

UDYOGINI



ANNUAL REPORT 2019-2020

Building self reliance for women through entrepreneurship



मारो मन करे मूं पढ़वा जाऊ,
मारो मन करे मूं खेलवा जाऊ,
मारो मन करे मूं नाचू कुदु,
मारो मन करे मूं मेला में जाऊ,
पण घरवाला केवे मूं बकरी चराऊ, मूं खेता में
काम करू, मूं रोटी सब्जी बनाऊ।

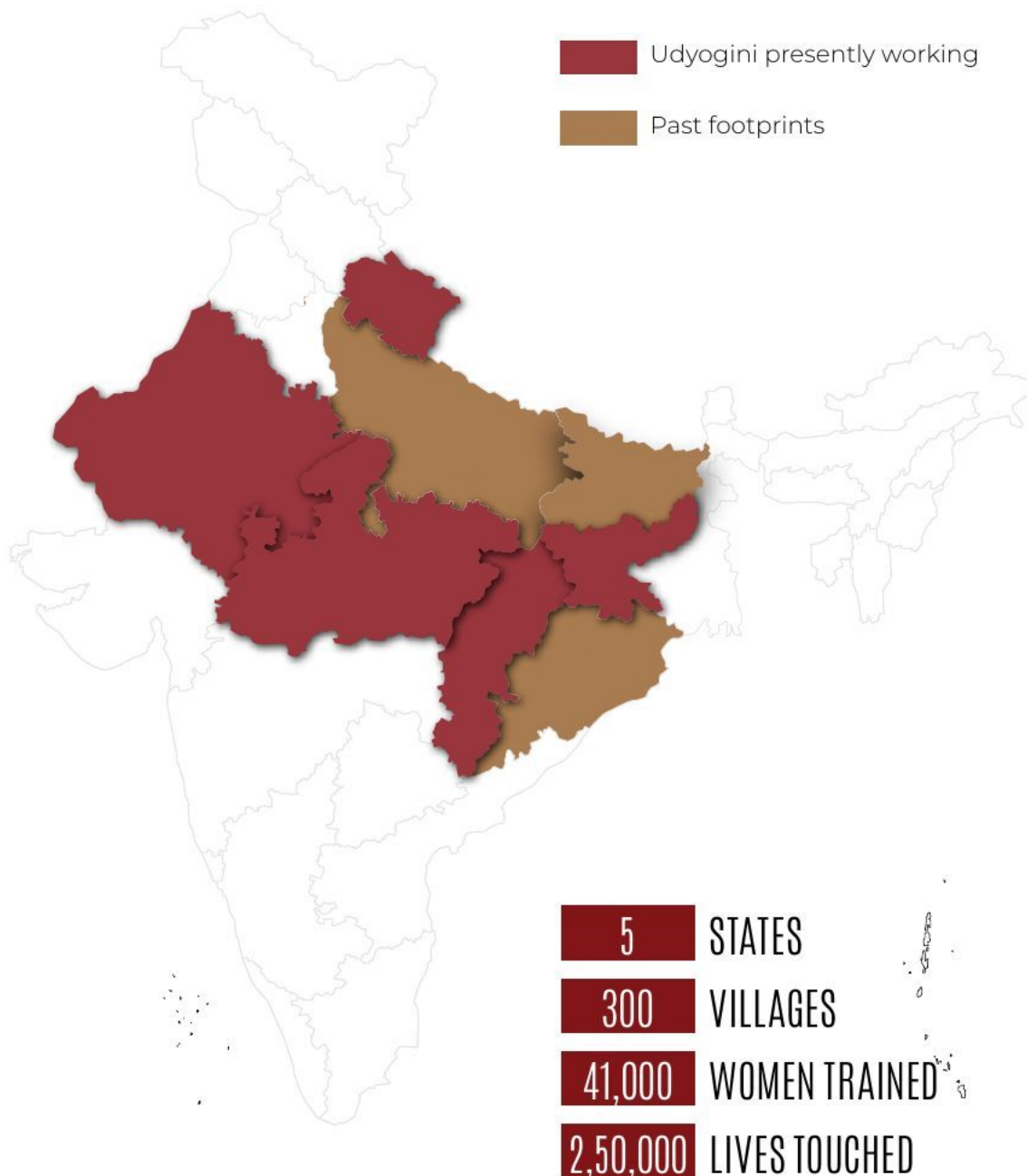
मारो मन करे मूं घुमवा जाऊ,
मारो मन करे मूं रेल में बैठूं,
मारो मन करे मूं कार चलाऊं,
मारो मन करे मूं हवाई जहाज में बैठूं,
पण घरवाला केवे मूं बकरी चराऊ, मूं खेता में
काम करू, मूं रोटी सब्जी बनाऊ।

मारो मन करे मूं मम्मी के पढ़ाऊ,
मारो मन करे मूं पापा के पढ़ाऊ,
मारो मन करे मूं नौकरी करू,
मारो मन करे मूं काम धंधो करू,
पण घरवाला केवे मूं बकरी चराऊ, मूं खेता में
काम करू, मूं रोटी सब्जी बनाऊ।

A woman reminiscences her dreams and wishes to lead life same as her brother or husband, like going to school, playing sports, enjoying and roaming around with friends all day long or have a job. But her wishes are crushed under the load of household chores.

The poem is written by Mr Patwan Vaishnav (Operation Manager, Rajasthan) who has observed that in this patriarchal society the dreams of women remain dreams only. For, the society has sanctioned women are born only to perform chores to protect the families.

OUTREACH



Our Vision

Foster **gender equality** by improving socio – economic status of **women** to fully participate in **decision making** in domestic and public spheres.

Our Mission

Provide **customized quality business development services** to enable **women** to enhance their **income**, access better **education** and **health services** for their children with a special focus on girls.



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MESSAGE FROM OUR CEO



Arvind K. Malik

I am pleased to present the Annual Report 2019-20. From the time we started 28 years ago, Udyogini has been at the forefront in realizing its commitment to empower poor women, enable them to access the requisite skills and knowledge, develop them as successful entrepreneurs and earn sustainable incomes within their own villages and market places.

Udyogini has always believed in adopting a pragmatic approach and therefore advocated and demonstrated that skills and entrepreneurship should go hand in hand for doubling the income of millions of poor women and emerging then as a result. Our decade long work on different value chain continues to give us an opportunity to experiment, innovate, and work on all aspects from production to market. During the past year, our work has demonstrated the significant potential of value chains such as lac, vegetable cultivation, poultry rearing, and high-value commodities such as herbs

Our work has demonstrated the significant potential of value chains such as lac, vegetable cultivation, poultry rearing, and high-value commodities such as herb and spice farming

and spice farming, resulting in bringing poor rural households situated in some of the remotest parts of India, out of poverty and sustaining incomes in the hands of women.

It has been a challenging, exciting, and inspirational journey, and it is with pride that I look back on Udyogini's numerous achievements. At the same time, I am also humbled by the unprecedented challenge COVID-19 posed this year and now Udyogini's resolve to support & empower women got stronger in its action and strategies.

We considerably appreciate the understanding and commitment of our donors and supporters – thank you for partnering with us in this journey. As we go forward our aim of reaching out to as many poor women as possible to lift them out of poverty has become even stronger.



OUR RESPONSE TO COVID-19

The year 2020 has now etched in global history as the year of unprecedented challenge the humanity faced – the outbreak of Covid-19 Pandemic, which sent the whole world into an inertia for months and some countries are still under a strict lockdown. This has an impact on millions of people around the world, so many have lost their jobs and school days, have undergone depression and/or have suffered from hunger and deprivation. Women and children have been impacted further due to their gender and age. An estimate suggests that women's workload has increased 90%, domestic violence shot up to shocking levels and more women were pushed out of the labor force than men. In Udyogini's work area it was observed that thousands of migrants returned to their villages during lockdown and have sustained severe losses at income levels and became food insecure. The phenomenon surfaced the fragility of socio-economic and political institutions and stirred the debate on various forums if employment fabric and modern labor market requires a relook, aside from the health care systems.

Lockdown slowed down field operations initially for Udyogini, when the chaos and fear of contracting infections was at its peak, however, the need on the ground for relief work was pressing. To combat the situation of COVID, Udyogini operated with 3 pronged strategy of

- a. awareness generation,
- b. relief, and
- c. rehabilitation work.

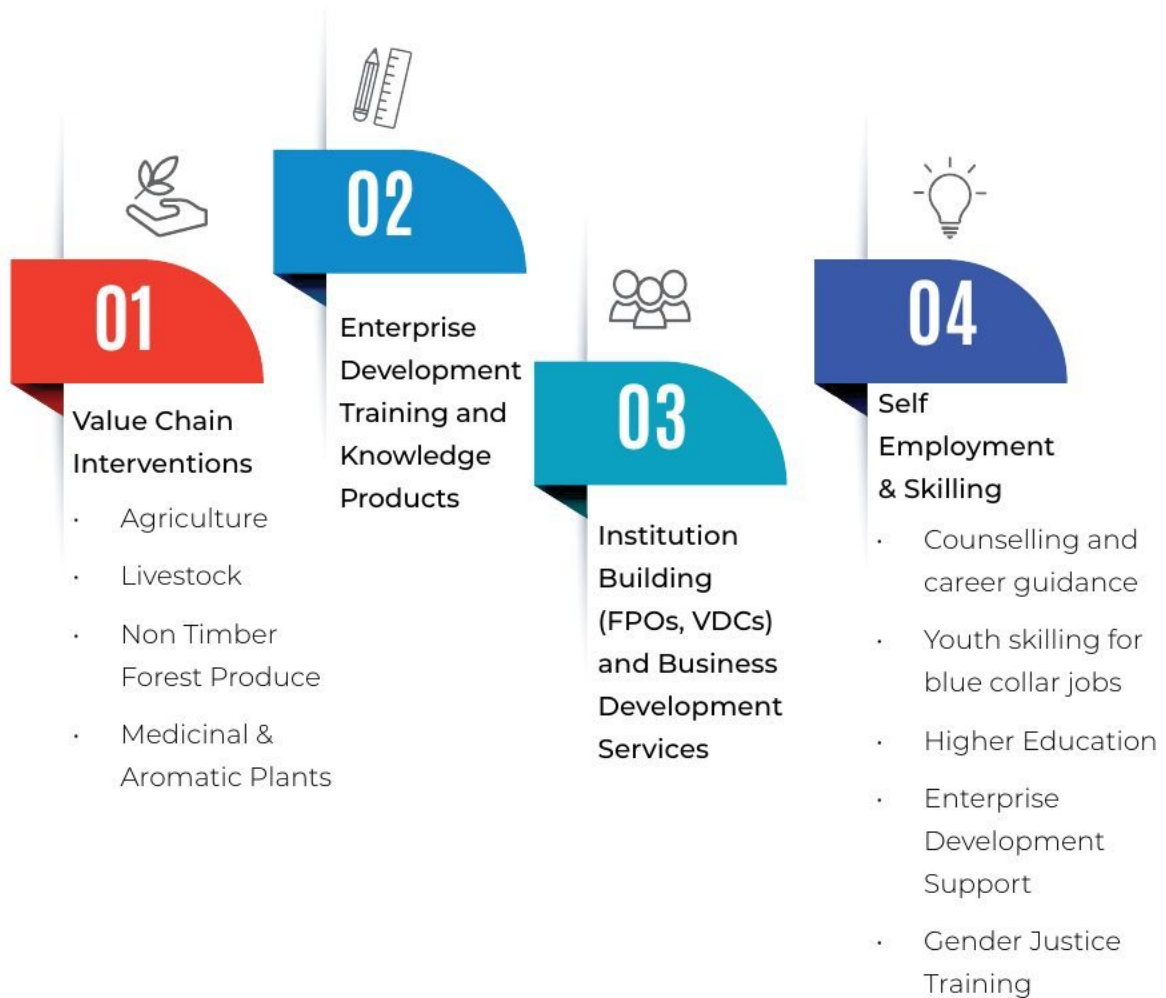


**Though Covid-19 surfaced during late February 2020 and the lockdown was imposed towards the end of March 2020, the section here reported is till July 2020. It is particularly to report the ground covered by Udyogini during this unprecedented challenge, which taught us many lessons.*



PATHWAYS OF WOMEN ECONOMIC EMPOWERMENT

Udyogini brings diversity & versatility in Entrepreneurship



Udyogini recognizes the barriers women and girls face, hence, its USP is to engage with the family & village, where needed, in building a conducive environment for them to swiftly participate in the economic activities, skill building or access to markets.



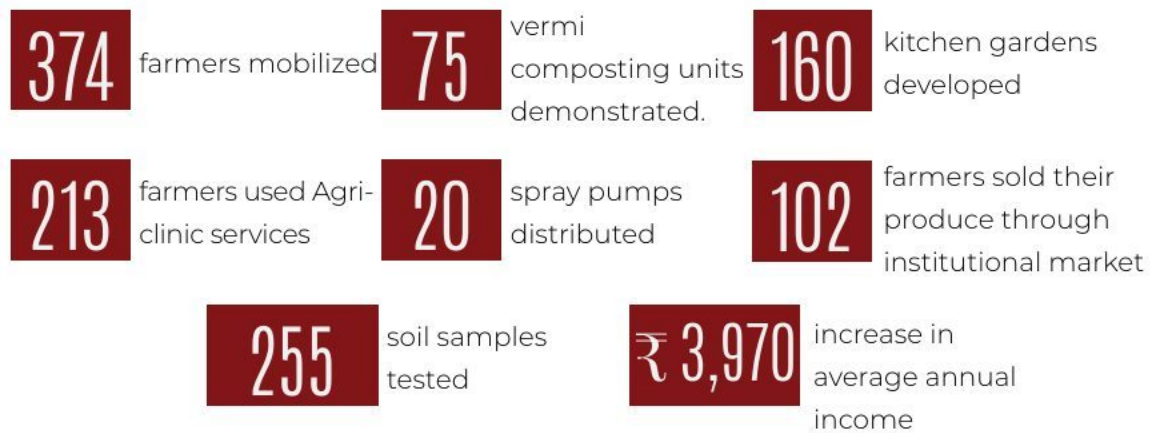


OUR PROGRAMMES

- Agriculture
- Mushroom
- Non Timber Forest Produce
- Medicinal & Aromatic Plants
- Livestock
- Fodder
- Market Linkage
- Renewable Energy
- Self Employment & Skilling



Udyogini is working on to enable poor women to align with markets to build an efficient supply chain, by integrating new technology into their farming. The broad objective of the value chain is to develop package of scientific practices, demonstrating an extension model and improved agronomics practices to increase the yield and quality of main vegetables and cash crops.



I SAW. I LEARNT. I PRACTISED

Khandar, Sawai Madhopur, Rajasthan

Seema Mali is a small farmer and vegetable grower. She received farm trainings and exposure for improved agriculture practices such as line sowing, and vermi-compost production. Exposure visits, audio-visual trainings and constant discussions encouraged her to try new practices in her agriculture field. During initial interactions, she believed that “*Kheti kheti ko Khave*”, that means agriculture is no more remunerative.

Six months later, during the first harvest, she earned ₹ 10,000 additionally from intercropping of green peas with papaya. Due to bad climatic condition, papaya did not survive. However, intercropping made her an additional income. She cultivated garlic in 30X30 ft. of small piece of land and produced 150 Kg of garlic. Application of vermi-compost in garlic farming improved quality of produce that fetched her higher market rate of ₹50/kg than the usual market rate of ₹35/kg. She earned ₹ 5000 by selling 100 Kg of garlic and kept 50Kg for seed for the next season. She also earned ₹ 3500 by supplying 50 Kg. of earthworm to fellow farmers for newly installed vermi composting unit. Now she says “*Agriculture is a great business, had I knew these single practices can make a huge difference.*”



MUSHROOM

Udyogini is working to ensure higher cash income through scientific methods of mushroom cultivation and surplus selling. The broad objective of the value chain is to develop package of scientific practices, demonstrating an extension model and improved agronomics practices to increase the yield of mushroom for cash crop and promote self-consumption for better nutrition & food security.

45 trainings organised

987 KGs mushroom produced

₹ 1,360 increase in average annual income

MORE ROOM FOR MUSHROOM

Kamdara, Jharkhand

Munni is a Mushroom Entrepreneur. In 2019 Udyogini afforded her a training by Institute of Natural Resins and Gums (IINRG), she received training on mushroom cultivation. She began cultivating for an additional source of income.

Currently, she is cultivating self-sustained mushroom unit where she prepared 60 bags of oyster mushroom culture with 10 kg of spawn. She later dried the fresh mushrooms to 10 kg.

Udyogini linked her for multi-level marketing of her produce. She sold her dried mushroom to the market @ ₹ 800 per kg and earned an amount of ₹ 8,000 from it.

“I would like to thank Udyogini for continuous support to me and in enterprise development. With the support of Udyogini, I am able to invest in mushroom cultivation and became a successful entrepreneur.”

For her outstanding contribution in scaling up this enterprise in her village, IINRG has recognized her achievement during the district level Kisan Mela in 2019.



NON TIMBER FOREST PRODUCE

Udyogini is building capacities of producers, entrepreneurs and producer organizations to strengthen livelihoods of 30,000+ households through gender-transformative value chains. The broad objective of the value chain is to shift the mind-set from lac collection to lac cultivation and then lac processing to increased production of lac in the project area and developing a cadre of trained manpower to support scaling up of lac.

329

tonnes Lac cultivated

104

women Lac producers

₹ 4,413

increase in average annual income

128,184

semilata trees planted*

MY LAC LAB

Kanker district, Chhattisgarh

Pinky is a Lac entrepreneur of Bhaisakatta village. Udyogini and Sahabhagi Samaj Sevi Sansthan jointly organised a meeting in her village on scientific cultivation of Lac in 2017. As a result of this training, she decided to inoculate lac and also planned increase the number of host plants for next year. She inoculated 14 kg of brood lac which gave her a production of 81 kg. She sold the lac at a cost of ₹ 210 per kg and earned an income of ₹ 17,000 in one cycle of lac cultivation by practicing methods taught during the training.

“My Family is very happy. With Lac cultivation, we are able to earn a good income as well as take care of all the household expenses. I want to thank Udyogini and Sahabhagi Samaj Seva Sanstha from the bottom of my heart, for all the trainings and right guidance.”

The success of Lac cultivation encouraged her to do it again in the next year along with other cereal crops. She encouraged and motivated other women in her village to take up lac cultivation as an additional source of income. Pinky is a role model for many women in her village.

**Though lac is a forest produce naturally grown on forest trees, Udyogini started to culture lac scientifically on semilata trees. Trees are now cultivated on trees adding more green cover.*



MEDICINAL & AROMATIC PLANTS

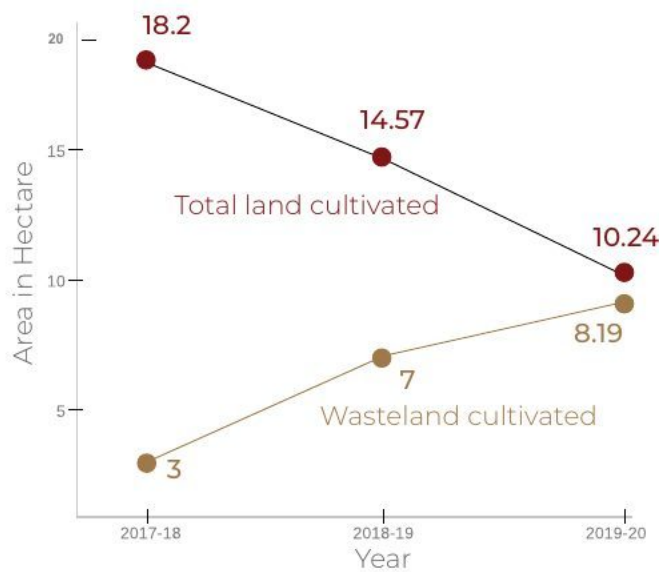
Udyogini is engaged with 1,000+ women producers to enhance their income by improving the productivity, quality of farm products (medicinal, aromatic plants and spice) and strengthening market linkages. The actions taken are in alignment with its mission to provide customized quality business development services are helping enhance their income, access better education and health services for their children.

445 women trained

₹ 2,500 increase in average annual income

8.19 hectare of wasteland rejuvenated

₹ 9,18,000 worth of convergence with MGNREGA

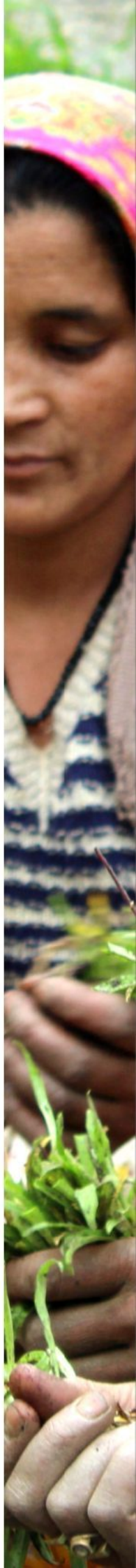
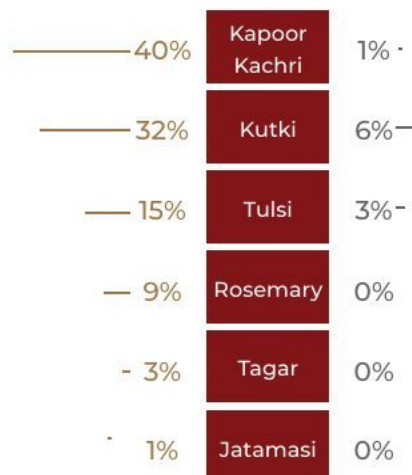


Yearwise land cultivated for Medicinal & Aromatic Plants and wasteland rejuvenated

Farmers trained by Udyogini on MAPs package of practices

Vs

Farmers who were already growing the crops







BOOSTING YOUR IMMUNITY - GREEN TEA

Chamoli, Uttarakhand

In order to provide better market price to the producers. **Badri Kedar**, a cooperative was setup and promoted by Udyogini. It engages in buying and selling of farm harvest from local producers. It has procured 20 kg of dry rosemary, 50 kg of lemongrass along with dried green tea and other farm produce. These raw materials were used to prepare green tea.

Udyogini provided support for designing, taste surveys and market survey, etc. to provide best of the solutions for the customer end market. With Udyogini's guidance Badri Kedar produced 1190 packets of tulsi, tulsi-ginger, lemongrass and rosemary green tea. It has generated ₹ 32,000 of sales revenue from the sale of 602 packets.

Udyogini, based on the post sale market assessments, is planning to build capacity of producers, cooperative members and point of sales person on building products as per the customer liking and convenience to tap the niche urban market.



Under the Livestock Initiative, main objective is to improve livestock rearing practice, reduce mortality rate and increase income through scientific methods of Livestock Management.



GOATERY

550

women trained

₹ 1,360

increase in average annual income

50

goat sheds developed

1,700+

goats vaccinated



POULTRY

1,400+

women trained

₹ 2,000

increase in annual income

870+

night shelters developed

5,700+

birds vaccinated

BREEDING THE DESI

Tamar, Jharkhand

Malti Devi is a woman entrepreneur of Jaradih village. She is among the 27 women, who have started Backyard Poultry. She was supported with ₹ 3,700 by Udyogini, while she added ₹ 2,500 for construction of night shelter to initiate backyard poultry.

After realizing the supply crunch of Desi Chicken in the local market, she learnt about poultry management, adaptation of best practices and capacity to invest in the poultry farm. She established a Breed farm to ensure local production and regular supply of desi chicken to community members.

She started the poultry breeding farm with an investment of ₹ 40,000 on 544Sq ft of land. The farm became operational in June 2019 with 32 birds.

“Desi chicken breeds are exclusively used in local rituals and local festivals, hence highly valued locally. The price of desi chicken spikes and fetches double the price at the local market, during the local festival season.”

The traditional culture of rearing and consuming native chicken breeds has come alive at Jaradih village. With the establishment of Breeding Farm, not only are chicks accessible to the households, the producers are also be to make a decent living by selling chicks and chicken.



Fodder is an important input in livestock management. The better nutritious and well scheduled is the fodder for the livestock, the healthy the livestock will be. During the rains, the fodder is not a challenge. The livestock are set free to graze in open fields where they get the natural food in its pure green form. The challenge is post few months of rains, when there is a dearth of water and green cover. Due to this, the milk supply chain is hit. Udyogini's strategy is livestock value chain development by upgrading the existing value chains thorough maintenance of assets created in past, enhance feed and breed improvement & market related interventions. This is mainly done in convergence with different line departments such as agriculture, animal husbandry and forestry.



GOOD FODDER. GOOD MILK.

Almora, Uttarakhand

Kanti Devi was distressed in life after the death of her husband because there was no one to support her family including her teenage daughters.

From the past few years, she has been associated with Village Women SHG. In the year 2013, Udyogini came together with Himmotthan Society and formed a cooperative named Dhaula Devi. Kanti Devi's was added as one of the member of the cooperative. The members of the cooperative started with Udham Milk Dairy and decided to sell cow milk in Dairy. She practiced traditional method in Animal Husbandry and encouraged other people in village.

Due to this intervention, the life of Kanti Devi has changed economically and socially through Animal Husbandry. She took a loan of ₹ 30,000 from the group and bought 1 Jersey cow. After purchasing Jersey Cow, the milk production increased to 14 litres per day. She also sold milk products like Ghee and Paneer. Overall, she earned monthly income of ₹13,680. She is now on a mission of encouraging youth to focus on Agriculture and livestock rearing. She wants to build local economy and thus improved ones for many.

Smt. Kanti Devi thanked Dhaula Devi Self Cooperative, Himmotthan Society and all the other stakeholders

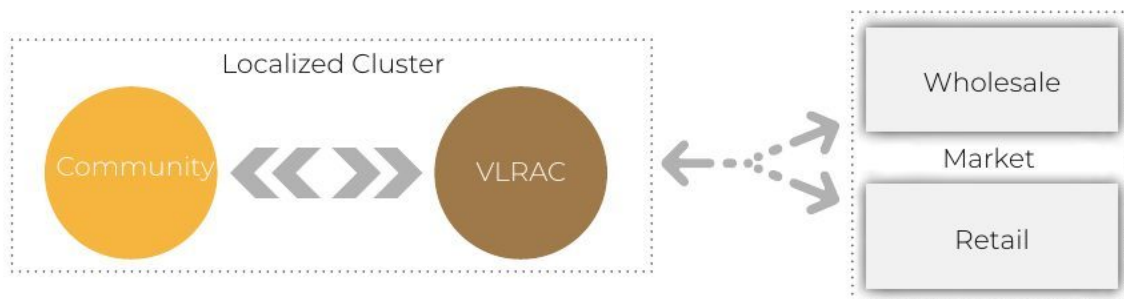
“Due to the cooperative formed, we learnt many traditional practices and there is improvement in our source of income.”



MARKET LINKAGE

Under Micro Enterprise Development the Village Level Retail and Aggregation Center (VLRAC) - is an initiative of Udyogini first adopted in Jharkhand since 2014. The centre ensures at one hand the last mile connectivity for rural produces (NTFP, Agricultural products) and on the other hand a consumer base for urban products (FMCG, Solar products, sanitary pads). This platform aggregates individual produce and sells it to the block or above markets in bulk, increasing the bargaining power of tribal women over the price of the produce.

Further, Udyogini helps linking the VLRAC with wholesale distributors of consumer goods, bringing market products to the villages at a fair price and in quantities matching their cash availability. In this respect, the VLRAC works as a unique market platform, linking tribal women to the market both as producers (of NTFPs) as well as consumers (of household products).



29

entrepreneurs
engaged in
collection &
marketing

21

entrepreneurs
engaged in retail

5

entrepreneurs
engaged in retail
& aggregation





MY NAME IS MY LICENSE

Gumla, Jharkhand

Prabha Devi used to earn her livelihood through Agriculture. Her family's annual income of ₹ 10,000 was not sufficient to support seven-member family. Udyogini supported her in getting a loan of rupees ₹ 10,000 at a minimal rate of interest to start a VLRAC. She added ₹ 5,000 from her savings. She was given training on handling basic operations of VLRAC. To initiate,, she started selling retail items (grocery, stationery and cosmetics). From next year she started aggregating Paddy at her centre and started selling it to block level market player. In her first attempt, she aggregated approximately 550kgs of paddy and earned a profit of around ₹ 1,500. To increase the foot fall count, she also introduced 2 sewing machines at her centre which additionally gave her an earning of ₹ 100 per piece for stitching ladies garment.

She is successfully running her VLRAC and now aspires to have a Flour mill of her own as an additional service through VLRAC, which will be run by her disabled sister –in – law. Today, she earns a profit of ₹ 37,000 from VLRAC annually and a proud entrepreneur.

“Kendra chalne se humko bahut khushi milta hai, ab apna beta ko humlog private school me bhej payenge”

~ The VLRAC has multiplied my happiness. Now, I will send my son to a private school.



Udyogini is working towards building footprints for clean energy in its development works. Solar street lights on dusky streets of village and solar fencing covering the agriculture field are areas where Udyogini has started to invest its local brand. These initiatives are not only clean energy, but also pave the path for uninterrupted power supply in erratic electrified connected villages. On one hand where the solar street lights improves the sense of security for villagers during the night, the solar fencing protects their fields from wildlife attacks.

SOLAR STREET LIGHTS

10

SSL installed

21

villages covered

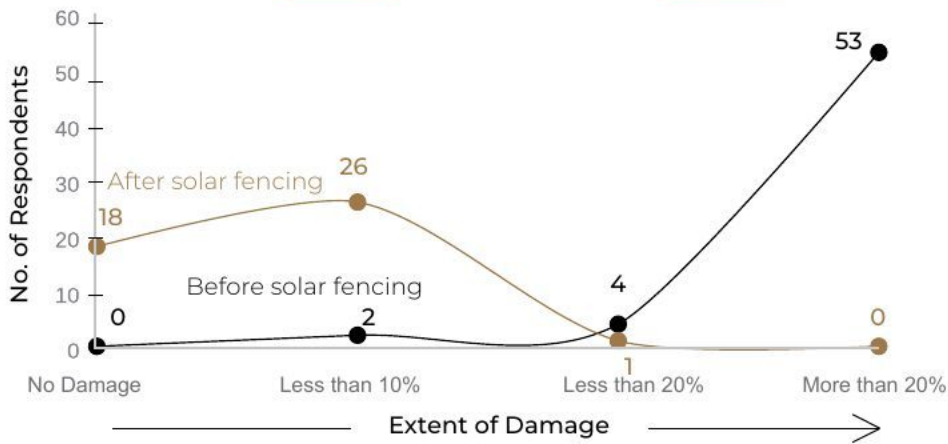
SOLAR FENCING

88

farmers benefitted

194

bigha land fenced



Percentage of Damage on Agriculture Fields recorded Pre and Post Installation of Solar Fencing

WHEN CAME WATER, CAME LIFE

Sapotra, Karauli Rajasthan

The community members of Nainiya Ki Guwari village formed the Village Development Committee (VDC). to discuss about the issues of the village. One prominent issue was the lack of clean drinking water source for the people. The quality of water was so bad that one cannot even see the bottom of the utensil. The water borne diseases like Malaria, loose motions, boils and high fever were rampant in the village.

Udyogini and the community proposed installation of solar based purifier. Hence, a solar based purifier along with ground level reservoir was installed at a common place in the village. Now, the purifier is providing clean drinking water to 200 households.

Ramrati Bai is one of those satisfied beneficiaries. She now walks only 200m to fetch clean drinking water. She says that her children have not suffered from any infections since the installation, and thus have not missed school days because of bad health.



SELF EMPLOYMENT AND SKILLING

Today's entrepreneurs are the owners of multinationals tomorrow. With this belief, Udyogini is committed to creating diverse opportunities to stimulate young minds for securing a salaried job or to set up their own enterprises. Due to lack of skills, knowledge and resources, youth find it difficult to make their dreams come true. Keeping with its commitment and catering to the needs of young people from resource-poor contexts, Udyogini has developed a **two-pronged strategy**

- a. equipping youth aspiring to enter into the labour market for white and blue-collar jobs, and
- b. developing and nurturing aspiring young men and women to set up enterprises, including in agriculture and its allied activities

The aim is to prepare them for employability through skill training or self-employment strategies. This year Udyogini has tied up with EduBridge to extend skill and vocational training for urban youth to improve their chances of greater employability. Similarly, it has also devised an end-to-end self-employment training programme which helps young minds in gaining requisite support, training and handholding in setting up their own businesses.

18,793 youth supported



“I wanted to do coding but thought it would be difficult to learn to code. After joining a software development course, I understand the detailed concept of the code and have clearly learned where to use it. It is very useful to me” - Afreen

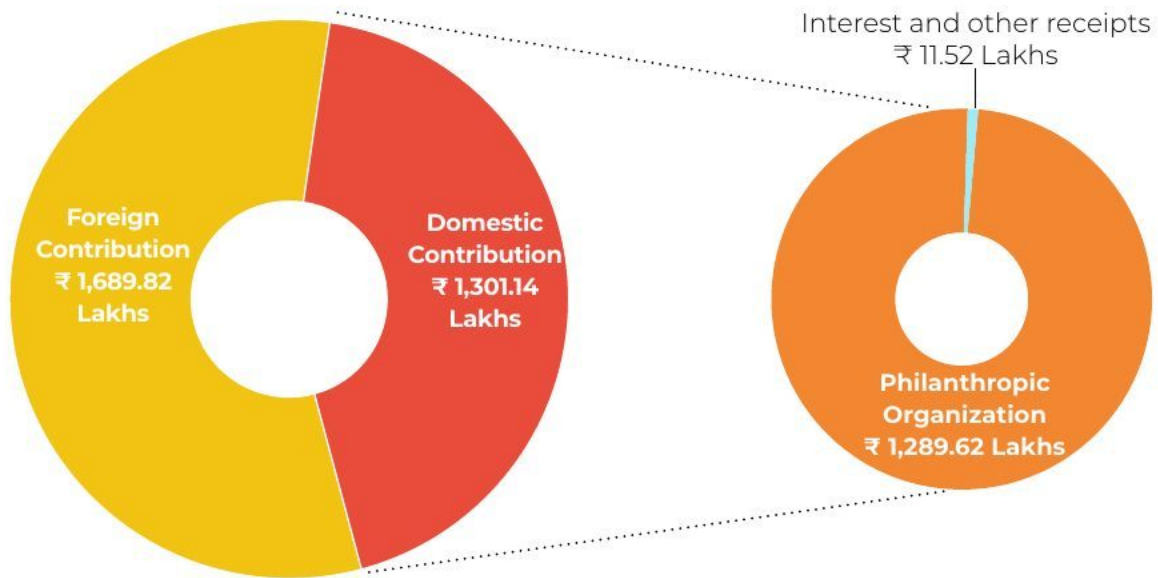
“After completing my course, I have learnt the basics of software testing. Practicals and study material has helped me to understand both manual and automation testing in easy ways and gave clarity about the field. Communication and aptitude classes have boosted my confidence” - Diksha

“My communication skills were very poor but after completing my course, I have gained the confidence to communicate and have also learnt the concept of programming. I thank my faculty for providing me with the best training and resolving my queries” - Sreekantha

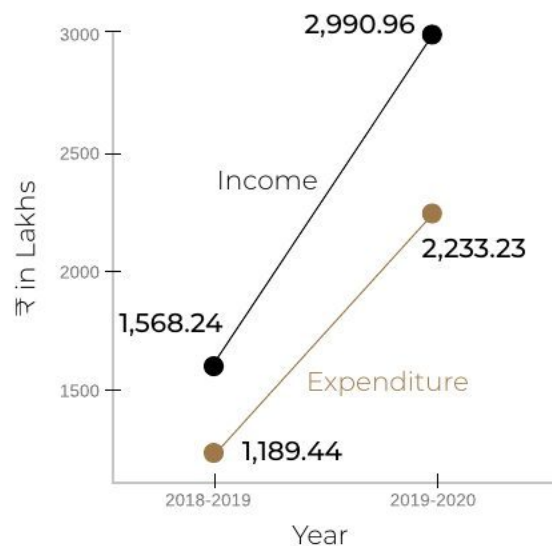


FINANCIAL DISCLOSURE

Udyogini is a society registered under the society's registration Act XXI of 1860, New Delhi. Udyogini is also registered under Section 12A and 80G of Income Tax Act of 1961, and the Foreign Contribution regulation Act (FCRA) of 2010.



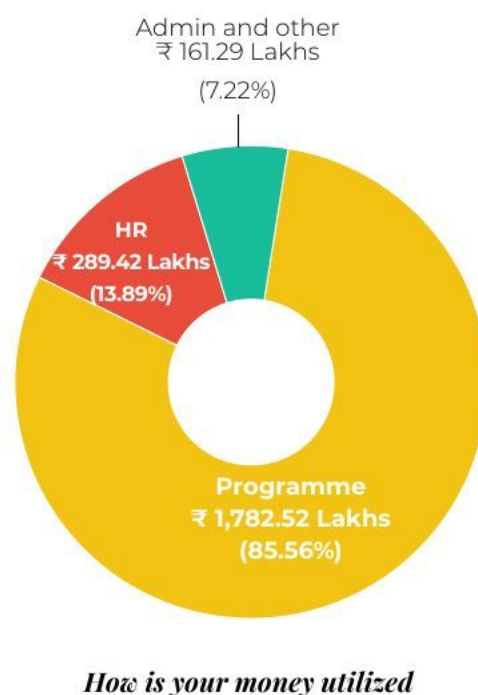
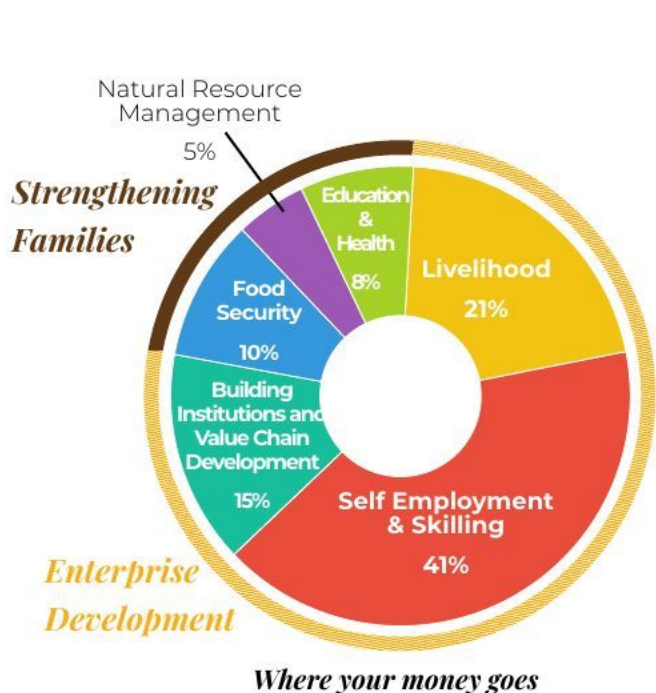
Sources of Fund



Income vs Expenditure

M/s SSRA & Associates, Chartered Accountants were the statutory auditors for the year 2019-20. Auditor report and financial statements for the year ended on 31/03/2020 as available at www.udyogini.org

HUMANS OF UDYOGINI



Distribution of paid staff according to compensation levels

Slab of gross salary plus benefits (Rs per month)	Male (No's)	Female (No's)	Total (No's)
<5000	10	0	10
5,000 - 10,000	20	7	27
10,000 - 25,000	22	9	31
25,000 - 50,000	10	4	14
50,000 - 1,00,000	9	4	13
1,00,000 >	3	0	3
Total	74	24	98

Monthly remuneration (in ₹)

Head of the Organisation **2,06,912**

Highest paid staff member **2,06,912**

Lowest paid staff member **4,500**

UDYOGINI : NEW DELHI: CONSOLIDATED
Registered Address:- D-17, Basement, Saket, New Delhi- 110017

CONSOLIDATED BALANCE SHEET AS AT 31-03-2020

PARTICULARS	Schedule	As at March31, 2020
I. SOURCES OF FUNDS		
CORPUS/CAPITAL FUND		
Corpus/Capital Fund	1	2,82,95,177
Reserves And Surplus	2	-
CURRENT LIABILITIES AND PROVISIONS		
Unutilized Funds		
-NFC	3(i)	2,35,73,872
-FC	3(ii)	11,55,65,558
CURRENT LIABILITIES AND PROVISIONS	4	2,05,59,506
TOTAL		18,79,94,113
II. APPLICATION OF FUNDS		
FIXED ASSETS	5	2,07,01,144
INVESTMENT IN FD		60,82,036
CURRENT ASSETS, LOANS AND ADVANCES	6	16,12,10,933
TOTAL		18,79,94,113

As per our report of even date attached

For SSRA & CO.
CHARTERED ACCOUNTANTS

FRN No. 014266N

NEW DELHI

(Partner)

PLACE : NEW DELHI

DATE : 26/11/2020



FOR AND ON BEHALF OF
UDYOGINI

(Signature)
CEO

(Signature)
Chairperson

UDYOGINI : NEW DELHI: CONSOLIDATED
Registered Address:- D-17, Basement, Saket, New Delhi- 110017

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2020

PARTICULARS	Schedule	As at March31, 2020
INCOME		
Grants	7	21,96,58,660
Fees/Subscriptions	8	2,500
Interest Earned	9	22,10,483
Other Income	10	11,20,652
TOTAL (A)		22,29,92,295
EXPENDITURE		
Establishment Expenses	11	90,33,605
Other Administrative Expenses etc.	12	54,61,066
Expenditure on Grants, Subsidies etc.	13	20,77,18,845
Depreciation	5	11,09,383
TOTAL (B)		22,33,22,899
Balance Being Surplus/(deficit) Carried to Corpus/Capital Fund/General Fund (A-B)		(3,30,605)

As per our report of even date attached

For SSRA & CO.
CHARTERED ACCOUNTANTS
FRN No. 014266N



PLACE : NEW DELHI
DATE : 26/11/2020



FOR AND ON BEHALF OF
UDYOGINI

[Signature]
CEO

[Signature]
Chairperson



Scan this QR code to get access to full balance sheet or visit us at www.udyogini.org



DEMONSTRATION OF CIRCULAR NUTRI GARDEN



OUR PARTNERS

For year 2019-20

1	CAF-Oracle	14	BRLF
2	CITI Bank	15	Capgemini
3	Freedom Fund	16	EXL
4	HSBC	17	HDFC
5	JP Morgan	18	Himmotthan-CHLI
6	KNH	19	Lenovo
7	Misereor	20	Motorola
8	Standard chartered Bank	21	Maha Nagar Gas
9	Swadesh Foundation	22	ONGC
10	Axis Bank Foundation	23	Reliance Nippon
11	ACC Ltd	24	SFURTI
12	Aditya Birla Finance Limited	25	Tech Mahindra Foundation
13	Bajaj Allianz	26	Trans Union Cibil Ltd.
		27	UBM

*Udyogini recognized as the
Chairperson's Distinction for 2019-20 in
Entrepreneurship & Outreach category
for uplifting rural & tribal women by
helping them becoming self-sufficient
by 6th eNGO Challenge Certificate of
Recognition Award.*





for Development

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6th eNGOchallenge
Entrepreneurship & Outreach

CERTIFICATE OF RECOGNITION

UDYOGINI

has been recognised as the Chairperson's Distinction for 2019 - 2020 in Entrepreneurship & Outreach category for uplifting rural & tribal women by helping them becoming self-sufficient.

Chairperson
Member Office

Secretary
Member Office

Support: **DFP** | **WASA**



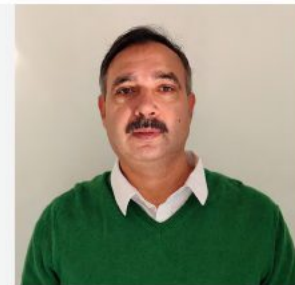
**Bim Bissell:
Chair Emeritus**

(Co-Founder and Advisor to the Board, FabIndia Overseas Pvt. Ltd. Board Member, Partition Museum, Amritsar and Chair Emeritus, Udyogini.)

Bim Bissell, married to FabIndia founder, the late John Bissell, has variously in her long career, run the Playhouse School and served as a Social Secretary to U.S Ambassadors - John Kenneth Galbraith, Chester Bowles and Judge Kenneth Keating in Delhi. She has worked with the World Bank for 21 years. From 1972- 1975, she was Senior Accountants Executive ASP handling the Government of India's Tourism and Travel Account. From 1975 – 1996, she worked as an External Affairs Officer, World Bank, New Delhi. In 1992 using Japanese Government funds, in conjunction with the World Bank she set up Udyogini, an NGO working with assetless, landless women in India with Ela Bhatt of SEWA as Chair. Today Udyogini has a presence in 7 States. She ran BNB Associates, a Development Consultancy firm to work with NGOs and organize study tours for Board Members of Ford Foundation, Asia Society and The Chicago Council on Foreign Relations. She is also the chair of the Board of John L. Bissell Foundation India, and a member of the Advisory Group to Asia Society in India.



Chairperson Ms. Rita Sengupta is a Post Graduate in Psychology from Delhi University. She has more than 25 years of experience in Entrepreneurship Training (National/International) Research and Consultancy with specialization in Human Process Training, Gender Development & Curriculum Design. She is the ex- Director at National Institute of Entrepreneurship & Small Business developments, New Delhi



Mr. Arvind K Malik (Secretary and CEO) has a degree in Forestry Science from Pantnagar Agriculture University and advanced training in human rights. He has over 25 years of experience in the development sector working with some leading national and international NGOs.



Ms. Sumana Chakravarty Datta has a Phd in Renewable Energy from Centre of Energy Studies, Indian Institute of Technology, Delhi and M. Sc. in Physics from Delhi University. She is a member of Indian Chapter of International Centre for Theoretical Physics. Sumana has more than 28 years of expertise in Corporate Social Responsibility, Renewable Energy and Environment, Livelihood, Health, Survey & Planning, Research, Product Development, Transfer of Technology and Evaluation & Monitoring.



Ms. Varsha Mehta has a degree in Forestry Management from IIFM, Bhopal and decades of work experience with rural communities and organizations working towards the objective of poverty alleviation through improved governance and strengthening rural livelihoods, with an emphasis on sustainable and participatory management of natural resources, particularly forests, land and water.



Dr. Preetam Khandelwal is currently Professor of Organizational Behavior at the Faculty of Management Studies, University of Delhi. She has done MA and PhD in Psychology. She has over 3 decades of experience in teaching, research, training, and consulting. She is an accredited Entrepreneurship Motivation Trainer from the National Institute of Entrepreneurship and Small Business Development (NIESBUD) and a professional member of the Indian society of applied behavioral Science (ISABS)

OUR FELLOWS



ANSHU BHALLA

Aug 2019 - July 2020

Time spent with Udyogini has been such a valuable part of my career. The people here have honestly been one of the best parts of working with Udyogini.

Leadership is the best part as they drive change management effectively and it was good to see how every employee wants to achieve the vision and mission of the organisation.

I myself learned a lot from Udyogini during this phase which will enhance my career in many ways. Overall the journey was fantastic and I wish our paths cross again.

During my year-long fellowship, I was placed at Udyogini in the Khandar, Rajasthan field office. I worked in communities around the area to build the groundwork for a sustainable rural tourism program. I learned immensely from Udyogini's expertise in working directly with rural communities on transformative livelihood projects, and made great friends both in the office and in the community. Udyogini and its fantastic team gave me the tools to make a difference during my time in India.



KIERAN MICKA MALOY

Sep 2018 - June 2019



BEATRIZ GRACE

Mar 2019-June 2019

It was fascinating to volunteer with Udyogini in their Medicinal and Aromatic Plants project. I visited villages and fields in various locations in the Himalayas, and interacted with women involved in the project. It was an honour to have had the opportunity to document and analyse the implementation of such an inspiring project.

SUSTAINABLE DEVELOPMENT GOALS





Five Stage Operational Framework of Udyogini

Udyogini's vision and perspective on micro enterprises for women has always been to empower women to understand and participate in critical enterprise processes. As the market gains prominence, the need for women to become knowledgeable, confident and lead enterprises just as they have led microcredit initiatives becomes critical.

Udyogini has developed the five stage framework for leading poor women to negotiate successfully through the maze of entrepreneurship



Credits

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Udyogini strives to afford women their rights through economic empowerment. It believes in action, fairness and equal opportunity. It is committed to create pragmatic pathways towards a gender-just world.

UDYOGINI

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