



Confederation of Indian Industry

# Compendium on Rural Development



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The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society, through advisory and consultative processes.

# Introduction

Rural development remains central to advancing equitable growth and strengthening the social and economic fabric of the nation. The Rural Development Compendium of Best Practises brings together diverse initiatives that demonstrate how purposeful collaboration, context-driven innovation, and community participation can meaningfully address the multifaceted challenges faced by rural communities.

The initiatives featured here reflect a shared commitment to improving livelihoods, enhancing human capabilities, and fostering resilient ecosystems. They illustrate how targeted interventions spanning agriculture, education, health, digital inclusion, and enterprise development, can create opportunities that elevate the quality of life in rural areas.

It aims to encourage wider adaptation of these approaches by offering insights into models that have demonstrated measurable progress, strengthened institutions, and empowered communities to shape their own development pathways.

## Purpose & Vision

**The primary objective of this compendium is to serve as a resourceful guide for policymakers, practitioners, researchers, and grassroots organizations. By documenting best practices, it seeks to:**

1. Empower Communities: Highlighting community-centric initiatives that enhance self-reliance and socioeconomic stability.
2. Promote Knowledge Sharing: Providing a platform to exchange ideas, experiences, and methodologies for addressing common challenges.
3. Foster Collaboration: Encouraging multi-stakeholder partnerships to amplify impact.
4. Scale Success: Offering replicable models that can be adapted to diverse rural settings.

## Scope & Focus Areas

**The compendium covers a broad spectrum of themes that are shaping rural development today, including but not limited to:**

- Sustainable Agriculture and Climate-Responsive Practices:

Promoting regenerative farming, water-efficient irrigation, soil health management, value-chain strengthening, and farm-level resilience through technology-enabled and community-supported

- **Skilling, Livelihoods and Enterprise Development:**

Enhancing employability, fostering micro-entrepreneurship, strengthening rural enterprises, and expanding income opportunities through targeted skills, market linkages, and institutional support.

- **Women's Empowerment and Social Inclusion:**

Advancing women-led enterprises, improving financial and digital participation, enabling leadership roles, and supporting inclusive models that address gender and social disparities.

- **Digital Access and Technology Integration:**

Expanding digital literacy, improving access to digital public infrastructure, enabling tech-driven advisory services, and bridging information gaps through inclusive digital tools and platforms.

- **Health, Nutrition and Social Protection:**

Strengthening community health systems, enhancing access to preventive care, promoting nutrition-focused interventions, and facilitating last-mile delivery of welfare and protection schemes.

- **Education, Early Learning and Youth Development:**

Improving learning environments, enabling digital and experiential learning, and supporting children and youth with capabilities that enhance long-term opportunities.

- **Community Institutions and Local Ecosystem Strengthening:**

Supporting Self-Help Groups, local committees, Farmer Producer Organisations, and grassroots governance mechanisms that foster community ownership and long-term sustainability.

- **Environment, Water and Natural Resource Management:**

Advancing water conservation, climate adaptation initiatives, sustainable resource-use practices, and environmental stewardship across rural geographies.



# Message from the Director General



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India's economic and social trajectory is deeply anchored in the progress of its rural economy. As the country advances toward higher growth and greater global integration, the strength and resilience of rural ecosystems will play a defining role in sustaining inclusive development.

The initiatives documented in this year's Rural Development Compendium reflect a clear evolution in approach. There is a growing emphasis on structured interventions that are outcome oriented, scalable, and aligned with local institutions. Across livelihoods, skilling, healthcare, climate resilience, and digital access, these efforts demonstrate how coordinated action can deliver durable impact.

A key feature of the initiatives presented is their integrated design. Rural challenges increasingly demand solutions that cut across sectors. Livelihood programs are being strengthened through market access and technology. Health interventions are linked with nutrition, sanitation, and community participation. Climate resilience is being addressed alongside income stability and governance capacity. Such convergence is essential for long term sustainability.

Industry continues to be an important partner in this process. Beyond financial commitment, industry brings operational rigor, innovation, and an ability to scale proven models. Corporate Social Responsibility is increasingly serving as a platform for piloting solutions, strengthening delivery mechanisms, and complementing public systems.

This Compendium is intended to serve as a reference for policymakers, practitioners, and industry leaders engaged in rural development. By capturing credible practices and implementation insights, it aims to support informed decision making and replication.

CII will continue to facilitate partnerships and knowledge exchange that strengthen rural development outcomes. Building resilient rural systems remains central to India's development priorities.

**Chandrajit Banerjee**

**Director General**

**Confederation of Indian Industry**



# Message from the Chairman



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Sustained rural development is anchored in continuity, institutional strength, and community ownership. Programs deliver enduring outcomes when they build and integrate with local systems instead of operating as standalone efforts.

The initiatives featured in this year's Compendium reflect this understanding. Many focus on building skills, enterprises, and community institutions that enable sustained economic participation. Such approaches are critical for addressing persistent challenges including livelihood vulnerability, migration pressures, and social disparities.

Women and youth remain central to rural transformation. Programs that invest in their economic participation, leadership, and skill development are generating multiplier effects at the household and community levels. In parallel, the application of technology, when aligned with local contexts, is improving access, transparency, and efficiency in service delivery.

An encouraging trend is the increasing alignment between CSR initiatives, government programs, and community priorities. This alignment enhances scale, reduces fragmentation, and improves accountability. It also reinforces the role of collaboration in advancing rural development objectives.

This Compendium is positioned as a practical knowledge resource. It offers insights and replicable approaches for stakeholders involved in policy design, program implementation, and partnership development.

CII remains committed to supporting platforms that promote coordination, learning, and sustained engagement. Strengthening rural India is integral to building a more balanced and resilient economy.

**Shankar Vanavarayar**

**Chairman**

**CII National Task Force on Rural Development and Migrant Workforce**

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# Arvind Foundation

**Project Title:** NATH (Narmada Arvind Tribal Homestay Programme)

**Implemented by:** Arvind Foundation, with support from project partners and government institutions

**Geographical Coverage:** 8 villages of Narmada District, Gujarat (Aspirational District), near the Statue of Unity

**Focus Areas:** Rural Development, Sustainable Livelihoods, Tribal Development, Women Empowerment, Tourism-linked Income Generation

**Project Start Date:** 25 June 2020

**Project Budget:** ₹2 crore over seven years

**Background:** Arvind Limited, founded in 1931, has a long-standing belief that business progress is inseparable from social progress. This philosophy has guided decades of structured social interventions through trusts such as the Narottam Lalbhai Rural Development Fund (1978) and SHARDA Trust (1995). In 2015, these efforts were consolidated under Arvind Foundation to enable greater coordination, scale, and long-term impact. The Foundation's vision is to improve quality of life by creating sustainable opportunities, with a mission of working closely with communities until they are self-reliant and resilient. Its work is anchored around Education, Environment, Earning, and Rural Development. The NATH Programme emerges from this legacy, focusing on inclusive, community-owned livelihood creation for tribal households in Narmada district.

**Key Issues Addressed** Tribal communities in Gujarat continue to face structural barriers to education, market-relevant skills, and stable livelihoods. In Narmada district, livelihoods are largely dependent on agriculture and daily wage labour, resulting in seasonal income insecurity.

Despite proximity to the Statue of Unity and the resulting tourism growth, local tribal communities remained excluded from the tourism value chain due to limited skills, exposure, and access. Conventional development models risked exclusion or displacement, highlighting the need for targeted, inclusive, and community-owned solutions, particularly for women.

## Objectives

- Enable tribal households to earn additional and sustainable income by converting existing homes into tourist homestays without displacement
- Integrate tribal families into regional economic growth while preserving cultural identity and community ownership
- Empower tribal women through hospitality, soft skills, and basic entrepreneurship capabilities to manage homestays

**Project Approach & Implementation** The NATH Programme is an inclusive rural livelihood initiative designed to integrate tribal households into the tourism economy around the Statue of Unity. It repositions tourism as a means of participation rather than displacement by enabling families to convert part of their existing homes into homestays.

## Women are positioned as primary hosts & operators,

strengthening economic participation, confidence, and household decision-making. The programme combines infrastructure support, capacity building, market linkage, and continuous handholding as part of a long-term engagement model.

Key interventions include baseline surveys, household selection, customised infrastructure upgrades, hospitality and digital training, development of SOPs, onboarding onto online booking platforms, Gujarat Tourism certification, branding under a unified NATH identity, operational support, and continuous monitoring.

## 79 rooms created across 49 tribal homes in Kevadia

- Average household income increased by 30–40% through tourism-linked livelihoods
- Indicative annual income potential ranges from ₹2.4 lakh to ₹8.4 lakh per household
- Cumulative five-year earnings per homestay range from ₹12 lakh to ₹42 lakh
- Improved income diversification and reduced dependence on agriculture and daily wage labour
- Increased participation and leadership of women in economic activities
- Improved interaction with local administration and access to schemes and certifications
- Preservation and valorisation of local culture as a living economic asset

## Best Practices

- Inclusion-first, asset-led livelihood creation using existing homes
- Women-led enterprise development
- Unified cluster-based branding for service quality and trust
- Integration with formal tourism markets through digital platforms and certification
- Continuous handholding and quality assurance rather than one-time support

## Key Learnings

- Asset-led livelihood models enable rapid income generation without displacement
- Women-led operations enhance sustainability and household income stability
- Market access through digital platforms is as critical as infrastructure
- Continuous mentoring is essential in early stages
- Community-owned tourism strengthens dignity, cultural pride, and resilience

## Key Project Partners

- Online Booking Platforms: OYO, Booking.com, Airbnb, MakeMyTrip
- Training & Exposure: ITC Fortune, Tent City Narmada, GMR Foundation, ITIs, IHM/IIHM
- Technical & Implementation Support: Arvind Smart Spaces Ltd., Fulcrum – Capitalising CSR

## Government Partners:

- Sardar Sarovar Narmada Nigam Ltd.
- Mission Mangalam
- Gujarat Tourism
- Taluka Panchayat and Gram Panchayats

## Forward Linkages and Opportunities for Collaboration

The programme has established strong forward market linkages by **onboarding homestays onto online booking platforms, enabling direct market access and transparent transactions. Gujarat Tourism has accredited seven homestays under the Silver category.**

Opportunities for scaling include deeper partnerships with online platforms, integration with the Statue of Unity website, replication across other tourism corridors, corporate and institutional bookings, and expansion into value-added experiential tourism services.



# Industry Collaborative Crop Residue Management Initiative

**Supported by:** Apraava, Cadence, Fidelity, Goodyear, HDFC, JSW Foundation, SBI Card, Birlasoft, BPCL, CUMMINS, GAIL, IOCL, ONGC, PTC, Rau IAS study circle, RENEW POWER, Royal Enfield, The Hi-tech Gears Ltd

**Implemented by:** CII Foundation

**Geographical Coverage:** Punjab, Haryana

Focus Areas: Patiala, Ludhiana, Tarn Taran, Mansa, Barnala, Sangrur, Fatehgarh Sahib, Malerkotla, Karnal, Fatehabad, Jind, Sirsa, Rohtak, Jhajjar

**Project Start Date:** September 2018

**Project Budget:** ₹65 crore

**Background:** The CII Foundation is the social development arm of the Confederation of Indian Industry, established to enable industry-led inclusive development. The Foundation acts as a bridge between marginalised communities, government, and the private sector to address critical social and environmental challenges.

**Problem / Issues Addressed:** Air quality deterioration in North India has reached critical levels, particularly during winter months. One of the major contributors is crop residue (stubble) burning, which:

- Causes severe air pollution and public health risks
- Destroys soil micro-organisms and reduces soil fertility
- Lowers crop yields and farmers' incomes
- Results in significant greenhouse gas and particulate matter emissions

Small and marginal farmers often resort to burning due to lack of affordable alternatives, mechanisation access, and time constraints between crop cycles.

## **Project Objectives:**

- Eliminate open-field burning of crop residue
- Promote environment-friendly in-situ and ex-situ alternatives
- Improve soil health and farm productivity
- Reduce air pollution and greenhouse gas emissions
- Enable farmers to adopt sustainable agricultural practices through systemic support

**Vision:** Enable industry to infuse inclusive development

**Mission:** Work towards inclusive development by creating meaningful partnerships between communities, government, and donors—especially the corporate sector

**Goal:** Drive inclusive and sustainable development by strengthening livelihoods, promoting responsible resource management, and creating scalable, long-term grassroots impact.

**Project Description:** Launched in 2018 as a pilot in 19 villages of Punjab, the Crop Residue Management (CRM) initiative emerged from a collaboration between CII and NITI Aayog to address stubble burning and air pollution. The programme has since evolved into a large-scale, multi-stakeholder initiative involving government departments, industry donors, agricultural universities, and farming communities.

As of 2024, the programme covers 1,000+ villages, reaching 2 lakh+ farmers across 11 lakh+ acres of farmland in Punjab and Haryana, positioning CRM as one of India's largest collaborative efforts to address agricultural residue burning.

**Beneficiaries:** 2,08,880 small and marginal farmers

**Project Approach and Implementation:** The CRM initiative follows a multi-stakeholder, ecosystem-based approach, implemented by CII Foundation:

**1. In-situ Methods:**

- o Mechanised straw mulching and soil incorporation
- o Enhances soil organic carbon and long-term fertility

**2. Ex-situ Methods:**

- o Straw banks and biomass aggregation
- o Value addition through biogas, compost, and pelletisation plants

**3. Institutional Convergence:**

- o Coordination with district administrations, agriculture departments, and technical institutions

**4. Community Ownership:**

- Formation of Village Nigrani Committees to monitor and prevent farm fires
- Training and deployment of youth volunteers for field-level support

**Outcomes / Impact**

- 87% farmland saved from burning in 793 intervened villages (2024)
- 884,000 acres of farmland covered
- 146,000 farmers directly impacted
- 20,45,842 tonnes of straw managed without burning
- 96.58 billion litres of water saved
- 8,699.2 tonnes of PM2.5 emissions avoided
- 18,46,222 tonnes of CO<sub>2</sub> emissions avoided

**Key Learnings**

- High upfront costs inhibit farmer adoption of sustainable practices
- External financial and institutional support is critical to catalyse behavioural change
- Community monitoring and shared infrastructure significantly improve compliance and outcomes

**Key Project Partners and Their Roles:**

Corporate & CSR Donors: HDFC Parivartan, Apraava Energy, Cadence, Fidelity, JSW Foundation, Goodyear, SBI Card, PTC Foundation, PFS, Birlasoft, ONGC, ReNew Power, Royal Enfield, Bharat Petroleum, GAIL, Indian Oil, SIAM, Cummins, The Hi-Tech Gears Ltd., among others – funding and scale support

**Academic Partner:**

Punjab Agricultural University – technical guidance and validation

**Government Partners:** Block Development & Panchayat Offices

- Agriculture Departments (State & District)
- Northern Region Farm Machinery Training & Testing Institute (NFRMTTI)
- District and Block Administration

**Opportunities for Collaboration to Scale:**

- Expansion to 2,500 villages by 2028
- Creation of a zero-stubble-burning belt across North India
- Partnerships with clean energy, agri-tech, and climate finance stakeholders

- Forward Linkage / Market Created:**
- 5 0 0 + Community Tool Banks established for shared access to mechanised solutions
  - 10+ biogas plants and 3 biocompost plants installed
  - 3 biomass pelletisation plants (2 in Punjab, 1 in Haryana)

These linkages convert agricultural waste into economic resources while ensuring long-term sustainability.



# Blue Star

**Implemented By:** CII Foundation, in partnership with the State Government's ICDS/Women & Child Department and local Panchayats

**Geographical Coverage:**

- State: Andhra Pradesh
- District: Nellore
- Cluster approach adopting 10–15 Anganwadis in a geography; programme also referenced as implemented over the years in J&K, West Bengal, Tamil Nadu, Kerala, Andhra Pradesh and Karnataka

**Focus Areas:** Early Childhood Education (ECE), Health & Nutrition, Capacity Building of ICDS staff, Inclusive and child friendly infrastructure (BaLA), Community Engagement, Adolescent Health Awareness

**Project Start Date:** 1 August 2025

**Project Budget:** ₹35,00,000

**Background:** Blue Star's CSR is aligned with Schedule VII of the Companies Act, 2013, with three focus areas—Education, Skill Development and Environmental Sustainability—implemented directly or via partners and monitored by a dedicated CSR Committee/Board of Trustees. CSR outlay for FY26 is ₹1,021.50 lakhs. The ASP aligns with SDG 4.2 on inclusive early childhood education.

**Key Issues Addressed** • Criticality of 0–6 years for brain development; need for quality ECE

• Gaps in Anganwadi infrastructure (water, sanitation, electricity, ventilation, lighting, storage, age appropriate furniture) impacting learning/nutrition/health activities

• Limited training and heavy administrative load for frontline workers; morale issues due to delayed/low salaries

• Low community awareness of the full range of ICDS services

These issues drive exclusion and suboptimal outcomes in underserved rural/semi rural contexts.

**Objectives:** • Make children school ready by strengthening ECE

• Assess and ensure nutrition, health and sanitation facilities at AWCs/schools

• Enable healthy, holistic learning environments at Anganwadis

• Develop a quality, sustainable, inclusive and replicable ICDS model in the chosen district

## **Project / Programme Approach &**

### **Implementation:**

• Adoption & Upgradation: Identify and adopt ~10 Anganwadis for renovation; ensure water, child friendly toilets, accessibility features; implement BaLA to convert built spaces into learning aids.

• ECE Enablement: Roll out age appropriate, culturally contextual, gender neutral curriculum aligned with State frameworks; provide learning tools/books/games.

• Capacity Building: Structured trainings/workshops for AWWs on ECE, nutrition, growth monitoring, record keeping, inclusive practices, and community outreach; continuous handholding.

• Early Identification: Sensitise AWWs to detect intellectual/developmental delays (0–6 years) and enable referrals.

• Community Engagement: Engage parents, PRIs and local stakeholders for ownership, accountability and sustained participation.

• Adolescent Health: Conduct school based sessions on menstrual hygiene, mental well being, substance abuse, lifestyle disorders, puberty, using interactive tools (quizzes, films, debates, skits).

• Delivery Model: Cluster approach (10–15 AWCs) for scale; implemented with State partnership (ICDS/WCD) and local stakeholders.

### **Outcomes / Impact:**

• Improved learning indicators for children enrolled in target AWCs

• Improved nutrition and health indicators for children and adolescents

• Community led and owned Anganwadis focusing on health, hygiene and learning

• Addressal of developmental delays/disabilities via early detection and referrals

• Creation of child friendly communities

• Trained ICDS functionaries ensuring quality preschool education

• Development of a replicable “model” scalable across state/country

**Best Practices:** • BaLA (Building as Learning Aid) to convert infrastructure into learning resources

• Cluster-based adoption for scale and measurable impact

• Inclusive infrastructure with accessibility solutions for CwD

• State convergence with ICDS/WCD for approvals and alignment

• Continuous handholding post training rather than one time support

• Community ownership to sustain outcomes

**Key Learnings**

• Lack of training and delayed/low payments reduce morale and affect service delivery at AWCs; workers are burdened with other admin tasks

• Community is not fully aware of the services available at Anganwadis, requiring focused awareness and engagement efforts

### **Key Project Partners:**

• Government/ICDS – Women & Child Department: approvals and inputs via District Project Officer/Child Development Project Officer

• Local Stakeholders: Sarpanch and other community actors

• Implementing Organisation: CII Foundation (with industry/CSR partner Blue Star referenced in submission)

**Forward Linkages / Opportunities for Collaboration** • • The model is modular and location agnostic (ICDS/Anganwadis available statewide), enabling state level scaling in ECCE; scope for wider collaboration with government and industry to expand into more districts/blocks.



# Orkla India

**Implemented By:** CII Foundation in partnership with ICAR Institutes (KVK, SAU, IISWC, NIRCA), FPOs and Ag-Tech Partner - Farmitopia

**Geographical Coverage:**

- State: Karnataka
- District: Ballari (chilli-growing clusters)

**Focus Areas:** Agriculture, Skill Development and Livelihood, Women Empowerment

**Project Start Date:** May 2025

**Project Budget:** ₹65,00,000

**Background:** Orkla India Pvt. Ltd. is a major Indian consumer foods company and part of Orkla ASA, headquartered in Oslo, Norway. It owns leading brands such as Eastern and MTR.

**CSR Vision:** • Nurturing communities

- Environmental protection
- Empowerment through sustainable and inclusive social impact

CSR Approach & Goals:

- Strengthen rural livelihoods and smallholder farmers
- Promote food safety and sustainable agriculture
- Enhance community health, education & environmental sustainability
- Drive inclusive rural economic growth

CSR efforts focus on: agricultural capacity building, community nutrition, sustainable sourcing, responsible innovation, and long-term social impact.

**Key Issues Addressed**

- Low adoption of quality-centric agricultural practices low farmer income
- High risk of chemical non-compliance market rejection
- Weak institutional capacity of FPOs
- Post-harvest losses & quality deterioration
- Limited market linkage and poor price realisation

These issues significantly reduce rural agricultural competitiveness and farmer resilience.

## Objectives

- Improve farmer incomes through better quality & market access
- Strengthen governance & business orientation of FPOs
- Promote GAP (Good Agricultural Practices) & IPM (Integrated Pest Management)
- Ensure food safety, residue compliance & traceability
- Reduce post-harvest losses and quality risks (e.g., aflatoxin)

## Project / Programme Approach & Implementation

### End-to-end value chain strengthening:

- Mobilised 1,500 chilli farmers, including 600 women, across 8,700+ acres
- Geo-tagging of farms - traceability, digital monitoring, compliance
- Continuous field advisories on GAP, IPM, residue management, MRLs, PHI
- Institutional strengthening of FPOs – governance, finance, collective marketing
- Post-harvest upgrades: scientific drying, hygienic storage, grading, moisture control, aflatoxin prevention
- Market exposure visit to Guntur Mirchi Yard for hands-on learning
- Digital advisories & real-time monitoring for compliance and improved decision-making

### Outcomes / Impact:

- Higher adoption of quality agricultural practices
- Strengthened traceability reducing compliance failures
- Improved FPO governance & business performance

- Enhanced post-harvest quality and grading consistency
- Increased farmer confidence & early exposure to structured markets

These outcomes increase long-term price realisation and livelihood sustainability.

### Best Practices:

- End-to-end value chain approach
- Digital traceability & data-driven advisories
- Scientific post-harvest practices
- Governance strengthening for FPO sustainability
- Market exposure for farmers
- Women's participation in chilli value chain strengthening

### Key Learnings

- Compliance must begin at farm level
- Strong institutions (FPOs) improve market outcomes
- Digital traceability boosts advisory effectiveness and farmer adoption

### Key Project Partners

- CII Foundation – Implementation support
- ICAR institutes (KVK, SAU, IISWC, NIRCA) – Technical guidance
- FPOs – Field mobilisation, execution
- Farmitopia – Digital support & advisories

### Forward Linkages / Opportunities for Collaboration

- Stronger linkages with regulated markets for quality-based price gains
- Foundation laid for export-ready chilli value chains
- Scope for collaboration with exporters, certification bodies, logistics partners, institutional buyers & government schemes for scaling operations



# Consumer Unity and Trust Society (CUTS)

**Project Title:** Central Sector Scheme for Formation and Promotion of 10,000 Farmer Producer Organisations

**Implemented by:** Consumer Unity and Trust Society (CUTS)

**Geographical Coverage:** Banswara, Bharatpur, Bhilwara, Chittorgarh, and Pratapgarh districts of Rajasthan

**Focus Areas:** Farmer Collectivisation, Market Access, Income Enhancement, Institutional Strengthening of FPOs

**Project Start Date:** January 2021

**Project Budget:** ₹8.5 crore for five years

**Background:** Consumer Unity and Trust Society (CUTS), founded in 1983 in Jaipur, Rajasthan, began as a rural communication initiative and evolved into a leading public policy think tank and grassroots civil society organisation. CUTS works across India and several countries in the Global South, linking field-level evidence with policy advocacy at state, national, and global levels. Its CSR vision is anchored in Consumer Sovereignty, empowering citizens to influence markets and public policy through informed choice, fair regulation, and accountable governance. The organisation's mission and goal focus on advancing equitable, inclusive, and sustainable economic systems by addressing grassroots challenges and influencing policy processes.

**Key Issues Addressed:** Small and marginal farmers face persistent structural and systemic constraints that limit productivity, income, and sustainability.

These include fragmented landholdings, low bargaining power, dependence on intermediaries, limited access to quality inputs and institutional credit, inadequate storage and processing infrastructure, high post-harvest losses, low adoption of modern technologies, and weak leadership and managerial capacities within farmer institutions. influencing policy processes.

- Objectives:**
- Organise small and marginal farmers into strong collective institutions
  - Enhance bargaining power in input procurement and output marketing
  - Increase farm incomes through economies of scale, value addition, and better price realisation
  - Strengthen market access and reduce dependence on intermediaries
  - Facilitate access to institutional credit and government schemes
  - Develop post-harvest management, storage, and processing systems
  - Ensure long-term sustainability of FPOs through governance and capacity building

## **Project / Programme Approach &**

**Implementation:** The project promotes the Farmer Producer Organisation (FPO) model as a farmer-owned, professionally managed, and market-oriented institution. CUTS supported the formation and strengthening of 36 FPOs comprising over 25,000 small and marginal farmers, achieving a collective business turnover exceeding ₹29 crore.

The approach included farmer mobilisation, participatory rural appraisals, baseline surveys, and formation of Farmer Interest Groups. Farmers were mobilised as shareholders with emphasis on women and marginalised groups. FPOs were registered as Producer Companies under the Companies Act, 2013, with elected Boards of Directors and professional staff. Capacity building strengthened governance, financial management, and business operations.

FPOs undertook bulk procurement of quality inputs, aggregation and collective marketing of produce, development of market linkages, technical training on improved agricultural practices, and facilitation of access to credit and government schemes.

### **Outcomes:**

- Strengthened and functional FPOs with improved governance and compliance
- Increased participation of small and marginal farmers, including women
- Reduced cost of cultivation through collective procurement and mechanisation
- Improved market access and price realisation
- Enhanced access to institutional credit and government schemes
- Improved adoption of sustainable agricultural practices

### **Impact:**

- Increased and more stable farmer incomes
- Enhanced bargaining power and reduced dependence on intermediaries
- Improved livelihood security and economic resilience
- Development of viable, sustainable, farmer-owned agri-enterprises
- Strengthened local agricultural value chains supporting inclusive rural development

### **Best Practices:**

- Farmer-owned, market-oriented institutional model
- Phased implementation with strong governance systems
- Collective input procurement and output aggregation
- Capacity building of Boards, CEOs, and staff
- Convergence with government schemes and financial institutions

### **Key Learnings:**

- Community mobilisation and trust-building are critical for FPO success
- Continuous capacity building ensures long-term sustainability
- Strong and diversified market linkages determine commercial viability
- Technology adoption and mechanisation improve productivity and efficiency
- Collaborative partnerships enable scale, resilience, and impact

## Key Project Partners:

- Farmer Producer Organisations: Governance and operations
- Government Departments, NABARD, SFAC, NCDRC: Policy guidance, technical and financial support
- Banks and Financial Institutions: Credit and working capital
- Market players: Buyers, processors, and traders
- Technical and resource agencies: Training and advisory support

## Forward Linkages and Opportunities for Collaboration

Forward linkages include tie-ups with local buyers, institutions, processors, aggregators, corporate buyers, and e-commerce platforms. Market intelligence systems support farmers with price trends and demand forecasts. Opportunities for scaling include collaboration with government agencies, financial institutions, input suppliers, agri-tech companies, corporate buyers, NGOs, and research institutions to strengthen infrastructure, finance, technology adoption, and market integration.



# Dalmia Bharat Foundation

**Project Title:** Dalmia Institute of Knowledge and Skill Harnessing (DIKSHa)

**Implemented by:** Dalmia Bharat Foundation

**Geographical Coverage:** Uttar Pradesh (Sitapur); Tamil Nadu (Trichy, Ariyalur, Virudhunagar); Andhra Pradesh (Kadapa); Karnataka (Belagavi); Odisha (Cuttack, Sundargarh); Jharkhand (Bokaro); Bihar (Rohtas); West Bengal (Medinipur); Meghalaya (East Jaintia Hills); Assam (Dima Hasao, Morigaon, Hojai); Maharashtra (Chandrapur, Kolhapur, Sangli)

**Focus Areas:** Skill Development, Youth Employability, Sustainable Livelihoods, Women Workforce Participation, Industry-aligned Skilling

**Project Start Date:** 4 March 2016

**Project Budget:** FY 2023–24: ₹5.02 crore and FY 2024–25: ₹5.68 crore

**Background:** Dalmia Bharat Foundation (DBF), established in 2009, is the corporate social responsibility arm of the Dalmia Bharat Group. Rooted in a legacy of nation-building, DBF works across geographies where the Group operates, with a community-centric and outcome-driven approach. Its vision is to create opportunities for every stakeholder to reach their true potential, and its mission is to facilitate social, economic, and environmental progress through effective management of human and natural capital.

DBF's CSR strategy is anchored around Sustainable Livelihoods, Climate Action, and Social Infrastructure. Within livelihoods, the Foundation focuses on employability, skills, and income generation for youth and vulnerable populations. DIKSHa is the flagship skilling initiative under this strategy, aligned with national development priorities and implemented through strong partnerships.

**Key Issues Addressed:** The DIKSHa programme addresses youth unemployment and underemployment driven by skills mismatch between industry requirements and local youth capabilities. Key challenges include limited access to market-relevant skills and certifications, declining local employment opportunities due to automation, low female workforce participation, poor job retention in traditional skilling models, inadequate migration preparedness, and lack of awareness about employment opportunities beyond local geographies. The programme addresses not only skills training but the broader challenge of sustainable employability.

**Objectives:** • Enhance employability of youth aged 18–35 years through industry-relevant, demand-driven skill training

- Bridge the gap between industry requirements and workforce capabilities
- Enable access to dignified wage employment and self-employment, including beyond local geographies
- Promote gender inclusion through women-centric courses and safe training environments
- Strengthen job retention and livelihood continuity through counselling and one-year post-placement support
- Complement technical training with soft skills, financial literacy, workplace readiness, and life skills

**Project Approach & Implementation:** DIKSHA is a long-term, scalable skilling platform launched in 2016 to address employability gaps in industrial and semi-urban regions. The programme provides free, industry-aligned skill training integrated with certification, placement, and extended post-placement support.

From a single pilot centre, DIKSHA has expanded to 30 training centres across more than 10 states, with an annual training capacity of over 8,200 youth. Training is delivered through a structured lifecycle comprising skill gap assessment, curriculum alignment with NSDC and Sector Skill Councils, counselling and screening, centre-based training, third-party assessment and certification, placement facilitation, and one-year post-placement handholding. The programme places strong emphasis on inclusion, outcome orientation, and retention.

**Outcomes / Impact:** • 30 training centres across more than 10 states

- Over 25,000 youth trained since 2016
- Annual training capacity of 8,200+ youth
- Over 50% women participation
- Approximately 75% placement/settlement rate
- Over 80% retention among placed candidates
- Improved employability through combined technical, soft skills, and financial literacy training
- Increased income stability, confidence, and decision-making ability among youth, particularly women
- Independent Impact Assessment and SROI study (2023) reported an SROI of 7.8

**Best Practices:** • Outcome-first skilling design integrating placement and retention

- Strong industry alignment and demand-driven course design
- Women-centric training and family-inclusive counselling
- One-year post-placement tracking and handholding
- Standardised SOPs and technology-enabled monitoring

**Key Learnings:** • Outcome orientation significantly improves long-term livelihood results

- Continuous industry engagement is essential for relevance and placement
- Community and family trust improve mobilisation and retention
- Extended post-placement support enhances job stability and progression

- Gender-responsive design increases women's workforce participation
- Migration preparedness is critical for accessing higher-wage markets
- Standardisation and technology enable quality at scale

**Key Project Partners:**

- Industry and Corporate Partners: Funding, infrastructure, industry inputs, and placements
- Government Agencies and State Skill Missions: Target-based training, funding, and monitoring
- National Skill Development Ecosystem: NSDC, Sector Skill Councils, assessment and certification bodies
- Placement Partners and Employers: Wage and self-employment opportunities
- Independent Assessment Agencies: Third-party impact and SROI studies
- Community and Local Stakeholders: Mobilisation, counselling, and retention support

**Forward Linkages and Opportunities for Collaboration:**

DIKSHa facilitates direct placement linkages with employers across sectors and geographies. The programme seeks collaboration with industry and corporate foundations, government and state skill missions, Sector Skill Councils, employer associations, technology partners, and civil society organisations to expand training capacity to 30,000 youth annually over the next five years while maintaining quality and employment outcomes.



# Disha Foundation

**Project Title:** Ensuring Financial Inclusion and Social Protection of Unorganized Sector Workers

**Implemented by:** Disha Foundation

**Geographical Coverage:** Maharashtra – Mumbai, Nashik, Ahilyanagar, Sangli, Kolhapur, and Pune

**Focus Areas:** Unorganized Sector Workers, Financial Inclusion, Social Protection, Digital Literacy, Migrant Workers, Women and Vulnerable Groups

**Project Start Date:** 1 January 2023

**Project Budget:** ₹5 crore

**Background:** Since 2002, Disha Foundation has worked to improve the lives of workers in India's unorganized sector through interventions focused on health, livelihoods, and sustainability. Its approach emphasises capacity building, livelihood training, and leadership development to enable workers to become productive assets within their communities. Disha has established Migrant Resource Centres across Maharashtra, Goa, and NCR Delhi, supported by a digital ecosystem comprising the Shram Gaurav mobile application and a dedicated helpline, developed in collaboration with AdyaGaia Pvt. Ltd. Over the past decade, this integrated model has enabled access to registration, skill training, job linkages, financial services, and social security for over 11.5 lakh workers.

Disha Foundation has been recognised as a Centre of Excellence in Migration and Development by the Ministry of Tribal Affairs and has collaborated with NITI Aayog, with support from the World Health Organization, to address migrant worker issues within government programmes. Its vision is to create a just and equal society with equal opportunities for holistic development, and its

mission is to enable sustainable development of marginalised communities by improving quality of life and well-being.

**Key Issues Addressed** Unorganized sector workers who constitute over 90% of India's workforce face systemic exclusion from formal skill systems, financial services, and social protection mechanisms. Key challenges include low skill levels, poor financial and digital literacy, limited access to social security schemes, dependence on informal credit, irregular employment, and heightened vulnerability to economic and health shocks. Women workers face additional barriers due to gender inequality and limited decision-making power.

The COVID-19 pandemic further exposed these vulnerabilities, with many workers unable to access relief due to lack of documentation and digital exclusion. While large-scale registration through the e-Shram portal has expanded coverage, last-mile delivery and effective scheme convergence remain limited.

## Objectives:

- Enhance employability and income security of migrant and unorganized sector workers
- Improve financial literacy and access to formal financial services
- Strengthen awareness of and enrolment in social protection and social security schemes
- Facilitate access to banking, insurance, pensions, and micro-loans
- Create job opportunities and entrepreneurial support through partnerships
- Prioritise women and vulnerable groups for informed financial and social security decision-making

## Project Approach & Implementation:

The project adopts an integrated, community-centric approach combining financial literacy, digital inclusion, and facilitation of social protection schemes. Participatory and flexible training modules cover budgeting, savings, insurance, pensions, UPI usage, and awareness of schemes such as e-Shram, Ayushman Bharat, PMSBY, PMJJBY, Atal Pension Yojana, and NULM-linked benefits.

Workers are mobilised through camps, street plays, counselling sessions, and awareness drives, and registered via the Shram Gaurav app to receive unique IDs. Community-based Shram Mitras support mobilisation, follow-up, and sustained engagement. Action-oriented facilitation ensures tangible outcomes such as bank account opening, scheme enrolment, adoption of digital payments, and access to insurance and pensions. A data-driven MIS tracks baseline and post-training outcomes.

## Outcomes:

- Improved financial behaviour related to savings and digital payments
- Increased access to banking, insurance, pensions, and social security schemes
- Enhanced dignity, resilience, and protection against economic and health shocks

**Impact** 5,96,125 workers reached through awareness and training programmes

- 5,38,603 social protection and financial inclusion services accessed
- Significant coverage under BoCW registration, PMSBY, banking, pensions, Ayushman Bharat, e-Shram, and other schemes
- Strengthened partnerships with government & non-government institutions
- Improved access to social protection for migrants & unorganized sector workers, including women

## Best Practices:

- Community-based mobilisation through Shramik Mitras
- Action-oriented facilitation beyond awareness
- Integrated delivery of financial literacy, digital inclusion, and social protection
- Use of digital MIS and unique worker IDs for tracking and convergence



### Key Learnings:

- Awareness must be complemented with on-ground facilitation and follow-up
- Community-based engagement improves trust, participation, and retention
- Integrated approaches deliver stronger livelihood and financial outcomes
- Flexible digital inclusion strategies are essential for last-mile reach
- Women demonstrate high adoption and multiplier effects
- Data-driven tracking strengthens accountability and scalability

### Key Project Partners:

- AdyaGaia Pvt. Ltd.: Digital MIS, Shram Gaurav platform, online service delivery
- Financial Institutions: Bank of Baroda, State Bank of India
- Industry Associations: CREDAI-National
- Employers: Construction and industrial worksites

### Forward Linkages and Opportunities for

**Collaboration:** The project has created forward linkages to employment through CREDAI member developers and service-sector employers, integration with formal financial markets, adoption of digital banking and UPI, and convergence with social protection schemes. Opportunities for scaling include CSR partnerships, government convergence, collaboration with industry associations, financial institutions, and digital and knowledge partners.



# FIA Global

**Project Title:** Upliftment of Kurumba Collective

**Implemented by:** FIA Global

**Geographical Coverage State:** Tamil Nadu

Focus Areas: Nilgiris (Kurumba tribal settlements)

**Project Start Date:** 01 January 2023

**Background:** FIA Technology Services Pvt. Ltd. (FIA Global) is committed to bridging financial inclusion gaps in West and Central India, with a focused emphasis on marginalized and tribal communities facing barriers to formal financial systems. Despite the presence of Business Correspondent networks, many regions continue to struggle with cash dependency, fraud vulnerability, dormant accounts, and low digital literacy. FIA Global's CSR approach integrates financial inclusion with cultural preservation and livelihood development.

**Key Issues Addressed:** The Kurumba tribal community in the Nilgiris faces multiple, interlinked vulnerabilities:

- Erosion of cultural heritage and traditional knowledge due to modernization
- Limited and unstable livelihood opportunities
- Low access to formal skill development programs
- Exclusion from financial services such as banking, savings, and credit
- Gender inequality limiting women's economic participation

- Geographic remoteness restricting access to markets and infrastructure
- These challenges collectively constrain economic resilience and long-term community well-being.

## Objectives

- Preserve and promote Kurumba cultural heritage and traditional practices
- Create sustainable, community-owned livelihood opportunities
- Strengthen skills for income diversification among women and men
- Enable access to formal financial systems and financial literacy
- Promote gender equity through women's leadership and enterprise participation
- Improve overall community well-being through integrated development

**Project Approach and Implementation:** The Upliftment of Kurumba Collective is a community-led rural development initiative supported by FIA Global to strengthen livelihoods while preserving the cultural identity of the Kurumba tribe in the Nilgiris region of Tamil Nadu.

The project integrates cultural preservation, skill development, financial inclusion, and gender empowerment into a single sustainable development framework. Traditional crafts, indigenous knowledge systems, and community practices are positioned as economic assets rather than vulnerabilities.

Through direct engagement with the Kurumba community, the initiative supports access to formal banking, savings, and credit mechanisms, enabling financial security and independence. Skill-building interventions equip community members with capabilities to enhance employability and diversify income sources while remaining rooted in traditional livelihoods.

Special emphasis is placed on women's empowerment, enabling participation in leadership roles, enterprise activities, and decision-making processes. By embedding cultural practices into viable livelihood models, the project ensures that economic growth does not come at the cost of cultural erosion.

The initiative represents a replicable model of inclusive, culturally anchored rural development that balances heritage preservation with economic resilience.

development.

### **Project Activities & Interventions:**

- Community-led cultural preservation initiatives
- Skill development programs linked to traditional crafts and livelihoods
- Financial inclusion support (banking access, savings, credit awareness)
- Women-focused enterprise and leadership development
- Capacity building for diversified and sustainable income generation
- Continuous community engagement and participatory planning

### **Beneficiaries:**

Kurumba tribal households in Nilgiris district  
The Kurumba community was identified due to high vulnerability, strong traditional knowledge systems, limited market access, and significant potential for sustainable livelihood enhancement through culturally rooted enterprise models.

### **Programme Approach and Key Implementation Strategy:**

- Community-Led Development: Active participation of the Kurumba collective in planning and implementation
- Cultural-Economic Integration: Linking heritage preservation with income generation
- Gender-Inclusive Design: Ensuring women's leadership and economic participation
- Financial Inclusion as Enabler: Access to formal financial systems as a foundation for empowerment
- Sustainability Focus: Long-term livelihood models rather than short-term assistance

**Outcomes / Impact:**

- Strengthened preservation of Kurumba cultural heritage
- Improved household income diversification and financial security
- Enhanced access to banking, savings, and credit facilities
- Increased employability through skill development
- Greater participation of women in economic and leadership roles
- Creation of a replicable model for tribal livelihood development

**Key Learnings:**

- Cultural preservation and economic development can be mutually reinforcing
- Community ownership is critical for long-term sustainability
- Financial inclusion significantly enhances economic independence
- Skill diversification strengthens resilience against economic shocks
- Women's empowerment accelerates holistic community development
- Multi-dimensional, integrated planning yields durable impact

**Key Project Partners and Their Roles:**

- FIA Technology Services Pvt. Ltd. – CSR sponsor, financial inclusion support, program facilitation
- Kurumba Collective – Community leadership, implementation, cultural stewardship

**Forward Linkages / Market Created:**

- Integration of traditional crafts into sustainable livelihood models
- Pathways for community enterprises linked to formal financial systems
- Reduced dependency on external aid through self-sustaining income sources

**Opportunities for Collaboration to Scale the Project**

- Replication across other tribal communities in Tamil Nadu and similar geographies
- Partnerships with design, craft, and ethical market platforms
- Collaboration with financial institutions for tailored tribal finance products
- Engagement with government and cultural institutions for wider adoption

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# FIL Industries

**Project Title:** Sustainable Farmer Income Enhancement Program – Apple Growers

**Implemented by:** FIL Industries Private Limited

**Geographical Coverage:** Jammu & Kashmir and Himachal Pradesh

**Focus Areas:** Apple Growers, Farmer Income Enhancement, Crop Protection and Nutrition, Post-Harvest Management, Cold Chain Infrastructure, Risk Mitigation

**Project Start Date:** 1 January 1993

**Background:** Established in 1989, FIL Industries Private Limited is a diversified enterprise operating across agriculture, food & beverage, travel, and health. With strong roots in agriculture, FIL is committed to bringing global excellence to Indian farming systems and enhancing farmer prosperity. The organisation positions itself as a catalyst for positive and sustainable change, aiming to deliver added value to those who play a vital role in feeding the nation and to strengthen the agricultural ecosystem through innovative, end-to-end solutions.

**Key Issues Addressed:**

- Overspending on crop protection and nutrition products
- Lack of post-harvest support, including cold storage facilities
- Minimal profit margins on crop revenue
- Excessive intervention of middlemen
- Absence of weather-based crop insurance

**Objectives:** The programme focuses on improving agricultural productivity and supporting apple growers in enhancing their income through integrated pre-harvest and post-harvest interventions.

**Project Approach & Implementation:** FIL delivers an end-to-end solution covering the entire apple value chain—from pre-harvest management to post-harvest handling. The programme includes guidance on improved cultural practices, supply of agri-inputs for crop care and nutrition, procurement, storage, and value addition.

Key divisions support implementation:

- Crop Protection and Crop Nutrition Division: Development and supply of fungicides, insecticides, herbicides, acaricides, and plant growth nutrients.
- Food & Beverage Division: Pre-harvest and post-harvest management support and value addition through food processing.
- Cold Storage and Warehouse Division: Establishment of Controlled Atmosphere (CA) storage facilities in Jammu & Kashmir and other regions, using globally comparable technology.
- Apple Cluster Development Program: Promotion of high-density orchards through improved rootstock, multiple apple varieties, extension services, demonstrations, and on-farm trials.

Farmer engagement is carried out through meetings, Kisan Melas, exhibitions, seminars, field demonstrations, demo plots, and integrated digital and physical communication channels. Weather-based crop insurance with Direct Benefit Transfer safeguards farmers against climatic risks, while procurement and cold storage reduce post-harvest losses and middlemen dependence.

**Outcomes / Impact:** Reduction in crop protection and nutrition costs by 5–6%, saving ₹7,500–₹9,000 per hectare

- Productivity increase of 3–5%, adding 0.6–1 MT per hectare
- Additional revenue of ₹25,000–₹37,000 per hectare from higher yields
- Overall additional profits of ₹35,000–₹45,000 per hectare
- Reduced spoilage and extended shelf life through CA cold storage
- Fair price realisation through procurement by FIL's F&B division
- Risk mitigation through weather-based crop insurance with DBT payouts
- Enhanced farmer income stability and growth

**Best Practices:**

- End-to-end value-chain support from nursery to post-harvest
- Integration of global best practices and climate-resilient germplasm
- Demonstration-based farmer learning and field validation
- Elimination of middlemen through direct procurement and storage
- Risk mitigation via parametric, weather-based insurance

**Key Learnings:**

- Climate variability necessitates region-specific, climate-resilient germplasm
- Shifting pest dynamics require proactive and adaptive pest management
- Adoption of modern technologies improves efficiency and resource use
- Strategic varietal planning with staggered maturity reduces losses
- Weather-based crop insurance is effective and widely accepted for risk mitigation

**Key Project Partners:** The programme has been strengthened through collaborations with national and international organisations, procurement agencies, financial institutions, banks, and government departments supporting implementation, procurement, infrastructure, and sustainability.

**Forward Linkages and Opportunities for Collaboration:**

The programme creates forward linkages through procurement, cold storage, insurance, and value-addition services. Opportunities for scaling include expanding farmer registration to over 3.5 lakh growers, wider adoption of high-density orchards, and deeper collaboration with global partners for improved germplasm, bio-stimulants, and post-harvest services.



# Flipkart Foundation

**Project Title:** Samriddh – Strengthening Women-led Artisan Enterprises for Sustainable Rural Livelihoods

**Implemented by:** All India Artisans and Craftworkers Welfare Association (AIACA)

**Geographical Coverage:** Gujarat (Gandhinagar and Banaskantha districts)

**Focus Areas:** Women Artisans, Rural Livelihoods, Enterprise Development, Market Access, Sustainable Production, Social Protection

**Project Start Date:** 1 December 2022

**Project Budget:** ₹24.88 lakh

## Background:

Established in 2022, Flipkart Foundation is the CSR arm of the Flipkart Group, created to deliver structured, scalable, and long-term social impact across India. The Foundation works to enable sustained livelihood and growth opportunities for marginalised populations by strengthening access to skills, markets, and essential resources.

Aligned with national development priorities and the Sustainable Development Goals, the Foundation operates across skill development, market access for entrepreneurship, environmental responsibility, and community development. Since inception, its initiatives have reached 3.56 million marginalised individuals nationwide, with a commitment to reach 20 million by 2032. Samriddh is aligned with this vision, focusing on women-led rural artisan enterprises in Gujarat.

**Key Issues Addressed:** Rural women artisans face fragmented and informal production systems, limited access to organised markets, dependence on intermediaries, low price realisation, and lack of enterprise governance and financial management capabilities. Minimal adoption of sustainable production practices limited social security coverage, and gendered constraints further increase vulnerability, income insecurity, and distress migration.

## Objectives:

- Strengthen women-led artisan collectives as viable rural enterprises
- Improve income stability and productivity through enterprise-oriented capacity building
- Facilitate direct market access through branding, exhibitions, and buyer linkages
- Integrate environmentally sustainable production practices
- Enhance social security coverage through convergence with government schemes
- Build leadership, governance, and decision-making capacity among rural women

## **Project / Programme Approach & Implementation:**

Samriddh adopts an enterprise-led rural development model integrating livelihoods, enterprise development, sustainability, and social protection. The project works with two women-led artisan collectives engaged in embroidery, appliqué, and textile-based crafts. Interventions include enterprise and institution building with defined governance structures; structured capacity building in design development, production planning, quality control, and business and financial management; introduction of sustainable practices such as natural dyeing and waste reduction; and market facilitation through branding, digital catalogues, exhibitions, and buyer linkages. A revolving production fund supports uninterrupted production, while active facilitation enables enrolment in government social security schemes.

### **Outcomes / Impact:**

- Annual sales exceeded ₹54 lakh
- Enhanced productivity and market readiness through design mentorship and marketing workshops
- Adoption of systematic record-keeping, digital inventory tools, costing, and invoicing
- Improved quality control and packaging practices
- Strengthened women's leadership and collective functioning through institution-building programmes
- 300 artisans linked to social security schemes such as Artisan Cards, e-Shram, ABHA, and Kunwar Bai Nu Mameru Yojana; linkages for remaining artisans in progress
- Adoption of sustainable production practices including natural dyes and waste recycling.

### **Best Practices:**

- Enterprise-led approach positioning artisans as owners and decision-makers
- Integration of market access with capacity building and sustainability
- Use of revolving production finance to stabilise operations
- Parallel focus on livelihoods and social security convergence

### **Key Learnings:**

- Multi-stakeholder collaboration enables scalable rural enterprises
- Holistic enterprise design delivers sustained livelihood outcomes
- Integrated skill development strengthens women's confidence and decision-making
- Sustainable production practices enhance competitiveness and price realisation
- Consistent and diversified market linkages are critical for enterprise viability

### **Key Project Partners:**

- All India Artisans and Craftworkers Welfare Association (AIACA): Enterprise development, market linkage, certification, and sector expertise
- Market platforms and exhibition bodies supporting exposure and sales

### **Forward Linkages and Opportunities for Collaboration:**

The project has established forward linkages through enterprise identity creation, branding, digital catalogues, curated exhibitions, and B2B and B2C buyer engagement. Participation in state-supported platforms such as Garvi Gurjari and selection for national platforms like the India International Trade Fair 2025 mark a shift toward organised and scalable markets.

Opportunities for scaling include collaboration with designers, retail brands, ethical sourcing companies, financial institutions for enterprise credit, digital commerce and logistics platforms, and government agencies to strengthen market access, sustainability adoption, and social security convergence.



# GMR Varalakshmi Foundation (GMRVF)

**Project Title:** Industry-Led Skilling for India's Youth: The GMR Varalakshmi Foundation Model

**Implemented by:** GMR Varalakshmi Foundation (GMRVF)

**Geographical Coverage:** Multi-state implementation across GMR Group locations and partner regions in India (including Telangana, Andhra Pradesh, Gujarat, Goa, Delhi)

**Focus Areas:** Skill Development, Youth Employability, Employer-Led Skilling, Women in Non-Traditional Trades, Apprenticeships, RPL, Rural and Urban Livelihoods

**Project Start Date:** 2003

**Project Budget:** ₹15,000–₹20,000 per trainee (excluding centre infrastructure and staff overheads)

## Background:

India's demographic advantage can translate into economic growth only if skilling systems are demand-driven, market-aligned, and outcome-oriented. Despite this, vocational education penetration remains low, with only a small share of the working-age population having received formal training. The persistence of low-competency employment and the need to generate millions of non-farm jobs annually underscore the importance of strong employer partnerships in skilling.

Against this backdrop, GMR Varalakshmi Foundation has developed an employer-led skilling model over the past two decades that integrates community realities with labour market demand, focusing on quality, dignity of work, and measurable employment outcomes.

## Key Issues Addressed:

- Low penetration and uneven quality of vocational education
- Skills mismatch between training systems and employer requirements

- Concentration of vocational training in limited sectors
- Limited access to dignified employment for rural, tribal, and underserved youth
- Gender barriers restricting women's participation in non-traditional trades
- Weak school-to-work transition and low job retention in conventional skilling models

- Objectives:**
- Align skilling with employer demand and workplace requirements
  - Improve employability and placement outcomes for youth from vulnerable backgrounds
  - Combine wage employment and entrepreneurship pathways
  - Enable women to enter non-traditional and higher-productivity trades
  - Strengthen school-to-work transition through apprenticeships and RPL
  - Create shared value by linking skilling to local industry and business operations

## **Project / Programme Approach & Implementation:**

GMRVF follows an employer-co-creation model embedded across the entire skilling value chain—curriculum design, trainer inputs, infrastructure standards, assessments, and placements. Training centres are designed to simulate real workplaces, reinforcing dignity, professionalism, and aspiration.

Courses span electricals, hospitality, retail, construction, logistics, mobility, and emerging trades, aligned with Sector Skill Councils and augmented by employers. Training integrates technical skills with soft skills, communication, digital fluency, life skills, and responsible citizenship.

The model is closely integrated with government frameworks such as PMKVY, JSS, RPL, and NAPS, enabling certification portability, apprenticeships, and scale. Strong community linkages and GMR Group's operational presence support local talent pipelines and continuity.

### **Outcomes / Impact**

- Over 110,000 youth trained since 2003
- Women constitute 47% of total trainees
- Historical settlement rates of ~80–85% across centres
- Strong wage employment and entrepreneurship outcomes, particularly for first-time job seekers
- 188 tribal women trained as e-Auto drivers in Kevadia; 141 currently employed with average earnings of ~₹15,000 per month
- Asia's first all-women McDonald's drive-thru operated entirely by GMRVF-trained women at Kevadia
- Large-scale integration with airport operations and urban services through GMR Group projects

### **Best Practices:**

- Employer-led curriculum design and assessment
- Workplace-simulated training infrastructure
- Integration of technical, soft, digital, and life skills
- Deliberate inclusion of women in non-traditional trades
- Blended wage employment and entrepreneurship pathways
- Alignment with national skilling and apprenticeship frameworks

### **Key Learnings:**

- Employer co-creation significantly improves job readiness and placement outcomes
- Aspirational infrastructure reinforces dignity and learner motivation
- Holistic skill bundles enhance long-term resilience and upward mobility
- Women's entry into non-traditional trades drives income gains and norm change
- Apprenticeships and RPL strengthen on-the-job learning and productivity
- Business integration enables scalable, shared-value skilling models

### **Key Project Partners:**

- Employers and industry partners across multiple sectors
- Sector Skill Councils and NSDC ecosystem
- Government programmes including PMKVY, JSS, RPL, and NAPS
- GMR Group operating entities (airports and allied services)

### **Forward Linkages and Opportunities for Collaboration:**

The model creates forward linkages through direct placement pipelines, apprenticeships, RPL certification, and integration with anchor business operations. Opportunities for scaling include deeper employer partnerships, expansion of apprenticeships, replication across new geographies, and continued convergence with national skilling initiatives.



# Habitat for Humanity India-Climate Resilient Housing

**Project Title:** Climate Resilient Housing Project – Odisha

**Implemented By:** Habitat for Humanity India (lead implementation); collaboration with Indian Green Building Council (IGBC) and local government stakeholders; construction executed through local contractors/technical teams

**Geographical Area | State:** Odisha | **District:** Khordha

**Locations:** Bhubaneswar Urban and Jatni Municipality

**Focus Areas:** Climate resilient/green affordable housing; WASH and basic services convergence; renewable energy (home solar); capacity building of local construction ecosystem; inclusive, people centred programming (GEDSI & safeguarding)

**Project Start Date:** June 2024 (needs assessment & baseline); construction commenced December

**Project Budget:** ₹33,26,300

## Background:

Habitat for Humanity India (working in India since 1983) focuses on affordable housing and human development, partnering with communities, government and private sector. Core areas include housing construction & improvement, WASH, renewable energy integration, and climate resilient housing. Cross cutting principles: climate adaptation, environmental sustainability, gender equity, disability inclusion, and safeguarding.

## Key Issues Addressed:

Housing Challenges in Climate-Risk Settings:

- High exposure of low income households to flooding, cyclones, extreme heat, and water stress
- Structurally weak housing, poor ventilation/roofing, limited sanitation, unreliable energy/water access
- Low awareness/adoption of climate resilient practices at local Objectives

## Objectives:

- Enable vulnerable families to live in safe, durable, climate resilient homes
- Reduce household disaster/climate risk exposure
- Demonstrate affordable, replicable resilient housing models
- Strengthen local construction ecosystems for long term resilience

## Project Implementation Approach:

- Pilot demonstration: 3 model homes for vulnerable families, integrating raised plinths, improved structural design (thicker walls, RCC roof), ventilation/daylighting, heat reflective roof coating, rainwater harvesting, home solar lighting, and WASH upgrades
- Capacity building: training/awareness for 250 masons and skilled workers on resilient, low carbon techniques and materials

- Stakeholder engagement: strategic workshops with State/District officials (DUDA/DRDA, ULBs, PMAY experts) to mainstream green housing technologies
- Quality & monitoring: technical assessments, micro schedules, daily site monitoring, weekly leadership visits and documentation for IGBC NEST certification.

### **Outcomes / Impact:**

- 3 climate resilient houses completed; 14 individuals provided safe housing
- 250 masons and 38 community leaders sensitised/upskilled
- Two strategic workshops held (Khordha: 84 participants; Ganjam: 90 participants) to advance green/resilient housing adoption
- Demonstrated feasibility of IGBC NEST Gold at small, affordable household scale; improved safety, comfort, sanitation, thermal performance, and energy/water security for beneficiary families

### **Best Practices:**

- Demonstration plus ecosystem model (model houses + mason training + govt workshops)
- Integrated design: flood safe plinth, cross ventilation, sun shading, thermal insulation, heat reflective roof paint
- Green features: fly ash bricks, LED/fans, low flow fixtures, rainwater harvesting, solar lighting, waste segregation/composting
- Traceable quality assurance and rigorous monitoring to meet IGBC NEST standards

### **Key Learnings:**

- Climate resilient/green housing is achievable in affordable contexts when design, materials, and training align

- Early government engagement accelerates policy convergence and scale up potential
- Embedding GEDSI & safeguarding improves inclusivity and user outcomes
- Urban execution requires planning for access constraints (narrow lanes, material movement)

### **Key Project Partners:**

- Odisha Urban Housing Mission (OUHM)

### **Forward Linkages / Opportunities for Collaboration:**

- Replication via partnerships with urban & rural housing programmes (incl. PMAY convergence)
- Expansion of mason training/certification networks
- Public-private collaboration to mainstream green/resilient housing tech and supply chains pathways



# Headstreams

**Supported by:** Corporate CSR Partners including State Street Foundation, Fossil, Microsoft, and Mphasis

**Project Title:** Asmishilp – Market-Linked Craft-Based Livelihoods for Vulnerable Young Women

**Implemented by:** Headstreams (through its production and market-facing arm, Asmishilp)

**Geographical Coverage:** Karnataka – Kolar district and peri-urban Bengaluru (With outreach to rural, migrant, and care-leaver populations)

**Focus Areas:** Women Empowerment, Skill Development, Livelihoods, Creative Manufacturing, Mental Health & Well-being, Market Integration

**Project Start Date:** 1 April 2021

**Project Budget:** Approximately ₹84 lakhs annually (varies by cohort size, infrastructure, and market activity)

## Background:

Headstreams is a 17-year-old non-profit organisation working since 2008 to improve learning and livelihood outcomes for adolescents and youth from vulnerable and marginalised contexts. Its work spans rural communities, peri-urban settlements, migrants, and care-leavers transitioning out of Child Care Institutions (CCIs), with a strong focus on young women who are Not in Education, Employment, or Training (NEET).

Headstreams' mission is to create pathways to sustainable livelihoods and holistic well-being through experiential learning, creative skill development, and life-skills education. The organisation believes that dignified work, when combined with emotional safety, confidence, and assured market access, can significantly improve life outcomes for vulnerable populations.

## Key Issues Addressed:

- High unemployment and irregular incomes among rural, migrant, and NEET young women
- Limited access to formal skilling, enterprise opportunities, and market linkages
- Social norms restricting women's workforce participation
- Unsafe migration and economic vulnerability
- Trauma and adverse childhood experiences among care-leavers
- Lack of structured pathways from training to sustained income

## Objectives

- Enable NEET young women (18–30 years) to acquire market-relevant craft and design skills
- Create sustainable, locally rooted livelihood opportunities
- Establish assured forward market linkages for artisanal products
- Build women's economic agency, confidence, and leadership
- Transition participants from vulnerability to self-reliance

## **Project / Programme Approach & Implementation:**

The programme follows a long-term “Learn–Earn–Build” model, integrating skill training, paid internships, Self-Help Group (SHG) formation, enterprise exposure, and assured market access through Asmishilp.

Training is delivered in real production environments, ensuring alignment with market quality standards, pricing norms, and professional workflows. Over a 9-month alternate education pathway, participants receive intensive hands-on training in terracotta, ceramics, mosaic, lantana craft, and allied products, alongside digital literacy, financial literacy, spoken English, and customer interaction skills.

Trauma-informed psychosocial support is embedded to address mental health, resilience, and confidence. SHGs strengthen collective savings, peer support, and leadership, laying the foundation for women-led enterprises. Graduates increasingly take on roles as peer trainers and community leaders.

Scaling follows a hub-and-spoke model, with Asmishilp acting as the central design, production, and market hub, while village-level units and SHGs enable decentralised manufacturing.

Primary beneficiaries are rural, migrant, and NEET women aged 18–30 from low-income, vulnerable households. Each year, 60–100 women benefit directly, with indirect impacts on families and communities.

They face high unemployment, irregular low incomes, limited mobility, and restricted access to skilling, credit, and enterprise opportunities. Social norms, care duties, and scarce local livelihoods further hinder participation. Yet, their strong motivation for work, skills, and contributions makes them ideal for targeted interventions.

## **Outcomes / Impact:**

- 107 women across 9 SHGs completed the earn-while-you-learn internship programme
- 69 women successfully completed all training and performance requirements
- 42 women contributed to household income for the first time
- 730 women reached through short-term skill-building workshops
- 60%+ alumni transitioned into full-time employment or regular income-generating work
- Improvements recorded in numeracy, digital literacy, and financial management
- Strengthened peer networks, alumni systems, and long-term livelihood continuity

## **Best Practices:**

- Start with skill mapping and individual learning plans to meet participants at their current capability levels and personalise livelihood pathways.
- Offer a long-term, structured earn-while-you-learn programme that combines education, practice, and income over a 9-month period.
- Integrate craft specialisation with formal recognition pathways, enabling participants to apply for government-issued Artisan Cards and access sector schemes.
- Combine skill training with SHG formation and collective enterprise models to strengthen peer support, leadership, and women-led production.
- Anchor training to assured market access through a central production and marketing platform, enabling sustained income beyond the training period.

### Key Project Partners and Their Roles:

- Craft Trainers & Master Artisans: Skill development and quality standards
- Design Mentors: Product innovation and market alignment
- Industry Partners (Clay Station, Varnam Art Collective): Exposure, guidance, and market linkages
- CSR Partners: Funding, infrastructure, employee engagement, corporate gifting markets
- Partner NGOs (APSA, We Live Foundation): Safe accommodation and holistic support

### Forward Linkages / Market Created:

The programme has established diversified forward market linkages including exhibitions, melas, festival markets, corporate gifting, institutional orders, and local retail. Production partnerships with ethical craft brands such as Varnam Craft Collective and EarthTatva enable decentralised manufacturing, repeat orders, predictable workflows, and ongoing inputs on design, pricing, and quality—ensuring long-term market integration rather than one-time sales.

### Key Learnings:

- Safe and affordable housing is foundational for women’s livelihood participation
- Mental health support is integral—not supplementary—to workforce readiness
- Adequate physical space is essential for scaling creative manufacturing
- Market access determines income stability more than skill alone
- Continuous design support strengthens product relevance and pricing
- Formalisation and compliance mentoring are critical for enterprise sustainability



# Ipas Development Foundation

**Supported by:** Ipas Development Foundation (IDF)

**Project Title:** Preventing Teenage Pregnancies through a Holistic Community-Based Model

**Implemented by:** Ipas Development Foundation (IDF)

**Geographical Coverage:** West Bengal – South 24 Parganas district (Sundarbans region)

Focus Areas- Women and Adolescent Empowerment, Sexual and Reproductive Health (SRH), Education Retention, Gender Norm Change, Community Health Systems Strengthening

**Project Start Date:** 01 January 2025

## Background:

Ipas Development Foundation (IDF) is a not-for-profit organisation registered under Section 25 (now Section 8) of the Companies Act, with over two decades of experience in India. IDF works to improve the health and well-being of women, girls, and adolescents—particularly those from underserved and marginalised communities. Its work spans service delivery, capacity building of health providers, community engagement, and policy implementation support in collaboration with government systems. IDF's approach is grounded in research, evidence, and continuous learning, with a strong focus on sexual and reproductive health and rights (SRHR). Through Memorandums of Understanding with 10 state governments, IDF has supported the design and scale-up of sustainable public health programmes. In FY 2024–25 alone, over 6.54 lakh women and girls accessed essential services at public health facilities supported by IDF. The organisation envisions a future where women and girls can make informed reproductive choices and access quality services without stigma or barriers.

## Key Issues Addressed:

- High prevalence of teenage pregnancy, especially in West Bengal
- Early marriage, school dropout, and restricted educational pathways for girls
- Limited access to accurate SRH information and adolescent-friendly services
- Harmful gender norms limiting girls' autonomy and decision-making
- Economic vulnerability and climate-related disruptions in the Sundarbans
- Social stigma, mental health stress, and intergenerational cycles of poverty

## Objectives:

- Reduce teenage pregnancies among adolescent girls
- Strengthen adolescents' ability to make informed choices related to education, marriage, and SRH
- Improve school retention and re-enrolment of adolescent girls
- Increase access to confidential, adolescent-friendly SRH services
- Shift harmful gender norms within families and communities
- Reduce economic vulnerability by expanding education and livelihood pathways

## **Project / Programme Approach & Implementation:**

The project adopts a holistic, youth-centred and ecosystem-based approach, anchored in long-standing community engagement in the Sundarbans. Adolescents are positioned as active agents rather than passive beneficiaries. A cadre of trained youth leaders—young women and men recruited locally—acts as trusted intermediaries between adolescents, families, schools, and the public health system.

The programme integrates school-based education, community engagement, health system strengthening, and convergence with government platforms such as Rashtriya Kishor Swasthya Karyakram (RKSK). Gender sensitisation, norm-shifting dialogues, and referral linkages ensure that information translates into access and action, even in geographically remote and climate-vulnerable settings.

### **Project Activities & Interventions:**

- Interactive community and school sessions on adolescence, SRH, and gender equality
- Peer-led outreach and referral to adolescent-friendly SRH services
- Life skills and leadership training for youth leaders and peer educators
- Peer learning through Kanyashree Clubs and school-based groups
- On-site mentoring and support to Health and Wellness Centres for youth-responsive services
- Block-level convergence meetings with departments of Health, Education, and Women & Child Development

### **Primary Beneficiaries:**

- 5,600+ adolescent girls (13–19 years) in the Sundarbans region within 12 months

### **Secondary Beneficiaries:**

- Adolescent boys
- Parents and caregivers
- Teachers, frontline health workers, and community leaders

### **Outcomes / Impact:**

- 8,500+ adolescents engaged through education modules on adolescence, child marriage, and teenage pregnancy
- 400+ adolescents accessed SRH services through public health facilities via referrals
- 10 adolescent girls re-enrolled in school after targeted family counselling
- 253 girls exposed to alternative education and livelihood pathways
- 36 girls (including 18 former dropouts) transitioned into skill-training programmes

### **Key Learnings:**

- Sustained education requires family engagement, not adolescent-only interventions
- Smaller, participatory school sessions improve comfort and learning on sensitive topics
- Livelihood pathways enhance agency when mobility and access barriers are addressed
- Youth leadership strengthens trust, uptake, and long-term sustainability
- Integrated health-education-community systems outperform standalone interventions

### **Key Project Partners and Their Roles:**

- Schools & Teachers: Enable school-based sessions, identify girls at risk, support re-enrolment
- Health Department: Provide adolescent-friendly SRH services via PHCs and HWCs
- Education Department: Support school retention and CSE implementation
- Panchayati Raj Institutions: Integrate issues into GPDP planning and community action
- Skill Partners (Anudip Foundation, Utkarsha Bangla): Enable livelihood and skilling pathways
- Bengal CSO Alliance for Climate and Children: Integrate SRH with climate resilience efforts

### **Forward Linkages / Opportunities for Scale:**

The model offers strong potential for replication in other climate-vulnerable and high-risk geographies. Opportunities include partnerships with government departments, CSR actors, and civil society to scale school-based engagement, adolescent-friendly service delivery, and integration of climate resilience and gender-based violence prevention within adolescent programme



# Kumaraguru Institutions' Climate-Smart Dairy Initiatives

**Supported by:** Environmental Defense Fund (USA), NAFED (10K FPO Scheme), NDDDB Dairy Services, PUM Netherlands

**Project Title:** Tamil Nadu Climate-Smart Dairy Entrepreneurship & Pariyur Women-Led FPO

**Implemented by:** Kumaraguru Institutions (Kumaraguru College of Technology - KCT, Vanavarayar Institute of Agriculture)

**Geographical Area:** Erode District (Gobichettipalayam block, Pariyur), Tamil Nadu; expanding across two districts

**Focus Areas:** Dairy entrepreneurship, climate resilience, women empowerment, skill development, rural livelihoods

**Project Start Date:** June 2024 (Pariyur FPO); ongoing incubation program

**Project Budget:** Not specified (multi-partner funded under national schemes)

## Background

Kumaraguru College of Technology (KCT), through its Kumaraguru Institutions, drives innovative rural development via climate-smart dairy programs. Supporting 30% of Tamil Nadu's rural households—especially women and landless families—these initiatives tackle low productivity amid fodder scarcity, health risks, and market gaps. Pariyur Fed Farmers Producer Company Limited, a women-led FPO launched in June 2024, exemplifies KCT's commitment to sustainable, inclusive growth.

## Key Issues Addressed

Smallholder dairy farmers face low milk yields, rising feed/labor costs, weak breeding services, veterinary gaps, and climate vulnerabilities. Women farmers encounter limited inputs, high service costs, and exclusion from value chains, hindering income security and resilience.

## Objectives

Transform traditional dairy into climate-smart enterprises. Incubate 100+ entrepreneurs for breeding, health, feed, and value-added services. Empower 350+ women via FPO for inputs, leadership, and resilient value chains. Benefit 10,000+ farmers through scaled advisory and markets.

## Project/Program Approach & Implementation or Interventions

12-month incubation: 3 months institutional training (nutrition, breeding, health, housing) + 9 months field mentoring (market research, finance, digital tools). FPO model via Pariyur Rural Mart for last-mile inputs (feed, minerals, seeds, vet services). Bundled services include AI breeding, fodder planning, health camps, micro-enterprises, and partnerships for business/sustainability training. Taluk workshops engaged 1,500+ youth; screened 400 aspirants.

## Outcomes/Impact

Incubated 100 enterprises supporting 10,000+ farmers with enhanced breeding/nutrition. Pariyur FPO aided 300+ farmers/15 villages; 15 health camps treated 500+ animals; Rural Mart reached 1,000+ (80% women). Boosted productivity, profitability, methane reduction, and women-led micro-enterprises.

## Best Practices

Integrated incubation + mentoring for entrepreneurship. Women-centric FPO with Rural Mart for accessible services. Partnerships blending science (NDDDB), funding (NAFED), and global expertise (EDF, PUM). Community demonstrations and PRI-aligned capacity building.

## Key Learnings

Bundled services cut costs/travel, fostering ownership. Women leadership drives adoption and sustainability. Climate-smart practices (feed/breeding) yield quick resilience gains. Scalable FPO models amplify impact beyond direct beneficiaries.

## Key Project Partners

- Anchor: Kumaraguru Institutions (KCT).
- Funding/Technical: Environmental Defense Fund, NAFED, NDDDB Dairy Services, PUM Netherlands.
- Facilitation: Vanavarayar Institute of Agriculture.
- FPO: Pariyur Fed Farmers Producer Company Limited (350+ women members).

## Forward Linkages and Opportunities for Collaboration

Scale Pariyur FPO to 10,000+ farmers; statewide Tamil Nadu replication as national climate-smart dairy leader. CSR/tech partners for digital tools, cold chains, and value addition. Industry collaboration for market linkages and youth skilling hubs.

## Conclusion

KCT's dairy initiatives exemplify science-driven empowerment, forging resilient rural economies through women-led, climate-smart enterprises for Tamil Nadu's sustainable future.



# Lupin Human Welfare & Research Foundation (LHWRF)

**Project Title:** Agriculture Based Livelihood Empowerment (ABLE)

**Implemented by:** Lupin Human Welfare & Research Foundation (LHWRF)

**Geographical Coverage:** Maharashtra – Dhule, Sakri and Rajasthan – Rajgarh, Malakheda

**Focus Areas:** Small and Marginal Farmers, Climate-Resilient Agriculture, Farmer Collectivisation, Market Access, Livestock Health, Water and Soil Management

**Project Start Date:** 1 April 2022

## Background:

Lupin Human Welfare & Research Foundation, established in 1988, is the social responsibility arm of Lupin Limited. Over three decades, LHWRF has impacted more than 2.02 million beneficiaries across 5,400 villages in eight states, with a strong focus on sustainable livelihoods and health systems strengthening. The Livelihoods Programme has been a core pillar of LHWRF's work for over a decade, focusing on capacity building, natural resource management, livestock development, value chain strengthening, and improved market access. ABLE builds on this experience to address systemic agricultural challenges while recognising the critical link between community health, resilience, and economic empowerment.

## Key Issues Addressed:

Farmers face low productivity despite fertile land, unfair price realisation despite market access, unstable incomes, traditional farming practices, limited access to technology and working capital, soil degradation, water scarcity, weak livestock productivity, climate vulnerability,

and excessive dependence on middlemen. These systemic barriers perpetuate economic fragility and vulnerability in agriculture-dependent regions.

## Objectives:

- Achieve a minimum 25% increase in average annual farmer income over three years
- Promote climate-resilient and technology-enabled agricultural practices
- Strengthen farmer collectivisation and market access
- Improve soil health, water use efficiency, crop productivity, and livestock health
- Scale the programme to reach over 1,00,000 farmers over the next ten years

## Project / Programme Approach & Implementation:

AABLE adopts a holistic, ecosystem-based approach focusing on five impact areas: agricultural productivity, livestock health, market linkages, soil health, and water efficiency.

Implementation is anchored in Lupin Farmer Schools (LFS), supported by 80 Lupin Saarthis who provide continuous on-ground guidance and peer-to-peer learning.

**Outcomes / Impact:**

- Targeted minimum 25% increase in average annual income for 20,000 farmers
- Four operational FPOs providing collective bargaining and market access
- 579 Lupin Farmer Schools established as communities of practice
- Over 18,000 training sessions delivered across crop cycles
- 80 Lupin Saarthis providing continuous guidance (1:250 farmer ratio)
- Improved water use efficiency through 32 water conservation structures and micro-irrigation adoption by 1,800 farmers
- Improved soil health through soil testing, bio-inputs, and integrated nutrient management
- Enhanced crop yields through improved packages of practices and 555 field demonstrations
- Improved livestock productivity through artificial insemination centres and regular animal health camps

**Best Practices:**

- Season-aligned, field-level training through Farmer Schools
- Democratic farmer ownership of FPOs
- Integrated interventions across soil, water, crops, livestock, and markets
- Customised, problem-based technology solutions
- Strong convergence with government and ecosystem partners

**Key Learnings:**

- Continuous, season-aligned support ensures effective adoption of practices
- Democratic ownership strengthens FPO sustainability

- Technology must directly address ground-level constraints
- District-level convergence accelerates scheme access and resource sharing
- Integrated interventions are essential for systemic change
- A three-year engagement is critical for income enhancement and behavioural change

**Key Project Partners:**

1. ICAR institutes, KVKs, and Agricultural Universities: Technical guidance
2. Sahyadri Farmers Producer Company: FPO capacity building
3. BAIF: Artificial insemination and dairy breed improvement
4. Haqdarshak: Government scheme convergence
5. Platform Commons: Digital MIS and tracking
6. NABARD and Lead Banks: Financial linkages

**Forward Linkages and Opportunities for Collaboration:**

The programme has created forward linkages through four FPOs enabling collective marketing, elimination of middlemen, bulk input procurement, aggregation, price negotiation, and financial linkages with banks. Opportunities for scaling include geographic replication of the cluster model, expansion of digital MIS, enhanced credit facilities, deeper research collaborations, and onboarding new stakeholders through District Advisory Committees.



# Maithon Power Limited (MPL)

**Project Title:** Integrated Rural Infrastructure, Livelihood and Community Development Initiative  
**Implemented by:** Maithon Power Limited (MPL) (with implementation partners and NGOs)  
**Geographical Coverage:** Jharkhand – Dhanbad District (Peripheral villages within ~10 km radius of MPL plant)  
**Focus Areas:** Education, Employability & Employment, Entrepreneurship, Women Empowerment, Essential Enablers (Water, Health, Sanitation, Renewable Energy), Community Infrastructure  
**Project Start Date:** 5 April 2025 (ongoing, with earlier initiatives dating back to 2015)  
**Project Budget:** ₹8.05 crore

## Background:

Maithon Power Limited (MPL) is a joint venture between Tata Power (74%) and Damodar Valley Corporation (26%), operating a 1,050 MW coal-based thermal power plant in Dhanbad, Jharkhand. Guided by the Tata ethos that “the community is the very purpose of its existence,” MPL integrates community development into its core operations.

MPL’s CSR vision is to become the “neighbour of choice,” earning the right to co-exist and co-create through collaborative efforts that improve quality of life. Its CSR mission focuses on partnering with communities around its operations to build mutual acceptance and shared growth. CSR interventions are aligned with Schedule VII of the Companies Act and implemented under robust Board-level governance, with emphasis on inclusivity, sustainability, self-reliance, and employee volunteering.

## Key Issues Addressed:

- Limited access to quality education and digital learning tools
- Youth unemployment and skill gaps
- Lack of sustainable livelihood opportunities, especially for women
- Water scarcity, sanitation gaps, and health vulnerabilities
- Absence of local entrepreneurship and innovation platforms
- Energy poverty and inadequate community infrastructure

## Objectives

- Enhance quality of education and employability
- Empower women, youth, and community collectives through skills and livelihoods
- Promote entrepreneurship and self-employment
- Strengthen access to health, water, sanitation, and renewable energy
- Improve rural infrastructure and overall quality of life
- Ensure inclusivity, affirmative action, and environmental sustainability

## **Project / Programme Approach & Implementation:**

MPL follows a 4E integrated development model: Education, Employment & Employability, Entrepreneurship, and Essential Enablers.

All initiatives are designed through baseline surveys and need assessments. Interventions include digital education infrastructure, vocational and soft-skills training, women-centric livelihood projects, health and water services, and renewable energy solutions. Implementation is partnership-driven, involving NGOs, academic institutions, and Tata Power ecosystem entities. Sustainability is embedded through training, capacity building, and community ownership. volunteering.

## **Outcomes / Impact:**

- ~50,000 community members benefited across peripheral villages
- 14 schools upgraded with smart classrooms; 200 students received competitive exam coaching
- 750 youth trained in vocational trades; 540 placed with average salary ~₹12,000/month
- 850 beneficiaries supported through livelihood projects
- SHGs generated ~₹2 crore income in FY 2024–25
- 1,200+ athletes trained; 265 medals at district, state, and national levels
- 23 solar-powered overhead water tanks constructed; drinking water supplied to 20,000 people during summer
- Over 2,000 women reached through health and hygiene initiatives

## **Best Practices:**

- Need-based planning through baseline surveys
- Integrated 4E development framework
- Strong focus on women-led livelihood models
- Blending infrastructure creation with capacity building
- Partnerships with academic and skill institutions
- Embedding sustainability and community ownership

## **Key Learnings:**

- Integrated interventions yield stronger and more sustainable outcomes
- Skill development linked with placement and markets improves livelihood security
- Women-centric livelihood models create strong multiplier effects
- Renewable energy and water infrastructure significantly enhance quality of life
- Continuous monitoring and community engagement strengthen impact

## **Key Project Partners:**

- Tata Power Skill Development Institute (TPSDI): Vocational training and certification
- Indian Institute of Technology (ISM) Dhanbad: Entrepreneurship development and incubation
- NGO partners: Head Held High, Lok Bharti, Medhavi Foundation, Aradhya, FINISH Society
- Local SHGs and community institutions

### Forward Linkages and Opportunities for Collaboration:

Forward linkages have been created through market connections for women-led enterprises (Anokha Dhaaga), placement pipelines for skilled youth, and local market integration for fisheries, poultry, goatery, and other livelihood products. MPL welcomes collaboration with government agencies, corporates, academic institutions, and NGOs to scale education, skilling, entrepreneurship, renewable energy, and community development initiatives.



# NavSahyog Foundation

**Project Title:** Life Skills and Creativity Development for Rural Children

**Implemented by:** NavSahyog Foundation

Geographical Coverage

**Karnataka:** Ramanagara, Uttara Kannada, Tumakuru

**Tamil Nadu:** Krishnagiri, Tiruvannamalai, Madurai

**Nagaland:** Dimapur

**Project Start Date:** April 2020

**Project Duration:** Ongoing

## **Background, Vision, Mission and Goal :**

NavSahyog Foundation is a Section 8 organisation established in 2020 and based in Bengaluru, with an exclusive focus on rural prosperity. The organisation works on the premise that sustainable rural development depends on nurturing life skills and creativity in children during their most formative years, thereby enabling confident, resilient, and responsible youth who can create superior livelihoods for themselves and others, with a vision of a world where children in villages pursue their dreams and create superior livelihoods, a mission to impact 100,000 children with life skills and enable superior livelihoods for 3,000 rural youth by 2030, and a goal to build the foundations of long-term rural prosperity by integrating life skills, financial literacy, environmental stewardship, and livelihood linkages within village ecosystems.

**Problem / Issues Addressed:** Nearly 70% of India's school-going children live in rural areas, where access to structured life-skills education, sports, creative learning, and mentoring is extremely limited. Key challenges include:

- Acute shortage of teachers, particularly for physical education and creative subjects
- Poor school infrastructure for sports and experiential learning
- Limited parental time and guidance due to livelihood pressures
- Low self-esteem, confidence, and communication skills among rural children, especially girls

The absence of life skills leads many rural youth into low-paying jobs, distress migration, or social vulnerabilities such as early school dropouts, early marriage, alcoholism, and violence. Girls are disproportionately affected due to social norms and restricted agency.

- Project Objectives:**
- Develop life skills and creativity among rural children aged 5–14
  - Promote financial literacy among children and youth through activity-based learning
  - Foster experiential learning on water, environment, and climate change
  - Create linkages between life skills and livelihoods through climate-resilient rural initiatives
  - Strengthen women's leadership and agency by engaging village women as programme facilitators

## **Project Description :**

NavSahyog's core programme focuses on daily life-skills development for children aged 5–14 through scalable, low-cost, and community-owned models. Life skills are nurtured using traditional Indian sports, storytelling, yoga, board games, and experiential learning—methods that are easily coachable and adaptable to rural contexts with minimal infrastructure.

A flagship component is Dhan Kaushal, an activity- and role-play-based financial literacy programme that teaches children how to save, spend, earn, and grow money. Over 60% of programme participants are girls, reflecting a deliberate focus on strengthening girls' confidence and decision-making from an early age.

To link life skills with livelihoods and environmental resilience, NavSahyog has added two major extensions:

- Jal Vriddhi: Co-creation of farm ponds with bunds to address groundwater depletion
- Vanya Samriddhi: Development of food forests on barren farmer lands to enhance income, climate resilience, and carbon sequestration

The programme is currently active in 310 villages, engaging 9,000+ children daily and over 14,000 children cumulatively.

## **Project Activities & Interventions :**

- Daily life-skills sessions using sports, storytelling, yoga, and board games
- Financial literacy training through Dhan Kaushal using experiential methods
- Training village women as Village Coordinators to run programmes locally

- Environmental learning through farm pond creation and food forest development
- Use of technology (mobile apps, WhatsApp, dashboards) for attendance, monitoring, and governance
- Community co-creation to ensure local ownership, relevance, and sustainability

## **Beneficiaries :**

Primary Beneficiaries

- Children (5–14 years): 14,000+ reached; 9,000+ engaged daily; ~60% girls
- Women: 350+ village women trained as coordinators, gaining leadership, digital, and financial skills
- Farmers: 200+ farmer families supported through Jal Vriddhi and Vanya Samriddhi

## **Programme Approach and Key Implementation Strategy:**

NavSahyog follows a community-co-created, low-cost, and highly scalable model, aligned with NEP 2020:

- Life skills embedded in daily routines rather than one-time workshops
- Sports and storytelling used as core, scalable pedagogical tools
- Minimal infrastructure requirements to enable rapid replication
- Technology-enabled governance for monitoring and accountability
- Strong emphasis on community ownership and women-led implementation

The model is designed for adoption by governments, NGOs, and institutions seeking sustainable rural education solutions.

**Outcomes / Impact:**

- 14,000+ children impacted across 310 villages
- 30,000+ saplings planted and 9 acres of food forests developed
- 200+ farm ponds created with a water capacity of 89 million litres, recharging ~2 crore litres annually
- 350+ women empowered with leadership, digital literacy, and financial independence
- Independent third-party studies report significant improvements in confidence, leadership, teamwork, and aspiration levels among children

**Key Project Partners and Their Roles****CSR & Philanthropic Partners:**

Srinivasan Services Trust, IQVIA, FANUC, SVP, Bosch, Infosys Foundation, L&T Technology Services, Simply Sports Foundation, ARSR Foundation, Amogha Welfare Trust, CII Young Indians – funding and scale support leadership, teamwork, and aspiration levels among children

**Technical & Knowledge Partners:**

Deshpande Foundation, Paani Foundation – support for Jal Vriddhi implementation

**TGovernment Partnerships and Their Role:**

- State Education Departments of Karnataka and Tamil Nadu:  
MOUs signed to integrate life-skills programmes within school hours, enabling formal adoption and scale within the public education system

**Opportunities for Collaboration to Scale:**

- Expansion of Dhan Kaushal through partnerships with education foundations and school networks
- Large-scale replication via state education systems
- Adoption by NGOs and CSR partners in new geographies
- Integration with rural livelihood and climate-resilience programmes

**Key Learnings:**

- Consistent, long-term engagement is critical for life skills to become lifelong habits
- Sports and storytelling are powerful, scalable tools for behavioural change
- Early investment in girls' confidence leads to sustained educational and social outcomes
- Environmental learning is most effective when linked to hands-on community assets

**Key Learnings:**

- Consistent, long-term engagement is critical for life skills to become lifelong habits
- Sports and storytelling are powerful, scalable tools for behavioural change
- Early investment in girls' confidence leads to sustained educational and social outcomes
- Environmental learning is most effective when linked to hands-on community assets

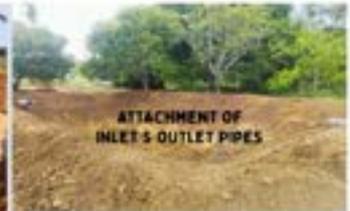


# DHAN KAUSHAL (FINANCIAL LITERACY PROGRAM)

For Children & Youth  
Activity Based Module



REPLICA MODEL FOR CHILDREN AT COMMUNITY LEVEL



ATTACHMENT OF INLET & OUTLET PIPES

CONSTRUCTION OF FARM POND IN PROGRESS

## JAL VRIDHI Value of water

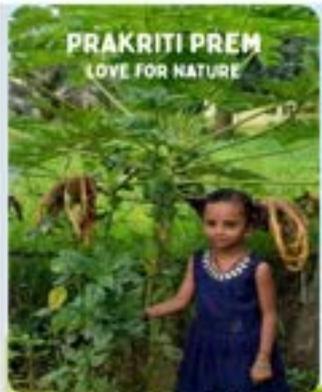
EXPERIENTIAL LEARNING FOR THE CHILDREN



POND IN FULL GLORY



FARMED



PRAKRITI PREM  
LOVE FOR NATURE



QUANTUM SPACE

## VANYA SAMRIDDHI

Development of Food Forest  
on Farmer's Barren Lands



# Policy & Development Advisory Group (PDAG)

**Supported by:** Omidyar Network India

**Project Title:** Safe and Responsible Migration Initiative (SRMI)

**Implemented by:** Policy & Development Advisory Group (PDAG) in consortium with Government of Jharkhand

**Geographical Area:** Jharkhand (Gumla, Dumka, West Singhbhum districts); destination hubs in Kerala and Ladakh

**Focus Areas:** Migrant worker welfare, grievance redressal, data mapping, policy advocacy, inter-state coordination

**Project Start Date:** December 16, 2021

**Project Budget:** INR 3 Crores (USD 400,000 at 2021-22 rates)

**Background:** Policy & Development Advisory Group (PDAG), a New Delhi-based for-profit social impact firm, specializes in research, policy advocacy, and tech solutions for labour mobility and sustainability. Launched as an 18-month lighthouse project post-COVID-19, SRMI was ideated by PDAG to transform migrant welfare for Jharkhand's marginalized workers. Anchored by the state's Department of Labour, Employment, Training, and Skill Development, it created systemic protections exposed by pandemic vulnerabilities.

**Key Issues Addressed** Jharkhand migrants faced exploitation including wage theft, unsafe conditions, and legal gaps, worsened by COVID disruptions and absent safety nets. High-risk destinations like Ladakh's construction sites amplified risks, while data shortages blocked targeted welfare and migration tracking.

## Objectives

- Equip officials to map inter/intra-state migration for welfare monitoring.
- Develop evidence-based policies for safe migration.
- Establish inter-state mechanisms with Kerala/Ladakh for cross-border entitlements.

**Project Approach & Implementation** Adopted a consortium model with source-destination corridors: State Migrant Control Room (SMCR) via 24/7 helplines for grievances; SRMCs in source districts and destinations for registration/support; Jharkhand Migration Survey (10,000 households across 24 districts); IEC campaigns via media/vans/trains; policy advocacy for Ladakh recruitment rules; digitized village migration registers on Shramadhan portal; JAPIT tech support for eShram validation and data registry. Community engagement leveraged Panchayati Raj Institutions and Shramik Mitras.

## Outcomes/Impact

JMS 2023 delivered first district-level migration data on patterns, drivers, and remittances. Resolved 2,181/2,455 grievances; recovered INR 1.11 Crore in wages. Mapped 1.13 million workers; registered 92,000 via SMCR; managed 372 mortal remains repatriations. Policy gains: Doubled compensation (INR 25,000 to 50,000); Ladakh hiring directives. Impacted 500,000+ marginalized migrant workers/families.

## Best Practices

- Localized SRMCs for context-specific delivery.
- Data-driven decisions via surveys and portals.
- Nodal inter-state officers for seamless coordination.
- PRI/Shramik Mitras for grassroots trust and reach.

## Key Learnings

Multi-agency/state alignment requires robust communication. Localized centres enhance service tailoring. Data portability resolves cross-border hurdles. PRI involvement boosts awareness sustainability.

## Key Project Partners

- Anchor: Jharkhand Dept. of Labour.
- Funding: Omidyar Network India.
- PDAG: Lead research/policy/comms.
- PHIA: SMCR operations.
- CMID: Kerala SRMC/migration expertise.
- ISB: Data analytics.
- Ladakh/Kerala govts: Welfare boards, MoUs, e-Shram integration, emergency support.

## Forward Linkages and Opportunities for Collaboration

Serves as blueprint for migrant-sending states. PDAG in talks for Bihar Technical Support Unit (international scope) and Andhra Pradesh international corridors/in-migrant welfare. CSR industry partnerships can scale via data-sharing protocols and national replication.

## Conclusion

SRMI exemplifies evidence-led collaboration, delivering tangible protections and policy shifts for India's 500,000+ Jharkhand migrants. Its scalable framework advances resilient labour mobility nationwide.



# Smile Foundation

**Project Title:** Strengthening Rural Development through Collective Capacity Building and Local Resource Mobilisation

**Implemented by:** Empowering Grassroots (EG), Smile Foundation

**Geographical Coverage:** Maharashtra – Raigad and Satara districts (rural communities)

**Focus Areas:** Institutional Capacity Building, Leadership Development, Local Fundraising & Resource Mobilisation, Community-Led Rural Development, Collaboration among Grassroots Organisations

**Project Start Date:** November 2024

## **Background, Vision, Mission and Goal :**

Empowering Grassroots (EG) is the capacity-building vertical of Smile Foundation, focused on strengthening community-based organisations (CBOs) and grassroots institutions working in rural development. EG is anchored in the belief that sustainable rural development requires strong local institutions, capable leadership, and collaborative ecosystems, alongside programmes and funding.

In rural Maharashtra, many CBOs working closely with women, youth, and local development priorities face structural challenges such as limited institutional capacity, leadership fatigue, weak fundraising capabilities, and organisational isolation. Recognising these systemic gaps, EG designed a structured intervention to strengthen both individual organisations and collective action among grassroots actors operating in similar rural contexts.

## **Key Issues Addressed:**

- Weak organisational and leadership capacity among rural CBOs
- Limited experience in fundraising and mobilisation of local resources
- Organisational isolation and lack of peer learning platforms
- Communication gaps and leadership stress affecting sustainability
- Absence of collaborative rural development ecosystems

## **Objectives:**

- Strengthen organisational and leadership capacities of rural CBOs
- Enable mobilisation of local financial and non-financial resources
- Improve programme planning, execution, and reflective learning
- Strengthen communication for community engagement and fundraising
- Introduce Nonviolent Communication (NVC) to enhance leadership resilience
- Foster collaboration and collective action among grassroots organisations

### **Project Approach & Implementation:**

EG implemented a cohort-based, participatory capacity-building programme with 11 rural CBOs from Maharashtra. The intervention combined conceptual inputs with practical, context-specific application.

Key thematic areas included mobilisation of support, local fundraising, programme management, communication, leadership development, and Nonviolent Communication (NVC). The methodology emphasised reflection, peer learning, and adaptation to local realities. A distinctive feature was the focus on collective learning, encouraging organisations to function as part of a shared rural development ecosystem rather than as isolated entities

### **Outcomes / Impact:**

- Initiation of collective fundraising and support mobilisation efforts by participating CBOs
- Successful mobilisation of local financial and non-financial resources
- Collective action leading to the establishment of a community open gym benefiting women and youth
- Improved leadership confidence and internal cohesion
- Strengthened engagement with local stakeholders and sustained collaboration among organisations

### **Best Practices:**

- Cohort-based capacity building rather than standalone training
- Emphasis on peer learning and shared accountability
- Integration of leadership resilience and empathetic communication (NVC)
- Focus on local fundraising and community philanthropy

- Ecosystem-building approach to rural development
- Integration of leadership resilience and empathetic communication (NVC)
- Focus on local fundraising and community philanthropy
- Ecosystem-building approach to rural development

### **Key Learnings:**

- Capacity building acts as a multiplier, strengthening multiple development outcomes simultaneously
- Local fundraising is viable when organisations are equipped with appropriate tools and confidence
- Collective action enhances credibility, legitimacy, and impact in rural contexts
- Leadership development and empathetic communication are critical for long-term sustainability

### **Key Project Partners and their Roles:**

- Capacity building acts as a multiplier, strengthening multiple development outcomes simultaneously
- Local fundraising is viable when organisations are equipped with appropriate tools and confidence
- Collective action enhances credibility, legitimacy, and impact in rural contexts
- Leadership development and empathetic communication are critical for long-term sustainability

### **Forward Linkages and Opportunities for Collaboration:**

EG plans to expand cohort-based capacity-building programmes across rural regions, deepen work on local fundraising and community philanthropy, and support organisations working with women, youth, and migrant-linked communities. There is strong potential for district-level collaboration platforms and linkages with corporate, institutional, and policy ecosystems to scale inclusive rural development models



# United Way of Bengaluru

**Project Title:** Rural Rising- An integrated approach to sustainable rural development

**Implemented by:** United Way of Bengaluru (UWBe)

**Geographical Coverage:** Kerala – Wayanad District (tribal hamlets; aspirational district)

**Focus Areas:** Nutrition & Early Childhood Development, Education, Health & Sanitation, Environment, Livelihood & Skill Enhancement, Community-Led Rural Development

**Project Start Date:** 1 July 2022

**Project Budget:** ₹5 crore+

## Background:

United Way of Bengaluru (UWBe) is an 18-year-old non-governmental organisation registered as a society in Karnataka and working across India across multiple thematic areas. UWBe is part of the United Way Worldwide network—the world’s largest privately funded charity network.

UWBe’s mission is to mobilise the caring power of communities by identifying unmet community needs and developing localised, sustainable solutions in partnership with communities. The organisation works closely with over 90 corporate and non-corporate partners across themes such as climate action, education, rural development, and employee volunteering. Its campaign-based approach ensures long-term, scalable, and sustainable impact.

## Key Issues Addressed:

Rural Rising addresses critical gaps across three interconnected pillars:

- Environment: Water, sanitation, hygiene, and clean surroundings

## Objectives:

To improve the quality of early child care and development services, school education; hygiene and sanitation practices, water conservation and livelihood enhancement in selected gram panchayats aspirational districts of India

## Project / Programme Approach & Implementation:

Rural Rising follows a saturation approach, ensuring that the entire community becomes part of the solution over a sustained period.

In Wayanad, the programme adopted a behavioural change-led nutrition model, using Anganwadi Centres (AWCs) as the unit of change. Interventions included infrastructure upgradation of AWCs to improve attendance, introduction of micronutrient-focused cooked meals aligned with ICDS, deployment of local nutrition promoters for continuous parental engagement, organisation of community kitchens, and active involvement of local self-governance institutions to ensure continuity and sustainability.

**Outcomes / Impact:**

- 27.33% increase in children in normal nutrition category and 21.93% reduction in PEM category across 4 AWCs (tracked over 21 months)
- 17.26% increase in children in the normal category and 9.09% reduction in PEM category across 26 AWCs (tracked over 12 months)
- Documented behavioural change among mothers, with adoption of nutritious recipes at home

**Best Practices:**

- Saturation-based, community-wide intervention
- Anganwadi-centric model integrating government systems and communities
- Behavioural change focus rather than one-time service delivery
- Continuous community engagement through local nutrition promoters
- Strong ownership by local self-governance institutions

**Key Learnings:**

- Systematic planning with clear indicators and data-backed monitoring delivers measurable impact
- Early involvement of all stakeholders ensures accountability and sustainability
- Behavioural change interventions are most effective when anchored in trusted community institutions

**Key Project Partners:**

- Corporate CSR partners (Broadcom, Herbalife): Funding support
- Noolpuzha Gram Panchayat: Sustainability and local ownership
- Department of Women and Child Development (WCD), Wayanad: Approvals, technical guidance, and convergence with ICDS

**Forward Linkages and Opportunities for Collaboration:**

The model is designed for replication and scale. It can be expanded within Wayanad (Kalpetta block) and replicated in other tribal dominated regions such as Attappady block in Palakkad district. Opportunities exist for collaboration with CSR partners, government departments, and development organisations to scale the saturation-based behavioural change model.







## Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, with around 9,700 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 318 national and regional sectoral industry bodies.

For 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains, including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2025-26, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

### Confederation of Indian Industry

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