



BRLF
BHARAT RURAL
LIVELIHOODS FOUNDATION

Annual Report 2024-25





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

ANNUAL REPORT

Financial Year: 2024-25



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Message

From The President

Dear Friends,



I am proud and optimistic to present the Annual Report of the Bharat Rural Livelihoods Foundation (BRLF) for the year 2024–25. Over the past year, BRLF has reinforced its role as a crucial link between the government, civil society, and communities, working to promote inclusive and sustainable livelihoods in some of India's most underserved tribal regions.

Our work this year has significantly deepened its reach and impact. Strategic collaborations with state governments, civil society organisations (CSOs), and philanthropic partners have enabled us to expand our footprint while ensuring our interventions remain grounded in the realities of the communities we serve. This collaboration has yielded tangible improvements in agricultural productivity, strengthened producer collectives, enhanced women's leadership, and facilitated the climate-resilient management of natural resources. Additionally, our knowledge management and capacity-building initiatives have fostered local leadership and informed policies at both the state and national levels.

The State Partnership Model remains a fundamental aspect of our approach, enabling us to combine resources effectively, improve our program outcomes, and build trust within the communities we serve. Each milestone we achieved this year reflects the collective efforts and shared vision of our partners, team members, and the communities themselves.

As we look to the future, BRLF will continue to focus on expanding its impact, fostering innovation, and strengthening partnerships that integrate grassroots knowledge with institutional expertise. I would like to express my heartfelt gratitude to our partner civil society organisations (CSOs), donors, State and central governments, and especially to the communities that inspire our work every day. I also want to recognise the dedication of our Board and team, whose commitment makes this journey possible.

Together, let us strive for a self-reliant, equitable, and sustainable India, particularly in its rural and tribal areas.

Girish Prabhune
President, BRLF

Message

From The Chief Executive Officer

Dear Friends,



The past year has been a period of both consolidation and innovation for BRLF. As we navigated a complex rural development landscape, we focused on building strong partnerships, deepening our on-ground engagement, and enhancing the systems that make our work effective and scalable.

This year, BRLF collaborated closely with state governments, civil society organisations (CSOs), and philanthropic partners to create transformative change in rural and tribal communities. Our efforts have positively impacted almost 3.50 Lakh households across five states, improving agricultural productivity, strengthening producer institutions, expanding access to entitlements, and fostering inclusive decision-making spaces. The integration of sustainable natural resource management and climate-resilient practices remained central to our work, ensuring that our interventions support both livelihoods and long-term ecological balance.

We have made significant investments in capacity building, training over 10,000 community members and frontline rural functionaries in sustainable livelihoods, governance, and market engagement. Our knowledge management initiatives have generated valuable insights that inform better policy design and program execution. Additionally, we have enhanced our communication outreach, strengthening BRLF's presence across digital platforms and effectively sharing impactful stories from the field.

Events like Samanvay 2025 have brought together diverse stakeholders to exchange ideas, celebrate partnerships, and co-create pathways for inclusive development. These platforms underscored the importance of collaborative action in addressing the systemic challenges faced by tribal communities.

Looking ahead, BRLF will continue to refine its strategies, strengthen its institutional systems, and focus on scaling up successful models through convergence and innovation. I would like to extend my deepest gratitude to our board, team, partners, and donors for their unwavering support, as well as to the communities we serve, whose resilience and trust are the true measure of our success.

Together, we will continue to improve the lives and livelihoods of rural and tribal communities, with a special emphasis on empowering women.

Kuldip Singh

Chief Executive Officer

About Bharat Rural Livelihoods Foundation (BRLF)

The Bharat Rural Livelihoods Foundation (www.brlf.in) is an autonomous body established in 2013 under the Ministry of Rural Development, following a decision by the Government of India through the Union Cabinet. 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. BRLF's 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.

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 Donors 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.



VISION

BRLF envisions a future where rural and tribal communities in India achieve economic and social security, all-around 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.

CORE VALUES

Collaboration:



BRLF believes in the power of collaboration and collective wisdom. We actively 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 nurture 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 our actions. We adhere to the principles of good governance, ensuring the responsible use and redistribution of resources, privileges, and power for equitable outcomes.

Innovation:



BRLF embraces innovation and seeks new ideas, approaches, and solutions to address the 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 strive to deliver impactful and sustainable outcomes, continually refining our processes and practices to achieve meaningful results on the ground.



BRLF'S MANDATE



Bridge the gap between program funding and actual impacts by improving the quality of implementation of government flagship programs.



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.



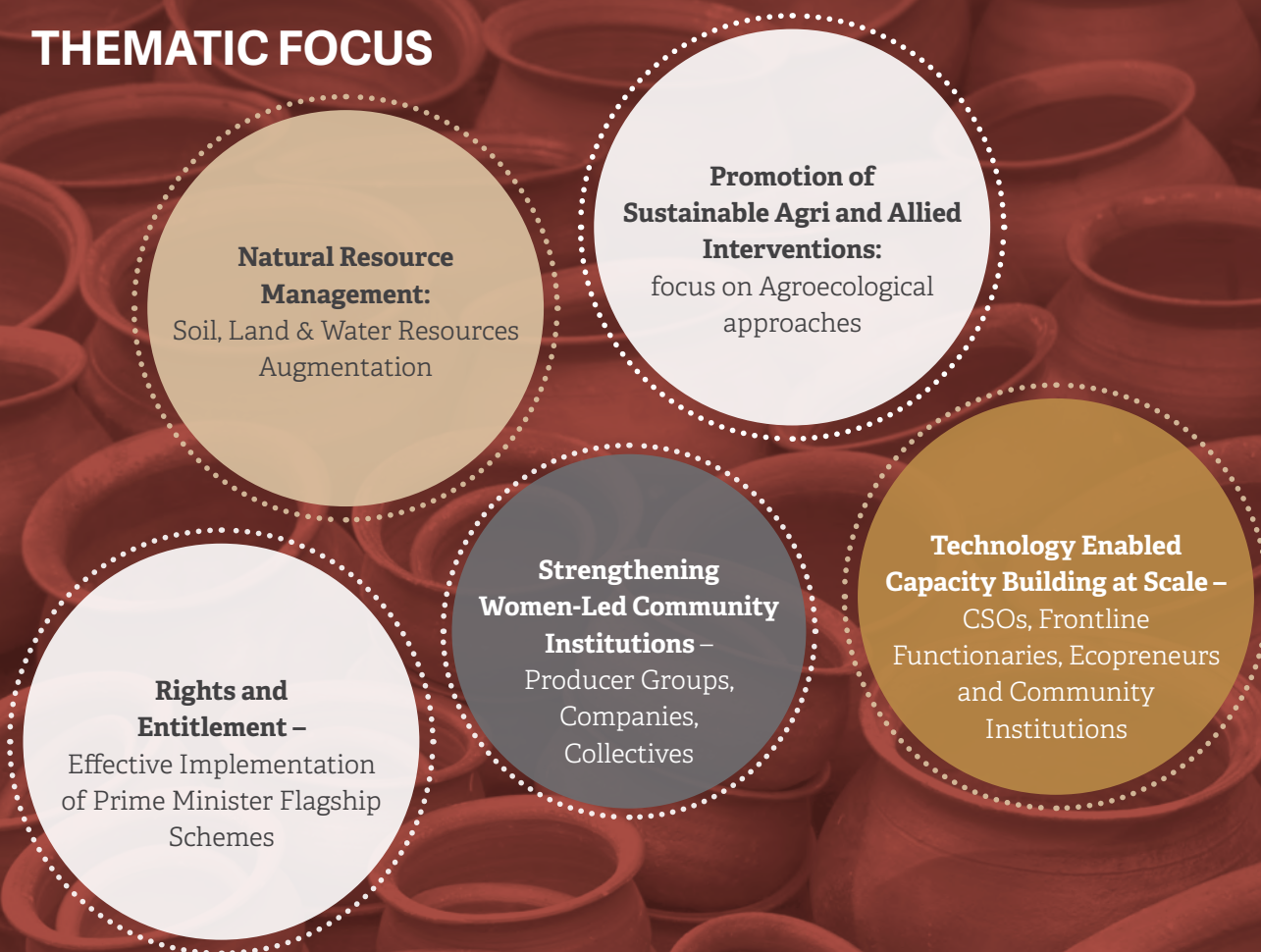
Upscale community-based sustainable practices



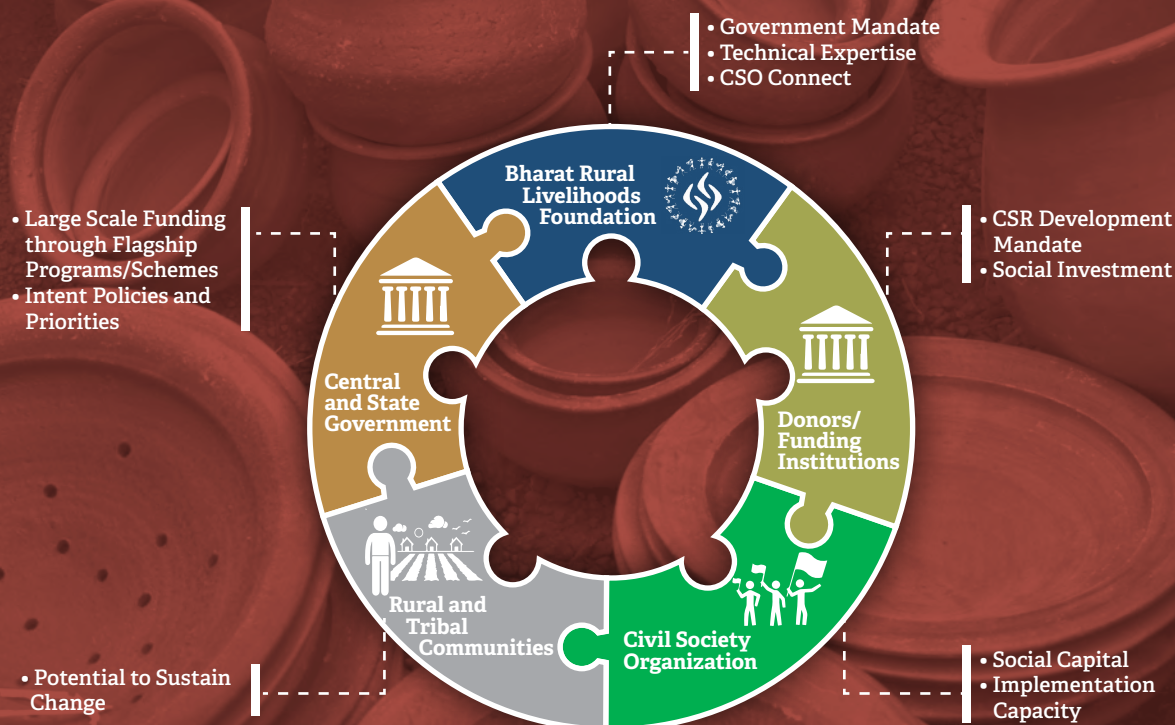
Provide grant support to Civil Society Organisations (CSOs) for project management and institutional costs.



THEMATIC FOCUS



BRLF PROGRAMMATIC APPROACH



BRLF connects small yet impactful CSOs with State Governments and Donors, enabling the implementation of large-scale programs with strategic funding and support.

BRLF OUTREACH



DETAILS	FY 2024-25	CUMULATIVE SINCE 2014-15
Total States	5 (Bodoland Territorial Region) Assam, Chhattisgarh, Jharkhand, Maharashtra, Odisha	10 (Bodoland Territorial Region) Assam, Chhattisgarh, Gujarat, Jharkhand, Madhya Pradesh, Rajasthan, Maharashtra, Odisha, West Bengal, Telangana
Total Districts	40	117
Total Blocks	120	385
Total Gram Panchayats	3,219	5,234
Total Villages	7,054	24,618
Total Households: (Benefitted with at least one intervention)	3,49,375	13,71,466
Total Scheduled Tribe Households	2,59,952	9,07,210
Total Women Farmers Benefitted	1,50,542	8,07,588
Total Small and Marginal Farmers Benefitted	3,36,419	6,67,212

BRLF Multiplier Effect: Leverage

BRLF defines leverage as the strategic utilisation of available funds, resources, and capabilities to maximise the benefits and impact of a government program. Leveraging refers to utilising government resources, such as schemes and entitlements, to achieve greater results than would be possible with individual efforts alone.

Under the state partnership projects, BRLF strategically leverages the vast resources made available by government institutions through various rural development and livelihood programs. A key and integral element in all projects of BRLF is ensuring the convergence of resources through formal MoUs with state governments while simultaneously scaling up civil society action in the respective states and leveraging 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.

Cumulative since Inception (In Rs. Cr.)

	BRLF Investment (Grant to CSOs) – 190.44
	Leverage through Government Schemes – 5,213.68
	Co-Finance (CSR and Institutional Partnerships) – 356 Crores
	Grant to Leverage and Co-Finance Ratio - 1:29 (for every rupee BRLF spends, it leverages Rs. 29 through the Government and Institutional partnerships)

Financial Year 2024-25 (In Rs. Cr.):

	BRLF Investment (Grant to CSOs)	20.44
	Leverage through Government Schemes	526.68
	Co-Finance (CSR and Institutional Partnerships)	15.97

State-Wise Leverage 2024-25 (In Rs. Cr.)

1. Bodoland, Assam	– 30.54
2. Chhattisgarh	– 116.7
3. Jharkhand	– 217.8
4. Maharashtra	– 46.14
5. Odisha	– 115.5



BRLF State Partnership Projects

Agricultural Production Cluster Program, Odisha (Phase 2)

Duration:	January 2024 to December 2028
Districts:	12 (Balangir, Kalahandi, Keonjhar, Dhenkanal, Mayurbhanj, Koraput, Kandhamal, Rayagada, Nuapada, Jharsuguda, Sambalpur, and Boudh)
Villages:	1,974
Government Partners:	Department of Agriculture and Horticulture, Odisha Livelihood Mission, Mission Shakti and other line departments
Funded by:	Government of Odisha and BRLF
CSO Partners:	15



The Government of Odisha launched the Agriculture Production Clusters (APC) initiative on November 6, 2018, to enhance the socio-economic conditions of tribal women farmers. The project is supported by the Departments of Horticulture & Agriculture, Odisha Livelihood Mission, Mission Shakti, BRLF and other line departments. The project is implemented by 15 CSO partners, with PRADAN serving as the lead partner.

Following its success in the first phase, APC 2.0 was approved at the 7th State Level Coordination Committee (SLCC) meeting held on 13th June 2023. This approval marked the second phase of the project, which includes an expansion plan covering an additional 2,000 families per block, in addition to the existing 3,000 households. The first phase of APC focused on forming and nurturing institutions, building backwards and forward market linkages, creating critical infrastructure, and building livelihood assets, among other objectives. APC 2.0 focuses on covering additional new households, facilitating value chain development, expanding livelihood options, increasing community access to the market, and more.

The DWIMU Project, BTR Assam



Duration:	June 2022 to June 2026
Districts:	3 (Baksa, Tamulpur, Udalguri)
Blocks:	7
Villages:	271
Government Partners:	Department of Rural Development and other allied line departments, Bodoland Territorial Council, Government of Assam
CSO Partners:	5

The Diversification with Integrated Management for Upliftment of People's Lives (DWIMU) project was initiated at the invitation of the Bodoland Territorial Region (BTR) Council. This project was launched after a Joint Task Force identified gaps in the existing implementation of livelihood and other development programs due to three decades of conflict. A formal MoU between BRLF and the BTR Government was signed in June 2022 for a four-year term (extendable), leading to the creation of the DWIMU initiative.

The project aims to transform the lives and livelihoods of 40,000 Scheduled Tribe and vulnerable households in the Bodoland region. The project focuses on augmenting the productivity of the natural resources, enhancing livelihoods, and promoting handloom, sericulture, and allied activities.

High Impact Mega Watershed Project, Chhattisgarh (Phase 2)

Duration:	October 2024 to September 2028
Districts:	12 (Sarguja, Surajpur, Balrampur, Koriya, Raigarh, Korba, Kawardha, Dhamtari, Kanker, Bastar, Dantewada, Sukma)
Villages:	2,597
Government Partners:	Government of Chhattisgarh
Funding Partners:	Axis Bank Foundation
CSO Partners:	11

To sustainably enhance the income of 250,000 small and marginal households, BRLE, Axis Bank Foundation, and the Commissioner of MGNREGA, Government of Chhattisgarh, have collaborated to implement the High Impact Mega Watershed Project. This initiative focuses on Natural Resource Management (NRM) as a central strategy for improving livelihoods. By leveraging MGNREGA and other government resources, the project aims to create durable community and individual assets, establish a livelihood layering, enhance soil and water conservation, and strengthen local institutions. Ultimately, the effort seeks to ensure long-term ecological sustainability while significantly improving household income and resilience in rural communities. The first phase (2018–2024) focused on four key strategies: Hydrological and ridge-to-valley planning using GIS mapping, community-led implementation, capacity building for Gram Panchayats, and prioritising resource-poor regions. The downstream CSOs, supported by ABF and BRLE, are providing technical guidance and building the capacities of local institutions, while the state MGNREGA Cell facilitates on-time scheme approval for on-groundwork.

Building on this success, Phase 2 (October 2024–September 2028) has been sanctioned, covering 35 blocks in 13 districts, to scale sustainable livelihood improvements through watershed development.





Jiwi Daah Hasa: High Impact Mega Watershed Project, Jharkhand

Duration:	August 2020 to August 2024
Districts:	7 (Gumla, West Singhbhum, Sahibganj, Pakur, Godda, Dumka, Giridih)
Villages:	1,359
Government Partners:	Government of Jharkhand
Funding Partners:	SBI Foundation, Hindustan Unilever Foundation, Ford Foundation and Welthungerhilfe (WHH)
CSO Partners:	11

This joint initiative between the Government of Jharkhand MGNREGA Cell and BRLF aims to create sustainable livelihoods for tribal and vulnerable communities across 24 blocks and 7 districts in Jharkhand. The project adopts an integrated watershed approach, implementing land and water conservation measures through MGNREGA resources while leveraging convergence support from other departments.

By combining governmental resources with BRLF and CSO technical expertise, the partnership ensures comprehensive watershed development that enhances rural livelihoods while strengthening Natural Resource Management. The collaborative model demonstrates how strategic alliances can maximise impact in tribal regions through the coordinated implementation of welfare schemes.

Now the project has moved on to its second phase (Jiwi Daah Hasa 2.0) with a timeline of 1st June 2025 to 31st Mar 2029.



High Impact Mega Watershed Project, Maharashtra

Duration:	July 2023 to June 2028
Districts:	5 (Gadchiroli, Gondia, Nanded, Yavatmal, Chandrapur)
Villages:	731
Government Partners:	Government of Maharashtra
Funding Partners:	Axis Bank Foundation
CSO Partners:	10

Adopting a holistic ridge-to-valley approach, the project combines watershed development with eco-friendly enterprise promotion to foster sustainable livelihoods across Maharashtra's most deprived districts. Over five years, the project will treat 4.39 lakh hectares of land using GIS-led scientific planning, while simultaneously training 4,000 rural youth and women as eco-preneurs with specialised business setup support for 400 high-potential entrepreneurs. The project prioritises climate-resilient agriculture and rural entrepreneurship. This dual focus aims to uplift SC/ST-majority regions, boosting incomes while aligning with the Sustainable Development Goals.

CSR Projects and Special Initiatives

Utkal's Action for Agricultural Transformation (UANAT) Project

						
Duration: Nov 2020 to October 2024	State: Odisha	Districts: 2 (Rayagada, Kalahandi)	Villages: 118	Government Partners: Odisha	Funding Partners: Utkal Alumina International Limited (UAIL)	CSO Partners: 1

The UANAT project aims to enhance three key sectors: Agriculture, Water Resources, and Livestock in tribal areas. It focuses on improving groundwater recharge and increasing cultivable areas, thereby significantly improving farmer incomes, cropping patterns, and market access, and ultimately driving rural economic growth. By installing lift irrigation systems powered by renewable energy, the project has brought 600 acres of previously unsuitable land under cultivation. This is complemented by capacity-building workshops and the introduction of drought-resistant crops, which have led to enhanced crop yields and diversified farming practices.



Integrated Watershed Development Project

				
Duration: 1 st November 2023 to 31 st October 2024	State: Odisha	Districts: Rayagada	Villages: 2	Funding Partners: Utkal Alumina International Limited (UAIL)



Through Integrated Watershed Management, the project enhanced water availability and improved agricultural practices by conserving soil and water resources. These efforts resulted in improved in-situ soil moisture retention, higher crop yields, increased production, and enhanced farm incomes. The project promoted Sustainable Agriculture, Agroforestry, and Horticulture while diversifying livelihoods through value addition and market linkages. Local institutions were strengthened to ensure long-term impact. The project successfully created 160 watershed structures, improving the region's agricultural landscape.

The De-Notified Tribes (DNT) Project



Duration:

1st
November
2023 to 31st
October
2024



State:

Maharashtra



Districts:

Ahmednagar
and Pune



Villages:

2



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 socioeconomic 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 households in the second year, and 5,000 households in the third year in the Ahmednagar and Pune districts of Maharashtra.

The project aims to enhance the socio-economic status of the Pardhi community through livelihood initiatives, promoting entrepreneurship, and improving access to education and healthcare. To ensure sustainability, 10.5 acres of land will be utilised for income-generating activities, including 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 access to resources is also prioritised for the Pardhi households.

New Projects Launched in 2024-25

Green College Odisha: Building Green Value Webs for Tribal Women Farmers

	Duration: October 2024 to September 2028		Government Partners: Government of Odisha
	State: Odisha		CSO Partners: 15
	Districts: 12 (Koraput, Kandhamal, Rayagada, Kalahandi, Dhenkanal, Keonjhar, Mayurbhanj, Sambalpur, Jharsuguda, Bolangir, Boudh, Nuapada)		Funding Partners: Economic Development Cooperation (BMZ) of the German Government and Welthungerhilfe



Conceived as a state-level centre of excellence, Green College Odisha aims to become the nerve centre for capacity building, innovation, and technical support in sustainable agriculture and eco-enterprise development. The project places a strong emphasis on promoting green livelihoods among tribal communities, with a particular focus on empowering women at the heart of this transformation.

Green College is a key pillar of the Agricultural Production Cluster (APC) program, which is now in its second phase (APC 2.0). Green College Odisha will serve as a hub to nurture changemakers, enabling tribal women to become skilled entrepreneurs, climate-smart farmers, and torchbearers of sustainable rural development across Odisha.

Securing Access to Community Forest Rights (CFR)



Duration:
1st January 2025 to 31st October 2027



Districts:
8 (Jalpaiguri, Darjeeling, Kalimpong, Alipurduar, Bankura, Jhargram, Purulia and Paschim Midnapore)



State:
West Bengal



Funding Partners:
Swiss Philanthropic Foundation

The project aims to engage with government and civil society to strengthen the community forest rights claim process. It focuses on enhancing BRLF's institutional capacity, building networks with CSOs, and fostering collaboration with state and national departments on policies related to forest governance. The initiative also empowers indigenous communities to manage forest resources sustainably, ensuring ecological balance while safeguarding livelihood needs.



Agroecology-Based Regional Model Landscape Transformation (AgRMLT)



Duration:
December 2024 to
November 2026



Districts:
1 (Chhatarpur)



Funding Partners:
GIZ



State:
Madhya Pradesh



Government Partners:
Government of
Madhya Pradesh



CSO Partners:
9

The project aims to build two agroecology-based model landscapes through collaborative, multi-stakeholder planning and governance. The initiative focuses on strengthening grassroots capacities, creating convergence models for scalability, and promoting natural resource governance and market engagement. By forming district- and block-level coalitions that involve CSOs, Government Departments, and FPOs, the project aims to integrate agroecological principles into regional planning. Early efforts include forming a district coalition, engaging SRLM and agriculture departments, and identifying pilot blocks—laying the foundation for inclusive, climate-resilient, and market-linked agroecological transformation.





BRLF's Vision in Action

Advancing India's Sustainable Development Agenda

BRRLF stands at the forefront of transformative rural development in India, channelling its efforts to uplift tribal and marginalised communities through innovative, collaborative, and sustainable strategies. Our work resonates deeply with India's national priorities and the United Nations Sustainable Development Goals (SDGs), emphasising holistic progress that integrates economic growth, environmental stewardship, social equity, and institutional strength.

At the core of BRLF's approach is a commitment to fostering resilient ecosystems where communities thrive in the face of challenges such as climate change, resource scarcity, and social inequities. By partnering with civil society organisations (CSOs), government bodies at the central and state levels, corporate entities, and local institutions, BRLF addresses the root causes of rural vulnerability while amplifying community-led solutions. Our interventions span tribal and rural regions across states such as Chhattisgarh, Maharashtra, Jharkhand, Odisha, and Bodoland Territorial Region (BTR) in Assam, directly impacting around 3.5 lakh households in FY 2024–25 alone.

BRLF's programs are structured around four interconnected thematic pillars that collectively advance seven key SDGs: No Poverty (SDG 1), Zero Hunger (SDG 2), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Climate Action (SDG 13), and Partnerships for the Goals (SDG 17). These pillars—focusing on economic fortification, climate adaptation, institutional collaboration, and empowerment of underrepresented groups—ensure that interventions are not isolated but synergistic, creating lasting pathways out of poverty.

Through a convergence model that blends government schemes like MGNREGA, corporate social responsibility (CSR) funds, community inputs, and CSO expertise, BRLF maximises resource efficiency and scales impact. This year, our initiatives restored ecosystems, diversified income sources, and empowered women and tribal groups to lead change, laying the groundwork for equitable, self-reliant rural futures. The following chapters delve into each pillar, illustrating how BRLF translates ambition into tangible, measurable outcomes.



Building Economic Resilience - Securing the Ground Beneath

In tribal and rural heartlands, resilience is not a singular intervention. Instead, it is a layered process of enabling communities to reclaim control over their land, water, and livelihoods. BRLF's work under this cluster focuses on strengthening the foundational systems that smallholder farmers and forest-dependent households rely upon. By creating productive assets, promoting integrated farming practices, supporting livestock-based incomes, and building robust collective institutions, BRLF empowers communities to transition from fragile, subsistence livelihoods to diversified, self-sustaining rural economies.

In 2024–25, the approach remained rooted in convergence, i.e. blending resources from government schemes, CSRs, community contributions, and civil society partnerships. This year's interventions not only restored degraded landscapes but also catalysed economic opportunities directly benefiting the marginalised communities.



Irrigation and Livelihood Asset Creation



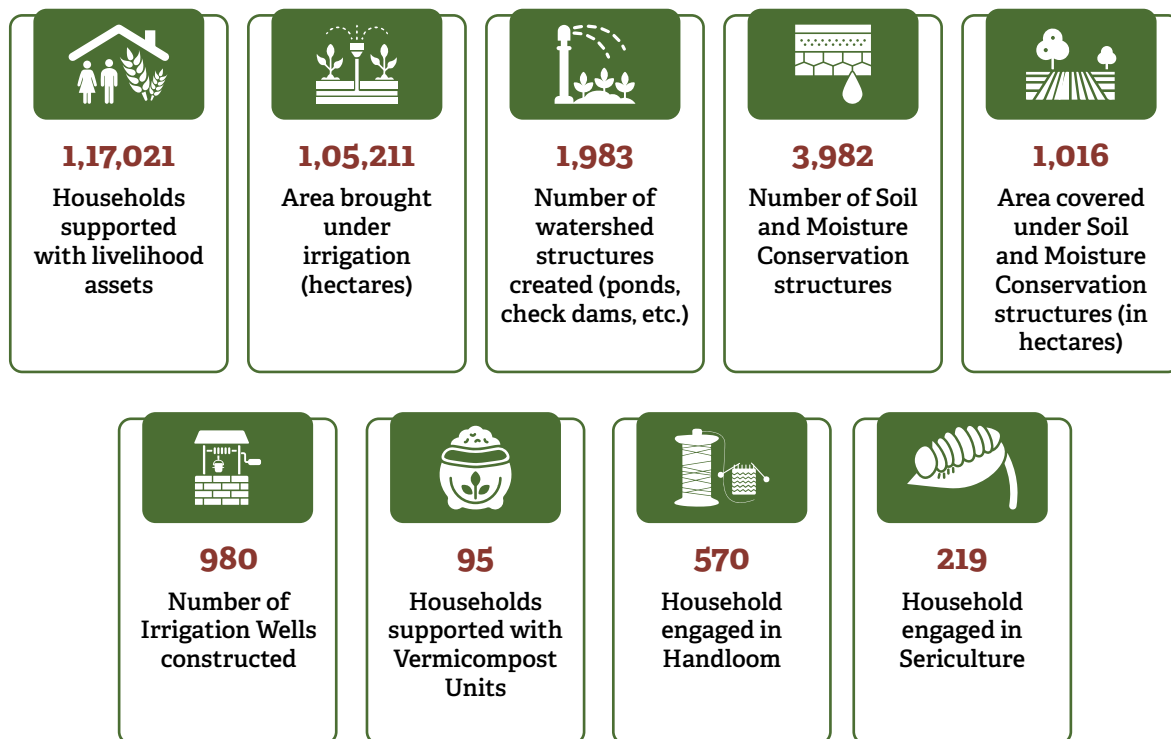
For vulnerable families, a single productive asset — a farm pond, an irrigation well, or a livestock shelter — can transform a household's ability to cultivate, diversify, and sustain their livelihoods. In FY 2024–25, BRLF's interventions focused on scaling up the creation of such critical assets. These interventions were not merely infrastructural works but participatory processes where communities, CSOs, and local governance bodies co-created solutions tailored to household-level, specific livelihood needs.

In Chhattisgarh, Maharashtra, Jharkhand and Bodoland, comprehensive watershed development and livelihood enhancement initiatives led to the construction and rejuvenation of farm ponds, check dams, and gabion structures. These assets significantly enhanced water retention and recharge, enabling farmers to reduce their reliance on rain-fed agriculture and cultivate multiple cropping cycles. Similarly, large-scale development of irrigation wells and recharge pits provided year-round water access for small and marginal farmers, ensuring productive use of previously fallow lands.

In all states, households adopted an integrated approach where the creation of productive assets was layered to enable diversified livelihoods. In BTR, Assam, where years of conflict had disrupted economic stability, the project focused on rebuilding basic livelihood infrastructure — over 1,100 households were supported with the creation of essential assets like wells, shelters, orchards and farm ponds, with more than 80% of these families subsequently adopting multiple livelihood activities around these assets.

Across all project geographies, BRLF's asset creation model remained deeply anchored in convergence, leveraging resources from schemes such as MGNREGA and various government departments, including Horticulture and Fisheries. The emphasis was on creating assets that are community-owned, need-based, and technically sound, ensuring sustainability beyond the project cycle.

Data Snapshot (FY 2024-25)



“I am happy now. I was not happy before”. The feelings of Dalimchand Kashyap, a farmer from Sandeoda Village in Bastar, Chhattisgarh, are best expressed in these simple, straightforward words. The absence of sufficient rain and nearby water sources once made water availability for irrigation a struggle. But after the construction of the Farm Pond, he saw a multi-fold increase in crop output and, in turn, his income. Many more farmers like him have benefited from farm ponds, a critical on-farm asset that ensures year-round water availability and boosts crop yields. Beyond pond construction, they are being linked to government schemes to further enhance these assets by availing drip irrigation systems, solar-powered pumps, farm bunds, fishlings, subsidised seeds, etc., enabling economic resilience.



Integrated and Diversified Farming Systems

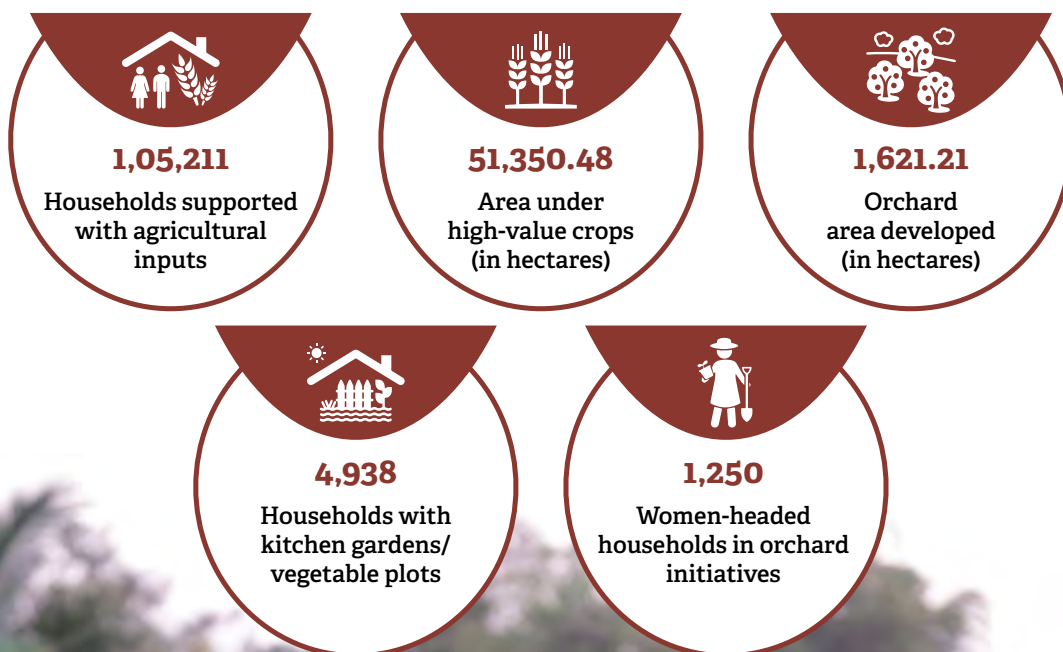
For small and marginal farmers, shifting from monocropping to integrated and diversified farming systems is a pathway to economic security. BRLF's interventions have focused on enabling this shift through systematic crop planning, high-value crops, orchard development, nutrition gardens, and the promotion of Integrated Farming Systems (IFS) models that combine crops with livestock, poultry, and fisheries.

In Odisha, the Agriculture Production Cluster (APC) program has brought over 1.05 lakh hectares under high-value crops, while simultaneously developing more than 6,900 hectares of orchards and fruit tree plantations. These interventions are further complemented by diversified livelihood assets such as livestock shelters and community-level aggregation platforms. In Jharkhand, the Integrated Farming System (IFS) model has been scaled to promote holistic farm enterprises, with 4,200 agri-entrepreneurs leading diversification efforts that include horticulture, livestock, and the production of organic inputs.

Meanwhile, in Maharashtra, the promotion of kitchen gardens and nutrition gardens under watershed projects has empowered women to address household nutrition while also creating surplus for market sales. These diversified models are anchored by capacity-building programs that focus on climate-resilient practices, such as non-pesticide management (NPM) and indigenous seed banks. In BTR, Assam, families previously dependent on wage labour are now cultivating multiple crops seasonally around newly created assets, with a sharp rise in vegetable cultivation and backyard farming.

The Integrated and Diversified Farming Systems approach not only enhances food security and nutrition but also significantly reduces risk by creating multiple income streams, making marginal farmers more resilient to market and climatic shocks.

Data Snapshot (FY 2024-25)





”

“Since embracing the Integrated Farming System (IFS) model, my profits have **increased**,” shares Lebeya Jonko, a marginal farmer from Khuntpani, Jharkhand. Lebeya now cultivates various vegetables along the bund of his farm pond while also utilising the pond for pisciculture and duck rearing. Additionally, he has installed a Machaan (Scaffold Farming) to grow different vegetables. This integrated approach has not only diversified his agricultural practices but has also yielded a substantial increase in his income.

Looking ahead, Lebeya is ambitious about his prospects. “**In the coming 2-3 years, I have set a target of Rs. 4-5 lakhs of annual income**,” he confidently affirms.

“

Livestock and Poultry-Based Livelihoods

In rural economies where agriculture is often seasonal and highly vulnerable to climatic uncertainties, livestock and poultry-based livelihoods serve as critical buffers for smallholder households. BRLF's interventions across project geographies have emphasised promoting livestock and poultry rearing as integral components of diversified livelihoods.

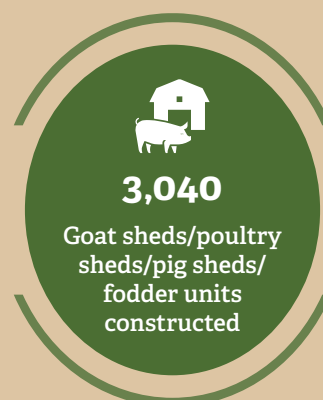
In Jharkhand and Odisha, the focus has been on strengthening backyard poultry and goatery as scalable, low-investment models for women-led households. This includes the distribution of chicks and goats, access to feed, vaccination and deworming services, and training on disease management and shelter practices. Over time, these interventions have evolved from mere asset transfers to enterprise development, with women forming Producer Groups to collectively procure inputs and access local markets.

In Maharashtra, BRLF has supported cattle and goat-rearing initiatives by improving shelter infrastructure and fodder availability, complemented by veterinary services. In BTR, Assam, livestock shelters and backyard poultry models have been promoted among families that previously relied on subsistence agriculture, creating supplementary income streams that are critical for reducing distress migration. The focus has been on scientific livestock rearing, especially for pigs and goats.

Capacity-building on animal health, breeding practices, and feed management has been a central pillar, ensuring that these interventions are sustainable and lead to consistent income augmentation over time.



Data Snapshot (FY 2024–25 & Cumulative)



In Dumuria village, situated in Tamulpur block of the Bodoland Territorial Region (BTR), Assam, Maidangshree Boro, a member of the “Rimjim” Self Help Group (SHG), has taken significant steps to improve her livelihood. With her husband working in another state, the 30-year-old took charge of her family’s future by attending a piggery training program in December 2023.

Equipped with the knowledge of low-cost pig farming, proper feeding, and timely vaccinations, Maidangshree invested Rs. 15,000 to start her piggery. By August 2024, her two pigs had given birth to 21 piglets. She sold 17 piglets for Rs. 4,000 each, earning a total of Rs. 68,000. Motivated by her success, she expanded her piggery and rebuilt her shed to house six pigs.

In addition to pig farming, Maidangshree diversified her income through vegetable farming and rice cultivation using the SRI method, with seeds provided by the agriculture department. Once unaware of livelihood opportunities, Maidangshree’s success highlights the transformative power of training and support in enhancing livelihoods.





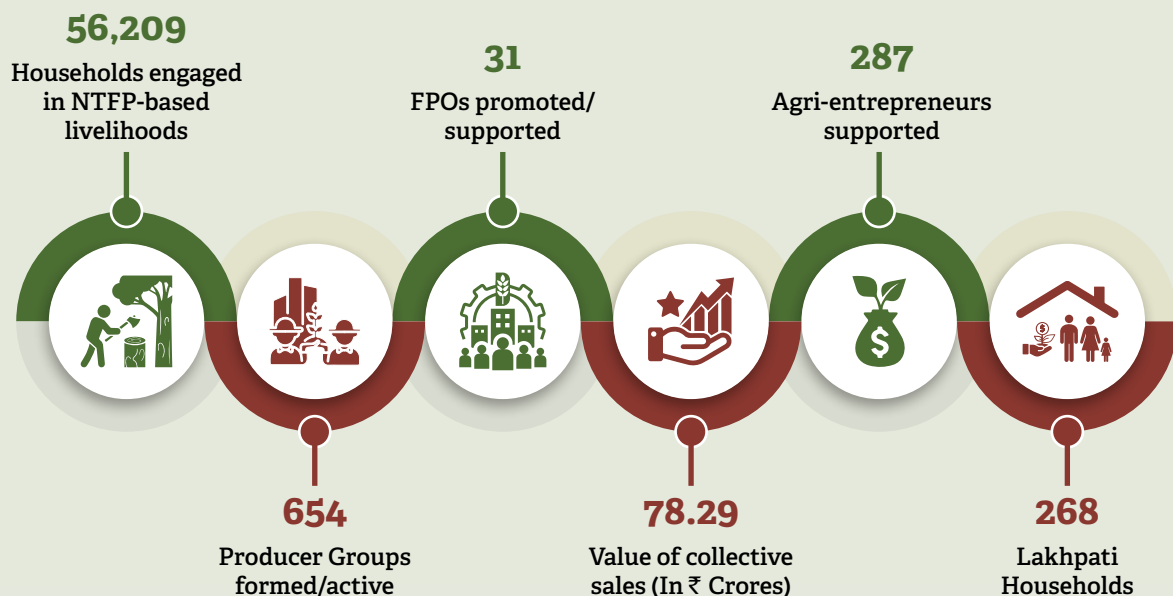
Collective Agriculture, Producer Groups & Rural Enterprises

While household-level asset creation and diversification are critical first steps, sustainable rural transformation hinges on the ability of smallholder farmers to organise collectively, access markets, and enhance their bargaining power. Recognising this, BRLF has been fostering the formation and strengthening of Producer Groups (PGs), Farmer Producer Organisations (FPOs), and rural enterprises across project geographies. These institutions serve as economic platforms that enable communities to transition from subsistence to scale-based operations.

In Chhattisgarh, more than 40,000 households have been organised into PGs within production clusters, allowing them to engage in collective procurement, aggregation, and marketing of farm produce. This model has not only reduced input costs but has also facilitated value addition through small-scale processing units. In Odisha, the APC program has mobilised over 11,995 households into women-led PGs in FY 2024-25, bringing the total to 1,34,886 households, and linking them with value chains in horticulture, pulses, and NTFPs. BRLF's facilitation in converging government programs, such as Van Dhan Yojana, has enabled tribal households to access skill development and institutional support for forest-produce-based enterprises.

In other geographies, Producer Groups have been instrumental in ensuring fair price realisation for smallholders. Activities such as vegetable aggregation, collective input purchasing, and linkages with local markets have empowered farmers, especially women, to make collective economic decisions. Small and marginal farmers who were previously isolated in the value chain are now part of organised platforms that facilitate access to buyers, reduce exploitation by middlemen, and foster entrepreneurship.

Data Snapshot (FY 2024-25)



“I have bought a scooter with my own money. I feel so happy,” says Shivkunwar Koreti, a 33-year-old tribal woman from Kochwahi village in Narharpur block, Kanker district, Chhattisgarh. In 2016, driven by a desire to improve not just her own life but also that of other women in her community, Shivkunwar joined the Jai Budadev Self-Help Group. Initially shy and hesitant, she gradually gained confidence through training and support from project initiatives. By 2019, she took on a leadership role in the Natural Resource Management (NRM) planning process under MGNREGA, actively contributing to the creation of land and water assets in her village. With her family’s support, she played a key role in implementing irrigation infrastructure, improving not just her own family’s livelihood but also inspiring other women in the community.





Climate-Responsive Rural Development - Nurturing Resilience and Restoring Balance

In the face of rising climate vulnerabilities and degrading natural ecosystems, BRLF's initiatives under this cluster focused on building both ecological and economic resilience. From integrated watershed management to NPM and natural farming, agriculture and community-led plantation drives, the interventions emphasised restoring soil health, improving water security, and promoting nature-positive farming practices. With over 1.3 lakh hectares of land treated through soil and water conservation measures, water harvesting structures, and agroforestry plantations, these projects ensured long-term productivity and sustainability for small and marginal farmers. Across states, community institutions, especially women's groups, emerged as stewards of climate-responsive planning and implementation. The widespread adoption of non-pesticide management, traditional ecological knowledge, and the cultivation of native species marked a critical shift toward low-input, high-resilience models of sustainable agriculture.



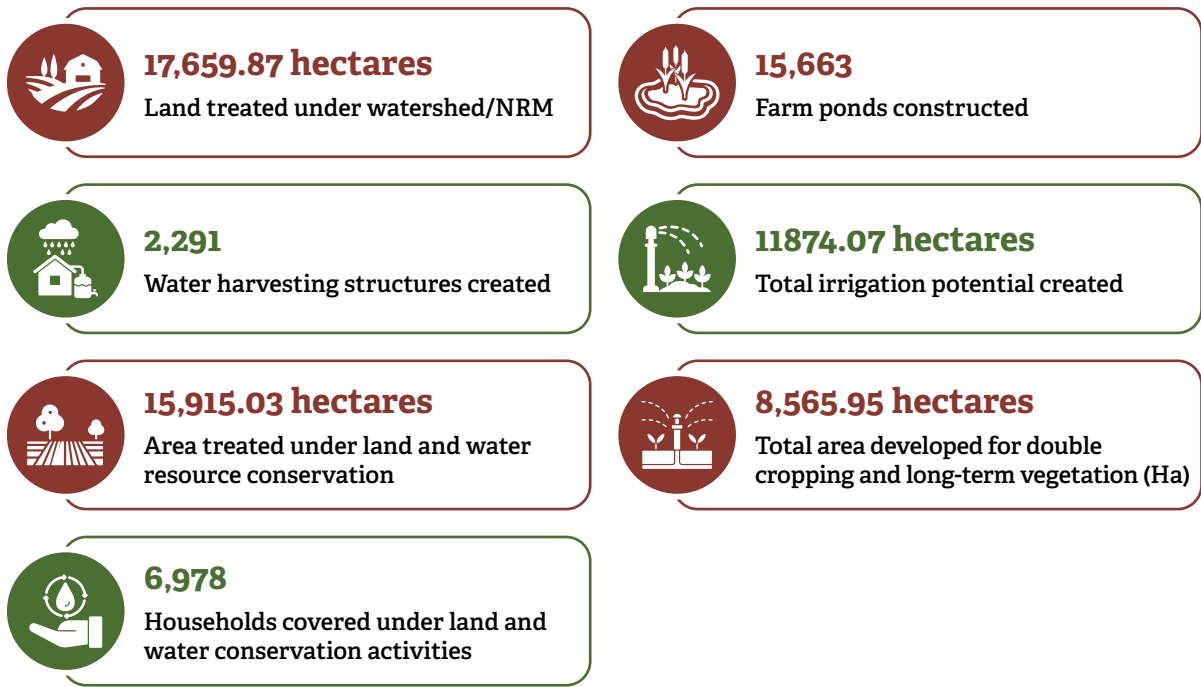


Watershed and Natural Resource Management (NRM)

BRLF's Watershed and Natural Resource Management interventions focus on restoring degraded landscapes, improving water security, and increasing agricultural productivity in rainfed and tribal regions. These efforts combine Soil and Moisture Conservation (SMC) measures, construction of farm ponds and water harvesting structures, and land treatment for double cropping and irrigation potential, directly contributing to long-term ecological and livelihood resilience.

During FY 2024-25, thousands of hectares of land were treated under watershed and land & water resource conservation, while water harvesting structures significantly enhanced irrigation potential. Local communities, particularly marginal and women farmers, played a pivotal role in planning and implementing these efforts. These interventions helped curb erosion, improve groundwater recharge, and lay the foundation for multi-season farming.

Data Snapshot (FY 2024-25)





“I’m Kishan from Ashti village in Yavatmal, Maharashtra. At 52, I never thought I’d expand my small vegetable farming business into a full-fledged enterprise. The terrain here is hilly, forested, and challenging. I was already cultivating brinjal, chillies, and spinach when the High Impact Mega Watershed Project (HIMWP) came to our block in 2024. With the right guidance, I began diversifying my crops, switching to sustainable farming practices, and expanding my farm to two acres. I now grow maize, fenugreek, ridge gourd, and other crops, all without the use of chemical inputs. My daily vegetable sales fetch ₹300–₹400, and chillies alone earn me up to ₹20,000 a year. My son now supports me, and our fields have become our shared future.”



Plantation, Agroforestry, and Reforestation

BRLF's plantation and agroforestry initiatives aim to restore degraded land, create climate buffers, and generate long-term livelihood opportunities for tribal and rural communities.

As climate variability intensifies across India's rural landscapes, BRLF's support for plantation and agroforestry-based interventions is helping communities build ecological buffers and generate long-term livelihood opportunities. Communities across project geographies were actively engaged in plantation drives, bund plantations, and orchard development. These interventions enhance soil fertility, promote carbon sequestration, and provide additional income streams through Non-Timber Forest Products (NTFPs) and Horticultural crops.

During FY 2024–25, over 1,500 hectares of land were brought under orchard development across multiple geographies, with a focus on involving small and marginal farmers. A notable shift was observed in women's participation, with more than 500 women-headed households directly engaged in orchard and plantation initiatives, driving both income diversification and nutritional security.

Agroforestry practices were adapted to suit local agro-climatic conditions: in Odisha and Maharashtra, horticultural plantations were integrated with water conservation structures, while in Jharkhand and Chhattisgarh, NTFP-bearing species like mahua and tamarind were promoted through community plantation drives. The emphasis remained on sustainable and participatory models, often co-financed through convergence with government schemes.



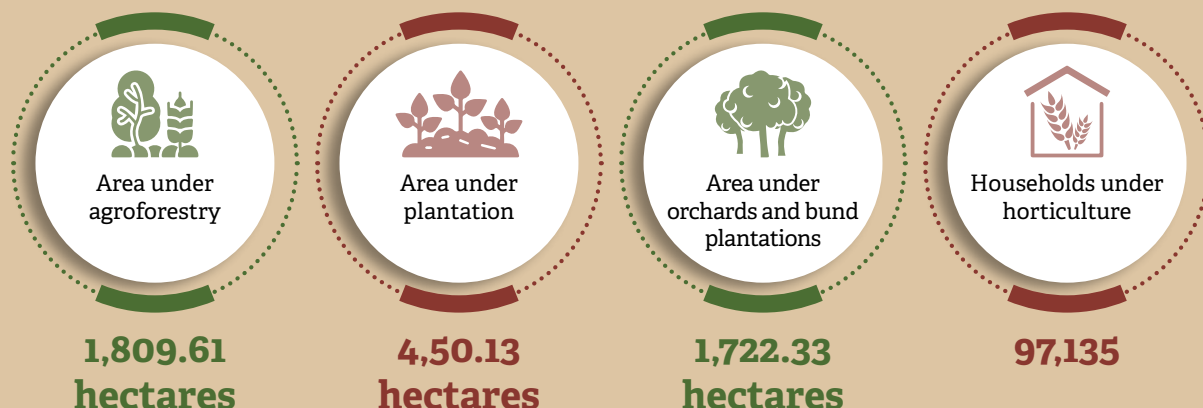
“Right now, I am working. But when I turn old, these trees will provide me with income,”

says Balwant enthusiastically. During our visit to his home in Shankargarh, Chhattisgarh, he showed us his field, where he has planted rows of young trees. Though still in their infancy, these trees are a source of excitement and hope for Balwant.

Balwant has planted 700 trees, including teak, sandalwood, and eucalyptus, and he receives a small government stipend to care for them. This was made possible through the Mukhyamantri Vriksha Sampada Yojana, a Chhattisgarh Forest

Department initiative aimed at boosting farmers' income by supporting commercial tree plantations. The scheme also seeks to ensure a buyback of the timber at a minimum price and to increase raw material availability for the wood-based industry, with costs shared by the Forest Department and private bidders.

Data Snapshot (FY 2024-25)



Climate-Resilient Agriculture

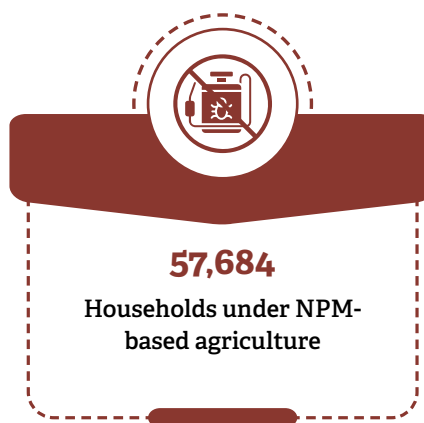
BRLF-supported initiatives are advancing an organic, low-input, and climate-smart model of agriculture that prioritises sustainability over short-term yields. These efforts focus on practices that restore ecological balance while securing food and income for smallholder farmers.

In FY 2024–25, a growing number of households transitioned to natural farming and non-pesticide management (NPM) techniques. A large portion of these households was supported with critical inputs, including vermicompost units, quality seeds, and bio-repellents. In Odisha and Maharashtra, agri-extension campaigns promoted soil enrichment through composting and crop rotation. In Jharkhand, the Integrated Farming Systems (IFS) model, which combines livestock, fishery, and crop production, helped optimise resource use while reducing dependency on chemical inputs. These climate-resilient practices also placed a strong emphasis on kitchen gardens and household-level nutrition, which not only improved dietary diversity but also shielded families from volatile market prices.

Farmers were also trained through climate awareness sessions, which enhanced their capacity to adopt natural farming practices and reduce their vulnerability to climate risks.



Data Snapshot (FY 2024-25)



In 2019, Tikeswari Patel from Jaipada village, Odisha, made a life-changing decision — to leave behind chemical farming and embrace organic practices. **“Earlier, chemical farming cost us heavily and harmed both the environment and our health. Once I understood its impact, I was determined to switch to organic farming,”** she recalls.

The formation of a Farmer Producer Company (FPC) in her village, with 70 members including seven SHGs, opened new doors. Through the FPC, she learnt about government schemes, attended training on organic methods, and adopted sustainable techniques. The shift not only increased her earnings but also earned her recognition when she was awarded for cultivating millets on one acre of land — a moment of pride she never imagined possible. Tikeswari’s success not only improved her family income but has also inspired 72 other farmers in her village to follow suit, making her a true champion of sustainable agriculture.





Systems, Institutions, and Partnerships - Strengthening Foundations for Lasting Change

Building resilient rural economies requires not only effective grassroots interventions but also strong institutional frameworks, capable partnerships, and adaptive systems that can scale solutions. Under this cluster, BRLF has focused on strengthening governance systems, enabling convergence with government schemes, building the capacity of civil society organisations (CSOs), and fostering a culture of learning, innovation, and accountability.

In FY 2024-25, BRLF played a pivotal role in facilitating convergence with flagship government programs, like MGNREGA and Mission Shakti, across multiple states. This enabled financial leverage, mobilising over Rs 526.68 crores from various government departments, and also aligned planning and execution of developmental works at the village level. MoUs were signed with state departments in Maharashtra and Chhattisgarh, deepening institutional cooperation. Meanwhile, district administrations across BTR, Assam, and Odisha conducted regular field visits and planning reviews, with active participation from CSOs and PRI functionaries.

Capacity building was a cornerstone of BRLF's efforts under this cluster. Over 7,000 stakeholders, including Gram Rozgar Sevaks, SHG leaders, CSO staff, and Government frontline workers, were trained across a wide array of topics: Watershed Development, MIS, Organic Farming, GIS-based DPR preparation, Natural Resource Management, Livestock management, and entitlements delivery. These trainings have enhanced the technical and leadership capacity of village institutions and enabled bottom-up planning that reflects the needs and aspirations of rural and tribal communities.

BRLF also piloted innovative approaches such as Participatory Digital Attestation (PDA) tools in Chhattisgarh to enable real-time monitoring and evidence-based decision-making. With regular coordination meetings, cross-learning visits, and immersion-based exposure programs, this year's work has laid the groundwork for more responsive, transparent, and collaborative rural governance ecosystems.





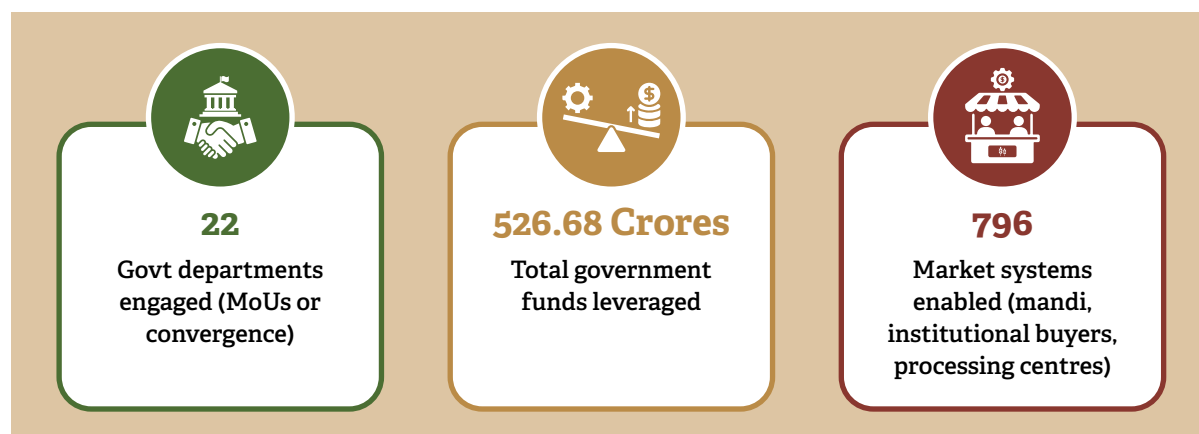
Government Convergence and Institutional Partnerships

A key pillar of BRLF's operational strategy is enabling systemic change through institutional partnerships and government convergence. By aligning project planning with existing government schemes, BRLF has helped unlock large-scale resources, harmonise implementation timelines, and expand the geographic and functional scope of interventions across multiple states.

This year saw a deepening of formal partnerships at both state and district levels. For example, in Maharashtra, BRLF signed MoUs with MGNREGA and PoCRA (Project on Climate Resilient Agriculture), facilitating convergence in 335 villages and enabling joint implementation of Detailed Project Reports (DPRs). In Odisha, Rs. 115.5 crores were leveraged through coordinated planning with departments like ITDA, ICRISAT, OLIC, and Mission Shakti. In BTR, Assam and Chhattisgarh, the model of collaborative planning with district officials was replicated, ensuring multi-departmental involvement in DPR execution and monitoring. Across states, these efforts ensured that local needs were matched with the most appropriate schemes, avoiding duplication and maximising development impact.

Such convergence not only enabled the mobilisation of funds for infrastructure and livelihoods but also improved accountability and streamlined coordination between CSOs and government agencies. These partnerships were institutionalised through regular joint meetings, field reviews, and planning exercises, marking a shift toward more responsive and participatory governance in rural development.

Data Snapshot (FY 2024-25)



The DWIMU Project (Diversification with Integrated Management for Upliftment of People's Lives) received special recognition from the Government of Bodoland Territorial Region (BTR) at a dedicated event. This acknowledgement reflects the strength of our collaboration and the tangible impact being created on the ground. We extend our gratitude to the Government of BTR and Hon'ble CEM Shri Pramod Boro for their continued support and encouragement. This recognition inspires us to strengthen our efforts further towards improving the lives and livelihoods of the people in BTR, working together for a brighter and more sustainable future.



Strengthening Local Governance, CSOs and Capacities

Over the years, BRLF has evolved into a catalytic support system for strengthening rural self-governance institutions and deepening last-mile development initiatives. In FY 2024–25, this approach found renewed energy across project geographies as CSO partners were systematically supported to work closely with Gram Sabhas, Panchayati Raj Institutions (PRIs), and frontline government departments.

BRLF's focus on empowering grassroots governance was visible in multiple ways, from training Community Resource Persons (CRPs) and field-level facilitators to building the capacities of Producer Group (PG) leaders, SHG members, and CSOs. In states like Odisha and Maharashtra, large-scale training of PG/FPO leaders and Panchayat-level convergence teams were conducted to enable bottom-up planning. In BTR, Assam and Jharkhand, CSOs were mentored to conduct participatory vulnerability assessments and micro-planning in partnership with Gram Sabhas, fostering inclusive decision-making.

Supporting and mentoring CSOs remained a core pillar through round the year learning events that allowed partners to cross-pollinate practices and adapt field strategies. These interventions have contributed not only to improved project implementation but also to enhanced community ownership, better convergence with line departments, and a stronger voice for women and tribal communities in local governance spaces.



Data Snapshot (FY 2024-25)



6,025

Training conducted
(PGs/FPOs,
Government/Line
Dept officials, etc.)



56

CSOs supported or
mentored

The Maharashtra project received special recognition from WOTR (Watershed Organisation Trust), which extended its sincere appreciation for our invaluable collaboration and steadfast support. This acknowledgement reflects the strength of our partnership and the positive change it is fostering in some of the most underserved and tribal regions. We are grateful to WOTR for recognising our consistent commitment, strategic guidance, and resource support in advancing sustainable development initiatives and enabling impactful, community-led transformations. This recognition motivates us to deepen our efforts further towards improving the lives and livelihoods of tribal and rural communities, working together towards a sustainable future.





Systems for Learning, Evidence and Innovation

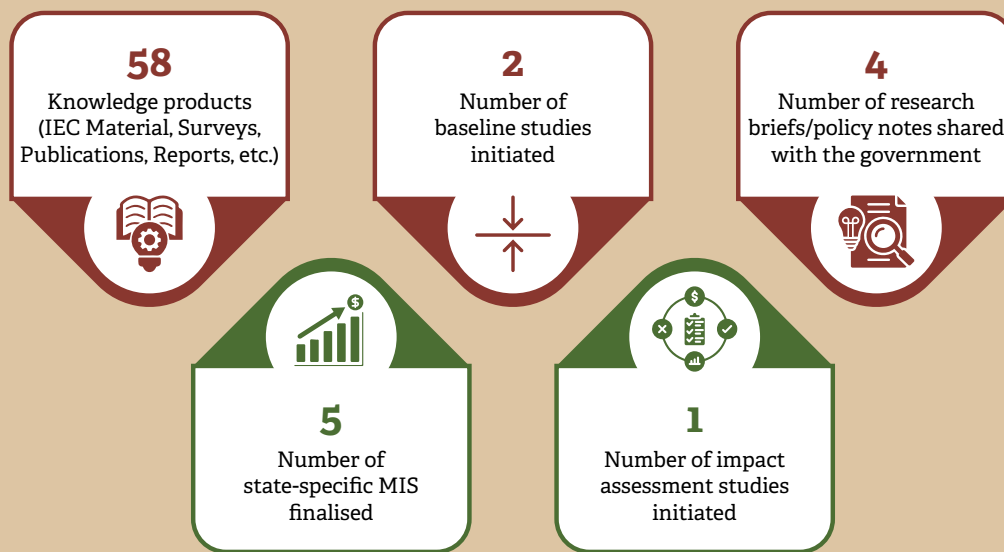
BRLF's work on rural development extends beyond field-level implementation to building knowledge systems that guide policy and practice. In FY 2024–25, significant emphasis was placed on documenting field learnings, developing evidence-based knowledge products, and fostering innovation to enhance program impact.

Across all project states, knowledge products such as field manuals, IEC materials, and thematic studies were created to capture the best practices of watershed management, organic farming/NPM agriculture, and women-led enterprises. These were disseminated among CSO partners, government departments, and local institutions, strengthening their technical and operational capacity.

Technology and data-driven systems played a central role this year. State-specific Management Information Systems (MIS) were finalised, enabling real-time monitoring and improved reporting for key interventions. Baseline studies and impact assessments were undertaken to measure changes in household income, agricultural productivity, and community resilience. These studies helped refine strategies and ensure accountability to both communities and institutional partners.

Further, BRLF invested in knowledge-sharing platforms and policy dialogues, presenting research briefs and policy notes to government stakeholders. These engagements not only amplified the voices of tribal and marginalised communities but also contributed to shaping policies around livelihoods, convergence, and sustainable rural development.

Data Snapshot (FY 2024-25)



“In the High Impact Mega Watershed Project, Chhattisgarh, working with the Sanket app, developed by BRLE, has made our data collection journey smooth and efficient. The approval process and real-time visibility of household data in the field are impressively fast. Its quick and precise location tracking is invaluable for our work. The questions are both necessary and relevant for our baseline surveys and planning. Earlier, as an MIS person, I spent considerable time entering baseline data, always worrying about accuracy. The Sanket app has lifted that burden, giving us confidence to achieve our goals with the precision we need.”

– Ravi Kumar, MIS Expert, Sahabhagi Samaj Sevi Sanstha, Chhattisgarh



Empowering Women and Marginalised Communities - Breaking Barriers and Building Agency

Across tribal and rural India, women and marginalised communities face systemic barriers that limit their ability to participate in decision-making and access resources. BRLF's work under this cluster focuses on dismantling these barriers and creating spaces where women and marginalised groups can lead change. This involves enabling them to take leadership roles in community institutions, improving their access to rights and entitlements, and building their economic agency through targeted capacity building and opportunities.

More than 70% of the total beneficiaries of BRLF projects are from Scheduled Tribes, reflecting the organisation's deep commitment to inclusion and equity. In FY 2024–25, these efforts resulted in stronger grassroots institutions, increased representation of women in local governance structures, improved access to land and resources, and greater control over livelihood opportunities.

By addressing structural inequities, BRLF's interventions within this cluster extend beyond livelihoods alone, ensuring that communities are empowered to sustain their progress over the long term. This approach is creating pathways for sustained income growth, social equity, and community-led rural development across project geographies.

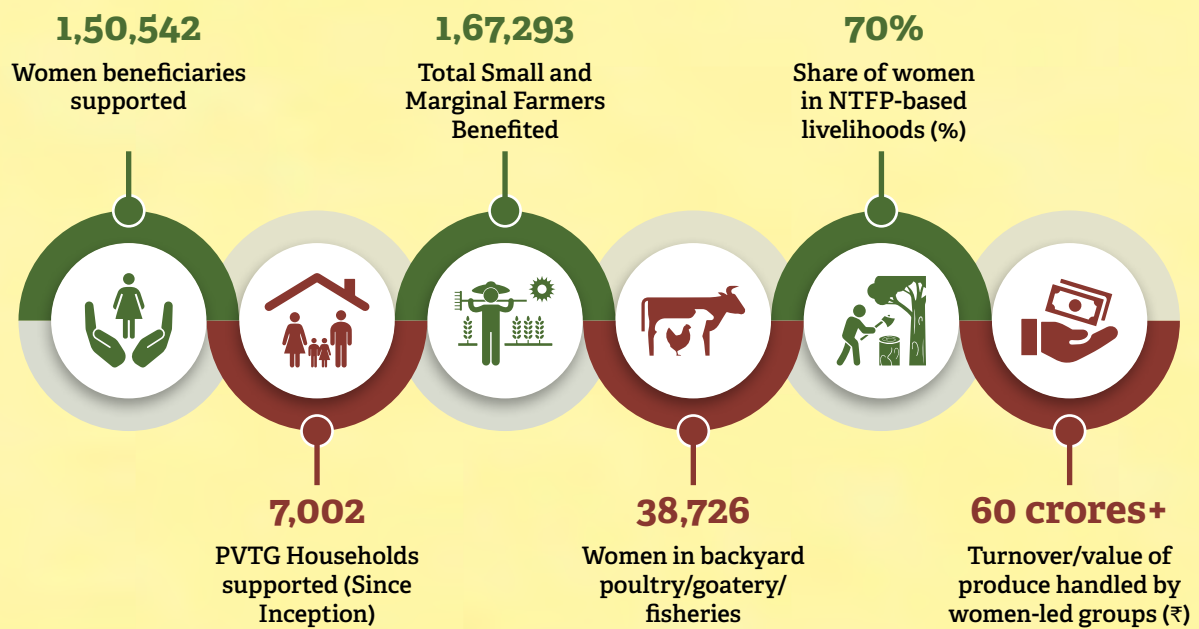
Women-led Livelihoods and Economic Enterprises

Women have emerged as pivotal economic actors in BRLF-supported interventions, driving household incomes and strengthening rural economies. They are at the centre of production, management, and market access, from small livestock rearing and forest produce collection to leading Producer Groups (PGs), Farmer Producer Organisations (FPOs), and rural enterprises.

In FY 2024–25, BTR, Assam achieved a historic milestone by ensuring land-based assets under government schemes were sanctioned in women's names. Meanwhile, women-led Producer Groups across Chhattisgarh and Maharashtra collectively procured inputs and aggregated farm produce, significantly reducing costs and improving price realisation for members. In Odisha and Jharkhand, agri-entrepreneurs—many of them women—spearheaded initiatives in high-value crops, horticulture, and non-timber forest products (NTFPs), often linking with state and national markets.

These efforts have not only increased income for thousands of households but have also strengthened women's leadership in collective enterprises, positioning them as decision-makers and role models within their communities.

Data Snapshot (FY 2024-25)



“My name is Puspanjali Mahanta from Kankadahad block, Dhenkanal district. I am the Director of the Kankadahad Farmers Producer Company, which has 23 Producer Groups and 1,500 shareholders. Before the APC project, we struggled with poor market access and low income. But after receiving support, our farming improved, and our income has doubled. We even built a cold storage facility in our village, inaugurated by the Collector. I used to be hesitant about speaking in public, but now I confidently lead meetings with over a thousand members. My family, once unsure, now stands by me.”

Puspanjali's journey from a farmer to a confident director shows how Producer Companies, with the proper support, can transform lives and leadership in rural India.



Participation in Community Institutions

Strong community institutions are critical for ensuring that women and marginalised groups have a collective voice in shaping local development. BRLF has focused on enabling women and tribal households to actively participate in and lead Self-Help Groups (SHGs), Producer Groups (PGs), Farmer Producer Organisations (FPOs), and other grassroots collectives.

In FY 2024–25, BRLF-supported interventions deepened the representation of women and marginalised communities in these institutions. In Odisha and Jharkhand, SHGs led the design and implementation of agricultural and non-farm livelihood initiatives. In Chhattisgarh and Maharashtra, women were elected to leadership positions in PGs and FPOs, making decisions on input procurement, marketing, and value addition. In BTR, Assam, capacity-building efforts ensured that newly formed community collectives could function as independent, well-governed institutions, capable of negotiating with government departments and market actors.

These grassroots institutions have not only increased women's visibility and decision-making power but also created strong platforms for collective economic action and advocacy, ensuring that development priorities reflect the needs of the most marginalised.

Data Snapshot (FY 2024-25)



1,37,331

Women in
PGs/FPOs



985

Women-led
livelihood groups/
enterprises (FPOs,
PCs, PGs, etc.)



72

Community
institutions
formed (SHGs,
collectives)



In Goibari village, Nagrijuli Block, BTR, Assam, 15 women farmers have improved their livelihoods through collective farming and climate-resilient practices. As members of the Sarati Producer Group, promoted by ASRLM, they cultivate a variety of crops on 6.5 acres of land. Seed support from the Agriculture Department and water access through a dong (canal) constructed by the Irrigation Department have helped their farms thrive.

Their current harvest includes maize (1.5 acres), paddy (4 acres), millet (0.7 acres), and dragon fruit (0.3 acres), yielding an impressive 2.8 metric tonnes of maize.

The group now plans to expand cultivation to 20 acres, adding pulses in the next season, and has proposed a power tiller to boost productivity.

“Working together has not only improved our harvest but also our confidence. We now dream bigger for our community,” says a group member.



Securing Rights, Recognition and Entitlements

Securing access to land, social protection schemes, and rights is essential for building lasting economic and social resilience. BRLF has focused on ensuring vulnerable communities are not only aware of their rights but are also supported in claiming and exercising them.

Across geographies, BRLF strengthened linkages with social protection schemes, including MGNREGA, 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 Jiwan Jyoti Bima Yojana, and more, ensuring that tribal households could access benefits such as pensions, ration cards, and health insurance.

These initiatives have helped rural and tribal households establish greater security over productive assets, improved their bargaining power in community institutions, and enhanced their ability to plan.



“For 39-year-old Hitesh Deka from Bhollakash village in Udalguri, Assam, the completion of a farm pond under MGNREGA marked a turning point. He discovered the opportunities offered by MGNREGA schemes through news channels. Intrigued, he attended a meeting with the VCDC chairman and requested a farm pond under the act. With the farm pond constructed and irrigation secured, he has begun integrated farming—rearing fish in the pond while cultivating turmeric, black gram, Assam lemon, and areca nut on the bunds. The assured water supply also enables him to plan for alternative crops on adjoining land. “This pond has changed the way I look at farming. I have now diversified my income sources. I now feel secure regarding my family’s livelihood,” he shares. Hitesh’s story reflects how awareness and access to schemes like MGNREGA can strengthen resilience and open pathways to diversified and sustainable livelihoods.”



Data Snapshot (FY 2024-25)



7,19,533

Households linked to social protection schemes (Since inception)

At Samanvay 2025, culture came alive through a vibrant medley of traditional performances from across India.

Students presented the graceful Cheraw Dance of Mizoram, followed by the energetic Bodo and Husori Bihu dances from Assam. A troupe organised by Kalamandir and supported by the Department of Culture, Government of Jharkhand, captivated audiences with the Purulia Chhau, Baha, Firkal, and Paika dances.

One of the special highlights was the soulful performance by Loknaad, led by Charul and Vinay, blending powerful melodies with deep social and cultural messages.



Our Story, Our Voice – Community members shared moving personal narratives, highlighting how sustained grassroots efforts have improved their lives and strengthened livelihoods. They were also felicitated for their efforts.



Samanvay celebrated the spirit of collaboration by honouring the exceptional contributions of Civil Society Organisations (CSOs), government departments, and funding partners who have worked tirelessly to strengthen livelihoods in some of India's most remote and underserved regions.



BRLF team

Samanvay 2025: A Confluence of Voices and Visions

Samanvay, rooted in the Sanskrit words “Sama” (सम) for ‘same’ or ‘equal,’ and “Anvay” (अन्वय) for ‘connection’ or ‘convergence’, represents the harmonious integration of diverse perspectives and expertise to strive towards a shared objective collectively.

Co-convened by BRLF and Axis Bank Foundation, the two-day event brought together a vibrant group of tribal leaders, civil society organisations, government representatives, CSRs, and students. It was a space of dialogue, reflection, recognition and, most of all, a collective hope.

Over the two days, participants explored emerging pathways for inclusive and sustainable livelihoods across tribal geographies in India. Day one opened with powerful conversations on how government, CSOs, and corporates can co-create systems that are not only transformative but also culturally rooted and led by the community. Day two of the event celebrated the tribal culture, honouring stories of resilience, recognising collaborative partnerships, and showcasing the people, institutions, and innovations that make change possible.



Shri Pramod Boro, Chief Executive Member (CEM),
Bodoland Territorial Council, Assam

“I would like to thank BRLF for inviting me to Samanvay – National Tribal Livelihoods Summit. The work that BRLF is doing in BTR is remarkable. In a short period, it has established itself as the leading development organisation in the region. Its collaboration with the BTR Government has ensured that government policies reach the most marginalised and vulnerable communities. I congratulate the entire BRLF team for organising such a significant event so smoothly, and I extend my best wishes to them.”



Ms. Pi Lalrinpuui, Honourable Minister of Health & Family Welfare
Department and Social Welfare, Women and Child Development
Department, Government of Mizoram

“It is an honour and a privilege to stand before you on this special occasion. In the process of development, remote regions are often left behind, and this is particularly true for Northeast India. Certain parts of the country require special focus, tailored policies, and a different approach. I am confident this event will be useful in enabling learning from one another, sharing successful models from across the country, and creating sustainable pathways for tribal development. The celebration of tribal culture through songs and dances has also added a unique charm to the event. I wish the BRLF team success in achieving its mandate of building a self-reliant tribal India.”



Ms. Dhruvi Shah, Executive Trustee and Chief Executive Officer (CEO) of Axis Bank Foundation

"In BRLF's 10-year journey, we have been partners for five years, and it is truly a uniquely shaped organisation—situated at the intersection of government, civil society, and funders like us. BRLF is well-placed to take forward important demonstrations of what collective action can achieve. Tackling complex challenges requires people to come together, and this is exactly what BRLF and Axis Bank Foundation are striving to do. We also need to collectivise to inform the funding ecosystem. Many funders are still new to this sector - CSR, for instance, only came into being 10 years ago. It is therefore essential to provide both an aggregated perspective for funders and a collective view for the sector."



Dr. Mihir Shah, Mentor & Founder President of BRLF

"If someone had told me 10 years ago that the organisation would one day hold an event like this, I would have found it unimaginable. BRLF today occupies a unique place in the Indian development sector—no other organisation exists with this kind of architecture. Tribal communities require a unique kind of development, and I am confident that Samanvay will prove to be a vital platform. The discussions and deliberations here will surely contribute to better policymaking for tribal people and their development."



Shri Kuldip Singh, Chief Executive Officer (CEO), BRLF

"One of the most important mandates of BRLF is to serve as a bridge between grassroots CSOs, government, academia, corporates, and philanthropies. Samanvay is our effort in that direction. This event will go a long way in shaping models of sustainability and resilience, and in providing the right direction to the work that BRLF and its partners are undertaking."





Panel Discussions – Sharing Ideas, Inspiring Action

Samanvay 2025 hosted four thought-provoking panel discussions, bringing together government officials, CSO leaders, corporate representatives, and grassroots voices to chart pathways for inclusive and sustainable livelihoods in tribal geographies.

1. **Harnessing the Potential of MGNREGA for Inclusive and Sustainable Livelihoods** – Experts explored ways to strengthen MGNREGA's role beyond wage employment, positioning it as a tool for long-term asset creation and rural transformation.
2. **Emerging Prototypes for Diversified Livelihood Strategies** – Showcased innovative livelihood models, from climate-resilient agriculture to enterprise development, highlighting scalable approaches tailored to tribal communities.
3. **Nurturing Resilience through Future-Ready Community Institutions** – Discussions centred on empowering community institutions to adapt, lead, and thrive in an evolving socio-economic landscape.
4. **New Ways of Organising: Collaborative Advantage** – BRLF's State Partnership Model – Highlighted successful state-level partnerships that BRLF has nurtured with governments, CSOs, and other stakeholders, demonstrating how convergence can drive systemic change and amplify impact in tribal regions.

These dialogues offered actionable insights, cross-learning opportunities, and a shared commitment to building resilient rural futures.



Capacity Building

The capacity-building (CB) vertical of BRLF aims to nurture the capacities of institutions and professionals crucial for the effective functioning and delivery of rural development initiatives in India's tribal regions. BRLF's CB offerings cater to the emerging needs of Civil Society Organisations (CSOs), Community-Based Organisations (CBOs), Panchayati Raj Institutions (PRIs), Frontline Functionaries engaged in the implementation of government flagship schemes in Sustainable Livelihoods (MGNREGA, SRLM, TWD, ITDA), and rural development professionals.

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

1. Technical capacities of rural professionals in 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 Compliance 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.

Data Snapshot



2662

Number of Professionals who have successfully participated in structured training/ education through BRLF CB initiatives (Cumulative until March 2025)



391

Number of Professionals who have received training through structured training/ education initiatives of BRLF in 2024-25

BRLF Partnerships with Academic Institutions

The rural development sector faces complex challenges, including growth, equity, climate change, and ensuring social and economic security for poor and vulnerable communities. This context has impressed upon the RD 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 an 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 CSOs, government institutions, or as elected representatives of PRIs and/or cluster-level federations.

BRLF partners with academic institutions to enable the co-creation of university learning programs that are contextually relevant and academically robust for aspiring professionals in the rural development sector. These partnership programs, jointly certified by BRLF and the

partnering university, provide unique opportunities for young tribal professionals. Participants acquire the necessary knowledge and skills to become key actors in the design and delivery of rural development initiatives in India's rural geographies. 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 the necessary skills to create and sustain the much-needed momentum for impactful, positive change in ground-level interventions. These programs feature rounded curricula that explicitly recognise the value of people's knowledge and are enabled with cutting-edge practice support tools.

MBA in Development Management:

In FY 2024-25, the BRLF and IIHMR partnership concluded with the completion of the flagship academic programs undertaken. Between 2017 and 2024, the MBA in Development Management program graduated a total of 39 young professionals. The MBA in Development Management was a unique two-year, full-time MBA program with specialisation in CSR and ESG Management or Micro and Small Business Management, offered by IIHMRU, Jaipur. The curriculum, distinct in its focus, equipped learners with skills in managing CSOs, CSR initiatives, and small businesses. It also provided learners with an opportunity to learn the role of management principles and skills in the effective implementation of government welfare initiatives, setting it apart from other MBA programs. The 39 students who have completed the MBA-DM program are now working in the field of Rural Development across various parts of the country.

MA in Rural Management:

The MA in Rural Management program at the Shiv Nadar Institute of Eminence (SNIOE), on the other hand, seeks to nurture the next generation of innovators and creative leaders with the requisite understanding and skill sets to address emerging challenges and opportunities in rural India. Since its inception in 2022, SNIOE, in collaboration with BRLF, has offered 29 scholarships for Young Tribal Professionals, providing financial support and mentoring to promising students from Adivasi and vulnerable geographies of Central India's tribal belt. The scholarships enable deserving students to pursue higher education programs in rural management at an institution of high repute and academic calibre.





Green Hub Central India Fellowship Program

The Green Hub Central India (GHCI) project was launched in 2021 to support rural and tribal youth, initially in four states: Madhya Pradesh, Chhattisgarh, Rajasthan, and Jharkhand. By 2024, it expanded to 8 states: West Bengal, Odisha, Maharashtra and Gujarat. The Green Hub fellowship is a 10-month residential fellowship based in Bhopal. 25 youths, primarily from rural and tribal backgrounds, are selected and trained in video storytelling with a focus on environmental conservation and sustainable livelihoods. Video is used as a tool of transformation to engage and empower them in this field, where they begin to view ecological security as the foundation for the future. In its final year, Green Hub Central India has a network of 82 fellows, representing 24 tribes (in addition to SC, OBC, and General categories) from 53 districts. The fellowship has partnered with 52 organisations in its first four years.

More than 48 films have been produced in partnership with organisations, covering diverse topics such as 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 sees the participation of partnering organisations, civil society, government representatives, practitioners, filmmakers and students, among others. It has a footfall of about 300-400 people per day over two days.

Award-winning films from Green Hub

- Sunil Kumawat and Hari Kujam's documentary film, "Beej Bank –Paramparagat Ann Kisano Ke Sang," by Green Hub Central India, received the Global Sustainability Film Award 2023.
- Kalayani Naik's film proposal, "Co-existence with Crocodiles," was selected for the first edition of Green Stories in 2024.

Digitised Module on Watershed Management

(<https://www.brlf.in/e-learning/>)



FY 2024-25 also saw the development of a digitised module on Watershed Management for the BRLF learning platform. The content of this module was developed by adapting existing resources curated for the Certificate Programme in Rural Livelihoods of BRLF. The course is available for professionals and interested candidates to take at the BRLF learning Portal.



Research and Knowledge Management

The Research and MEL 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 shall be 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 key stakeholders of BRLF.
- Facilitate a shared knowledge infrastructure within the ecosystem to enhance rural livelihoods in India's tribal geographies.

In FY 2024-25, BRLF made significant progress in developing knowledge artefacts that inform programmatic practice and policy formulation at the state and national levels.

Impact Evaluation of BRLF Programs in four states

The independent impact evaluation of the BRLF programmatic interventions, conducted between 2017 and 2024, was initiated by the research vertical through the engagement of an independent third-party agency. The evaluation exercise shall be carried out in four states of BRLF's operation since 2017, namely, Jharkhand, Odisha, Chhattisgarh, and West Bengal.

The key objectives of the evaluation study are:

- Assess the effectiveness of BRLF interventions in 4 states in achieving the intended initial outcomes of enabling sustainable income, Climate Resilience, Conservation and biodiversity enhancement, effective governance, enhanced individual and institutional capacities of key stakeholders, and effective recognition of rights and entitlements of tribal and vulnerable communities.
- Assess the effectiveness of BRLF state partnership projects in enabling gender mainstreaming as an embedded strategy in the architecture of interventions pursued in the concerned geographies.
- Document and assess the institutional architecture of BRLF's collaboration model, its relevance, and its contribution to the overall intended and unintended impact on the ground.
- Generate rapid learning/ inputs/ recommendations to support further enhancement of the BRLF programmatic design, collaborative implementation strategy, and benchmarks on key performance and relevance parameters.
- To document good practices, successful prototypes, key challenges, and learnings from livelihood practices, using counterfactual evidence.

The study is expected to assess the cumulative impact of BRLF initiatives on the a) agency of community members, particularly women farmers; b) capacities of various institutions (CSO, CBO, PRIs, and VOs); c) ecological integrity and conservation. The data collection process is currently underway as part of the third-party impact evaluation.

Development of Analytical Case Studies

Analytical case studies provide a valuable learning experience for practitioners and professionals working in the sector. In FY 2024-25, the research vertical developed analytical case studies on MGNREGA planning and implementation, Agricultural Production Clusters, and sustainable livelihood prototypes based on emerging experiences of BRLF and its partners from the field. The research team completed the case studies on MGNREGA participatory planning and implementation from Jharkhand in the year.

The creation of Practice Support Notes (PSNs) is ongoing, with drafts for three completed and a fourth on APC being rewritten. The internal report of the Impact Evaluation study is expected to be ready by October 2025. BRLF is engaged in writing the National Adaptation Plan (NAP) 2035 Chapter on Poverty Alleviation and Livelihoods. The MoEFCC and MoRD have approved the secondary research and the Chapter structure. The first draft and stakeholder consultations are nearing completion by April 2025. BRLF was also invited to submit a policy paper on the enhanced implementation of MGNREGA. The policy recommendations were submitted in collaboration with GIZ and PRADAN. BRLF also initiated collaborative research on farm ponds in partnership with IIT Delhi and the RRA Network.



Case Studies from Jiwi-Daah-Hasa, Jharkhand

The analytical case studies trace the journey of Bharat Rural Livelihoods Foundation (BRLF) through the state-level consortium established in partnership with the MGNREGA Cell in revisiting the potential of the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) to address the growing inequities, impending climate risks and emerging challenges to effective governance in multi-stakeholder convergence initiatives. The Jiwi-Daah-Hasa program, a collaborative initiative of the Government of Jharkhand and Bharat Rural Livelihoods Foundation (BRLF), brings together key government departments, 12 civil society organisations and four funding institutions that are committed to improving the lives and livelihoods of tribal communities in 24 blocks of Jharkhand State. The case studies bring together the experiences of key stakeholders in nurturing an architecture of an agile institutional bricolage, anchored by the State Project Management Unit of BRLF, and intervention strategies that have been designed to embody the three cornerstones of integrated natural resource management: equity, environment, and economy.

Through the voices of those who operate the SPMU, the members of BRLF's partner CSOs, and the community members who do the hard labour of building NRM and livelihood assets through MGNREGA using a technology-enabled participatory watershed management approach, the cases engage with the energy, drive, collaborative spirit, and technical nous required to hold together an effort of this nature and scale.

The Jiwi-Daah-Hasa program is led, in no small part, by women from tribal communities. Through extensive work with Mahila Mates, the program also seeks to expand the potential of MGNREGA, an Act that guarantees equal wages for equal work, as a platform to redefine gendered relationships, both between genders and the relationships between genders and land, water, and institutions of governance.

Baseline for DWIMU project in Bodoland Territorial Region

FY 2024-25 also saw the completion of the third-party baseline in the Bodoland Territorial Region, covering approximately 1250 households across the project DWIMU. The DWIMU project aims to achieve holistic livelihood development in the region and engages in capacity building for Village Council Development Committees (VCDCs) and local community-based organisations. The project seeks to transform the lives and livelihoods of vulnerable communities of Bodoland. The project is currently being implemented in 7 blocks (Majbat, Odalgudi, Tamulpur, Nagrijuli, Goreswar, Baksa, and Dhamdhama) of 3 districts (Udalgudi, Tamulpur, and Baksa). The goal of the project is to transform the socio-economic condition of the scheduled tribes and other vulnerable households in the region over five years and contribute to their sustainable development.

The baseline report of the DWIMU project provides the program team with an opportunity to design and plan key interventions in line with emerging challenges from the field. It will also serve as a mechanism to track the project's progress over the next four years.

Initiation of Baseline for Green College Odisha

The Agriculture Production Cluster (APC) 2.0 Program, jointly implemented by the Bharat Rural Livelihoods Foundation (BRLF) and the Government of Odisha, has been conceived to scale up sustainable livelihood interventions across tribal regions of the State. The program focuses on consolidating farm-level assets, strengthening value chains, and diversifying livelihoods, with a particular emphasis on women-led entrepreneurship. APC 2.0 aims to reach more than 5,000 farmers per block, with the intention of enhancing incomes, building resilience, and ensuring social inclusion. To further the goals of APC 2.0, the Green College initiative has been launched to strengthen capacity-building components within APC 2.0.

The present baseline study is positioned as a diagnostic exercise to establish the existing status of capacities, practices, and institutional arrangements under Green College initiatives. The study is expected to serve the following purposes:

1. Establish benchmark values for about 60 indicators identified for Green College monitoring.
2. Assess training systems, institutional readiness, and adoption of practices among farmers and collectives.
3. Identify capacity gaps in governance, skill development, digital readiness, and entrepreneurship.
4. Generate evidence for designing training curricula, informing convergence with government schemes, and creating pathways for scaling Ecopreneurship.

The baseline will also provide the basis for comparability with midline and endline assessments, thereby enabling systematic measurement of program outcomes (Baseline Values)

Chapter on Poverty Alleviation and Livelihoods of the National Adaptation Plan

The National Adaptation Plan (NAP) of India presents a pivotal opportunity for the government, civil society, communities, and the private sector to address these deeply embedded vulnerabilities and craft inclusive, equitable, and sustainable strategies to strengthen locally led adaptation efforts across India's diverse geography, climate variability, and socio-economic conditions.

In this context, the Thematic Working Group (TWG) on poverty alleviation and livelihoods plays a pivotal role in crafting these strategic pathways towards a forward-looking national adaptation plan that seeks to nurture resilience at the individual household and community institution levels from the ground up. The mandate of the TWG extends beyond poverty alleviation to creating sustainable, climate-resilient rural and urban economies.

The sectoral chapter on poverty alleviation and livelihoods is being co-authored by the BRLF research team and colleagues from NIRD-PR under the Chair leadership of Smt. Smriti Saran, JS (R&IL), Ministry of Rural Development. Critical inputs from the Thematic Working Group, the Adaptation Cell, MoEF-CC, and Stakeholder Consultations with Community representatives, Civil Society Organisations, Government representatives, Research and Academic Institutions and private sector representatives are guiding the contents of this chapter.



Participation in Conferences and Roundtables:

The research team presented BRLF's work in over 11 forums and conferences during the year, including the Commons Convening 2024 and the World Sustainable Development Summit 2025.

Samanvay 2025 Panel Discussions:

The research team curated and anchored the Samanvay 2025 panel discussions to develop shared practice resources on four thematic domains: Land-based planning and implementation of MGNREGA, Agriculture Production Clusters, Integrated Farming systems as emerging prototypes of sustainable livelihoods, and Collaborative models of state and civil society engagement. The discussions in the four thematic areas have informed the research agenda of the BRLF research team for the upcoming year, 2025-26.

Monitoring, Evaluation and Learning

The monitoring, evaluation and learning processes, structures and systems at BRLF are designed to enable data-based decision-making for enhanced project planning and outcomes. In FY 2024-25, BRLF made significant strides towards building key structures that enable such agile programmatic response.

A wholistic MEL Framework

This year, the MEL framework brought together the organisational theory of change and the theory of action. Over the last ten years, there have been efforts to bridge the gap between our theory of action (Programmatic Architecture and Strategic Pathways for Enhanced Outcomes) and the theory of Change (Organisation Vision, Mission, Approach, and Assumptions). The current MEL framework brings together key thematic areas of the BRLF engagement, namely,

1. Integrated Natural Resource Management
2. Diversified Sustainable Livelihood Strategies
3. Entrepreneurship Development leveraging validated livelihood prototypes
4. Community Institution Building (FPOs – PG/ PC)
5. Capacity Building of key stakeholders
6. Community Forest Rights and Management
7. Rights and Entitlements associated with key government schemes
8. Gender Mainstreaming in Rural Livelihood Initiatives

The MEL team is in the process of embedding Climate Adaptation and Resilience indicators within the current framework. The evolved framework is foundational to all work pursued by the vertical, including the design and development of MIS.

Benchmarked data input and reporting templates in BRLF's specific thematic engagements were created. These templates enable 70% standardisation and 30% contextualisation for different socio-ecological geographies that BRLF currently engages with.

State-of-the-Art MIS

The BRLF MIS infrastructure has been redesigned to capture data from the field through android mobile devices using a BRLF survey Application. The incoming data is synced in real-time with the web-based MIS platform, wherein every household receives a unique identity code and is tracked throughout different projects and interventions. Through streamlined workflows and validation processes involving ML-enabled multiple checks integrated into the MIS system, data errors have been substantially reduced, and the drudgery for MIS and program implementation personnel has also been minimised. The BRLF App also supports both offline and online use, providing greater functionality in areas with limited network access.

The BRLF MIS now features a dynamic public dashboard that all interested stakeholders can access. Additionally, the state MIS platforms are designed to provide user-specific dashboards, enabling stakeholders involved in project implementation to track relevant and vital parameters.

In FY 2024-25, the MEL team made the following progress in strengthening the learning and monitoring infrastructure at BRLF:

One MIS, One Database

The BRLF MIS was restructured into a single database architecture that accounts for strategic benchmarking of key practices and outcomes and allows for regional customisations to address emerging socio-cultural, ecological and economic contexts. Integrating BRLF's MIS design and Databases across states and teams enables seamless data flows within the decentralised organisational structure of BRLF, facilitating the creation of dynamic, real-time, and customised reports. The reports and dashboard generated from the MIS feed into the planning and decision-making of implementation teams across different states and geographies of BRLF presence.

Staggered Baseline for 100% participant population:

Additionally, all state teams have now adopted the staggered baseline approach, which incorporates data capture from the entire participant population. The ongoing data tracking and reporting mechanisms now facilitate ongoing and continuous reviews for all stakeholders implementing BRLF state partnership projects. The MIS-enabled review and reporting mechanisms enable the consortium to reflect and re-strategise to address process bottlenecks, qualitative success parameters, and breakages and gaps (if any) in proposed interventions.

Integration of GIS-based planning and implementation in the MEL system:

The integration of GIS-based planning and implementation within the MEL system enhances the accuracy and efficiency of project management. By utilising geographic information systems, stakeholders can visualise spatial data, optimise resource allocation, and streamline decision-making processes.

Rajbhasha Promotion Initiatives at BRLF

In alignment with the Official Language Act, 1963, and the policy framework laid down by the Indian Parliamentary Committee on Official Language, BRLF has an active Hindi Rajbhasha Department that ensures adherence to language policies within the organisation.

A dedicated Official Language Implementation Committee (OLIC) has been formed, which convenes quarterly to assess progress and take key decisions related to the use and promotion of Hindi in official work. All office correspondence is carried out in accordance with India's linguistic regional classification. Moreover, office orders, contracts, agreements, and essential documents are issued in both Hindi and English. Quarterly and annual progress reports are submitted to the Department of Official Language and the Parliamentary Committee within the stipulated timelines.

Regular Hindi workshops are organised to strengthen the practical and technical use of Hindi. These include training on using the 'Kanthasth' translation software developed by the Ministry of Home Affairs. The workshops have also included engaging topics such as the history and significance of Hindi, as well as Hindi book reading sessions.

Hindi Diwas (celebrated nationally on 14 September) was observed with great enthusiasm at BRLF, along with a fortnight of creative competitions under the Hindi Pakhwada. Employees participated actively and voluntarily. Winners were awarded certificates, cash prizes, and notable Hindi books.

Several creative initiatives have been introduced to promote the continuous use of Hindi. One such initiative encourages employees to write a Hindi quote daily through their official email accounts, with entries regularly documented. A humorous Hindi play titled *Kissa Karodon Ka* (A Tale of Millions), performed by members of the BRLF Communications Team, was also staged. Furthering these efforts, a small in-house Hindi library has been established, offering books on Hindi literature, motivational writing, and contemporary social issues.

Through these integrated efforts, BRLF's Rajbhasha Department continues to promote Hindi as a powerful medium for creativity, communication, and administration within the organisation.



Strategic Partnerships and Resource Mobilisation 2024 – 2025

In FY 2024–25, BRLF continued to strengthen its fundraising and partnership efforts through a diversified strategy anchored in long-term institutional relationships. Building on previous momentum, the team focused on deepening engagement with key CSR donors, multilateral agencies, and philanthropic institutions. Participation in major CSR events and conferences across India further enhanced BRLF’s visibility and donor relations.

The year saw several successful outcomes, including new multi-year grants, renewals from long-standing CSR partners, and growing traction with state governments for partnership projects. BRLF secured funding commitments worth ₹95.96 crore—marking a significant milestone. This success was driven by new partners such as Welthungerhilfe (WHH), Cummins India, HDFC Bank Parivartan, GIZ, and the Oak Foundation/Swiss Philanthropy Foundation—underscoring growing trust in BRLF’s mission and implementation capacity.

Long-standing partners like the Ford Foundation, Axis Bank Foundation, and UNDP also deepened their engagement. Notably, UNDP collaborated with BRLF on the National Adaptation Plan (NAP) chapter—a policy-linked initiative that extends beyond conventional implementation, strengthening BRLF’s presence in the national climate discourse.

BRLF was strategically represented at key fundraising and networking platforms, including CSRBox, India Fundraising Conference (IFRC), CII, MoEFCC, the NUDGE Institute, Planet Dialogue, ISDM, and the World Sustainable Development Summit—positioning the organisation as a credible partner for implementation and multi-stakeholder convergence.

A key learning from the year was the need to approach resource mobilisation holistically—not only by raising funds but by making BRLF more “findable” and, therefore, “fundable.” Looking ahead, BRLF will invest in targeted communications, branding, and marketing to enhance visibility. The team will also explore alternative models such as blended finance, impact investing, payroll giving, and co-funding partnerships. Alongside project-based fundraising, there will be a renewed focus on building a corpus or endowment fund to support long-term sustainability. Engagement with High Net-Worth Individuals (HNIs) and Family Foundations will also be prioritised. These efforts will be closely aligned with BRLF’s program and state teams, leveraging field-level partnerships to unlock new funding opportunities and deepen impact.

Resource Mobilisation against a target of Rs 100 Cr. as per MoU with the Ministry of Rural Development

Source	Committed/ Sanctioned (Rs. in Cr.)	Received till 31st Mar 2025 (Rs. in Cr.)	Received in 2024-25 (Rs. in Cr.)
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

Source	Committed/ Sanctioned (Rs. in Cr.)	Received till 31st Mar 2025 (Rs. in Cr.)	Received in 2024-25 (Rs. in Cr.)
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
ARGHYAM Grant (Capacity Building)	0.24	0.24	0
VA Tech 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)	11.25	11.25	0
Axis Bank Foundation Grant (Chhattisgarh)- Phase II	14.75	14.75	4.06
Axis Bank Foundation Grant (Chhattisgarh)- Phase III	54.5	4.33	4.33
ABF Grant (MH)	26.0	7.17	3.69
Jharkhand State Livelihood Promotion Society Grant	0.1	0.1	0
Crowd Funding	0.05	0.05	0
Maharashtra Tribal Development Department	1.96	1.96	0.20
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)	0.63	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
Ministry of Tribal Affairs (Field Inspection)	0.27	0.12	0.12
Utkal Alumina India Limited (UANAT)	3.74	2.97	0.43
Utkal Alumina India Limited (Watershed)	1.13	0.91	0.57
State Bank of India Foundation	4.05	3.03	0.33
Caring Friends	0.5	0.5	0
Thoughtworks Technologies Pvt Ltd.	0.25	0.25	0
CTWD, Telangana	0.20	0.20	0
Welthungerhilfe (WHH)	6.24	0.33	0.33

Source	Committed/ Sanctioned (Rs. in Cr.)	Received till 31st Mar 2025 (Rs. in Cr.)	Received in 2024-25 (Rs. in Cr.)
Oak Foundation/Swiss Philanthropy Foundation	3.78	1.23	1.23
HDFC Parivartan	20.13	0	0
Ford Foundation	7.72	0	0
Cummins India Pvt. Ltd	1.7	0	0
GIZ	1	0.32	0.32
UNDP	0.62	0.36	0.36
Total (B)	187.81	77.70	15.97
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)	445.79	453.16	15.97

Partnerships

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

Government Partners

	ग्रामीण विकास मंत्रालय भारत सरकार MINISTRY OF RURAL DEVELOPMENT GOVERNMENT OF INDIA	Ministry of Rural Development, Government of India		जनजातीय कार्य मंत्रालय MINISTRY OF TRIBAL AFFAIRS	Ministry of Tribal Affairs, Government of India
	उत्पत्ति शक्ति आइशा शासन	Department of Agriculture & Farmers Empowerment and Directorate of Horticulture, Government of Odisha		निसर्ग शक्ति	Department of Mission Shakti, Odisha
	ग्रामीण विकास शासन	Department of Rural Development, Government of Chhattisgarh		Government of Odisha Odisha Livelihoods Mission	Livelihood Mission, Odisha
	महाराष्ट्र शासन Government of Maharashtra	Commissioner Office MGNREGA, Government of Maharashtra		राज्य मग्न रेगा सेल ग्रामीण विकास शासन GOVERNMENT OF JHARKHAND	State MGNREGA Cell, Department of Rural Development, Government of Jharkhand
	GOVERNMENT OF TELANGANA	Tribal Development Department, Government of Telangana		BTC GOV बि टि सि सरकार	Bodoland Territorial Council (BTC), Government of Assam
	ग्रामीण विकास विभाग महाराष्ट्र शासन	Maharashtra Tribal Development Department		राज्य मग्न रेगा सेल GOVERNMENT OF WEST BENGAL	State MGNREGA Cell, Government of West Bengal
	राज्य मग्न रेगा सेल GOVERNMENT OF JHARKHAND	Jharkhand State Livelihood Promotion Society		GOVERNMENT OF TELANGANA	Commissionerate, Tribal Welfare Department, Telangana

Funding Partners

	ARGHYAM		Axis Bank Foundation
	Caring Friends		European Union
	Ford Foundation		GIZ
	Hindustan Unilever Foundation		Oak Foundation
	State Bank of India Foundation		Swiss Philanthropy Foundation
	TATA Trusts		Thoughtworks Technologies Pvt Ltd.
	UNDP		Utkal Alumina International Ltd. (UAIL)
	VATech Wabag		Welthungerhilfe (WHH)

Implementing CSO Partners

Adarsh Gram Vikas Sewa Samiti	GREEN Foundation Network for Enterprise Enhancement and Development Support	Samarthan
Adhikar	Haritika	Samavesh
Aga Khan Rural Support Programme - India	Harsha Trust	Sambalpur Integrated Development Institute
Agrocrats' Society for Rural Development	Ideal Development Agency	Samerth Trust
AJSA	Indian Gramin Services	Sampark
Arunodaya	Jan Jagran Kendra	Sangata
Association for Social Advancement	Jana Mukti Anusthan	Sahabhagi
BAIF Development Research Foundation	Janasahajya Rural Development Trust	Seven Sisters Development Assistance

Implementing CSO Partners

Bastar Sewak Mandal	Jivan Vikas Sanstha	SEWA
Bolangir Gramodyog Samiti	KABIL	Shamayita Math (SM)
CARM-DAKSH	Kalamandir	Shramik Shakti Sangh
Centre for Advanced Research and Development	KHOJ	Shristi
Centre for Collective Development	Krantiveer Chapekar Samarak Samiti	Society for Promotion of Wasteland Development
Centre for People's Forestry	Krishak Sahyog Sansthan	SRIJAN
Centre for Youth and Social Development	Krusha Vikas	SUPPORT
Chaupal Gramin Vikas Prashikshan Evam Sodh Sansthan	LOKA KALYAN PARISHAD	Surguja Gramin Vikash Sanasthan
Conservation of Nature through Rural Awakening	Lokadrusti	Tagore Society for Rural Development
Development Research Communication and Services Centre	Manav Jeevan Vikas Samiti	The Action Northeast Trust
Dharti Gramotthan Evam Sahbhagi Gramin Vikas Samiti	National Institute of Women, Child and Youth Development	The Northeast Research & Social Work Networking
Foundation for Ecological Security	Navnirman Sarv Samaj Hitarth Sanstha Nandurbar	Transform Rural India
Gram Sudhar Samiti Lok Shakti Samiti (LSS)	Parhit Samaj Seva Sanstha	Vikalpa
Grameen Seva Sansthan	People's Science Institute	Vikas Samvad Samiti
Gramin Samassya Mukti Trust	PRADAN	Watershed Organisation Trust
Gramin Vikas Trust	Pragati Grameen Vikas Sansthan	Watershed Support Services and Activities Network
Gramin Vikas Sansthan	Rashtriya Agro Education Sansthan	Youth Council for Development Alternatives
Gramin Yuva Pragatik Mandal	Rural Development Association	Yuva Rural Association
Gramya Vikash Mancha	Sahabhagi Samaj Sevi Sansthan	Vikalpa

Governance: Transparency and Accountability, Audits & Organisational Structure

BRRLF has held all the mandated General Body (GB) and Executive Committee (EC) meetings in accordance with the rules and regulations. Since its establishment, BRLF has held 21 General Body meetings and 32 Executive Committee meetings. In the Financial Year 2024-25, BRLF held two General Body meetings and three Executive Committee Meetings.

Financial Systems, Controls, Audits, and Transparency at Work

BRLF is governed by its Rules and Regulations (R&R), which define the principles for smooth financial operations, with strategic guidance and direction from the Finance & Audit Committee (FAC). The Executive Committee and the General Body of BRLF approve the Annual Workplan and Budget Estimates (BE). Similarly, the Executive Committee approves the Revised Estimates (RE) at the midpoint of the financial year. The Finance & Accounts function comprises four full-time team members and one financial consultant, with the Finance & Audit Committee reviewing and overseeing its operations.

Grant Management, MIS & Online Applications for HR & Admin

Financial grant management is conducted through the MIS portal. This includes budget preparation, revised budgets, financial reporting from CSOs, fund requests, and fund release as per the terms of the grant agreement. These sub-modules operate 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 enables the attachment of supporting documents, including trial balances, bank statements, and audited reports. MIS reporting can be extracted through the financial dashboard of each project when required.

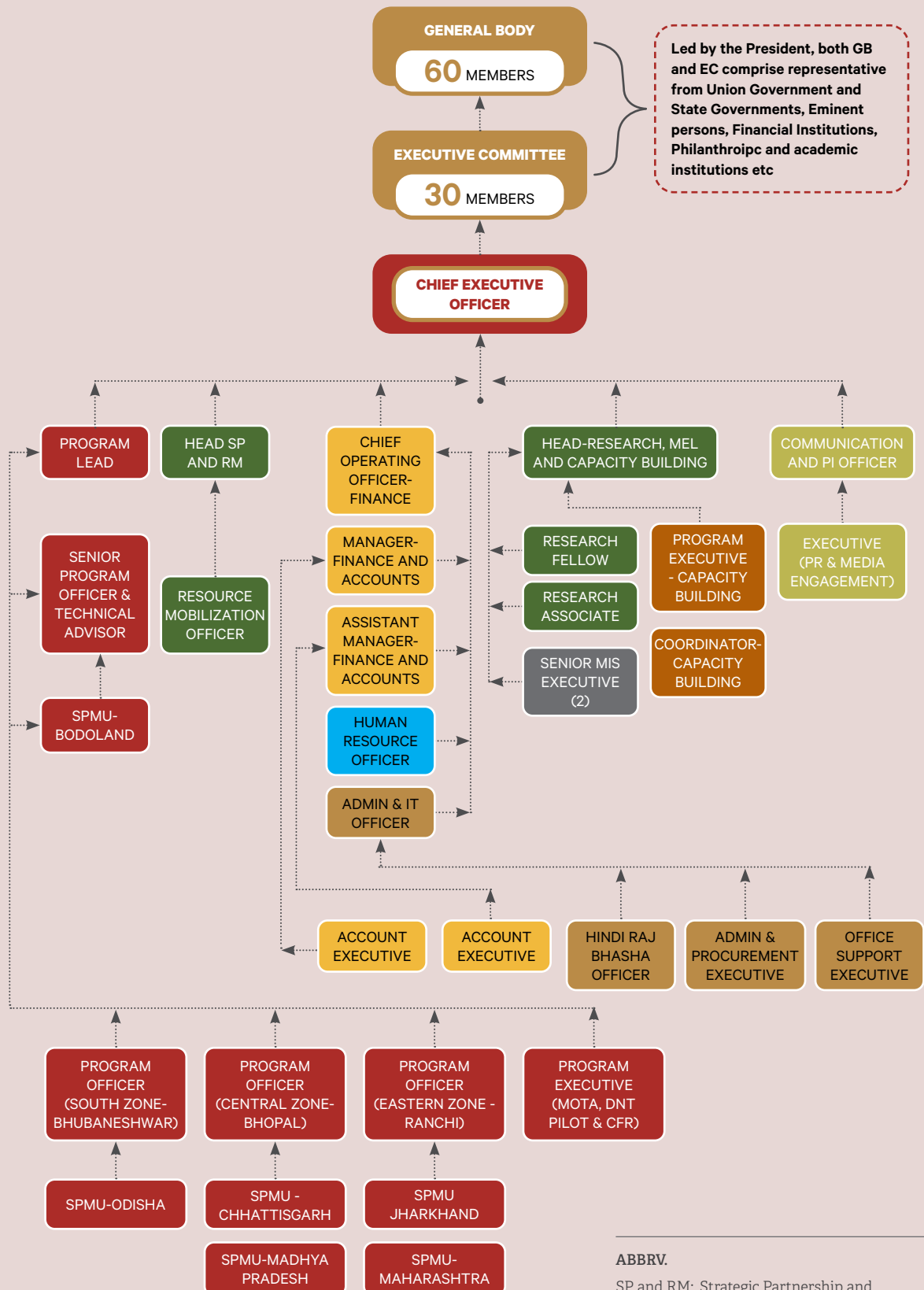
Audits

The Comptroller and Auditor General of India (CAG) has audited BRLF twice — in 2017 for the financial years 2014–15, 2015–16, and 2016–17, and in 2018 for the year 2017–18. 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 2024–25.

Organisational Structure

Payroll (Full-time)	Consultants (Short Term)	Total Employees
33	27	60

Organisational Structure



ABBRV.

SP and RM: Strategic Partnership and Resource Mobilization
 SPMU: State Program Management Unit
 PI: Project Integration

Finance and Accounts

Audited Accounts for FY 2024-25

The total income of BRLF for FY 2024-25 is INR 36.13 Cr, comprising INR 18.83 Cr of interest and other income and INR 17.30 Cr from donor grants. The total expenditure during FY 2024-25 is INR 37.78 Cr, higher than the previous year. Program expenditure, including grants to CSO partners and direct implementation, continued to be the major expense line item, accounting for more than four-fifths of total expenditure during the year. The excess of spending over income stood at INR 1.65 Cr during the financial year.

Budget Estimates for FY 2025-26

The total income, comprising committed interest income and grants, is estimated as Rs. 57.19 Cr, while the committed expenditure estimate is Rs. 64.30 Cr, resulting in a deficit of Rs. 7.11 Cr. The fresh resources through resource mobilisation are estimated at Rs. 12 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 Statutory Auditor, M/S Thakur, Vaidyanath Aiyar & Co, Chartered Accountants, have completed the Statutory audit of BRLF for FY 2024-25. The audited accounts are reviewed by the Finance and Audit Committee (FAC) and approved by the General Body (GB) and Executive Committee (EC) as required by rules and regulations. Thakur, Vaidyanath Aiyar & Co., Chartered Accountants, have completed 3 years of engagement and an extension of another 2 years; new statutory auditors are to be engaged.

Internal/Grantee Audit

An Internal Auditor is selected for a one-year term, with internal audits conducted annually or at intervals of six months. An audit of BRLF's grant partners is conducted annually upon submission of an audited utilisation certificate for the grant. T.R. Chadha & Co., Chartered Accountants, were hired as the Internal Auditor for the FY 2024-25, while the other two Grantee Auditors, M/S Bansal & Co., Chartered Accountants, and M/S Sangal & Associates, who are also empanelled with the CAG, continued. The Grantee audit is not limited to project grants only; it also covers the compliance & governance, banking and operations, controls and risks.

The grant audit report consists of observations & required actions shared with the respective CSOs for their response/ comments. The actions taken on those observations are monitored in the next audit cycle. The Internal Auditor, M/s T.R. Chadha & Co, Chartered Accountants, has completed the internal audit of BRLF for FY 2024-25. The reports indicated no systemic risks and pointed to process improvements for which action has been initiated.

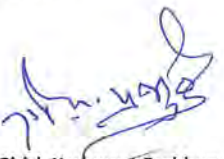
Statutory Compliance

- The income tax assessment of BRLF is complete up to FY 2023-24 with no pending actions/proceedings.
- All annual statutory filings for FY 2024-25, 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 the date.
- Exemption under section 197 of the I.T. Act for non-deduction of TDS on interest income has been issued by the I.T. Dept. for FY 2025-26.
- FCRA registration is renewed with validity up to 31st March 2029.

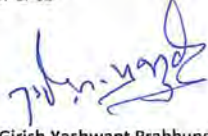
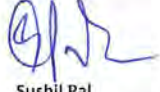
Meeting of Finance & Audit Committee (FAC) of BRLF

Three meetings of the BRLF's FAC were held on 16 August 2024, 14 November 2024, and 24 March 2025 to review the finance, budget, and revised estimates, as well as the audit and statutory compliance status of BRLF. Advice and guidance from FAC on audited accounts, budget, revised estimates, and corpus deployment are sought regularly during the year, and actions are taken based on the advice and direction provided by FAC.

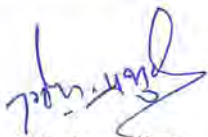
Audited Accounts 2024-25

BHARAT RURAL LIVELIHOODS FOUNDATION Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001 <u>BALANCE SHEET AS AT 31st MARCH 2025</u>			
(Amount in Rs.)			
<u>PARTICULARS</u>	<u>Schedule No</u>	<u>As at 31st March, 2025</u>	<u>As at 31st March, 2024</u>
<u>CORPUS/CAPITAL FUND AND LIABILITIES</u>			
Corpus Fund	A	2,000,000,000	2,000,000,000
Endowment Fund	B	220,153,078	217,887,438
Grant Unspent Balance	C	25,053,480	34,292,320
Fixed Assets Fund	D	2,825,751	2,028,951
Reserve And Surplus	E	169,483,692	186,236,759
Current Liabilities And Provisions	F	29,719,985	12,357,876
Total		2,447,235,986	2,452,803,344
<u>ASSETS</u>			
Fixed Assets out of Corpus/Endowment Fund	G-I	5,278,152	4,723,962
Fixed Assets-Out of Grants	G-II	2,825,751	2,028,951
Investments of Corpus Fund	H	2,090,560,000	2,090,560,000
Investment of Endowment Fund	I	218,277,835	216,183,835
Current Assets:			
Grant Receivable	C	7,820,016	4,903,074
Cash And Bank Balance	J	50,134,973	58,097,683
Other Current Assets	K	72,339,259	76,305,839
TOTAL		2,447,235,986	2,452,803,344
Significant Accounting Policies	P		
Contingent Liabilities & Notes to Accounts	Q		
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 M. No. 087424 Place: New Delhi Date: 16/09/2025	 Girish Yashwant Prabhune President	 Kuldip Singh Chief Executive Officer	 Sushil Pal Manager- Finance & Accounts



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 2025			
(Amount in Rs.)			
PARTICULARS	Schedule No	Current Year 2024-25	Previous Year 2024-25
(A) INCOME			
Grant Income to the extent utilised	C	173,006,322	161,477,394
Other Income	L	188,265,951	191,895,589
TOTAL(A)		361,272,273	353,372,983
(B) EXPENDITURE			
Grant Expenditure to the Extent Utilised			
Program Expenses incurred through CSOs	} C	127,333,438	117,187,585
Program Expenses incurred by BRLF		38,499,165	34,065,739
Establishment Expenses		6,348,844	7,443,576
Other Administration expenses		125,900	886,660
Fixed Asset Procured		698,975	1,893,834
		173,006,322	161,477,394
Expenditure-Ford Endowment	M	10,812,503	8,551,774
Expenditure-Tata Trust Endowment Fund	N	9,364,014	8,468,401
Expenditure from MoRD	O	183,244,899	157,284,613
Depreciation	G-I	1,354,899	1,861,144
TOTAL(B)		377,782,637	337,643,326
SURPLUS /(DEFICIT) DURING THE YEAR(A-B)		(16,510,364)	15,729,657
Significant Accounting Policies	P		
Contingent Liabilities & Notes to Accounts	Q		
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	Sushil Pal Manager-Finance & Accounts
M. No. 087424 Place: New Delhi Date: 16/09/2025			



BHARAT RURAL LIVELIHOODS FOUNDATION Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001 RECEIPT AND PAYMENT ACCOUNT FOR THE YEAR ENDED 31st MARCH 2025					
(Amount in Rs.)					
Receipts	Current Year 2024-25	Previous Year 2023-24	Payments	Current Year 2024-25	Previous Year 2023-24
Opening Balance as on 1.4.2024			Payments during the year:		
Bank Balances in Saving Accounts	58,097,683	66,715,033	Grants Refunded (a)		
Fixed Deposits with Banks	2,306,743,835	2,304,432,835	- MoTA Research & Screening	-	247,284
	2,364,841,518	2,371,147,868		-	247,284
Receipts during the year:			Expenditure/ Payments (b)		
Grants from Local Sources(a):			Disbursement To Project Partners (net of Refund)	227,983,652	230,971,388
Axis Bank Foundation CG - Phase 2	40,587,126	70,850,654	Payments For Program Expense	64,719,774	57,968,816
Axis Bank Foundation CG - Phase 3	43,300,000	-	Establishment Expense	14,256,745	9,376,532
Axis Bank Foundation - Maharashtra	36,905,920	34,800,000	Other Administrative Expense	10,045,137	11,414,682
SBI Foundation	3,333,979	10,966,637	Ford Endowment Fund Expenses	10,942,113	8,535,303
MOTA	1,175,875	-	Tata Trust Endowment Fund Expenses	9,364,014	8,468,401
UAIL-UNAT	4,307,029	12,192,903		337,311,436	326,735,122
UAIL-Watershed	5,682,405	3,409,443			
Shabari Adivasi Viita Va Vikas Mahanabdak Naryadit	2,000,000	3,607,843	Fixed Assets Purchased out of (c)		
Tribal Welfare Department (Telangana)	-	2,000,000	- Capital Advance (WIP)	1,870,500	575,250
Thoughtworks Technologies (India) Pvt.	-	2,500,000	- Fixed assets out of MoIID	758,591	2,350,161
Grant for NCNF Project MP	-	5,000,000	- Fixed assets out of Grant Fund	698,974	1,893,834
UNDP	3,692,535	-		3,328,065	4,819,245
	140,984,869	145,327,480			
Grants in Foreign Sources(b):			Other Payments (d)		
- GIZ (MP-Project)	3,158,542	-	TDS deducted & Deposited	11,061,884	9,328,964
- WHH (OD-Project)	3,321,479	-	Employees Provident fund	5,701,507	4,561,747
- Oak Foundation (WB-Project)	12,287,000	-	Bank Charges	201	3,422
	18,767,021	-	Security Deposits	55,000	103,000
			Amount receivables/TDS	-	243,688
Interest Income (c)				16,816,592	14,240,821
Interest on Fixed Deposit with Banks-Net TDS	131,272,592	136,219,484	Total Payments during the year(a to d):	357,458,092	346,042,472
Interest accrued on Fixed Deposits received in current year	46,742,356	45,551,705			
Interest on Saving Bank Account	5,580,437	5,056,561			
Interest on Tata Fund- Saving Bank	281,403	328,307	Closing Balance as on 31.3.2025		
Interest on Tata Fund- Fixed Deposit	6,949,267	6,811,585	Bank Balances in Saving Accounts	50,134,973	58,097,683
Interest on Income Tax Refund	20,093	-	Fixed Deposits with Banks	2,308,837,835	2,306,743,835
	190,846,148	193,967,642		2,358,972,808	2,364,841,518
Other Receipts (d)					
Miscellaneous Receipts	27,476	-			
Donation for Stipend MA-RM	179,001	410,000			
Sponsorship fees for Webinar	-	31,000			
Income Tax Refund	389,766	-			
Advance Interest(TDS)	395,102	-			
	991,345	441,000			
Total Receipts during the year(a+b+c+d):	351,589,383	339,736,122			
TOTAL	2,716,430,901	2,710,883,990	TOTAL	2,716,430,901	2,710,883,990
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 M. No. 087424 Place: New Delhi Date: 16/09/2025		Girish Yashwant Prabhune President			
					
		Kuldeep Singh Chief Executive Officer			
					
		Sushil Pal Manager- Finance & Accounts			



BHARAT RURAL LIVELIHOODS FOUNDATION
 Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2025

SCHEDULE A - Corpus Fund

		(Amount -Rs.)	
PARTICULARS		As at 31st March 2025	As at 31st March 2024
Grant from Ministry of Rural Development, Government of India			
Opening Balance		2,000,000,000	2,000,000,000
Add: Received During the year			
Closing Balance		2,000,000,000	2,000,000,000

SCHEDULE B - Endowment Fund

(i) Ford Foundation Endowment fund (FCRA Funds)				
Opening Balance		105,438,112		104,533,649
Add: Transfer from saving bank interest (Schedule L)	71,766		64,908	
Add: Transfer from Interest earned on fixed deposits (Schedule L)	839,968	911,734	839,555	904,463
Closing balance of Ford Foundation Endowment Fund		106,349,846		105,438,112
(Refer note No 3 of Schedule R)				
(ii) Tata Trusts Endowment fund for Institutional Development and Partnerships				
Opening Balance as on 01-04-2024		112,449,325		111,259,256.16
Add: Transfer from saving bank interest (Schedule L)	42,210		49,246	
Add: Transfer from Interest earned on fixed deposits (Schedule L)	1,311,697	1,353,907	1,140,823	1,190,069
Closing Balance of Tata Trust Endowment Fund		113,803,232		112,449,325
Grand Total (i+ii)		220,153,078		217,887,438
Note: 15% of the annual interest income received on the Endowment Fund or the unused portion of the income after meeting expenditure towards the objective of the grant, whichever is greater, shall be added to the Endowment Fund and be reinvested in the same manner as the Endowment Fund is invested. During the financial year, Rs.87,44,645/- is interest income received on FD's & Rs.2,81,403 is interest on saving, totalling Rs.90,26,048/. Total expenditure incurred toward the fund was Rs.93,64,014/- which is more than the interest income. Therefore, An amount of Rs.13,53,907/- (Previous Year Rs.11,90,069) has to be deposited in FDR.				



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SCHEDULE C- Earmarked Grants/Donations Receipts, Utilized during the year and balances as on 31st March, 2025

PARTICULARS	App-I	Un-Spent Balances/ (Receivables) as on 01.04.2024	RECEIPT DURING THE YEAR from Donor		Amount Available for Utilisation	EXPENDITURE DURING THE YEAR From Respective Grant						Un-Spent Balances/ (Receivables) as on 31.03.2025	
			Grant Receipt/ (net of Refund)	Interest Allocation		Programme Cost		Establishment Cost	Admin Cost	Non-Recurring	Expenses borne by BRLF		Total
						Incurred through CSO Partner	Incurred by BRLF						
		1	2	3	4=1+2+3	5	6	7	8	9	10	11=5+6+7+8+9+10	12=4-11
(A) Local Grants													
UAIL-UANAT	1	2,051,298	4,307,029	171,125	6,529,452	5,547,455	-	-	-	-	-	5,547,455	981,967
UAIL-Watershed	2	2,997,554	5,082,405	38,323	8,312,282	-	10,166,479	-	-	-	-	10,166,479	(1,854,197)
Thought Works	3	1,612,486	-	30,178	1,642,662	1,642,662	-	-	-	-	-	1,642,662	-
SBI Foundation- Watershed (JH) Project	4	4,251,261	3,333,979	117,779	7,703,019	5,981,318	1,057,815	429,912	5,900	-	-	8,474,745	(771,726)
MH TOD +HDI Project (Shabar)		(2,242,703)	2,000,000	-	(242,703)	-	-	-	-	-	(242,703)	-	-
Axis Bank Foundation - Phase-II (CG)	5	191,038	40,587,128	18,363	40,796,527	38,848,708	1,184,823	762,996	-	-	-	40,796,527	-
Axis Bank Foundation - Phase-III (CG)	6	-	43,300,000	85,803	43,385,803	35,541,367	3,353,917	989,289	-	-	-	39,884,513	3,501,290
Axis Bank Foundation - MH	7	12,931,703	36,905,020	87,288	49,904,911	37,833,748	11,430,828	2,691,544	-	-	-	51,956,120	(2,051,209)
CTWD, Telangana	8	1,617,158	-	-	1,617,158	938,240	205,018	-	-	-	-	1,143,258	473,898
UNDP		-	3,692,535	-	3,692,535	-	-	-	-	-	-	-	3,692,535
Sub-Total (I)		23,003,783	139,806,994	528,857	163,341,644	127,333,438	27,396,600	4,873,741	5,900	-	(242,703)	159,369,056	3,972,688
Government Grants													
MoTA- Screening of Proposals	9	(2,660,371)	1,175,875	-	(1,484,496)	-	422,003	350,000	-	-	-	772,003	(2,256,499)
MoTA- Inspection of NGOs (Meghalaya & Manipur)	10	-	-	-	-	-	614,875	271,510	-	-	-	886,385	(886,385)
Sub-Total (II)		(2,660,371)	1,175,875	-	(1,484,496)	-	1,036,878	621,510	-	-	-	1,658,388	(3,142,884)
Total (A)		20,343,412	140,982,869	528,857	161,857,148	127,333,438	28,433,458	5,495,251	5,900	-	(242,703)	161,027,444	829,704
Grant Unspent Balance		26,346,498	-	-	-	-	-	-	-	-	-	26,346,498	-
Grant Receivable		(4,903,074)	-	-	-	-	-	-	-	-	-	-	8,649,720
Previous Year (A) (2023-24)		8,928,037	145,080,196	852,822	154,861,055	117,187,585	8,568,758	7,443,676	3,566	1,345,048	-	134,617,633	20,343,422
FOREIGN EARMARKED FUNDS/ DONATIONS (B)													
Hindustan Unilever Foundation	11	9,045,824	-	214,355	9,260,179	-	9,260,179	-	-	-	-	9,260,179	-
GIZ	12	-	3,158,542	50,418	3,208,960	-	145,287	50,888	120,000	190,440	-	508,595	2,702,365
Oak Foundation		-	12,287,000	-	12,287,000	-	-	-	-	-	-	-	12,287,000
WHR	13	-	3,321,478	82,317	3,403,795	-	658,141	802,725	-	508,535	-	1,969,401	1,414,395
Total(B)		9,045,824	16,767,021	327,090	26,139,935	-	10,066,507	853,693	120,000	699,975	-	11,736,175	16,402,760
Previous Figure(B) (2023-24)		34,344,809	-	1,660,776	36,005,585	-	25,559,981	-	850,994	548,796	26,959,761	9,045,824	-
Grand Total (A+B)		29,388,246	159,751,890	856,947	189,997,083	127,333,438	38,499,145	6,348,844	125,900	699,975	(242,703)	172,763,619	17,233,464
Grant Unspent Balance		34,292,320	-	-	-	-	-	-	-	-	-	34,292,320	-
Grant Receivable		(4,903,074)	-	-	-	-	-	-	-	-	-	-	25,053,480
Previous Year (A+B) (2023-24)		43,272,846	145,080,196	2,513,598	150,866,640	117,187,585	34,065,739	7,443,576	886,640	1,893,834	-	16,147,794	29,388,246
Grant Unspent Balance		47,062,016	-	-	-	-	-	-	-	-	-	47,062,016	-
Grant Receivable		(27,068,452)	-	-	-	-	-	-	-	-	-	-	(27,068,452)



BHARAT RURAL LIVELIHOODS FOUNDATION
Regd. Office: Room No. 38-A, Krishi Bhawan, New Delhi-110001
SCHEDULES FORMING PART OF CONSOLIDATED BALANCE SHEET AS AT 31ST MARCH 2025

Appendix 1 to Schedule C

S.No.	11	12	13	1	2	3	4	5	6	7	8	9	10	Grand Total
Particulars	HUF (JH)	GIZ (MP)	WHH (OD)	UAIL (UANAT)	UAIL (Watershed)	Thoughtworks	SBI Foundation	Axis Bank F- Ph-2 (CG)	Axis Bank F- Ph-3 (CG)	Axis Bank F (MH)	CTWD, Telangana	MoTA- Screening of Proposals	MoTA (Inspection of NGOs Meghalaya & Manipur)	
(A) Establishment Expenses														
Staff Salaries	-	-	-	-	-	-	-	429,912	762,996	989,289	2,644,656	350,000	271,510	5,448,363
El. Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (A)	-	-	-	-	-	-	-	429,912	762,996	989,289	2,644,656	350,000	271,510	5,448,363
(B) Program Expenses														
Human Resource/Consultancy cost	962,500	50,868	802,725	-	-	-	-	-	-	-	-	-	-	1,816,093
Implementation Cost	7,618,874	131,786	355,131	-	10,166,479	-	1,057,615	1,184,823	3,353,917	11,430,828	205,018	-	-	35,504,471
Grant Support to CSOs	-	-	-	5,547,455	-	1,642,662	6,981,318	38,848,708	35,541,307	37,833,748	938,240	-	-	127,313,438
Travel Expenses	541,320	8,952	156,699	-	-	-	-	-	-	-	-	422,003	614,875	1,743,849
Equipment & supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capacity Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Office Expenses	137,485	6,549	146,311	-	-	-	-	-	-	-	-	-	-	288,345
Expense borne by BRLF	9,260,179	196,155	1,460,866	5,547,455	10,166,479	1,642,662	8,038,933	40,039,531	38,895,224	49,264,576	1,143,258	422,003	614,875	166,886,196
Total (B)	9,260,179	196,155	1,460,866	5,547,455	10,166,479	1,642,662	8,038,933	40,039,531	38,895,224	49,264,576	1,143,258	422,003	614,875	166,886,196
(C) Non Recurring Expenditure	-	158,440	508,535	-	-	-	-	-	-	-	-	-	-	688,975
Total (C)	-	158,440	508,535	-	-	-	-	-	-	-	-	-	-	688,975
(D) Other Admin Expenses														
Office Maintenance Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on TDS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resource Cost	-	120,000	-	-	-	-	-	-	-	-	-	-	-	120,000
Water & Electricity-Utilities Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Audit Fee	-	-	-	-	-	-	-	5,900	-	-	-	-	-	5,900
Total (D)	-	120,000	-	-	-	-	-	5,900	-	-	-	-	-	125,900
Grand Total (A+B+C+D)	9,260,179	508,395	1,969,401	5,547,455	10,166,479	1,642,662	8,474,745	40,796,527	39,884,513	51,956,120	1,143,258	772,003	886,385	173,066,322



BHARAT RURAL LIVELIHOODS FOUNDATION
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SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2023

SCHEDULE D - Fixed Assets Fund

PARTICULARS	As at 31st March 2023	As at 31st March 2024
Donating Bank	2,028,594	1,461,384
Accumulated during the year	3,418,879	
Less: Depreciation/Amortisation during the year	21,780	
Value Accumulated over the useful life of Assets purchased	(202,845)	(10,792)
Total	2,822,753	6,868,951

SCHEDULE E - Reserve And Surplus

Surplus		
Opening Reserves	186,276,775	1,39,07,124
Less: Reserve/Adjustment due to other transactions from Schedule I (Refer Note No 6 of Schedule II)	242,733	
Net Reserves	186,034,042	1,38,82,391
Less: Surplus/(Surplus) transferred from transactions of previous year (Expenditure for the year)	(18,643,384)	18,72,853
Closing Balance	167,390,658	157,55,244

SCHEDULE F - Current Liabilities And Provisions

Amount Payable to CSD Partners	15,413,308	(1,41,406)
TDS Payable	929,308	(2,017,318)
Salary Creditors	2,582,860	(3,542,354)
PF Payable	-	(40,820)
PF Employer	633	(3,654)
Expenses Payable	1,386,584	85,887
Advances	1,138	10,773
Provision for Contingent Liabilities	985,124	
Less: Amount of Loans	23,18,474	2,718,810
Less: Security	4,128,126	3,382,007
Total	29,733,385	12,857,874



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C.S.D. (CSD) Fund
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SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2023

Schedule G-I Fixed Assets out of Corpus/Endowment Fund

Particulars	Rate	WDV as on 01.04.2024	Addition		Reduction	Total	Depreciation for the year	WDV as on 31.03.2024
			Short Term (Less than 120 Days)	Long Term (More than 120 Days)				
TANGIBLE								
Computer Hardware	40%	1,628,870	128,248	3,599	-	1,660,717	77,126	1,583,591
Office Equipment	15%	481,134	181,271	11,275	-	673,680	173,275	500,405
Furniture & Fixtures	10%	193,130	184,826	-	-	377,956	37,883	340,073
Sub Total		2,803,134	494,345	3,614	-	3,301,093	125,284	3,175,809
INTANGIBLE								
Computer Software	25-32%	1,121,779	-	-	-	1,121,779	313,718	808,061
Non Software (NFS)		171,170	3,353,500	-	-	3,524,670	1,733,776	1,790,894
Sub Total		1,292,949	3,353,500	-	-	4,646,219	1,847,494	2,800,000
Total		4,096,083	8,297,845	3,614	-	7,947,312	2,622,778	5,324,534
REVALUATION YEAR		8,329,345	2,793,278	880,000	-	11,002,623	2,861,043	8,141,580

Schedule G-II Fixed Assets- Out of Grant

Particulars	Rate	WDV as on 01.04.2024	Addition		Reduction	Total	Depreciation for the year	WDV as on 31.03.2024
			Short Term (Less than 120 Days)	Long Term (More than 120 Days)				
TANGIBLE								
Computer Hardware	40%	878,481	-	108,377	21,330	1,008,188	152,787	855,401
Office Equipment	15%	713,818	-	116,748	-	830,566	178,778	651,788
Furniture & Fixtures	10%	442,037	-	155,182	-	597,219	59,879	537,340
Sub Total		2,034,336	-	380,307	21,330	2,435,973	391,444	2,044,529
INTANGIBLE								
Non Software (NFS)		710,000	-	-	-	710,000	-	710,000
Sub Total		710,000	-	-	-	710,000	-	710,000
Total		2,034,336	-	380,307	21,330	3,145,973	391,444	2,754,529
REVALUATION YEAR		404,727	25,125	1,880,128	-	2,290,000	891,600	1,398,400



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BHARAT RURAL LIVELIHOODS FOUNDATION
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SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2023

SCHEDULE H - Investments of Corpus Fund

PARTICULARS	As at 31st March 2023	As at 31st March 2024
Investment in FDR with Deutsche Bank	2,69,00,000	2,69,00,000
Corpus Fund received from Ministry of Rural Development, Government of India		
Investments in FDR with Yes Bank	~460,000	~75,00,000
Investment out of interest on above		
Investments in FDR with SBI Bank	90,00,000	89,00,000
Investment out of interest on above		
Total	2,69,00,000	2,69,00,000

SCHEDULE I - Investments of Endowment Fund

Investments in FDR with Yes Bank	30,00,000	30,00,000
Tata Trusts Endowment Fund for Institutional Development and Partnerships	8,73,000	8,73,000
Investment out of interest on TATA Trust Endowment Fund		
Investments in FDR with SBI Bank	8,30,000	2,10,000
Investment out of interest on TATA Trust Endowment Fund		
Investments in FDR with Deutsche Bank	30,00,000	30,00,000
Ford Foundation Endowment Fund for Institutional Development and Partnerships		
Investments in FDR with Yes Bank (FOFA Fund)	5,81,845	4,38,845
Investment out of interest on Ford Foundation Endowment Fund		
Total	73,84,845	73,84,845



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SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31ST MARCH 2023

SCHEDULE J - Cash And Bank Balances

PARTICULARS	As at 31st March 2023	As at 31st March 2024
Bank Balances (Savings) Accounts		
With YES Bank (Chandigarh), New Delhi Branch	25,17,101	8,402,217
Account No. 000190000000019 (Clear FDR Account)	-	3,00,940
Account No. 000190000000019 (FOFA Corporate Under) Credit	1,40,122	3,10,100
Account No. 000190000000019 (FOFA VISA)	1,50,122	2,70,100
Account No. 000190000000019	1,10,000	1,60,000
Account No. 000190000000019	1,10,000	1,60,000
Account No. 000190000000019	1,10,000	1,60,000
Account No. 000190000000019	1,10,000	1,60,000
With SBI, South East Branch Account No. 000190000000019	2,00,000	1,00,000
With SBI, Bank, New Delhi Branch Account No. 000190000000019	1,00,000	1,00,000
With State Bank of India, New Delhi Branch Account No. 000190000000019 (Designated FDR Account)	3,00,000	3,00,000
With Axis Bank, New Delhi Branch Account No. 000190000000019	1,10,000	1,10,000
With Axis Bank, New Delhi Branch Account No. 000190000000019	1,10,000	1,10,000
Total	30,13,473	14,00,000

SCHEDULE K - Other Current Assets

Grant Amount to CSD Partners, Livelihoods Balances	1,78,957	2,13,187
Interest Accrued on Fixed Deposits		
- Citizen Fund (received from Ministry of Rural Development, GOI)	41,485,717	42,843,608
- Tata Trusts Endowment Fund for Institutional Development and Partnerships	2,775,243	1,793,376
Ford Foundation Endowment Fund (FO)	1,951,782	2,304,210
Advance Recoverable	7,612	88,000
Advances to Employees Salary	1,485	785,905
Prepaid Expenses	54,100	396,813
Advance to Supplier	-	1,000
LC Group Security Scheme (Fixed Balance) (Refer Note No 6 of Schedule II)	4,75,281	1,540,000
LC Group Security Scheme Fund Balance (Refer Note No 6 of Schedule II)	1,60,154	1,341,349
Security Deposits (Rent)	180,000	120,000
Tax (deducted at Source) (2023-24)	-	146,078
Tax (deducted at Source) (2021-22)	17,828	1,800
Tax (deducted at Source) (2022-23)	-	143,000
Tax (deducted at Source) (2023-24)	1,10,131	-
Total	72,385,791	76,305,877



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C.S.D. (CSD) Fund
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BHARAT RURAL LIVELIHOODS FOUNDATION

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SCHEDULES FORMING PART OF STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31ST MARCH 2025

SCHEDULE L - Other Income

(Amount -Rs.)				
PARTICULARS		Current Year 2024 25		Previous Year 2023- 24
Saving Bank Interest	5,861,840		5,384,868	
Less:				
- Allocated to FCRA Grant Fund	327,090		1,660,776	
- Allocated to Local Grant Fund	528,857		852,822	
- 10% reinvested to Ford Foundation Endowment Fund	71,766		64,908	
- 15% Transfer to Tata Trusts Endowment fund for Institutional Development and Partnerships (Schedule - B)	42,210	4,891,917	49,246	2,757,116
Interest Earned on Fixed Deposits with Banks				
- Corpus Fund received from Ministry of Rural Development, Government of India	167,295,083		172,788,429	
- Tata Trusts Endowment fund for Institutional Development and Partnerships	8,786,000		8,747,744	
- Ford Foundation Endowment Fund	8,286,155		8,335,285	
- Axis Bank Foundation	-		86,300	
Total	184,367,238		189,957,758	
Less: 10% reinvested to Ford Endowment Fund	839,968		839,555	
Less: 15% Transfer to Tata Trusts Endowment Fund for Institutional Development and Partnerships (Schedule - B)	1,311,697	182,215,573	1,140,823	187,977,379
Interest earned by the Grant Partners- CSOs		931,891		720,090
Donation for Stipend MA-RM		179,001		410,000
Interest on Income Tax Refund		20,093		-
Income from Workshops		-		31,000
Miscellaneous Income		27,476		3
Total		188,265,951		191,895,589

SCHEDULE M - Expenses incurred from FORD Endowment

Program Expenses				
Jharkhand SPMU Expenses	2,165,977			
Staff Salaries	7,236,016		6,063,396	
Employer Contribution to Provident Fund	-		727,608	
Earned Leave expenses	-	9,401,993	45,029	6,836,033
Other Administration Cost				
Staff salary	1,410,368		1,669,969	
Earned Leave expenses	-		17,624	
IT and Online Subscription Exp	-		28,103	
Bank charges	142	1,410,510	45	1,715,741
Total		10,812,503		8,551,774

SCHEDULE N - Expenses from Tata Trust Endowment Fund

(Amount -Rs.)				
PARTICULARS		Current Year 2024 25		Previous Year 2023- 24
Tata Trust Establishment Cost				
Staff Salaries		9,260,706		8,323,197
Earned Leave Expenses		103,308		145,204
Total		9,364,014		8,468,401



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SCHEDULES FORMING PART OF STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED 31ST MARCH 2025

SCHEDULE O - Expenses from MORD

		(Amount -Rs.)	
PARTICULARS		Current Year 2024-25	Previous Year 2023-24
MoRD Program Cost			
Grant support to CSOs			
CFP 2	-		1,386,947
West Bengal Mega Watershed Project	-		14,064,031
Odisha APC Project Ph-1	-		48,298,091
Odisha APC Project Ph-2	59,441,942		13,061,519
Odisha UANAT Project (UAIL)	526,204		299,354
Madhya Pradesh NCNF Project	-		4,754,696
Jharkhand Mega Watershed Project	6,808,786		1,301,359
Maharashtra Mega Watershed Project	6,753,391		2,587,126
MH (TDD+HDI) Livelihood Project	-		1,977,947
Telangana CFR Project	3,593,298	77,123,621	2,102,288
Capacity Building Expenses	1,239,726		2,459,886
Capacity Building support through CSOs	43,689,334		11,818,406
Implementation exp for APC Project for Odisha Ph-2	906,006		1,780,268
Implementation exp for NCNF Project for MP	2,019,960		2,113,890
Implementation exp for Megawatershed Project for CG Ph 2	67,909		197,379
Implementation exp for Megawatershed Project for JH	2,567,800		1,215,110
Implementation exp for Livelihood Project for MH (TDD+HDI)	-		801,748
Implementation exp for CFR Project for Telangana	614,616		552,568
Implementation exp for Megawatershed Project for MH	540,000		38,571
Implementation exp of UAIL watershed Project	446,300		-
Event, Meetings and Workshop Expenses	3,883,719		815,578
Travel Expenses	1,019,622		1,387,851
DNT Project Expenses	316,753		806,093
DNT support through CSO	1,471,358		2,638,669
Online MIS software & Website Expenditure	1,369,469		780,646
Research Expenses	2,375,571		588,528
Resource Mobilization expenses	470,480		201,186
Communication, PR, Media & Social Media Management etc.	1,873,091		2,674,633
Bodoland Project Expenses	6,474,127	71,345,841	5,035,657
MoRD Establishment Cost			
Staff Salaries	22,081,181		12,147,915
Employer Contribution to Provident Fund	-		1,457,750
Earned Leave expenses (refer Note No 8 of Schedule -Q)	896,761		2,347,173
Gratuity Expenses (refer Note No 8 of Schedule -Q)	870,831		835,309
Recruitment expenses	163,029		4,061,751
EPF Admin Charges	132,078		115,512
Staff welfare expenses	192,494		159,081
Relocation expenses	181,221		127,414
Medical & Accidental Insurance Expenses	471,701		310,124
Consultancy Fees for PF calculation	46,728	25,036,024	42,480
MoRD Other Administration Cost			
Office Rent	3,392,500		2,967,000
Meetings/Events	2,987,715		2,417,713
Tally/Factor/HR/ Computax	344,878		55,293
Audit Fees	253,847		210,925
Communication Expenses	751,709		755,200
Stationary expenses	281,167		464,608
Water & Electricity expenses	336,576		302,331
Office Maintenance Expenses	523,505		441,266
Equipment Maintenance Expenses	97,320		119,594
Postage & courier	50,857		41,095
Miscellaneous Expenses	6,469		19,530
Hindi Language Promotion	34,163		66,701
Consultancy/Internship/Professional Fee	670,660		2,060,174
Insurance of Fixed assets	8,047	9,739,413	18,654
Total		183,244,899	157,284,613



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