Cooperative Marketing Development Federation of India Limited, North East Centre for Technology Application and Research, Forest Research Institute, and Ministry of Housing and Urban Affairs

## Year 2017-18

DA's major focus was on expanding geographies, scaling up technologies and innovating delivery models. A Design Compendium developed by DA, showcasing six zone specific rural affordable house designs demonstrating the efficient use of local raw material and artisan skills for Uttar Pradesh, was published in 'PAHAL – Vol. 1' of the Ministry of Rural Development, under their flagship programme of Pradhan Mantri Awaas Yojna- Gramin of "Housing for All, 2022" with support from UNDP and IIT Delhi. Similarly, as a technology innovation, a cloud based remote monitoring system for efficient delivery of clean energy to households was developed. DA's flagship programme on literacy expanded its geographical reach to the state of Uttarakhand.

A total of 97,628 individuals were provided access to basic needs products and services this year. More than 3,000 women were made literate through DA's adult literacy programme, 8,175 individuals were provided access to sanitation and hygiene services, 8,550 individuals were provided access to clean energy, and 5,146 individuals were provided access to safe and eco-friendly habitat services.

## Way Forward

*Under the literacy initiative, the main focus shall be to establish a network of partnerships and alliances to scale up literacy initiatives in other geographies. The literacy programme shall be working towards creating awareness on health, and preparing neo literate women for livelihoods through its innovative modules on livelihood preparedness.*

*Under WASH, along with awareness on sanitation and hygiene, waste management for schools and communities will be worked upon. The focus will be on a 'value-chain' approach with innovative delivery models in place.*

*Under energy, provision of clean and reliable energy through micro-grids in newer geographies would be explored using improved service packages.*

*Under habitat, the DA Group shall work towards creating direct access to building material and technologies through a rural social entrepreneurship model and integrated disaster resistant rural housing model to be replicated in other states.*

## Overall Growth

Through our service delivery models, a total of 1,277,021 individuals have been provided access to basic needs products and services. About 130,891 individuals have been provided sustainable housing solutions, 209,059 women made functionally literate, 902,256 individuals made aware on good WASH practices and provided access to WASH facilities, and 34,815 individuals provided with clean domestic lighting solutions.



## Innovation

This year, process innovations have been brought to engage RSETIs (Rural Self-Employment Training Institutes) in vocational trainings for off-farm and on-farm livelihoods to TARA Akshar+ graduate rural women.

The team incubated its innovative community water purification system, Jal-TARA Arsenic Filter (community scale), Jal-TARA Iron testing kit, Jal-TARA Arsenic test kit (Dry) and Jal-TARA Chloroscope. To ensure efficient delivery of safe water solutions and gather consumer feedback, an Android based application has been developed, and will soon be rolled out on field for pilot testing by last mile delivery agents.

TARA Energy Revenue Management System (TERMS) was incubated for efficient delivery through a decentralised renewable energy distribution system. A cloud based remote monitoring system for efficient delivery of clean energy to households has also been innovated this year.

The portfolio of innovative building materials and pervious concrete paver blocks was expanded; and Compressed Earth Block using construction and demolition waste was innovated for use during construction.

## Implementation

The geographical expansion of BNF work is one of the highlights of this year. Through partnerships and franchisee models, DA has been able to reach new clusters in Uttarakhand, Delhi NCR, Rajasthan, Uttar Pradesh and Bihar.

The literacy initiative has been scaled out to different geographies with new partners. TARA Akshar+ reached 100 villages, where more than 250 local youth were engaged as trainers and supervisory staff. This year, convergence for vocational trainings with RSETIs were established with banks like Punjab National Bank of Tikamgarh, Madhya Pradesh, and State Bank of India in Jhansi, Uttar Pradesh.

DA successfully implemented a micro franchisee model for Aqua+ distribution in Uttar Pradesh. About 17,000 individuals have been provided access to drinking water, through provision of water purification solutions and supply of safe water through micro enterprises.

An increased number of households were provided with clean and reliable energy through three new micro-grids set up in the Balrampur district of Uttar Pradesh.

Artisan trainings of trainers were organised on disaster resilient technologies and affordable eco-construction of housing for mountain regions in Uttarakhand.

## Influence

This year, 100,000 individuals were reached out through training and awareness creation on hygiene, sanitation and safe water practices, in Uttar Pradesh and Bihar.

The BNF team has been able to influence the micro-grid policy of Uttar Pradesh through the creation of strong on-ground evidence, under the Smart Power for Rural Development (SPRD) programme.

The affordable housing model designed by DA for Uttar Pradesh has been adopted by the Ministry of Rural Development (MoRD) under the Pradhan Mantri Awaas Yojana (PMAY). A Design Compendium carrying six zone specific rural affordable houses demonstrating the efficient use of local raw material and artisan skills for Uttar Pradesh was published in 'PAHAL Vol. 1' of MoRD under their flagship programme, PMAY-Gramin of 'Housing for All 2022', with support from the United Nations Development Programme and the Indian Institute of Technology, Delhi. Along with this, over 56,000 individuals were made aware on access to habitat products and services, and now have access to public buildings and surrounding infrastructure.

In order to facilitate corporate partnerships, five toolkits were developed to deliver basic needs solutions to various target groups.

### *Literacy to self-employment*

*Phoolpatti Devi was a homemaker living in Bodhipur village in District Jaunpur of Uttar Pradesh, with her husband and three children. Being illiterate, she was unable to earn. However, after completing the literacy course with TARA Akshar+, she was able to read, write and calculate, and also save money more effectively. She had undergone a sewing and tailoring vocational training course.*

*Today, Phoolpatti stitches clothes, bags, doormats, wall hangings, etc., and sells these in the market. She is now an independent individual who is self-employed, trains and empowers other women, fulfils her family's needs, and is an inspiration to all.*





# Strengthening Institutions

Strengthening peoples' institutions and public policy; fostering green, inclusive and resilient development

Our work involves strengthening networks and institutions at various levels, such as Farmer Producer Organisations, Self Help Groups and their apex institutions, for increased access to information and financial resources towards improving the quality of life. Development Alternatives invests its efforts and energy in strengthening local business networks for local entrepreneurs to scale up different development models, and fostering local, regional and global networks and alliances to inform the Government on ground action and advocate relevant policy shifts.



- Collaborations with 35 local implementation partners, 7 funding partners, 11 technical partners and 3 institutional partners
- 21 new initiatives/pilots with knowledge and technology partners were carried out
- 11 business networks established to scale out development models and explore new geographies

## Year 2017-18

During the year, Development Alternatives' (DA) focus was on developing a framework and defining processes for nurturing and strengthening Farmer Producer Organisations (FPOs) as a platform for small and marginal farmers in the Bundelkhand region. A good relationship with new businesses has been established to scale out development models, while existing networks have been strengthened to explore new regions for work. This has been done through developing 10 new CSR based packages.

More than 3,000 households accessed their entitlements through convergence under various government schemes. The team also reached out to 906 development professionals of various civil society organisations to enhance their knowledge and capacities on green economy, sustainable construction, waste management and green building materials. Moreover, 21 new initiatives with knowledge and technology partners were carried out during the year.

## Way Forward

*In the coming year, there shall be an increased focus on capacity building of community based organisations, including the Panchayati Raj Institutions (PRIs), Self Help Groups (SHGs) and FPOs. Our target is to facilitate entitlement to 15,000+ households through convergence. The theme's focus will be on climate change adaptation planning processes, and potential mapping and capitalisation of service delivery models from apex institutions. More efforts will be made in strengthening our CSO partners and building their capacities for better convergence with the government, and exploring the Public Private Partnership model. We also look forward to leveraging INR 40 lakhs through various financing institutions for livelihood creation. Efforts will also be made to nurture a policy alliance for renewed focus on local green entrepreneurship and resource efficiency in India, in partnership with MSME associations.*

## Overall Growth

Through our on-ground initiatives in Bundelkhand, we have strengthened community institutions like FPOs and PRIs. We scaled out to other geographies with business/CSR partnerships and worked in close partnership with central and state governments. With our national and global networks, we engaged with civil society groups, academia and policy makers from across the globe to deliberate on and influence decision making towards sustainable development.



## Innovation

Last year, DA innovated ways of expanding its reach and building its credibility through a host of external developmental institutions. A crucial step was designing new business toolkits for scaling up implementation of developmental models through support from businesses. We also joined the webinar wagon to involve more people in the conversation we want to stir up, and to share our work with a larger audience. We conducted two webinars on the subjects of green economy and economics of the environment.

We also intensified our involvement with the Sikkim Government by collaborating with them for developing the Model Well-Being Strategy on Waste Management for their Urban Development and Housing Department. This was a part of the legislation on the well-being of generations that the State Government proposed in the State Legislative Assembly.

Another major innovation was our intervention with UNICEF in Rajasthan for planning and capacity building on climate change related WASH practices in the region. This was a leading initiative for building resilience in water deficient areas in the state.

## Implementation

DA has expanded its reach to Uttarakhand, Eastern Uttar Pradesh and Bundelkhand, while establishing new clusters in Bihar, Delhi NCR and Rajasthan.

DA successfully established nine village level organisations, including Women Clubs and Village Development Committees, for promotion of sustainable livelihoods and strengthening institutions from the grassroots. In addition, we also facilitated setting up seven FPOs in the Bundhelkhand region, 412 SHGs, one Common Interest Group (CIG) and several WADI groups, benefitting 1,424 farmers and building capacities of 7,759 individuals in the process. To address issues of water and sanitation, under DA's initiatives, 550 WATSAN committees have been revived and strengthened in the Bundelkhand region. Under its initiatives to strengthen business networks, DA established and strengthened 11 new business partnerships while also building capacities of 37 implementation partners. In its effort to create green jobs, DA facilitated the creation of 346 jobs, amounting to a total worth of INR 27.68 lakhs.

Capacity building on local governance was organised for 508 people. Additionally, 12 lakh people were reached through six community radio stations in 1,625 villages of Bundelkhand.



## Influence

Sustainability is linked with an inflow of resources. Strong business partnerships have helped in mobilising INR 2,761 lakhs for various development activities. Development initiatives were undertaken and expanded in three geographical clusters, reaching 5,095 new members, including 3,910 women members affiliated with community institutions (SHGs, FPOs), resulting in total outreach to 30,000 community members (including 15,000 women). With the help of active community based organisations, 3,000+ households accessed their entitlements worth INR 6.85 crores through convergence under different government programmes. A network of youth leadership, comprising 44 Community Resource Persons (CRPs), was created through the Water Campaign project. Community Owned Community Operated (COCO) models for water supply have been successfully operational in 15 villages, for which the community is paying for efficient services and contributing to infrastructure establishment (INR 6.57 lakhs has been contributed by the community). Credit services through apex community institutions for promoting micro enterprises have been implemented – 18 entrepreneurs have received micro financing of INR 2.97 lakhs. Dairy and agri business clusters have emerged through seven FPOs. DA was positioned with NABARD as a RSO (Resource Support Organisation) for CSOs in the Bundelkhand region of Uttar Pradesh.

### *Empowering rural women*

*Sahyogini Mahila Mandal, a women's federation, comprising 2,500 women SHG members from 31 villages in Jhansi, Uttar Pradesh, has been constituted. The federation has pioneered social mobilisation in over 30 villages through training workshops, promotional campaigns, nukkad natak, advocacy and dialogue. The federation has also established a 'women led water supply management system' in Punawli Kalan village to ensure safe drinking water at the doorstep of 350 households - a major victory in the battle against gender discrimination related to water management, which had been going on for the last five years. This transformation is evident from the increase in political participation in the recent Panchayat elections in Jhansi.*





## Significant Events

### Jobs We Want, Delhi

The 'Jobs We Want' flagship event held on 30 November 2017 launched the 'Work 4 Progress' programme in India. The event sought to connect voices of rural entrepreneurs and their challenges, with development practitioners, businesses, aggregators and policy makers. It was a full-day event, consisting of plenary and break-out sessions. Dr A. K. Panda (Secretary, Ministry of Micro, Small and Medium Enterprises), delivered the inaugural address at the programme. He mentioned the need to service the information asymmetry, and

welcomed the participants to come together, have a dialogue, co-create, and learn from one another. In the evening, a Talk Show was conducted, wherein HRH the Infanta Cristina of Spain, Jayant Sinha (Honourable Minister of State for Civil Aviation), and Dr. Ashok Khosla (Chairman, Development Alternatives), discussed the role of various stakeholders in enabling a positive environment for micro enterprises to thrive. The event concluded with the launch of a monograph, *Jobs We Create*, which put together narratives and perspectives of micro entrepreneurs from rural India.

## TARAgam Yatra

TARAgam Yatra (TGY) is an annual event, led by the Development Alternatives (DA) Group, designed to deliberate on germane issues of development with the mission of inspiring sustainability in policy and practice. DA organised TGY 2017 on the theme of 'Economies for People and Planet' from 20–22 September, 2017. The Yatra commenced with the resonating TARAgam Mela, followed by field visits and thematic discussions, and culminated in the plenary session.

The Mela displayed sustainable livelihood models like watershed development and integrated village development, developed by communities with support from DA and other development organisations. It served as a platform for displaying the unique Bundeli culture.

TARAgam yatris visited various intervention areas of DA. They conversed with the community to understand various challenges faced and the impact of DA's activities. Field visits were followed by round table discussions on five aspects of Green Economy - Measuring What Matters, Influencing Financial Flows, Greening High Impact Sectors, Investing in People and Managing Natural Systems.

Experts, policy makers, entrepreneurs, development practitioners, businesses and community based organisations came together to reflect on principles and approaches for transitioning India towards a more green and inclusive economy. The Yatra witnessed participation from over 350 people from different walks of life and various backgrounds.





## **dialogue 2047**

In the last one year, two dialogue2047 were held on 'Economic Transitions towards Sustainable Development for India' and 'Solutions for Solid Waste Management in India'.

'Economic transitions towards Sustainable Development for India' took place on 8 April 2017 in Bengaluru, Karnataka. The key speakers included Mr A R Shivakumar (Principal Investigator - RWH and Senior Fellow at Karnataka State Council for Science and Technology, Indian Institute of Science, Bangalore), Ms Chitra Vishwanath (Managing Director, BIOME Environmental Solutions Private Limited) and Dr Jyotsna Jha (Director, Centre for Policy and Budget Studies). The dialogue2047 focused on challenges with respect to resources, technology, consumer behaviour, policy and market

instruments that are preventing large scale uptake of green production practices and possible market solutions that can drive a transition to sustainable production and lifestyles.

'Solutions for Solid Waste Management in India' was organised on 28 July 2017 in Delhi. The three eminent speakers included Ms Almitra Patel (Member, Supreme Court Committee for SWM, National Expert, Swachh Bharat Mission), Ms Swati Sambyal (Programme Manager, Environmental Governance - Waste Management, CSE, Delhi) and Ms Laxmi Narayanan (Co-founder, KKKPK, Pune and SWaCH). The discussion focused on the alternative ways to manage solid waste, and roles of the government, private players, civil society, communities and individuals in solving the solid waste problem of India.

**Influence**  
 basic needs  
 fulfillment  
**capacity building**  
 enterprise development  
**water**  
 renewable energy  
**technology**  
 strengthening institutions  
**farmer**  
 rural  
 Jai TARA  
 clean technology  
**literacy**  
**policy to practice**  
**sustainability**  
 urban  
**Incubation**  
 employability  
 climate change  
**green jobs**  
 farmer  
**Innovation**  
 WASH  
**Impact**  
 natural resource management  
 fly ash waste  
 habitat and housing  
 People and Planet  
**Implementation**



World Circular Economy Forum, Finland, 5th June, 2017



MIT Tata Center Symposium and Conference, USA, 14th September, 2017



HISER International Conference on Advances in Recycling and Management of C&D Waste, Amsterdam, The Netherlands, 21st-23rd June, 2017





Asia-Pacific Ministerial Summit on the Environment, Thailand, 8th September, 2017



GEC Global Meeting, Trinidad and Tobago, 4th November, 2017



Workshop on Rural Entrepreneurship, TARAGram, Madhya Pradesh, 6th July, 2017



COP-23: Action of DA, Germany, 13th November, 2017



Workshop on LC<sup>3</sup>, Germany, 25th October, 2017



GGKP Expert Working Group on Natural Capital, USA, 30th November, 2017



Training on Habitat Technologies, Uttarakhand, 26th-29th March, 2017



Conference on Calcined Clays for Sustainable Concrete, Cuba, 5th-7th September, 2017



Training on 'Start Your Business', Delhi, 19th April, 2017



Workshop on Women's Leadership in Local Governance, Gujarat and Maharashtra, 21st-26th December, 2017



Campaign on Water Conservation, Uttar Pradesh, Madhya Pradesh, 9th May, 2017



Session on Bridging the Information Gap, Delhi, 13th October, 2017



Policy Round Table on Sustainability of FPOs, Sikkim, 20th November, 2017



Celebration of International Women's Day, Uttar Pradesh, 8th March, 2018



Training on WADI Plantation and Management, Health and Nutrition Value, Uttar Pradesh, 13th January, 2018



Training and Awareness Programme for Truck Drivers, Delhi and Uttar Pradesh, 4th, 10th, 11th & 18th June, 2017



Conference on the Khajuraho Heritage Region, Madhya Pradesh, 7th December, 2017



Awareness Workshop on New Brick Technologies, Bihar, 4th October, 2017



Workshop on Climate Change with Schools, Rajasthan, 15th November, 2017



CANSA General Assembly, Nepal, 13th July, 2017



Capacity Building of SHGs, Uttar Pradesh, 19th December, 2017



Training on Generate Your Business Idea, Uttar Pradesh, 9th-11th October, 2017



Gender Sensitisation Workshop, Uttarakhand, 25th April, 2017

# DA in the News

## दैनिक जागरण

### सीना ने बदल डाली कई महिलाओं की तकदीर

राजस्थान के लिए सीमा क्षेत्र में रहने वाली महिलाओं को बेरोजगारी का दर्द झेलना पड़ता है। इन महिलाओं की तकदीर बदलने के लिए दैनिक जागरण ने 'सीमा' नाम की पहल शुरू की है। इस पहल के तहत सीमा क्षेत्र की महिलाओं को बेरोजगारी का दर्द झेलना पड़ता है। इन महिलाओं की तकदीर बदलने के लिए दैनिक जागरण ने 'सीमा' नाम की पहल शुरू की है।



## The Statesman

### Giving employment

A social initiative aims to help entrepreneurs in the use of green growth, resources. **Amish Kumar**

Jobs We Want



## the pioneer

RANCHI | MONDAY | SEPTEMBER 25, 2017

### Ashok Khosla delivers Verghese Kurien Memorial oration

Revolution, Dr. Khosla said, "Improving lives means improving productivity and institutions that can bring about the kinds of impacts on India's rural poor. Dr. Khosla gave example of TARA life, a social enterprise recently set up by the Development Alternatives Group in his speech."

TARA life is the latest initiative of the globally recognized Development Alternatives Group to motivate and help entrepreneurs create local basic needs and aspirational generate jobs, income and pursue a new enterprise was launched on 17 March 2017 as a rural-based solution to chronic hunger and malnutrition.



## BusinessLine

CLEANTECH

### 'We need to persuade the government to get involved'

The Indian Resource Panel members in conversation with Preeti Mehra on dealing with Resource efficiency

"Fostering Resource Efficiency by Sector" April 2017



## राष्ट्रीय सहारा

व्यापसी • वृहस्पतिवार • 8 मार्च • 2018

### छात्राओं को दी महिला सुरक्षा की जानकारी

सहायनीय कार्य करने पर छात्राओं समेत महिला अधिकारी हुई सम्मानित, आईजी ने बढ़ाया बंसला



## बीपीएन टाइम्स

जिलाधिकारी ने हरी झण्डी दिखाकर की जल जीवन है अभियान की शुरुआत



## जागरण

October 17, 2017

### वीडियो राज्य न्यूज़ Jaago Re जागरण

बिहार • मंगेर



## THE HINDU

Sunday, September 10, 2017

### IT Madras: New eco-friendly cement being tested for use in industry

The material and process of manufacturing contribute to reduced CO<sub>2</sub> emissions

A research collaboration between India and Sweden has developed a new eco-friendly cement that can reduce carbon dioxide emissions in the manufacturing process by up to 30%.





## Awards and Achievements



Award for 'Excellent Work' in Wadi agro-forestry project and watershed development project in Uttar Pradesh: Sonebhadra Wadi Samiti, and Pura and Budhpura Watershed Development Samitis - community institutions nurtured and promoted by DA - received awards from NABARD for 'Excellent Work' in Uttar Pradesh, for implementation in Wadi agro-forestry project and watershed development project.

# Publications



## **Addressing Inequalities and Environmental Degradation in the Indian Economy**

The report is a research study to improve the understanding of the complex relationship between inequality and sustainability. It uses an economic lens for this exploration, aiming at contributing towards policy and practice for change.



## **Growing Healthy Together**

The manual provides knowledge about what is nutrition and why it is important in our lives. It focuses on personal hygiene and various other aspects related to WASH. This booklet is a complete package of techniques on how to live a healthy life.



## **India Green Economy Barometer 2017 Issue 1-5**

This report is in five different issues: Measuring What Matters, Influencing Financial Flows, Greening High Impact Sectors, Investing in People and Managing Natural Systems. It integrates progress on all three accounts - social, environmental and economic well-being.



## **Jobs We Create - The Power of Entrepreneurship**

The Jobs We Create monograph comprises extensive research on the entrepreneurship ecosystem in rural India and its impact on India's job crisis. This monograph captures the work undertaken by the Work 4 Progress team on what constitutes an essential first step in the process of systemic innovation - to understand the inter-connectedness of problems.



## **Mapping Scope of MNREGS on SDGs**

This document maps and tracks the current potential of MNREGS and its contribution towards achieving the SDGs. It also provides an action plan for the Government to make its reporting to Voluntary National Review (VNR) at the UN more effective.



## **Story of Change - *Nai Udaan***

A collection of 100+ success stories (in Hindi) of women learners documented during the course of DA's literacy programme TARA Akshar+.



## **Towards a Resource Resilient India**

The booklet explains the importance of security of natural resources for all, and the critical need for coherence in policies and actions. It explores how Government policies, industry practices and consumer behaviour can lead to a more resource secure national future.



### **Policy Brief on MSMEs: Engines to Achieve Sustainable Development Goals**

The growing population and urbanisation, leading to increased consumption demands, has placed a burden on India's natural resource base. This poses a serious threat to the sustainability of the impressive economic growth. This policy brief focuses on MSMEs as an agent for fair and green local economic development.



### **Policy Brief Series on Decoupling Energy and Resource Use from Growth in the Indian Construction Sector**

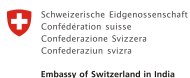
The policy brief series provides stakeholders with the necessary information on how to improve efficiency to reduce the resources and energy needed for growth, and meet the country's increasing development needs through decoupling.

### **Perspective Paper**

- Maity S. and Mithia B. Santanu, 2018, 'Resource Mapping of China Clay for LC3 Application in India', RILEM, 2nd International Conference on Calcined Clays for suitable concrete, p. 299-305
- Bishnoi S. and Maity S., 2018, 'Limestone Calcined Clay Cement: The Experience in India This Far', RILEM, 2nd International Conference on Calcined Clays for suitable concrete, p. 64-68
- Bishnoi S. and Maity S., *et al.*, 2018, 'Pilot Scale Production of Limestone Calcined Clay Cement', RILEM, 2nd International Conference on Calcined Clays for suitable concrete, p. 69-74
- Bishnoi S. and Maity S., *et al.*, 2018, 'The Special Case of North-Eastern India for the Production of LC3' RILEM, 2nd International Conference on Calcined Clays for suitable concrete, p. 75-79
- Bhamra A. and Farhan A.A. Syed, 2017, New Delhi, 'Developing Climate Resilient Farming', Leisa India Magazine Volume 19 No.2. p. 25-27
- Saxena Astha 2017, 'Bamboo and its Future in India', (NCHF), Delhi, Vol. XXX, No.1, p. 7-8
- Hajra M., 2017, 'Community led Resource Efficient Agriculture in Bundelkhand', CIPT, p. 42-43
- Tripathy M., 2017, 'A women-led initiative ensures access to water, better sanitation', Grassroots (Press Trust of India), Volume 9 Issue 7
- Verma K., Bhardwa P. and Bhatnagar A., 2017, 'SMART POWER A New Value Proposition for Village Communities', Smart Power India, Vol 2, Issue 1
- Niazi Z. and Hajra S., 2017, 'Pahal-Prakriti Hunar Lokvidya', Ministry of Rural Development Publication, p. 269-304



# Partners and Collaborators





Empowered lives.  
Resilient nations.



# Board of Directors



**Dr Ashok Khosla**  
Chairman  
Development Alternatives

## Members



**Mr Lalit Mansingh**  
Former Foreign Secretary  
International Relations



**Prof Ravinder Kaur**  
Professor, HSS  
IIT, Delhi



**Mr Salman Haidar**  
Former Foreign Secretary  
International Relations



**Ms Gita Sidhartha**  
Chairperson  
Indian Council for  
Child Welfare



**Prof Amitabh Kundu**  
Professor of Economics  
Jawaharlal Nehru University



**Dr Arun Kumar**  
President  
Development Alternatives



**Mr George C. Varughese**  
President  
Development Alternatives

# Compliance

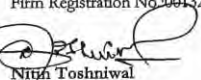
## Auditors' Report

Society for Development Alternatives  
Balance Sheet as at 31 March 2018

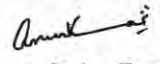
	Schedule	As at	As at
		31 March 2018	31 March 2017
		₹	₹
<b>Sources of funds</b>			
Capital			
Capital and other funds	1	1,503,388	21,181,599
<b>Liabilities and provisions</b>			
Unspent grants	2	119,817,521	57,294,609
Current liabilities	3	8,777,782	7,266,014
Provisions	4	2,090,942	1,811,987
		<u>132,189,633</u>	<u>87,554,209</u>
<b>Applications of funds</b>			
Fixed assets	5	19,791,570	21,854,353
<b>Current assets, loans and advances</b>			
Cash and bank balances	6	97,987,915	47,799,658
Loans and advances	7	13,131,552	17,253,257
Other current assets	8	1,278,596	646,941
		<u>112,398,063</u>	<u>65,699,856</u>
		<u>132,189,633</u>	<u>87,554,209</u>


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

This is the Balance sheet referred to in our report issued in Form No. 10B of the Income Tax Rules, 1962 of even date.

For Walker ChandioK & Associates  
Chartered Accountants  
Firm Registration No. 001329N  
  
Nishu Toshniwal  
Partner  
Membership No. 507568

For and on behalf of the Society for Development Alternatives

  
Dr. Arun Kumar  
President

  
Vinod Nair  
DGM Finance

Place : New Delhi

Date : 26 September 2018



Society for Development Alternatives  
Income and Expenditure Account for the year ended 31 March 2018

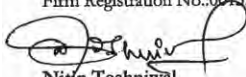
	Schedule	Year ended 31 March 2018 ₹	Year ended 31 March 2017 ₹
<b>Income</b>			
Grant income	2	164,416,136	196,207,342
Other income	9	297,665	1,831,187
		<u>164,713,801</u>	<u>198,038,529</u>
<b>Expenditure</b>			
Grant expenses	2	99,300,982	141,982,872
Personnel expenses	10	59,277,881	57,416,683
General and administrative expenses	11	23,693,563	13,018,628
Depreciation and amortisation	5	2,062,783	2,323,474
Finance costs	12	56,803	23,536
		<u>184,392,012</u>	<u>214,765,193</u>
<b>Deficit for the year transferred to capital and other funds</b>		<b>(19,678,211)</b>	<b>(16,726,664)</b>

Summary of significant accounting policies and other explanatory information 13

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

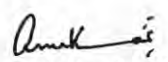
This is the Income and Expenditure Account referred to in our report issued in Form No. 10B of the Income Tax Rules, 1962 of even date.

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



Nishu Toshniwal  
Partner  
Membership No. 507568

For and on behalf of the Society for Development Alternatives

  
Dr. Arun Kumar  
President

  
Vinod Nair  
DGM Finance

Place : New Delhi

Date : 26 September 2018





**Walker Chandiook & Associates**

L 41 Connaught Circus  
New Delhi 110001  
India  
T +91 11 4278 7070  
F +91 11 4278 7071

FORM No. 10B

[See rule 17B]

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

1. We have audited the Balance Sheet of Society for Development Alternatives (the "Society") as at 31 March 2018 and the Income and Expenditure Account for the year ended on that date and the notes thereon (collectively referred to as the "financial statements") which are in agreement with the books of account maintained by the said Society.
2. Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the Society in accordance with the accounting principles generally accepted in India. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
3. Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. Those Standards require that we comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Society's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by the Society's management, as well as evaluating the overall presentation of the financial statements.
5. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit. In our opinion, proper books of account have been kept by the Society so far as appears from our examination of the books.
6. We did not audit the financial statements of branch (Orchha), included in the financial statements, whose financial statements reflect total assets of ₹ 16,58,38,80 as at 31 March 2018 and total revenues of ₹ 19,04,15,83 for the year then ended. These financial statements have been audited by SKA & Associates whose audit report have been furnished to us by the management, and our audit opinion on the financial statements of the Society for the year then ended to the extent they relate to the financial statements not audited by us as stated in this paragraph is based solely on the audit report of SKA & Associates. Our opinion is not qualified in respect of this matter.
7. In our opinion and to the best of our information and according to the explanations given to us, the said accounts, give a true and fair view, in conformity with the accounting principles generally accepted in India, in the case of-
  - a) the Balance Sheet, of the state of the affairs of the Society as at 31 March 2018; and
  - b) the Income and Expenditure Account, of the deficit of its accounting year ended on that date.
8. The prescribed particulars are annexed hereto.

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

  
Nidhi Toshniwal  
Partner  
Membership No. 507568



Place: New Delhi

Date: 26 September 2018

# 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 Chandiook & 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 2017-18, on 11<sup>th</sup> November 2017 and 23<sup>rd</sup> March 2018.

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
<15000	4	2	6
<30000	12	4	16
<50000	19	11	30
>50000	10	18	28
<b>Grand Total</b>	<b>45</b>	<b>35</b>	<b>80</b>

Staff Details (as on March 31, 2018)

Gender	Regular Staff	Senior Advisors	Consultants	Project Appointees
Male	45	05	18	56
Female	35	0	05	03

Distribution of Staff (as on March 31, 2018)

# 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.

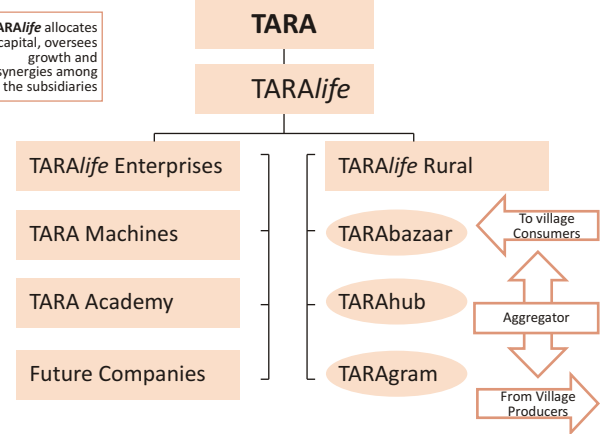
TARAlife is a holding company mandated to set up and support subsidiary companies and commercial units to create livelihoods in rural communities and to bring transformative products into the rural market. The equity capital of TARAlife is owned primarily by TARA and the balance by other commercial investors. 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 allocates capital, oversees growth and synergies among the subsidiaries



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.



## 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>

 **Development Alternatives**

### World Headquarters

B-32, Tara Crescent, Qutub Institutional Area, New Delhi 110 016, India  
Tel: +91 11 2654 4100, 2654 4200, Fax: +91 11 2685 1158  
Email: [mail@devalt.org](mailto:mail@devalt.org), Website: [www.devalt.org](http://www.devalt.org)