



BRLF
BHARAT RURAL
LIVELIHOODS FOUNDATION

ANNUAL REPORT 2023-24





An independent society set up by the Government of India to upscale civil society action in partnership with the government.

Annual Report

Financial Year: 2023-24



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President's Message

Dear Friends

It gives me great pleasure to write my inaugural message as President of the Bharat Rural Livelihoods Foundation (BRLF). As I reflect on BRLF's decade-long journey, I am filled with immense pride, gratitude, and a deep sense of fulfilment. The experiences of these past 10 years have crystallised our understanding of the role BRLF plays for the benefit of the rural and tribal communities. At this juncture of an important milestone in the organisation, it is my pleasure to share the Annual Report for the year 2023-24.

Over the years, BRLF has evolved into a leading social development organisation. It has created a distinct space and identity for itself in India's civil society ecosystem. Working across 10 states, 117 districts and most notably 23,204 villages, BRLF has left no stone unturned in its quest to create livelihood opportunities for the underprivileged. Over the past 10 years, our programmes have impacted 1,319,308 households, with around 70% from Scheduled Tribes. We've built strong partnerships along the way, collaborating with more than 85 CSOs, 6 State Governments and many, corporate and philanthropic foundations.

Our pioneering approach, especially our State Partnership Model, has bridged the critical gap between funding and impact, fostering trust and confidence among tribal communities and amplifying the effectiveness of government programs. We have leveraged an impressive Rs. 4,687 crores through strategic partnerships, generating Rs. 30 in returns for every rupee invested. This efficient, impactful, and scalable model has enabled 3,04,000 households to possess valuable assets, breaking poverty cycles, and promoting sustainable agriculture practices across 1,21,879 hectares. Capacity building remains a core focus, with initiatives like innovative university partnerships and scholarships designed to equip young tribal professionals with essential knowledge and skills for their development. Our research and knowledge management efforts focus on creating an evidence-based foundation on rural livelihoods to guide both policy and practice.

As we look ahead, we remain committed to scaling our impact through strategic partnerships, deepening our engagement with tribal communities, and strengthening capacity building and knowledge management.

It is a pleasure and honour to take forward the legacy of this distinguished organisation and work alongside a dedicated and hardworking team of Staff and Board members. I want to take this opportunity to thank the Central and State governments, our donors and partners for their continued support and bigger gratitude to the communities who laid their trust in us. Let us work together towards our shared goal of making a "Self-Reliant Rural and Tribal India".

Girish Prabhune

President

Bharat Rural Livelihoods Foundation (BRLF)

About Bharat Rural Livelihoods Foundation

Bharat Rural Livelihoods Foundation (www.brflf.in) is an autonomous body established in 2013 under the Ministry of Rural Development through a Union Cabinet decision by the Government of India. With a vision to transform the livelihoods and lives of the most vulnerable tribal and rural populations across India, BRLF plays a crucial role in fostering and facilitating civil society action in partnership with the government. This involves coordinating and supporting the efforts of various civil society organisations (CSOs) and aligning them with government initiatives. Its mandate encompasses a range of objectives, including bridging the gap between program outlays and outcomes, improving implementation of government flagship programs, providing grant support to CSOs, and promoting partnerships for inclusive development.

BRLF envisions a future where tribal and rural communities in India experience sustainable livelihoods, all-around prosperity, empowerment, and dignity. Empowering vulnerable communities is not just a goal but a powerful reality that lies at the core of all interventions of BRLF. It strives to ensure that the most marginalised voices are heard, respected, and actively participate in decision-making. Tribal and rural communities, who have long faced systemic challenges and discrimination, are not just project participants but active participants of BRLF initiatives. They are supported through contextually relevant interventions that address their emerging needs, enhance their agency and nurture sustainable livelihoods for all.

The unique architecture of BRLF's state partnerships is designed to facilitate a cooperation model wherein it proactively engages with the Central Government, State Governments, Panchayati Raj Institutions (PRIs), Civil Society Organisations (CSOs), communities, and donor agencies to scale up civil society action in India. This model ensures that all stakeholders are involved in project planning, implementation, and monitoring, leading to more effective and impactful initiatives. While the geographical scope is pan-India, the focus has been on the ten states of the central Indian tribal region, which have a large tribal population.

BRLF has partnered with six State Governments to implement large-scale collaborative initiatives that bring together government departments, functionaries, CSOs, community-based organisations (CBOs), and people's institutions. Through these long-term partnerships (formalised through an MoU), BRLF has implemented large-scale flagship projects on watershed development, agriculture production clusters, producer groups, natural resource management, livestock development, promotion of fisheries, institutions, and capacity building. The State Government funds the program interventions while BRLF provides facilitation (trained human resources, technical and capacity building) cost from BRLF's resources to CSOs selected jointly by the State Government and BRLF based on their track record, proposed project, and alignment with BRLF's mission. The State Government and BRLF jointly monitor these projects.

VISION

“BRLF envisions a future where rural and tribal communities in India achieve economic and social security, all-round prosperity, empowerment, and dignity.”

MISSION

BRLF aims to transform the lives and livelihoods of vulnerable rural communities by scaling up civil society action in partnership with governments and other stakeholders.

BRLF'S CORE VALUES AND PRINCIPLES

BRLF is committed to India's constitutional values. We stand for Equity and Social Justice, ensuring fair and equal access to all resources, opportunities, capacities and outcomes.

We embed the following operational principles in our organisational structures, systems and processes to realise our vision of transformative, sustainable social change:



Collaboration: BRLF believes in the power of collaboration and collective wisdom. We seek purpose alignment and meaningful partnerships with civil society organisations, governments, communities, and corporations to drive significant and appropriate impact and positive change in rural communities. We foster a culture of collaborative advantage, co-learning, diverse perspectives, respect, team coherence and open communication.



Transparency and Accountability: BRLF is committed to upholding the highest standards of transparency and accountability in all its actions. We adhere to the principles of good governance, ensuring responsible use and re-distribution of resources, privileges and power for equitable outcomes.



Innovation: BRLF embraces innovation and seeks new ideas, approaches, and solutions to address complex challenges rural communities face. We encourage creativity, learning, and the adoption of innovative practices to drive sustainable development and livelihoods.



Excellence: We are committed to excellence and strive for the highest standards in everything we do. We seek to deliver impactful and sustainable outcomes, continuously improving our processes and practices to achieve meaningful results on the ground.

BRLF'S MANDATE

- Bridging the gap between the program outlays (funding) and outcomes (actual impacts).
- End the sense of alienation among tribal people and win their confidence in Indian democracy.
- Improve the quality of implementation of Government flagship programs.
- Provide grant support to Civil Society Organisations (CSOs) for project management and institutional costs.
- Foster partnerships between State Governments, Civil Society Organisations (CSOs), Panchayati Raj Institutions, and Businesses toward inclusive development in the Central Indian Tribal Region.
- Build capacities of front-line rural functionaries in the Central Indian Tribal Region.
- Upscale community-based sustainable practices in agriculture and water management.

KEY THEMATIC AREAS

- **Sustainable Livelihoods:** Enhancing the sustainable livelihood practices in agriculture, water, livestock and natural resources management through facilitating community-based organisations and women-led institutions.
- **Capacity Building:** Building grassroots-level capacity for better planning, livelihoods strategy, and practice amongst individuals and community-based organisations.

- **Partnership for Development:** Foster stronger partnerships amongst the government, civil society, private sector, Panchayati Raj Institutions, and the citizenry to promote a better uptake of government schemes and entitlements.
- **Access to Rights and Entitlements:** Strengthening access to rights and entitlements, primarily focusing on Community Forest Rights and improving forest-based livelihoods under the Forest Rights Act (FRA) for rural and tribal populations.
- **PVTG and Nomadic Tribes:** Strengthening social entitlement and livelihoods of marginalised and Particularly Vulnerable Tribal Groups (PVTGs) and De-notified and Nomadic tribes (DNT/NT).

VALUE PROPOSITION

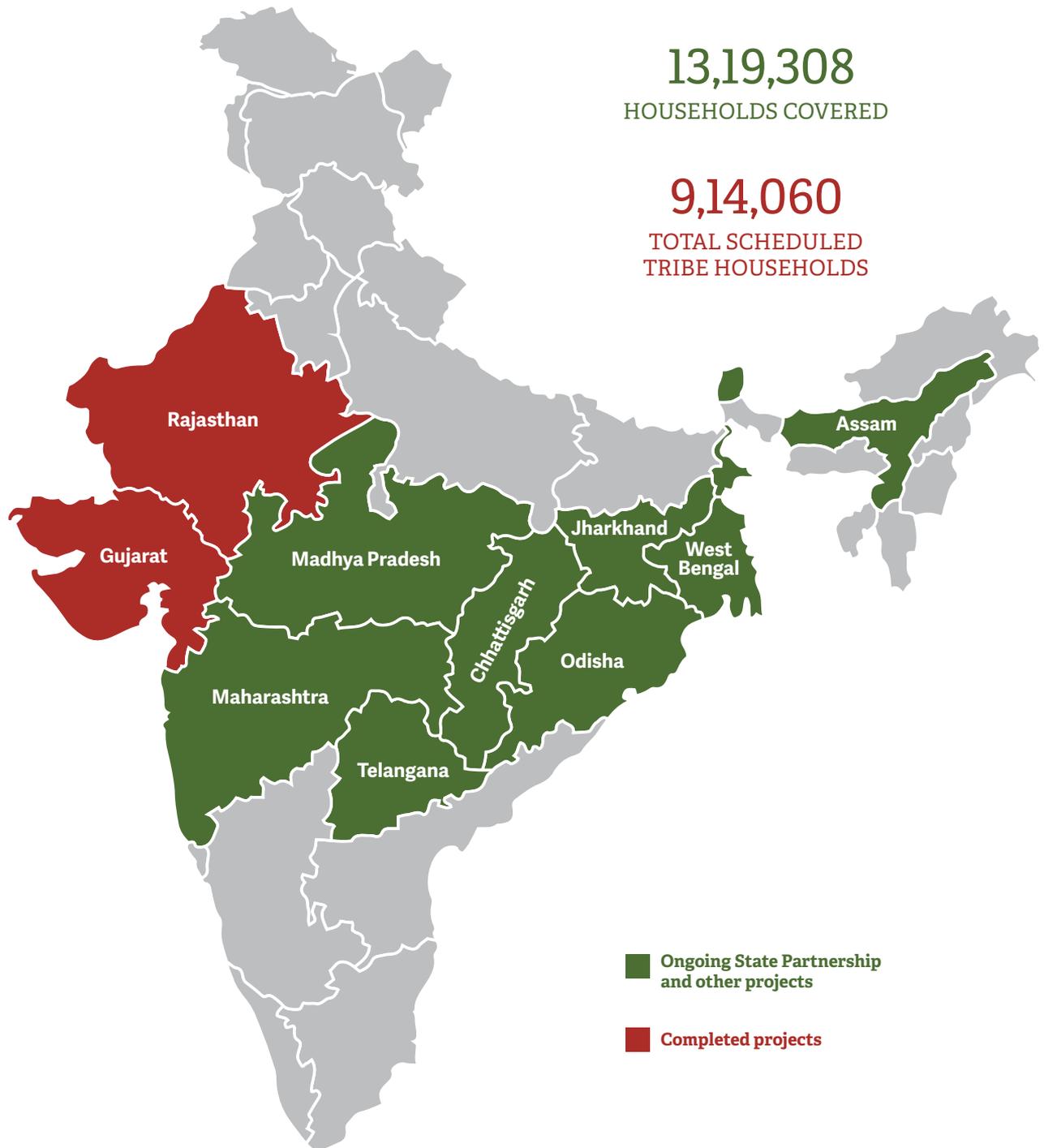
- Supporting the Prime Minister's initiatives for livelihood security
- Increasing farmers' income sustainably
- Technical support for the effective implementation of government flagship programs
- Innovations in improving rural livelihoods.
- Value chain development for Non-Timber Forest Produce (NTFP) and agricultural produce
- Providing state governments with a window for CSR and CSO partnerships

BRLF's work is impactful and aligned with most of the United Nations' Sustainable Development Goals (SDGs). This alignment ensures that our efforts contribute to a global agenda for a better and more sustainable future.





Geographical Coverage and Demographics



<p>10</p> <p>STATES COVERED</p>	<p>117</p> <p>DISTRICTS WITH BRLF PROJECTS</p>	<p>385</p> <p>BLOCKS WITH BRLF PROJECTS</p>
<p>5,242</p> <p>GRAM PANCHAYATS COVERED UNDER BRLF PROJECTS</p>	<p>23,204</p> <p>VILLAGES COVERED UNDER BRLF PROJECTS</p>	<p>13,19,308</p> <p>TOTAL HOUSEHOLDS BENEFITTED (ENGAGED AT LEAST IN ONE INTERVENTION, SINCE INCEPTION)</p>
<p>4,54,720</p> <p>TOTAL HOUSEHOLDS BENEFITTED (ENGAGED AT LEAST IN ONE INTERVENTION IN FY 2023-24)</p>	<p>7,83,074</p> <p>TOTAL WOMEN FARMERS BENEFITTED</p>	<p>9,14,060 (69%)</p> <p>TOTAL SCHEDULED TRIBE HOUSEHOLDS BENEFITTED</p>
	<p>6,873</p> <p>TOTAL PARTICULARLY VULNERABLE TRIBAL GROUPS (PVTG) HOUSEHOLDS BENEFITTED</p>	<p>6,22,813</p> <p>NUMBER OF SMALL AND MARGINAL FARMERS BENEFITTED</p>

Data as of March 31, 2023

BRLF State Program Management Units (SPMU):

State Program Management Unit, Ranchi, Jharkhand
 State Program Management Unit, Kokrajhar, Bodoland Territorial Council, Assam
 State Program Management Unit, Bhopal, Madhya Pradesh
 State Program Management Unit, Nagpur, Maharashtra

Impact of BRLF Interventions

BRLF Multiplier Effect: Leverage

BRLF defines leverage as the strategic use of available funds, resources, and capabilities to maximise the benefits and impact of a government program or project. Leveraging refers to using government resources, such as schemes and entitlements, to get greater results than possible with individual efforts alone.

For example, the BRLF state partnership projects leverage government funding by combining it with other resources, such as private sector investment, to deliver better results. This can include scaling the proven interventions, reaching out to more targeted households, creating assets, increasing livelihood productivity and diversification, and improving socio-economic outcomes.



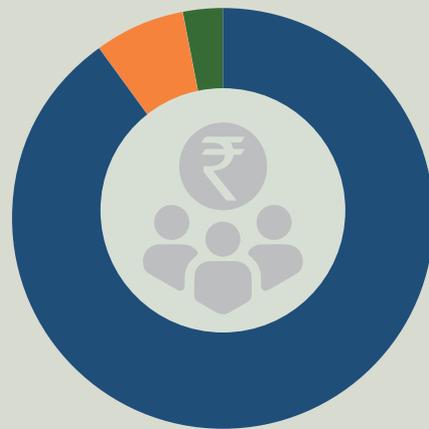


BRLF projects, in partnership with the state governments, have leveraged Rs. 4,687.00 crores as of March 31, 2024. At the same time, BRLF raised Rs. 356.00 crores as co-finance from institutional, grant-making, and CSR foundations to implement the projects.

Since its inception, BRLF has invested Rs. 170.00 crores in grant-making through its resources. This implies a total leverage and co-finance ratio of 1:30 by March 31, 2024. Every rupee BRLF invests is leveraged around Rs. 30 through government and non-government resources.

The leverage through government schemes increased by 10% in the Financial Year 2023-24 compared to 2022-23. This growth underscores the effectiveness of using government funds to amplify the impact of BRLF investments. It highlights the strong collaboration between BRLF and government schemes, enhancing resource mobilisation for rural development.

FUND LEVERAGE: THE MULTIPLIER EFFECT

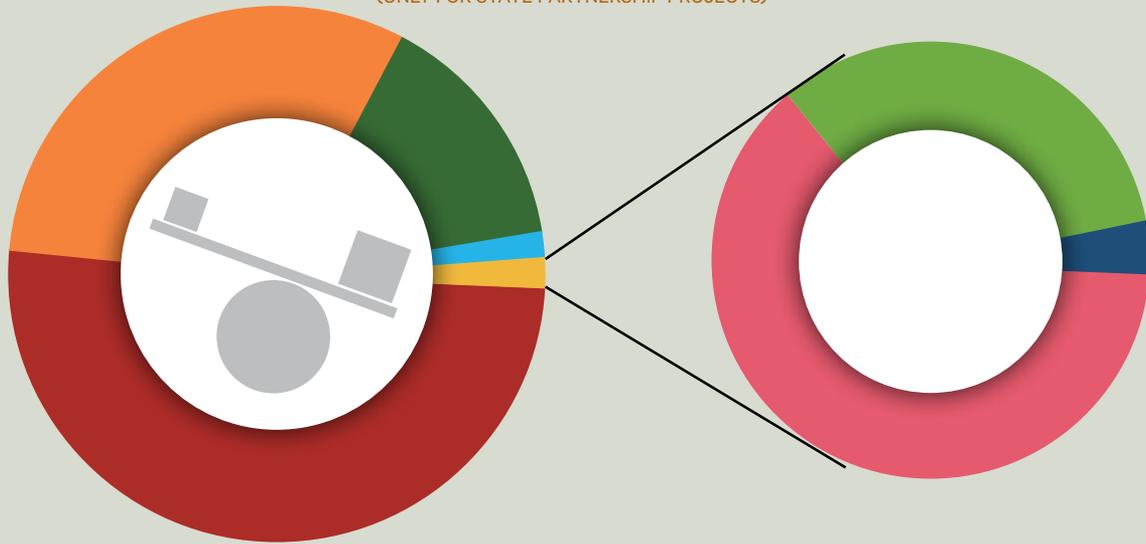


- Leverage through Government Schemes: 90%
- BRLF Investment (grants to CSOs): 3%
- Co-Finance (CSR and Institutional Partnerships): 7%

CUMULATIVE AS ON MARCH 31, 2024 (in Rs. Cr)	FINANCIAL YEAR 2023-24 (in Rs. Cr)	CUMULATIVE AS ON MARCH 31, 2023 (in Rs. Cr)
BRLF Investment (Grants to CSOs): 170.00	BRLF Investment (Grants to CSOs): 21.00	BRLF Investment (Grants to CSOs): 149.00
Leverage through Government Schemes 4,687.00	Leverage through Government Schemes 432.00	Leverage through Government Schemes 4,255.00
Co-Finance (CSR and Institutional Partnerships): 356.00	Co-Finance (CSR and Institutional Partnerships): -	Co-Finance (CSR and Institutional Partnerships): 356.00
Grant to Leverage and Co-Finance Ratio 1:30	Grant to Leverage and Co-Finance Ratio -	Grant to Leverage and Co-Finance Ratio 1:31

STATE-WISE CUMULATIVE LEVERAGE DATA (MARCH 31, 2024, IN RS. CRORE)

(ONLY FOR STATE PARTNERSHIP PROJECTS)



- Chhattisgarh - Rs. 1,273 crore
- West Bengal - Rs. 2,063 crore
- Maharashtra - Rs. 36 crore
- Odisha - Rs. 603 crore
- BTR, Assam - Rs. 19 crore
- Jharkhand - Rs. 60 crore
- Madhya Pradesh - 2 crore

Impact of BRLF State Partnership Projects

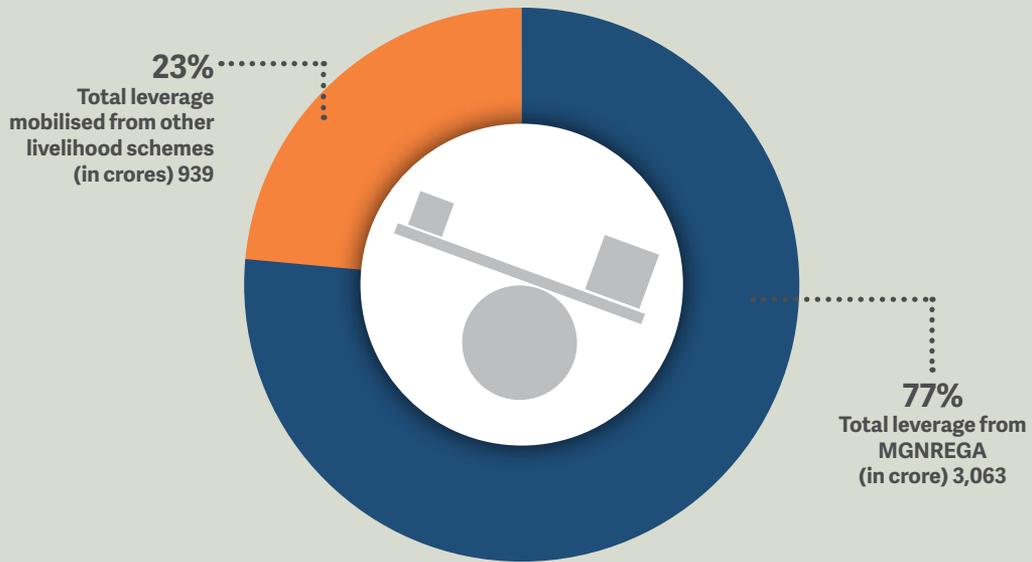
The BRLF large-scale state partnership projects have achieved significant milestones, with notable outcomes. Over 5,18,000 households have benefited from livelihood interventions, while more than 3,04,000 households now possess valuable assets. The state partnership projects' impact extends to a vast area of 10,98,677 hectares, contributing to enhanced land treatment. Moreover, an impressive 1,21,879 hectares have been ensured for cultivating double crops and fostering long-term vegetation, facilitating sustainable agricultural practices, and promoting growth in rural communities.



DATA UNDER STATE PARTNERSHIP PROJECTS

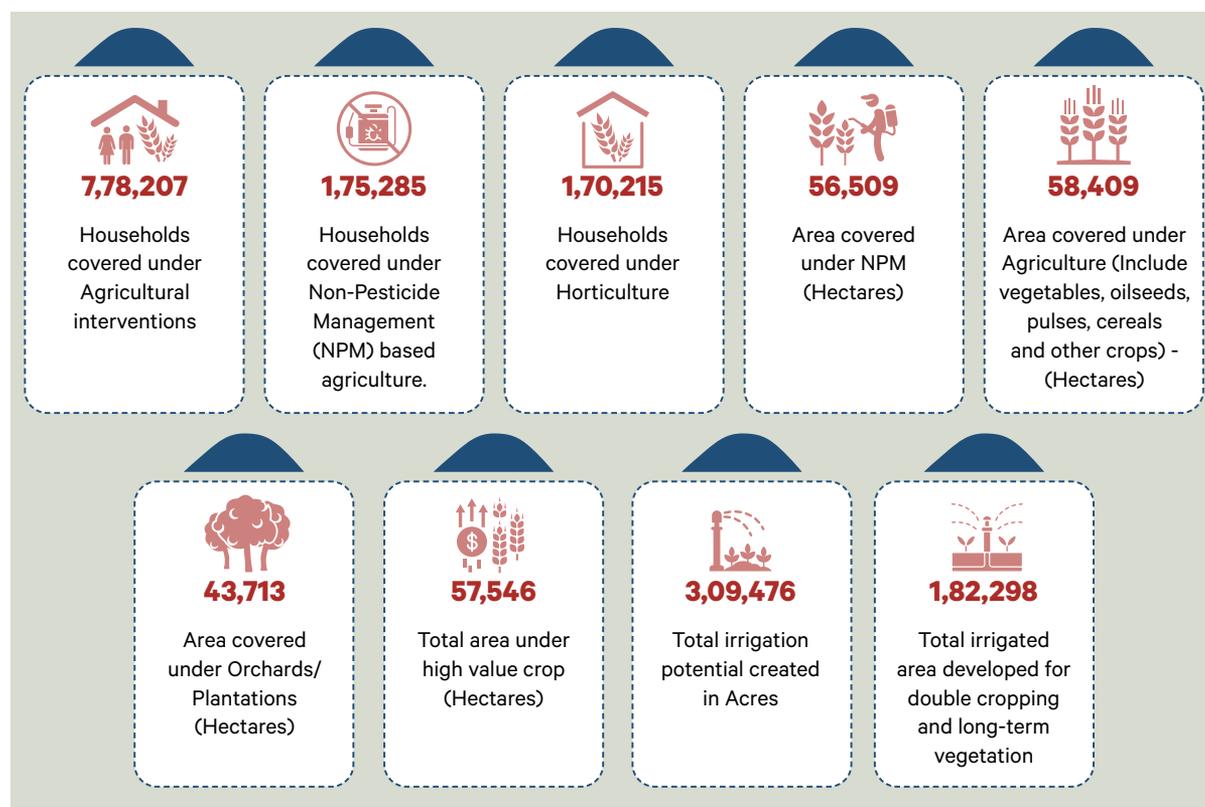
	Description	Achievement in FY 2023-24	Cumulative Data as on March 31, 2024
	Households covered under Agricultural interventions	2,36,639	4,06,177
	Area covered under Agriculture in hectares (Include vegetables, oilseeds, pulses, cereals and other crops)	56,917	58,409
	Households covered under Non-Pesticide Management (NPM) based agriculture.	57,989	59,643
	Area covered under NPM in Hectares	12,105	13,121
	Total irrigation potential created in Acres	2,11,057	2,47,821
	Total irrigated area developed for double cropping and long-term vegetation	86,125	1,21,879
	Households covered under land and water resource conservation	2,94,946	4,56,231
	Area treated under land and water resource conservation in Acres	4,33,524	10,98,677
	Number of Agriculture Production Clusters developed	84	1,071
	Households covered under Producer Groups	79,406	2,06,735
	Number of shareholders under Farmer Producer Companies/Farmer Producer Organisations	25,332	86,453
	Number of Producer Groups formed	1,424	2,411
	Number of households covered in Non-Timber Forest Produce (NTFP) based livelihood	17,030	42,487
	Number of Community Forest Rights (CFR) Claims filed	86	164

STATE PARTNERSHIP PROJECTS: SOURCES OF LEVERAGE



Improvement in Agriculture

BRLF's goal is to promote sustainable agriculture development, focusing on increased production, collective farming, and linking small producers to markets by creating a unique identity for their products. Other promoted practices include dry sowing, crop pattern change, drip/sprinkler irrigation, organic mulching, and wheat/rice root intensification. BRLF also promotes the Non-Pesticide Management (NPM) approach, encouraging chemical-free farming, building soil fertility through composting and recycling agricultural residues, and phasing out chemical pesticides.



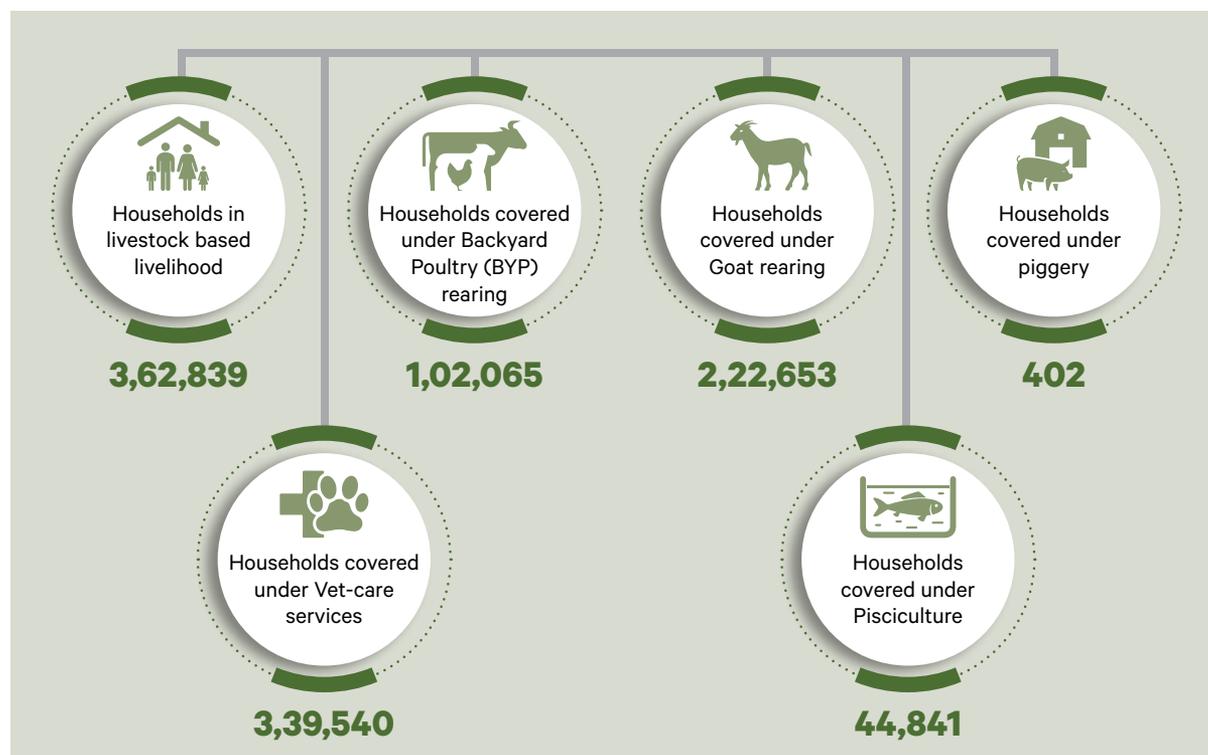
Natural Resource Management

Natural Resource Management (NRM) is pivotal in BRLF's work in the Central Indian Tribal Belt. BRLF leverages resources from state programs like MGNREGA, focusing on building climate resilience through water harvesting structures, soil erosion control, and conserving in-situ moisture. It aims to address short-term problems like providing protective irrigation during dry spells in the Kharif season and ensuring year-round drinking water security. The focus on soil conservation through the assets created under the projects holds significant implications for the region's agricultural productivity, water availability, and overall environmental sustainability.

	Households covered under land and water resource conservation	5,01,559
	Area covered under land and water resource conservation (in Acres)	11,44,877
	Households covered under non-timber forest produce (NTFP) interventions	72,329
	Area under Plantation (in Ha)	63,745

Livestock Development

In central India, diversifying livelihoods is crucial for developing resilience against the effects of climate change. Rainfed livestock systems play a significant role in the region, with small ruminants and cattle being essential components of tribal communities' livelihoods. Livestock contributes substantially to household income, but challenges like diseases and mortality exist. BRLF and its partners work to promote livestock-based livelihoods in the central Indian tribal belt. Pisciculture or Fisheries is emerging as one of the most preferred interventions in the region, and it is supported by the assets created under the projects.



Women-led Institutions Development

BRLF's strategy is to create and support women-led institutions. The CSO partners work on establishing, strengthening, and building the capacities of these institutions to lead community-based development efforts.

	Agriculture Producer Clusters developed	1,191
	Households covered under Producer Groups	2,06,735
	Number of shareholders under Farmer Producer Companies (FPCs)	1,19,086
	Number of Producer Groups formed	2,411
	Number of FPCs/Farmer Producer Organizations (FPOs) promoted (formed and adopted)	168
	Number of shareholders that are part of FPCs	1,31,802

DATA SINCE INCEPTION OF ALL PROJECTS



Access to Rights and Entitlements

BRLF and its partners work to ensure that the poorest have access to various rights and schemes, including MGNREGA, the Forest Rights Act, the Pradhan Mantri Ujjwala Yojana, the Pradhan Mantri Ayushman Yojana, the Pradhan Mantri Kisan Samman Nidhi Yojana, the Pradhan Mantri Jan Dhan Yojana, the Pradhan Mantri Jeevan Jyoti Bima Yojana, and more. BRLF also ensures access to forest rights claims under the Forest Rights Act.

Households covered in NTFP-based livelihood	42,487
Households benefitted under Awas Yojana	22,949
Households benefitted under Pension Yojana	1,458
Households benefitted under the Forest Rights Act	14,886
Total claims under Forest Rights Act settled	3,602
Households linked with PM Swachh Bharat Abhiyan	1,33,260
Households linked to PM Suraksha Bima Yojana (PMSBY)	1,02,321
Households linked to PM Jeevan Jyoti Bima Yojana (PMJJBY)	57,410
Households linked to PM Jan Dhan Yojana (PMJDY)	1,95,978
Households linked to PM Soil Health Card Scheme	40,495
Households covered under PM Fasal Bima Yojana	62,821
Households supported through rural drinking water scheme/ sanitation	64,073
Households covered under PM Ujjwala Scheme	20,280

BRLF Verticals

BRLF encompasses three distinct vertical domains: Program, Research and Knowledge Management, and Capacity Building. It also has four strategic support functions: Resource Mobilization, Communication, Human Resources Management, and Finance and Accounts. The chief executive officer (CEO) of BRLF supervises each of these verticals and functions.

Program Vertical

The Program Vertical is the most significant pillar within BRLF. Its core functions involve grant-making, co-financing and executing government flagship programs and initiatives, fostering institutional collaborations with Civil Society Organizations (CSOs) and government bodies, and providing specialised technical support on thematic areas to the CSOs. BRLF actively facilitates and assists CSOs in optimising available resources through governmental initiatives, particularly at the grassroots level. This vertical aids CSOs in integrating collaborative approaches, notably involving Panchayati Raj Institutions (PRIs), into their proposal designs.



Capacity Building Vertical

The capacity-building (CB) vertical of BRLF seeks to nurture the capacities of institutions and professionals critical for the effective functioning and delivery of rural development initiatives in India's tribal geographies. BRLF's CB offerings cater to the emerging needs of Civil Society Organisations (CSOs), Community-Based Organisations (CBOs), Panchayati Raj Institutions (PRIs), rural development professionals, and Frontline Functionaries engaged in implementing Government Flagship Schemes in Sustainable Livelihoods like those of MGNREGA and State Rural Livelihood Mission (SRLM).

The portfolio of learning programs of BRLF includes stakeholder-specific offerings that nurture:

1. Technical capacities of rural development professionals in Rural Management, Natural Resource Management, Soil and Water Conservation, PGWM, Sustainable Agriculture, and Farm and Non-farm livelihood interventions;
2. Organisational Capacities of CSOs and CBOs in Governance, Institution Building, Business Planning and Development, MEL, Financial Management and Organisational Compliances for non-profits and CBOs, Operational Excellence and Organisation Development;
3. Leadership capacities of CBO members, PRI representatives, Frontline Functionaries, and community leaders in weaving social and cultural transformations in Institutions and communities.

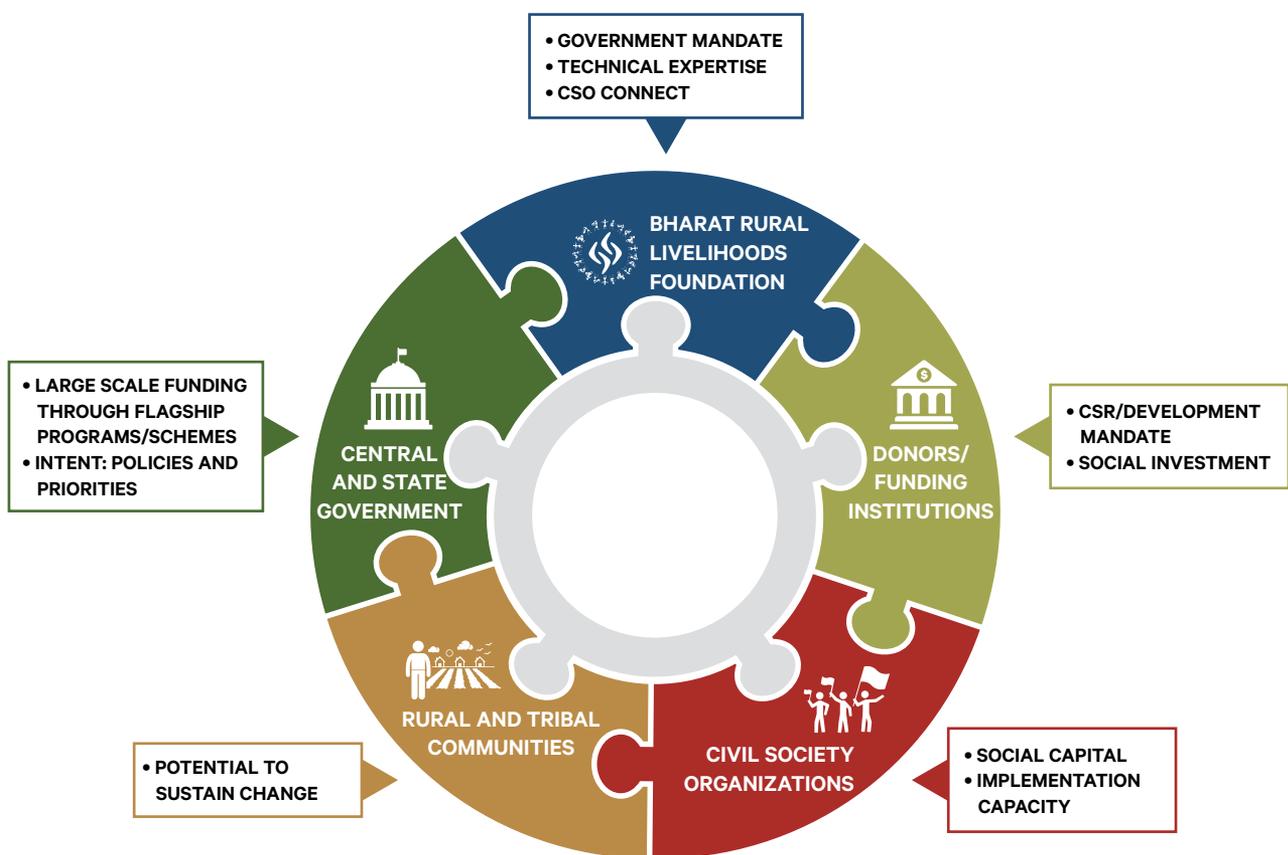
Research and Knowledge Management Vertical

The Research and Knowledge Management vertical at BRLF seeks to co-create an evidence-based body of knowledge on the rural livelihoods of tribal communities in India. It works closely with BRLF state program management units, government, civil society stakeholders and communities to generate original research and knowledge briefs with actionable insights and learnings into existing policies and practices on rural livelihoods and natural resource management. The vertical's Management Information System (MIS) component establishes and maintains an efficient monitoring, evaluation and learning framework. This framework ensures a learning culture in the organisation by enabling evidence-based decision-making in programmatic interventions and transparency throughout the CSO selection procedures for receiving grants, streamlined financial management, and comprehensive data collection of the physical and economic progress of projects supported by BRLF and its partners.



BRLF Programs

The Bharat Rural Livelihoods Foundation (BRLF) has significantly evolved its strategy to enhance the impact within the tribal regions of central India. Initially, the BRLF supported Civil Society Organizations (CSOs) through grants for standalone projects. Over time, recognising the limitations of this approach in terms of scalability, visibility, and collaboration, the BRLF shifted towards a model that emphasises direct partnerships with state governments and the active involvement of CSOs. BRLF works with seven state governments on large-scale livelihood programs focusing on Natural Resource Management, MGNREGA, Agriculture, and Community Forest Rights.



BRLF connects small yet impactful CSOs with state governments and donors, enabling the implementation of large-scale programs with strategic funding and support.

This partnership model, now a cornerstone of BRLF's operations, facilitates more substantial, impactful collaborations between state governments, CSOs, and the BRLF. It operates on a foundation where the BRLF contributes to facilitation costs and capacity building while state governments commit to providing necessary program funds. CSOs are strategically positioned to tap into extensive resources from government institutions, enhancing the effectiveness of rural development and livelihood programs.

To ensure the success of projects within this partnership framework, the BRLF has established State Project Management Units (SPMUs), transitioning from CSO-led oversight to forming its teams for better oversight and support. These SPMUs play a critical role in stakeholder empowerment, monitoring, evaluation, and decision-making processes, bolstering the collaboration between the BRLF, government entities, and CSOs.

Ultimately, the state partnership approach fostered by the BRLF has cultivated a symbiotic relationship between Government Organizations (GOs) and Non-Government Organizations (NGOs). This model maximises resource utilisation from various government schemes and creates an innovative path towards poverty alleviation, marking a significant evolution in the BRLF's mission and strategy.



State Partnership Projects

WEST BENGAL



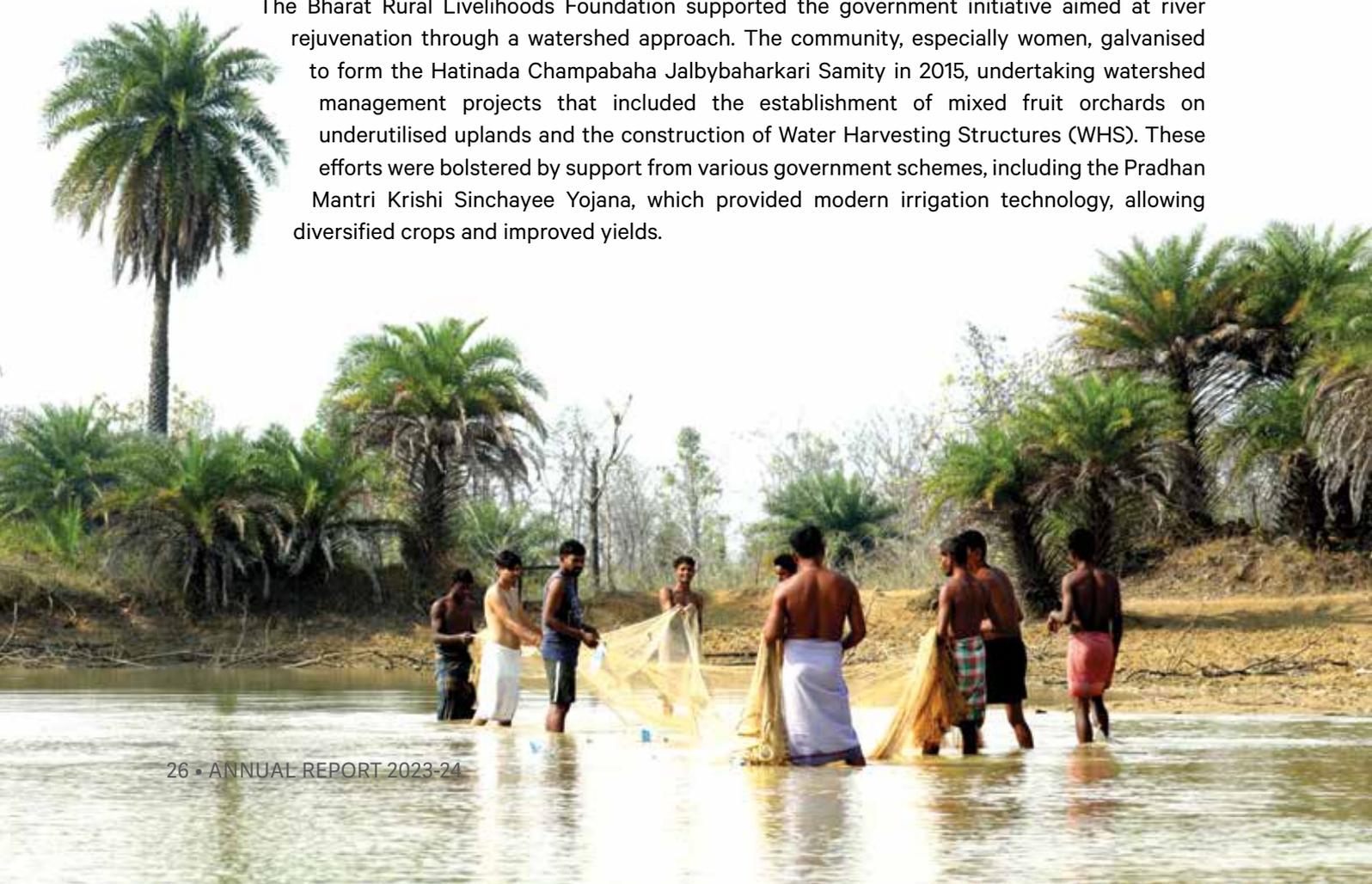
Districts: Purulia, Paschim Barddhaman, Bankura, Jhargram, Birbhum, Paschimi Medinipur

The Usharmukti Plus Project

In partnership with the West Bengal Government

In the village of Hatinada in West Bengal, the Usharmukti and its subsequent phase, Usharmukti Plus, has significantly impacted the local water crisis and agricultural practices. Home to 144 Santhal households, this community struggled with water scarcity due to inefficient water management and the challenging topography that led to heavy runoff and limited agricultural productivity. Before Usharmukti's inception in 2017, agriculture, primarily paddy cultivation, was the main livelihood, hindered by monocropping due to erratic rainfall.

The Bharat Rural Livelihoods Foundation supported the government initiative aimed at river rejuvenation through a watershed approach. The community, especially women, galvanised to form the Hatinada Champabaha Jalbybaharkari Samity in 2015, undertaking watershed management projects that included the establishment of mixed fruit orchards on underutilised uplands and the construction of Water Harvesting Structures (WHS). These efforts were bolstered by support from various government schemes, including the Pradhan Mantri Krishi Sinchayee Yojana, which provided modern irrigation technology, allowing diversified crops and improved yields.



Moreover, the community launched a concerted effort towards establishing a self-reliant agricultural system, recognising the need for better water management and crop diversification. They constructed a polyhouse for a common nursery to produce high-quality seedlings, facilitating increased production of cash crops like tomatoes and cabbages. Women-led Farmer Producer Organizations played a significant role in enhancing agricultural sales, establishing a fruit nursery, and contributing to the village's transformation from drought-stricken to a model of prosperity and sustainability.

The Usharmukti Project, a collaboration between the MGNREGA Cell, Government of West Bengal, the Bharat Rural Livelihoods Foundation, PRADAN (SPMU) and 6 Civil Society Organizations, ran from August 2017 to July 2021. Its goal was to turn daily wage work into long-term livelihood opportunities for people in 54 blocks across six western districts of West Bengal. This tripartite collaboration orchestrates the whole ecosystem, transforming 'Today's wage to Tomorrow's livelihood'. The project covers 54 blocks of 6 western districts of West Bengal. The project concept was initiated as the government focused on channelling the MGNREGA funds towards INRM based on watershed principles for rejuvenating the river catchments. Further, a solid synergistic relationship between Government Organisations and Non-Governmental Organisations has been established, accelerating the 'system function' efficiency among all project stakeholders and finding an alternative pathway towards mitigating the region's poverty.

After the initial phase, Usharmukti II (Usharmukti Plus) began in 2021 and continued till July 2023. The primary objective of the project was to layer the livelihood intervention over the NRM assets created with the approach of the "Agriculture Production Cluster" (APC) by adopting the practices of synchronising production in response to the market by the Producer Group (PG) and Farmer Producer Company/ Organisation. This is to accelerate the supply-side management processes for nature building and the need for sustainability, which created NRM assets under Usharmukti for livelihood enhancement. This phase used the natural resource management assets created earlier to improve people's livelihoods through the Agriculture Production Cluster approach.

The project focused on revitalising river catchments by applying Integrated Natural Resource Management principles. By working closely with government and non-governmental organisations, the project has made the most of the available resources, providing a new way to help lift people in the region out of poverty.

This project differed from previous efforts by taking a more comprehensive approach, moving from small-scale interventions to larger, landscape-level treatments. By doing this, the project aimed to improve the ecology, restore biodiversity, and bring prosperity to the region through substantial public investments through MGNREGA.

Key Outcomes (2023-24):

In the Usharmukti project (2017-2021), 2.24 lakh schemes were planned, out of which 2.0 lakh schemes were sanctioned by MGNREGA. This led to the implementation of 81,069 schemes with a total expenditure of Rs. 1,095 crore. This generated 6.01 crore person-days through MGNREGA (2017 to 2021).

Additionally, Rs. 147 crore was leveraged through convergence with other departments, covering a total treated area of 98,226 ha under the watershed principle-based structure implementation. The cumulative water harvest potential created is 51,242-hectare meters (Ham) per year, with an added potential double cropping area of 1.20 lakh ha and transforming fallow land of 44,287 ha through horticulture and social forestry. The natural resource management structures and livelihood augmentation activities benefited 1.35 lakh households.

From August 2021 to July 2023, the Usharmukti Plus (Phase II) project was initiated to layer livelihood intervention over the NRM assets created using the "Agriculture Production Cluster" approach. The total household coverage is 1.53 lakh, and the total area treatment is 29,097 ha from MGNREGA. The total leverage is Rs. 45,058 lakh, and through convergence, it is Rs. 36,132 lakh. A total of 39 APCs were clustered

in 35 Usharmukti blocks, considering potential water saturation regions. Progress updates until July 2023 indicate the formation of 830 Producer Groups (PGs) based on the Agriculture Production Cluster approach, which involves 44,966 households. Of the total PGs formed, 379 PGs initiated synchronized farming and marketing, resulting in an overall production of 23,252 MT and aggregated marketing of 5,483 MT worth Rs. 889 lakh.

Income analysis of the project reveals a significant 31% reduction in the below Rs 60,000 income category, with a higher percentage of households now falling in the above Rs 80,000 income range. Notably, 31% of the households, i.e., 1.14 lakh, have crossed the 1 lakh Gross Household Income (GHI) bar, with 36% attributed to the Usharmukti Plus intervention.

The total achievement of Usharmukti Phase I & II is 2.88 lakh households covered with a total area treatment of 1.27 lakh ha. The total leverage is Rs. 2,054 crore (MGNREGA and Convergence).

Qualitative Impact & Achievements:

Ground Water Recharge: Following the implementation of the Usharmukti program, there has been a notable increase in recharge from rainfall and additional recharge from structures. The Ground Water Recharge Appraisal Study conducted by BRLF demonstrated that the Usharmukti program has resulted in an additional recharge ranging from 27% to 64% in the intervention areas, surpassing average recharge from rainfall in Jhargram, Purulia, and Bankura districts. This validates the success of the Usharmukti Program.

Carbon Sequestration: The study on Climate Resilient showed that 9,367 tonnes of carbon had been sequestered, 67% of households reported an improvement in soil quality, and water availability in water harvesting structures has been extended by two to three months, leading to a 39% increase in full irrigation and 61% increase in partial irrigation. 44% of households expressed significant positive impacts on Groundwater and surface water recharge. In addition, there has been an observed improvement in biodiversity, with sightings of parrots, woodpeckers, and nightingales in and around the plantations due to cooler ambient temperatures.

Regarding livelihood and income diversification, 72% of households reported a 15% increase in paddy productivity, 44% have adopted fisheries as a new livelihood option, and 24% have increased their livestock holding.



Highlights of Usharmukti Project

Total leverage (In Rs. Crores)	2,054.41
Total leverage from MGNREGA (In Rs. Crores)	1,545.93
Total leverage mobilised from other livelihood schemes (Crores)	508.48
Total MGNREGA functionaries (APOs, POs, TAs, GRS) with capacity built on Integrated Natural Resource Management and Watershed principles	2,332
Total Panchayati Raj Institutions, Self-Help Groups and VO members with capacity built on Integrated Natural Resource Management and Watershed principles	8,251
Women participation in MGNREGA labour in BRLF blocks	80%

Improvement in Agriculture

Households covered under Agricultural interventions	1,26,870
Total sales value from agriculture (in Rs. Crores)	305.82
Total Agri-Entrepreneurs promoted	352
Total irrigation potential created in Acres	2,01,738
Total irrigated area developed for double cropping and long-term vegetation	76,498
Total farm ponds constructed	59,260
Total area under production of winner crops (in Acres)	15,421

Natural Resource Management

Area treated under land and water resource conservation (in Acres)	3,15,820
Total Forest Land area treated (in acres)	29,113
Plantation works for biomass increase (Acres)	48,886

Livestock Development

Total number of households in livestock based livelihood	29,661
Household covered under Vet-care services	23,729
Household covered under Pisciculture	9,074

Women-led Institutions Development

Total Agriculture Producer Companies developed	12
Households covered under Producer Groups	40,017
Total Producer Groups formed	830
Total shareholders part of Farmer Producer Companies	7,800
Total sales from collective marketing (in lakhs)	889





CHHATTISGARH



Districts: Sarguja, Surajpur, Balrampur, Koriya, Raigarh, Korba, Kawardha, Dhamtari, Kanker, Bastar, Dantewada, Sukma

High Impact Mega Watershed Project, Chhattisgarh

In partnership with the Chhattisgarh Government and Axis Bank Foundation

In the small village of Bhonda in the Bodla block of Kabirdham district, a group of determined women from the 'Jai Maa Bhawani' Self-Help Group (SHG) turned their dreams into reality by venturing into community fish farming.

Led by President Deviki Bai and Secretary Bhojbati Bai, the Self-Help Group (SHG) initially faced economic hardships, relying on daily wage labour for survival. The COVID-19 situation made it even harder for them to make a living. However, when the opportunity to manage a community fishpond named 'Mahamaya Talab' was presented by facilitators from the Samerth Bodla team under the High-Impact Mega Watershed Project, the group saw it as a chance to improve their livelihoods and contribute to the community's prosperity.

Under the Project, the Samerth Bodla team supported the SHG women by providing technical assistance for pond deepening and fish farming under the MGNREGA scheme. With guidance from agricultural and livelihood experts and support from the fisheries department, the SHG pooled their resources and began managing the fishpond collectively.

The results were remarkable—the fish thrived, providing the SHG enough to sustain their families and sell in the local market.

Their success was noticed. Other SHGs and villagers sought their guidance, and the initiative expanded, leading to collaboration with government departments such as MGNREGA, Fishery, and Agriculture. The community fishpond became a symbol of hope, inspiring more people to join the initiative and turning a once-struggling village into a thriving and self-sufficient community. This illustrates the power of collective action, education, and sustainable practices in uplifting a community.

The High Impact Mega Watershed Project is a joint initiative led by the Government of Chhattisgarh in partnership with the Bharat Rural Livelihood Foundation (BRLF) and the Axis Bank Foundation (ABF). The project's main objective is to improve the livelihoods of rural communities by investing in soil and water conservation efforts. During Phase I (2018-2022), the project treated approximately 6.9 lakh ha of catchment area spread across 26 blocks in 12 districts.



The implementation of land and water treatment measures in upper ridges to promote sustainability. The project's overarching goal was to enhance the income of 100,000 small and marginal households by layering different livelihood activities. Its key strategies encompass watershed management and the augmentation of farm productivity, emphasising active community engagement throughout the planning and execution phases. Recognising the project's impact and potential, Phase II of this program got an extension from October 2022 to September 2024. During this extended phase, the project emphasises the diversification of livelihood activities, particularly in farm-based agriculture, non-timber forest produce (NTFP), and livestock value-chain development, through the APC (Agriculture Production Cluster Approach).



The Key Outcomes (2023-24):

- During this period, SPMU and CSOs worked with various stakeholders to implement the work plans finalised in the Detailed Project Reports (DPRs) and to align DPRs with river rejuvenation planning.
- 79 rivulets rejuvenation plans were made in 502 villages, with an area treatment plan of 2,352.915 ha and 15,422 works under drainage line treatment. In addition, training and meetings were conducted to promote Kharif crops, develop a strategy to extend support to households during the strike period and strengthen non-farm livelihood activities. SPMU conducts most of the training and meetings online and offline.
- APCs organised training around re-designing the operational framework of Producer Groups and Producer Companies, looking into geographical and convergence potential with NRLM and business plans, and choosing winning commodities.
- A resource book (SOP) has been developed in consultation with all CSOs to maintain the project's standard operating procedures. One central-level pisciculture training was organised for CSOs to upscale the activities on a large scale.
- During this period, a total of Rs. 514.67 crore was sanctioned, with Rs. 221.82 crore invested. A cumulative 594 Producer Groups were established, comprising 37,632 farmers across various commodities, nearly reaching the target of 40,000 farmers. These Producer Groups spanned 667 villages and 475 Gram Panchayats, covering 12,599.59 hectares with market-led crops.
- CSOs engaged in Government flagship programs such as PM Janman, Amrit Sarovar, Millet Mission, and the State Level Nodal Agency of Pradhan Mantri Krishi Yojana 2.0 helped government functionaries execute the schemes at the grassroots. They also built a perspective of livelihood layering, such as fishery, oilseeds, pulses, and climate-resilient crops such as millets.
- CSOs initiated fish rearing in 587 villages, with the user group in 3,424 ponds and 5,634 farmers. The total seedling stock is 25.97 lakh. Similarly, in 44 Amrit Sarovar, 2,352 kg of fingerlings were stocked, and the team supported collectives in managing the Package of Practices in all the grow-out ponds.
- Seven regional and district-level capacity building and coordination initiatives were undertaken on watershed principles, technical aspects, participatory planning, GIS-based tools and techniques, and on-farm and non-farm livelihoods, including APC areas.
- The State Program Management Unit team supported the state MGNREGA cell in providing technical support and implementing and grounding the River Rejuvenation Plan throughout the state. 36 interface meetings were conducted with State MGNREGA functionaries and 34 with district and block MGNREGA functionaries.
- In collaboration with SOCION, a Monitoring, Evaluation, and Learning system has been initiated for Producer Groups and individual members. QR code generation and indenting have created a unique identification for each household. Marketing and production data will be validated for evidence-building. A resource handbook on producer group, its formation, bylaws, functions, and operations has been prepared in Hindi and circulated among the partners.
- Commissioner and Deputy Commissioner MGNREGA, along with the APOs of the non-working area, visited project sites in Dantewada, Bastar, and Kanker. They interacted with the community, PRI, and other stakeholders and appreciated the project's grounding and impact in the field.

Highlights of Chhattisgarh High Impact Mega Watershed Project

Total leverage: (from MGNREGA (In Rs. Crores))	1,273
Total no of Gram Panchayats for which Detailed Project Reports were prepared using Natural Resource Management and Watershed principles	819
Total area treated in the State (Acres)	7,73,135
Total MGNREGA functionaries (APOs, POs, TAs, GRS) with capacity built on Integrated Natural Resource Management and Watershed principles	1,000

Improvement in Agriculture

Households covered under Agricultural interventions	1,60,543
Total farm ponds constructed	12,076
Total dug wells constructed	1,949

Natural Resource Management

Households covered under land and water resource conservation	1,60,543
Area treated under land and water resource conservation (in Acres)	7,73,135
Households covered under non-timber forest produce (NTFP) interventions	22,362

Livestock Development

Households under livestock based livelihood interventions	41,812
Households covered under Pisciculture	15,274

Women-led Institutions Development

Total Agriculture Producer Companies (APC) developed	72
Area covered under APC (Ha)	14,860
Households covered under Producer Groups	37,632
Total Producer Groups formed	594

Access to Rights and Entitlements

Households covered in NTFP based livelihood	22,362
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Agriculture Production Clusters (APC) Project



Districts: Balangir, Kalahandi, Keonjhar, Dhenkanal, Mayurbhanj, Koraput, Kandhamal, Rayagada, Nuapada, Jharsuguda, Sambalpur, Boudh

UANAT Project (Under APC)



Districts: Rayagada, Kalahandi

Agricultural Production Clusters (APC) Project

In Partnership with Mission Shakti, Odisha Livelihoods Mission, Department of Agriculture and Farmers’ Empowerment, Department of Horticulture and others.

Producer Groups Boost Kandhamal Turmeric Market Access

Kandhamal district in Odisha is at the forefront of turmeric cultivation, making this spice the cornerstone of its economic progress. The locally grown turmeric, with its high curcumin content and significant percentages of oleoresin and volatile oil, is of exceptional quality. This crop is vital not only for the tribal farmers of the region but also for the district’s overall economic growth. Despite facing lower yields than the national average, these farmers persist with traditional farming practices, cultivating various turmeric types for income, personal use, and seeding purposes.

However, these hardworking farmers encounter numerous obstacles, including limited market reach, fluctuating prices, and a need for technological advancements. These challenges, compounded by their reliance on intermediaries, make securing fair prices and sustainable incomes challenging. In response, the Negi Paheri Women Farmer Producer Company was founded in 2021 by the women farmers of Balliguda and K. Nuagaon. Unlike traditional marketing channels, this unique initiative offers doorstep delivery and facilitates direct sales, bypassing intermediaries and enabling farmers to get better prices. This approach fosters agricultural sustainability within the community.





In the three years since its inception, the company has demonstrated a significant impact, with six producer groups specialising in turmeric, yielding a collective turnover of Rs. 4,520,500. Despite the traditional marketing channel's dominance, where producers see only 49.5% of the consumer's spending, Negi Paheri's alternative model offers the farmers an improved average price of Rs.103/kg, enhancing their share to 54.21%. Such direct engagement increases farmers' incomes and strengthens their position in the market, promoting efficient practices and quality improvement through specialised training sessions. These efforts highlight the potential for progressive change in the turmeric sector, paving the way for a more equitable and prosperous farming future in Kandhamal.

The Odisha government launched the **"Promotion of Agriculture Production Clusters (APCs)"** project in tribal regions on November 6, 2018, in collaboration with BRLF. This collaborative effort involves multiple government departments and civil society organisations (CSOs), including the Department of Agriculture and Farmers' Empowerment, the Department of Mission Shakti, the Odisha Livelihood Mission, and others.

The program aims to empower small and marginal women farmers by increasing their income sustainably through collectivization and synchronized agriculture production. It focuses on improving women's access to farm income. Strategies include diversifying cropping systems, establishing infrastructure for agriculture and livestock rearing, providing input services, adopting improved farming practices, promoting non-pesticide management, and ensuring fair prices through institutionalized marketing processes.

Initially, the project covered 40 blocks in 12 tribal-dominated districts. Later, in 2021-22, it expanded to 33 more blocks with the District Mineral Foundation (DMF) support. Currently, the project covers 73 blocks in 14 districts, with 41 blocks supported by BRLF.

The Key Outcomes (2023-24):

Promotion of Producer Groups (PGs):

- Forming 932 Producer Groups (PGs) across 40 operational blocks was completed. Efforts are ongoing to mobilise new women members into the PGs, with 1,399 more women farmers added to these institutions. Presently, 1,22,407 women farmers are members of the PGs.
- Of the 932 PGs formed, 874 received Institution Building and Capacity Building (IBCB Funds), and 461 received working capital. The total amount leveraged from Mission Shakti and OLM now stands at Rs 2,316 lakhs. 907 PGs have been graded under A or B and are eligible for working capital per the OLM guideline.

Agri & Horticulture:

- 1,000 women farmers cultivated high-value vegetables, paddy, oilseeds, and pulses on 2,000 acres of land. The major high-value vegetables such as brinjal, ginger, chilli (green), tomato, beans, potato, sweet potato, bitter gourd, pumpkin, yam, turmeric, cauliflower, and marigold were grown on 1,500 acres. In contrast, pulses, oilseeds, and high-value paddy, pigeon pea, groundnut, Niger, and black gram were cultivated in 500 acres.
- The block teams arranged crop planning to ensure synchronised plantation and production, and farmers received support from various organisations for seeds, fertilisers, and pesticides. Synchronised cultivation and collective marketing were the main focus, leading to a total turnover of Rs. 6,070 lakhs with a total volume of 5,000 quintals of agricultural produce sold collectively.

Setting up of aggregation centres and storage structures

- 24 new sorting, grading, and packaging units have been added, bringing the total number of such units to 76.
- Additionally, 32 new storage structures were installed, increasing the total number of units to 140, with 84 normal and 56 cold storage structures. Furthermore, there are 292 low-cost storage and processing units, including 108 vegetable coolers, 61 PUSA ZECC units, and 123 dryers/processing units.

Setting up of Producer Companies (PCs):

- 78,037 shareholders raised Rs. 252 lakh in share capital across the 30 PCs. In the same period, the 30 PCs had a total transaction of Rs. 2,357 lakh, mostly through collective marketing of agricultural produce and livestock and input business for agriculture and allied activities.
- Mission Shakti provided working capital of Rs. 568 lakh, mobilising the total grant to Rs. 1,107 lakh.
- Furthermore, 371 meetings of Board of Directors were conducted during the reporting period to ensure alignment with the business plan and make decisions to address any challenges.

Adoption of Non-Pesticide Management (NPM) based practices:

- 2,964 low-cost compost units, known as NADEP units, have been constructed, bringing the total to 23,316. Some block teams are promoting regenerative agriculture and the non-use of chemicals and pesticides in specific crops.
- Agri-entrepreneurs are encouraged to expand NPM as a business model, and self-help groups (SHGs) prepare and sell NPM products.
- Additionally, a multilayer farming model with ginger as the main crop has been promoted, involving the cultivation of ginger, coriander, and beans and the inter-cropping of maize and pumpkin.

Livestock development:

- In 2023-24, 475 PGs and 35,625 farmers adopted intensive livestock rearing practices. During the reporting period, 66,875 farmers utilised regular vaccination and deworming services for goats and Backyard Poultry (BYP) through Prani Mitra.
- The project constructed 6,367 Backyard Poultry (BYP) sheds and 4,629 goat sheds, achieving 18,316 BYP sheds and 16,945 goat sheds by the reporting period.

Innovation and Best Practices:

Synchronised production

Synchronized production has facilitated PG and PC members to attain a substantial surplus production and transparently sell their produce through collective marketing. Ensuring surplus production at the PG level has improved market connections for their produce. It has also enhanced the PG members' understanding of market demand for different varieties of packaging, increased their bargaining power for pricing, and ensured timely payment.

Over the years, the village-level aggregation points of PGs have earned recognition among members and buyers. They facilitate timely aggregation, proper sorting, grading, and packaging practices at farm gates for better bulk market connections. This has further strengthened the establishment of market connections through PCs. During 2023-24, 82066 women farmers from 913 PGs were engaged in collective marketing, selling 21,190 MTs of vegetables and other commodities for Rs 7,788 lakh.

Markets and Buyers

Over time, 461 buyers from 82 wholesale markets across nine states have established connections with the Producer Groups (PGs) and Producer Companies (PCs) to formalize their marketing activities. To streamline logistics and secure orders, negotiations are underway with buyers to dispatch vehicles to the aggregation points of the PGs. This has significantly boosted the confidence of the PGs and PCs in conducting large-scale marketing and has ensured timely receipt of payments for sales. The formation of PCs has further strengthened the Mandi channel, enhancing market competitiveness within the clusters. PGs and PCs determine which crops to sell to which buyer through which channel based on price offerings, marketable surplus availability, and payment methods.

Furthermore, Farmer Producer Organizations (FPOs) now offer diverse services, including input and output management for agriculture, livestock, and non-timber forest products (NTFP). FPOs enable collective marketing, providing farmers with increased market access, stronger bargaining power, reduced marketing costs, and improved value realisation. Notably, NPM stalls have been established to promote and brand NPM products. Some FPOs have partnered with institutional buyers such as Reliance, S4S, Deekay Farm, and Gopal Biotech Agro Farm for vegetable and goat marketing.



Bio Resource Centres:

Bio Resource Centers (BRCs) are central locations for promoting NPM (Non-Pesticide Management) practices within villages. BRCs provide resources and advice to farmers, serving those from two Producer Groups to ensure effective distribution and maximum NPM impact. In addition to supplies, the BRCs have introduced innovative NPM practices such as Chintal Venkat Reddy (CVR) technology and T-Guard.

Goat Hostel:

An innovative practice has been initiated in the form of goat hostels in three blocks where goats are kept after purchase to be sold at better market prices. This practice helps address the urgent needs of farmers, who often sell goats during financial emergencies. Improved feed, vaccination, and isolation facilities are provided to enhance the overall health of the goats, reduce mortality, and prevent the spread of communicable diseases to fetch a good market price. The goats are kept in the "Goat Hostel" until the stock size becomes significant (usually more than a quintal) and market demands are high. The producer group sells the goats when the time is right.

Highlights of impact of APC Project, Odisha	
Total leverage (In Rs. Crores)	591.73
Total leverage from MGNREGA (In Rs. Crores)	168.46
Total leverage mobilised from other livelihood schemes (in Rs. Crores)	388
Households covered and engaged at least in one intervention	1,22,407
Households with Livelihoods assets (Sheds, nurseries, etc.)	36,230
Improvement in Agriculture	
Households covered under Agricultural interventions	93,050
Households covered under Non-Pesticide Management (NPM) based agriculture.	52,904
Households covered under Horticulture	93,050
Area covered under NPM (Hectares)	11,882
Area covered under Agriculture (Include vegetables, oilseeds, pulses, cereals and other crops) - (Hectares)	33,789
Total Agri-Entrepreneurs promoted	808
Total sales value from agriculture (in Rs. Crores)	61
Households with access to farm mechanization	79,287
Total farm ponds constructed	2,914
Total irrigated area developed for double cropping and long-term vegetation	36,817
Natural Resource Management	
Total households with NRM assets (Soil and Water conservation structures)	6,342
Total area covered in Plantation (in Ha)	6,992
Livestock Development	
Total number of households in livestock based livelihood	66,875
Households covered under Vet-care services	66,875
Households covered under BYP rearing	56,766
Households covered under Goat rearing	47,335
Women-led Institutions Development	
Total APCs developed	30
Area covered under APC (Ha)	33,789
Total shareholders under FPC/FPOs	78,037
Number of PGs formed	932
Business turnover of FPCs/FPOs in the state (in lakhs)	2,357





Utkal's Action for Agricultural Transformation (UANAT) Project

A farm-based livelihood initiative in partnership with the Government of Odisha and Utkal Alumina International Limited

Convergence with OLIC in Odisha

In rural Odisha, characterised by drought-prone lands, the collaboration between the Odisha Lift Irrigations Cooperation (OLIC) and the Utkal Action for Agricultural Transformations (UANAT) Project has been a game changer. Facing the challenge of non-irrigated lands that stunted agricultural growth and diversity, this partnership aimed to revolutionise local farming practices. By combining OLIC's significant financial contribution of 318.5 lakh with UANAT's innovative approach, they paved the way for transforming dry areas into fertile agricultural zones, benefiting countless farmers.

The project focused on installing lift irrigation systems powered by renewable energy, covering 600 acres of land previously unsuitable for farming. This initiative is complemented by capacity-building workshops and the introduction of drought-resistant crops, enhanced crop yields, and diversified farming practices. Techniques such as drip irrigation and mulching were introduced, empowering farmers with the knowledge and means to optimise their new irrigated lands effectively.

The OLIC-UANAT partnership has markedly improved the lives of farmers by enabling them to move away from rain-dependent agriculture. Not only have crop yields and incomes risen, inspiring surrounding regions, but the project has also promoted a sustainable, self-sufficient approach to agriculture. This collaboration exemplifies how strategic partnerships and innovation can bring about meaningful, community-driven change, fostering a brighter future for rural Odisha.

The UANAT project aims to enhance three key sectors: agriculture, water resources, and livestock in tribal areas. The primary focus is on agricultural growth to double the income of 7,500 small and marginal farmers in the underdeveloped regions of Kashipur in the Rayagada district and Th. Rampur in Kalahandi district, Odisha. The project aims to enhance the livelihoods and quality of life of 15,000 households, particularly those belonging to tribal communities and marginal farmers.

The Key Outcomes (2023-24):

- A total of 56 farm pond units have been constructed, covering an area of 56 acres. These farm ponds enhance water availability for irrigation purposes and serve as crucial water storage reservoirs, benefiting 58 households.
- Eleven Cluster River Lift Point (CRLP) units have been established across nine villages, covering a substantial area of 550 acres. These units capture and store rainwater through effective rainwater harvesting techniques, supplementing irrigation needs during dry spells. The implementation of CRLP has positively impacted 279 households, ensuring sustained agricultural productivity.

- 55 producer groups have been successfully formed, comprising members from 6,679 households across 146 villages. Additionally, 23 existing groups have been integrated into the program to strengthen the network further and maximise its impact.
- 25 Agricultural Extension Officers have been selected in Kashipur to participate in the training program.
- 281 vermi-beds have been established as part of the agricultural development initiatives. These beds serve as effective organic pest control measures, promoting sustainable agriculture practices and reducing reliance on chemical pesticides.
- A total of 1,373 lead farmers have been trained through 32 training sessions funded under the UANAT fund. These lead farmers play a crucial role in disseminating knowledge and best practices to their respective communities, contributing to improved agricultural productivity and sustainability.
- 437 households have participated in the Backyard Poultry (BYP) program. This initiative aims to promote poultry farming as a sustainable livelihood option for rural households, providing them with income and nutrition.

Highlights of impact of UANAT Project

Total leverage (In crores)	10,893
Total leverage from MGNREGA (In Lakhs)	1.69
Total leverage mobilised from other livelihood schemes (Crores)	9.2
Households covered and engaged at least in one intervention	8,995
Households with Livelihoods assets (Sheds, nurseries, etc.)	1,555
Households with NRM assets (Soil and Water conservation structures)	26
Total area treated in the UANAT Project (Acres)	5,032.5

Improvement in Agriculture

Households covered under Agricultural interventions	8,995
Households covered under Non-Pesticide Management (NPM) based agriculture.	1,654
Households covered under Horticulture	7,855
Area covered under NPM (Hectares)	1,016.3
Area covered under Agriculture (Include vegetables, oilseeds, pulses, cereals and other crops) - (Hectares)	1,492.5
Area covered under Orchards/ Plantations (Hectares)	264.5
Total area under high value crop (Hectares)	1,073.5
Total Agri-Entrepreneurs promoted	21
Total post-harvest structures created	10
Total sales value from agriculture (Crores)	1.23
Households with access to farm mechanization	1,570
Total irrigation potential created in Acres	5,032.5
Total no of households covered under irrigated area development	1,510

Natural Resource Management

Households covered under land and water resource conservation	742
Area treated under land and water resource conservation (in Acres)	715

Livestock Development

Households covered under livestock based livelihood and received Vet-care services	4,383
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Women-led Institutions Development

Total Producer Companies developed	1
Area covered under APC (Ha)	1,016.3
Households covered under Producer Groups	6,679
Total shareholders under FPC/FPOs	616
Total Production Clusters /Producer Groups formed	55

Access to Rights and Entitlements

Households covered in NTFP based livelihood	936
Households received benefit under various Government Schemes	4,027

JHARKHAND



Districts: Gumla, West Singhbhum, Sahebganj, Pakur, Godda, Dumka, Giridih

*Include Planned household coverage

Jiwi Daah Hasa: High Impact Mega Watershed Project

In partnership with the Government of Jharkhand, State Bank of India Foundation, Ford Foundation, Welthungerhilfe, Hindustan Unilever Foundation

Damu Sirka, a resident of Gitilader village in Tantanagar block of West Singhbhum district, is a dedicated farmer with 3.5 acres of land. He comes from a tribal background and lives with his family of four. Apart from farming, he is engaged in various other livelihood activities.

During the village's E-PRA exercise, Damu showed interest in constructing a pond under the "Jiwi Daah Hasa" project. Subsequently, a pond measuring 15m x 15m x 3m was built in the financial year 2021-22 with the support of Rs. 1,08,768 through the Jiwi Daah Hasa project, in convergence with MGNREGA.

In the following year, Damu participated in a five-day training on "Fishery & Pond Management," conducted by the Directorate of Fishery, as well as an in-house training organised by the ground CSO partner team on the Integrated Farming System (IFS), a farm pond-centric multi-layered farming model, with a focus on pisciculture.

Once the pond was prepared, Damu stocked it with 1.5 kg of fingerlings following the first monsoon rain, investing Rs. 525. In addition to fish farming, he initiated vegetable cultivation on the pond bund, focusing on chilli and leafy vegetables and used jeevamritam (homemade liquid based organic feed nutrient) for fish feed and vegetable manure. He expanded the cultivation area, adding tomatoes and spinach. Furthermore, he integrated the pond with five ducks for natural aeration and created a small Azolla pit. While developing Machaan-based crop cultivation, time constraints delayed the process. However, Damu plans to install it before the upcoming monsoon season.

During Maghe Parab (Maghe festival), Damu harvested around 15 kg of fish (Indian Major Carps- Rohu, Katla and Mrigal), selling 10 kg locally at Rs. 200 per kg and using the rest for family consumption. Additionally, he earned approximately Rs. 5,600 through vegetable cultivation with minimal investment. Damu earned around Rs. 10,000 profit through this Integrated Farming System centred around the farm pond. His son also owns a farm pond constructed under MGNREGA, and together, they plan to scale up their efforts further. Damu no longer needs to seek outside laborious jobs as this integration has provided him with a stable income.

Jiwi Daah Hasa (JDH) Project aims to revitalise life, water resources, and livelihoods in the less developed areas of Jharkhand. It focuses on strengthening the capacity of local governing bodies to plan and execute MGNREGA for comprehensive ecosystem revival based on watershed development principles. Emphasis is placed on capacity building for women's collectives and engaging with the local government departments

at various levels. The project also involves rapid assessments to identify gaps and challenges related to water and soil conservation in villages.

The main objectives of the project are to implement area treatment and soil conservation in 3.39 lakh ha of catchments, improve cropping intensity in at least 1.50 lakh ha, enhance the knowledge and skills of frontline PRI members and community members on watershed implementation, and conduct capacity building on watershed activities for community cadres and project participants. The approach involves rapid assessment, community mobilisation and engagement, capacity building of various stakeholders, and engagement with different levels of departments and institutions. There is also a focus on supporting women in multiple spheres of their lives and conducting a study on gender-based violence in public spaces.

Key Outcomes for 2023-24

The JDH project is being implemented in 15 intensive and nine non-intensive blocks. 1,045 villages have been covered in the intensive blocks, and 404 villages will be covered in non-intensive blocks. So far, 994 Detailed Project Reports (DPRs) have been submitted to the Gram Panchayat Executive Committee (GPEC) for further implementation in both intensive and non-intensive blocks. From the beginning of the fiscal year 2023-24, 1,74,184 different NRM and livelihood improvement schemes amounting to RS. 1,868.85 crore have been captured and planned in village-wise DPRs.

Of the 1,74,184 schemes, 48,374 different Natural Resource Management (NRM) schemes worth RS. 446.07 crores have been prioritised in 15 intensive and nine non-intensive blocks. Currently, 6,761 schemes are ongoing at the field level with an estimated budget of Rs. 130.88 crores. A total of 1,650 different NRM schemes have been physically completed, with a leveraged amount of RS. 44.78 crores from Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and RS. 9.74 crores from convergence with other allied line departments. The total leveraged amount cumulatively is around RS. 59.91 crores.

Intensive Block: In the 15 intensive blocks, 951 ODK application and GIS technology-based Detailed Project Reports (DPRs) were submitted to the block after being duly approved by the gram sabhas, covering 1,045 revenue villages. In the planned Detailed Project Reports, 1,12,773 households have been included throughout the project area, representing more than 2.30 lakh hectares of land mass. 12,916 households have already directly benefitted from at least one NRM or livelihood intervention, which categorically included 3,875 women Project Participants, 9,687 Scheduled Tribe households, and 129 Particularly Vulnerable Tribal Group households.

Non-intensive block: In the JDH project, out of 24 blocks, nine have been termed as non-intensive blocks where project HR from the ground CSO partners is not directly deployed. Planning Facilitation Teams (PFTs) of women mates, ward members, village youth leaders, etc., selected and trained by the respective ground CSO partners, have completed the DPR planning in the non-intensive blocks. Out of the identified 404 revenue villages, planning for 322 villages has been achieved using the E-PRA exercise planning and



ODK scheme capturing. After prioritising the schemes at Gram Sabha, 43 DPRs have been submitted at the GPEC level. The remaining DPRs are in the drafting phase and will be forwarded to the GPEC only after approval from the SPMU level.

Livelihood Initiatives

To realise the project goal of creating opportunities for doubling income for at least 1,00,000 small and marginal households in FY 2023-24 different livelihood initiatives were taken up. The SPMU, in consultation with all partner CSOs, mapped the different livelihood prototypes that were locally viable, ecologically sustainable, economically viable and easily replicable.

Some of the prototypes are described below: -

Pisciculture initiatives in convergence with the Department of Fishery: In collaboration with the Directorate of Fishery, Government of Jharkhand, farmers attended training in “Fishery & Pond Management” and “Seed Stocking & Management,” gaining benefits like insurance coverage under PMSBY with a 2 lakh claim for accidents, and under Nursery Management, a 90% subsidy on seed, plus additional materials for seeding 10 lakh seeds.

Integrated Farming System: In FY 2022-23, an Integrated Farming System (IFS) was launched, initially involving 284 farmers but later expanded to 336. The system introduced fingerling stocking and Agro-horticultural practices across 170 ponds. Enriched with duck rearing and machan-based crop cultivation, this initiative led to a substantial harvest of 800 kg of fish and a robust vegetable yield. Further enhancement was achieved through targeted training and the provision of 150 machan wires, elevating product quality and market competitiveness.

Contract Farming (with Semina Agro Pvt. Ltd.): This year, 82 new farmers partnered with Semina Agro Pvt Ltd for papaya farming across approximately 7 acres, including integrated farming ponds. This expands from last year’s 49 farmers over 15 acres. With centralised nurseries now in place, Seed germination rates and sapling quality are significantly improved, enhancing crop survival and productivity.

Assured agriculture under Shed-net house (with Kheyti Pvt. Ltd.): Under the Jiwi Daah Hasa project, 23 shed-net houses were installed across seven blocks last year, with an additional 13 set up this year. These installations are valued at RS. 5.85 lakh for FY 2023-24, part of a total RS. 18.50 lakh leverage has significantly boosted farmers’ income, ranging from Rs. 5,000 to 18,000 from one crop cycle through vegetable seedling nursery development and cultivation.

Employment Generation through formal skilling (with PREJHA, Anudip Foundation, etc.): During 2023-24, JDH and the PREJHA Foundation collaborated on a youth skilling initiative within the JDH project locality. This collaboration has successfully provided training to over 70 young individuals, with 30 securing employment in diverse sectors such as wire harnessing, tailoring, masonry, electrical, and mobile device assembly, earning monthly salaries between Rs. 15,000 and 25,000.



Highlights of impact of Jiwi Daah Hasa Project

Total leverage (In Rs. Crores)	59.91
Total leverage from MGNREGA (In Rs. Crores)	44.78
Total leverage mobilised from other livelihood schemes (Crores)	5.31
Households covered and engaged in at least in one intervention	12,916
Households with Livelihoods assets (Sheds, nurseries, etc.)	7,207
Total Households with NRM assets (Soil and Water conservation structures)	5,709
Total area treated in the State (Acres)	8,169
Total MGNREGA functionaries (APOs, POs, TAs, GRS) with capacity built on INRM and Watershed principles	3,634
Total PRI, SHG and VO members with capacity built on INRM and Watershed principles	21,687

Improvement in Agriculture

Households covered under Agricultural interventions	11,634
Households covered under Horticulture	2,070
Area covered under Agriculture (Include vegetables, oilseeds, pulses, cereals and other crops) - (Hectares)	471
Area covered under Orchards/ Plantations (Hectares)	722
Total area under high value crop (Hectares)	249.35
Total Agri-Entrepreneurs promoted	170
Total sales value from agriculture (in Rs. Crores)	23.27
Total irrigation potential created in Acres	3,690
Households covered under irrigated area development	29
Leverage mobilised for Irrigation infrastructure development	0.27
Total farm ponds constructed	1,177
Total dug wells constructed	53
Farm pond (in acres)	3,531
Dug Well (in acres)	159

Natural Resource Management

Total no of households covered under land and water resource conservation	5,709
Area treated under land and water resource conservation (in Acres)	8,169
Total households benefitted from NRM assets development	5,709
Total micro-watersheds covered	542
Agro-horticulture (in Ha)	722

Livestock Development

Total number of HHs in livestock based livelihood	532
Households covered under Vet-care services	118
Households covered under BYP rearing	38
Households covered under Goat rearing	40
Households covered under Pisciculture	336

Women-led Institutions Development

Kheyti Model - Number of Blocks	7
Kheyti Model - Number of Models	31

Access to Rights and Entitlements

Households covered in NTFP based livelihood	40
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BODOLAND TERRITORIAL REGION (BTR), ASSAM



Districts: Udalguri, Tamulpur, Baksa

*Households whose plans were captured in ODK; in addition, 14,980 household schemes are already in process (MGNREGA) through the submission in administration. At least 3500 households benefited from a minimum of one intervention.

Diversification with Integrated Management for Upliftment of People's Lives (DWIMU) Project

In partnership with Bodoland Territorial Council, Assam

The DWIMU initiative, launched in February 2023, has allocated an impressive incentive of approximately five crore rupees from Bodoland Territorial Council's funds for Women Mates working under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). This significant allocation marks a major step forward in addressing challenges and promoting more effective collaboration with mates in the project areas supported by the BRLF.

Notably, the DWIMU initiative has recently received an order from the Council Government to include 200 schemes per Village Council Development Committee (VCDC) for inclusion in Annual Action Plan (AAP) 24-25. The SPMU has conducted comprehensive training for all grassroots personnel, demonstrating a solid commitment to empowering women in the region. The initiative has also benefited from the support of all VCDC chairpersons. With these extensive preparations, the Bodoland State Project Management Unit (SPMU) team eagerly looks forward to commencing the execution phase with confidence and enthusiasm.

In April 2021, a task force was established to comprehensively assess the local community's requirements in Bodoland. After thorough deliberations, the team identified potential partners and recommended a closely coordinated effort with the Bodoland Territorial Region government. Subsequently, in May 2022, BRLF and the BTR Government formalised their collaboration by signing a memorandum of understanding (MoU). The task force suggested concentrating on developing two Aspirational Districts, namely Baksa and Udalguri. Following their established protocol, BRLF then selected 5 civil society organisations. A project was devised with the overarching objectives of increasing the income levels of Scheduled Tribes and vulnerable households in Bodoland, enhancing local governance to ensure effective scheme implementation, and boosting the capabilities of community institutions and grassroots functionaries. The project is designed to benefit 40,000 households in seven blocks across the aspirational districts.



Key Outcomes for 2023-24

Since its formation in May 2023, the project has been steered by an eight-member management unit, SPMU. This team has been instrumental in establishing a GIS laboratory and focuses primarily on enhancing collaborations with civil society organisations while maintaining a solid rapport with governmental bodies.

The project, now titled DWIMU (“Diversification with Integrated Management for Upliftment of People’s Lives”), has successfully adopted a new logo endorsed by the Bodoland Territorial Council, signifying a fresh identity aligned with its mission. To underpin this mission, robust advocacy efforts are in place to engage with officials, advocating for policies and programs that benefit the project’s target groups. This includes streamlining the approval processes between district and block levels, ensuring a smoother operational flow. Additionally, establishing a Project Steering Committee in November 2023 has solidified continuous support from the government. The project actively issues letters to integrate into government initiatives, enhancing training and scheme approvals. Training programs, particularly on MGNREGA, had significantly impacted more than 14,000 trainee days, benefiting stakeholders.

Project Implementation

Convergence involves the BRLF State Program Management Unit mapping stakeholders and coordinating with government departments to integrate livelihood schemes in project areas, ensuring resources are maximally utilised. It engages in rapport building by liaising with various departments, ensuring alignment of schemes from the block to state levels. For effective troubleshooting, it monitors project schemes, crafts correspondence, and furnishes Standard Operating Procedures (SOPs) for civil society organisations, aiding in the planning and authorisation processes.

Convergence with MGNREGA

For the 2023-24 period, an initiative saw an increase of 1.16 person days in the operating area compared to the BTR district average. This included submitting 979 Natural Resource Management (NRM)-based Individual Beneficiary Schemes (IBS), 470 non-NRM-based IBS, and 166 NRM-based Community schemes for implementation, resulting in 1,615 schemes being applied worth Rs. 21.29 crore. 391 schemes valued at Rs. 6 crore are in progress, and 27 are completed.

Convergence with ASRLM and Other Line Departments

Leveraging Cluster-Level Federation funds, the Assam State Rural Livelihoods Mission (ASRLM) successfully allocated Rs. 5.29 crore to household asset creation. Additionally, in collaboration with various departments such as agriculture, horticulture, and irrigation, an extra Rs. 6.73 crore were earmarked for diverse asset development. This initiative effectively pooled resources amounting to Rs. 12 crore for asset creation.

Highlights of DWIMU Project	
Total leverage (In Rs. Crores)	19.03
Total leverage from MGNREGA (In Rs. Crores)	6.41
Total leverage mobilised from other livelihood schemes (Crores)	12.02
Households engaged at least in one intervention	1,351
Households with Livelihoods assets (Sheds, nurseries, etc.)	92
Households with NRM assets (Soil and Water conservation structures)	358
Total area treated in the State (Acres)	125.97
Total MGNREGA functionaries (APOs, POs, TAs, GRS) with capacity built on INRM and Watershed principles	51
Total PRI, SHG and VO members with capacity built on INRM and Watershed principles	3,128
Improvement in Agriculture	
Households covered under Non-Pesticide Management based agriculture.	380
Households covered under Horticulture	13
Area covered under NPM (Hectares)	54.5
Area covered under Agriculture (Include vegetables, oilseeds, pulses, cereals and other crops) - (Hectares)	122.5
Area covered under Orchards/ Plantations (Hectares)	2.74
Total irrigation potential created in Acres	54.34
Households covered under irrigated area development	113
Total farm ponds completed	43
Farm pond (in acres)	12.8
Total area under micro irrigation (in acres)	70
Natural Resource Management	
Households covered under land and water resource conservation	390
Area covered under land and water resource conservation (in Acres)	137.5
Households benefitted from NRM asset development	390
Plantation (in Ha)	10.3
Livestock Development	
Total number of HHs in livestock based livelihood	901
Households covered under Vet-care services	573
Households covered under Backyard Poultry rearing	114
Households covered under Goat rearing	370
Households covered under Pisciculture	43
Households covered under piggery	402

TELANGANA



Districts: Nagarkurnool, Nalgonda, Vikarabad, Rangareddy, Mahabubnagar, KB Asifabad, Mancherial, Bhadradi Kothagudem, Adilabad, Nirmal

Community Forest Right Project, Telangana

In partnership with the Government of Telangana

In the Kautagam Gram Panchayat of Asifabad District, Telangana, the Kolam community, recognised as a Particularly Vulnerable Tribal Group (PVTG), continues the age-old craft of bamboo basket weaving. A prominent craftswoman, Ataram Lakshmi Bai, showcases this tradition in Geesugonda village, sourcing bamboo from the nearby Mangam Thadwa Forest. This 967-acre forest supplies not only bamboo but also Mahua and various Non-Timber Forest Products (NTFPs), which are essential for the community's livelihood, alongside their practice of cotton cultivation and growing crops like millets and pulses.

Geesugonda, with about 29 families, faces commercial bamboo collection limitations, affecting economic growth. Despite this, there's notable untapped economic potential, as similar communities in Maharashtra make up to Rs. 1,00,000 annually from bamboo sales. With the assistance of the Centre for People's Forestry, Geesugonda's people, including a newly formed Forest Rights Committee (FRC) comprising 50% women, are pushing to secure legal rights over their forest resources. Leaders like Lakshmi Bai actively pursue this cause with government officials, aiming for sustainable development and preserving their cultural practices.

In August 2023, BRLF signed a Memorandum of Understanding (MoU) with the Commissioner, Tribal Welfare Department, Telangana, and expanded its reach to replicate the pilot project on Scaling up of Community Forest Rights (CFR) Implementation in three Integrated Tribal Development Agencies (ITDAs): Utnoor, Mannunar, and Bhadrachalam, of Telangana covering over 425 potential habitations.



The primary goal of this collaboration was to facilitate the transfer of Community Forest Rights to tribal communities. The implementation of this project is being carried out by four CSO partners operating in three ITDAs. The project aims to strengthen the legal recognition and protection of community forest rights and support local communities' sustainable management of forest resources. This involves collaboration with multiple stakeholders, including local communities, civil society organisations, governments, and the private sector, to promote greater awareness and understanding of community forest rights and to develop and implement effective strategies for their CFR.

By strengthening community forest rights, the project aims to promote sustainable forest management, biodiversity conservation, and the livelihoods of local communities dependent on forest resources. The project received technical support from a resource agency in collaboration with ATREE. This support primarily focuses on preparing GPS maps, explicitly mapping the customary boundaries of forest areas. The partnership with the resource agency helped ensure the accuracy and reliability of the spatial information used in the CFR claim documents.

The project targeted Panchayat (Extension to Scheduled Areas) (PESA) Community Mobilisers, Panchayati Raj Institutions, Gram Sabhas, Forest Rights Committees, Society for Elimination of Rural Poverty (SERP) Community Resource Persons (CRPs), civil society organisations, and other relevant stakeholders to efficiently aid in the Community Forest Rights (CFR) claim process. It advocates for the rightful acknowledgement and management of forest resources by over 400 Particularly Vulnerable Tribal Groups (PVTG) habitations, promoting practices for sustainable forest management and conservation with the active participation of local communities. Additionally, it seeks to protect forest-dependent communities' livelihoods and cultural traditions and improve collaboration between the BRLF, civil society organisations and the Tribal Welfare Department to support these objectives.

Key Outcomes 2023-24:

- **Baseline Survey:** Successfully conducted a baseline survey across 556 habitations to identify potential Community Forest Resource (CFR) areas, laying a solid foundation for further project activities.
- **Training and Orientation:** Conducted offline and online training sessions for the field implementation team, involving 47 participants.
- **Village Campaigns:** Organised comprehensive CFR campaigns in over 100 villages of three Integrated Tribal Development Agencies (ITDAs), including door-to-door outreach, community-level group meetings, and engaging local leaders to raise awareness and support CFR initiatives.
- **Formation and Capacity Building of Forest Rights Committees (FRCs):** Facilitated the formation of Forest Rights Committees (FRCs) in 93 villages through Gram Sabhas.
- **Participatory Rural Appraisal (PRA):** Completed PRA mapping exercises in 92 villages to identify and document community resources, ensuring that the community's resource needs and traditional practices are recognised and integrated into the CFR plans.
- **Preparation of Claim Documents:** Supported the FRCs in preparing claim documents in 92 villages, ensuring thorough community involvement and accurate representation of their forest use and management practices.
- **Gram Sabha Engagement:** Conducted meetings with Panchayat Secretaries, Sarpanchs, and Special Officers in 92 villages, which led to the release of circulars and the convening of Gram Sabhas for CFR planning and FRC formation.
- **GPS Mapping:** 53 GPS mapping was done with the full involvement of FRCs and communities.
- **Consultation Meetings:** Held 12 block-level consultation meetings with Mandal Revenue Officers, Mandal Parishad Development Officers, and Mandal Parishad Officers, fostering collaboration and support from local administrative officials for the CFR project.

Qualitative Impact & Achievements:

- The community's awareness of their rights and the importance of Community Forest Rights (CFR) has significantly improved, leading to a more robust process of identifying and documenting forest resources. It enabled them to assert their rights effectively. Moreover, collaboration in the CFR claim process has fostered a better relationship among government officials, PRI members, and the community, with a notable increase in the active participation of women across all villages. This initiative highlighted the significance of identifying and documenting forest resources and emphasised the promotion of gender inclusivity within the project.
- The CFR Project has significantly progressed in community forest management across several areas. Through participatory mapping and inclusive stakeholder consultations, one of the project's partners successfully identified and marked potential CFR areas, including 605.80 acres in Bheempur Mandal.
- Women have proactively established CFR groups and undergone specialized training in forest management practices, empowering them to recognize and strengthen their essential roles within forest-dependent communities.
- Hand-holding support has helped establish Forest Rights Committees (FRCs) with a higher percentage of women members than required by government norms, promoting more significant gender equity in decision-making processes. Involving Self-Help Group leaders has also increased women's participation in training and meetings, fostering a more inclusive approach to forest management.
- In addition, organisations have identified Chenchu Community villages based on strategic criteria and have conducted comprehensive community meetings. These efforts have laid the foundation for sustainable forest management and resource utilisation. Collaborative efforts with various government departments and officials across multiple districts have created a conducive environment for the successful implementation and convergence of the CFR project initiatives.

Access to Rights and Entitlements

Households covered in NTFP based livelihood	15,816
Total CFR Claims filed	164
Households involved in awareness/ training campaign on CFR	6,495





MAHARASHTRA

High-Impact Mega Watershed Project



Districts: Gadchiroli, Gondia, Nanded, Yawatmal, Chandrapur

Tribal Development Project



Districts: Nandurbar, Gadchiroli, Yawatmal, Amrawati, Gondia

High Impact Livelihood Enhancement Project, Maharashtra

In partnership with the Government of Maharashtra

“I’m Tukaram Sonu Dadaje from Shiratoki, a small village in Yawatmal’s tribal area. My family’s life was primarily sustained by basic farming and daily labour, hampered by our limited ability to farm our dry land, which could only support one crop per season. Our fortunes began to improve with the introduction of the High Impact Livelihood Enhancement project by Gramin Samassya Mukti Trust and Bharat Rural Livelihood Foundation (BRLF).

With their help, I learned about government schemes that could support my farming. Particularly transformative was an irrigation scheme from the Agriculture Department. Although we own 5 acres land but without adequate water supply, our efforts were constrained. The irrigation project allowed us to install a well, dramatically increasing our productivity. From struggling to manage one crop, we’ve moved to cultivating three to four each season, working tirelessly to maximise our land’s potential.

Challenges arose as the water level dipped, complicating our traditional irrigation methods. This led me to the sprinkler scheme under Maha DBT. With a government grant of Rs. 19,000 and my contribution of Rs. 35,000, I set up a sprinkler system, optimising our water usage and significantly boosting our yields and income.”

The High Impact Livelihood Enhancement Project began based on a Government Resolution and an MoU signed between BRLF and Shabari Adivasi Vitta and Vikas Mahamandal, Nasik, in 2021. The project aims to improve land and water resources, introduce sustainable agriculture practices, enhance livestock productivity, promote non-pesticide-based agriculture, establish a profitable value chain for Non-Timber Forest Produce (NTFP), and empower Gram Sabhas/PRI for better village development processes.



The project's first phase started in June 2021 and concluded in July 2023. Six organisations successfully implemented the project in five districts and achieved the following results:

- **Convergence:** A total amount of RS. 34.83 crore leveraged through various schemes.
- **Beneficiary Impact:** 22,783 households have benefited, experiencing income enhancement.
- **Water Harvesting Structures:** 398 water harvesting structures were constructed through MNRGA and other agencies. It resulted in the irrigation of 2,605.5 hectares of land and significantly reduced soil erosion.

Qualitative Impact & Achievements:

The project's initial phase in Maharashtra's Vidarbha Region marked a significant milestone in enhancing livelihoods and raising awareness about rights among tribal communities, leading to improved income and stability. Partnering CSOs BAIF and GSMT further accelerated progress, securing around Rs 1.3 crores from various departments over four months, showcasing efficient resource utilisation and strategic collaboration for community upliftment.

Significant strides were made in sustainable agriculture, with diversified cropping patterns and low-input, non-pesticide practices, notably on 60 hectares by 282 farmers, reducing migration by 10% and enhancing agricultural resilience. Introducing 150 backyard poultry units and best practices in livestock productivity led to a 20% increase in household incomes. In contrast, organic farming practices boosted the market value of produce by 15% and reduced chemical input costs, promoting environmental sustainability.

Efforts in empowering local governance through training for Gram Sabhas and Panchayat Raj Institutions resulted in higher community participation and more inclusive village development, with 45% of plans being integrated into Panchayat plans. Also, livelihood promotion initiatives, such as storage solutions for organic fertilisers, crop grading and marketing training, and establishing sales units and infrastructure for agricultural produce, benefited 353 households. This broad set of interventions has significantly contributed to economic growth, reduced migration, and environmental protection, demonstrating a holistic approach to rural development that integrates modern techniques, governance empowerment, and community engagement.



Highlights of impact of High Impact Livelihood Enhancement Project	
Total leverage (In Rs. Crores)	36.12
Total leverage from MGNREGA (In Rs. Crores)	22.36
Total leverage mobilised from other livelihood schemes (Crores)	13.29
Households engaged at least in one intervention	23,957
Households with Livelihoods assets (Sheds, nurseries, etc.)	13,431
Households with NRM assets (Soil and Water conservation structures)	10,526
Total area treated in the State (Acres)	2,835.22
Total Gram Panchayats for which DPRs were prepared using NRM and Watershed principles	82
Total MGNREGA functionaries (APOs, POs, TAs, GRS) with capacity built on INRM and Watershed principles	98
Total PRI, SHG and VO members with capacity built on INRM and Watershed principles	428

High Impact Mega Watershed Project, Maharashtra

In partnership with the Government of Maharashtra and Axis Bank Foundation

The Government of Maharashtra has initiated extensive conservation efforts to address the degradation and dwindling productivity of natural resources. At the forefront of these efforts, the State Level Nodal Agency (SLNA), created under the Soil and Water Conservation Department, aims to enhance water conservation and soil health through large-scale watershed projects. These initiatives include improving surface irrigation and groundwater recharge and enriching rural livelihoods. Significant soil and water conservation work has been undertaken through the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), shifting towards more comprehensive and cohesive approaches. Key strategies involve detailed planning, community engagement, capacity building of local governance bodies, and targeting the most underserved regions.

Notably, a significant step was the collaboration between the MGNREGA Commissioner's office and the Bharat Rural Livelihoods Foundation (BRLF), marked by a Memorandum of Understanding on 8 September, 2022, to launch a High Impact Mega Watershed project. This demonstrates a concerted effort to achieve sustainable environmental and socio-economic development in Maharashtra.

Geographical Coverage:

The project, set to span from July 2023 to June 2028, aims to assist 1,00,000 underprivileged households across 26 blocks within five districts in three significant agro-climatic zones of the State, focusing on those areas significantly affected by multi-dimensional poverty. The selection prioritises blocks with over 30% SC and ST households and those where more than 70% of families are identified as deprived, according to the Socio-Economic Caste Census 2011. The initiative predominantly supports Scheduled Tribes while extending aid to Scheduled Castes and the most marginalised communities within these districts.

Project Goal: Enhance income levels of 1 lakh households (by 70-100%) over five years in 26 select blocks of 5 districts of Maharashtra.

Purpose: Implementing MGNREGS in watershed mode was adequate under the assumption that “Today’s labour is Tomorrow’s prosperity.”

Objectives:

- Significant environmental restoration efforts are underway to rejuvenate 4,39,000 hectares of land through targeted treatments and convert approximately 1,77,000 hectares of non-irrigated land into productive, irrigated areas.
- Focus on Natural Resource Management (NRM) sees 65% of MGNREGA funds dedicated to creating sustainable assets. Implementing an innovative, GIS-based planning process centred on a ridge-to-valley methodology leading to the development of 1,157 detailed project reports.
- Ensure over 631 Rojgar Sahayaks and 6,000 PRI and SHG members have received specialised training.
- Improve agricultural practices and promote dairy, fisheries, and forestry as sustainable income sources to enhance the livelihoods of 1,00,000 households.

Key Outcomes – 2023-24

- Under the project, GIS-based integrated plans are developed to effectively manage and analyse MGNREGA-related assets, enhancing understanding and impact assessment of Natural Resource Management (NRM) works.
- BRLF has partnered with several agencies, receiving the Axis Bank Foundation’s funding to support CSOs in 26 blocks across Maharashtra, focusing on NRM activities. The project operates through a structured team and coordinates with local agencies for implementation, mainly in Nagpur, enhancing community resources and support systems.
- BRLF onboarded Civil Society organisations for the project, established state Project Management Units, initiated the project through regional workshops, and provided comprehensive training to CSO staff on watershed principles, livelihood intervention planning, and management.
- BRLF organised training sessions and capacity-building events for CSO staff, front-line functionaries, and community members on watershed planning and preparing Detailed Project Reports (DPR).
- The project focused on building the capacities of Project Implementation Agency (PIA), with 400 Rozgar Sahayaks participating in capacity-building training and 546 members from VOs, CLF, and SHG receiving training.



MADHYA PRADESH



Districts: Khandwa, Chhatarpur, Dindori, Sheopur, Sidhi, Narmadapuram, Damoh, Raisen, Balaghat, Shivpuri, Shahdol, Betul, Panna, Sehore, Dewas, Harda, Jhabua, Tikamgarh, Niwari, Umaria, Dewas

Upscaling Farming Aligned with Nature Across Agro-ecologies in Madhya Pradesh

In partnership with the Madhya Pradesh chapter of the National Coalition for Natural Farming (MP – NCNF)

Jagdish Prasad is a 60-year-old farmer who lives in Khari village of Khari panchayat. He owns 15 acres of farmland and has been practising natural farming (NF) methods for quite some time. However, due to a lack of information, he used specific methods like vermicompost and NADEP but resorted to pesticides to control pests, increasing farming expenses.

Seeking detailed information on natural farming practices, Jagdish learned about Samarthan’s work in agriculture to promote sustainable farming practices. For the past 1.5 years, he has completely shifted to organic farming, using minimal chemicals and employing natural farming practices such as Char–chatani kadhai, Panch patti Kadha, and Neemashttra. He uses ‘kanda-pani’ to aid plant growth and soya-tonic and plant growth regulators to enhance flowering.

Jagdish observed improved production after using natural inputs. Initially, other farmers near him ridiculed his practices, but he patiently continued with natural farming methods. He noticed increased production with good-quality grains and improved grain colour and lustre at harvest. He sold his produce to Bhopal Mandi and gained recognition as an organic producer, attracting customers interested in organic vegetables.

“Upscaling Farming Aligned with Nature Across Agro-ecologies in Madhya Pradesh” is a joint initiative by the Madhya Pradesh chapter of the National Coalition for Natural Farming (MP-NCNF) and the Bharat Rural Livelihood Foundation. This project aims to introduce large-scale natural farming in specific regions of Madhya Pradesh to provide equal opportunities for farmers interested in natural farming. The project involves natural farming activities across approximately 20,000 hectares of land in clusters within 37 blocks of 20 districts. It is a four-year project scheduled for July 2023 to June 2027. It aims to increase the income of 50,000 small and marginal households sustainably through the promotion of natural farming and by improving soil health and nutrients to enhance farm productivity. The community plays a vital role in the planning and implementation of these activities. MP-NCNF and BRLF have selected 23 CSO partners through a rigorous selection process to ensure the successful implementation of the project in the chosen areas.



Key Outcomes – 2023-24

- Since this was the project's first year, efforts were concentrated on recruitment, capacity building, social mobilisation, and planning and implementing project activities. The recruitment of all members for the State Project Management Unit (SPMU) has been completed, and it has been providing handholding and facilitation support to the 23 CSO partners. The CSOs were involved in the planning and on-ground implementation of natural farming project activities, mobilisation, and rapport-building activities.
- So far, the CSO partners have facilitated 11321 households involved in natural farming activities in their selected farmlands for both Kharif and Rabi season crops. These households are covered in 378 villages of 258 gram Panchayats.
- Multiple field trainings and meetings at state, districts and blocks with agriculture department officials were conducted to promote the Kharif and Rabi season natural farming activities strategy to extend support to the selected households.
- The SPMU team had organised field monitoring visits in 14 partner field locations to guide, orient and provide handhold support to the team engaged in implementing the project activities. On 22nd August 2023, in the monthly meeting with CSO partners, the Commissioner cum Director of Agriculture, Government of Madhya Pradesh, suggested that support for Bio-Input Resource Centres, Demo Plots, and Direct Benefit Transfer (DBT) can be leveraged with multiple Farmer Welfare and Agriculture Development Department (FWADD) schemes.
- CSO partners have contacted the Deputy Director Agriculture (DDA) of their respective districts and have been sharing information related to natural farming work they have done in their respective project areas with them.
- In November 2023, a four-day Rabi Planning workshop and training was held at SPS Dewas and MJVS Katni for project staff from partner organizations. The workshop focused on strategies such as the Cluster-level Interventions model, BRC-TRC model, Natural Farming patch criteria, and Rabi crop Packages of Practices. The first two days covered common strategies and crop-based practices, while the last two days featured N+3F-led training on post-harvest activities.

A woman wearing a bright pink sari is seen from behind, working in a vast, lush green rice field. The field is filled with tall, healthy rice plants. In the background, there are trees and a cloudy sky. The overall scene depicts a rural agricultural setting.

Highlights of impact of MP-NCNF Project

Total leverage (In Rs. Crores)	2.04
Total leverage mobilised from other livelihood schemes (In Rs. Crores)	2.04
Households engaged in at least in one intervention	11,321

Improvement in Agriculture

Households covered under Agricultural interventions	4,705
Households covered under Non-Pesticide Management based agriculture.	4,705

SPECIAL PROJECT: THE DE-NOTIFIED TRIBES (DNT) PROJECT, MAHARASHTRA

“My name is Suhas Subhash Bhosale. I completed my education up to the eighth grade in Kotha village. In October 2010, my father committed suicide, and after his passing, my family arranged my marriage. Following my marriage, my responsibilities increased, and I began working in others’ fields and running an illicit liquor still to support my family.

One day, Padma Shri Girish Prabhune and Sameer Kale visited us. They explained that we could revive a project that was supposed to start in our area 25 years ago, but it required establishing an organisation. Inspired by their words, I and my family members travelled to Chinchwad, where we met Shri Prabhune. Together, we decided to lease 10.5 acres of land for 33 years to the organisation to develop our community.

This is how we began the project on 10.5 acres of land for the socio-economic welfare of the Pardhi community, which has always been marginalised and vulnerable. Through this project, I started working as a Community Resource Person (CRP) and left my job in the illicit liquor trade. Now, I am working in a more respectful environment and earning a sustainable income.

We are Pardhi, and we work for the Pardhi community. This project has transformed our lives, providing us dignity and a means to support our community.”

The De-notified Tribes (DNT) in Maharashtra, including communities such as Pardhis, Kanjars, Nat, and Sapera, have historically faced social stigma and discrimination due to their classification as “Criminal Tribes” during British rule. However, the Criminal Tribes Act was repealed in 1952, officially de-notifying these communities. Despite this, the DNT communities continue to experience marginalisation and socio-economic challenges.

BRLF launched the second phase of the DNT/NT project in August 2023, aiming to address issues and uplift the socio-economic status of the Pardhi households. The project, led by Padma Shri Girish Prabhune, seeks to improve the livelihood conditions of more than 150 Pardhi households in the first year, 2,000 HHs in the second year, and 5,000 HHs in the third year in the Ahmednagar and Pune districts of Maharashtra.

The project aims to uplift the Pardhi community’s socio-economic status through livelihood initiatives, entrepreneurship promotion, and improved access to education and healthcare. To ensure sustainability, 10.5 acres of land will be used for income-generating activities like agriculture, horticulture, and animal husbandry. The project collaborates closely with the community and stakeholders, utilising participatory approaches to address their needs. Capacity building through training and resource access is also prioritised for the Pardhi households.





Key Outcomes- 2023-24

- **Mobilisation:** The DNT project's primary focus was engaging the Pardhi Samaj community. Building trust and involving the community is crucial for the success of any development project.
- **Land Preparation and Clearance:** The project team cleared 10.5 acres of uncultivated barren land of thorns, making it suitable for cultivation and other activities.
- **Drainage System Repair:** The existing drainage system was repaired to prevent waterlogging and ensure adequate water management.
- **Drainage Pool Connection:** The drainage pool was successfully linked to the overall drainage system, improving the land's irrigation and drainage capabilities.
- **Procurement of Cattle:** This financial year has been very successful for the DNT project. 22 cows have been procured for the dairy unit on the land, and more are planned.
- **Cultivation on 2 Acres:** Fodder was planted and cultivated on 2 acres of land, providing a sustainable feed source for cattle.
- **Construction of Cattle Shed:** A cattle shed was built for the cows.
- **Levelled Area for Infrastructure:** One acre of land was levelled to construct critical infrastructure, including three community rooms and one office space.
- **Sustainable Water Supply:** Arrangements have been made for a sustainable water supply for both cultivation and livestock. A well has been constructed to provide water throughout the year, and plans have been made to form farm ponds to collect water during the rainy season.
- **Electricity Provision:** An electrical pole has been established, and electricity has been arranged for the land.
- **Plantation:** Mango, Awla, and ayurvedic plants like ashwagandha and satavari were procured on two acres.
- **Skill Development:** The team has identified 30 Paradhi people for bakery, plumbing, and electrical work training. The training batch will start in June, and a unit will be installed on the land after the training.

CSR PROJECT: INTEGRATED WATERSHED DEVELOPMENT PROGRAM IN KASHIPUR, ODISHA

In Partnership with Utkal Alumina International Limited.

The program aims to address the challenges faced by the communities in the Kashipur Block, Rayagada, Odisha, including water scarcity, soil erosion, low agricultural productivity, and lack of awareness regarding sustainable farming practices. The proposed project is a collaboration between Utkal Alumina International Limited (UAIL) and Bharat Rural Livelihoods Foundation (BRLF) to increase water availability and enhance agriculture practices through integrated watershed management structures. Integrated watershed management aims to conserve and manage soil and water resources effectively, leading to improved soil moisture conservation, enhanced crop productivity, increased agricultural production, and higher farm income.

Key activities to achieve these objectives include onboarding a field team, preparing detailed project reports, implementing water and soil conservation measures, promoting sustainable agriculture practices, encouraging agroforestry and horticulture, diversifying livelihoods through value addition and market linkages, and strengthening local institutions. The project focuses on the villages of Pandkapadar and Khuguput in Kashipur block, aiming to built 160 new NRM structures.

The Key Outcomes (Nov 2023-Mar 24):

- During this period, eight village-level meetings (six in Pankapadar and two in Khuguput village) were held to execute the watershed development structures.
- The field staff prepared a farmer list with land details for 228 households in both villages. (57 and 171 households. in Pankapadar and Khuguput, respectively)
- Community-based Participatory Rural Appraisal (PRA) exercises were conducted in both villages, and resolutions were made to implement the integrated watershed development project.
- The Program Launch and Inauguration event was organised on December 29, 2023, with the chairmanship of Mr Mazhar Beig, Unit Head & President, UAIL; senior officials of the CSR division of UAIL, Sarpanch of Khuguput village and Project Participants from both the villages participated in the event.
- UAIL inaugurated the Integrated Watershed Development Project office in Tikiri on February 7, 2024. All project staff were recruited and placed in the BRLF Tikiri project office.
- The detailed village profile with the land details of the Project Participants has been prepared for both the villages.
- The BRLF communication team did baseline photography on February 5, 2024, of all field locations where the watershed structures will be constructed. The team also documented and interacted with the Project Participants of both villages to understand the current scenario of agriculture and water scarcity issues for irrigation.

Highlights of impact of IWDP, Odisha

Total Cost of Project (In Rs. Crores)	113
Total Household Coverage	228
Total SC/ST Household Coverage	130
Total Indirect Beneficiaries	380
Total PRI Exercise Conducted	4
Total Training/Meetings Conducted	8
Total Water User Committee Formed	2
Total Farm Pond Constructed	8
Total Loose Boulder Checks Constructed	19



PARTNERSHIP WITH THE MINISTRY OF TRIBAL AFFAIRS FOR EVALUATION OF GRANT IN AID PROGRAMS

On November 21st, 2019, the Ministry of Tribal Affairs designated BRLF as a Center of Excellence (CoE). Due to BRLF's solid credentials and extensive grant-making experience, it was responsible for overseeing the Ministry's Grant-in-Aid (GIA) scheme. BRLF's tasks included establishing criteria for screening and evaluating NGOs and assessing whether the applying NGOs could carry out their projects responsibly. BRLF was also responsible for thoroughly examining and categorising "new" and "existing" NGOs based on various criteria. Once the grading and due diligence processes were completed, BRLF compiled the final list of NGOs eligible for grant support under MoTA's GIA scheme.

In the financial year 2023-24, BRLF screened 258 new NGO proposals submitted to the Ministry of Tribal Affairs using its online portal. The screening process consisted of four stages to verify and assess the projects' organisational strength, technical viability, and financial feasibility.

BRLF's screening and evaluation process included a pre-funding assessment, a Desk Appraisal, Presentations, and Field Inspections by the team. These stages ensured proposals were thoroughly assessed for viability, rationality, documentation, need, and experience.

Completing the process within the limited timeframe presented a significant challenge for BRLF and the Ministry. However, BRLF successfully screened and evaluated 258 proposals within two weeks, earning high praise from the Ministry.

Key Assignment:

During the Financial Year 2023-24, BRLF screened and evaluated 258 proposals from 10 states, of which 26 were recommended to the Ministry for further consideration. This time, the maximum number of proposals came from Manipur, followed by Maharashtra.



The methodology Adopted for the Screening Process

STAGE-1: Preliminary Desk Appraisal (PFA-I): At this stage, we checked and scrutinised the organisations for non-negotiable statutory compliances.

STAGE-2: Desk Appraisal: This step involved shortlisting the NGOs based on their desk appraisal {Grade A+, Grade A, Grade B, Grade C}.

STAGE-3: Presentation of the NGOs: At this point, we assessed the organisation's credibility and the details of the proposed project, including its quality, suitability, demand, viability, and necessity.

STAGE-4: Programmatic and Financial Due Diligence (Field visit): Finally, we conducted the recommended organisations' programmatic and financial due diligence.

Qualitative Impact & Achievements:

The Grants-in-Aid (GIA) scheme aims to reduce developmental gaps for tribal populations by providing funds to willing NGOs. Its main objective is to expand the coverage of government welfare schemes and address service deficiencies in tribal areas, especially in education, health, and livelihoods. This initiative is designed to promote a more targeted approach to the integrated socio-economic development of Scheduled Tribes (STs) in a coordinated and planned manner.

Capacity Building

One of BRLF's primary goals is to enhance the skills, knowledge and practice of organisations and existing/ aspiring rural professionals involved in rural development. The BRLF capacity building vertical plays a pivotal role in nurturing individual and organisational capacities for effective implementation of rural development initiatives in 1,077 sub-districts of India where BRLF has the mandate to enhance outcomes of rural livelihood initiatives specifically designed to alleviate challenges faced by Scheduled Tribes, de-notified tribes, nomadic tribes and other vulnerable community groups, especially women.





University Partnerships

Rural development faces complex growth, equity, climate change, and social and economic security challenges for poor and vulnerable communities. This context has impressed upon the rural development programs of government and non-government organisations, as well as the growing need for intervention strategies that are reflective, robustly designed, and implemented through an innovative and adaptive approach. To make this possible, there is increasing recognition of the need to address the capacity-building challenge for existing and aspiring rural professionals with aspirations to engage in the rural development sector, whether through Civil Society Organizations, government institutions or as elected representatives of the Panchayati Raj Institutions and cluster level federation.

BRLF University partnerships enable the co-creation of university learning programs that are contextually relevant and academically robust for aspirants of the rural development sector. These partnership programs, jointly certified by BRLF and the partnering university, provide unique opportunities for young tribal professionals. Participants gain the necessary knowledge and skills to become critical actors in the design and delivery of rural development initiatives in rural geographies of India. These university partnership offerings of BRLF have a strong field bias in their learning pedagogy. They are set to offer their participants a critical understanding of and necessary skills to create and sustain the much-needed momentum of impactful positive change for ground-level interventions. These programs feature rounded curriculums that explicitly recognise the value of people's knowledge and are enabled with cutting-edge practice support tools.

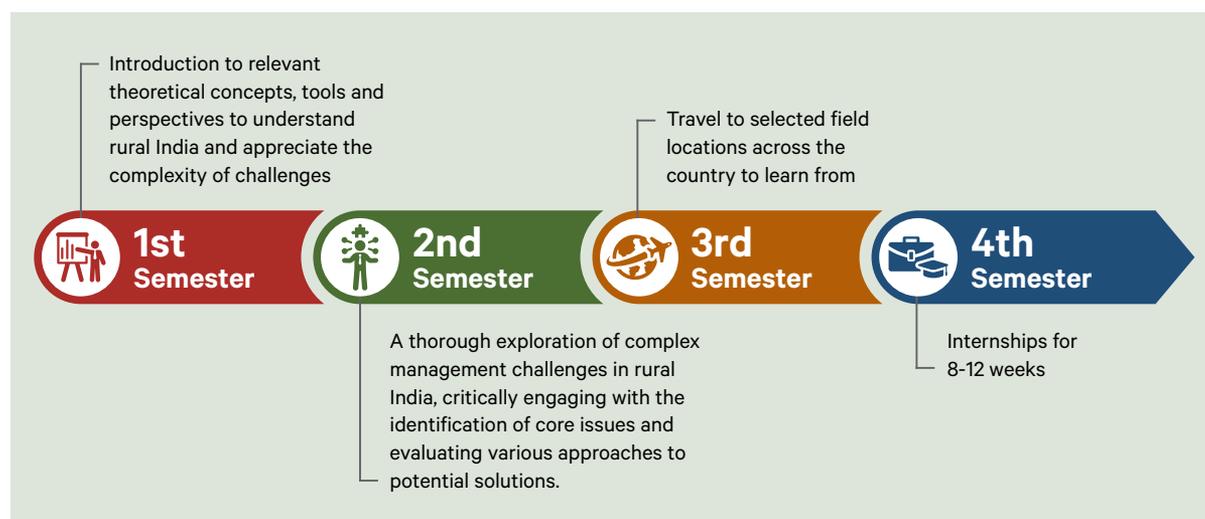
BRLF Scholarships for Young Tribal Professionals

The BRLF scholarships for young tribal professionals initiative offers financial support and mentorship to promising tribal students from Central India's tribal regions. The scholarships enable them to pursue higher education programs in rural development and management courses with institutions of high repute and academic calibre. In 2023-24, BRLF shaped two such partnerships with Higher Education Institutions, Institute of Health Management Research University (IIHMRU) and Shiv Nadar University (SNU) for their Rural and Development Management post-graduate programs. The MBA in Development Management program at the School of Development Studies, IIHMRU, Jaipur, aims to empower tribal youth with advanced management skills tailored to development and rural management, fostering leadership in these communities. On the other hand, the MA in the Rural Management program at SNU seeks to nurture gen-next innovators and creative leaders with the requisite understanding and skill sets to address emerging challenges and opportunities in rural India.

MA-RURAL MANAGEMENT IN COLLABORATION WITH SHIV NADAR UNIVERSITY

The MA in Rural Management (RM) program by BRLF and SNU equips young people in rural India as leaders who can shape the dynamic, rapidly transforming rural India in the future. This one-of-a-kind education program nurtures learners' capacity to find innovative and far-reaching solutions. The program enables an in-depth, multi-disciplinary understanding of rural India's challenges and issues.

The two-year degree program features a unique pedagogy that combines innovative classroom and studio teaching with concentrated field education and internships with the best practitioners in rural India. This approach is designed to equip learners with the skills and knowledge they need to lead complex initiatives of rural transformations while also cultivating their core value systems.



Graduates of the program are encouraged to work with civil society organisations, government, CSR organisations, donor foundations, bilateral agencies, CBOs, etc. The comprehensive learning opportunity enabled through the program allows learners to understand rural economies and their challenges deeply.

The program's learners, financially supported by BRLF, mainly come from highly vulnerable backgrounds in the Central Indian Tribal Belt (CITB) and the Northeast. Most of them are first-generation learners in their families to pursue higher education.

This year, while all 40 students admitted in 2022-23 have moved into their second year of the post-graduate program, the second batch of 50 students have joined the class of 2023-25.

Testimonials:

“ My time in the Shiv Nadar University MA Rural Management program has been valuable. The program gave me a deep insight into the lives of rural and tribal communities across India. I belong to the Gond tribal community, so learning about solutions for tribal issues has been especially meaningful. This program has inspired me to write about tribal culture and traditions. The diverse mix of students from different states has enriched the learning experience. I'm looking forward to the next academic year, which will involve more hands-on work with development projects. I'm very thankful to BRLF and Shiv Nadar University for giving me this amazing opportunity.

K Neeraj Kumar
Adilabad, Telangana, MA Rural Management 2023-25 batch

”



I am studying for a Master's in Rural Management at Shiv Nadar University. Over the past few years, I have been learning about the various challenges faced by rural communities in India and how to address them. Through my coursework, I've learned about the complexities of issues such as gender, caste, class, and power dynamics in rural areas. Through interactive lessons, group projects, and fieldwork experiences, I've also gained valuable skills in research methods.

The topics we've covered have given me a better understanding of water resources, forests, and the environment and how these relate to local communities. I've also learned about important matters like healthcare, nutrition, and education and how government policies and social structures influence these. My studies have equipped me with the knowledge and skills to contribute to positive changes in rural areas. I'm excited to continue learning and to put my learning into practice during my upcoming fieldwork experiences.

Sangita Mauhari

MA, Rural Management 2023-25 batch



MBA IN DEVELOPMENT MANAGEMENT: IIMR UNIVERSITY JAIPUR

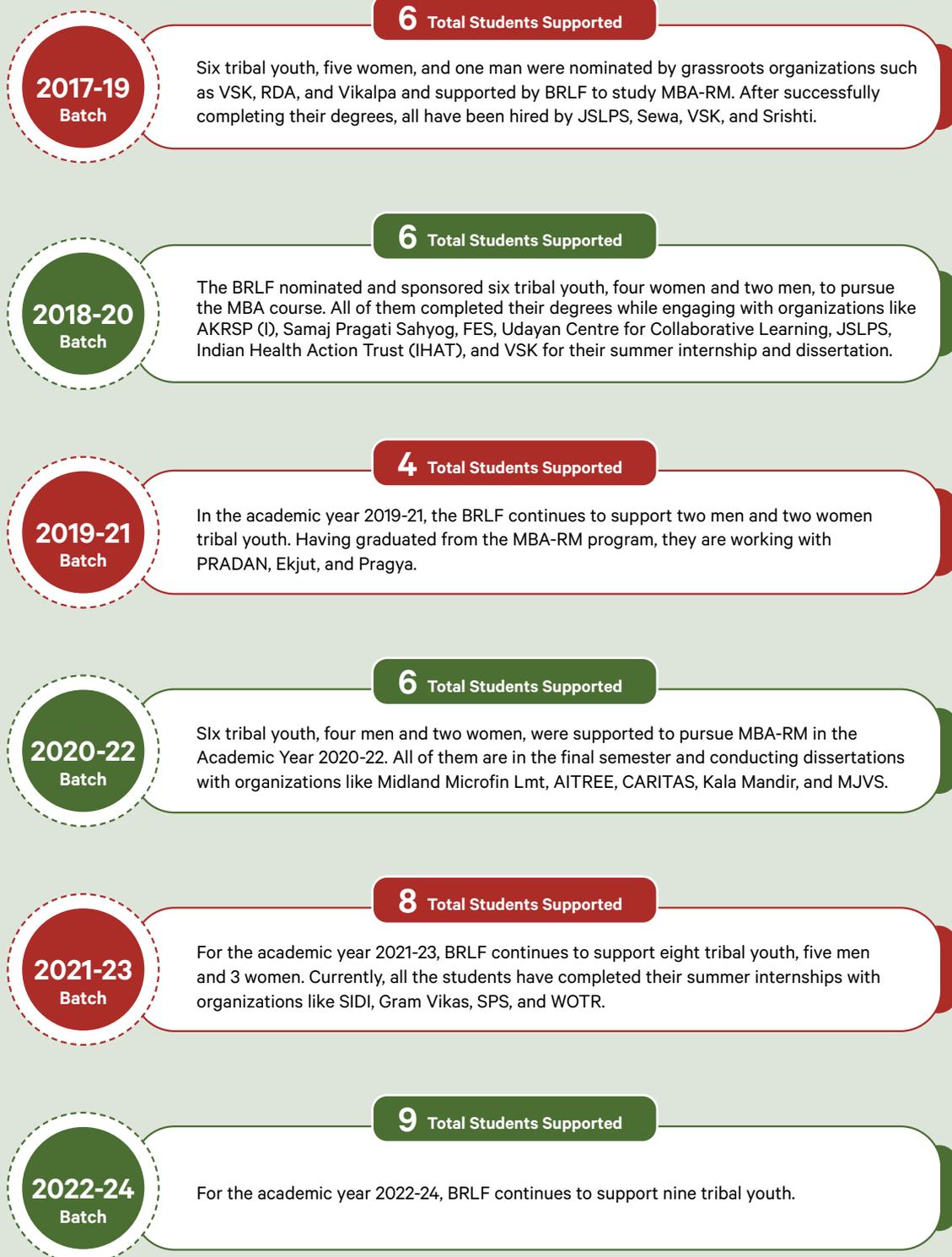
IIMMRU, Jaipur, offers the MBA in Development Management, a unique two-year, full-time program specialising in Corporate Social Responsibility (CSR) and Environment Social and Governance (ESG) Management or Micro and Small Business Management. The curriculum, distinct in its focus, equips learners with skills in managing CSOs, CSR initiatives, and small businesses. It also allows learners to learn the role of management principles and skills in effectively implementing government welfare initiatives, setting it apart from other MBA programs.

Launched in 2017, the program strongly focuses on achieving the Sustainable Development Goals (SDGs) in the 21st century. It aims to develop learners' perspectives on these global priorities, preparing them to contribute to sustainable development in their future careers.

- Build knowledge competencies and analytical and creative skills for problem-solving and innovating to attain sustainable development.
- Prepare professionals to work in CSOs, Non-Profits, Development organisations, Businesses, Govt Development Missions, CSR, and public systems.
- Inculcate aspirations to work in challenging geographies/contexts as it requires resilience, perseverance, emotional and social intelligence, and courage of conviction.

Since its launch in 2017, the program has made a significant impact. It initially offered financial support to six tribal candidates for the MBA-Rural Management Batch 2017-19. Building on the positive outcomes and lessons learned from the inaugural batch, BRLF expanded its support, assisting 39 tribal youths. This initiative underscores BRLF's commitment to enhancing educational opportunities and capacity building among tribal communities.

Project Impact:



Case Study: Rural Roots to Social Impact

“My name is Keshav Gabhale, and I come from a rural tribal area in Nashik, Maharashtra. Growing up, I faced many challenges in getting a good education due to limited opportunities and financial difficulties. Despite these challenges, I completed 12th grade and started college at JSSP College Khardi to study Chemistry.

I faced more financial hurdles, but thanks to a friend’s suggestion, I joined a BRLF sponsored course in 2019. This experience led me to work with Pragati Abhiyan for three years, helping rural communities understand their rights and work towards sustainable development.

After completing my BSc in Chemistry, my friends inspired me to pursue an MBA in Development Management at IIHMR University Jaipur. The MBA program broadened my understanding of social development and improved my project management and leadership skills.

During my internships, I learned about implementing community projects and studied the impact of solar-based irrigation on farmers. Now, I aim to work with organisations and government initiatives to improve the lives of rural communities and ensure that development programs genuinely meet their needs.

I am currently part of the Chief Minister Skill Development Fellowship, and I am grateful to BRLF for supporting my MBA studies, which prepared me to contribute to the socio-economic development of rural areas.”

Nurturing Capacities of CSOs

The ‘rural’ is transforming in India’s ever-evolving and complex socio-economic context. The emerging crisis of Climate Change, Governance and increasing inequities is set to exacerbate existing rural development challenges. On the other hand, initiatives that build on emerging opportunities to discover and embed new pathways to equitable development and inclusion are fast emerging as hotbeds of innovation. Within this complex context of rural India, civil society organisations are champions of equity, inclusion, and sustainability for human society.

BRLF is committed to enhancing the capacities of CSOs and nurturing collective spaces for co-creating new pathways of equitable and sustainable development as a shared mandate for Government, CSOs, Communities, and the Market. Towards this end, the BRLF CB vertical continues to innovate structured and responsive learning programs that address the emerging needs of CSOs and their professionals.

In FY 2023-24, BRLF engaged in three capacity enhancement initiatives, bringing together CSO leadership, management, professionals, and frontline functionaries to learn from peers and build on the evolving practices of effectively managing non-profit organisations.

Civil Society organisations have a critical role in shaping a just and safe space for humanity. Engaging with such complexity requires a fundamental shift in ways of being, thinking, doing and learning. BRLF recognises the need to invest in institutional capacities to impact sustainable change in communities. Investments in building the technical capacities of rural professionals and organisations have enabled ecosystem-wide recognition of the need for a new pedagogical approach to training on green trades and Natural Resource Management; the OCEAN program focuses on nurturing leadership skills in organisations for a holistic cultural shift in the way civil society organisations listen, act and learn.

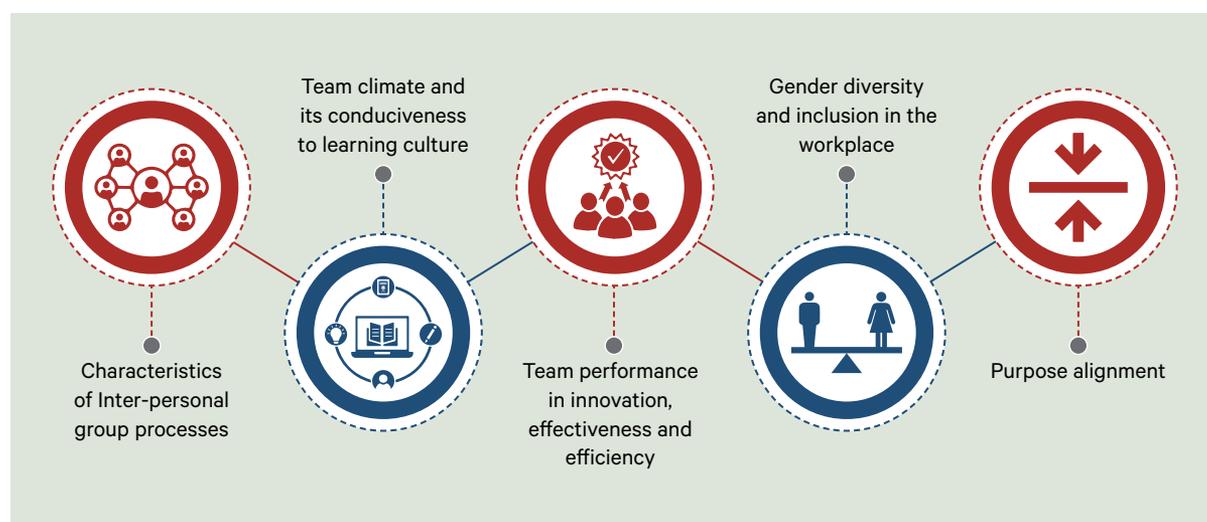
ORGANISATIONAL CHANGE INITIATIVE FOR EVOLUTION LEARNING AND NURTURING (OCEAN)

An Initiative by BRLF in collaboration with PRADAN

PROJECT PERIOD 1st January 2022 - 31st March 2024	COVERAGE 50 employees of 10 CSOs
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The OCEAN program was introduced in response to the growing need of smaller CSOs with annual budgets of less than 5 crore to invest in enabling leaders to build contextually relevant and professionally impeccable structures, systems, and processes within their organisations. The curriculum sought to enhance the organisation's overall capacity to deliver effective programmatic interventions on the ground while leveraging the collaborative advantage in the ecosystem. Participating organisations were encouraged to nominate at least 2-3 members of their organisation to experience the learning journey. The learning sessions in the program were designed to nurture a leadership culture in organisations that can enable a transformational shift within the organisation as much as what we expect to nurture in communities.

The assessment framework of the program brings together five key dimensions that are mapped as proxy indicators of the shifts mentioned above:



Project Objective

- Strengthen and empower the organisations by enhancing capacities around key organisation development themes.
- Transforming CSOs into 'Learning Organisations'—organisations that continuously grow their capacity to achieve desired outcomes, nurture new and expansive ways of thinking, encourage collective aspiration, and foster collaborative learning.
- To develop CSOs with a strong, enduring presence within their communities.

Major Outcomes

- Articulated a shared organisational vision for the medium term, and at least three members from each organisation would lead the organisation in pursuing the vision regarding organisational development, creating better workspaces, and enhancing development outcomes.

- Experienced significant improvement in the internal climate of the organisation--in terms of achievement motivation, extension (teamwork) and expert influence--and quality of outcome
- Enhanced conceptual, human, and technical skills in livelihood promotion, group processes, gender, triggering achievement motivation, writing and documentation, planning and execution, and system setting.
- 173 participants attended the OCEAN program organised in FY 2023-24. Cumulatively, 241 participants from 12 organisations have been through the learning journey in the OCEAN program

Impact of the OCEAN Program: A journey to leadership and growth

In 1992, SEWA was founded to create a society where people can thrive without being taken advantage of. Over time, SEWA realised that many rural communities were struggling because people didn't have good job opportunities. So, in 2013, the organisation focused on helping people in rural areas find long-term jobs.

In 2018, SEWA faced a challenge - as they grew, they needed more leaders and managers who could help the organisation succeed. That's when BRLF came in with a program called OCEAN. This program helped train some of SEWA's future leaders to improve their jobs. The training taught them to be more confident, handle problems well, and work better with their teams.

Before this training, managing the organisation was tough. However, after the OCEAN program, SEWA's leaders started meeting regularly to plan for the future. The training made SEWA's staff more skilled and professional; some even got promotions. SEWA is thankful for their help and hopes to have more opportunities like this in the future.

PRABODHAN

Online Certificate Course on Statutory Compliance, Governance, Finance, Accounting, and Grant Management for NGOs

The not-for-profit sector today faces an increased burden of statutory compliance, with the regulatory landscape becoming more challenging and demanding for NGOs in the country. Most compliances are now online and faceless. Small and medium-sized NGOs face maximum heat when coping with this dynamic situation. Despite their excellent work and significant contributions, these organisations also have fragile institutional standings. Such organisations urgently require handholding support on compliances as evidenced by audit findings and interactions, signalling a strong latent demand for capacity building of key NGO staff on issues around statutory compliances, Finance, Accounts and Grant Management. The BRLF Prabodhan program is a pioneering endeavour to educate and empower NGOs on financial inclusion and statutory compliance.

Objective:

Prabodhan's primary objective is to equip NGOs with comprehensive knowledge and practical insights into crucial aspects of statutory compliance, finance, accounting, and grant management. Prabodhan aims to enhance NGOs' capacity to navigate the dynamic regulatory landscape effectively by addressing these vital areas.

Key Offerings:

- **Tailored Curriculum:** Prabodhan offers a meticulously crafted curriculum tailored to the specific needs of NGOs. The program ensures comprehensive learning geared towards organisational sustainability by covering essential topics such as Accounting Norms, Grant Management, Taxation compliance, and more.
- **Expert Guidance:** With sessions anchored by the experienced BRLF finance team, participants benefit from expert guidance and real-world insights. The team's wealth of knowledge and practical experience enriches the learning curve, ensuring relevance and applicability.

Outreach and Impact:

- So far, 2102 participants have received training under the Prabodhan initiative, mostly from small and medium-sized non-profits.
- In 2023-24, 110 participants from 42 civil society organisations across 9 states of India successfully participated in the Prabodhan program.
- The Prabodhan program receives applications from individual CSOs and nominations of CSO partners as well as from funding institutions like Arghyam, Axis Bank Foundation, Smile Foundation, Welthungerhilfe, Save the Children, IMPACTYOG, and others.

Testimonials:



A personal journey of growth and efficiency

The online finance management session offered by BRLF as part of the Prabodhan initiative has helped me better handle money matters. This program not only taught me important skills but also gave me useful tips on managing funds and following tax rules. Learning from the finance team of BRLF helped me make our grant process more efficient—from applying for grants to completing them—and ensured that we followed tax and other rules on time. Using these new skills has made our work smoother and reduced stress around managing money in our organisation. I am very thankful for the support and knowledge shared by the BRLF team, and I'm looking forward to their continued help as I grow in this important area.

Kumar Vittal Rao

Project Manager,

Centre for Collective Development, Utnoor, Adilabad, Telangana



Enhancing Compliance and Efficiency through Specialized Training

Recently, Gramin Samassya Mukti Trust (GSMT) in Yavatmal, Maharashtra, underwent a thorough training program to improve its adherence to rules and efficiency. The training, led by experts from BRLF, aimed to help GSMT's team gain essential knowledge and skills in critical areas like finances, regulations, and compliance.

The training covered proper accounting, grant management, tax compliance, and corporate social responsibility. It equipped GSMT with the knowledge and tools to handle its finances and operations responsibly and sustainably. Overall, the training provided GSMT with a solid foundation in organisational accounting and compliance, ensuring that the organisation operates in line with the best standards and practices.

Sujit Suresh Rao Bhajbhujje

Team Leader,

Gramin Samassya Mukti Trust, Yavatmal, Maharashtra



Green Hub Central India (GHCI) Project

The Green Hub Central India (GHCI) project was initiated in 2021 for rural and tribal youth initially across four states: Madhya Pradesh, Chhattisgarh, Rajasthan, and Jharkhand. By 2024, it had expanded to 8 states: West Bengal, Orissa, Maharashtra, and Gujrat. Green Hub fellowship is a 10-month residential fellowship based out of Bhopal. 25 youth, primarily from rural and tribal backgrounds, get selected and trained in video storytelling focusing on environment conservation and sustainable livelihood. Video is used as a tool of transformation to engage and empower them in this field, where they start looking at ecological security as the bedrock for the future.

In its third year now, Green Hub Central India has a network of 66 fellows representing 16 tribes (apart from SC and OBC) from 48 districts. The fellowship has partnered with 36 organisations in the first three years. More than 30+ films have been produced with the organisations, covering diverse topics on rural livelihoods, sustainable farming practices, wildlife conservation, gender justice, education, youth development, non-pesticide management, watershed development, and indigenous knowledge. The fellowship culminates in the Green Hub Festival, where the fellows screen the films. The festival includes partnering organisations, civil society, government representatives, practitioners, filmmakers, and students. It attracts about 300-400 people per day over two days.

Key Objectives

To engage and empower rural tribal youth in the conservation of biodiversity and sustainable practice in seven states of central India (Madhya Pradesh, Chhattisgarh, Jharkhand, Rajasthan, Orissa, West Bengal, Maharashtra) through an innovative model of using the digital platform; and open avenues for broader exposure and integration with livelihood options – triggering ideas and action for a more socially equitable and ecologically sustainable future in the region.

Key Outcomes

- A network of 62 youth was established as environment spokespersons and catalysts for change, with 25 new members joining annually.
- A video archive and films created a visual knowledge resource on environmental conservation, sustainability, rural livelihoods, and indigenous knowledge.
- The Green Hub connected local youth to a broader ecosystem of organizations and stakeholders, opening new pathways for collaboration.
- The project enhanced the narrative on the contributions of sustainable farming, rural livelihoods, and environmental conservation to the national economy through films and outreach efforts.





Participant profile

Tribal youth from eight states: Madhya Pradesh, Chhattisgarh, Rajasthan, Jharkhand, West Bengal, Orissa, Maharashtra, and Gujrat. In its third year, Green Hub Central India has a network of 62 fellows, representing more than 16 tribes (apart from SC and OBC) from 48 districts. (Bhil, Bhilala, Santhal, Gond, Pardhaan, Meena, Ho, Oraon, Munda, Korku, Bediya, Pardhi, Munda, Baiga, Sahariya, Bariya, Kol, Agariya, Banjara, Sapera)

Notable Accomplishments:

- **‘Gaj Dhoond Rahe Galiyara’ and ‘Chandlai—The Struggle of a Conservationist’** were officially selected and screened at the Chatra Film Festival in Jharkhand.
- **62 fellows and 36 partnership organisations** have participated in the GHCI fellowship. More than 60% of the fellows remain engaged in conservation action and social change through film, on-ground work with their community, or engagement with NGOs and others.
- **Sanjay Singh and Anita Gond** from the second batch enrolled for the Rural Management course at Shiva Nader University (BRLF-Shiva Nader partnership)
- BRLF engaged **Rahul Kumar and Shyam Raj Vishwakarma** for video documentation. Rahul was also selected for the prestigious ‘LetsDoc’ program for emerging filmmakers.
- **Nirmal Verma** from the second batch has three film assignments from Roundglass Sustain. Sunil and Aman from his batch are assisting him in the project. Sunil has started his own production house.
- **Sandhya Lakra**, from Jharkhand, organised the first Film Festival in Chhatra block and, along with Ekasth Foundation, has initiated nature education workshops with the children in her community.
- **Sandhya and Bhumika** have also been selected for the People and Nature Fellowship to continue their work.
- Five fellows from the third batch, **Shivali Vishwas, Ramesh Kumar Dhurve, Poonam Jawade, Kalyani Nayak and Pankaj Shori**, were selected for the Mountain of Life Fellowship by Azim Premji.

Since 2021, 1000+ applications have been received for the GHCI fellowship. A partnership with NCBS Panchmarhi for the wildlife module and SPS for the Rural Development Module has been established for the training. An integrated module for gender and climate action is being worked out. Roundglass Sustain has been a knowledge and support partner for the Alumni.

Meanwhile, in Batch 1, almost 88% of learners immediately accepted a job offer after completing the program. In Batch 2, 43% of learners chose to explore and pursue individual projects funded through scholarships or self-raised funds. 12-13% of learners have decided to opt for higher education in both batches of the GHCI fellowship so far. The third batch of GHCI fellows has been onboarded for the program in 2024-25.

Feedback from Fellows:

“

The Green Hub has gifted me the freedom to fly. It's not merely an institution but a nurturing family where we cherish and support one another. Through its teachings, I've learnt to appreciate the intricate beauty of our environment, nurturing strength within me. The Fellowship has given me a strong tool to craft stories from within.

Bhumika Yadav
(Second Batch GHCI)

”

“

I had a fantastic experience with the Green Hub Fellowship. The program provided valuable insights into filmmaking and fostered connections with culture and wildlife. It truly helped me sharpen my focus and direction in my career.

Shyam Raj Vishwakarma
(Second Batch GHCI)

”

“

Green Hub came into my life when I desperately searched for a platform to learn more about wildlife and conservation and grow as a storyteller. I thought about capturing wildlife through my camera but was clueless about channelling my energy into this field. I feel thankful to be a part of this fellowship, where I'm learning new things daily, getting first-hand experience with grassroots conservation, and learning and understanding the problems up close. I enjoy the learning process.

Kalyani Nayak
(Third Batch GHCI)

”



Research and Knowledge Management

The Research and Knowledge Management vertical at BRLF seeks to co-create an evidence-based body of knowledge on the rural livelihoods of tribal communities in India. We work closely with BRLF state operation units, government, civil society stakeholders and communities to generate original research and knowledge briefs with actionable insights and learnings into existing policies and practices on rural livelihoods and natural resource management.

Resources curated, co-created, and collated by the Research and Knowledge Management vertical is geared towards,

- Enabling a dynamic learning ecosystem for BRLF and its partners
- Input practice-based learnings into existing policy instruments at the Central and State levels.
- Enable knowledge exchange and co-creation amongst critical stakeholders of BRLF.
- Facilitate a shared knowledge infrastructure in the ecosystem for enhanced rural livelihoods in tribal geographies of India.

Reports and Articles:

WAPCOS Review:

In 2023, the Ministry of Rural Development, through WAPCOS, reviewed BRLF's work over the past ten years. The research team helped compile BRLF's performance indicators in programs, capacity building, and research. They also gathered case studies from BRLF projects in different locations to document the impact and important lessons from BRLF's interventions.

Use of Technology for effective planning: A case study of the use of Open Data Kit (ODK) for Jharkhand's High Impact Mega Watershed Project (HIMWP)

Jiwi Daah Hasa (JDH), also known as the High Impact Mega Watershed Project (HIMWP) in Jharkhand, is collaborating with the State MGNREGA Cell, Rural Development Department of the Government of Jharkhand, BRLF, and CSOs. They use an Open Data Kit (ODK) mobile app to gather relevant field information (primary data). ODK is being used to prepare data for the Detailed Project Report (DPR) and integrate it into the Annual Action Plan for MGNREGA works. This report summarises the findings of a field visit to areas under the JDH project, focusing on how the mobile app is used for data collection. It also examines the benefits of using the app and any challenges in its implementation. Based on the observations, the report suggests that extending this practice to other state-partnership projects of BRLF would be advantageous. It is also recommended that this method be used to document village-level planning in MGNREGA projects across the country.

Article on Odisha Millet Mission in Ideas for India:

The article discusses how the policies implemented in the Odisha Millets Mission improved crop production, processing, and procurement. It also builds on previous work by the Bharat Rural Livelihoods Foundation and examines how COVID-19 and other challenges, including poor awareness and public perception, impacted the Mission. The article highlights how Odisha's efforts preceded the International Year of Millets 2023 and

how its success can become a model for other Indian states. It was published in Ideas for India in October 2023 as the sixth and final post of the e-Symposium on 'Carrying forward the promise of International Year of Millets'.

Release of the South Asian version of the Tribal Development Report

In 2022, BRLF released Tribal Development Report, a compendium of articles on the lives and livelihoods of India's tribal population edited by Dr. Mihir Shah and Prof P.S. Vijay Shankar from Routledge and CRC Press. In 2023, Routledge released its affordable version for sale in South Asian countries.

Participation in national and international forums:

The team from BRLF presented their work at the United Nations COP28 in Dubai on December 4, 2023. The session focused on climate change, monitoring and evaluation, indigenous farming practices, women entrepreneurship, and large-scale rural livelihood programs. The presentation was based on BRLF's Agriculture Production Cluster (APC) program - Phase 1 in Odisha, in partnership with the state government and 17 partner CSOs. They were proud to facilitate the participation and sharing of experiences of a community member involved in the APC program at this prestigious international forum.



Enhanced knowledge infrastructure for practical Monitoring Evaluation and Learning (MEL):

The BRLF research and Knowledge Management team has been leveraging robust research methodologies to integrate systems and processes and evaluate the development of its programs. To this end, the research team has initiated a Baseline study for BRLF projects in the Bodoland Territorial Region.

In addition, BRLF has also pursued.

- Finalisation of an enhanced MEL framework and benchmarked indicators for interventions in Rural Livelihoods for the Central Indian Tribal Belt in consultation with BRLF partners, experts and team members
- Enabling server infrastructure, application flow, and data modules for effective operations of BRLF state partnerships. This work is initiated closely with State teams to facilitate regional capacity building in MEL structures, processes, and system flows.

We seek to nurture the MEL capacities of collaborative initiatives that bring together CSOs, Government, CBOs, and Funding Institutions through appropriate knowledge infrastructure, frameworks, and tools that promote effective listening, learning, and implementation.



Hindi Rajbhasha Department

To comply with the Official Language Act and policy as determined by the Parliamentary Committee, a Hindi Rajbhasha Department exists under the Bharat Rural Livelihoods Foundation (BRLF). The Hindi Department makes every effort to ensure thorough compliance with the official language policy. Therefore, an official language implementation committee has been formed, which holds quarterly meetings where necessary decisions regarding implementing the official language policy and promoting Hindi are made.

All office correspondence is sent according to India's linguistic classification. Additionally, all office orders, agreements, contracts, and other necessary documents are produced in both Hindi and English. Annual and quarterly reports are regularly sent to the Parliamentary Committee.

Regular Hindi workshops are organised, where employees are trained in using the 'Kanthasth Tool' developed by the Ministry of Home Affairs to simplify Hindi translation. Workshops also cover topics such as 'Knowledge of Correct Hindi Matras'.

Since Hindi was adopted as the official language, Hindi Diwas is celebrated every year on September 14th across the country. Similarly, Hindi Diwas and Fortnight were celebrated with great enthusiasm at BRLF. All office employees voluntarily participated actively. Several competitions were organised during the fortnight, and winners were awarded famous Hindi books, incentive amounts, and certificates.

Several enthusiastic activities and efforts are made in the office to promote and propagate Hindi. Each employee writes a Hindi thought of the day on a whiteboard, which maintains a digital record. Another progressive step is establishing a small Hindi library in the office. This library includes literature from famous authors and books on modern life-related problems.



Resource Mobilization

In the Financial Year 2023-24, BRLF strengthened its strategic outreach to donors and connected with corporate, institutional, and Public Sector Undertakings (PSU) donors to expand its work on enhancing the livelihoods of tribal and rural populations in India. As of March 31, 2024, BRLF had raised Rs. 93.32 crore as project grants.

The Strategic Partnerships and Resource Mobilization vertical secured grants from institutional funding, Corporate Social Responsibility (CSR) funds, government departments, and other funding streams through consistent relationship building, stakeholder management, and proposal development. The Axis Bank Foundation sanctioned Rs.26 crore for a five-year High Impact Mega Watershed project in Maharashtra, Thoughtworks Technologies sanctioned Rs. 25 lakh for the Community Forest Rights (CFR) project in Telangana, and in addition, BRLF secured Rs. 20 lakh from Department of Tribal Welfare, Telangana, for the CFR project. BRLF also facilitated direct funding of Rs. 15 crore from the Azim Premji Foundation (APF) for the five-year Bodoland High Impact Livelihoods Project where APF will directly provide grants to five implementing civil society organisations. Caring Friends, an informal group of high-net-worth individuals, agreed on a grant of Rs 1.5 crore for the same project. Overall, BRLF secured Rs. 14.54 crore worth of resources during the Financial Year 2023 -24.

During the year, the Resource Mobilization team also expanded its outreach to several potential donors such as HDFC, Oak Foundation, SIDBI, Federal Bank, Rainmatter Foundation, Sophia Akash Foundation and E&Y Foundation.

Resource Mobilization against a target of Rs.100 Crore, as per MoU with the Ministry of Rural Development

Source	Committed/ Sanctioned (Rs. in Cr.)	Received till 31st Mar 2024 (Rs. in Cr.)	Received in 2023-24
A. Endowment Funds			
TATA Trusts (Corpus)	10.00	10.00	0
Ford Foundation (Corpus)	9.96	9.96	0
Total (A)	19.96	19.96	0
B. Grants/donations obtained by BRLF			
UNDP & Private donor (Grant)	1.00	1.00	0
ARGHYAM Grant (Participatory Ground Water Management)	0.93	0.93	0
ARGHYAM Grant (Springshed Project)	0.36	0.36	0

Source	Committed/ Sanctioned (Rs. in Cr.)	Received till 31st Mar 2024 (Rs. in Cr.)	Received in 2023-24
ARGHYAM Grant (Capacity Building)	0.24	0.24	0
VATech Wabag Grant	2.49	2.49	0
European Union Grant	7.57	7.57	0
Ford Foundation Grant (Odisha)	4.54	4.54	0
Ford Foundation Grant (Chhattisgarh)	6.65	6.65	0
Axis Bank Foundation Grant (Chhattisgarh)	11.86	11.25	0
Axis Bank Foundation Grant (Chhattisgarh)- Phase II	15.00	10.69	7.09
ABF Grant (MH)	26.00	3.48	3.48
Jharkhand State Livelihood Promotion Society Grant	0.1	0.1	0
Crowd Funding	0.05	0.05	0
Maharashtra Tribal Development Department	2.00	1.76	0.36
Hindustan Unilever Foundation	3.07	3.07	0
Ministry of Tribal Affairs (Evaluation of Schemes)	0.07	0.07	0
Ministry of Tribal Affairs (Usharmukti & NGO Screening)	0.86	0.63	0
Ministry of Tribal Affairs (GIA Schemes)	0.05	0.05	0
Ministry of Tribal Affairs (Field Inspection)	0.27	0.27	0
Utkal Alumina India Limited (UANAT)	3.74	2.54	1.22
Utkal Alumina India Limited (Watershed)	1.13	0.34	0.34
State Bank of India Foundation	4.05	2.70	1.1
Ministry of Tribal Affairs (Field Inspection)	0.34	0	0
Caring Friends	0.5	0.5	0.5
Thoughtworks Technologies Pvt Ltd.	0.25	0.25	0.25
CTWD, Telangana	0.2	0.2	0.2
Total (B)	93.32	61.73	14.54
C. Co-Finance by Grant Partners (expenditure in books of partners for BRLF project)	238.02	355.50	0
Total (C)	238.02	355.50	0
Total (A+B+C)	351.30	437.19	14.54

Partnerships

We extend our heartfelt gratitude to all our generous donors, esteemed government partners, and dedicated partner organisations.

Government Partners

Ministry of Rural Development, Government of India

Ministry of Tribal Affairs, Government of India

State MGNREGA Cell, Government of West Bengal

Government of Odisha, Department of Agriculture & Farmers Empowerment, Directorate of Horticulture, Department of Mission Shakti, Odisha Livelihood Mission,

Department of Rural Development, Government of Chhattisgarh

State MGNREGA Cell, Department of Rural Development, Government of Jharkhand

Bodoland Territorial Council (BTC), Government of Assam

Commissioner Office MGNREGA, Government of Maharashtra

Tribal Development Department, Government of Telangana

Funding Partners

Ministry of Tribal Affairs Maharashtra Tribal Development Department Commissionerate – Tribal Welfare Department, Telangana

TATA Trusts ARGHYAM UNDP

Ford Foundation European Union VATech Wabag

Axis Bank Foundation State Bank of India Foundation Jharkhand State Livelihood Promotion Society

Hindustan Unilever Foundation Utkal Alumina International Ltd. (UAIL) Thoughtworks Technologies Pvt Ltd.

Caring Friends

Implementing CSO Partners

Adarsh Gram Vikas Sewa Samiti Grameen Seva Sansthan LOKA KALYAN PARISHAD SEWA

Adhikar Gramin Samassya Mukti Trust Lokadrusti Shamayita Math (SM)

Aga Khan Rural Support Programme - India Gramin Vikas Trust Manav Jeevan Vikas Samiti Shramik Shakti Sangh

Agrocrats' Society for Rural Development Gramin Yuva Pragatik Mandal National Institute of Women, Child and Youth Development Shristi

AJSA	Gramya Vikash Mancha	Navnirman Sarv Samaj Hitarth Sanstha Nandurbar	Society for Promotion of Wasteland Development
Arunodaya	GREEN Foundation	Network for Enterprise Enhancement and Development Support	SRIJAN
Association for Social Advancement	Haritika	Parhit Samaj Seva Sanstha	SUPPORT
BAIF Development Research Foundation	Harsha Trust	People's Science Institute	Surguja Gramin Vikash Sanasthan
Bastar Sewak Mandal	Ideal Development Agency	PRADAN	Tagore Society for Rural Development
Bolangir Gramodyog Samiti	Indian Gramin Services	Pragati Grameen Vikas Sansthan	The Action Northeast Trust
CARM-DAKSH	Jan Jagran Kendra	Rashtriya Agro Education Sansthan	The North East Research & Social Work Networking
Centre for Advanced Research and Development	Jana Mukti Anusthan	Rural Development Association	Transform Rural India
Centre for Collective Development	Janasahajya	Rural Development Trust	Vikalpa
Centre for People's Forestry	Jivan Vikas Sanstha	Sahabhagi Samaj Sevi Sansthan	Vikas Bharti
Centre for Youth and Social Development	KABIL	Samarthan	Vikas Sahyog Pratishthan
Chaupal Gramin Vikas Prashikshan Evam Sodh Sansthan	Kalamandir	Samavesh	Vikas Samvad Samiti
Conservation of Nature through Rural Awakening	KHOJ	Sambalpur Integrated Development Institute	Watershed Organisation Trust
Development Research Communication and Services Centre	Krantiveer Chapekar Samarak Samiti	Samerth Trust	Watershed Support Services and Activities Network
Dharti Gramotthan Evam Sahbhagi Gramin Vikas Samiti	Krishak Sahyog Sansthan	Sampark	Youth Council for Development Alternatives
Foundation for Ecological Security	Krushi Vikas	Sangata Sahabhagi Gramin Vikas Sansthan	Yuva Rural Association
Gram Sudhar Samiti	Lok Shakti Samiti (LSS)	Seven Sisters Development Assistance	

Governance

The Executive Committee (EC) and General Body (GB) of BRLF include representatives of central and state governments, eminent persons from academia, civil society, and the corporate sector, financial institutions, public sector undertakings, and philanthropic foundations with demonstrated experience, understanding, and commitment to the issues of socioeconomically marginalised groups, especially the tribals of Central India.

BRLF has held all the mandated GB and EC meetings as per the rules and regulations. Since its establishment, BRLF has held 19 General Body meetings and 29 Executive Committee meetings. To aid with governance, the BRLF Board set up different committees, including the Finance and Audit Committee, Committee on De-notified Tribes and Nomadic Tribes (DNT-NT), and Human Resource Committee. In 2019-20, two new committees were set up, including an Advisory Committee for Capacity Building and a Research Advisory Group.

In the Financial Year 2023-24, BRLF held 3 Governing Body meetings and 4 Executive Committee Meetings.

Committee constituted during the Financial Year 2023-24:

- Re-constitution of Project Grantee Selection Committee:
- Re-constitution of DNT Committee:
- Constitution of Gender Integration Group
- Constitution of Resource Mobilization Group

Transparency and Accountability

Financial Systems, controls, audits, and transparency at work

BRLF is governed by Rules and Regulations (R&R), which lay down principles for smooth financial operations with strategic guidance and direction from the Finance & Audit Committee (FAC). The Executive Committee & General Body of BRLF approves the annual Workplan & Budget Estimates (BE). Similarly, the Executive Committee approves Revised Estimates (RE) at the midpoint of the financial year. The Finance & accounts function of BRLF consists of four full-time team members and one financial consultant. The finance & audit committee reviews and oversees the finance & accounts function.

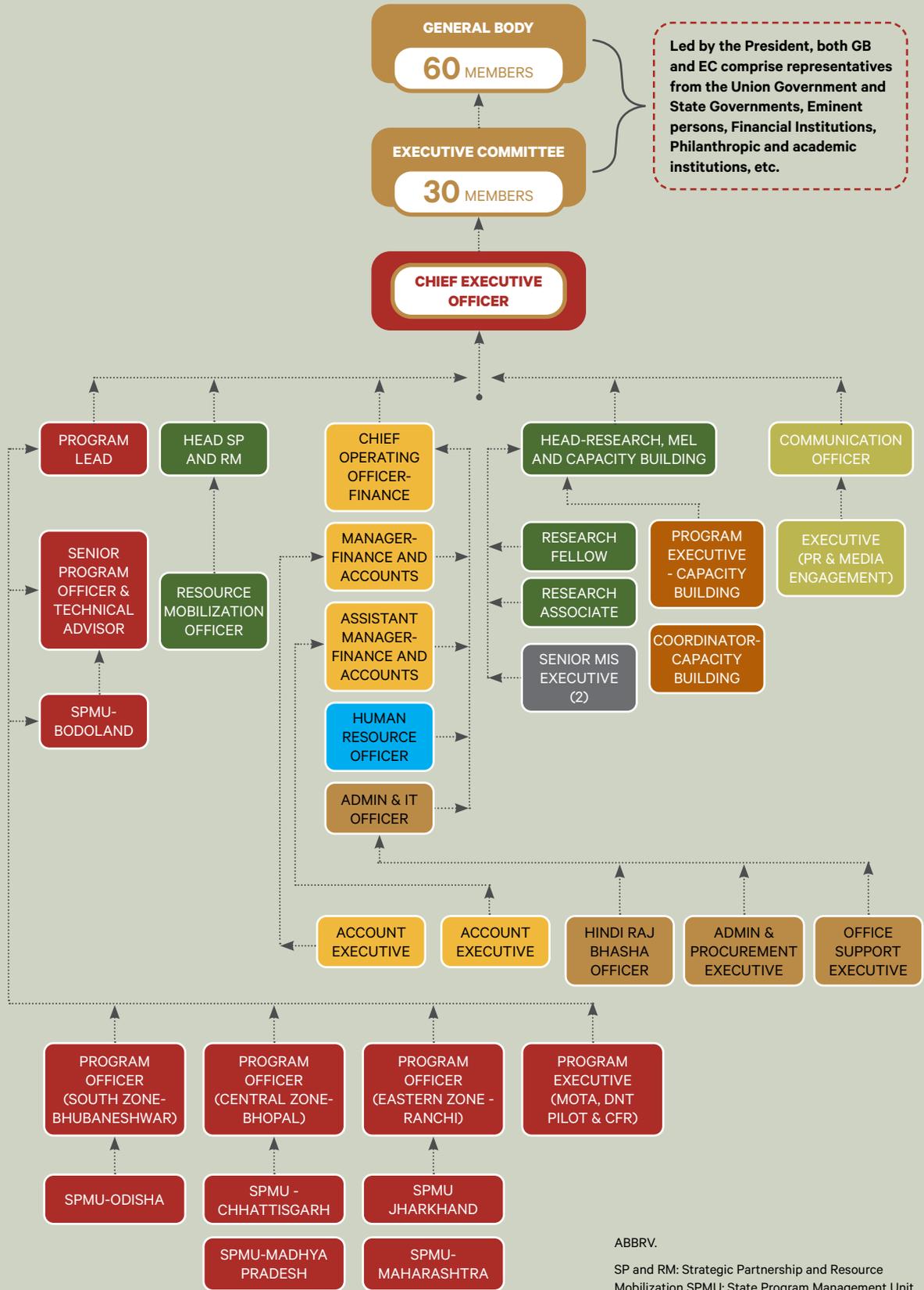
Grant management MIS and Online Applications for HR and Admin

Financial grant management is done on the MIS portal. Financial grant management on MIS comprises budget, revised budget, financial reporting from CSOs, fund requests, and release as per the terms of the grant agreement. These sub-modules are implemented through an approval matrix involving the project in charge, the CEO, and the finance department, following submission by the CSOs. The Quarterly Financial Report gateway can attach supporting documents, e.g., trial balance, bank statement, audited reports, etc. The MIS reporting can be extracted through the financial dashboard of each project if required.

Audits

Comptroller and Auditor General of India (CAG) Audit: CAG has audited BRLF twice. The CAG audit was done for three Financial Years: 2014-15, 2015-16, 2016-17 in 2017, and 2017-18 in 2018. In both audits, no systemic risk observations were identified; only process observations were noted for current compliance. BRLF has submitted audited financial statements for all years up to FY 2023-24.

Organisational Structure



Finance and Accounts

Audited accounts for FY 2023-24

The total income of BRLF for FY 2023-24 is INR 35.33 Cr comprising INR 19.18 Cr of interest and other income and INR 16.15 Cr from donor grants. The total expenditure during FY 2023-24 is INR 33.76 Cr, higher than the previous year. Program expenditure regarding Grants to CSO partners and partly direct implementation continued to be the major expense line item accounting for nearly four-fifths of total expenditure during the year. The excess of income over expenditure stood at INR 1.57 Cr during the financial year. With effect from FY 2023-24, the income and expenditure treatment of Tata Trusts Endowment Funds has been changed from Capital to Income and expenditure account for better presentation.

Budget estimates for FY 2024-25

The total income comprising committed interest income and grants is estimated as Rs. 35.65 Cr while the committed expenditure estimate is Rs.38.34 Cr. resulting in a deficit of Rs. 7.49 Cr. The fresh resources through resource mobilization are estimated as Rs.11.75 Cr. which will somewhat substitute the committed expenditure. The excess expenditure over income will be met from the fresh resources generated and the available surplus of previous years.

Audits

Statutory Audit: The appointment of a Statutory Auditor is approved annually by the General Body (GB) on the Executive Committee's (EC) recommendation. The Statutory audit is done annually. The audited accounts are reviewed by the Finance and Audit Committee (FAC) and approved by the EC and General Body as required by rules and regulations. Thakur, Vaidyanath Aiyar & Co., Chartered Accountants, are statutory auditors empanelled with CAG.

Internal/ Grantee Audit

An Internal Auditor is selected for one year, with internal audits conducted annually or at intervals of 6 months. Audit of grant partners of BRLF is done annually upon submission of audited utilisation certificate for the grant. Luthra & Luthra was the Internal as well as Grantee Auditor till March 2024, whose agreement has been concluded, while the other 2 Grantee Auditors, M/S Bansal & Co., Chartered Accountants and M/s Sangal & Associates, who are also empanelled with CAG continued. The Grantee audit is not limited to project grants only; the compliances & governance, banking and operations, controls & risks are covered. The audit report consists of observations & required actions shared with respective CSOs for their response/ comments, and the action taken on those observations is monitored in the next audit cycle. The Internal Auditor M/s has completed the internal audit of BRLF for FY 2023-24. Luthra & Luthra CO LLP. The reports indicated no systemic risks and pointed to process improvements on which action has been initiated.

Statutory Compliance

- The income tax assessment of BRLF is complete up to FY 2021-22 with no pending actions/proceedings.
- All annual statutory filings for FY 2022-23 as required in compliance with the land laws are complete. All regular regulatory filings are also up to date. No adverse/penal proceedings initiated or pending as of date.
- Exemption under section 197 of I.T. Act for non-deduction of TDS on interest income has been issued by I.T. Dept. for FY 2024-25.
- FCRA registration is renewed with validity up to 31st March 2029.

Meeting of Finance & Audit Committee (FAC) of BRLF

Three meetings of the BRLF's FAC were held on 21 August 2023, 21 November 2023 and 22 March 2024 to review the finance, budget, and revised estimates, audit, and statutory compliance status of BRLF. Advice and guidance of FAC on audited accounts, budget, revised estimates, corpus deployment, etc., are taken from time to time during the year, and action is taken based on the guidance and direction provided by FAC.

Audited Financial Statement for FY 2023-24

THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants
New Delhi, Mumbai, Kolkata, Chennai,
Patna and Chandigarh

221-523, Deen Dayal Marg, New Delhi-110002
Phone: 91-11-23238956-60, 23237772
Fax: 91-11-23230331
E-mail: hancoco@gmail.com

INDEPENDENT AUDITOR'S REPORT

TO,
THE MEMBERS OF
BHARAT RURAL LIVELIHOODS FOUNDATION (BRLF),

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS FOR THE YEAR
ENDED ON 31st MARCH, 2024

1. Opinion

We have audited the accompanying Financial Statements of **BHARAT RURAL LIVELIHOODS FOUNDATION (BRLF or "the Society")** which comprise the Balance Sheet as at 31st March 2024, the statement of Income and Expenditure and Receipt and Payment Account for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information which we have signed under reference to this report.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements, read with other notes given thereto, give a true and fair view in conformity with the accounting principles generally accepted in India:

- In the case of Balance Sheet, of the state of affairs of the Society as at 31st March 2024;
- In the case of Statement of Income and Expenditure, of the surplus for the year ended on 31st March 2024;
- In the case of Receipt and Payment account, of cash flows for the year ended on 31st March 2024.

2. Basis for Opinion

We conducted our audit in accordance with the Standards on Accounting (SAs) issued by the Institute of Chartered Accountants of India. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the Code of Ethics issued by the Institute of Chartered Accountant of India together with the ethical requirements that are relevant to our audit of the Financial Statements under the provisions of the Act and the Rules there under, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



3. Responsibility of Management for the Financial Statements

The Management of BRLF is responsible for the preparation of these Financial Statements that give a true and fair view of the financial position and expenditure of the Society in accordance with the accounting principles generally accepted in India, including Accounting Standards, to the extent applicable, prescribed by the Institute of Chartered Accountants of India.

This responsibility also includes maintenance of adequate accounting records for safeguarding of the assets of the Society and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, management of BRLF is responsible for assessing the ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so. The Management is responsible for overseeing the Society's financial reporting process.

4. Auditor's Responsibility for the Audit of the Financial Statements

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

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a



material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

- evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

5. Report on Other Legal and Regulatory Requirements

- We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- In our opinion, proper books of account as required by law have been kept by the Society so far as it appears from our examination of those books;
- The Balance Sheet, Statement of Income and Expenditure and Receipts & Payment Account for the year ended 31st March 2024, dealt with by this Report are in agreement with the books of account;
- In our opinion, the aforesaid financial statements comply with the Accounting Standards, to the extent applicable, issued by the Institute of Chartered Accountants of India.

For **Thakur, Vaidyanath Aiyar & Co.**

Chartered Accountants
FRN: 000038N


(Anil Kumar Aggarwal)

Partner
M. No. 067424
UDIN: 246874248KGTMO7794

Place: New Delhi
Date: August 22, 2024



BHARAT RURAL LIVELIHOODS FOUNDATION
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
BALANCE SHEET AS AT 31st MARCH 2024

(Amount in Rs.)

PARTICULARS	Schedule No	As at 31st March, 2024	As at 31st March, 2023
CORPUS/CAPITAL FUND AND LIABILITIES			
Corpus Fund	A	2,000,000,000	2,000,000,000
Endowment Fund	B	217,887,438	215,792,906
Grant Unspent Balance	C	34,292,320	43,577,901
Fixed Assets Fund	D	2,028,951	494,725
Reserve And Surplus	E	186,236,759	170,507,101
Current Liabilities And Provisions	F	12,357,876	9,355,676
Total		2,452,803,344	2,439,728,308
ASSETS			
Fixed Assets out of Corpus/Endowment Fund	G-I	4,148,712	3,659,696
Fixed Assets-Out of Grants	G-II	2,028,951	494,725
Investments of Corpus Fund	H	2,090,560,000	2,090,560,000
Investment of Endowment Fund	I	216,183,835	213,872,835
Other Non Current Assets	J	575,250	660,650
Current Assets:			
Grant Receivable	C	4,903,074	305,055
Cash And Bank Balance	K	58,097,683	66,715,033
Other Current Assets	L	76,305,839	63,460,314
TOTAL		2,452,803,344	2,439,728,308

Significant Accounting Policies Q
 Contingent Liabilities & Notes to Accounts R

As per our report of even dated attached

For Thakur, Vaidyanath Aiyar & Co
 Chartered Accountants
 FRN : 000038N



Anil Kumar Aggarwal
 Partner
 M. No. 087424
 Place: New Delhi
 Date: 22/08/2024


 Girish Kashwanth Prabhune
 President


 Kuldip Singh
 Chief Executive Officer


 Suman Gupta
 Chief Operating Officer (Finance)



BHARAT RURAL LIVELIHOODS FOUNDATION
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31st MARCH 2024

(Amount in Rs.)

PARTICULARS	Schedule No	Current Year 2023-24	Previous Year 2022-23
(A) INCOME			
Grant Income to the extent utilised	C	161,477,394	92,724,080
Other Income	M	191,895,589	194,364,919
TOTAL(A)		353,372,983	287,088,999
(B) EXPENDITURE			
Grant Expenditure to the Extent Utilised			
Program Expenses incurred through CSOs	} C	117,187,585	66,970,331
Program Expenses incurred by BRLF		34,065,739	19,940,446
Establishment Expenses		7,443,576	2,319,247
Other Administration expenses		886,660	3,126,900
Fixed Asset Procured		1,893,834	367,156
		161,477,394	92,724,080
Expenditure-Ford Endowment	N	8,551,774	3,104,863
Expenditure-Tata Trust Endowment Fund	P	8,468,401	7,764,870
Expenditure from MoRD	O	157,284,613	206,591,005
Depreciation	G-I	1,861,144	1,487,402
TOTAL(B)		337,643,326	311,672,220
SURPLUS /(DEFICIT) DURING THE YEAR(A-B)		15,729,657	(24,583,221)

Significant Accounting Policies Q
 Contingent Liabilities & Notes to Accounts R

As per our report of even dated attached

For Thakur, Vaidyanath Aiyar & Co
 Chartered Accountants
 FRN : 000038N

For Bharat Rural Livelihoods Foundation

Anil Kumar Aggarwal
 Partner

Girish Yashwant Prabhune
 President

Kuldip Singh
 Chief Executive Officer

Suman Gupta
 Chief Operating Officer (Finance)

M. No. 087424
 Place: New Delhi
 Date: 22/08/2024



BHARAT RURAL LIVELIHOODS FOUNDATION
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
SCHEDULE FORMING PART OF STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31st MARCH 2024

SCHEDULE P - Expenses from Tata Trust Endowment Fund

PARTICULARS	(Amount in Rs.)	
	Current Year 2023-24	Previous Year 2022-23
Tata Trust Endowment Fund	6,52,100	545,210
Grant Income	241,200	-
Interest Income & Dividend	-	50,000
Total	6,52,100	1,04,210



Bharat Rural Livelihoods Foundation
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001

SCHEDULE C- Earmarked Grants/Donations Receipts, Utilized during the year and balances as on 31st March, 2024

PARTICULARS	App#	Un-Spent Balance/ (Receivables) as on 01.04.2023	Adjustment of Grant balance (Refer note no.3A of Schedule M)	RECEIPTS DURING THE YEAR			EXPENDITURE DURING THE YEAR				Overhead Recovery/ Gain/ Loss on currency conversion	Un-Spent Balance/ (Receivables) as on 31.03.2024	
				Grant Receipt during the year	Interest Received/ Accrued	Amount Available for Utilization	Program	Establishment	Admin	Non-Reserving			Total
		1	2	3	4	5=1+2+3+4	6	7	8	9	10=6+7+8+9	11	12=1-10+11
ALL FOREIGN EARMARKED FUNDS DONATIONS:-													
Hindustan Unilever Foundation	1	35,351,734			1,890,770	34,992,510	24,992,218		850,904	503,476	25,948,698		9,043,814
Ford Foundation-Otsuka A. JI Project	2	1,013,076				1,013,076	987,785			45,310	1,013,076		
Total		34,364,809			1,890,770	36,005,585	25,999,991		850,904	548,786	26,968,781		9,043,828
Previous Figure (2022-23)		23,492,328	6,295,038	26,970,901	1,354,722	67,719,000	18,749,697		3,066,904	367,194	22,308,581	1,162,654	34,344,909
Grant Unspent Balance		37,498,844											
Grant Receivable		(14,007,516)											





PARTICULARS	App-1	Un-Spent Balance/ (Receivables) as on 31.03.2023	RECEIPT/RF. DURING THE YEAR from Donor				EXPENDITURE DURING THE YEAR From Respective Grant					Un-Spent Balance/ (Receivables) as on 31.03.2024	
			Grant Receipt (Refered)	Interest Earned by BRLF	Amount Available for Utilization	Programme Cost Incurred by CSO Partner	Programme Cost Incurred by BRLF	Establishment Cost Incurred by BRLF	Admin Cost Incurred by BRLF	Non- Recurring	Total		
													1
(B) Local Grants													
UPLI-GANAT	3	76,440	51,192,963	218,470	51,475,927	51,424,928	-	764,022	-	-	114,630	51,424,630	2,051,298
UPLI-Subsidised	4	-	3,500,000	80,222	3,580,222	-	-	-	-	-	-	3,580,222	2,431,954
Thangri Wode	5	-	2,500,000	49,441	2,549,441	2,549,441	2,549,441	-	-	-	-	2,549,441	1,612,488
SIU Foundation- Watershed LHM Project	6	1,419,245	50,960,637	137,888	51,517,770	7,461,437	301,819	484,798	33,899	-	-	8,232,033	4,241,261
WHL-100 -HCL Project (Shrihar)	7	(305,020)	3,027,843	-	3,027,843	3,027,738	-	1,295,358	-	-	-	4,323,096	37,142,700
Ami Bank Foundation - Pradhan SSG	8	7,540,314	50,950,054	126,713	51,617,081	51,617,124	2,750,819	589,700	-	-	-	5,340,523	191,078
Ami Bank Foundation - M+	9	-	34,800,000	153,969	34,953,969	13,127,800	3,087,160	3,089,538	-	1,820,539	-	18,127,037	17,914,703
APJKTU - Patanjali Kachori - NCFE Project	10	-	5,000,000	-	5,000,000	5,000,000	-	-	-	-	-	5,000,000	6,000,000
CSWSJ - Television	11	-	2,000,000	-	2,000,000	2,000,000	-	-	-	-	-	2,000,000	1,811,198
Sub- Total (B)		6,840,769	143,329,480	892,823	144,861,959	117,187,585	7,841,323	9,219,440	33,889	1,340,048	13,872,262	131,865,723	32,903,793
Government Grants													
MCA Research and Studies	-	247,794	(247,794)	-	-	-	-	-	-	-	-	-	-
MCA- Strengthening of Programs	11	247,794	(247,794)	-	-	-	-	214,430	3,134,130	11,800	-	3,360,360	(2,800,371)
Total (B)		6,840,769	143,081,686	892,823	144,661,959	117,187,585	8,055,753	7,443,378	35,689	1,340,048	13,841,633	134,514,133	29,103,422
Grand Unspent Balance		6,233,889											29,103,422
Grand Receivable		(305,825)											(305,825)
Previous Year (A+B) (2022-23)		7,467,791	71,151,525	487,284	71,846,580	68,970,321	1,108,949	2,319,247	37,968			70,918,533	8,934,037
Grand Unspent Balance		6,902,112											8,233,063
Grand Receivable		(1,668,421)											(1,668,421)
Grand Total (A+B)		43,272,666	143,081,686	2,143,368	146,388,640	117,787,906	34,685,199	7,483,176	88,648	1,880,324	161,477,384	134,391,048	34,299,339
Grand Unspent Balance		43,577,961											34,299,339
Grand Receivable		(305,295)											(305,295)
Previous Year (A+B) (2022-23)		31,190,919	96,522,428	2,642,918	99,355,265	95,170,321	18,940,644	2,319,247	1,128,908	187,136		93,724,098	43,272,846
Grand Unspent Balance		49,690,844											43,272,846
Grand Receivable		(27,988,412)											(27,988,412)



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BHARAT RURAL LIVELIHOODS FOUNDATION
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
 Schedule Forming Part of Financials as at 31st March, 2024

SCHEDULE 4

4. Legal Status and Operation:

- Bharat Rural Livelihoods Foundation (BRLF) has been set up by Ministry of Rural Development, Government of India as an autonomous charitable society registered under the Society Registration Act, 1960 having registration no. SNO/05/12013 dated 10th December, 2013. PAN Number of BRLF is AACAB2971N.
- The Society is registered as a tax exempted charity u/s 12A (Unique Registration No.-AACAB2971NE2018R dated 24.09.2021) and obtained approval u/s 80G(1) (Unique Registration No. - AACAB2971NF2021D dated 24.09.2021) of the Income Tax Act, 1961 for a period of 5 years. (i.e. upto-23.09.2026)
- The Society is also registered u/s 11(C) of Foreign Contribution (Regulation) Act, 2010 and rules framed therein (Registration No. -21261787 DN 08/05/2018) is valid for 5 years till 08.05.2023. The renewal of Registration under FCRA was granted vide letter no. 03/0000320222 dated 11.03.2024 valid for a period of five years with effect from 01.04.2024.
- Society has taken registration under GST vide GSTIN for the purpose of deduction of TDS u/s 51 of CGST Act, 2017.
- The Society has also obtained CSR registration under MCA with registration number as CSR10001509
- Involved in supporting CSO projects focused on tribal, especially women's empowerment and livelihoods, BRLF's mission is to facilitate and upscale civil society action in partnership with Government for transforming livelihoods and lives of rural households, with an emphasis on women all over India. Concentrating in the Central Indian Tribal Region in the initial years of its functioning covering ten states of Odisha, Jharkhand, West Bengal, Chhattisgarh, Madhya Pradesh, Andhra Pradesh, Maharashtra, Rajasthan, Telangana and Gujarat, its long term goals over time are providing grants to civil society organisations (CSOs) to meet their human resource and institutional costs for up-scaling proven interventions, invest in institutional strengthening of smaller CSOs and capacity building and development of professional human resources working at the grassroots.
- Up to the financial year 2020-21, the aim of BRLF was to provide grants to civil society organisation (CSOs) to meet their human resource and institutional costs for up-scaling proven interventions, invest in institutional strengthening of smaller CSOs and capacity building and development of professional human resources working at the grassroots. After

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the Amendment of the Foreign Contribution (Regulation) Act, 2010, which disallowed sub-granting of FC funds to CSOs effective since 29th September, 2020, BRLF has decided to promote the objectives through self-implementation of activities

2. Corpus Fund:

A Memorandum of Understanding (MoU) between Ministry of Rural Development, Government of India and Bharat Rural Livelihoods Foundation (BRLF) dated 13th January 2014 has been entered into to provide grants upto Rs. 500 crores for creating corpus, in two tranches subject to conditions laid down in the MoU. During the year 2013-14 the Government of India released Rs. 200 crore as first tranche of corpus fund on 1st March 2014 and the second tranche of Rs. 300 crores is to be released after two years on fulfillment of conditions prescribed in the MoU but the second tranche of Rs. 300 crores is not received till date. In accordance with Grant conditions in MoU, no expenditure can be met from the corpus fund received from Government of India, however, the income arising out of the corpus can be utilized to fulfil the objectives of the Society. MoU also mandates review of BRLF and its programmes' impact assessment by the Government after five years and may take back the grant and may advise dissolution of BRLF in case the outcomes are not forthcoming as projected

3. Summary of Significant Accounting policies:

3.1 Basis of preparation

The Society is maintaining its books of accounts on Historical Cost Convention Basis following the general accepted accounting principles prevalent in India (SAGAP) and accrual basis of accounting unless otherwise stated.

3.2 Use of Estimates

The preparation of financial statements requires estimates and assumptions to be made, that affect the reported amount of assets and liabilities on the date of financial statements and the reported amount of revenues and expenses during the reporting period. Difference between the actual results and estimates are recognized in the period in which the results are known or materialized

3.3 Grant in Aid

Treatment of Grant in Aid has been made in the accounts as given below:

- Earmarked Grants are recognised as Income on "Actual Utilisation Basis" and the remaining grant balances are carried forward for utilisation as liability in respect of Programs to be carried out/ conducted in subsequent year(s)

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- ii. Grants in the nature of Corpus are treated as Corpus Fund and only the income arising out of Corpus fund investments shall be utilized to fulfil the overall objectives of BRLF.
- iii. Grants received for specific purposes are utilized for those purpose(s) only.
- iv. Upto the financial year 2019-20, assets purchased out of grant amounts were treated as deferred income which is recognized in the profit and loss statement on a systematic and rational basis over the useful life of the assets. Such allocation may be in the proportion in which depreciation on related assets is charged. However, with effect from Financial Year 2020-21, fixed assets acquired through Project Grants during the year are charged off to Statement of Income & Expenditure. However, for exercising financial and quantitative control over these assets, they are shown in the Balance Sheet under 'Fixed Assets' at their depreciated value with a corresponding amount in the Asset Fund.
- v. In view of FCRA amendments w.e.f. 29th September 2020, no amount of fund disburses to any CSO's for implementation of the FCRA project.

3.4 Interest Income Recognition

Interest on Deposits have been recognised on accrual basis and Interest of Savings Bank Account are recognised on Cash Basis. Interest earned on donor's fund has been treated as per the terms of MoU's with them.

3.5 Workshop Income

Income Earned on Workshops is recognised on cash basis.

3.6 Fixed Assets

A. Tangible Assets

Tangible Assets are stated at cost of acquisition less depreciation and impairment losses (if any). The cost of tangible assets includes inward freight, duties & taxes (non-refundable) and incidental & direct expenditure related to acquisition.

B. Intangible Assets

Intangible Assets are stated at cost of acquisition less depreciation and impairment (if any). The Cost of intangible assets includes duties & taxes and incidental & direct expenditure related to acquisition.

3.7 Depreciation



(Signatures and stamps of officials)

- i. Depreciation has been provided on written down value method as per the rate specified in Income Tax Act, 1961. Depreciation on assets purchased and put to use for less than 180 days in a year charged at the half rate of depreciation specified in Income Tax Act.
- ii. Upto the Financial Year 2019-20, depreciation of assets purchased out of Capital Grant have been treated as Non-Operating income and shown under "Miscellaneous Income". However, from financial year 2020-21, depreciation of assets purchased out of grant amount has been reduced from the Fixed Assets Value and corresponding amount is also reduced from Assets Fund.
- iii. Cost of Intangible Assets (Software) is amortised on a straight line basis over their useful life of three years as estimated by the Management.
- iv. Items, each costing Rs. 5000 or less, are fully depreciated in the year of acquisition.

3.8 Investments

- a. **Investments** Fixed deposits with banks which are intended to be held against corpus funds are considered as long term and disclosed under investments.
- b. **Investments of Endowment Fund** Fixed deposits with banks intended to be held against endowment funds are considered as long term investments and classified under Investment of Endowment Fund.
- c. **Other investments** Other fixed deposit with banks are classified as cash and cash equivalents as they readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

3.9 Employee Benefits

- i. **Short Term Benefits**
Short term benefits like salary, allowances, ex-gratia, earned leave are recognised as expenses in the year in which related services are rendered.
- ii. **Defined Contribution Plan**
The Society makes defined contribution to Provident Fund scheme which is recognised in the Statement of Income and Expenditure on accrual basis.
- iii. **Defined Benefit Plan**
 - a. The Society has been providing its Liability towards Group Gratuity Scheme Policy of its Employees through funds invested with Life Insurance Corporation of India on accrual basis, based on Actuarial Valuation and with compliance with Accounting Standard-17 (Revised) Employee Benefits.
 - b. Provision for Earned Leaves payable to employees is made for the leave which can be accumulated up to 11 days in a year subject to a maximum 56 days upto FY 2022-23, increased to 99 days in aggregate from FY 2023-24, beyond which employee may make encashment as per the Society's HR policy. The provisions are encash as per the Society's HR policy.

(Signatures and stamps of officials)

maximum of 10 days salary as Leave Encashment during the year calculated on Basic+HRA. Provision for Earned Leaves has been provided through investment in Life Insurance Corporation of India on accrual basis on the Balance of Leaves accumulated as on 31st March, 2024

3.10 Impairment of Assets

The carrying value of assets at each year balance sheet date is reviewed for impairment. If any indication of impairment exists, the recoverable amount of such assets is estimated and impairment recognised, if the carrying amount of these assets exceeds their recoverable amount. The recoverable amount is greater of the net selling price and their value in use. Value in use is arrived at by discounting the future cash flows to their present value based on an appropriate discount factor.

3.11 Provisions, Contingent Liabilities and Contingent Assets

- i. **Provisions**
A provision is recognised when the entity has a present obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation in respect of which a reliable estimate can be made.
- ii. **Contingent Liability and Assets**
Contingent liability is a possible obligation that arise from past events and the existence of which will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the society, or is a present obligation that arises from past events but is not recognised because either it is not probable that an outflow of resource embodying benefits will be required to settle the obligation, or a reliable estimate of the amount of the obligation cannot be made. Contingent liabilities are disclosed and not recognised. Contingent Assets are neither disclosed nor recognised.

3.12 Taxes on Income

No Provision for Income Tax is considered necessary as the Society is registered as a Charitable Institution under section 12A (a) of the Income Tax Act, 1961 and the society is complying with the conditions attached to claim exemption under section 11 and 12 of the Income Tax Act.

For Bharat Rural Livelihoods Foundation

(Signatures and stamps of officials)

Girish Yashwant Prabhakar
President

Kishlay Singh
Chief Executive Officer

Suman Gupta
Chief Operating officer (Finance)

BHARAT RURAL LIVELIHOODS FOUNDATION
Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
Schedule Forming Part of Financials as at 31st March, 2024

SCHEDULE-B

NOTES TO FINANCIAL STATEMENTS

- 1. In the opinion of the management,
 - a. Current Assets are stated at historical cost and would realise the stated values in the ordinary course of business, except otherwise stated.
 - b. BRLF had received Rs 10 Crores from Navajoi Ratan Tata Trust and Sir Duralji Tata Trust contributing Rs. 5 Crores each towards Tata Trusts Endowment Fund for Institutional Development and Partnerships'. As per the grant conditions, the funds entrusted shall under no circumstances be in any manner diminished, drawn out, borrowed upon or merged with any other endowment fund of BRLF or any other organisation, divided, used as collateral, or in any way encumbered or any lien created thereupon or advanced in any manner whatever.

During the year, the Society has earned interest of Rs.90,76,051/- (4 PY Rs 91,44,276) on Endowment Fund investment, against Endowment Fund received from Tata Trusts Endowment Fund for Institutional Development. Out of total interest earned, an amount of Rs.84,08,491/- (PY Rs 77,64,870/-) has been utilised during the year 2023-24.

As per Endowment Fund condition, 15% of the annual interest income received on the Endowment Fund or the unused portion of the income after meeting expenditure towards the objectives of the grant, whichever is greater, shall be added to the Endowment Fund and be re-invested in the same manner as the Endowment Fund is invested. Accordingly, Rs. 11,90,069/- (Previous Year Rs. 14,01,952/-) has been added to the endowment fund during the Year and Balance of the Fund has been increased to Rs.1124.49 Lakhs as on 31.03.2024 from Rs.1112.59 Lakhs as on 31.03.2023.
 - c. BRLF had received Rs. 9,95,76,172/- (\$ 1,500,000) from Ford Foundation as Endowment Fund in the year 2016-17. As per grant condition, BRLF would be permitted to utilize a maximum of 90 percent of revenue earned from the Endowment Fund for the purpose to meet the operational cost and the remaining 10% of the Fund's income shall be re-invested in the Fund in annual fixed deposit.

During the year, the Society has earned interest of Rs. 89,84,361/- (Previous Year Rs 91,45,231/-) on the Endowment grant received from Ford Foundation. Out of total

(Signatures and stamps of officials)

interest received, an amount of Rs. 9,05,000/- (Previous Year Rs. 9,09,000) will be re-invested in the fund to fixed deposit by BRLF in the subsequent year.

4. BRLF had received a grant of Rs.206.65 Lakhs from Hindustan Unilever Foundation (HUF) on 30.12.2019 for implementing a high impact watershed project in state of Jharkhand.

Vide email dated 15.12.2022 HUF has granted extension for unspent balance of Rs. 340.28 Lakhs (including interest on HUF Funds) as on 31.03.2022, which is to be utilized till 31st December 2023. Subsequently, no-cost extension for utilization of funds till 31st March, 2024 was approved by HUF vide email dated 15.01.2024, and further extended upto 30.09.2024 vide email dated 03.04.2024.

During the year 2023-24, amount of Rs. 219.47 lakhs were spent and interest of Rs. 16.41 lakhs (Previous year Rs. 19.55 lakhs) have been earned on saving bank Account. The remaining unspent balance of Rs. 90.46 lakhs as on 31.03.2024 whereas balance of Rs. 130.16 lakhs are lying in the saving Account and Rs.31.53 lakhs is Payable to Sundry creditors as on 31.03.2024.

5. Axis Bank Foundation has approved grant of Rs. 1500 Lakhs to BRLF for High Impact Watershed Project in Chhatisgarh Phase-II vide grant MoU dated 08th October 2022 for a period from October 2022 to September 2024. BRLF has received Rs. 708.51 Lakhs in received during the financial year 2023-24 and cumulative Rs. 5968.59 Lakhs till 31st March 2024. BRLF has incurred expenditure of Rs.783.96 Lakhs and cumulative Rs. 1069.89 Lakhs till 31st March 2024.

6. Axis Bank Foundation has approved grant of Rs. 2000 Lakhs to BRLF for Mega Watershed Project in Maharashtra vide grant MoU dated 21st June 2023 for a period from July 2023 to June 2028. BRLF has received Rs. 348 Lakhs in received and expenditure incurred Rs. 220.22 Lakhs (including Rs. 177.28 Lakhs incurred through CSOs) during the financial year 2023-24. Unspent Balance of Rs. 129.32 Lakhs has been shown as liability as on 31.03.2024 in the Balance Sheet.

7. SBI Foundation has approved grant of Rs. 405 Lakhs to BRLF for Mega Watershed Project in Jharkhand in partnership with MGNREGA vide grant MoU dated 1st December 2021 for a period from Sep 2021 to Dec 2024. BRLF has received Rs. 109.67 Lakhs in received during the financial year 2023-24 and cumulative Rs. 289.84 Lakhs till 31st March 2024. BRLF has incurred expenditure of Rs. 82.72 Lakhs (including Rs. 74.61 Lakhs incurred through CSOs) during the year and cumulative Rs. 230.91 Lakhs (including Rs. 209.94 Lakhs incurred through CSOs) till 31st March 2024.

8. Overspent amount on the project recoverable Rs. 49.03 Lakhs as on 31st March 2024 which comprises of Rs. 22.43 Lakhs outstanding from Shakti even though the project was completed and Rs. 26.60 Lakhs from MoTA.



9. Grants made to CSO Implementing partners are accounted for in the year of expenditure incurred by the concerned partners for implementation of projects, awarded under grant agreement, on the basis of quarterly expenditure reports and finally settled on the basis of utilization certificates given by an independent firm of Chartered Accountants or by the Management. At the end of project, if there is any un-utilized grant balance with partners, then it is deducted from the next grants amount to be paid to partners.

BRLF has disbursed an aggregate amount of Rs.2309.95 lakhs and utilized by the CSO partners aggregate amount of Rs.2215.01 lakhs (including Rs. 1042.90 Lakhs out of own source MoRD) during the year 2023-24 as per the submitted UCs received from other independent firms of chartered accountants.

Unspent balance lying with CSOs as on 31st March, 2024 Rs. 213.19 Lakhs (Previous Year 129.16 lakhs) shown as "Other Current Assets-Schedule L" and amount payable of Rs.10.41 Lakhs (Previous Year Rs. 28.52 lakhs) to CSOs as on 31st March,2024 is shown as "Liabilities-Schedule F".

Employees Benefits

Provident Fund

The Society is registered with the Regional PF Commissioner, Delhi and is making payments of employee's contribution and employer's deductions towards Provident Fund to the Regional PF Commissioner on Regular Basis.

Gratuity & Leave Encashment

Defined Benefit plan - Gratuity & Leave Encashment plan (Funded):

Contribution towards BRLF's gratuity liability made to the Life Insurance Corporation of India (LIC) are adjusted against the gratuity liability determined by an independent actuary at the balance sheet date on the basis of "Projected Unit Credit Method" and the above fall, if any, is charged to the Statement of Income and Expenditure.

Actuarial gains and losses comprise experience adjustments and the effects of change in actuarial assumptions are recognized in the Statement of Income and Expenditure as income or expense in the year in which they arise.

A. Gratuity & Leave Encashment plan: The Society operates a gratuity plan wherein every employee, who has completed five years of service, is eligible for gratuity payment as per the group gratuity scheme of the Life Insurance Corporation of India. Principal actuarial assumptions in respect of provision for gratuity at the balance sheet date are as follows:

Particulars	As at 31 March 2024	As at 31 March 2023
Discount rate	7.25%	7.50%
Expected rate of salary increase	8.00%	8.00%



Expected Rate of Return on Plan Assets	7.52%	7.41%
Maximum Limit of the Gratuity Benefits	20,00,000	20,00,000
-No. of Employees	25	18
Yearly Accruals of Leaves	11	11
Maximum Accumulation	99	66
Demographic assumptions		
Retirement age	60 Years	60 Years
Mortality table	100% of IALM (2012 - 14)	100% of IALM (2012 - 14)
Withdrawal rates (%):		
Age		
Up to 40 Years	10.00%	10.00%
40-44 Years	9.38%	9.38%
45-49 years	6.25%	6.25%
50-54 years	3.13%	3.13%
55-60 Years	1.56%	1.56%

B. Defined Benefit Plan

9) The following table summarizes the components of net benefit expense recognized in the statement of income and expenditure, the funded status and amounts recognized in the balance sheet for the plan:

(Amount in Rs.)

Particular	Gratuity		Leave Encashment	
	FY 2023-24	FY 2022-23	FY 2023-24	FY 2022-23
Opening liability	32,41,196	68,96,644	13,22,953	37,24,715
Added:				
Current Service Cost	6,53,700	4,82,491	20,84,510	(4,97,871)
Interest Cost	2,07,729	3,18,263	1,83,355	1,48,614
Benefits Paid	(9,57,668)	(32,00,960)	(9,75,897)	(20,53,075)
Actuarial Gain/Loss	2,47,974	(2,54,100)	-	-
Closing Liability-Schedule-F	33,82,937	32,41,196	27,18,918	13,22,883
Less: Plan Assets-Schedule-L	48,40,999	35,87,034	23,15,349	8,19,948
Net Liability	(11,48,062)	34,162	2,84,902	5,02,935



Expenses recognized	7,99,740	1,84,806	* 22,47,172	(4,97,871)
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*Two No. persons have left the organisation in the month of April 2024 but their data was not shared/included in actuarial valuation gratuity paid Rs. Nil and leave encashment Rs. 1,18,559 included in the above table separately.

k. Remuneration and other Payments to Key managerial person Mr. Kuldeep Singh is Rs. 55.77 Lakhs (Previous year Rs.55.69 Lakhs) paid to Mr. Pramanabesh Aravinda from 01.04.2022 to 01.01.2023 and Rs.14.60 Lakhs Paid to Mr. Kuldeep Singh from 02.01.2023 to 31.03.2023) during the financial year 2023-24.

l. BRLF has been issued with a certificate dated 12th June 2023 of 'No deduction of Tax' at source on interest income for the FY 2023-24 by the department under section 197 of Income Tax Act,1961 effective from 12th June 2023 to 31st March 2024.

m. The Society is not having any contingent liability as on 31.03.2024.

n. Figures have been rounded off to nearest rupees.

o. Corresponding figures of the previous year have been regrouped / rearranged wherever necessary for better presentation and to make them comparable with the figures of the current year.

(Amount in Rs.)

S.No.	Head Office	Original		Re-Classified		Variance
		Amount	Sch.	Amount	Sch.	
1	Total Other Income	18,66,00,048	M	18,41,64,518	M	77,64,870
1.1	Interest on FDR's	18,15,71,787		18,01,44,657		77,64,870
1.2	Total Income	27,80,24,128		28,70,88,998		77,64,870
2	Expenses from Tata Trusts Endowment Fund	-		77,64,870	P	77,64,870
2.1	Total Expense	30,39,67,850		31,16,72,120		77,64,870

For Bharat Rural Livelihoods Foundation

Girish Yashwant Prabhakar President
Kuldeep Singh Chief Executive Officer
Suman Gupta Chief Operating officer (Finance)









BRLF
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