

ANNUAL REPORT 2022



ORGANISATION AT A GLANCE

Annual Report 2021-2022

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Vision

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

Mission

To create models that
generate sustainable
livelihoods in large numbers

Approach

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



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Message

From the Chairman



Building a New India

Few institutions in our country emerged entirely unscathed from the almost continuous lockdowns imposed to cope with the pandemic that has brought so much of the nation's activity to a grinding halt over the past three years. We at Development Alternatives did our best to maintain the momentum of our efforts to help communities and households, local institutions and businesses maintain their momentum, but the internal and external circumstances did not always make this easy. Even so, the past year was a time to test the staying power of entities working in the social sector.

Although some 500 million people in India enjoy the amenities of an advanced, industrial nation, more than 900 million barely manage to exist, many of them close to the margins of survival. Even with such a large population remaining to be brought into the economy, the ecological footprint of the country is

already hovering at around 1.8. In other words, the natural resources needed to support our national economy already require a geographical area 80% larger than our country. Alternatively, if we were to draw our resources entirely from within the country's boundaries, we are living off the full "interest" accruing to our resources and eating into this capital, each year leaving less and less behind for use by future generations and, indeed, many in our present one.

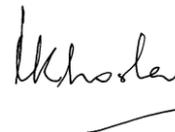
To achieve a sustainable future, India clearly has two priorities that must come above all others. The first is to ensure that all its citizens are able to satisfy their basic needs. The second is to bring the environmental resource base back to its full health and former productivity. To achieve these two primary goals requires action on two fronts. We must:

- create sustainable **livelihoods** on a very large scale, particularly for the poor and marginalised; and
- encourage sustainable **lifestyles** among all our people, particularly the rich and privileged.

Creation of livelihoods and jobs should, generally, be the job of the private sector. In India there are today more than 20 million people working for government and public agencies, while almost as many workers are employed in "organised" or "formal" industries. These 40 million are the jobs to which the largest part of attention – and therefore policy and decision making – are devoted. Yet, both these numbers are dwarfed by the numbers of workers employed in the SME and "informal" sector in urban areas – some 110

million and in agriculture – some 240 million. And these, in turn, are dwarfed by the numbers of those basically out of work for much if not all of the year, which is the rest of the labour force – some 250 to 300 million. These "informal" and "underemployed", together numbering half a billion, seem to be largely invisible to those who make policies.

Promoting social outcomes such as a more equitable and socially just economy and a healthier environment is usually the job of NGOs and other civil society organisations. Delivering goods and services and taking them to scale is usually best done by the forces of competition released in the private sector. To do both, we need a new sector: the social enterprise, which can deliver public and social goods with full speed and scale. During the recent, disrupted era, Development Alternatives has continued to build such an institution which we hope will serve as a model for others. As this Report shows, we were able, despite the hurdles, to continue building the enterprise and livelihood models that the next generations will need to follow to take advantage of all that today's knowledge and aspirations make possible.



Dr Ashok Khosla
Chairman
Development Alternatives

A woman wearing a vibrant red and black patterned headscarf is shown in a field, holding a large bundle of green plants. She has a bindi on her forehead and is looking directly at the camera. The background is a bright, sunny outdoor setting with green foliage and a white pole.

The Year at a Glance

Development Alternatives Group continues to prioritise sectors of the economy in which green and inclusive businesses have the potential to create significant social and environmental impact. So far, through our work across various geographies, we have touched 20 million lives.



Development Alternatives Group - Impact

Year 2021-2022

Empowered Communities

14,541

households accessed basic needs services such as WASH, clean energy, housing, and literacy



5,928

people empowered on local governance

Clean and Green Environment

1,941 farmers trained on water management, sustainable agriculture, and climate change adaptation planning



265 million liters of water conserved

0.97 million tonnes of top soil saved

Income Generation Opportunities

2,416 enterprises setup and supported, creating 8,400 jobs

2,851 people trained with employability and vocational skills



₹695 million income through skill enhancement

Generating ₹490 million revenue

Livelihoods of 21,130+ artisans, crafts persons, and farmers supported

Our Approach

The Development Alternatives Group is committed to actions that eradicate multi-dimensional poverty and build a world where everyone can live secure, healthy, and fulfilling lives, in harmony with nature. We support and promote a just transition to green, inclusive, and resilient economies in India and globally. Our work focuses on designing and developing circular economy models with small entrepreneurs, keeping local community interests in the center. The Bundelkhand region is our social laboratory and our '*karmabhoomi*' where we concentrate our efforts to build local capacities, regenerate natural resources, and infuse science and technology-based solutions to catalyse social change processes and demonstrate sustainable development in action. We transfer our knowledge and technical and social change models in geographies including India, South and Southeast Asia, and Africa. We focus our energies on adding the full use of natural resources, climate change and livelihood creation. Our work involves sustainability research, green technology innovation, small enterprise development, skill building for employment, capacity building for action, advocacy and planning support for appropriate policy development in sectors of construction and housing, water and sanitation, sustainable agriculture, land and water resource management, urban industrial waste and water management services and entrepreneurs.

Innovation



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

Incubation



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

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

Implementation



Influence



Policy and market eco-systems that can enable the mainstreaming and scale-up of good practice solutions are required. Evidence from practice, study of past trends, and future scenario forecasts are used to develop recommendations to inform policy design at state and national levels. Dialogues and debates on multi-stakeholder knowledge sharing networks are a preferred mechanism to co-create shared narratives and advocate for green, inclusive, and resilient development models with policymakers and businesses. Public awareness and behaviour change campaigns are organised from time to time to inspire sustainable consumption, climate action, and participatory local self-governance.

Message

From the Chief Executive Officer



2021 began on an optimistic note for Development Alternatives. We drew inspiration from the remarkable degree of resilience shown by communities during the pandemic, as well as the commitment of our partners who valiantly made sure that the support we could give reached those who needed it the most. Nature had shown how, with a little bit of space, time, and care, it could come back to life. Lessons were learnt and a host of new possibilities emerged, driven at times by dire need and often by hitherto unseen opportunities.

With spring came a new work year and the urgent need to re-configure our organisational approach to enabling impact at scale. The leadership team and indeed, all colleagues of the DA family recognised the need to focus our energies on the most pressing challenges of our times. Post-Covid priorities and changes that were taking place in the funding and regulatory environments meant that funding for our initiatives was increasingly hard to come by and performance management, at an institutional level, had become critical.

As a consequence, the work of DA is now more effectively designed to respond to global, national and local challenges – the “poly-crises” of climate change, resource degradation and jobless growth that pose serious risks to the future of people and indeed, our planet. In the months between the DA Group Mid-Year Review in October 2021 and Annual Conference in February 2022, agreement was reached across the organisation and in our Governing Council that our work would be directed towards impact in three areas: “Livelihood Security and Inclusive Entrepreneurship”, “Resource Efficiency and Circular Economy” and “Climate Change and Ecosystem Restoration”.

Reflecting upon how DA would need to respond to opportunities and challenges in these areas, we renewed our commitment to overlapping initiatives in technology, entrepreneurship, policy, and on-ground action. These being the principal instruments with which Development Alternatives aimed to create impact, respective “Domain” teams laid out plans to strengthen innovation, streamline



implementation and sharpen influence in key areas of work.

Our success, in the remarkably broad spectrum of projects described in this Annual Report, is testimony to the enthusiasm and relentless effort of DA staff, our partners, local stakeholders, and communities, coupled with the generous support provided by donors and a range of local, state level, national and global facilitating agencies.

Going forward we hope to build upon the outcomes that were delivered in 2021-22, amplify their impact and launch several new initiatives. Our work will increasingly be characterised by renewed belief in the power of communities, their knowledge, resourcefulness, and aspirations that can be leveraged to address underlying problems that obstruct systemic change. We will reinforce our commitment towards innovative, interconnected solutions and collective action to address complex challenges, working across scales, sectors, and stakeholders to deliver solutions that are impactful and perhaps, more importantly, can be sustained without prolonged grant funding and external support.

DA's role as a "meso-level" organisation will, in the future, become more pronounced. We have taken great pride over the last four decades in establishing a "practice-to-policy" continuum. The design of initiatives cannot, in our view, be done without one informing the other. And then, when ideas are turned into action, organisations that can serve as a bridge between the two become critically important, particularly when it comes to demonstrating impact at scale. We are, therefore, striving to "step-back" and "step out" of a conventional understanding of what it means to 'go to scale' in our effort to create impact through more systemic approaches to change. In the process, DA is carving out catalytic roles for itself as a

system enabler, serving the needs of a broad spectrum of stakeholders, helping them build collective intelligence, innovate, and act collaboratively.

As we approach our 40th Anniversary, DA and our sister organisations are excited about the opportunities that lie ahead. With a significantly greater emphasis on innovation and collaboration, we shall endeavour to amplify the extent to which our solutions touch people's lives and take care of our ever so fragile planet and the speed at which we make change happen. This will, without doubt, require change within DA; a transition which we hope will be made more substantial, meaningful, and significantly easier by our partners.

I would like to take this opportunity to thank the communities who have welcomed DA into their midst and at such a debilitating time, overcome the constraints posed by the after-effects of Covid-19 with sheer will power, solidarity and unparalleled ingenuity. It would have been impossible to achieve what DA did without the unflinching support of partner organisations, donors, and governments, to whom my colleagues and I would like to express our gratitude. Last but certainly not the least, our leadership team would like to share our appreciation for the hard work, determination, and deep desire to make a difference of our colleagues in the DA Group.

Let us re-affirm our pledge to create sustainable livelihoods, give life back to nature and build resilient futures, for all, everywhere, together.



Shrashtant Patara

CEO, Development Alternatives (DA) &
Executive Vice President, DA Group



Resource Efficiency

Overview

Decoupling economic development and environmental impact from natural resource use is a prerequisite to sustainable development. In this framework, we accelerate the transition to inclusive and circular models of production and consumption to reduce carbon and material footprints across the lifecycle of economic activity while promoting local value and wealth creation. We support industry and local governments to design and apply local enterprise-based techno-ecological solutions that maximise resource productivity, enhance material and energy efficiency, reduce primary resource use, and loop back secondary resources into production systems.

Highlights

An MoU was signed between Agra Nagar Nigam and Technology and Action for Rural Advancement (TARA, Development Alternatives Group) to improve plastic waste management in Agra under the Nirmal Agra Project. We collaborated with the Doughnut Economics Action Lab (DEAL) to adapt the Doughnut Model and the City Portrait Methodology for the Global South context and apply them in tier-II and-III cities and census towns in India. We conducted a workshop on opportunities in infrastructure and allied sectors for Angul District officials, hosted by Angul District Mineral Foundation Trust.

Key Thrust Areas



Material and energy efficiency in the construction sector

promoting cross-sectoral circularity and management of construction and demolition (C&D) waste in systems using local resources; enhancing local skills and economic growth



Urban transformation

encouraging resource efficiency and circularity in municipal waste sectors, with a focus on organics, plastics and C&D waste, to enhance efficiencies and reduce ecological footprints



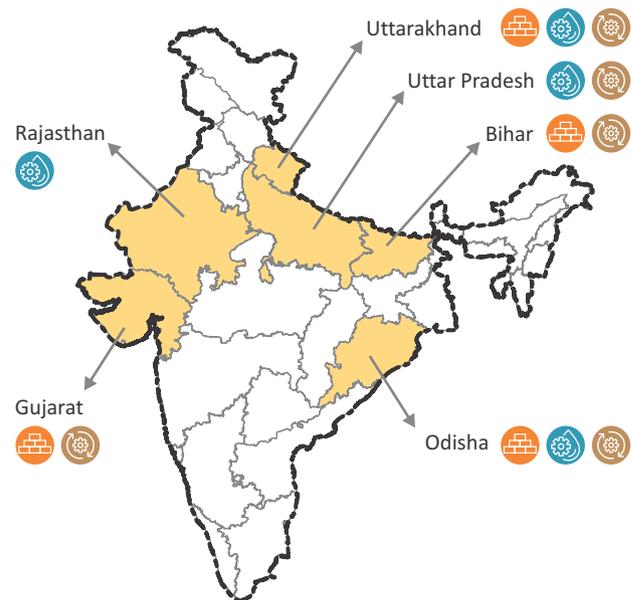
Water system management

systemic solutions for water supply and wastewater in human settlements for greater efficiency, resilience, access, and health

Achievements

In Bihar, our interventions led to an increased market share of 40% of good-quality fly ash bricks (FAB) as per PWD standards. Our initiatives helped in the growth of the number of fly ash units from 250 in 2020 to almost 350 in 2021. Also, we set up a Fly Ash Brick Resource Centre under Bihar State Pollution Control Board in 2021 with a dedicated helpline to assist potential and existing FAB manufacturers. With our support to the Bihar government, the market share of the FAB industry rose to 7% of the entire brick industry in the state. Furthermore, senior members of Development Alternatives became members of the Angul District Task Force on inclusive green economy.

Geographies



Flagship Interventions

Co-developing a roadmap for circular plastics economy in India: As part of an Indo-Australian project, we are developing effective institutions and business models, and driving behaviour changes for the transition to a circular plastics economy

Leveraging entrepreneurship and multi-stakeholder partnerships for urban transformation: Through 'eleven' – a collaborative platform, we bring together city governments and stakeholders to conduct participatory research and co-create and deliver relevant solutions

Developing energy- and resource-efficient building materials: Industrial waste (fly ash) or C&D waste is utilised to support entrepreneurs in establishing FAB enterprises in Bihar

Mitigating the problem of arsenic and fluoride in potable water in Bihar and Uttar Pradesh: Developing a household- and community-based arsenic and fluoride filter

Integrated Water Resource Assessment of Udaipur District: Under an Indo- Danish collaboration research project, we are working in partnership with University of Copenhagen, Geological Survey of Denmark and Greenland, and Indian partners viz., Vidya Bhawan Polytechnic College and DHI. Development Alternatives is focussing on the Citizen Science work along with Vidya Bhawan Polytechnic College and identified 25 Institutions for monitoring the water quality using the JAL TARA Testing kit. The collected water quality data will support the basis for an integrated water resources management approach of Udaipur.

SHIKHAR – Centre of Excellence for Resilient Human Settlements in the Western Himalayas established: In partnership with the DIT University, it was set up to address the key regional issues

Integrated Waste Management in Agra under Nirmal Agra Project: Addressing plastic waste leakage into the environment

Fly Ash Brick Enterprises in Bihar



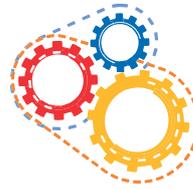
In Bihar, we, in association with Bihar State Pollution Control Board and supported by Shakti Sustainable Energy Foundation, strive to introduce cleaner brick production technologies. FABs are 'zero' emission building material, which can help in avoiding the exploitation of agricultural soil. Through our intervention, from 2012 to 2022, there are more than 503 FAB enterprises across Bihar. With current market trends and continued systemic interventions, about 13 billion FABs can be produced using 100% unutilised fly ash in the country. This would account for at least 50% of the bricks produced in the country. Our training programmes for the brick-making sector significantly improvised the quality of bricks. Also, we did a FAB availability mapping, which was adopted by the Bihar State Pollution Control Board and the Department of Environment, Forest and Climate Change, Bihar.

Impact

Through our FAB interventions, the Bihar State Pollution Control Board, supported by the Department of Environment Forests and Climate Change, has transformed the brick sector in the state into a low-carbon economy sector. This was done through development of skills and entrepreneurship avenues, especially in the micro, small, and medium enterprises sector. In Bihar, we conserved 3.6 million tonnes (MT) of soil, mitigated 0.06 MT of CO₂, saved 0.028 MT of coal, utilised 1.8 MT of waste (fly ash), and created 5,000 green jobs. A 10-webinar series programme on Water Resource Management for Sustainable Development and the Role of Citizens was rolled out. Through this, we sensitised more than 500 people including citizens, students, government officials, and academicians in Udaipur. The webinar series provided a platform to students, researchers, practitioners from civil society organisations, and NGOs from across the globe to conduct collaborative thinking on water management issues.

Way Forward

To enable resource efficiency in the sectors of municipal wastes such as plastics, water and wastewater, and construction materials, we plan to accelerate the promotion of green and inclusive jobs and entrepreneurship in the coming years, develop capacities of entrepreneurs for accessing finance for establishing green enterprises, conduct capacity development programmes for mitigation and behaviour change, and promote alternative growth models at local, state and national levels. We aim to work on the issues of critical resource depletion, enhancing resource productivity, conservation of resources by closing material–energy loops through life cycle approaches, changing consumption patterns from extractive to circular and regenerative, carbon-neutral, green, and inclusive job generation.



● Innovation and Research

- Reviewed policy frameworks, behaviour and knowledge, community and industry initiatives, and business models for a circular plastics economy in India.
- Developed a toolkit to facilitate new and ongoing micro and small Fly ash businesses to promote green building material in the building and construction sector.
- Conducted a pre-feasibility study for green brick production in Assam.
- Initiated a study on greenhouse gas inventorisation of the brick sector in Bihar to develop strategy for low-carbon pathways in the brick sector in Bihar in association with Bihar State Pollution Control Board.

● Implementation

- Workshops conducted on ‘Urban Management and Governance’ and ‘Sustainable Construction Practices for Human Settlements’ under SHIKHAR.
- Course module on ‘Systems Thinking for Sustainable Development’ was developed and delivered at the Anant National University.
- More than 132 training programmes were conducted in Bihar to improve the quality of FAB.

● Influence

- The Indo-Australian plastic research project’s learnings were shared at a high-level roundtable with participants across the plastics industry value chain.
- Published an issue brief on fostering resource circularity and efficiency in the management of urban water systems in India.



Economic Empowerment

Overview

Recognising the job and entrepreneurial aspirations and latent potential of rural youth, women groups, farmer collectives, and local community groups, we enable the creation of micro and small green enterprises and livelihoods. With this, we aim to foster inclusive economic growth and a direct path towards poverty eradication, gender equality, quality education, reduced inequalities, and decent work. Our work is centred on 3Ps; innovative and scalable Products, Platforms, and Partnerships.

Highlights

Under the International Labour Organisation-led Global Initiative for 'Decent Jobs for Youth', we benefitted 4,769 youth through skill development training and enterprises setting up support. Partnerships with Transforming Rural India Foundation (TRIF), Rang De, Janastu, and Trust for Retailers and Retail Associates of India (TRRAIN) were formed. We collaborated with Uttar Pradesh State Rural Livelihood Mission to deepen holistic livelihood linkages in the state. Also, we were among the finalists to win the first Women Connect Challenge launched by USAID and Reliance Foundation to devise solutions for promoting digital inclusion for women.

Key Thrust Areas



Creating new economic opportunities

through setting up and supporting individual and clusters of micro and small enterprises and facilitating technology, finance, market, and information services to entrepreneurs



Promoting an enabling eco-system for green and inclusive entrepreneurship

through partnerships, ground-level research and analysis, and demonstrating innovative solutions in markets and income generation



Harnessing technology to link job seekers with income opportunities

through creating and strengthening localised and nationwide digital platforms



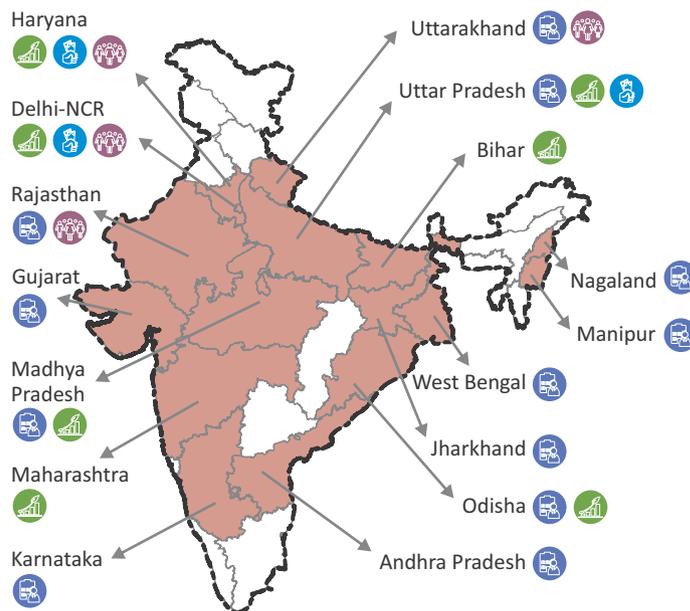
Enhancing employability of women and young people

through partnerships with corporates, collectives, and others to provide skills training, apprenticeships, and placement opportunities

Achievements

Our digital platform for entrepreneurship, udyAME, has over 5,240 registered potential and existing entrepreneurs. The Bridge2Naukri platform has reached out to over 22,000 job seekers, facilitating placement, and placed 2,300 candidates in the last year. The innovative platform of Regional Enterprise Coalition, i.e., Kaun Banega Business Leader, was transferred to new partners in three new geographies (Basti, Bahraich, and Lakhimpur districts) in Uttar Pradesh. We have been nurturing recurring relationships with over 20 donors and have developed two new partnerships in the past year. Furthermore, the Indian Micro Enterprises Development Foundation (IMEDF)'s Churachandpur Lemongrass Cluster in Manipur won the second runner-up award under the theme 'Advancing Agro and Processing Enterprises for Rural Development' in Access Livelihoods Sitaram Rao Case Study Competition 2022.

Geographies



Flagship Interventions

Ensuring inclusiveness through digital platforms that provide solutions comprehensively and holistically. These platforms provide learning materials, job opportunities, and entrepreneurship ideas to aspirants.

Catalysing women entrepreneurship through co-creation of green business models such as the women-led e-rickshaw network to provide safe mobility for young school going girls and women. While the Grassroots Innovation Challenge (GIC), a replication of the Kaun Banega Business Leader competition, was designed to flip the narrative by nudging the community in Jhajjar, Haryana to seek solutions in the form of innovative frugal business solutions to the identified challenges.

Creating new economic opportunities based on data-backed research. For more substantial and successful solutions, we conduct contemporary scenario analysis using ground-level research.

Creating a robust ecosystem by building partnerships and networks. We build prototype models for networked service delivery. These include prototypes with financial institutions to bridge the finance gap for women; aggregators that enable micro-businesses to realise economies of scale; and government institutions that co-fund entrepreneurial and employment ventures.

Strengthening Local Economies with Innovative Business Solutions



Through her udyME kiosk, Rajkumari Kushwaha, 31, from Niwari, Bundelkhand is making basic digital services accessible in her hometown. Her supportive husband taught her how to operate a computer and being a quick learner, she picked up the ropes. Also, she received a loan of ₹30,000 to buy computer equipment through the Development Alternatives–Rang De partnership to expand her enterprise. Rajkumari then went on to clear the Aadhaar Supervisor Exam conducted under the Unique Identification Authority of India (UIDAI) in her first attempt. Today, she facilitates digital documentation for the community through her enterprise. With this, she earns ₹1,000 per day and support her family substantially. The Development Alternatives–Rang De partnership has enabled more than 700 rural entrepreneurs through access to low-cost and timely credit from social investors.

Impact

We implemented our programmes in 16 states, 40 districts, and over 1,500 villages. We set up and supported over 2,170 enterprises and created over 4054 jobs. Out of these, 88% entrepreneurs belong to marginalised communities, 52% are women-led enterprises, 26% are youth-driven enterprises, and 20% are green enterprises. Through our Skills to Livelihood programme, we trained 1,858 individuals for employment and linked 661 trained youth to job opportunities. This led to an annual contribution of ₹9.62 crores to the local economy. The focus on creating quality linkages for job placements helped in increasing the average monthly income of the appointees to ₹12,000 per month. Our placement services also helped in maintaining a minimum retention period of 3 months. Furthermore, we have developed 22 clusters, bringing together more than 21,136 artisans, 15,269 farmers, and about 9,000 women. So far, we have partnered with over 10 implementation partners, 8 knowledge partners, and over 42 Scheme of Fund for Regeneration of Traditional Industries (SFURTI)-IMEDF cluster partners.

Way Forward

We will be working towards unlocking critical drivers in accelerating impact for Inclusive Entrepreneurship, namely finance and digitisation, to establish over 8000+ enterprises leading to 16000+ jobs, 30000+ livelihoods, and 10 new digital enterprise prototypes co-created with the community. For this, collaborative action will be central in our approach to respond to emerging entrepreneurial aspirations by forging meaningful partnerships in finance, knowledge, and policy. With a hope to move the needle towards designing 'choice' in financial products, we will be exploring persona-based credit particularly for youth and women entrepreneurs. Along with our growing partnerships, we aim to influence policy and practice in the space of entrepreneurship and economic opportunities through the knowledge from our learnings on social innovation by replicating our existing 12 systemic and 75+ enterprise prototypes across 5 new geographies.



● Innovation

- Social innovation in rural communities by enabling the provision of basic needs amenities through local green enterprises
- Launched products to enhance financial accessibility in partnership with Rang De
- Created a replicable and scalable digital literacy toolkit based on open-source platforms
- Developed a methodology for context-responsive project design
- Developed a knowledge and capacity-building toolkit on digital literacy and financial management for women and the youth

● Implementation

- We improved access to livelihoods for youth and women and created jobs through inclusive entrepreneurship in Badli (Haryana), Farrukhnagar block (Haryana), eastern Uttar Pradesh, and Bundelkhand
- Transference of tools and prototypes from our existing geography to three new geographies

● Influence

- Technical assistance to implementing partners across Uttar Pradesh, Rajasthan, Uttarakhand, Bundelkhand, and Delhi-NCR was provided along with tools and processes
- Knowledge and communication products developed, such as digital guided tours, publications, animated videos, and social media campaigns
- Developed platforms and partnerships for scale, including Systems Play, and strategic partnerships with industry experts and organisations



Resilient Bundelkhand

Overview

Bundelkhand, comprising 14 districts of Madhya Pradesh (MP) and Uttar Pradesh (UP), is affected by regular occurrence of drought in the region. The high water stress conditions and unsustainable farming practices in the region lead to farmer livelihood distress with high migration, unemployment, and poverty. For three decades, in response, we have been promoting sustainable land and water management measures. We build farmers' capacities in climate-resilient agriculture practices and give special attention to women and the youth for livelihood security. With partners in all the districts, we have direct presence in Niwari, Tikamgarh, Datia, Shivpuri, and Jhansi districts.

Highlights

About 10.3 crore litres of additional water was stored by building water harvesting structures. Through our soil and water management practices, we were able to enhance people's income by 25%. Additionally, 1,269+ new and existing enterprises were set up with our support. Radio Bundelkhand emerged as a major information-disseminating mode to create awareness and provide support and guidance to people in villages during the COVID-19 pandemic. Through our interventions, ₹21.7 million were invested by the entrepreneurs in the local economy.

Key Thrust Areas



Water for all and always

Harvesting and conserving water, strengthening river systems, reviving and bolstering soil ecosystem, groundwater recharge through aquifer recharging, etc.



Climate-resilient farming

Addressing climate change impact, introducing sustainable practices, demonstrating mitigation models, and encouraging adoption of climate-resilient farming practices



Capable institutions

Empowering farmer producer organisations, women federations, and local panchayats. Implementing principles of responsible investment by women's groups for supporting the delivery of safe and affordable basic needs, good, and services through responsive, locally owned community-operated enterprises



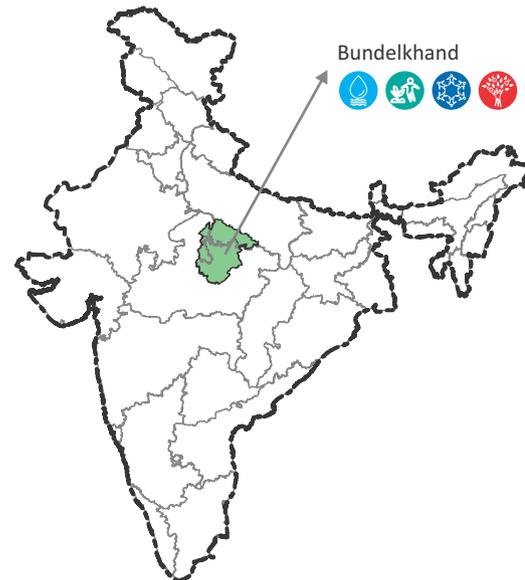
Employability for all

A women-friendly enterprise ecosystem, enhancing women's knowledge and capacity concerning climate change adaptation, functional literacy, clean energy, affordable housing, safe drinking water, and sanitation solutions

Achievements

Maintenance and sustainability support was provided to 1,450 Watershed Development projects (Wadis) in the Shivpuri and Sonbhadra districts in MP and UP, respectively. Nearly 1,269 individuals were supported to set up their enterprises. About 1,867 entrepreneurs registered on the udyAME website – a platform to cater to the needs of micro-entrepreneurs. Strong partnerships were developed and strengthened with district agricultural departments and other important organisations including NABARD, Climate Adaptation and Finance in Rural India, Indian Grassland and Fodder Research Institute, etc. We trained 270 officials on water management and built capacities of 450 farmers on soil and water management practices. We developed 19 GIS-based village development plans. Furthermore, we developed and broadcasted 1,825 programmes on Radio Bundelkhand.

Geographies



Flagship Interventions

Integrated Watershed Development: An approach to conserve our natural resources

Community Radio: A science-policy community interfere platform for local development

Work4Progress: A social innovation approach to create local entrepreneurship culture

Locally Owned and Community Operated (LOCO) Models: Decentralised basic needs service delivery model

Hamara Gaon: Integrated village development model

Gaushala: A circular economy-based model for rural development

Literacy to Self-reliance: Women's empowerment model

Wadi: Food, nutrition, and income security model

Bringing Prosperity by Building Check Dams in Bundelkhand



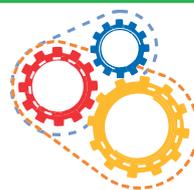
In Budpura village of the Jhansi district, UP, we implemented NABARD's Watershed Development Fund (WDF) project to address the issue of soil erosion and water scarcity. Through participatory net planning with village committees suitable place to construct a check dam were identifies. The check dam were built on the village's main drain by the village watershed committee. Sujan Singh Parihar, a beneficiary, asserts that the check dam addresses the issues of water scarcity, soil degradation, and poor agriculture production in the region. He emphasises on the visible impact of the check dam on more than 100 acres of land, benefitting more than 50 farmers. He describes the impact as 'major' as it transformed more than 20 acres of infertile land in to fertile, including two acres of his own land.

Impact

Our work in Bundelkhand is based on 'integration' and 'sustainability'. In the last one year, we ensured nutritional security for more than 1,450 families in Bundelkhand through maintenance of WADIs and sustainable farming practices. Through our interventions, 450 farmers adopted organic farming. About 26 acres of land was converted from barren to agricultural land and 200 hectares of land was converted from single crop to double crop through our conservation initiatives. Also, 6,042 tonnes of top soil was saved through soil and land management practices. About 49 ha of land in Jhansi and Sonbhadra was covered in land and water conservation interventions. We reached to about 2,00,000 people through our community radio to spread awareness on issues such as climate change, breastfeeding, COVID Cohorts, weather forecasts, agriculture, Bundelkhand heritage, etc. Our programmes including '*Chai Pe Charcha*' and '*Mausam Ki Jankari*' on Radio Bundelkhand receive regular feedback from communities. Furthermore, as part of our livelihood security interventions, 482 additional jobs were created in the region.

Way Forward

Ecosystem resilience is the focus of DA's work in Bundelkhand. The lens of restoration to be applied to our existing programs of pond rejuvenation initiatives and integrated village development programs. Focus will be on building entrepreneurial aspirations along with strengthening District Coalitions to build responsive entrepreneurial ecosystem. Climate communication through Radio Bundelkhand will disseminate information, for communities to better adapt to climate change. Promotion of rural internships and training programs by collaborating with local academic institutions and other like-minded institutions.



● Innovation

- Demonstrated drip irrigation facility on 6 ha of land, which saves 50% water

● Implementation

- Four watershed projects were implemented in the Jhansi district of UP, covering 520 acres of area
- Income enhanced by 25% through soil and water management practices
- Provided Start Your Business Idea Training to aspiring entrepreneurs in Orchha and Niwari districts
- Eight radio programmes were created on breastfeeding and eight were created as part of the COVID-19 Cohort
- A total of 11 information kiosks were set up to deliver IT-based enterprise support system

● Influence

- Regional newspaper coverage of interventions including sewing training for neo-literate women, Radio Bundelkhand's COVID-19 awareness initiatives, awareness programmes on climate change
- Organised eight district coalitions for enterprise support system in the region



South-South Cooperation

Overview

The fast-evolving landscape of development cooperation has enabled innovative mechanisms to confront challenges posed by climate change, growing resource demands, and rising socio-economic inequality. We are committed to addressing these challenges in the global south. Working with a global network of collaborators and partners, we have transferred technologies and know-how, established enterprises, and built local capacities in Africa and South-East Asia.

Highlights

We partnered with parallel institutions to share a new technology options and knowledge supports in the global south. We continue to work with several stakeholders in Africa on accelerating green growth by supporting clean technology-based entrepreneurship. Efforts in the South African Development Community led to the creation of employment opportunities, conserve virgin resources, utilising waste, and mitigating carbon emissions. Furthermore, we provided technical assistance to leading cement and concrete industries to reduce their carbon footprint and utilise non-cement-grade raw materials with improved profitability.

Key Thrust Areas



Delivering green and inclusive technologies

Our energy-efficient, low-carbon, cleaner production technologies utilise wastes and conserve virgin resources. In addition, our technologies, processes, and services create not only enterprises but also equal employment opportunities in developing economies



Enabling access to clean electricity

By providing access to clean and reliable electricity, we promote the economic development and well-being of village communities. Our solar-powered mini-grids supply electricity, and we deploy appropriately scaled technologies to create rural micro-enterprises and local jobs



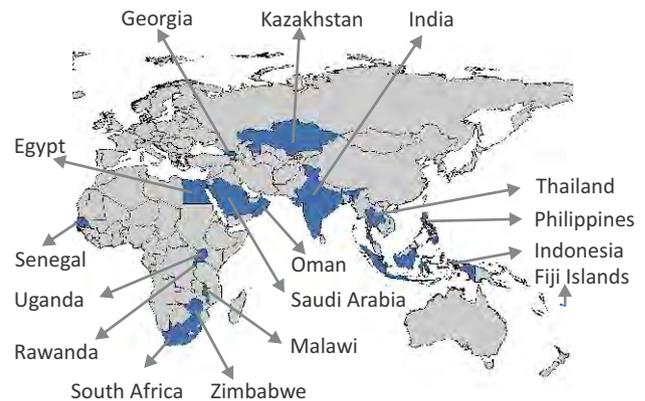
Adding value to natural resources

We catalyse transfer knowledge on sustainable management of natural resources and build community capacities on climate-resilient models of development

Achievements

We partnered with several international organisations, such as the African-Asian Rural Development Organization (AARDO), the Alliance of NGOs and CSOs for South-South Cooperation, Global Green Growth Institute – Nepal and Africa, India Climate Collaborative, for greater positioning and visibility. We launched a countrywide programme in Malawi in collaboration with cement producers in a public-private partnership mode under the Promotion of an Environmentally Friendly Building Material Sector in Malawi (PEFCoM) project, supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Over 4,900 potential entrepreneurs were outreached to promote EcoKiln entrepreneurship in Malawi. Also, we bagged an in-principle approval from Atmosfair, Germany to finance TARA EcoKiln® enterprises in Malawi under the Carbon Offset Mechanism.

Geographies



We transferred technologies such as low carbon calcined clay cement and TARA EcoKiln and their know-how to seven countries in Africa, two countries in the Middle East, two countries in Central Asia, one country in Pacific Islands, and three countries in Southeast Asia.

Flagship Interventions

Dissemination of *ecokiln* technology, which is the most energy-efficient technology for brick production, in Malawi

Consultancy and technology transfer to companies for the introduction of low-carbon calcined clay cement in Malawi, Egypt, Cameroon, Thailand, Oman, Saudi Arabia, and several other countries in Africa

Promotion of Environment-friendly Building Material Sector in Malawi



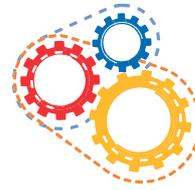
In Malawi, the LC³ technology has immense potential to boost local and greener production of cement and accelerate the country's independence from imports of clinker. The launch of the technology in Malawi attracted the highest support in gaining momentum to bring together different stakeholders to work closely. It was launched by the Vice President of the Republic of Malawi, Rt. Hon. Dr. Saulos Klaus Chilima in March 2022. This innovative method of cement production will be piloted countrywide in Malawi in collaboration with all cement producers in the public-private partnership mode under the PEFCoM. It is recognised that LC³ will support the country in reducing the negative environmental impacts of cement production and instead allow the substitution of scarce resources with other raw materials that are abundant and readily available in the country.

Impact

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

Way Forward

The South-South Cooperation initiatives will focus in Africa, South Asia and Middle East on transfer of established technologies of LC³, EcoKiln and concrete based building material technologies. Positioning and presence will be strengthened through the projects being implemented in Sub-Saharan African countries and delivering the impacts of reducing carbon emissions, creating enterprises, knowledge transfer in building materials technologies and creating livelihoods for unskilled people especially women. These success stories will also be scaled-out in other countries especially Thailand, Sri Lanka, Bangladesh, Nepal, Oman, UAE and others to create replicable models of low carbon and resource efficient technologies and help countries achieve their NDC and livelihood targets.



● Innovation and Research

- LC³ feasibility study expanded in new countries in the global south, including Malawi, Thailand, Sri Lanka, and Fiji Islands

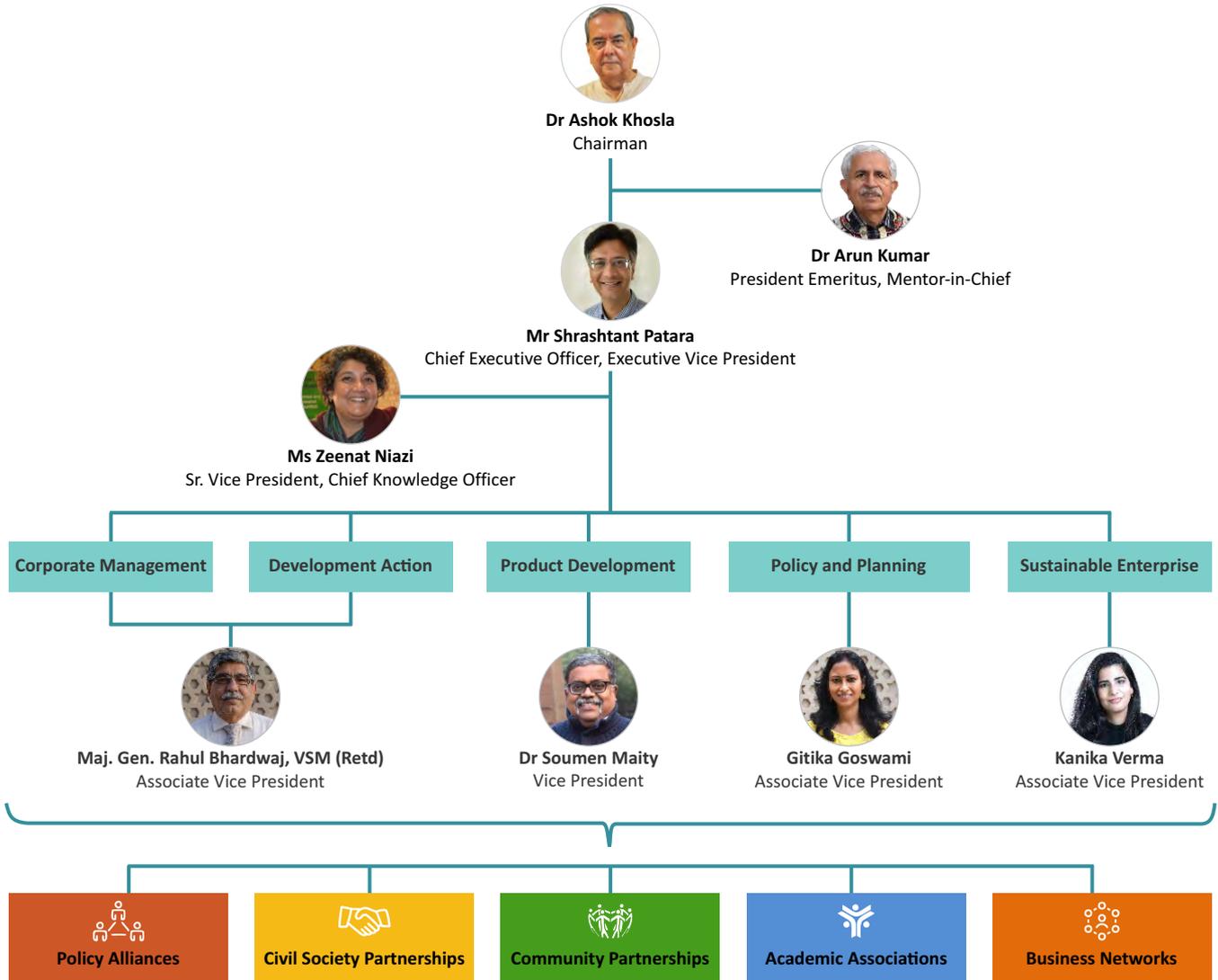
● Implementation

- Development and modification of existing business models. These were presented to AARDO
- We collaborated with Sustainable Minerals Institute, the Indian Institute of Technology-Delhi, and the Australian Institute for Bioengineering and Nanotechnology to assess the feasibility of introducing LC³ and other emerging green technologies to the Asia-Pacific region.

● Influence

- As part of the EcoKiln Technology Dissemination intervention in Malawi, 15 MoUs were signed with entrepreneurs for a feasibility study. Out of this, we signed eight MoUs with entrepreneurs to construct and commission TARA EcoKiln® enterprises in Malawi

Development Alternatives Group



Board of DIRECTORS



Dr Ashok Khosla

Chairman, Development Alternatives

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

Date of Enrollment: 10-Sep-83 | Membership ceased: Till date

Members



Mr Lalit Mansingh

Former Foreign Secretary, International Relations

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

Date of Enrollment: 19-May-05 | Membership ceased: Till date



Prof. Ravinder Kaur

Professor, Indian Institute of Technology, Delhi

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

Date of Enrollment: 19-Mar-16 | Membership ceased: Till date



Prof. Amitabh Kundu

Professor of Economics, Jawaharlal Nehru University

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

Date of Enrollment: 19-May-05 | Membership ceased: Till date



Ms Gita Sidhartha

Former Chairperson, Indian Council for Child Welfare

As President and Secretary General of the Indian Council for Child Welfare for nearly 30 years, she has implemented programmes that cover a gamut of concerns in every state of India. She has overseen and promoted programmes covering street and working children, child labour, children of sex workers, malnutrition, among others. She has played a pivotal role in advocating for the rights of children and articulated plans for their welfare and development.

Date of Enrollment: 19-May-05 | Membership ceased: Till date



Mr Mathew Cherian

Chairperson, CARE India

A graduate in engineering from the Birla Institute of Technology, Pilani and the Institute of Rural Management, Anand. He has worked for four decades in the social sector. He has served as Director of Oxfam in India, Charities Aid Foundation, and has been Chief Executive of HelpAge. He served on the Board of HelpAge International in London and is a Member of India's highest body - National Council of Senior Citizens and is the current Chair of Empowered Committee of Government of India on Elderly Start-ups. He is now the Global Ambassador for Ageing with HelpAge International. A speaker at the World Economic Forum (WEF), he is on the Global Council for Ageing and Longevity with WEF. Currently, he officiates as Chairperson of CARE India.

Date of Enrollment: 26-Oct-21 | Membership ceased: Till date



Lt Gen. Arun Kumar Sahni, PVSM, UYSM, SM, VSM

Former General Officer Commanding in Chief, Indian Army

A second generation and decorated soldier, he was superannuated as Commander in Chief of an Army Command on India's Western borders. He was a recipient of the Sword of Honour and President's Gold Medal on commissioning, for standing first in order of merit. Over a career spanning 40 years, he has served in most of the active and challenging operational environments in India and abroad. Presently 'pro bono', he is mentoring startups in the domain of cyber, robotics, and AI and steers an environmental policy group, COR – India. He is a Distinguished Fellow with two premier 'think tanks' in Delhi, the USI and CLAWS and on the Board of Governors of the prestigious 'India Foundation'.

Date of Enrollment: 25-Aug-21 | Membership ceased: Till date





Mr Salman Haidar

Former Foreign Secretary, International Relations

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

Date of Enrollment: 10-Sep-04 | Membership ceased: 25-Aug-21



Dr Arun Kumar

President Emeritus, Mentor-in-Chief, Development Alternatives

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

Date of Enrollment: 10-Sep-04 | Membership ceased: 25-Aug-21



Mr Shrashtant Patara

CEO, Development Alternatives (DA) & Executive Vice President, DA Group

Shrashtant Patara is an architect by training. He has been with the Development Alternatives Group since 1988, providing research expertise, management capability, and strategic direction to teams working in the areas of Entrepreneurship Support Systems, Habitat, Renewable Energy and Waste-to-Wealth initiatives. His current work is focussed on systems change, social innovation, and entrepreneurship, resulting in the co-creation of multi-stakeholder-based service delivery models that promote sustainability through local economic development, regeneration of the environment, and greater social equity. Patara is a Fellow of The Rockefeller Foundation's Global Programme on Social Innovation and has completed a programme on Leadership for System Change conducted by Harvard Kennedy School in conjunction with the Schwab Foundation. Patara has been instrumental in the establishment of several social businesses within the Development Alternatives Group and currently leads the team that is incubating 'TAR Aurja', a renewable energy-based micro-utility business and the Indian Micro Enterprises Development Foundation.

Date of Enrollment: 25-Aug-21 | Membership ceased: Till date

Significant Events

India – Australia Industry and Research Collaboration for Reducing Plastic Waste

The 'India–Australia Industry and Research Collaboration for Reducing Plastic Waste' project conducted a high-level round-table discussion on 9 December, 2021. It was conducted to share early findings of the ongoing scientific study that aims to support India's national commitment to reduce plastic waste, and co-develop a road map for transition to a circular economy in the plastics sector.

Participants at the high-level round-table included representatives from government departments, industry, and policy think tanks. The purpose was to promote the early findings of the study to form partnerships to fulfil the national objective of zero plastic waste in India. The speakers at the event included Dr Heinz Schandl, Coordinator – CSIRO Circular Economy Initiative, CSIRO, and Dr Paul Bertsch, Science Director, CSIRO Australia, Shri J. B. Ravinder, Joint Adviser, Ministry of Housing and Urban Affairs, Government of India, Dr Rita Dhodapkar, Principal Technical Officer, Science Secretary, CSIR-NEERI, Government of India, Mr Atul Bagai, Country Programme Manager, United Nations Environment Programme, Ms Gitika Goswami, AVP and Lead, Policy Research and Planning, Development Alternatives Group, Dr Ashok Khosla, Chairperson, Development Alternatives Group, among others.

The discussion covered the following dimensions:

Role of the circular economy; comprehensive knowledge base of plastics material flows; key data



availability challenges along the plastic value chain and; current policies and initiatives in plastic waste management.

One of the main issues that emerged during the discussion was that plastic production has increased tremendously because of its customer-oriented properties. There are also big gaps in the data collection, lack of technical knowledge, and lack of policies targeting the design of reusable or recyclable plastic and long- and short-term impacts on the environment need to be calculated and also interventions are required that are acceptable by society and simultaneously reduces the impact on the environment.

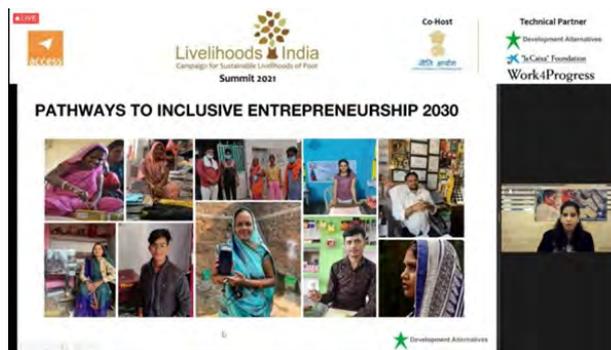
In addition, it was agreed by all members to get Information on the present status of plastic waste management with respect to the status of Extended Producers Responsibilities (EPR), circular economy practices, end life of plastics, other policy regulations.

Development Alternatives at the Access Livelihoods India Summit

Development Alternatives (DA) hosted a track session on 'Pathways to Inclusive Entrepreneurship 2030' at the Access Livelihoods India Summit held on 16-17 December, 2021. DA, as a technical partner, hosted two panels during the session. One focused on 'Future of Micro Entrepreneurship: A Post Pandemic Outlook' and the other on 'Cluster Development: An Emergent Ecosystem for Resilient Local Economies'.

The track was introduced by Kanika Verma, Associate Vice President, DA Group, who highlighted the need for breaking down the impact to achieve our long-term goals. She said, "If we break down the seemingly complex challenge of creating 90 million jobs by 2030, we can come to a manageable solution of creating 5 enterprises per village per year assuming that 1 new enterprise can create 3 jobs" (India has 7,213 blocks with 90 villages per block).

Future of Micro Entrepreneurship: A Post Pandemic Outlook - The panellists for the session were Mr Anish Kumar, Managing Director, Transforming Rural India Foundation, Ms Bhairavi Jani, Founder, IEF Entrepreneurship Foundation, and Dr Chintan Vaishnav, Mission Director, Atal Innovation Mission and was moderated by Mr Shrashtant Patara, CEO, DA Group. The panel dwelled on the question of how existing institutions can help in making access to entrepreneurship more inclusive and equitable. Shrashtant Patara reiterated that the entrepreneurial aspirations of people will change the face of the Indian economy. It was emphasised by the panellists that there is a need to create a culture of accepting inclusive pathways to entrepreneurship for livelihoods, by



centrally placing ourselves in the innovation ecosystem to create local employment opportunities.

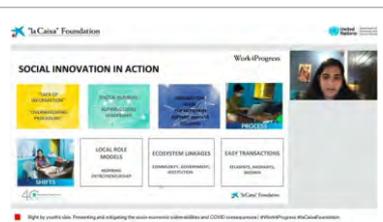
Cluster Development: An Emergent Ecosystem for Resilient Local Economies- The panel was moderated by Prema Gera, Advisor, DA Group and the panellists were Ram Pratap Singh, Chambal Agritech Incubator Producer Co. Ltd, Gauri Malik, Founder, Skilled Samaritan Foundation, Sachin Joshi, Head of Facility for International Cooperation on Inclusive and Sustainable Industrial Development, UNIDO, and Ayush Kasliwal, Director, AKFD Studio. The panel discussed the challenges that cluster ecosystems face and how to tackle them. It was remarked that what a consumer wants is not what is necessarily offered, hence, the ecosystem needs constant business development innovation.

Overall, the two tracks set the tone for a hopeful and action-oriented mindset towards the future of inclusive entrepreneurship. DA aims to take the learning from the event forward and in synergy with ecosystem players to develop the contours of 'Pathways to Inclusive Entrepreneurship'.

Milestones



Co-creating Methods to Downscale the Doughnut (29 July 2021)



DA participated in a session on 'Right by Youth's Side' organised by UN ECOSOC (15 February 2022)



Biodiversity Means Transition- A webinar with EU and GEC (12 August 2021)



Padhegi Woh Toh Badhenge Hum Campaign (11 October 2021)



Webinar: A dialogue on 'Greening Finance at Sub-national Level'



Development Alternatives at the Work4Progress Annual Conference (7-10 January 2021)



Webinar on 'Towards a Nature Positive Economic Recovery Post COVID-19' (23 November 2021)



An interactive session on 'Integrating Indigenous Knowledge in the Design of Nature-based Solution' (25 August 2021)



DA participated in a workshop on 'Fostering the Circular Economy: Role of MSMEs' (November 2021)



#UnlockingHerPotential: A webinar series on Literacy-led Women Empowerment (12 July 2021)



World Localisation Day: Fostering a Favourable Ecosystem for Local Green Enterprises (15 June 2021)



Limestone Calcined Clay Cement (LC³)

Milestones



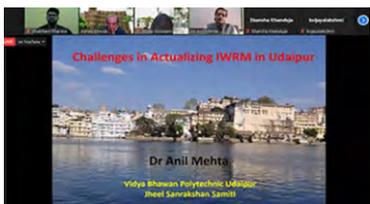
13 Saal, Bemisal – Radio Bundelkhand celebrates 13 years (23 October 2021)



Regional Enterprise Coalition organised in Eastern Uttar Pradesh



An MoU between TARA and Agra Nagar Nigam for Improving Plastic Waste Management in Agra (14 December 2021)



Webinar Series: Water Resource Management for Sustainable Development (8 October 2021)



Kaun Banega Business Leader 2022 competition held in Odisha (10-11 February 2022)



Paper Presentation on Harmful Effects of Arsenic in Water



Webinar to discuss Smart-City Systems Framework organised by SHIKHAR (11 February 2022)



DA and DIT signs MoU to set up the Centre of Excellence in the Western Himalayas (12 July 2021)



Testing and Awareness Drive for 'Fluoride-free' Drinking Water (December 2021)



Technology Intervention to Improve Sustainability of Traditional Business in Asharikandi, Assam (March 2021)



Awareness through 'Paani ki Paathshala' amongst children in Gautam Budh Nagar, Uttar Pradesh (May 2021)



Training for Community-based Responsible Tourism (April 2021)

Awards and Achievements

Commonwealth Grants Programme



TARA Akshar+, a miracle literacy solution programme won the Commonwealth Education Award for

Rethinking Education for Sustainability 21-22. Under this programme, we empower women to learn to first read the word and then the world, enabling them to work towards a sustainable future with access to quality living, developing knowledge, skills, behaviour, and values that are needed to think responsibly. The programme empowers women to take charge of their own lives and the context they are in, rather than just being receptacles of information. Currently, there is under-investment in women's schooling and adding to the situation are the restrictions on their mobility and entrenched biases that discourage their aspirations. TARA Akshar+ programme aims to use information communication technologies to develop innovative mechanisms to fight female illiteracy to empower them.

Lead Radio Station



Radio Bundelkhand was chosen as Lead Bundelkhand Community Radio Station in Madhya Pradesh by the Ministry of Information and Broadcasting.

We the Change Now



Varsha Raikwar was selected among the 17 Young Climate Leaders from across the nation by the UN in India for the

movement 'We the Change Now' to help shape the future of climate change in India.

Access Livelihoods Sitaram Rao Case Study Competition 2022



Churachandpur Lemongrass Cluster in Manipur won the award under the theme - Advancing Agro and Processing Enterprises for

Rural Development. The case study focussed on technological and farm innovations of natural farming practices and introduction of GC-MS technology, which helps in identification of volatile chemical substances.

W4P India and IMEDF recognised as UN Sustainable Development Goals Good Practices 2021



Indian Micro Enterprise Development Foundation (IMEDF) and Work4Progress were

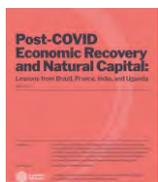
recognised as United Nations Sustainable Development Goals Good Practices in June 2021.

Publications 2021-22



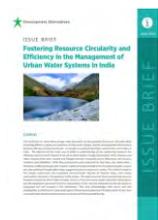
Country Strategy for Green Inclusive Micro Enterprises Financing - India

The report is a comprehensive document intended to act as a blueprint for various stakeholders in the financial ecosystem. It proposes to make necessary changes in the existing financial architecture to expedite access to affordable finance for green and inclusive micro-enterprises. Micro-enterprises contribute significantly to the economy and particularly to exports. They have the power to transition the Indian economy into a greener and more inclusive model.



Post-COVID Economic Recovery and Natural Capital: Lessons from Brazil, France, India, and Uganda

To develop sustainable and resilient economies, policies that promote investment in nature must be integrated into post-COVID economic recovery. In this context, the Green Economy Coalition published the Global Report on the Post-COVID Economic Recovery and Natural Capital. The Development Alternatives has contributed to India's lesson on the assessment of selected post-COVID policies of the Government of India to understand the extent of incorporating natural capital elements in decision-making.



Fostering Resource Circularity and Efficiency in the Management of Urban Water Systems in India

This issue brief on urban water-energy nexus comments on the potential of resource circularity while enhancing efficiency, equity, and resilience of urban water systems, and the advantage that decentralised solutions offer to contribute to this aim. It is based on a study of water flow assessments in tier II cities in India. The objective of the study was to build an understanding of the relationship between the efficient environmental impacts of the urban water system.



Green Economic Recovery of India: Scopes and Opportunities for Selected Key Sectors

In response to the havoc created by the COVID-19 pandemic throughout the country, the Government of India announced a COVID recovery budget, followed by an annual budget for 2021-22. An analysis of these two budgets through the lens of natural capital showed the extent of budgetary allocation with the potential to create a positive or negative impact. Some existing gaps and opportunities were also identified. This policy brief brings key policy recommendations for the policymakers and the government to drive a green economic recovery in India.



Bringing Life Back to Our Lifeline

Rivers are the living entities that hold the capacity to transform an ecosystem, economy, and environment. The Ganga river provides livelihoods to millions of people. Today, the river has been contaminated to a level that it is one of the world's top 10 rivers to carry plastic pollution in the ocean. The photobook through an emotional and poetic journey highlights the importance of the river and reasons for its deplorable state. It also highlights Development Alternatives initiatives in Haridwar in Uttarakhand and Prayagraj in Uttar Pradesh, to combat the plastic leakage entering into the river.



empower Skills to livelihood

Development Alternatives has oriented more than 11 Lakh youth on livelihood awareness and trained more than 25,000 individuals on vocational skills while linking 23,000+ with livelihood opportunities either through jobs or apprenticeship in the last 6 years. Bridge2Naukri is an aspiring livelihood linkage programme of Development Alternatives supported by Citi Foundation. It is an online platform that brings both employers and candidates to the same platform.



Social Innovation led Dignified Livelihoods - RESILIENT COMMUNITIES

The first newsletter of the W4P India platform comes at a time when the country and its people are in the midst of the second wave of the COVID-19 pandemic. In this newsletter, we share the social innovation processes as they unfold in the field. The stories reveal how communities and stakeholders are coming together to find solutions to their livelihood challenges, emerging as influencers and energising the ecosystem, including in the times of the pandemic-induced crisis.



W4P India Platform Newsletter, Issue 2

Stories and articles from the ground shared in the second issue of the e-newsletter bring together the emerging outlook for livelihoods, the shifts in the narratives, and the emergent challenges. The youth in the programme geographies remain aspirational but are learning to redefine what is possible. Going forward, this is the group we need to remain connected with and engage more deeply.



IMEDF Insights Women's Day Special Edition Vol. 3 No.1

IMEDF Insights provides a capsule of updates on the clusters and events that has taken place at the time of reporting for the newsletter.

Perspective papers



Datta, S. (2021). Indian case study on 'Integrating Natural Capital into Government Post-COVID Economic Decision-Making and Economic Recovery, *Development Alternatives*, 1-46.



Goswami, G., Roy, S., Datta, S., & Manna, S. (In press). Sustainable supply chain intervention: A case-based analysis of the Economics of Land Degradation, *International Journal of Sustainable Development*.



Goswami, G., Datta, S., Sharma, S., & Mukherjee, J. (2021). Locally informed “remediation” interventions: Lessons of community (co)engagement from semi-arid Bundelkhand, India, 729-746.



Datta, S. (2021). Driving green economic recovery through public policy: The story of India, *Green Economy Coalition*.



Talwar, S., Thanduparakkal, S., Arora, K., Niazi, Z., & Retamal, M. (2021). A review of the policy framework for a circular economy for plastics in India. Report Number 2021-5. *UTS and Development Alternatives, Australia and India*.



Niazi, Z., Walton, A., & Gardner, J. (2021). Enabling behavior change towards a circular economy for plastics in India: A review of social and behavioral enablers, *Development Alternatives and CSIRO, India and Australia*, Report Number 2021-4.



Tyagi, A., Ruoso, LE, Retamal, M, Pai Panandiker, A., Goswami, G. and Niazi, Z., (2021). Towards a circular economy for plastics in India: A review of community, industry and public sector initiatives, *Development Alternatives, UTS and TERI, Australia and India*, Report Number 2021-2.



Khanna, P., Gupta, S., & Gupta, M. (2021). Eco-Friendly Approach for Construction - A Case Study from Uttarkashi, Uttarakhand. Bindal, M.K., Gupta, A.K., Baidya, S., Acharya, P., Bhardwaj, S. (Eds.), *Environmental Sustainability, Green Growth and Disaster Resilience, National Institute of Disaster Management*, 161-172.

DA in News



Panel Proposes Start-ups for Solving Waste Pollution Problem to Agra Municipal Corporation

As part of the Clean Air Action Plan of the District Administration of Agra, the United Nations Environment Programme (UNEP) and its partners are providing support and technical assistance in the implementation of activities under the plan.



To Improve Lives, Rural Electrification Efforts Must Respond to Local Aspirations

The current pandemic has offered mankind another opportunity to mend its ways. The first warning shot was the seminal work done by the “Club of Rome” in 1972. The forum realised that the human species, unlike other living beings, was consuming not for its needs but for its greed.



Agra Nagar Nigam Joins Hands with TARA, the Alliance to End Plastic Waste and GoMassive to Fight Plastic Waste

Agra Nagar Nigam, the Municipal Corporation of the Agra, signed a Memorandum of Understanding (MoU) with The Society for Technology and Action for Rural Advancement (TARA). It was signed to strengthen plastic waste pollution prevention programmes and minimise plastic waste leakage in Agra, Uttar Pradesh, India.



Hydropower Development in India Can and Should be Sustainable

The Uttarakhand dam disaster is a reminder of the fragility of humanity’s relationship with nature. Turning our back on hydropower may seem like an easy answer, but it would be the wrong response.



TARA Collaboration Positions India as Asia Gateway for Betolar's Sustainable Material Technology Innovation

Betolar, a Finnish materials technology company announces the launch of a new partnership with sustainable housing firm TARA - founded by former UN sustainability advocate and pioneer, Dr Ashok Khosla, Chairman, Development Alternatives Group.



In the Post-pandemic World, We Must Prioritise People

The political leadership of the world must henceforth place the well-being of people and the productivity of nature at the core of their post-COVID-19 economic recovery plans. This is the quickest and surest way to revive the health of our fellow citizens, speed up revitalisation of our economies, and accelerate job creation, writes Dr Ashok Khosla, Chairman, Development Alternatives Group.



It's No Longer a Choice Between Taking Climate Action and Building a Strong Economy, New Development Model Balancing Both is Needed-World Sustainability Summit 2021

Dr Ashok Khosla (Founder and President, Devalt; Former Co-Chair, UNEP-IRP & President-IUCN) discussed about the systematic approaches for sustainable restoration of ecosystems and informed that the massive efforts have been initiated to stop the destruction of nature and of human-environment since 1972's conference of United Nations that was held in Stockholm but they haven't bought expected success.

AQI of Bihar cities worsens despite huge investment, policy support

Published on Jun 30, 2021 09:52 PM IST
 Others
 PATNA Huge investments, policy support and tie-ups with multiple expert groups notwithstanding, air quality index (AQI) of top Bihar cities remains a major worry

AQI of Bihar Cities Worsens Despite Huge Investment, Policy Support

The state environment and forest department and the BSPCB had signed agreements with various agencies like United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), Development Alternatives Group, Asian Development Research Institute (ADRI), etc. for different types of intervention to check air pollution over the last couple of years.



Padhegi Woh Toh Badhenge Hum Campaign

On 11 October, 2021, Development Alternatives launched a 21 days long campaign titled, 'Padhegi Woh toh Badhenge Hum' in collaboration with NDTV. This campaign aimed to raise funds and generate support to make 5 million literate women by 2025.

Partners and Collaborators





Compliance

Auditors' Report

Society for Development Alternatives
Balance Sheet as at 31 March 2022

Schedule	As at 31 March 2022 ₹	As at 31 March 2021 ₹	
Sources of funds			
Funds			
General fund	1	(5,72,77,885)	(5,14,59,582)
Liabilities and provisions			
Unspent grants, net	2	1,13,78,164	7,63,82,008
Long term borrowings	3	16,46,380	-
Current liabilities	4	9,12,32,287	1,97,33,817
Provisions	5	38,42,450	27,54,264
		<u>5,08,21,396</u>	<u>4,74,10,507</u>
Applications of funds			
Property, plant and equipment	6	1,34,77,780	1,48,37,590
Current assets, loans and advances			
Cash and bank balances	7	2,64,70,357	2,61,83,421
Loans and advances	8	1,08,73,259	63,89,496
		<u>3,73,43,616</u>	<u>3,25,72,917</u>
		<u>5,08,21,396</u>	<u>4,74,10,507</u>

Summary of significant accounting policies and other explanatory information 13

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

As per report of even date
For K G Somani & Co LLP
Chartered Accountants
FRN:006591N / N500377



(Bhuvnesh Maheshwari)
Partner
M.No.088155

Place : New Delhi
Date : 28-03-2022



For and on behalf of the Society for Development Alternatives



Shrashtant Patara
Chief Executive Officer



Vinod Nair
GM Finance



Society for Development Alternatives
Income and Expenditure Account for the year ended 31st March 2022

	Schedule	Year ended	Year ended
		31 March 2022	31 March 2021
		₹	₹
Income			
Grant income	2	32,31,48,821	17,18,73,745
Other income	9	47,58,020	2,05,922
		<u>32,79,06,841</u>	<u>17,20,79,667</u>
Expenditure			
Grant expenses	2	27,05,29,341	11,28,25,930
Personnel expenses	10	4,21,47,555	4,07,77,851
Finance costs	11	1,03,655	38,768
Depreciation	5	13,16,383	14,73,806
General and administrative expenses	12	1,96,28,210	1,51,87,569
		<u>33,37,25,144</u>	<u>17,03,03,924</u>
Surplus/(Deficit) before prior period item		(58,18,303)	17,75,743
Less : Prior period adjustments		-	-
Surplus/(Deficit) for the year transferred to general fund		<u>(58,18,303)</u>	<u>17,75,743</u>

Summary of significant accounting policies and other explanatory information 13

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

As per report of even date
For K G Somani & Co LLP
Chartered Accountants
FRN:006591N / N500377



(Bhuvnesh Maheshwari)
Partner
M.No.088155

Place : New Delhi
Date : 28-09-2022



For and on behalf of the Society for Development Alternatives



Shrashtant Patara
Chief Executive Officer



Vinod Nair
GM Finance



Independent Auditor's Report**To the Members of Society for Development Alternatives****Opinion**

1. We have audited the accompanying financial statements of Society for Development Alternatives (the Society'), which comprise the Balance Sheet as at 31 March 2022 and the Income and Expenditure Account, for the year then ended, and a summary of the significant accounting policies and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view in conformity with the accounting principles generally accepted in India, including the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI), to the extent considered relevant by the management of the financial position of the Society as at 31 March 2022 and its financial performance for the year ended on that date.

Basis of Opinion

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

Emphasis of Matter

4. Attention is drawn to the Note no. 9 of Schedule 13 to the financial statements regarding the treatment of employer & employee contributions to the staff welfare fund as long-term borrowings based on an agreement dated 31st March 2022 with DA Group Society Staff Welfare Fund.

Our opinion is not modified in respect of the above matter.

Responsibilities of Management for the Financial Statements

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

Regd. Office: 3/15, ASAF ALI ROAD NEW DELHI-110002
Corp Office: 4/1 Asaf Ali Road, 3rd Floor, Delite Cinema Building, Delhi 110002. Tel: +91-11-41403938, 23277677, 23252225
Converted from K G Somani & Co (Partnership firm) w.e.f 24th June 2021



Auditor's Responsibilities for the Audit of the Financial Statements

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



Other Matter

10. We did not audit the financial statements of the branch (Orchha), whose financial statements reflect total assets of Rs.1,75,27,386 and as at 31 March 2022 and total revenues of Rs.62,68,231 for the year then ended on that date, as considered in the financial statements. These financial statements have been audited by M/s. SKA & Associates whose audit report have been furnished to us by the management, and our audit opinion on the financial statements of the Society for the year then end to the extent they relate to the financial statements not audited by us as stated in this paragraph is based solely on the audit report of M/s. SKA & Associates. Our opinion is not modified in respect of the above matter with respect to our reliance on the financial statements audited by M/s SKA & Associates.
11. No balance confirmation/ bank statement is made available for our verification in respect of the one inoperative bank account with syndicate bank (A/C No. 89001010001896) Shimla branch having zero balance in the books of account as on 31st March 2022.
12. The registration under the Foreign Contribution (Regulation) Act, 2010/Foreign Contribution (Regulation) Rules 2011, for carrying out activities of social nature with registration number 231650202 dated 5 August 2016 for the period from 1 November 2016 to 31st October 2021. The society applied for renewal and the same is pending with Ministry of Home Affairs (MHA) for approval. The extension has been provided multiple times till 30th September 2022 and the same is further extended till 31st March 2023.
13. As per section 17(1) of FCRA Act, 2010 (as amended), the amount of foreign contribution must be utilized through one or more FCRA Account opened for such purpose. However, as informed to us, the society during the financial year 2021-22 transferred funds from FCRA utilization account to one of its non- FCRA/local bank accounts in order to discharge the liability on account of TDS and Provident Fund appearing in the books of FCRA.
14. Expenses incurred in respect of common resources used by the Society for Development Alternatives & Society for Technology and Action for Rural Advancement (Related party) like manpower, assets, etc. have been allocated on the basis of the assessment made by the management. In the absence of the requisite information, we have relied upon the allocation made by the management.

For **K G Somani & Co LLP**
Chartered Accountants
FRN: 006591N/N500377




(Bhuvnesh Maheshwari)
Partner
M. No. 088155

UDIN: 22088155AVYCBL8608

Date: 28-09-2022
Place: New Delhi

Credibility Alliance

Identity

Society for Development Alternatives is registered as a not-for-profit society under Society registration Act. XXI of 1860 (Reg. No. 12964).

Society for Development Alternatives is registered under the Foreign Contribution (Regulation) Act, 2010 (FCRA Reg. No. 231650202).

Visit us at the addresses given on the 'contact us' link on our website: www.devalt.org

Name and address of main bankers: Axis Bank Limited, K-12, Green Park, New Delhi - 110 016, India

Name and address of auditors: K G Somani & Co LLP, Delite Cinema, Asaf Ali Road, 3rd Floor, New Delhi - 110002, India

Governance

None of the society for Development Alternatives' Governing Council members are related to each other. The Governing Council Members met twice in the FY 2021-2022, on 25 August 2021 and 18 December 2021. The minutes of the Governing Council meetings are documented and circulated.

Accountability and Transparency

No sitting fee or any other form of compensation has been paid since the inception of the Society of Development Alternatives to any Governing Council Members.

Staff Details (as on 31 March, 2022)

Salary Range (₹)	Regular Staff		
	Male	Female	Total
<10000	03	00	03
10000 - 25000	16	02	18
25001 - 50000	11	07	18
50001 - 100000	13	08	21
>100000	02	05	07
Grand Total	45	22	67

ACRONYMS

C&D Waste	-	Construction and Demolition Waste
CSO	-	Civil Society Organisation
CSR	-	Corporate Social Responsibility
DA	-	Development Alternatives
ESS	-	Enterprises Support Services
EU	-	European Union
GEC	-	Green Economy Coalition
GIZ	-	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	-	Information and Communications Technology
IMEDF	-	Indian Micro Enterprises Development Foundation
IUCN	-	International Union for Conservation of Nature
LC ³	-	Limestone Calcined Clay Cement
LOCO	-	Locally Owned and Community Operated
MSME	-	Micro, Small and Medium Enterprise
SDGs	-	Sustainable Development Goals
SFURTI	-	Scheme of Fund for Regeneration of Traditional Industries
TARA	-	Technology and Action for Rural Advancement
TRC	-	Technology Resource Centre
UIDAI	-	Unique Identification Authority of India
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environment Programme
USAID	-	The United States Agency for International Development
WADI	-	Watershed Development Projects
WDF	-	Water Development Fund



The Development Alternatives Group

Development Alternatives (DA)
www.devaltd.org



Technology and Action for Rural Advancement (TARA)
www.tara.in



TARAhaat Information and Marketing Services Ltd.
www.taraaat.com



TARAlife Sustainability Solutions Pvt. Ltd.
www.taralife.in



TARA Machines and Tech Services Pvt. Ltd. (TMTS)
www.taramachines.com



TARA Livelihood Academy Pvt. Ltd.

