



2025

ANNUAL REPORT





ORGANISATION AT A GLANCE

Vision	:	A world where every citizen can live a secure, healthy and fulfilling life, in harmony with nature
Mission	:	To create sustainable livelihoods at scale
Strategy	:	Build capacities and incubate business models for widespread and accelerated creation of economic, social and environmental value
Society Registration FCRA	:	Societies Registration Act, XXI of 1860; Registration No. S/15240 Section 6 (1) (a) of the Foreign Contribution (Regulation) Act 1976 (FCRA Reg. No. 231650722)

Society for Technology and Action for Rural Advancement

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Chairperson's MESSAGE

The year 2024–25 has been a defining period for Technology and Action for Rural Advancement (TARA). It has reaffirmed our mission of delivering technology solutions that not only address India's developmental challenges but also position sustainable innovation at the heart of new market opportunities.

This year, TARA stepped onto a stronger global stage with the launch of the Alt Urban Campaign, which began with the Jaipur Design Meet. By convening architects, urban planners, and sustainability leaders, we set in motion a dialogue on reimagining India's built environment, one that balances urban aspirations with ecological resilience. The campaign has begun to create visibility and positioning for TARA as a convener of ideas, knowledge, and action for sustainable urban transformation.

Our work in low-carbon construction made significant strides. LC³ (Limestone Calcined Clay Cement) was recognised as the "Product of the Year – Cement & Concrete" at the World of Concrete India Awards 2024 in Mumbai. Together with Promac Engineering, we showcased LC³ at the 19th CII India Africa Business Conclave, positioning it as a climate-friendly solution for 41 countries across Asia and Africa. Complementing this, LC2 and other blended cement technologies are opening new low-carbon business opportunities, creating pathways for large-scale decarbonisation of the cement sector.

Our technical expertise was showcased through global platforms: Dr. Soumen Maity, our Chief Technology Officer, highlighted LC³ at the World of Concrete India 2024, while Dr. Debojyoti Basu Roy advanced low-carbon concrete discussions with partners in the Middle East.





Our work in low-carbon construction made significant strides. LC³ (Limestone Calcined Clay Cement) was recognised as the “Product of the Year – Cement & Concrete” at the World of Concrete India Awards 2024 in Mumbai.

We also welcomed officials from Nepal for LC³ training and clay mine exploration, underscoring TARA’s role in shaping knowledge transfer across borders.

This year also marked critical partnerships. With InnoCSR, we signed an MoU to advance Good Bricks Technology, a firing-free solution that reduces air pollution while delivering better quality and higher productivity for brick entrepreneurs. With Shoonya, we are co-developing community-based models for Refuse-Derived Fuel (RDF) as a step towards waste-to-energy innovations.

These achievements are not isolated. They are part of a deliberate roadmap, anchored in rigorous research, field-level implementation, and strategic partnerships, that aims to transform the built environment, scale green business opportunities, and demonstrate models that others can adopt.

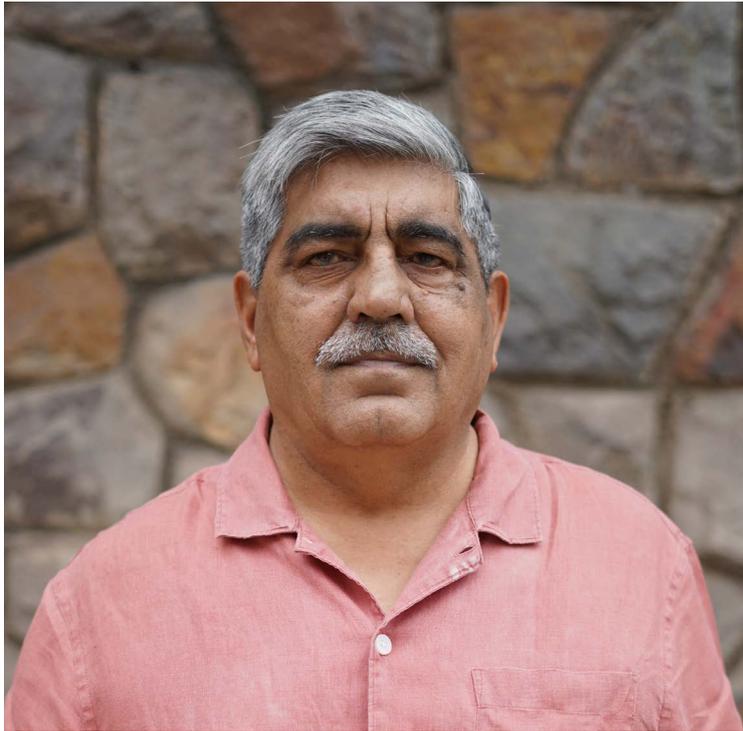
Looking ahead, TARA will continue to push the frontier of sustainable entrepreneurship, pioneering technologies that enable dignified livelihoods, resource efficiency, and environmental stewardship. Our vision remains clear: to ensure that technology serves as a bridge between economic opportunity and ecological responsibility, shaping a future where communities thrive in harmony with nature.

Dr. Ashok Khosla
Chairman
Technology and Action for Rural Advancement

MESSAGE

from the

Chief Operating Officer



What makes TARA different is not just the technologies we pioneer but the way we embed sustainable business models tailored to local needs in critical geography like Bundelkhand — our Karambhoomi.

At TARA, our story has always been about people—about the women, men, and young people and solutions designed to empower them. Since 1985, we have been on a mission to create sustainable livelihoods at scale for those who want nothing more than dignified work, a healthy environment, and a future their coming generations can depend on. Seen as an incubation engine of the Development Alternatives Group, we build capacity, prototype business models, and manage processes that are not only innovative but also practical, replicable, and truly theirs.

Our journey began with one simple question: how can technology serve those who need it the most? The answer came in many forms and motivated us to span five core sectors: renewable energy, water, sanitation and hygiene, affordable housing, livelihood support, and circular economy. Each initiative around these sectors started as an experiment, grew into a model, and then eventually evolved as a transformative engine. For example, enterprise packages, technology bundles, capacity-building efforts that could be replicated across geographies, adapted to new contexts, and scaled to reach thousands more.

What makes TARA different is not just the technologies we pioneer but the way we embed sustainable business models tailored to local needs in critical geography like Bundelkhand — our Karambhoomi. We don't deliver projects from the outside; we nurture ownership from

within. We train local entrepreneurs, strengthen women’s groups, build youth capacity, and connect them to markets and governance systems. In doing so, we ensure we stay involved, nurturing uptake, scaling impact, and bridging the gap between innovative ideas and real-world outcomes.

Today, as climate change and resource challenges intensify, TARA as an “aggregator” brings together services —from training and technical knowhow to market linkages—to listen to communities, co-create with them, and incubate models that deliver lasting social, economic, and ecological value. And that is how we believe transformation happens, not in boardrooms or laboratories alone, but in the everyday lives of people who take ownership of their future.

What this really proves is that TARA isn’t just about creating new technologies or business ideas. It’s about embedding them in communities, ensuring they’re owned, usable, and able to grow. As we step into the future, we remain committed to deepening that trust—scaling innovation that rural India can shape, own and sustain, for the long term.

Maj Gen Rahul Bhardwaj, VSM (Retd)
Chief Operating Officer
Technology and Action for Rural Advancement



Use of LC³ in construction of airport infrastructure at Noida International Airport, Noida

IMPACT 2024-2025

Livelihood Security and Inclusive Entrepreneurship

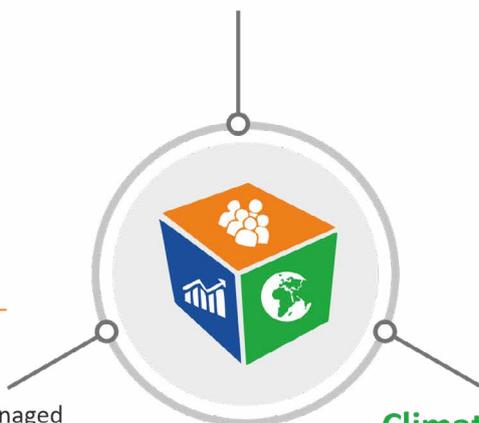
+25,000 enterprises set up and supported

+202,230 livelihoods secured

+53,000 jobs created

INR 1,840 million Finance unlocked

6% increase in average number of enterprise set up per day from 73 per day in FY 24-25 to 85 per day in Q1 FY 25-26



Resource Efficiency and Circular Economy

+1.21 million tonnes waste managed

+0.81 million tonnes carbon emission reduced

+355 MWh green electricity generated

+520 fly ash brick enterprises supported

Climate Resilience and Ecosystem Restoration

+217,600 access to basic needs

+350,000 resilience capacity enhanced

+70 water bodies rejuvenated

+12,600 million liters water conserved

+25,750 farmers trained

Technology Solutions

TARA aims to build capacity, incubate business models, and manage processes to create economic, social, and environmental value on a large scale. Business models based on sustainable technological packages offer a more sustainable future by integrating environmental, social, and economic considerations.



Overview

This year saw TARA's innovation spanning across multiple areas. These include improved pottery technologies that enhance traditional practices through energy-efficient kilns and better tools; recycling solutions for construction and demolition (C&D) waste to produce eco-friendly building materials; and biomass briquetting units that convert agricultural residues into clean-burning fuel.

Additionally, TARA leveraged GeoAI (Geospatial Artificial Intelligence) for data-driven planning and environmental monitoring, supporting sustainable land use and urban development. It also promotes the use of Limestone Calcined Clay Cement (**LC³**), a low-carbon alternative to traditional cement, significantly

reducing CO₂ emissions in the construction sector. Collectively, these innovations reflect TARA's commitment to inclusive, technology-driven sustainable development.



Advanced material processing using the Planetary Ball Mill ensure precision in every batch



Our alliance with TARA and the introduction of Good Bricks in India marks a monumental step forward in our mission to foster sustainable industrial practices across Asia and globally. By adopting low-carbon brick manufacturing technologies, we are not only contributing to the environmental well-being but also creating substantial economic and social opportunities within the communities we operate in.

- Sam Younsook Lee
CEO, InnoCSR

Key Initiatives

Asian Venture Philanthropy Network Limited

Under a project funded by AVPN, the mandate to explore the clay deposits in five Indian states has been initiated this year. Data is first collected from various geological organisations (such as IBM, GSI, State Mining Offices, or other district or central-level institutions), followed by field visits to compile and validate the data and create a decision support tool.

The project involves understanding the distribution of different clay types and testing clay samples to analyse the percentages of kaolin and other elements such as aluminium and silica.

This supports the feasibility study for LC³ (Limestone Calcined Clay Cement) and establishes reserve estimates of clay deposits across the five states, West Bengal, Jharkhand, Andhra Pradesh, Telangana, and Karnataka.

University of Nottingham (UoN): GeoAI Brick Kiln

GeoAI is a pioneering initiative developed by the Rights Lab at the University of Nottingham and UNDP India. The Development Alternatives Group has leveraged this technology in the states of Bihar, Chhattisgarh, Odisha, Assam, and Uttar Pradesh.

Drawing on extensive knowledge and on-ground experience in India's brick sector including primary data collection and field inspections this technology is piloting a livelihood module and environmental inspectorate in target states.

The objective is to transform India's brick kiln sector by improving technology, enhancing workforce welfare, and supporting effective policy implementation.

The GeoAI intervention bridges the evidence gap in brick kiln census data and the informal economy. The technology supports government departments in monitoring and evaluation:

- Over 500 brick kilns surveyed in target states
- Labour data for more than 3,400 workers collected
- In collaboration with the Chhattisgarh Labour Department, 117 Labour Inspectors across 33 districts were trained on data collection and monitoring to ensure compliance with labour laws, safety standards, and worker welfare.

This initiative is contributing to policy uptake in Odisha, Bihar, and Chhattisgarh, engaging State Pollution Control Boards and Labour Departments to drive labour welfare reforms.

- **Modernise kiln technology by mapping kilns through the GeoAI app and shifting FCBTK kilns (Fixed Chimney Bull's Trench Kiln) to more efficient Zig-Zag kilns**
- **Improve access to welfare schemes for brick kiln workers, most of whom are interstate migrants unaware of existing support systems**
- **Assist in developing effective state-level policies and regulations for the brick sector**

Building Climate and Disaster Resilience in the Pacific through Low Carbon Concrete: The Blue Concrete Initiative

Fiji is advancing its commitment to sustainable construction and resource management by focusing on the responsible use of development minerals and the adoption of low-carbon technologies. Leading this effort is the Technology and Action for Rural Advancement (TARA), which is playing a key role in supporting the development and implementation of innovative approaches within the sector.

A major area of focus is the introduction and scaling up of Limestone Calcined Clay Cement (LC³), a climate-friendly alternative to traditional cement. LC³ significantly reduces carbon emissions by lowering clinker content and utilising abundant local materials such as kaolinitic clay and low-grade limestone.

With TARA's technical expertise and support, Fiji is working towards integrating LC³ into local construction



Clay feasibility field work being carried out by Mineral Resources Department and TARA at Naimatoga, Suva, Fiji

practices to promote greener, more sustainable infrastructure which is expected to reduce concrete production costs by 40%.

LC³ Cement Feasibility Nepal

In the LC³ Nepal project, DA Group provides technical expertise and on-the-ground experience in low-carbon cement, promoting resource efficiency, local economic growth, and climate-resilient infrastructure development across the Global South.

The project's objectives include compiling an inventory of clay deposits in Nepal and assessing their reserve potential through field surveys; creating an integrated GIS-based map of clay and other raw material availability as a publicly accessible decision support tool for LC³ technology investments; scientifically testing and analysing raw materials for their suitability in LC³ applications; conducting an economic feasibility study for LC³ production based on clay distribution; reviewing relevant regulatory standards for cement and recommending modifications to secure official approval for a new LC³ standard; and building capacity while fostering active stakeholder engagement in promoting LC³ technology.

- **LC³ could reduce CO₂ emissions by up to 30% compared to conventional Portland cement**

- **Utilising local resources may reduce dependence on imported clinker lowering overall production costs.**
- **The project enhanced local technical expertise in advanced material testing and sustainable cement technologies.**

Hyperlocal Mapping of Air Pollution & GHG Emissions in India

Implemented by TARA with support from UNDP India and the GIZ-Lacuna Fund, this project aimed to address critical data gaps in urban air quality by generating hyperlocal pollution and emissions datasets in Patna (Bihar) and Gurugram (Haryana).

Using 100 IoT-enabled low-cost air quality sensors and citizen science methodologies, the project identified both point and non-point pollution sources across the cities.

In Gurugram, deployment and interpretation were supported by the Gurugram Metropolitan Development Authority (GMDA). In Patna, the Bihar State Pollution Control Board supported similar activities.

By fostering community engagement, building technical capacity, and promoting data-driven governance, the initiative developed a scalable, open-source model for hyperlocal emissions monitoring to support climate action planning in other Indian cities.

The project integrated real-time field data with satellite imagery and analytical modelling to provide localised insights and daily/weekly air quality bulletins for authorities.

Taisei Soil System (TSS): Decentralised Wastewater Treatment

TARA has successfully incubated and handed over the Taisei Soil System (TSS), a decentralised, zero-discharge wastewater treatment technology developed by Taisei Kogyo Co. Ltd., Japan. The system requires no electricity, no chemicals, and is installed completely underground, ensuring no land use above the surface.

TSS has been deployed at three sites in India. In Varanasi, under the Municipal Corporation, it treats 4,000 litres/day of wastewater from public toilets. In Muzaffarnagar, the system processes 8,000 litres/day from Shri Ram Group of Colleges. Together, these two units prevent 12,000 litres of untreated wastewater



Public Toilet

daily from entering the Ganges, contributing directly to the Namami Gange Programme.

In Delhi, TARA set up a 1,000 litres/day demonstration system at its Ghitorni workshop, in collaboration with E-Square Inc. and Original Engineering Consultants Co. Ltd., Japan. This model replaced imported parts with local components, reducing costs while maintaining performance. The system has been NABL-certified for key water quality parameters, confirming its reliability under diverse conditions.

By adapting and scaling TSS in India, TARA has provided an eco-friendly, cost-effective, and replicable solution for urban wastewater management, protecting vital water resources for the future.

- **Decentralised zero-discharge wastewater treatment technology incubated by TARA, handed over to Taisei Kogyu Co Ltd.**
- **Deployed in three sites in India**
- **Capable of treating 4,000 litres/day of wastewater from public toilets.**
- **Cost reduction model while maintaining performance**



Public site signboard

Tottori Prefecture – India Collaboration Initiative

The Tottori Prefectural Government of Japan held a series of engagements across India (2024–25) to explore partnerships in IT, healthcare, environment, tourism, and manufacturing. The initiative connected with industry associations, academic institutions, skill authorities, and local governments to identify opportunities in workforce development, technology exchange, and business collaboration.

Key industry interactions with MCCIA and STP Pune focused on B2B exchanges, joint training, and supporting Tottori-based companies in India, especially in environmental and low-carbon technologies, IT, and healthcare.

Discussions with DVET, OSDA, HMCSSC, CTTC Bhubaneswar, and WSC emphasised skill development, Japanese language integration, and preparing workers for employment in Tottori.

Academic collaborations with PKCF, KIIT-TBI, and SPPU explored student and faculty exchanges, co-innovation in healthcare and environment, and start-up incubation.



Discussion on Collaboration Opportunities between Tottori Prefecture and the Ministry of Skill Development and Entrepreneurship (MSDE), Government of India.

Engagements with MSDE, MEA, and OEPGE advanced mechanisms like the TITP and SSW for skilled workforce mobility and long-term employment opportunities. Pilot projects in Puri District, covering eco-toilets, water purification, tourism, and plastic alternatives are demonstrating Japanese technologies in local contexts.

Overall, the initiative laid the foundation for sustained India-Tottori cooperation in skills, technology, and sustainable development.

- **Focus on IT, healthcare, environment, tourism, and manufacturing.**
- **Multi-city engagements across India (2024–25).**
- **Industry ties with MCCIA and STP Pune for B2B and technology exchange.**
- **Skill partnerships with DVET, OSDA, and WSC for Japan-ready training.**



Meeting between Tottori Prefecture and Home Management and Care Givers Sector Skill Council (HMCSSC) at DA HQ.

Kimura Casting Training & Research Laboratory, KGTTI

The Kimura Casting Training & Research Laboratory at the Karnataka German Multi Skill Development Institute (KGTTI), Bengaluru, marks a pioneering step in advancing India's technical education and industrial capabilities in foundry and casting technologies. Established under JICA's "Dissemination, Demonstration, and Commercialisation" program in collaboration with Kimura Foundry Co. Ltd., Japan, the initiative aligns closely with India's "Make in India" and Skill India missions.

The laboratory provides structured, hands-on training in casting fundamentals, CAD/CAM/CAE, 3D printing, and defect analysis, complemented by advanced research facilities for industry problem-solving and process optimisation. Since its inauguration, two trainee batches have successfully completed the program, supported by a National Council for Vocational Education and Training (NCVET) micro-credential, ensuring quality and scalability across India.

By combining advanced Japanese expertise with India's industrial ecosystem, the laboratory is set to become a hub for skill development, applied research, and innovation—strengthening India's competitiveness in the global casting sector.



"Dr. Sharanaparakash Rudrappa (Minister—Medical Education and Skill Development, Entrepreneurship and Livelihood, Department Government of Karnataka) along with Mr. Kazutoshi Kimura (President—Kimura Foundry Co. Ltd.) inaugurating the KIMURA technical Laboratory in KGTTI"

Advancing India's technical education and industrial capabilities in foundry and casting technology.

Advance research facilities for industry problem-solving and process optimisation.

Way forward

TARA will continue to contribute to India's transition toward a low-carbon, resource-efficient future by advancing the LC³ ecosystem, decarbonising the brick industry, and strengthening its Material Testing Facilities to bridge research, policy, and industry.

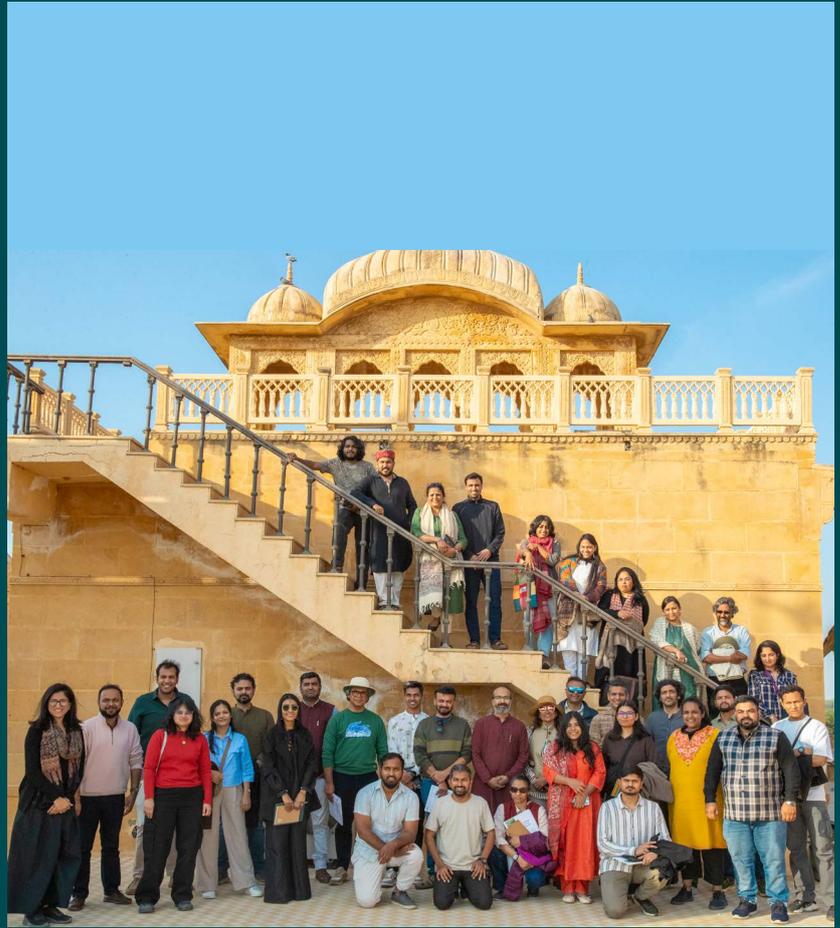
Through partnerships with AVPN, The Climate Group, University of Nottingham, UNDP Fiji, BEE, BIS, IIT Madras, and other collaborators, TARA will scale innovations from pilot to market reality. It will deepen efforts in GeoAI-based monitoring, hyperlocal emissions mapping, and decentralised wastewater management through the Taisei Soil System (TSS).

Globally, TARA will expand South-South cooperation, scaling LC³ technology in Fiji, and fostering skill and technology exchange.

Strategic alignment among government, academia, and industry will drive these innovations to scale, contributing to India's and the Global South's low-carbon growth pathways.

Advisory Services

Innovating pathways for an inclusive, just, and green economic transition in India through interventions in policy, finance, technology, research, and dialogue to help transition to a circular economy in the plastics, building sector, and agriculture. This also includes advocating for smooth access to sustainable finance in India.



Overview

Rooted in decades of grassroots engagement, TARA works at the intersection of policy, practice, and innovation to ensure that sustainable solutions are not only technically sound but also socially inclusive and economically viable. Its advisory role spans across inclusive policy frameworks, community-driven design processes, and knowledge partnerships that amplify local voices while influencing global conversations.

Through this multi-dimensional approach, TARA helps governments, institutions, and businesses co-create innovation-led initiatives in diverse areas such as sustainable housing, participatory governance, resource-efficient enterprises, and climate-resilient development models.

By combining on-the-ground insights with systems-level expertise, TARA is uniquely positioned to bridge the gap between local realities and global policy dialogues. The outcome is a set of transformative pathways that empower communities, inform governance, and strengthen international collaborations, paving the way for sustainable futures that leave no one behind.



Jury feedback session at Jaipur Design Meet



Humanity faces a twin crisis of housing shortfall and climate breakdown. Dhun and DA's Group Alt Urban Programme grew from this discomfort, asking vital questions: What if affordability meant beauty, and housing repaired rather than extracted? It was not just about ideas, but reimagining homes—where thoughtful, mid-density design reduces footprints, fosters community, and builds resilience for a sustainable future.

**- Manvendra Singh Shekhawat,
Managing Director, MRS Group**

Key Initiatives

National Sustainable Habitat Campaign

The Alt Urban Housing Challenge, hosted in collaboration with the Dhun Life Project on the outskirts of Jaipur, was launched to design 800 new homes. More than a competition, it is a collaborative journey that grounds participants in place, connects them to community aspirations, and bridges traditional wisdom with modern innovation, shaping architects into changemakers.

This two-phase initiative redefines housing. In the preliminary phase, architects and designers submit bold, imaginative concepts that balance ecological sensitivity, affordability, and cultural context. Shortlisted teams then advance to the detailed phase, where they refine their proposals into practical, buildable solutions that address real-world constraints while pushing creative boundaries.

The competition is built around five core design principles, which form the basis of evaluation:

- **Ecological Integration and People-Nature Connectivity**

- **Low-Impact Materials and Sustainable Construction**
- **Integrated Systems for Sustainability**
- **Aesthetic and Cultural Harmony**
- **Adaptability, Scalability, and Affordability**

Between the two phases, the Jaipur Design Meet offered shortlisted teams the opportunity to experience the site and its landscape firsthand. It also provided intensive mentorship, individual jury feedback, and expert-led workshops on green building, sustainability metrics, and context-sensitive design, equipping participants with the tools and vision to strengthen their proposals.

The Alt Urban Housing Challenge stands as a replicable model that inspires the architecture and construction industries to set benchmarks for resilient, inclusive, low-carbon housing, environmentally attuned, deeply human, and aligned with the vision of one million green homes by 2030.

Audience Segmentation & Narrative Building

A Communication Guide titled 'Nudging Policymakers Towards a Green Economy Transition in India' was developed by TARA to strengthen the capacity of Civil Society Organisations (CSOs) in effectively engaging with policymakers across all levels of governance.

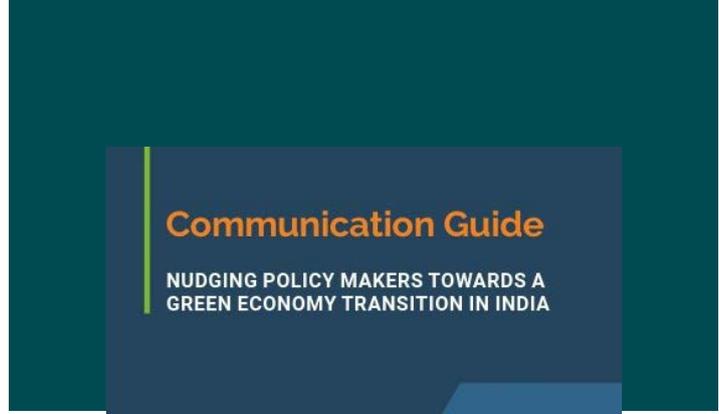
Commissioned by the International Institute for Environment and Development (IIED) Europe and the Green Economy Coalition (GEC), the eight-month initiative aimed to equip CSOs with strategic tools to advocate for a green and inclusive economy.

The project unfolded in three stages:

- **Identifying key ecosystem actors through a collaborative workshop that positioned policymakers as the critical audience and CSOs as primary influencers.**
- **Segmenting policymakers into sub-groups based on their knowledge and perception of green economy policies and practices, as well as shared perspectives and challenges, using literature reviews and one-on-one consultations.**
- **Developing a practical, user-friendly Communication Strategy Guide for CSOs at the national, state, and local levels.**

The guide provides tailored narratives, interactive tools, and advocacy strategies to strengthen CSOs' ability to shape policy discourse and advance a green, just, and inclusive economy. It highlights India's green economy transition, showcasing key sustainability initiatives and the pivotal roles of both policymakers and CSOs as drivers of change.

To make the resource engaging and practical, the guide incorporates



Participants share insights on challenges, best practices, and key actors for driving demand in the green economy transition.

flashcards with scenarios, key concepts, and strategic questions. These tools can allow CSOs to think critically about communication and advocacy, reflect on real-world challenges, and document actionable responses. By engaging with these exercises, CSOs can refine their strategies, strengthen their understanding, and build confidence in influencing policy.

Ultimately, the guide aims to equip CSOs with the knowledge and practical tools needed to engage policymakers across governance levels and to advance a sustainable and resilient green economy that benefits both people and the planet.



Participants collaborate in a workshop on "Fostering Societal Demand for a Green & Circular Economy," mapping key actors for the transition.

The Global Alliance for Life Economies Research and Innovation (GALERI)

GALERI serves as the G20's collaborative platform for advancing Life Economy approaches. It operates as a voluntary, open, and inclusive space for multistakeholder dialogue, knowledge co-creation, capacity building, and evidence generation on integrated, values-based economic models aligned with the Sustainable Development Goals (SDGs).

Launched under India's G20 Presidency in 2023 and recognised as a DWG knowledge partner during Brazil's Presidency in 2024, GALERI brings together governments, international organisations, academic institutions, investors, philanthropies, the private sector, and community-based innovators. It seeks to bridge practice and policy by developing tools, research, and pilot initiatives that integrate ecological regeneration, social equity, and long-term resilience into national and global development strategies.

- **A voluntary, open, and inclusive G20 collaboration platform for multi stakeholder dialogue, knowledge co-creation, capacity building aligned with the SDGs.**
- **GALERI bridges practice and policy by developing tools, research, and pilot initiatives integrating ecological regeneration, social equity, and long-term resilience.**



Dr Swayam Prabha Das presented on Life Economies, Human Development and Multi-Dimensional Poverty: the interlinkages at the Conference on Life Economies for the Sustainable Future.

Way Forward

Looking ahead, the Advisory Team will continue to strengthen its role as a trusted partner in shaping solutions at the intersection of research, policy, and advisory practice. The team's focus will be on generating actionable knowledge that not only informs debates but also guides governments, industry, and civil society in addressing pressing challenges such as climate resilience, equity, and sustainable development. By deepening its advisory capacity, the Advisory Team aims to provide credible, evidence-based guidance that can be embedded into strategies, regulations, and institutional frameworks. The Unit will also expand engagement platforms to bring together diverse voices, ensuring recommendations reflecting lived realities and long-term priorities. Strategic partnerships, both national and international, will allow the Policy Unit to amplify its influence while safeguarding intellectual independence. Through foresight, innovation, and collaboration, the Advisory Team aspires to move from shaping conversations to driving systemic change, positioning the organisation as a leader in impactful policy and advisory work.

Capacity Building

Recognising that informed minds drive movements for change, TARA offers packages tailored to the needs of various groups. These include a diverse range of stakeholders, from students to corporates, entry-level government officials to seasoned administrators, and social development practitioners to thematic experts seeking upskilling opportunities.



Overview

TARA's programmes take multiple forms—hands-on trainings that strengthen entrepreneurial and technical capabilities, immersive workshops that encourage co-creation and problem-solving, and interactive webinars that make cutting-edge knowledge accessible to wider audiences. Together, they create learning environments that are participatory, practice-oriented, and deeply rooted in local realities while staying aligned with global sustainability frameworks.

By engaging a broad spectrum of stakeholders including grassroots entrepreneurs, youth, students, professionals, policymakers, and civil

society leaders, TARA ensures that learning translates into tangible impact. Participants are not only equipped with the tools and frameworks needed to catalyse local action but also empowered to contribute to systemic change at regional, national, and global levels. In doing so, TARA's capacity-building work plays a critical role in shaping resilient communities and advancing the transition towards a more inclusive and sustainable future.

Key Initiatives

Climator '24

Climator '24 was a dynamic series of webinars and immersive workshops organised by Technology and Action for Rural Advancement (TARA), aimed at empowering students, young professionals, and the next generation



We attended the workshop “Innovations for Inclusive Growth – DA’s Experiences in Water, Energy, and Building Materials” under the programme on “Socio-Economic Impact Assessment of S&T Outcomes.” Experts from Development Alternatives Group shared practical insights on sustainability through real-life examples. Their people-centric approach, women’s empowerment initiatives like the Urja Mandala, and innovations in sustainable construction materials were particularly inspiring. What impressed us most is that DA not only promotes sustainability but also practices it in its own operations.

– Dr. Ginu Suhail Khan, Scientist C, Indian Council of Medical Research (ICMR), Delhi

of climate communicators. The initiative engaged early-stage development professionals in meaningful dialogue and action around climate resilience and sustainability, with the broader goal of building a cohort of 1,000 climate communicators.

Participants gained valuable insights into Social and Behaviour Change Communication (SBCC), learned how to design effective climate communication strategies, and developed skills to create impactful media for climate action. The series featured expert speakers such as Shaila Sam (A Development Communication specialist and Expert), Dr. Swayam Prabha Das (Climate and Policy Expert), Jyoti Sharma (Journalist and Development Professional), and Varsha Raikwar (UN-recognised Climate Leader).

The programme included interactive sessions, access to exclusive resources, and the launch of a contest—providing participants with a unique opportunity to enhance their communication skills and expand professional networks. Climator ‘24 successfully fostered knowledge exchange and positioned participants to contribute meaningfully to global climate action efforts.

- **Built a cohort of 1,000 young climate communicators.**

- **Trained participants in SBCC and climate communication.**
- **Featured expert sessions and interactive workshops with a skills contest.**

INTRODUCING CLIMATOR '24
Empowering 1000 Climate Communicators to Drive Global Action
Launching on 31st of July, 2024

- Spanning across 12 months
- Combination of Webinars & Immersive Workshops

Build your capacity to make a difference – be a Climator!

Interactive Sessions | Expert Insights | Hands-on Learning

Join us in a transformative journey towards climate action!

TARA | www.tarain | FOLLOW US

Building Capacities and Sensitising Young Information Officers

As a nation we are collectively working towards the vision Viksit Bharat 2047, a self-sustainable progressive and developed nation. For this we need collaborations built on trust, ethics and principals of harmony. Informed, aware and participative citizenry; conscious, strong-willed and unbiased policymakers would lead this change. As part of our effort to build capacities of policy makers multiple capacity building workshops were organised by experts for newly inducted Probation Officers of Indian Information Services from Group A and Group B both in the months of July, August, Sept 2024.

The programme included expert sessions at the IIMC campus on topics such as Monitoring and Evaluation of Social Behaviour Change Campaigns, the Role of Behaviour Change Campaigns in Social Development, and other related concepts with a focus on building climate resilience. It also featured a visit to TARA's Headquarters to understand the role of CSOs in nation building, as well as experiential learning visits to live project sites.

Capacity-building workshops for IIS probationary officers (July–Sept 2024) blended expert sessions on role of CSOs, behaviour change communication and climate resilience with exposure visits to live project sites for practical learning.

Getting Market Ready for Producing Cutting Edge Learning Products

As TARA moves forward to deliver the required capacity building solutions to multiple stakeholders, it carried out multiple introspective exercises to upgrade its professionals to be able to deliver competent products as per the market requirements. To understand



IIS probationers at DAHQ for an interactive session on the role of CSOs in social development

how our field work can be tailored to deliver the required essential knowledge for different stakeholders involved in the process of social development.

Professor Bappaditya Makhopadhyay a leading data science academician in the country, Professor with Great Lakes Institute of Management conducted this session in February 2025. Apart from these insights on better communicating the knowledge in palatable format were given by Harsha Upadhyaya from Imperium Edutech.

TARA empowered its professionals through expert-led sessions on data-driven impact analysis and effective communication, enhancing their ability to deliver tailored solutions for social development. Real life case stories from programme were deliberated upon.

Innovations for Inclusive Growth: Bridging Science & Societal Impact

Technology and innovation can drive real change, but only when they address real needs and are embraced by communities. As part of the 'Socio-Economic Impact Assessment of S&T Outcomes' capacity building programme, organised by CSIR-HRDC in collaboration with DST, Govt. of India, DA conducted a workshop for 13 scientists from leading research institutions in the month of February.



Scientists joined a one-day workshop at DAHQ under the CSIR-HRDC & DST capacity-building programme "Socio-Economic Impact Assessment of S&T Outcomes."

Together with DA leadership and program leads, they explored 'Innovations for Inclusive Growth – DA's Experiences in Water, Energy, and Building Materials' and gathered insights on – how civil society and NGOs play a crucial role in reducing inequalities; how science, if communicated and used well acts as an enabler.

Seasoned scientists from premier institutions explored how through our development solutions, innovations in water, energy, and materials are fostering inclusive growth. They collectively voiced that science is an instrument to promote well-being of the planet and people, hence the balancing act to be maintained while working towards sustainable development.

TARA Organises Two-Day Water Quality Training Session in Nalagarh

Technology and Action for Rural Advancement (TARA) organised a two-day training programme in Nalagarh, Himachal Pradesh, to raise awareness about the fundamentals of water quality, its importance, and the key parameters that need to be monitored. The workshop brought together representatives from esteemed organisations such as Parmarth Samaj Sevi Sansthan and Adarsh Sewa Samiti, who contributed to enriching the sessions with their knowledge and experience.

The first day focused on the Jal-TARA Testing Kit, a field-based tool designed to test 14 critical water quality parameters. The session provided an in-depth introduction to the kit's application and utility in community-level water monitoring.

On the second day, participants undertook an exposure visit to Nikoowal Village in the same district, where they observed a functioning water treatment system and the Locally Owned Community Operated (LOCO) model in practice. This visit offered a practical understanding of water treatment and distribution in a community-driven setting. It concluded with an interactive knowledge-sharing session with local Self-Help Groups (SHGs), further deepening participants' insights into grassroots water governance.

The hands-on experience equipped participants with practical knowledge and skills related to water quality monitoring and the application of technologies to prevent waterborne diseases. The training concluded with participants generating useful findings to support



Participants learning from live demonstration at the workshop on Jal Tara Testing

their ongoing and future work in water quality and management.

- **Deepened knowledge of grassroot water governance alongwith application of technologies to prevent waterborne diseases.**
- **Hands on experience in understanding fundamentals of water quality.**

Rural Collective Enterprises Immersion Programme, Bajju, Bikaner

The 3-day immersion programme in Bajju, Bikaner, organised by the Indian Micro Enterprises Development Foundation (IMEDF), focused on practical learnings from SFURTI-supported clusters and regenerative entrepreneurship models. It brought together 13 participants from NGOs and social enterprises, alongside guest speakers and sector experts.

Kasheedakari artisans: Participants visited production units to interact with women artisans practising traditional kasheedakari embroidery. Discussions highlighted how collective enterprise models are strengthening livelihoods and enabling market access.

Natural dye cluster: Field visits showcased IMEDF's support to the Natural Dye Cluster, where artisans demonstrated eco-friendly dyeing processes rooted in local traditions, creating sustainable alternatives for textile production.

Integrated livelihoods: Exposure visits also included interactions with weaving

communities, camel herders, and organic farmers, highlighting the interconnectedness of crafts, pastoral practices, and circular economy approaches.

The programme underlined how SFURTI clusters in the Thar region are reviving traditional skills, building sustainable value chains, and enhancing community resilience through collective entrepreneurship.

- **Women artisans demonstrated how SFURTI cluster-based collective enterprises are preserving traditional embroidery, generating sustainable livelihoods, and showcasing innovative technology solutions for collective enterprises.**
- **Participants observed eco-friendly dyeing techniques, highlighting sustainable textile practices rooted in local traditions**
- **Field visits highlighted the synergy between crafts, pastoral practices, and organic farming, illustrating how traditional knowledge supports resilient, and environmentally conscious rural enterprises.**



Participants witnessing the weaving process at Bajju Cluster

Building a Green Future through Innovative and Sustainable Low-Carbon Technologies

Technology and Action for Rural Advancement (TARA) successfully concluded a webinar on “Building a Green Future through Innovative and Sustainable Low-Carbon Technologies.” The event witnessed enthusiastic participation from engineering colleges, professors, and students, underscoring the importance of collaboration in advancing a sustainable future.

The webinar highlighted pioneering solutions including Low Carbon Cement (LC³), Eco Concrete Technology, Water Solutions, and Decentralised Energy Systems. It also featured real-world success stories, showcasing the impact of innovative technologies in reducing carbon footprints, expanding access to clean energy, and promoting resilient livelihoods.

Participants actively engaged in insightful discussions, reflecting a strong commitment to climate action and innovation. TARA extended its appreciation to all attendees for their meaningful contributions and reaffirmed its dedication to advancing sustainability and environmental responsibility through future initiatives.

- **Knowledge and understanding in advancing a sustainable future.**
- **Active participation through discussions in climate action and innovation.**
- **Showcasing of real-world success stories in building a green future through sustainable low carbon technologies.**

Online Workshop Series on E-Commerce as a Growth Driver

The online workshop on E-Commerce as a Growth Driver was organised by IMEDF on 30th June 2024. It was specifically designed to support enterprises, clusters, and small-scale entrepreneurs, with targeted participation from entrepreneurs, cluster-based enterprises, cooperative society members, and representatives from NGOs, CSOs, and other small-scale enterprises.

The core focus of the workshop was to address key challenges faced by medium-scale and individual nano entrepreneurs in marketing, outreach, and branding of their products. A total of 25 participants, including three guest speakers from the development and marketing sectors, attended the workshop. The group included four senior professionals with over 20 years of experience, six Cluster Development Executives, and twelve mid-level participants from 15 different organisations.

- **Sessions on e-commerce and ONDC provided participants with hands-on exposure, including a live demo of onboarding through the My Store platform.**



Webinar in session on understanding E-commerce as a growth driver

- Discussions centered on overcoming barriers in branding, outreach, and digital visibility for small-scale entrepreneurs and cluster enterprises.
- The workshop engaged 25 participants from 15 organisations, including senior professionals, Cluster Development Executives, and mid-level practitioners, fostering cross-learning and peer exchange.

Online Workshop Series on 'Insights into a Project Report'

An online workshop was held on 23rd October 2024, as part of an ongoing series designed for enterprises, clusters, small-scale entrepreneurs, CSOs, and students. The session brought together 21 participants from 15 organisations across the development and academic sectors, including NGOs, Farmer Producer Companies, and educational institutions.

The workshop focused on the fundamentals and structure of project reports and business plans. Sessions covered topics such as the components of a project report, the nuances of business planning, and detailed project report (DPR) compilation, providing participants with practical tools to support strategic planning and execution.

Participants engaged in interactive discussions and peer learning throughout the day, beginning with a meet-and-greet session where they shared their backgrounds and expectations. The workshop offered valuable guidance on aligning project documentation with implementation needs and reinforced the importance of grounding enterprise development in community trust and customer focus. It aimed to build capacity among collectives,

entrepreneurs, and academics in drafting effective DPRs for both planning and knowledge dissemination.

- Participants gained detailed insights into drafting project reports and business plans tailored to project needs.
- Sessions by sector experts covered the structure, nuances, and compilation of DPRs and cap documents, providing practical guidance for real-world applications.
- The workshop included Q&A and discussions, enabling participants to clarify concepts and strengthen their skills in project documentation and planning.

Online Workshop Series on 'Present Trends in Women Entrepreneurship'

The sixth online workshop in this series was organised by the Indian Micro Enterprises Development Foundation (IMEDF) on 18th March 2025. It convened a diverse group of stakeholders, including representatives from cooperative societies, Section 8 companies, foundations, trusts, and aspiring women entrepreneurs.

The session aimed to strengthen the women's entrepreneurial ecosystem by addressing key areas such as government schemes, financial support mechanisms (including seed capital, working capital, and soft loans), and models of empowerment.

Highlights included insights into the Safe



Webinar on Understanding the Growing Landscape of Women's Entrepreneurship saw active participation

Mobility Prototype in Uttar Pradesh and its role in enhancing women's mobility, as well as discussions on the *Kaun Banega Business Leader* initiative and the Channapatna Lacware Toy Cluster. These case studies showcased effective strategies for enterprise support, market linkage, and social security. The workshop concluded with an interactive session and was attended by 13 participants from 10 organisations.

Financing Support for Women Entrepreneurs – Detailed overview of government and bank schemes, including SEED capital, working capital, and soft loans, to strengthen women-led businesses.

Safe Mobility and Ecosystem Support – Introduction of the Safe Mobility prototype in Uttar Pradesh and the role of networks like District Entrepreneurship Coalition and *Kaun Banega Business Leader* in providing access to finance and infrastructure.

Promotion of Indigenous Craftsmanship – Case study of the Channapatna Lacware toy cluster highlighted market linkages, outreach strategies, and social security measures for artisans.

Way Forward

TARA will drive strategic change by strengthening future leaders from various stakeholder segments with focus on a consortium of visionary CSOs through focused training and capacity-building initiatives that equip leaders with essential skills such as data analytics, behaviour change communication, carbon financing, and resource mobilisation. In partnership with Higher Education Institutions and aligned with NEP 2020, TARA will leverage the Academic Bank of Credit system to offer flexible, lifelong learning opportunities that integrate academic credits with practical project work. This approach will empower the next generation of social sector leaders to create sustainable, large-scale social impact and accelerate transformational change. TARA aims to train at least 1 lakh social impact leaders by 2030, resulting in nurturing of at least 10,000 CSOs.

Outreach and Communications



Business Affiliates

Technology and Action for Rural Advancement (TARA) continues to serve as the ‘incubation engine’ of the Development Alternatives Group. Established in 1985, TARA’s mandate is to test, adapt, and productionise innovations developed by its not-for-profit sister concern, Development Alternatives, and prepare them for dissemination, primarily through market channels. Over the years, TARA has incubated several business units and, as a promoter, has hived off special-purpose vehicles (SPVs) to scale sustainable development solutions across diverse sectors such as clean technology, sustainable housing, circular economy enterprises, and community-driven resource management.

By bridging grassroots innovation with enterprise-based models, TARA plays a critical role in transforming research and pilots into viable, replicable businesses that deliver both social and environmental impact. Its incubation efforts have not only created green livelihoods and strengthened local economies but have also influenced policies and practices that support large-scale adoption.

Incubatee Business Units

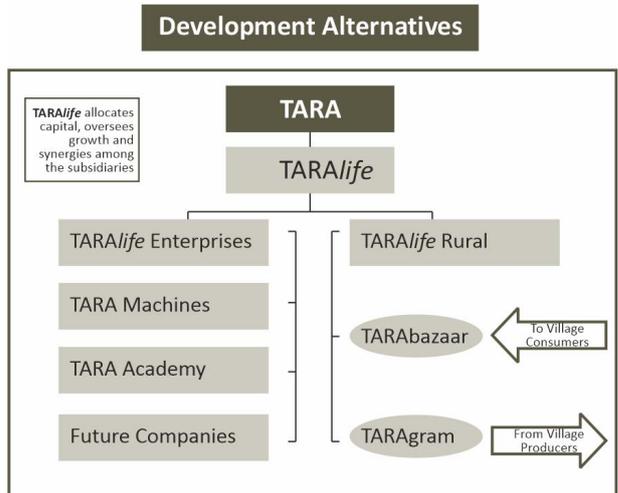
TAR Aurja

As an incubated business unit and later a special-purpose vehicle, TAR Aurja has pioneered the establishment and successful operation of ‘microgrids’ that deliver decentralised solar energy to rural households and enterprises in a commercially viable manner. Over the years, it has emerged as a leader among microgrid operators in India, equipped with advanced automated customer interfaces and power management systems. Through these innovations, TAR Aurja provides reliable solar-powered electricity to village communities across Uttar Pradesh and Bihar.

TARA’s model leverages energy as a catalyst for economic growth, recognising the dual role of rural populations as both producers and consumers. This approach prioritises social inclusion, strengthens local economies, and addresses basic needs, with the following core objectives:

- Business viability of mini-grid operations by building community demand through stakeholder engagement and technology-enabled, leak-proof energy and revenue management systems
- Enhanced livelihoods through increased incomes, job creation, and support for new enterprises, especially those led by women

Development Alternatives Group Social Enterprises



and youth, via co-created enterprise packages

- Productive use of electricity, enabling rural communities to spend on lighting, nutrition, entertainment, healthcare, and other essential needs
- Customer satisfaction through the customisation of offerings via applications and digital platforms that enhance reliability and user experience
- In close collaboration with Smart Power India, TAR Aurja operated mini-grids in 20 locations under the Smart Power for Rural Development (SPRD) Programme. In FY 2024–25, TAR Aurja serviced over 1,400 households, generating cumulative revenue of INR 90 lakh.



TARAUrja powered Enterprise. Energy and Empowerment for All.

- A significant portion of this revenue came from supplying reliable energy to local enterprises, a strategy that enhanced customer satisfaction—as reflected in the Average Revenue per User (ARPU) of INR 537 per month. TARA’s community engagement and enterprise-led load acquisition model ensured energy utilisation of up to 67% of the total 321+ MWh of green energy generated during the year.
- The reliable solar energy provided by TARAUrja has significantly improved the average energy consumption of rural users—a key indicator of socio-economic development. However, the average energy consumption decreased from 20.73 units to 18.01 units per month, indicating evolving usage patterns or load adjustments.

Highlights of the Year

- **15% decrease in revenue from energy sales (year-on-year basis)**
- **2% increase in revenue collection (year-on-year basis)**
- **Uninstallation of a 15.6 kW system in Laxmanpur, Uttar Pradesh**

Indian Micro Enterprises Development Foundation (IMEDF)

TARA has enhanced its commitment to livelihood security and enterprise development through its investment in the Indian Micro Enterprises

Development Foundation (IMEDF), a special-purpose vehicle established by the Development Alternatives Group to accelerate impact in green, inclusive and regenerative economic development.

Project Management Services

Building on innovations in entrepreneurship and sustainable livelihood models for marginalised communities, IMEDF has established itself as a key catalyst in the cluster development ecosystem, serving as a Nodal Agency of the Ministry of MSME under the SFURTI programme.

In the financial year 2024–25, IMEDF managed a portfolio of 30 clusters across 15 states, directly impacting over 22,000 livelihoods and engaging more than 100,000 women artisans and farmers. As of 31 March 2025, its footprint spans 15 states, supported by an SFURTI grant of INR 959 million alongside INR 65 million (650 lakhs) of partner investments in these clusters.

During FY 2024–25, 25 clusters became fully functional, successfully entering the production stage. These clusters, particularly in the medicinal and agro-based sectors, are adopting high-end, environmentally friendly technologies to maximise output. In addition, the promotion of green energy solutions, including solar power systems, water recycling, and wastewater treatment, underscores IMEDF’s commitment to sustainable and inclusive growth.

IMEDF was appointed as the Technical Support Agency (TSA) for 22 Rural Industrial Parks (RIPAs) which included 44 enterprises, across three districts of Chhattisgarh, Bilaspur, Raigarh, and Jashpur. Under this project, IMEDF provides technical assistance to various manufacturing units, including the organic paint unit and other green enterprises.

In addition, a team IMEDF carried out a Sustainability Assessment of six clusters across India. The team conducted field visits to collect data and develop a comprehensive assessment framework.

IMEDF provided support for HDFC Bank’s Sustainable Livelihoods Initiative (STREE), supporting interventions in 24 districts across six states, Assam, Chhattisgarh, Jharkhand, Odisha,



Women artisans of the Jungal Mahal Tasar Cluster

Punjab, and West Bengal. This work focuses on strengthening value chains in both farm and non-farm sectors, thereby enhancing livelihood opportunities.

Several clusters supported by IMEDF showcased their work at TARAGram Mela 2024, including the CSWS Matcraft cluster, Urmul natural dye cluster, and Medicinal Plants cluster. IMEDF also contributed to sectoral knowledge exchange by participating in the National Workshop on Moringa-based Livelihoods in October 2024. Furthermore, in January 2025, the Sirsi Spices Cluster organised an Awareness Programme on lean manufacturing techniques and MSME schemes, with IMEDF's active support.

Enterprise Support Services

IMEDF has collaborated with Rang De for low-cost credit services through the udyame channel. IMEDF delivers loan products for micro-entrepreneurs with support from social investors ranging from INR 20,000 to INR 1,00,000. A total of 1829 entrepreneurs have been able to start

or grow their businesses with the help of loan products. The total amount of loans disbursed is INR 759 lakhs (inclusive of the amount raised by social investors on udyame Rural Business Fund, a social investing platform). IMEDF is also working with RangDe to customise the loan products according to the needs of entrepreneurs.

A cumulative 2,165 entrepreneurs have received low-cost credit worth INR 965.16 lakhs till date. In FY 2024–25, IMEDF earned INR 2,84,036 in revenue through loan repayments.

Enterprise Credit Guarantee Fund - IMEDF and Vancap United have mutually agreed to establish an Enterprise Guarantee Fund to deliver customised financial products for "New to Credit" entrepreneurs.

Enterprise support services are being provided in new projects such as:- Tottori Prefecture's Overseas initiatives, La Caxia, Bajaj Finserv.

Over 6,000 users have registered on the udyame digital platform, which includes both the mobile

app and website. Alongside SMS outreach, digital services are promoted via Facebook and WhatsApp, engaging over 500 users monthly. To position udyAME as a one-stop solution for entrepreneurial needs, IMEDF is partnering with experts in technology, finance, marketing, and capacity building, and is forming strategic collaborations with partners and grassroots NGOs across Uttar Pradesh to scale operations through udyAME kiosks. A next-level revamp of the platform is underway, with plans to introduce in-house features such as AI-generated business plans, digital business packages, the Buddy Box (a digital literacy toolkit), and Enterprise Support Services trainer modules.

TARA Applied Research Centre (TARC)

The TARA Applied Research Centre (TARC) has been established as a premier business center providing solutions for advancing low-carbon and resource-efficient technologies. Its mandate is to transform innovations into industrial applications, bridging the gap between laboratory research and large-scale deployment.

TARC takes pride in its pioneering role in promoting environmentally responsible practices within the cement and concrete manufacturing industry. At the core of this effort lies Limestone Calcined Clay Cement (LC³), a transformational technology that is shaping the future of sustainable building materials.

The urgency for such solutions is evident. The cement industry is the third-largest industrial energy consumer, responsible for approximately 7% of global industrial energy use. A significant portion of emissions arises from the decomposition of limestone (calcium carbonate), which accounts for nearly two-thirds of the sector's CO₂ footprint.

LC³ offers a credible low-carbon pathway to address the dual challenge of increasing demand for cement driven by rapid urbanisation and infrastructure growth while significantly reducing greenhouse gas emissions.

TARC is strategically positioned to contribute to this transformation in India, Africa, the Middle East, and Southeast Asia, regions projected to expand cement production capacity in the coming decades.

Our Mission

The mission of TARC is to facilitate the seamless integration of LC³ into cement and concrete production systems worldwide. By championing LC³ as a viable alternative to conventional cement, TARC aims to:

1. Reduce carbon emissions from the construction sector
2. Conserve natural resources through more efficient resource use
3. Support sustainable infrastructure development on a global scale

Through these efforts, TARC remains committed to reshaping the industry's trajectory toward a more resilient and sustainable future.

TARC's strength lies in its multidisciplinary team of geologists, engineers, and subject matter experts who bring a wealth of knowledge to materials science, cement chemistry, and sustainable construction practices.

Innovation and collaboration underpin the Centre's approach. Working closely with cement and concrete manufacturers, the team ensures that LC³ is adapted and integrated into existing industrial processes. By leveraging collective expertise, TARC contributes to raising construction standards while minimising the ecological footprint of the sector.

Services We Offer

TARC provides a comprehensive portfolio of services designed to meet the specific requirements of cement and concrete producers seeking to adopt LC³ technology:

1. **Technology Transfer-** TARC's core offering includes the smooth and efficient transfer of LC³ technology to production facilities. Services range from feasibility assessments to full-scale process integration, ensuring successful adoption at every stage.
2. **Research and Development-** Equipped with state-of-the-art research facilities, TARC undertakes continuous R&D to refine LC³ technology. This includes optimisation of production parameters, enhancement of material properties, and exploration of new

applications across the construction value chain.

3. Consultancy Services- TARC provides expert consultancy on LC³ adoption, process optimisation, and environmental impact assessment. These services enable manufacturers to make informed decisions aligned with their sustainability commitments.

Engagements with cement companies are structured through direct contracts, under which clients cover the costs of raw material evaluation and formulation of potential raw mix designs. For broader dissemination and scaling activities, external financing is mobilised.

In this lab-to-industry transformation journey, TARC supports manufacturers in re-examining their operations, paving the way for decarbonising the entire cement production process.

Growing Impact and Partnerships

TARC continues to expand its business portfolio, steadily developing new partnerships and exploring further low-carbon opportunities. Its engagements now include leading Indian companies such as Ultratech Cement, Saurashtra Cements, JK Lakshmi Cements and JK Cements,



Low Carbon Calcined Clay Cement: A remarkable sustainable building material

alongside international collaborations with organisations like INSEE, Okan Group and Taiheiyo Cements etc.

These partnerships underscore TARC's credibility as a trusted knowledge and technology partner, reinforcing its role as a driver of industrial transformation for sustainable cement production worldwide

TARAbazaar: Delivery IN to the village

Despite rising aspirations, increasing purchasing power, and vast unmet needs, rural consumers remain largely underserved. Remote and poorly connected markets are difficult to service, and most business models, relying on limited revenue streams, struggle to generate adequate income to cover operational costs.

TARAbazaar seeks to bridge this gap by delivering a wide range of "quality of life" products and services to village customers, while reducing customer acquisition and distribution costs through an integrated model.

The product portfolio includes essential solutions for water purification, lighting and energy access, preventive healthcare, and clean cooking fuel. In the target geographies, the average per capita purchasing power for non-food products is around ₹3,000 (approximately USD 50). The offerings are designed to balance frequently used consumables, purchased daily, weekly, or monthly, with durable one-time purchases, ensuring both affordability and sustainability.

TARAGram: Pick up OUT from the village

TARAGram increases local incomes through marketing of value-added products made in local village production centres using efficient technologies - many of them supplied by TARA Companies - to process local or recycled materials. TARAGram will establish production centres across Uttar Pradesh, Madhya Pradesh and Bihar, to make handmade paper, fabric and textiles out of recycled waste material, products from these paper and textiles, processed foods and traditional medicines, domestic products, and other revenue-generating activities.

Through this, TARAGram will continue to provide livelihood security for village communities,

creating employment and home-based income generation opportunities for women organised in producer groups as well as productivity enhancement, quality assurance, value addition, and aggregation services.

TARA Machines

TARA Machines and Tech Services Pvt. Ltd. ('TARA Machines') develops and markets innovative green building and waste-to-wealth solutions for micro, small, and medium enterprises. The USP of TARA Machines is the capacity to deliver total business solutions to green building material entrepreneurs and recycling enterprises, with strong focus on technical support, material and product testing, training, and regular servicing. TARA Machines expects to establish numerous enterprises producing building materials in the next five years.

TARAhaat

TARAhaat is the leading provider of literacy and numeracy skills for adults, particularly women, in rural India. The primary product of TARAhaat is TARA Akshar+. TARA Akshar+ is an ICT-based programme that imparts functional literacy in Hindi and basic arithmetic in just 56 days. After this, Gyan Chaupali is established as a post-literacy programme for six months, which strives to strengthen and build upon what the learners have already learned, and provide access to effective information.

TARAlife

TARAlife is a division of TARAlife Sustainability Solutions, a social enterprise promoted by the Development Alternatives (DA) Group. The DA Group has consistently focused on developing innovative products to address rural needs. TARAlife's product portfolio includes water testing kits and water filters under the brand name "Jal TARA," as well as soil and air testing kits under the "TARA" brand.

All TARAlife products, including water testing kits, soil testing kits, arsenic testing kits, bacterial contamination testing vials, and Jal TARA filters, are validated by NABL-accredited laboratories. This demonstrates the enterprise's unwavering commitment to quality and reliability.

TARAlife is recognised for excellence in products and services related to soil and water management. Backed by a team with extensive expertise in the field, TARAlife offers flexible, end-to-end solutions that help individuals and organisations achieve their goals by providing high-quality, affordable products and services.

Customer satisfaction and quality assurance are at the core of our mission.

- **Water Testing Kits:** Identify issues in your water source with our portable and easy-to-use kits. We also provide tailored solutions to address identified problems.
- **Soil Testing Kits:** Accurately assess soil impurities with our customisable kits, capable of conducting over 50 tests. Designed to enable preventive actions, these kits help mitigate the impact of harmful elements.
- **Educational and Monitoring Tools:** Our cost-effective, portable water quality testing products empower educational institutions, public authorities, nonprofit organisations, and individuals to actively monitor and protect freshwater resources from pollution.

TARAlife remains dedicated to delivering high-performance solutions that contribute to sustainable development and environmental stewardship.



TARA's flagship Jal TARA kits

Visibility and Positioning

Awards

LC³ (Limestone Calcined Clay Cement) has been honoured with the prestigious title of “Product of the Year – Cement & Concrete” at the 2nd edition of the World of Concrete India Awards 2024, held in Mumbai. This recognition underscores LC³'s pioneering role in advancing sustainable construction materials, offering a low-carbon alternative to conventional cement while maintaining strength and durability.



TARA in News

Gurgaon-Based Great Lakes Institute Of Management Partners With Development Alternatives And TARA For Sustainability Initiatives, January 2025

Citizen-led initiative to combat air pollution, November 2024

InnoCSR, Good Bricks, and TARA Join Forces to Revolutionize Brick Manufacturing in India, May 2024

Environment

Citizen-led initiative to combat air pollution

A hyperlocal solution for cleaner cities



AI generated image of air pollution (Image: Alan Frjins from Pixabay)

Social Media



Alt Urban Global Summit: We're proud to have Dhun.life as a Competition Partner for the Alt Urban Global Summit 2025.

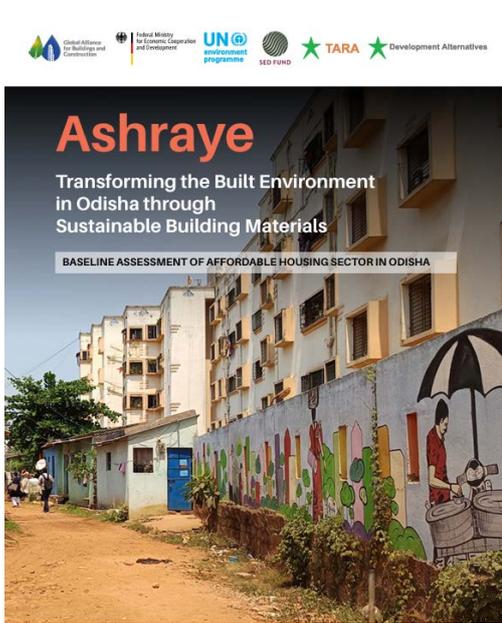


Meet Varsha Raikwar, An UN climate leader and RJ at Radio Bundelkhand

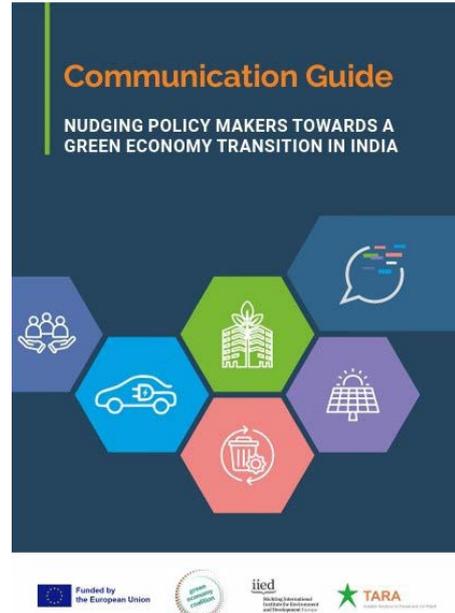


IMEDF workshop: "Spinning Livelihoods, Stitching Sustainability: Collective Entrepreneurship with Natural Fibres" from July 25–27, 2025 at Shantiniketan, West Bengal

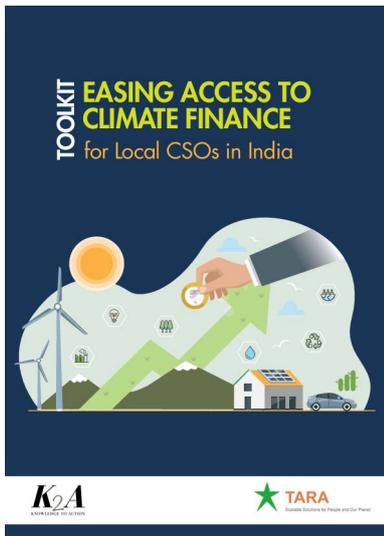
Publications



Ashraye: Transforming the Built Environment in Odisha through Sustainable Building Materials | Development Alternatives | 2024



Communication Guide: Nudging Policymakers Towards a Green Economy Transition in India | TARA | 2025



Toolkit on Easing Access to Climate Finance for Local CSOs in India | TARA | 2024



Roadmap for Transforming the Built Environment | TARA | 2024



LC³ and LC² – the low-carbon business opportunity | CemNet | 2024

Partnerships



TARA signed a Memorandum of Understanding (MoU) was signed between TARA and InnoCSR Co. Ltd., 17 May 2024



TARA signed a MoU with Great Lakes Institute of Management, Gurgaon, 24 December 2024



TARA signed a Memorandum of Understanding (MoU) with Shoonya, 5 July 2024



TARA and Sanex Packaging Connections Pvt Ltd, have signed a Memorandum of Understanding (MoU), 13 October 2024



Partnership with Govt. of Nepal, 2024



Inspiring Middle Eastern Low-Carbon Concrete Innovation, 28 February 2025



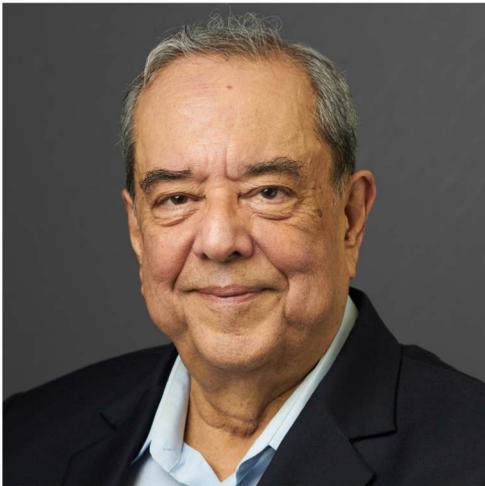
TARA and Promac jointly promote LC³ at the 19th CII India Africa Business Conclave, 22 August 2024



TARA signed a Memorandum of Understanding (MoU) with OP Jindal Global University, Sonapat, 6 March 2025

Board of Directors

The Board of Directors is primarily responsible for an overall policy formulation and ensuring statutory compliance. They bring to the organisation systems thinking, institutional development, planning and management, legal and financial, gender and social issues, natural resources and environment, social enterprise and business expertise and experience.



Dr Ashok Khosla
Chairman,
Development Alternatives
Group



Rakesh Khanna
Advisor,
TARA



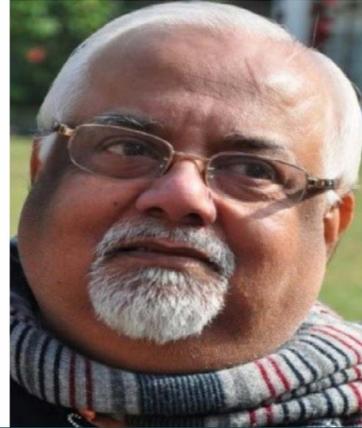
B. Narayanaswamy
Consultant,
Ipsos Research Pvt. Ltd.



Dr K. Vijaya Lakshmi
Chief Advisor,
Development Alternatives Group



Achla Savyasaachi
MFIN,
Head-State Initiatives



Amitava Basu
Consultant



Zeenat Niazi
Chief Advisor, Circular Economy
and Climate Resilience Programs,
Development Alternatives Group



**Maj. Gen. Rahul Bhardwaj,
VSM (Retd)**
Chief Operating Officer, TARA &
Associate Vice President,
DA Group

Audit Report

K G Somani & Co LLP
CHARTERED ACCOUNTANTS

www.kgsomani.com
office@kgsomani.com

LLP Identification No.AAX-533

Independent Auditors' Report

To the Members of Society for Technology and Action for Rural Advancement

Report on the Audit of Financial Statements

Opinion

We have audited the accompanying financial statements of Society for Technology and Action for Rural Advancement (the Society'), which comprise the Balance Sheet as at 31st March 2025 and the Income and Expenditure Account, for the year the ended on that date, and a summary of the significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view in conformity with the accounting principles generally accepted in India, including the Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI), to the extent considered relevant by the management of the financial position of the Society as at 31 March 2025 and its financial performance for the year ended on that date.

Basis of Opinion

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

Other Matter

- i) In respect of the branch (Orchha), whose returns are included for the year ended on that date, the verification has been made through proper returns, adequate for the purpose of our audit, received from the branch. However, the branch is not visited by us. As informed to us, the operations and cost incurred at Orchha is significantly low and managed centrally from Headquarters.
- ii) The closing liability of Rs.50,95,796 towards staff welfare fund has been treated as long term borrowing for a period of sixty months as per agreement dated 31st march 2024 which includes opening balance of Rs.41,61,931, loan repayment by employees towards loan taken from staff welfare fund of Rs.4,72,563, employees and employers contribution of Rs.1,14,590 each and interest on loan (net of TDS) of Rs.2,32,122.

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Chartered Accountants & Co. Somani & Co. (Partnership Firm) w.e.f 20th June 2011



Audit Report

K G Somani & Co LLP
CHARTERED ACCOUNTANTS

www.kgsomani.com
office@kgsomani.com

LLP Identification No.AAX-533

- iii) As informed to us, the expenses incurred in respect of common resources used by the Society for Technology and Action for Rural Advancement & Society for Development Alternatives (Related party) like manpower, assets, etc. have been allocated on the basis of the assessment made by the management taking into consideration of estimated budgets and basis of the income/grants received. In the absence of the requisite information, we have relied upon the allocation made by the management.
- iv) In the absence of separate banks accounts for most of the projects, we are unable to comment whether the grant receipts have been utilized for the same projects for which the said grants have been received. As informed, the separate bank account has been opened wherever required as per the donor's agreement.
- v) Project-wise utilization of funds has been verified based on the records maintained by the society at its registered office. Further, we have not visited the project locations to verify their physical progress.

Our opinion is not modified in respect of the above-stated matters.

Responsibilities of Management for the Financial Statements

The Management is responsible for preparation of these financial statements that give a true and fair view of the state of affairs, results of operations of the Society in accordance with the accounting principles generally accepted in India, including the Accounting Standards issued by the ICAI to the extent considered relevant by the management. This responsibility includes maintenance of adequate accounting records for safeguarding the assets of the Society and for preventing and detecting fraud and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal control, that were operating effectively for ensuring the accuracy and completeness of accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

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



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Audit Report

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Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on whether the Society has in place an adequate internal financial controls system over financial reporting and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.



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Continued from K G Somani & Co Partnership 30th June 24th June 2021

Audit Report

K G Somani & Co LLP
CHARTERED ACCOUNTANTS

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- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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



(Bhuvnesh Maheshwari)
Partner
M. No. 088155
UDIN: 25088155B MUNWG7381
Date: 09-11-2025
Place: New Delhi

Regd. Office: -3/15, ASAFALI ROAD NEW DELHI-110002

Corp Office: 4/1 Asaf Ali Road, 3rd Floor, Delhi Cinema Building, Delhi 110002. Tel: 41-41-4140380, 23277677, 25252225
Chartered Accountants & Solicitors Co. (Partnership Firm) No. 719/Jan. 2022

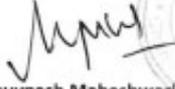
Audit Report

Society for Technology and Action for Rural Advancement
Balance Sheet as at 31 March 25
(All amounts in ₹, unless otherwise stated)

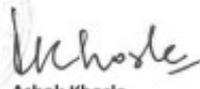
	Schedule	As at 31 March 2025 ₹	As at 31 March 2024 ₹
Sources of funds			
Funds			
General fund	1	(2,91,18,041)	(2,75,52,167)
Non-current liabilities			
Long-term borrowings	2	3,32,41,096	3,06,61,931
Long-term provisions	3	10,72,093	12,44,355
Current Liabilities and provisions			
Unspent grants, net	4	1,39,34,730	1,90,37,298
Short-term borrowings	5	-	15,66,526
Other current liabilities	6	3,37,18,093	2,99,15,754
Short-term provisions	7	5,65,447	23,383
		5,34,13,419	5,48,97,080
Applications of funds			
Non-current assets			
Property, plant and equipment			
Tangible assets	8	48,07,084	55,86,487
Non-current investments	9	45,45,725	45,45,725
Deferred tax assets (Net)	10	1,13,29,489	1,11,34,295
Long term loans and advances	11	20,71,314	8,69,422
Current assets, loans and advances			
Trade receivable	12	71,89,417	1,14,70,026
Cash and cash equivalents	13	1,44,44,096	1,48,50,253
Short-term loans and advances	14	83,84,376	51,02,752
Other current assets	15	6,41,918	13,38,120
		5,34,13,419	5,48,97,080
Summary of significant accounting policies and notes to the financial statements			
	24		

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

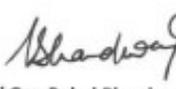
As per report of even date
For K G Somani & Co LLP
Chartered Accountants
FRN.006591N / N500377


Bhuvnesh Maheshwari
Partner
M.No.088155




Ashok Khosla
Chairman

For and on behalf of the Society for Technology and Action
for Rural Advancement


Maj Gen Rahul Bhardwaj
Chief Operations Officer




Anil Chhabra
Gen. Manager Finance

Place : New Delhi
Date : 09-11-2025

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Society for Technology and Action for Rural Advancement
Income and Expenditure Account for the year ended 31 March 2025
(All amounts in ₹, unless otherwise stated)

	Schedule	Year ended 31 March 2025 ₹	Year ended 31 March 2024 ₹
Income			
Grant Income	4	4,40,37,091	8,73,70,937
Sales of goods	16	15,73,750	36,87,160
Technical and other receipts	17	3,40,96,342	3,40,90,488
Other income	18	6,59,556	27,06,803
		8,03,66,739	12,78,55,388
Expenditure			
Purchase of finished goods		15,73,750	36,87,160
Personnel expenses	19	2,34,25,404	2,80,25,374
Finance costs	20	20,58,097	19,39,782
Depreciation	8	8,39,246	10,01,289
Grant expenses	4	2,80,49,478	5,21,65,601
General and administrative expenses	21	2,62,37,902	4,02,62,985
		8,21,83,877	12,70,82,191
(Deficit)/Surplus before Exceptional Items, tax and prior period item		(18,17,138)	7,73,197
Add/(Less): Prior period adjustments	22	56,070	(15,83,633)
Add/Less: Exceptional Items	23	-	3,50,000
(Deficit)/Surplus before Tax		(17,61,068)	(4,60,436)
Less: Tax expense			
Tax-Earlier years		-	17,683
Current year tax			(75,764)
Deferred tax benefit		1,95,194	(2,59,042)
(Deficit)/Surplus for the year transferred to general fund		(15,65,874)	(7,77,559)

Summary of significant accounting policies and notes to the financial statements

24

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

As per report of even date

For K G Somani & Co LLP

Chartered Accountants

FRN:006591N / N500377

(Signature)

Bhuvnesh Maheshwari

Partner

M.No.088155

Place : New Delhi

Date : 09-11-2025

**For and on behalf of the Society for Technology and Action
for Rural Advancement**

(Signature)

Maj Gen Rahul Bhardwaj

Chief Operations Officer



(Signature)

Amik Chhabra

Gen. Manager Finance

Partners and Clients



The Development Alternatives Group

Development Alternatives (DA)
www.devalt.org

 **Development Alternatives**

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

 **TARA**

Indian Micro Enterprises Development Foundation (IMEDF)
www.imedf.in

 **IMEDF**

TARA Applied Research Centre (TARC)
www.taratarc.com

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CENTRE

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& Tech Services Pvt. Ltd.

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