SELCO FOUNDATION

ANNUAL REPORT

2024 - 2025

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Executive Summary

Underserved populations experience poverty in different ways. This is primarily due to its multi-dimensional nature. To address this, SELCO Foundation takes a systematic and holistic approach and enables communities to improve their resilience.

Access to basic necessities and services empowers individuals to have a decent standard of living. SELCO Foundation uses a multidimensional lens to problem solving, and develops solutions that account for the intersections of gender, education, technology, incomes and employment opportunities (amongst others). Additionally, SELCO Foundation works towards designing and building inclusive ecosystems by activating the critical conditions for enabling a sustained availability and access to solutions. This ecosystem includes five key components- appropriate, efficient and affordable technology, appropriate finance, capacity building opportunities, backward and forward linkages, as well as supportive policy.

In 2024-2025, SELCO Foundation furthered its work and acted upon its core change logic, which states that: If DRE-based solutions are customized to meet the needs of the end-user and critical ecosystem conditions are favorable, then the end-users will adopt the solution through their own initiative at scale, and will experience positive changes in their lives.

Some of the key milestones include:

Energy for Health: In 2024-25, SELCO Foundation strengthened its partnerships with District or State Health Departments across 13 states, with 5,914 health facilities enabled with decentralized solar energy systems. Beyond installations, the year emphasized institutionalization through strengthened government partnerships, comprehensive O&M training for 1,794 facilities, and the launch of Saura-e-Mitra digital platform across 997 facilities in Karnataka. State-level MoUs were formalized in multiple northeastern states, while significant budget allocations from NHM and NPCCHH demonstrated growing institutional commitment to energy-health integration.

Energy for Livelihoods: In the livelihood sector, SELCO Foundation achieved scale with 3,845 direct interventions impacting over 30,000 community members across 43 benchmarked solutions spanning Agriculture, Animal Husbandry, Microbusiness, and Textiles & Crafts. The innovation portfolio dove deeper into 15 livelihood themes with 118 unique variants, demonstrating 100% positive impact across surveyed users in drudgery reduction, productivity improvement, production increase, or income enhancement.

Notably, 46% of solution costs were leveraged through local ecosystems across interventions in all states, with Karnataka showing ecosystem maturity where with 43% of SELCO Foundation contribution, 57% local funding was unlocked through local ecosystem stakeholders, indicating community and ecosystem stakeholders exhibiting strong ownership and interventions showing financial sustainability

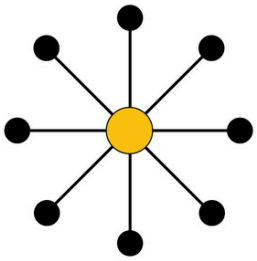
Supporting Innovation and Entrepreneurship Ecosystem: Towards promoting an ecosystem that is inclusive and equitable for underserved populations, SELCO Foundation launched two Catalyse Tech challenges - the Purple Innovations Challenge for persons with disabilities and Catalyse Tech 2025 for enterprises innovating on climate-resilient agriculture practices. Another critical program, the Enterprise Development Program (EDP) concluded Phase 2 with 43 enterprises onboarded and launched Phase 3. Skilling efforts trained over 8,100 stakeholders through the Saura-e-Mitra platform and vernacular training programs across health and agriculture sectors.

Energy for Productive Workspaces (Built Environment): Under the built environment portfolio, SELCO foundation worked towards enabling the adoption of over 170 cool-roof poultry sheds in Odisha, upgraded backyard poultry coops for 70+ women farmers in North Karnataka, and created over 90 energy-efficient workspaces across Northeast India. The program completed 12 climate-responsive Anganwadi centres in Meghalaya and leveraged multiple government schemes including PM-KVSY, 15th Finance Commission funds, and PMFME for climate-smart infrastructure.

Basic Energy Access for Vulnerable Community Institutions: The VCI program equipped community institutions in vulnerable regions with solar and energy-efficient solutions, enhancing access to essential services, safety, and climate resilience. In 2024, it supported 44 institutions across seven states, directly benefiting 20,944 people and indirectly impacting 15,538 others through improved health, livelihoods, and working conditions, while reducing costs and building long-term institutional resilience.

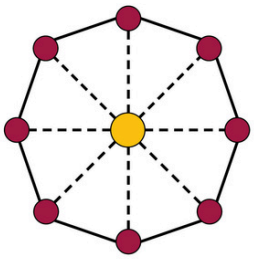
Energy For Livelihoods

SELCO Foundation Theory of Change



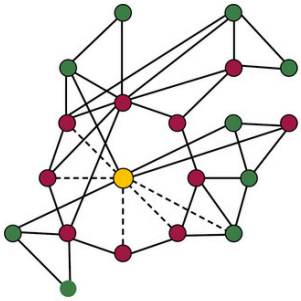
Innovate

Actions flow from SELCO to Ecosystem Stakeholders



Scale

Linkages between Ecosystem Stakeholders being established. But ownership of those relationships and transactions lie with SELCO



Amplify

Ecosystem stakeholders take actions forward in their own way, with their own networks; with or without SELCO

In 2024–25, SELCO Foundation continued to enable DRE as a catalyst for sustainable livelihoods, enabling underserved communities to improve productivity, resilience, and incomes through context-specific, user-centric solutions.

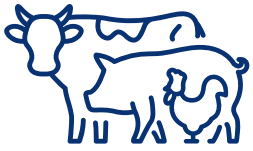
Showcase of different DRE livelihood models on ground

Energy For Livelihoods

INTERVENTION SNAPSHOT

4 SECTORS

Agriculture



Animal Husbandry

Microbusinesses

Textiles & Crafts

Innovate

43
livelihood solutions

15
livelihood themes

118
unique benchmarked variants
(as per user-type or context)

Scale

46% **of total solution costs** was leveraged from the local ecosystems across Karnataka, Assam, Odisha, Meghalaya, Mizoram and Manipur.

Amplify

sustainable conditions for scale were created for DRE enabled livelihoods where linkages between ecosystem partners were built

Dough Kneading in Karnataka

20%
of solution costs contributed by SF

with synergies built between **Financial institutions**, **Government departments** and **Clean energy enterprises**

Refrigerator in Odisha

29%
of solution costs contributed by SF

with **Government Scheme**-backed credit enabled through **Financial institutions**

Poultry Lighting in Meghalaya

44%
of solution costs contributed by SF

with strengthened ecosystem linkages between **NGOs**, **Government Schemes**, **Financial Institutions** and **Clean energy enterprises**

Under the flagship **Energy for Livelihoods** program, the innovation portfolio this year focused on two critical areas of interventions in the agriculture and microbusinesses sectors. In **agriculture, on-farm innovations** addressed labor-intensive activities across millet, paddy, and soybean cultivation through solutions like Nano Tractors, agricultural drones, IoT-based irrigation systems, and climate-smart farming technologies including the Saguna Rice Technique practise—a conservation-based farming method that promotes zero tillage for up to 20 years, direct seeding, raised beds, and drip irrigation to improve soil health, reduce labor costs, and enhance climate adaptation while maintaining long-term productivity for smallholder farmers in rain-fed regions.

Efforts also centered on the millet and pulses value chains especially with regards to the needs for small-scale, decentralized processing units and developing targeted solutions to address these gaps. Parallelly, the **food processing sub-sector** within microbusinesses emerged as a key thematic area, with innovations designed to strengthen home-based enterprises through snack/chips making solutions relevant for specific user contexts in Karnataka, reflecting the commitment to creating inclusive, technology-driven pathways in the ecosystem that transform traditional practices into sustainable, profitable enterprises while addressing broader challenges of food security and rural economic development.

Example of Scaling

An entrepreneur successfully running a general store with

Solar powered Refrigerator

A technology effectively scaling in North Karnataka, Odisha and the North East

At the same time, SELCO Foundation concentrated on scaling benchmarked solutions, moving them from successful pilots to wider adoption, and strengthening the ecosystem conditions needed for sustained impact. The primary focus this year was on embedding DRE into the priorities and decision-making of key partners and institutions. This meant working closely with financial institutions, NGOs and farmer-collectives, as well as government bodies like NRLM on state and national levels to unlock credit for entrepreneurs and farmer collectives. Efforts were also made to institutionalize critical aspects such as technology operations and maintenance (O&M), solution usage training and critical market linkages for entrepreneurs adopting DRE livelihood solutions to ensure the impact is experienced in the long-term.

Across all these efforts, the goal was to make climate smart solutioning a mainstream, institutional priority, ensuring that underserved communities can access productive-use, energy-efficient technologies run by DRE to improve incomes, resilience, and quality of life sustainably.

The scaling and amplification efforts across Karnataka, Meghalaya, Mizoram, and Odisha demonstrate how strategic financial partnerships can unlock sustainable energy access at scale. By bringing together critical ecosystem partners and networks including NGOs, government schemes, cooperative banks, and tech/clean energy enterprises, the scaling efforts embody SELCO Foundation's ultimate **amplification vision:** creating self-sustaining ecosystems where stakeholders, from government agencies and financial institutions to community organizations and entrepreneurs, internalize the DRE livelihood model and advance it independently through their own networks and resources, with or without direct SELCO involvement, ensuring lasting transformation that extends far beyond any single organization's reach.

Energy for Strengthening Resilient Micro Businesses

In the image: Ranjita Bishi**, Member, **Jalaitamu Farmer Producer Campany** from **Odisha
The FPC runs a home-based enterprise selling papad, vermicelli and turmeric powder

Total impact (Direct)
1942
interventions

Total impact (Indirect)
12,360
individuals

1540
Individual entrepreneurs

8
Group-based enterprises

KEY LIVELIHOOD THEMES & SOLUTIONS

Food Processing & Value Addition- Traditional Snack Making

- Bhujia Making Machine
- Chakli Making Machine
- Kodubale Making Machine
- Papad making machine
- Puffed Rice Roaster machine
- Sweet Making
- Vermicelli making
- Cook Stove
- Dough Kneading
- Dough Rolling
- Chips making (Slicer, Peeler & Hydrodryer)

Retail & Services

- Refrigerators/ Deep freezers
- Digital centers
- Juice making machines
- Salon trimmer

Light Manufacturing

- Agarbatti Making Machine
- Broom Making
- Camphor Making
- Rope Making
- Wick Making
- Wick making machine
- Plate making

The Micro Businesses portfolio of SELCO Foundation addresses a critical challenge at the core of India's economic landscape, which supports the effort of re-imagining the "new normal" for micro and small enterprises (MSMEs) that serve as the backbone of the Indian economy, with over 5.93 crore registered MSMEs employing more than 25 crore people and contributing significantly to national exports. Despite this vital role, these enterprises face persistent challenges including a significant credit gap estimated at ₹30 lakh crore (SIDBI, 2025), inadequate infrastructure, rising competition from larger players, and technological lag that prevents their ability to enhance productivity and scale.

In response to these systemic challenges, the portfolio's innovation strategy centered on developing a diverse range of context-specific and technology-driven solutions across multiple livelihood themes, focused on **food processing, light manufacturing, and retail/services innovations,** while developing specialized solutions tailored for specific user typologies including women entrepreneurs and people with disabilities (PwDs) to create an inclusive entrepreneurial ecosystem.

This was achieved by working directly with ecosystem stakeholders in technology supply chain to personalize and benchmark user-suited technologies.

STORY FROM THE GROUND

The image on the left is of a digital center run by a PWD entrepreneur **Mr. Tifil Tirkey from Baksa, Assam**

Banganpara village, where Tifil resided, used to face erratic power supply with unstable voltage and power cuts on a daily basis, thereby hampering work for all the villagers

Tifil's existing earnings were insufficient to meet his monthly household and medical expenses. When he learnt about DRE from representatives of SANJOG, a local NGO actively working in the area and also a core partner of SELCO Foundation, he took a decision of adopting a solar powered digital service centre.

The digital centre now operates throughout the day on the solar system, without any work hindrance due to power outages.

The income of the entrepreneur has increased by 30-35% after the intervention. He can now save and invest in providing new services.

The business has improved his decision making abilities and financial planning. He now wants to open a computer coaching centre to train the youth from his village. He also plans to expand his business by selling stationery items that can earn him an extra INR 1,000-2,000/month.

The scaling efforts under resilient micro businesses were anchored in a comprehensive multi-state strategy across Assam, Karnataka, Maharashtra, Meghalaya, Odisha, and Andhra Pradesh, focusing on institutionalization through strategic partnerships with key financial institutions, government bodies, and NGOs. SELCO Foundation successfully integrated DRE-based solutions into major government schemes including NRLM, PMFME, and MMJM unlocking substantial financing leverage across diverse beneficiary segments.

Notable achievements included-

- **Odisha:** Achieved up to 70% subsidy coverage for 8 tribal entrepreneurs through MMJM scheme partnerships, unlocking Rs 2.2 lakh average subsidy against Rs 3 lakh solution costs

- **Mizoram:** Secured 41% subsidy coverage for 33 textile entrepreneurs via Silk Samagra 2.0 scheme and 37.5% coverage for 6 entrepreneurs through PMKSY scheme

- **Karnataka:** Unlocked Rs 2.06 crore in PMFME loans for 86 beneficiaries through multi-bank partnerships achieving up to 79% loan coverage, plus 41% leverage support for 15 PWD entrepreneurs via 15th Finance Commission

SELCO Foundation's scaling strategy ensures that the solutions innovated to suit the vulnerable populations are also affordable and accessible to them in the long term

in the image: PWD-friendly Table-top DRE Roti/Dough rolling machine adopted by Eramma Dharikar, Basavana Bagewadi, Vijayapur - Karnataka

STORY FROM THE GROUND

Leveraging PMFME scheme to build sustainable home-based enterprises

Suvarna from Raichur district sought to supplement her family's income and established a **solar-powered roti-making unit**. Through the PMFME scheme, she secured a **loan of INR 3,00,000** for a conveyor belt machine which costed INR 3,78,000. Additional gap funding from SF and personal savings contributed to cover overall solution costs.

The intervention enabled her to produce **800-1000 rotis per hour**, earning **INR 1200-1500 daily** while creating employment for family members and a local woman, transforming her into a successful micro-entrepreneur with a sustainable income source.

Watch this video for more successful stories

STORY FROM THE GROUND

Solar Processing Unit Empowers Sneha Mahila Gruha Udhyoga to Meet Growing Demand

Roopa Shrihari, member of an SHG in Dharwad started a home-based sweet and savoury business in 2017, initially producing small quantities manually but struggling to meet growing demand.

With technologies like **coconut scraper**, **jaggery crusher**, and **ladoo-making machine**, the weekly production capacity of the SHG's business increased dramatically to 25kg Besan Laddoo, 20kg Chakli, and 30kg Chuda.

The intervention enabled them to generate INR 30,000 weekly revenue, obtain food licensing, and establish **branded products "Shrihari"** and **"Hubballi laddoo"** while serving a loyal customer base and catering special events.

Energy for Strengthening Agricultural Value Chains

***in the image*: Cold chain for post-harvest loss management : DRE Cold Storage**

Total impact (Direct)
404
interventions

Total impact (Indirect)
3732+
individuals

323
Individual entrepreneurs

12
Group-based enterprises

KEY AGRICULTURAL VALUE CHAINS & SOLUTIONS

Value chains

- Millet
- Paddy
- Spice
- Pulses
- Cashew
- Coconut
- Ginger & Turmeric
- Groundnut
- Honey
- Non-Timber Forest Produce
- Arecanut

Cross-cut Technologies (Value Chain agnostic)

On-farm technologies

- Agri Robot
- Electric harvestor
- Weeder
- Seeding Machine
- E Transplanter
- IOT irrigation
- Sprayer
- Electric Brush Cutter
- Fencing
- Thresher
- Waste Management

Post harvest technologies

- Cold storage
- Dryer
- Primary and secondary processing technologies

The work towards Innovations in the Agriculture portfolio centered on two key areas: on-farm and processing of grains. For on-farm agriculture, critical effort was done on developing technologies for three major crops - millet, paddy, and soyabean, addressing labor-intensive activities like transplanting, weeding, reaping, threshing, and winnowing.

Key innovations included Soil Testing Kits, Nano Tractors with modular attachments, Agricultural Drones for spraying, IoT-based Automated Irrigation cum Fertigation Systems, and DRE-powered Weeders and Tillers, with a specialized harvester for smallholder soybean farmers currently in testing phase. Additionally, climate-positive practices were integrated through partnerships with experts in Saguna Rice Technique, leading to the development of a multi-functional Toolbar with dibbler, reaper, thresher, and ridge maker capabilities for zero-tillage farming methods.
For millet, focus was also on developing technologies for small-scale entrepreneurs to help them diversify their business services/offerings by benchmarking new multi-stage processing solutions, including destoners and graders, hullers and huller-cum-aspirators. Additionally, with the initiation of work in pulses value chain, technologies like huller-aspirator-size grader units were developed specifically for small to medium-sized processing businesses.

STORY FROM THE GROUND

The case of a consistent irrigation unlocking sustained income for a farming collective

Bangaru Dishari, an entrepreneur from **Odisha,** leads the Deomali Producer Group of 150 members in Charchola Village, Koraput District. The group relies on agriculture and seasonal vegetable cultivation for their livelihood, and experienced challenges with a polyhouse that was under-utilized for a long time due to lack of reliable electricity for irrigation which led to damaged saplings, and restricted operations to only rain-fed months.

After adopting a **solar pump paired with a sprinkler system,** consistent irrigation boosted **seedling and vegetable production**, and allowed the group to establish more predictable planting schedules, maximize polyhouse utilization, and achieve steady income streams while gaining greater control over farming cycles independent of rainfall and grid electricity, ultimately improving overall crop yield and profitability through consistent water supply for continuous cultivation.

Under the Scale portfolio, ecosystem building efforts focusing diverse value chains were done by building strategic partnerships, and institutionalizing DRE within the programs with such partnerships. The efforts focused on key themes in livelihoods, including

Post-harvest loss management solutions like solar-powered **cold storage systems**

Value chain development under **Millets**

Millet Mentor

The Millet Mentor Program, a flagship initiative of SELCO Foundation in collaboration with WASSAN, aims to strengthen the entire millet processing ecosystem from primary processing (dehulling, threshing, drying) to secondary processing (flour, snacks, ready-to-eat products). Jointly anchored with consortium of experienced organizations, this program aims to build an ecosystem of support services for the entrepreneurs engaged in the millet sector.
The initiative provides comprehensive training, technical and business support services to decentralized small-scale millet processing units, primarily operated by community-based organizations such as FPOs and SHGs.

The program focuses on reducing drudgery for smallholder farmers (particularly women), minimizing post-harvest losses, and creating profitable market opportunities through innovative millet-based products while ensuring sustainable operations through proper O&M practices and market linkage development

Beyond technology transfer, the Millet Mentor initiative actively fosters partnerships across the entire millet value chain, mapping expertise and mentorship to establish networks, resource centers, and locally accessible knowledge hubs. T

The work under Agriculture portfolio demonstrates a systematic approach to rural livelihood enhancement through integration of decentralized renewable energy, with emphasis on post-harvest loss reduction, value chain development, and inclusive growth across diverse agricultural and allied sectors.

Energy for Strengthening Animal Husbandry Value Chains

Total impact (Direct)
712
interventions

Total impact (Indirect)
8696+
individuals

674
Individual entrepreneurs

3
Group-based enterprises

KEY ANIMAL HUSBANDRY VALUE CHAINS & SOLUTIONS

Value chains

- Dairy
- Poultry
- Piggery
- Goatery
- Sheep
- Fishery

Cross-cut Technologies (Value Chain agnostic)

- Bio Fermenter
- Biodigestor
- Chaff Cutter
- Hydroponics Unit
- Milking Machine
- Pressure Washer
- Vaccine Carrier/storage

SELCO Foundation's animal husbandry portfolio in the last year targeted some of the critical challenges facing India's rural livestock sector, where climate stress, rising fodder costs, limited veterinary access, and heat stress significantly impact the livelihoods of small and marginal farmers who typically maintain 3-5 cattle as supplementary income sources.

The portfolio's innovation strategy centered on developing and testing context-specific solutions across multiple value chains- for **poultry**, this included solar-powered **backyard coops, commercial shed infrastructure with integrated cooling systems, and DRE-based lighting**; for **dairy**, **comprehensive interventions encompassed solar-powered milking machines, cattle-washing solutions, hydroponics for fodder production, vaccine cold storage systems, biogas units, and improved cattle shed designs** that reduce heat stress; and critically for the **fishery** value chain, the development of **solar-powered aeration systems** that address oxygen management in aquaculture operations including RAS and Biofloc systems, improving fish stock quality, reducing mortality rates, and enabling better market prices while building climate resilience.

The scaling strategy was implemented across **Assam, Karnataka, Odisha, Jharkhand**, and other states through strategic partnerships with NGOs and government bodies.

Through these partnerships efforts were dedicated to unlocking credit access for entrepreneurs and FPOs. Solutions were deployed across multiple states- solar poultry coops through SHG networks in Assam, solar pulverizers reaching 340+ end users via state schemes in Karnataka, and vaccine refrigerators through veterinary departments in Odisha.

Ecosystem strengthening efforts institutionalized O&M protocols, usage training, and market linkages while targeting vulnerable communities through specialized NGO partnerships. This comprehensive approach ensured long-term impact and established DRE as a mainstream priority within animal husbandry ecosystems for improved incomes and climate resilience.

Solution showcased:
Hydroponics Unit for fodder production

Integrated Dairy Technologies Empower Chuleshwari Nayak to Build a Resilient Livelihood

Chuleshwari Nayek, a 45-year-old dairy farmer from Sambalpur, Odisha, faced a difficult situation. Her cows suffered from heat stress due to inadequate shelter, and she struggled with the high manual labor and costs of an unreliable setup. By implementing practical changes—improving the cowshed, ensuring a steady supply of nutritious fodder, and mechanizing some tasks—she was able to reduce her expenses and increase milk production. These changes transformed her operation from a struggle into a sustainable, profitable business, securing her family's livelihood.The DRE livelihood interventions adopted by entrepreneur-

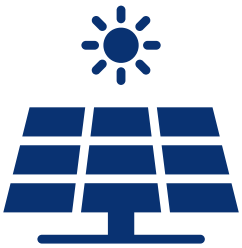
- A scientifically designed shed with **cool roofing** and **improved ventilation**
- **Foggers** for temperature control
- **Solar-powered milking machines** and **pressure washers**
- **Hydroponics** unit for year-round fodder production

STORY FROM THE GROUND

Energy For Health

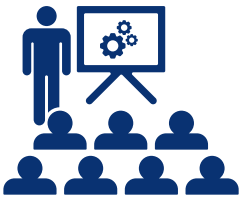
States intervened in:

Assam, Bihar, Gujarat, Jharkhand, Karnataka, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Sikkim and Tamil Nadu



Total no. of facilities enabled access with decentralized solar energy:

5,914



Total no. of health facilities onboarded onto Saura-e-Mitra platform:

997

SELCO Foundation

Energy for Health (E4H)

has a goal of reaching 170 million people through the Energy for Health (E4H) program to strengthen service delivery of the healthcare system.

Till date **7,933 facilities**

have been enabled with access to solar energy across 13 states,

impacting communities across India.

The States were namely Assam, Bihar, Gujarat, Jharkhand, Karnataka, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Sikkim and Tamil Nadu.

This year, program efforts to enable facilities with solar energy and energy-efficient medical technologies were undertaken across 5,914 facilities in 13 states, to ensure healthcare systems are enabled to provide the necessary care and services to populations.

Focus was on deploying medical technologies across contexts to deepen the impact of the quality-of-service delivery at the facility level.

Medical technologies include:

Portable baby warmers

AI-enabled stethoscopes

Digital microscopes

AI-enabled labour monitoring devices

Temp watches

Positive birthing beds

Digital spirometers

Solar-powered maternal healthcare kits

Portable active vaccine carriers

This year, beyond installations there was a focus on post-installation processes required to institutionalize the program.

Strengthening partnerships

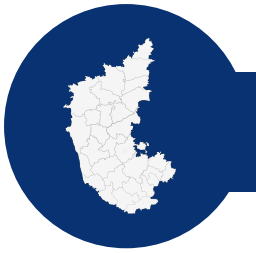
These include strengthening partnerships with governments at different levels and private enterprises engaged in operations and maintenance (O&M) activities. SELCO strengthened its partnerships with the state government of Meghalaya, Mizoram, Karnataka and Assam. In addition, partnerships through formal MoUs were established in Sikkim, Arunachal Pradesh and Nagaland, along with state level partnerships in Manipur, Maharashtra and district level partnership in Odisha and Gujarat.

Developing the skillsets of key stakeholders

As the initiative expanded, SELCO Foundation focused on developing the skillsets of key stakeholders—technicians, vendors, healthcare staff, administrators, and financiers—each vital to sustaining energy systems in health facilities. This helped create a strong base of actors capable of implementing and maintaining systems at scale. This year, 3,085 health staff and private energy stakeholders were trained across 1,794 health facilities in 5 states. This, in turn, encouraged vendors to invest in regional branches and hire local talent, laying the foundation to serve livelihoods and home energy needs as well. Training also capacitated 11 clean energy enterprises, 112 technicians for improved installation and O&M services, and 12 Master Trainers to ensure local-level sustainability and future training in each state.

Solution showcased:
DRE powered Health Facility

State-Wise Snapshots



The program has full coverage across all districts of Karnataka.

This year in Karnataka, **in partnership with National Health Mission, Government of Karnataka**, 1,541 health facilities were facilitated access to solar energy

77 medical devices were deployed to strengthen primary healthcare service delivery.

Districts are proactively engaging with all the health facilities for budget allocations from untied health funds for minor repairs for solar.

This indicates the institutionalisation of the energy system within the health delivery model. Key partnerships have been established with Universal health coverage departments governing Health and Wellness Centres (HWCs), the engineering department for validating technical specifications, and the IEC department for awareness and outreach.

To support the long-term sustainability of the program, staff from all health facilities were trained in operations and maintenance which ensures local skills development to respond to O&M needs. Asset handover has also been facilitated at the health facilities to the concerned facility authorities, in an effort to ensure a precedent is set for ascribing finances and roles and responsibilities towards asset maintenance.

I would sometimes find myself struggling in the dark to suture a routine episiotomy, and I would come out of the operation theatre feeling disheartened. Even though Kalmala had capable staff, the lack of access to various electrical equipment that eases the processes and reduces the margins for error was holding us back. Then, in 2021, the centre and most of its sub-centres received solar systems. It was a game changer.

DR. SHALAM PASHA
Administrative Medical Officer
Kalmala Primary Health Centre (PHC)
Raichur District, Karnataka

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Energy for Health program - Assam

Drawing on the partnership in (Bodoland Territorial Region) BTR from 2023-24, BTR has committed to provide office space, with the Chief Executive Member (CEM) writing to the Health Secretary to formalize the allocation with the Assembly premises for carrying out O&M related activities.

This year, SELCO Foundation enabled access to DRE in the form of solar energy to 405 health facilities in the state. Beyond this, Assam already has 110 health facilities with existing solar infrastructure, and the government has sought SELCO Foundation's support in a technical advisory role.

To further the efforts towards localized capacity building, staff from all health facilities were trained in O&M processes.

I remember this one night when I used up two whole packets of candles to conduct three deliveries. On such nights, it felt as though we were conducting deliveries at home because we couldn't use even the most basic equipment to provide the required minimum care to mothers and newborns.

DR. ANUP K. DAS
Rural Health Practitioner Bhutankhuti
Primary Health Centre (PHC)
Baksa District, Assam

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SELCO Foundation In - Meghalaya

Community ownership and engagement are central to the program in Meghalaya, where members of the SELCO Foundation team attend Jan Arogya Samiti (JAS) committee meetings and helping villages establish operational structures - one village has even opened a bank account for community contributions, starting with Rs. 50 per family.

The MMDSL has provided office space, aiding the institutionalization of O&M services.

An MoU has been signed with the Early Childhood Development Department for over 2,000 Anganwadis.

SELCO Foundation serves as the technical knowledge agency for both solar and built environment upgrades, with 188 facilities already powered through solar.

Additionally, SELCO Foundation is currently providing technical advisory to the government for building 350 new healthcare facilities.

As an ANM, I cover 15 villages and one hamlet. A typical day includes attending to outpatients at the centre as well as visiting the villages to check in with expecting mothers. Home deliveries have become rare. Mothers want institutional deliveries. Our centre is new, fully equipped, and solar-powered. People are aware that we can deliver babies even during power cuts. Since the solar infrastructure has been activated, I have delivered 12 babies here, five of them at night.

MADIRA SYNJONE
Auxiliary Nurse Midwife (ANM)
Narang Health and Wellness Centre
Ri Bhoi District, Meghalaya

Read More

Energy for Health program - Mizoram

112 health facilities were enabled with solar energy and 16 medical equipment were deployed to enhance service delivery in the state this year.

All 11 districts of Mizoram are part of the Energy for Health initiative.

The Directorate of Health Services has trained local technicians, and solarization has been extended to all primary health centres and sub-centres. A formal state-level handover is being planned.

To ensure localized skill development for program outcomes sustainability, staff from all health facilities were trained in O&M, covering both preventive care and procedures for vendor escalation.

Asset handovers have been completed for all 443 healthcare facilities in the state, along with the state-level handover.

See the video **Read More**

Energy for Health program - Nagaland

The program has expanded to all districts in Nagaland.

An MoU has been signed, and office space has been allocated within the NHM.

In 2024-25, 258 health facilities were equipped with decentralized renewable energy to enable better service delivery.

Technical support is being provided for 200 facilities which were solarised under other programs.

The Directorate of Health Services is actively involved in the program, and budget has been allocated for capacity-building and training under NPCCHH.

Energy for Health program - Sikkim

The Energy for Health program is active across all districts in Sikkim.

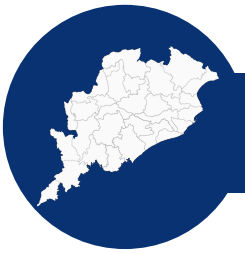
An MoU has been signed with the National Programme on Climate Change and Human Health (NPCCHH), and the program officer from NPCCHH serves as the official point of contact.

As part of this program, 137 facilities have been facilitated with decentralized solar energy this year.

Under the National Health Mission (NHM), funds have also been sanctioned for operations and maintenance for a period of five years, indicating institutionalisation of the program.

This allocation was facilitated through the Programme Implementation Plan (PIP), enabling the state to revise its budget accordingly.

In terms of asset handover to health department authorities for sustainability, the state-level handover has been completed.



Strengthening Healthcare through DRE – Odisha

Partnerships with NGOs were strengthened during the year, to enable better local ecosystem for DRE.

Overall this year, 360 healthcare facilities in Odisha were provided access to solar energy through the E4H program.

To support the long-term sustainability of the program and ensure localized capacity, staff from 364 allhealth facilities were trained in operations and maintenance, covering both preventive care and procedures for vendor escalation.

Energy for Health program - Arunachal Pradesh

Arunachal Pradesh is a newly onboarded state where the program is being implemented across all districts.

A state-level MoU has been signed with the Directorate of Health Services (DHS), and installations are currently underway.

Energy for Health program - Gujarat

In Gujarat, the program commenced in one district.

A partnership has been established with the District Administration through SELCO Foundation's ongoing Livelihood program, creating synergies across thematic areas.

Over the year, 200 facilities were enabled access to decentralized solar energy as part of the E4H program.

Energy for Health program - Maharashtra

The program is now present in 11 districts of Maharashtra.

The Chief Minister has formally requested a partnership for solarization through written communication and public statements in the Assembly, which also received media coverage.

Due to the absence of SELCO Foundation in the state, partnerships were established with ground partners, who facilitated communication with district and block level officials as well as monitored the installation processes.

Active discussions are in progress to establish the role of these partners in the O&M processes.

Energy for Health program - Manipur

Drawing on the existing partnership in Manipur, SELCO is working on signing a formal MoU with the Directorate of health services, to institutionalise support for O&M and training activities.

Local technicians have been trained and deployed based on a cluster model that considers the state's unique terrain and logistical challenges, reducing travel time and operational costs.

Notably, District Collector vehicles and ambulances have been repurposed for the transport of distilled water during challenging situations.

The E4H team ensured that 180 health facilities were enabled access to decentralised solar energy this year.

In addition to the above, SELCO Foundation also supported energy for health facilities in **Bihar, Jharkhand** and **Tamil Nadu**. These health facilities are serving as pilots to initiate conversations with the State Governments.

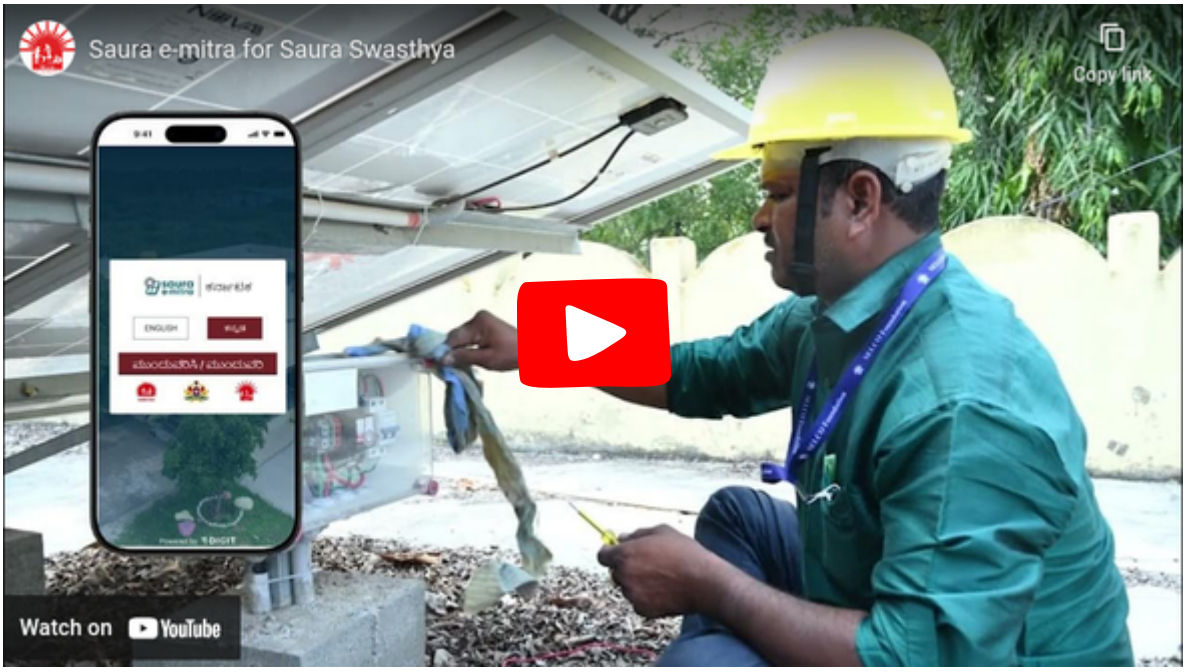
Solution showcased:
DRE powered Med-tech

Strengthening the digital backbone of the program

While DRE programs are being implemented across the globe, O&M models remain a key challenge in ensuring long-term sustainability. To address this, SELCO Foundation invested in rigorous groundwork to understand the skilling and institutional capacities required for effective O&M of decentralized solar systems in health facilities. This effort began with the establishment of two dedicated O&M Learning Centres- one in Raichur district, Karnataka, and another in Ri-Bhoi district, Meghalaya. These centres serve as critical hubs to track and analyze every issue reported from the field, mapping them against multiple key factors.

Building on these insights, SELCO Foundation developed specialized training modules and, in collaboration with eGov Foundation, conceptualized **Saura-e-Mitra** - a digital platform designed to reinforce quality, define user roles, and track performance across the service workflow. The platform streamlines issue reporting, escalation, and timely resolution - strengthening both the capacity of solar energy systems to serve health facilities and the ability of the health system to respond to maintenance needs. The platform underwent two rounds of testing and pilot phases, incorporating on-ground feedback from over 200 facilities.

This year, Saura-e-Mitra was launched with the Karnataka's Department of Health and Family Welfare, under the Saura Swasthya program, and 997 health facilities were onboarded onto the platform in Karnataka. To support the use of Saura-e-Mitra's mobile application for reporting issues, trainings were conducted for health facility staff, driving adoption and effective usage. Under the E4H program, SELCO Foundation is now validating and operationalizing different O&M models, with Saura-e-Mitra enabling effective monitoring and informed decision-making.



Supporting Innovation and Entrepreneurship Ecosystem

Summary

Marginalized communities face a profound systemic exclusion where mainstream innovation and enterprise ecosystems completely ignore their needs, creating a self-perpetuating cycle of technological isolation and economic vulnerability that traps them in persistent poverty. Grassroots enterprises attempting to serve these underserved populations encounter insurmountable structural barriers including fragmented and scattered demand patterns that make appropriate pricing impossible,

prohibitively expensive ecosystem integration costs through certifications and empanelment, chronic lack of investments affecting both enterprises and end-users, and the absence of viable procurement pathways from government and institutional buyers who could provide scale. These challenges are fundamentally compounded by the reality that vulnerable populations require hardware-integrated, accessible solutions that can simultaneously address immediate survival needs while building long-term systemic resilience, a complex, nuanced requirement that mainstream innovation processes systematically fail to prioritize or understand.

This market failure is particularly acute for persons with disabilities and climate-vulnerable agricultural communities, where conventional technology development processes operate without incorporating lived experiences and contextual realities into solution design, resulting in products that are functionally irrelevant to actual needs. Furthermore, the most critical element for sustainable impact, comprehensive capacity building to train local people in installation, maintenance, and long-term technology stewardship, remains largely neglected by traditional practitioner organizations that focus on product deployment rather than ecosystem sustainability, essentially dropping off solutions without ensuring they can be supported over time.

SELCO Foundation recognized that without deliberate, sustained intervention to address these deep-rooted systemic problems, the communities most desperately in need of transformative technologies would remain permanently marginalized, unable to access the climate-smart, livelihood-enhancing solutions that are essential for breaking cycles of poverty and building genuine resilience against an increasingly uncertain and challenging future.

Catalyse Tech

Catalyse Tech program started with the vision of working with enterprises and innovators to empower communities and foster hardware technology adoption; to build a resilient ecosystem by promoting innovators driving systemic change with a lasting impact. The program identified and supported innovations that address challenges in vulnerable livelihoods while simultaneously building long-term system resilience. The program prioritized hardware-integrated, accessible solutions that could drive both climate resilience and community-level empowerment, fully aligned with SELCO Foundation's mission. Over the period of last year, two Catalyse Tech challenges were launched- a) Purple Innovations Challenge- Launched in collaboration with EnAble India that focused on inclusive innovation by and for persons with disabilities (PWDs), encouraging development of accessible and sustainable livelihood solutions. b) Catalyse Tech 2025 that supports innovations in climate resilient agriculture and allied technologies.

A Pile of Leaves or Styrofoam

Bhaskar Machinery – **Biodegradable Cutlery** from Non-Timber Forest Produce (NTFP)

Jogendra Patra, a former truck driver from Mayurbhanj, Odisha, started over after an accident led to limb loss. He began making plates from sal leaves, but found the available machinery difficult to operate as a person with a disability. 1 Using his vocational experience, he redesigned the machine to be more accessible and efficient. This innovation led him to found Bhaskar Machinery

After receiving initial support from the National Innovation Foundation, Jogendra's business grew through his participation in SELCO's Catalyse Tech Challenge and the Inclusive Incubation Program, where he focused on standardizing his product for a wider market.

Subsequently, the Enterprise Development Program helped Bhaskar Machinery develop large-scale B2C marketing strategies, allowing the company to expand its reach and become a significant employer in the region.

STORY FROM THE GROUND

Enterprise Development Programs (EDP)

The Enterprise Development Program was conceived to strengthen the supply side of livelihood ecosystems by enabling grassroots enterprises to scale climate-smart technologies across diverse geographies and end-user segments. While SELCO Foundation often works with ecosystem stakeholders such as banks and government departments, EDP takes a more enterprise-centric approach addressing operational gaps, building market linkages, and equipping entrepreneurs to grow their solutions sustainably.

The first phase of EDP focused on deploying benchmarked technologies at scale, primarily by unlocking finance through bank loans and government programs and creating linkages with financial institutions and line departments. The second phase, operationalized and concluded last year, expanded the scope to pilot new technologies and user segments while strengthening business processes such as training material development, market assessments, demonstrations, outreach, and marketing.

These efforts also generated valuable stakeholder connections along the way. Implemented across India, Phase 2 successfully onboarded 43 enterprises. In 2024, the third phase was launched with the aim of distilling learnings from successful enterprise-led scale models. The focus now is on partnering with enterprises that are building robust local ecosystems, unlocking the potential of partnerships to drive greater adoption and scale of sustainable solutions.

Milko chill- Prompt Innovations
scroll below for details

in the image:
Nawab Khan, Entrepreneur, Rajasthan

Chilling in the Desert
Prompt Innovations – Pastoral and Dairy Value Chains

The **Enterprise Development Program (EDP)** of the SELCO Foundation partnered with Prompt Innovations, a dairy technology leader, to accelerate innovation.

The partnership was ideal due to sectoral alignment and Prompt's expertise in **energy-efficient, sustainable solutions**, which significantly shortened SELCO's innovation timelines in the dairy sector.

Their solution was the **Solar Powered MilkoChill, a technology that instantly chills milk to 7° Celsius in 10 seconds and automatically cleans itself using the recycled hot water.**

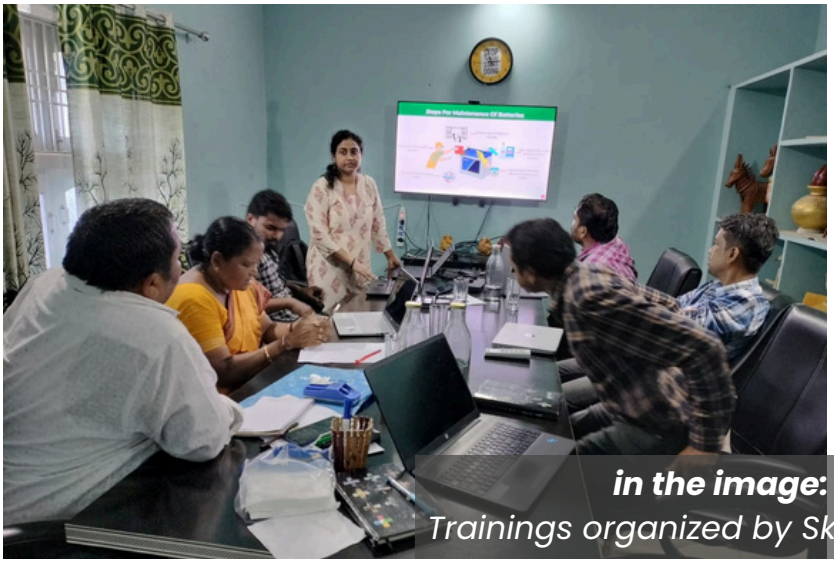
After successful initial trials, the technology was deployed in **10 additional units** for camel farmers. The success has since allowed SELCO to expand its dairy work to milk cooperatives in Assam, demonstrating the power of strategic partnerships to create scalable and impactful solutions

STORY FROM THE GROUND

Skilling

SELCO Foundation's skilling efforts aim to build a strong pipeline of trained professionals, institutions, entrepreneurs, and all other critical stakeholders within the ecosystem of DRE and climate smart solutions at the last mile. Towards this the Foundation converted its online Learning Management System into sector-specific content, with healthcare as the first focus area, and is integrating this into the Saura-e-Mitra platform for better access and implementation. Over the past year, the program has trained over 8,100+ stakeholders, including global DRE enterprises, budding Indian enterprises, students of energy access, health staff from public healthcare institutions in the use of the Saura-e-Mitra app, master trainers, and technicians on aspects such as installation, service, and maintenance.

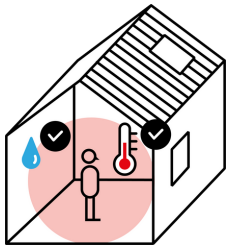
In parallel, SELCO Foundation has been developing vernacular training content for micro, small, and medium enterprises across thematic areas of – a) the Energy for Health program: This includes training packages for aspects such as site assessment, Quality Installation Practices & Load Wiring, Service and Maintenance, Quality Control Procedures, Routine operations and maintenance. b) Millet Mentor program: Through the Millet Mentor initiative, millet entrepreneurs have been trained in on-farm practices, processing, and value addition activities and practises.



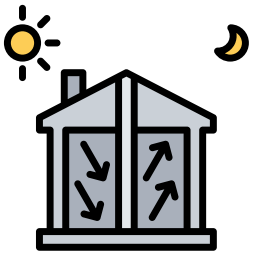
in the image:
Trainings organized by Skills Institute

Energy for Productive Workspaces (Built Environment)

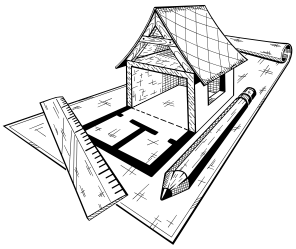
Recognizing the urgent need to improve livelihood workspaces and address the impact of rising global temperatures, the focus has been on scaling passive cooling solutions for various sectors. Under the built environment portfolio, the focus was on implementing temperature-regulating infrastructure through solutions that integrate



Natural ventilation



Thermal mass optimization



Strategic building orientation

In the animal husbandry sector, the focus was on creating cool sheds for poultry, dairy, and goatery, which maintain optimal temperatures to improve livestock health and productivity.

In Karnataka, most of the workspaces for PWD users featured unique passive cooling designs with insulated walls and shading panels, while in other states, the focus was on climate-adapted eateries, food processing centers, and textile units.

Similarly, the focus was on promoting productive workspaces for livelihoods as well in the microbusinesses sector, including retail and petty shops, to create improved working environments and reduce operational costs. These interventions spanned across geographies like Karnataka, Assam, Meghalaya, Mizoram, and Odisha.

Housing and Productive Work spaces

Early work by SELCO Foundation on understanding cooling resulted in evidence that proved that much of the effort in the sector was done targeting direct heat stress, and impact of indirect heat stress was under-represented in literature, research and policies thereof. 'Direct heat stress', ie heat stress due to direct exposure to the sun (in medically heat stressed) cases account for about 10% of the total, while 90% account for 'indirect heat stress'. To advocate for this, SELCO continued to run several initiatives in the past year under its larger Work@45 campaign.

In 2024, SELCO Foundation's work has gained significant traction with on-ground stakeholders, resulting in increased adoption and financial commitments from partners.

In Odisha, critical finance leverage was unlocked with NSPDT to implement over 170 cool-roof poultry sheds, improving thermal comfort and reducing livestock vulnerability. In North Karnataka, the PM-KVSY scheme was leveraged to upgrade backyard poultry coops for 70+ women farmers, while 15th Finance Commission funds supported climate-appropriate sheds for micro-businesses, enhancing livelihoods, especially for people with disabilities. In the North East, state funds enabled the creation of over 90 energy-efficient, climate-resilient workspaces across retail, food processing, crafts, and textiles, strengthening livelihood security in climate- and terrain-challenged areas.

Additional progress included unlocking PMFME scheme financing for climate-adaptive built environments for food processing workspaces, creating sustainable livelihood opportunities; developing and scaling cool sheds for roadside retail and service microbusinesses; completing 12 climate-responsive, energy-efficient Anganwadi centres in Meghalaya in partnership with the DC Office in Ri-Bhoi under Aspirational District funds; and constructing 10 productive workspaces in Meghalaya by leveraging state resources. Together, these initiatives demonstrated how climate-smart built environment interventions are strengthening resilience, enhancing productivity, and securing livelihoods in vulnerable settings.

in the image:
Hemavati Antad, Nagargunda, Gadag district, Karnataka with husband Shivanand Antad

Hemavati scaled her roadside eatery from manually making 10-50 rotis daily to mechanized production using conveyor belt roti-making and atta kneading machines, combined with workspace improvements including better ventilation, lighting, and storage solutions that reduced drudgery and enhanced productivity.

Enabling Basic Energy Access for Vulnerable Community Institutions

Summary

The VCI program integrates DRE solutions, primarily solar alongside context-appropriate, energy-efficient equipment into facilities serving communities in vulnerable regions across 7 states of India.

Ranging from meeting basic energy needs such as lighting and ventilation to powering high-consumption appliances essential for healthcare and livelihoods, the initiative works to create climate-resilient community institutions. These facilities cater to some of the most underserved groups, including children, youth from low-income backgrounds, senior citizens, persons with disabilities, marginalized women, informal workers, and at-risk populations. Last year, the program supported 44 community institutions across seven states (Tamil Nadu, Karnataka, Telangana, Assam, Meghalaya, Mizoram, Manipour) directly improving access to reliable energy for 20944 individuals and enhancing their wellbeing, health, and livelihoods, while also improving working conditions for staff. An additional 15538 people benefited indirectly such as staff members of the institutions and families of the direct entrepreneurs through strengthened capacity and resilience of these institutions.

Typology of institutions covered under the program:

- Old Age Homes
- Orphanages
- Special Health Center
- Focusing on the end user and the vulnerability angle (Example Thalassemia Centre, HIV & AIDS Centre)
- Livelihood and Skilling Center
- Rehabilitation Center
- Low Income Schools
- PWD Institution
- LGBTQ Community Institutions
- Tribal Community Institutions
- Dry Waste Collection Centres

The program have created multi-level impacts. At the end-user level, it has improved access to essential services, safety, and overall well-being for marginalized and vulnerable populations. Depending on the institution, this has meant enhanced learning outcomes and health for students; better employment opportunities and skill development for youth and women; safer, healthier working conditions for waste workers; and improved convenience, safety, and access to rehabilitation for persons with disabilities. At the facility and staff level, institutions have benefited from reduced energy expenditure through lower electricity bills and avoidance of diesel costs, while staff, many of whom live on-site now have improved comfort and well-being. At the environment level, the program increased resilience to climate risks, including heat stress and climate-related disasters.

Events and Knowledge Exchange Programs

Summary

Over the past year, SELCO Foundation has strengthened sectoral ecosystems and influenced policy through a comprehensive approach that brings together practitioners,

government departments, financiers, research institutions, and community representatives. The strategy encompasses hosting and participating in collaborative events, organizing exposure visits for critical stakeholders, creating and disseminating knowledge products including documents and videos, and this year particularly, leveraging digital technology platforms to democratize access to developmental knowledge and solutions. These efforts have facilitated co-creation of solutions for enhanced healthcare delivery, sustainable livelihoods, and broader ecosystem building across diverse geographies and sectors.

Events & Exposure Visits

Multi-stakeholder events and workshops

At global and national levels, SELCO Foundation co-hosted strategic knowledge-sharing sessions. For example, in partnership with Global SDG 7 Hubs and the International Center for Bio saline Agriculture (ICBA), SELCO Foundation co-hosted a knowledge-sharing session focused on the Millet Value Chain. This initiative aimed to create a robust ecosystem that supports small and marginalized farming communities in India while setting a precedent for global sustainability. Similarly, hosted a panel “Climate-Smart Agriculture (CSA) Innovations at The Samunnati FPO Conclave 2024 bringing together a diverse array of stakeholders from the agricultural sector, including Farmer Producer Organizations (FPOs), policymakers, corporate representatives, and industry experts, all committed to exploring the future of sustainable agriculture.

The Energy for Health Summit in Guwahati brought together stakeholders to explore climate-resilient healthcare systems across northeastern India's 8 states. The summit focused on sustainable strategies for healthcare systems, particularly in the North Eastern Region of India. It aimed to explore how to enable climate-resilient healthcare systems in the 8 states of the region by 2026. Key topics included strategies for operations and maintenance of healthcare facilities and the progress of the "Energy for Health" initiative, which aims to equip 25,000 public health facilities with solar power by 2026.

At the regional level, several events were conducted to generate ecosystem and end user involvement on the ground. For example, SELCO convened the Mizoram Architect's Roundtable to promote inclusive climate-resilient building designs; hosted the Samruddha Raichur Workshop with NABARD and University of Agricultural Sciences; facilitated trade fairs such as the Kokrajhar Sustainable Energy and Livelihood Technologies Fair; and organized specialized workshops like Visheshchetanara Soura Swa Udyoga Mahiti Karyagara in Koppal for livelihood opportunities for people with disabilities.

These initiatives, alongside thematic forums on NTFP value chains, district-level livelihood planning in Kendrapara, and climate-smart solutions in partnership with SeSTA, reflect our larger commitment to building collaborative, multi-stakeholder platforms that drive innovation, scale, and resilience across geographies.

End-user demonstrations and exposure visits for critical stakeholders

SELCO Foundation organizes end-user demonstrations to showcase sustainable energy-enabled livelihood solutions in real-world settings, for awareness creation, skills, and adoption among communities. These events often combine hands-on training, live product demonstrations, and stakeholder engagement. For example, a workshop in Perumakana Halli trained participants on millet processing and machine operations, while the Saura Udyog Mela in Odisha displayed a range of enterprise-focused technologies. At the International Trade Fair on Organics and Millets in Bengaluru, SELCO hosted five solution stalls and an AI-powered booth. Other demonstrations included the Saur Swa Udyoga Mahiti Karyagara for persons with disabilities, and a tech expo in Kullu focused on post-harvest solutions for apples and other stone fruits.

Exposure visits to champion end-user sites for critical partners to strengthen their understanding of DRE applications and promote cross-learning between regions and sectors was also an effort actively undertaken in the past year. These visits engage a diverse mix of stakeholders, ranging from government officials and policy influencers to farmer groups, FPO members, NGO and CSO partners, international delegations, and sector-specific value chain actors. Additionally, exposure visits were also conducted for students from different educational institutions in India. For example, visits were organized for the CDO-Cum-EO, Zilla Parishad, Sambalpur, and the BDO of Jamankira block to multi-processing centres. Similarly, thematic exposure visits were arranged for NGO partners from the North East, such as ZEP, MOSONiE, Diya Foundation, and Sanjog. Value chain–specific visits were also conducted, including fisheries in Jharkhand and pottery in Odisha. Such end-user interactions helped cultivate practical understanding, inspire adoption, and catalyze partnerships for replication and scale.

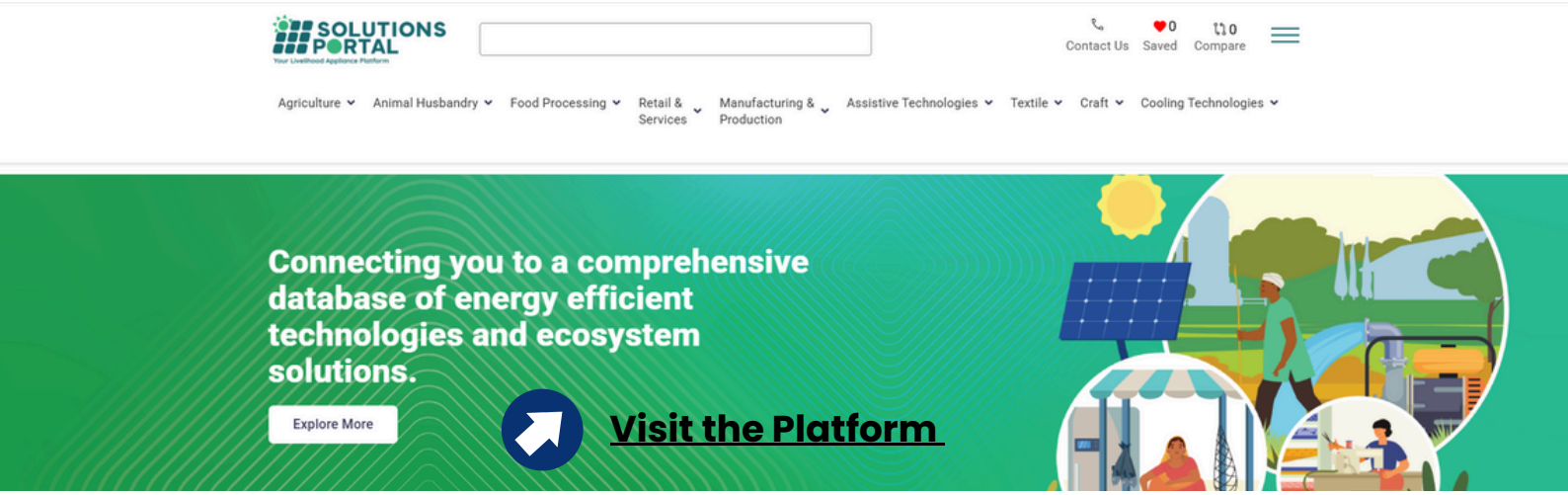
Documentation and Knowledge Products

Throughout the year, SELCO Foundation launched and published several key documents that capture learnings and best practices from field implementations. New resources were added to our website, providing accessible information for practitioners and stakeholders across sectors.

The organization produced various multimedia content including technical demonstration videos featuring end-user testimonials, commodity-specific machine applications, and best practices for operations and maintenance. These resources were designed to make complex technical information accessible to diverse audiences and support knowledge transfer across communities.

Technology Platforms for Knowledge Dissemination

Solutions portal



The Solutions Portal was conceptualized as an initiative to build a comprehensive repository of energy efficient technologies for productive use tested and validated by SELCO Foundation and partners. These technologies were to be outlined and showcased in a manner that was end-user first, i.e. information sharing based on our understanding of how communities understand the problem statement with their livelihoods and lived experiences and were seeking data and solutions in response to. The portal aimed at connecting rural communities, NGOs, and government stakeholders with clean energy solution providers and productive use technology enterprises. So far, the platform features 915 technologies and 53 clean energy enterprises from approximately 325+ manufacturers, covering sectors such as agriculture, animal husbandry, crafts, textiles, and assistive technology and many more. In the year 2024-25, the portal recorded over 5,000 total visitors and received numerous enquiries from vendors. Plans are underway to upload technical demonstration videos on the platform, featuring end-user testimonials, commodity-specific machine applications, and best practices for operations and maintenance.

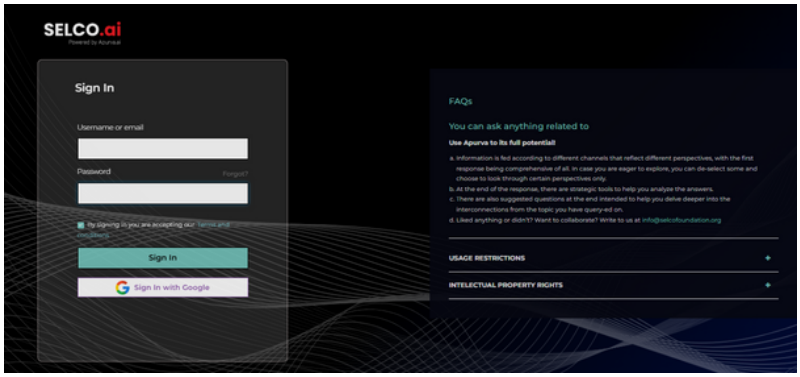
Apurva.ai

SELCO Foundation, in collaboration with Societal Thinking, is working towards developing Apurva.ai, an AI-driven platform, imagined as a 'digital brain' for the development sector, designed to democratize access to institutional knowledge and wisdom within the sector. This innovative tech platform recognizes the need for consolidating fragmented information across organizations, transforming it into actionable insights while enabling cross-learning between practitioners and exchange of critical learnings which can pave the way for inter-disciplinary and intersectional developmental action.

Apurva.ai addresses a critical gap by equipping problem solvers and program designers with accessible knowledge to reduce research costs and time, moving beyond traditional silos to create a connected ecosystem of collective intelligence. The platform currently hosts four thematic categories- Practitioner Dialogues, Millet Mentor Program, Impact Failure, and SELCO Foundation's Internal Brain- all such technical platforms offering curated resources such as interviews, project reports, training materials, and podcasts.

Work is ongoing to expand this knowledge base with diverse voices from farmers, women entrepreneurs, PwDs, and Particularly Vulnerable Tribal Groups (PVTG) communities, enhancing accessibility, diversity and interconnectedness while addressing missing voices. The ultimate vision is to evolve Apurva.ai into a comprehensive Development Sector Brain, a global, partner-led hub that makes all knowledge products publicly available and open source, fostering an ecosystem around problem statements, thematics, and issue areas. This transformation will be supported by a dedicated physical center in Bangalore focused on learning and knowledge sharing,engaging with ecosystem players to generate and disseminate collective wisdom that can accelerate solutions for the world's most pressing developmental challenges.

Visit the Platform



Impact/Failure -
SELCO Foundation flagship event

Since 2018, SELCO Foundation has pioneered the Impact/Failure (IF) Conclave, establishing it as a groundbreaking platform that champions transparency and learning from failures in the development sector. Over three successful editions (2018, 2022, and 2025), the conclave has evolved from an ambitious experiment to a recognized movement, attracting diverse stakeholders including practitioners, academics, entrepreneurs, funders, and students.

The 2025 Impact Failure conclave, themed "Shifting Sands: Paving the Path to 2030," further reinforced the event's relevance by addressing contemporary challenges in climate resilience, rural livelihoods, and healthcare. The event successfully convened on 6-7th February 2025, witnessing a footfall of over 1000 participant attendees with over 250 speakers candidly discussing their failures. More details on the event can be found on the Impact Failure website.

The rationale behind IF remains compelling: in a sector plagued by complex, wicked problems with high uncertainties, the traditional focus on success stories and impact numbers has inadvertently slowed development progress. By creating a stigma-free environment to discuss failures—whether in projects, policies, or partnerships the conclave enables the sector to move beyond binary thinking, document critical learnings, and ultimately accelerate solutions for the world's most vulnerable populations who bear the true cost of our failures.

Watch the highlights

in the image:
Showcase of Experiences at Impact Failure

The Way Forward : Vision 2030

The work done by SELCO Foundation in the reporting year 2024-25 has garnered significant recognition at policy levels. These noteworthy achievements include a feature of SELCO Foundation's interventions in the Government of Odisha's "Empowering FPOs Empowering Farmers" coffee table book as well as an acknowledgement of DRE's role in enhancing women's entrepreneurship and economic participation in Chapter 12 of India's Economic Survey 2024-25.

These achievements of enabling ecosystems for DRE in health and livelihoods have led to the emergence of specialized programs that address the evolving needs of vulnerable communities.

Moving forward, SELCO Foundation is launching flagship initiatives including **Climate Smart Farmer Producer Organizations (FPOs)** that leverage collective strength for climate resilience and sustainable agricultural practices, **Women Empowerment through Self-Help Groups** that build on proven models like Odisha's Mission Shakti to enhance economic and social empowerment, and comprehensive programs targeting the empowerment of **people with disabilities (PWDs)** through accessible livelihood solutions and inclusive innovation challenges. These emerging flagship programs represent a strategic evolution from foundational DRE interventions to specialized, community-driven approaches that promise to amplify impact while building long-term resilience for India's most underserved populations as we advance toward 2030.

ANNUAL REPORT 24-25

SELCO FOUNDATION