

Collaborative Action for Inclusive Growth

Harnessing Community Involvement for
Sustainable Socio-economic Transformation



Table of Contents →

List of Tables...	03
List of Figures..	06
Table of Abbreviations	10
Executive Summary	13
Voices from our Leadership	15
1. Introduction	18
1.1 Understanding CSR	21
1.2 India's CSR Landscape	24
2. The Power of Integrated CSR Initiatives	28
2.1 Sector-focused CSR	31
2.2 Holistic CSR	34
3. Our Blueprint for Ecosystem-level Change	37
3.1 Designing the Integrated Village Development Programme	40
3.1.1 Understanding Systemic Dynamics in Villages	43
3.2 Implementation of IVDP	
3.3 Key Outcomes of IVDP	
4. Measuring What Matters	
5. The Way Forward	



List of Tables

Table 1: LTM Partnerships for Successful IVDP Implementation	03
Table 2: NITI Aayog's Development Indicators for Aspirational Blocks	06

List of Figures

Figure 1: Interconnections between CSR Sectors	03
Figure 2: BRAC's Foundations Graduation Pillar Approach	06
Figure 3: IVDP Process	06

Table of Abbreviations

Abbreviation	Full form
CSR	Corporate Social Responsibility
IVDP	Integrated Village Development Programme
WASH	Water, sanitation and hygiene
CwSN	Child with special needs
FPO	Farmer producer organization
AEPB	Adhar Enabled Payment Bridge
HH	Households
ODP	Open Defecation Free
FHTC	Functional tap water connections
NQAS	National quality assurance standards
SAM	Severe acute malnutrition
MAM	Moderate acute malnutrition
SECC	Socio-Economic Caste Census

Executive Summary

LTM's Integrated Village Development Programme (IVDP) represents a strategic shift in the practice of Corporate Social Responsibility, shifting from siloed, sector specific interventions to a holistic, ecosystem led model of rural development. Anchored in the belief that sustainable progress is achieved only when social, economic, environmental, and institutional dimensions advance together, the IVDP positions CSR as a catalyst for inclusive, longterm transformation.

Launched in FY 2024-25, the IVDP is structured around four interconnected pillars - **education, empowerment, environment, and health & nutrition**, and is designed to operate at the village-level. Drawing on global and national development frameworks, including BRAC's Graduation Pillar Approach, Y.C. James Yen's Theory of Rural Reconstruction, India's Aspirational Blocks Programme, and the UN Sustainable Development Goals, the programme adopts a **multiyear, sequenced, and community driven approach** that recognizes the systemic nature of rural deprivation.

The programme emphasizes **bottom-up planning, community cocreation, and convergence with government systems**. During the initial phase, LTM works closely with local institutions, Panchayats, and district administrations to build trust, identify local priorities, and design context specific interventions. Implementation is achieved through strong partnerships with credible grassroots organizations, supported by robust governance, outcome-based monitoring, and grievance redressal mechanisms. This enables consistent delivery while remaining responsive to local realities.

By aligning its monitoring framework with **NITI Aayog's Aspirational Block indicators**, the IVDP ensures that impact is measurable, comparable, and aligned with national development priorities. Progress is tracked across education outcomes, health and nutrition indicators, livelihood and income security, water and sanitation access, environmental sustainability, and digital inclusion, thus providing a comprehensive view of community transformation.

Key outcomes achieved in FY 2024-25 underscore the effectiveness of this integrated model. The IVDP has reached **434 villages**, positively impacting **7.49 lakh people** across aspirational blocks. Over 2.5 lakh children benefited from structured education initiatives, while **85,000+ individuals** accessed healthcare services through health camps. The programme strengthened food and nutrition security through **4,000+ nutrition gardens**, enhanced water resilience by creating **8.76 lakh cubic metres of water storage** and constructing **137 watershed structures** and promoted sustainable agriculture by training **15,000+ farmers** in regenerative practices. Youth employability was improved through skill training leading to salaried employment, women's economic participation was strengthened through **98 Self Help Groups** supported by revolving grants, and community infrastructure was augmented through solar energy installations, sanitation blocks, and drinking water systems.

As the IVDP moves forward, LTM's ambition is clear: **to enable 100 villages to graduate into self-sustaining, tech enabled, and resilient ecosystems**. The final phase of the programme focuses on institutional strengthening, capacity building, and full transfer of ownership to village level institutions, ensuring that progress is sustained well beyond the programme lifecycle.

Through the IVDP, LTM demonstrates how CSR programs, when designed as integrated, outcomes led strategies, can deliver measurable impact, strengthen national development agendas, and empower communities to lead their own journey toward inclusive and sustainable growth.

Voices From our Leadership



At LTM, we believe that true progress is measured not only by technological advancement, but by the quality of life it enables for people and communities. Our approach to CSR is deeply holistic, recognizing that sustainable development depends on interconnected solutions rather than isolated interventions. The Integrated Village Development Programme reflects this commitment by building inclusive, future ready ecosystems that uplift rural India in a comprehensive and sustainable manner.

By combining digital innovation with community driven development, we are creating pathways for transformation that extend far beyond the programme cycle. Powered by our values, vision, and expertise, we are set to ride the next wave of growth in an inclusive, equitable, and participatory manner.

Venu Lambu
CEO & MD



Responsible growth demands responsible investment. Through the Integrated Village Development Programme, LTM is channeling its CSR commitments into interventions that create measurable, long-term value. Our approach ensures that every rupee invested contributes to improving educational outcomes, strengthening livelihoods, and enhancing community well being. By embedding robust governance, data-driven decision-making, and outcome-based monitoring into the IVDP, we are ensuring that our CSR programmes generate sustainable and scalable impact, aligned not just with compliance requirements but with our organizational ethos of stewardship and accountability.

Vipul Chandra
CFO

Voices From our Leadership



The IVDP reflects a fundamental shift in the way we understand and practice CSR – stepping away from isolated projects to holistic, community-centric development. As we listened to the voices of rural communities, the message was clear: meaningful and true progress takes place when education, health, livelihoods, and environmental wellbeing are advanced together. Our Board and CSR Committee strongly believe that LTM must play a catalytic role in enabling this holistic progress. Through the IVDP, we are not only supporting development activities, but are also nurturing community leadership, strengthening education and health outcomes, and helping villages build capabilities required for long-term self-reliance.

Apurva Purohit

Board Member and CSR Committee Chairperson



Sustainability is at the core of LTM's identity, and the Integrated Village Development Programme is a living example of that commitment in action. The IVDP is designed to be holistic, inclusive, and deeply participatory, ensuring that community voices guide every stage of the programme – from planning to execution and eventually, to graduation. By aligning with national priorities such as the Aspirational Blocks Programme and global frameworks like the UN SDGs, the IVDP delivers multidimensional impact while strengthening rural communities. Our goal is to create rural ecosystems that are not only thriving today, but are resilient, empowered, and future-ready for generations to come. Our actions today are paving the way for a future that is sustainable, inclusive, and innovative. A future in which communities advance not through external support, but through the capabilities, systems, and resilience they build for themselves.

Archana Sahay

Global Head – ESG & Sustainability

Introduction

LTM, a Larsen & Toubro (L&T) Group company, emerged from the strategic merger of L&T Infotech with Mindtree. This coming together marked more than a consolidation of capabilities - it created a global digital powerhouse designed for a future defined by constant change. Today, LTM partners with enterprises across the world to reimagine business models, accelerate innovation, and achieve sustainable growth by harnessing the power of digital technologies.

Anchored in a purpose-driven and future-ready vision, LTM combines deep digital expertise with a strong commitment to conscientious, inclusive, and sustainable practices. Its strength lies in the breadth and depth of its capabilities, spanning consulting, cloud, cybersecurity, data, digital engineering, enterprise applications, and artificial intelligence. Serving industries as diverse as Banking, Hi-Tech, Communications, Media, Energy, Healthcare, Manufacturing, Retail, and Hospitality, the company enables businesses to thrive in an increasingly digital world.

Beyond technology and transformation, LTM recognizes its responsibility as a corporate citizen. The company actively works to foster inclusive growth by uplifting marginalized communities through focused

initiatives in empowerment, education, environmental sustainability, health, and nutrition. These efforts are not designed as one-time interventions, but as pathways to meaningful, lasting impact, contributing to a more equitable and resilient future.

At the heart of LTM's approach to Corporate Social Responsibility (CSR) lies a simple yet powerful belief: businesses prosper when the communities around them flourish. In FY 2024–25, this belief took shape with the launch of the Integrated Village Development Programme (IVDP). Marking a shift from traditional, theme-specific CSR projects, the IVDP represents a holistic model of community transformation. Recognizing that sustainable development requires interconnected solutions, the programme weaves together interventions in education, environment, empowerment, health, and nutrition under a single, unified CSR framework.[RS1.1]

Drawing from insights and experiences gained through LTM's IVDP, this whitepaper explores the concept of integrated CSR programmes and its impact on community development. Through LTM's case studies, it highlights how holistic, systems-based approaches can create deeper, more sustainable outcomes.



Understanding CSR

Corporate Social Responsibility is a way for an organization to acknowledge and take responsibility for its actions that impact its employees, the market, the society and the environment.¹ While no single definition of CSR exists, it can broadly be understood as a management concept wherein organizations contribute to social and environmental development by supporting activities that create a positive impact on society.

In line with constant changes in the global economy, environmental challenges and social expectations, CSR has become linked to compliance with laws over the last two decades and has evolved into an important corporate decision affecting both the company and its stakeholders. In recent years, its relevance has grown substantially, reflecting not only emerging business opportunities but also stakeholder expectations, thus highlighting the strong

connection between business success and social responsibility.^{2,3} CSR has become increasingly intertwined with organizational reputation, as companies leverage socially and environmentally responsible initiatives to demonstrate their commitment to ethical stewardship. Such visible initiatives strengthen their legitimacy among stakeholders, including consumers, investors and employees.⁴

CSR has progressively transformed into a strategic framework through which companies can balance economic and financial gains along with social and environmental responsibility. As businesses operate within increasingly complex global systems, CSR serves as a vital tool for strengthening organizational legitimacy, fostering innovation, generating value and contributing to social and environmental welfare.

¹ https://www.researchgate.net/publication/325599995_Triple_Bottom_Line_The_Pillars_of_CSR

² <https://polipapers.upv.es/index.php/vitruvio/article/view/7649/7885>

³ <https://www.mdpi.com/2076-3387/10/3/60>

⁴ <https://carijournals.org/journals/JPR/article/view/1694/2067>



India's CSR Landscape

In India, Corporate Social Responsibility (CSR) refers to programmes and projects undertaken by companies in relation to the activities specified in Schedule VIII of the Companies Act, 2013^{5,6}. The country's CSR framework is distinctive in its statutory mandate, reflecting the Government of India's intent to ensure that rapid economic growth is accompanied by meaningful and inclusive social progress.

To institutionalize this vision, Section 135 of the Companies Act, 2013 mandates that companies with a net worth of rupees five hundred crore or more, or a turnover of rupees one thousand crore or more, or a net profit of rupees five crore or more in any financial year, are required to spend a minimum of 2% of their average net profits

from the preceding three financial years on approved CSR activities⁷. These provisions embed social responsibility within corporate governance and decision-making structures.

Section 135 of the Companies Act thus reflects India's strong commitment to operating in an economically, socially, and environmentally sustainable manner. Through its implementation, corporate performance in India is no longer assessed solely on financial success but also on the ability to generate lasting social and environmental impact. This legislation marked a significant milestone in India's sustainable development journey, compelling companies to move beyond profit maximization and actively contribute to social welfare, environmental stewardship, and inclusive growth⁸.

Total CSR Spend in India (FY 2024-2025):

INR 17,742 cr (by top 301 companies)

Primary Sectors:

Education, Healthcare & WASH,
Environment & Sustainability

⁵ <https://csrbox.org/media/1.csr-rules-india-2014.pdf>

⁶ https://upload.indiacode.nic.in/schedulefile?aid=AC_CEN_22_29_00008_201318_1517807327856&rid=79

⁷ <https://cleartax.in/s/corporate-social-responsibility>

⁸ <https://www.atlantis-press.com/proceedings/icetsbp-24/126004226>



India's CSR Landscape

Against this CSR landscape, The Integrated Village Development Programme (IVDP) serves as a cornerstone of LTM's CSR strategy. Structured around four fundamental pillars—education, empowerment, environment, and health and nutrition—the IVDP supports comprehensive development within gram panchayats while emphasizing the long-term sustainability of outcomes. The IVDP closely focuses on India's national development priorities through its alignment with Government of India and NITI Aayog's Aspirational Block Programme⁹, LTM has implemented initiatives in selected aspirational blocks using 39 development indicators to measure progress. First implemented in Dang, Gujarat, the programme has positively impacted 411,625 lives across 15 aspirational blocks, demonstrating its scalability and effectiveness in addressing multidimensional rural challenges.

IVDP contributes directly to national aspirations by strengthening education systems, improving health and nutrition outcomes, enhancing livelihoods and women's economic empowerment, and promoting environmental sustainability in rural communities. Moreover, its alignment with NITI Aayog's Aspirational Blocks Programme reinforces the programme's commitment to inclusive, future-ready, and outcomes-driven development.

In parallel, the IVDP also aligns closely

with the United Nations Sustainable Development Goals (UN SDGs), reflecting its global relevance and multidimensional impact. By promoting inclusive and digital education, STEM learning, and teacher training, the programme advances SDG 4 (Quality Education). Its focus on prenatal and antenatal care, the first 1,000 days of nutrition, WASH initiatives, and community health interventions supports SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-Being). Livelihood initiatives—including skill development, financial literacy, revolving grants, and the promotion of women-led self-help groups and producer collectives—contribute to SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities). Simultaneously, environmental interventions such as watershed management, biodiversity conservation, regenerative agriculture, and decentralized renewable energy advance SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 13 (Climate Action), and SDG 15 (Life on Land).

Thus, IVDP positions itself as a powerful enabler of sustainable and equitable rural development. By reinforcing India's progress toward the Viksit Bharat Mission, advancing the UN SDGs, and building resilient rural communities, the programme exemplifies how CSR can serve as a strategic instrument for achieving long-term national and global development goals.

⁹ NITI Aayog selected the 500 Aspirational Blocks using a Composite Index of Backwardness based on health, nutrition, education, infrastructure, and poverty indicators sourced from Mission Antyodaya and Socio-Economic Caste Census (SECC) 2011–12. Retrieved from: https://epariyojana.up.gov.in/TABP/GOS/ABP%20Primer_230814_100610.pdf



The Power of Integrated CSR Initiatives

India's CSR has created measurable gains through sector-focused programmes (education, health, livelihood). Yet the most persistent development challenges in rural and peri-urban communities are systemic and interconnected. This chapter compares the two dominant CSR design logics - theme/sector-focused versus holistic, locally rooted, and uses Indian case studies to illustrate each.

Sector-focused CSR

Sector-focused CSR concentrates resources in a single theme (e.g., education, livelihood, health), often designed for scale, replicability, and standardised reporting. These programmes commonly prioritise a defined service package and a “delivery logic” (infrastructure support, service

camps, skills training) with relatively short feedback cycles for reporting. CSR investments in **education** frequently excel at tangible outputs (infrastructure, digital content, teacher training).

Programmes such as Tata Steel's school initiatives illustrate a structured education approach that combines infrastructure and capacity building, demonstrating improvements in engagement indicators like attendance. At the same time, it is well documented that learning outcomes are tightly coupled with nutrition, water access and parents' agency – factors that single-sector programmes frequently treat as “externalities”. Same is true for

interventions in other sectors. For instance, CSR interventions in **Livelihood** can generate strong economic empowerment effects when it creates viable market linkages and builds agency, especially for women. HUL's Project Shakti is a well-known model of women's micro-entrepreneurship; it demonstrates how a livelihood design can improve household income and social standing through training, distribution support, and ongoing coaching systems. However, income improvements can be fragile without complementary investments in health, childcare, water access, financial inclusion, or shock resilience - particularly in climate-vulnerable regions.

Similarly, CSR interventions in **Health** (camps, mobile health units, hygiene drives) increases access, especially where public services are thin. However, continuity of care and behaviour change frequently depend on nutrition, women's decision-making power, WASH, and local service ecosystems—again pushing beyond a single theme.



Holistic CSR

Holistic CSR focuses on a geography (village cluster/ward/block), building a portfolio of interventions across education, health & nutrition, livelihoods, water/environment, and empowerment—sequenced based on local constraints and community priorities. Such programmes emphasize community

ownership, convergence with government schemes, and multi year horizons—because systemic outcomes (e.g., resilience, sustained income growth, improved learning outcomes) typically require layered investments.^{10,11}

Case Study: Titan's Integrated Village Development Programme – Cluster and Convergence

Titan's IVDP assessment (Uttarakhand) describes a cluster based approach spanning multiple villages and integrating themes like water management, livelihoods, education, and community institutions. The programme's logic explicitly links resource security (water) and economic opportunity (livelihoods) with human development (education and sports), improving the probability of sustained outcomes rather than isolated gains.

Case Study C: ITC e Choupal - From a Supply Chain Solution to a Rural Capability Platform

ITC's CSR framing highlights a two horizon strategy: securing current livelihoods (including e Choupal and natural resource programmes) and building future capabilities (education, skilling, health, sanitation), indicating an evolution from a primarily agricultural intervention toward an integrated portfolio. This illustrates a practical pathway—start with a strong “entry theme,” then layer complementary services as community needs and platform capabilities expand.

¹⁰ https://www.titancompany.in/sites/default/files/2024-04/05_Integrated%20Village%20Development%20Program%20II_Himmotthan%20Society_Uttarakhand.pdf

¹¹ <https://itcportal.com/itc-businesses/agri-business/itc-e-choupal.html>



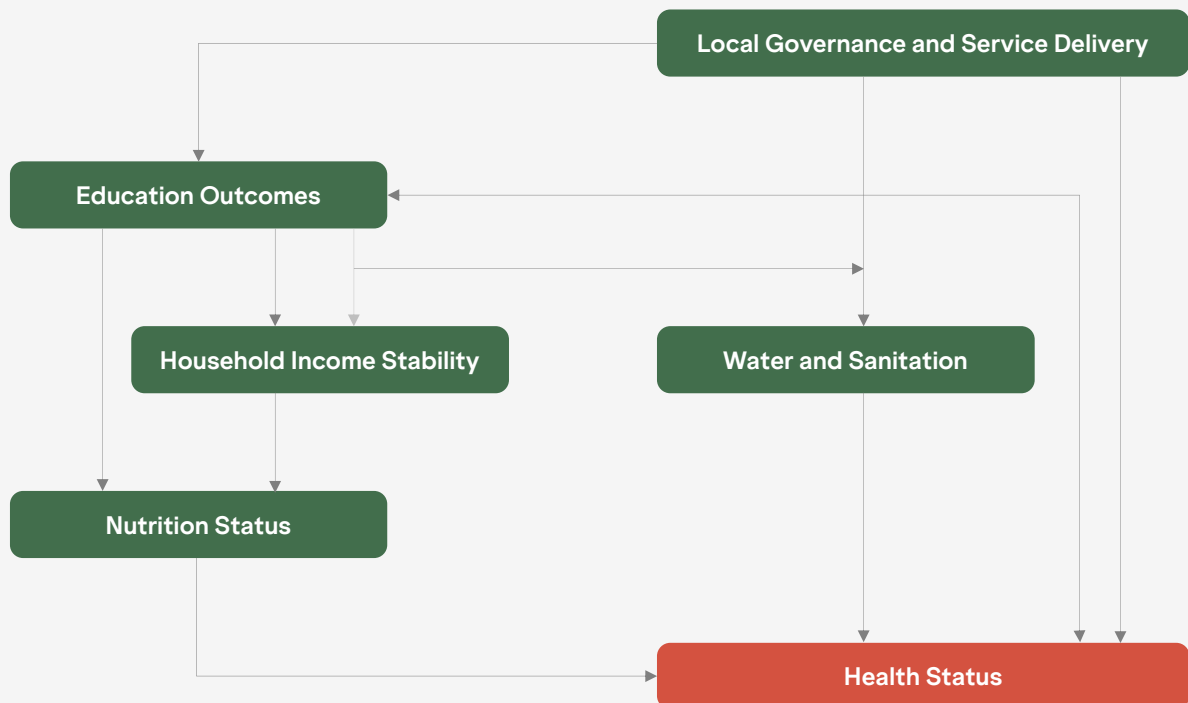
Holistic CSR (Cont.)

To sum up outcomes in education, health, livelihoods reinforce each other through feedback loops. So, a gain in one domain can be constrained by deficits in another. The diagram below shows the interconnections between the CSR sectors:

Thus, CSR initiatives can follow either a sector-focused or holistic design logic, each with distinct strengths and limitations. These

insights set the foundation for understanding why integrated, ecosystem-level approaches are essential when addressing rural development. Building on this, the next chapter outlines how LTM translates this integrated philosophy into practice through the design, grounding, and execution of the Integrated Village Development Programme (IVDP).

Figure 1: Interconnections between CSR Sectors



Our Blueprint for Ecosystem-level Change

Efforts to address rural poverty and vulnerability have repeatedly shown that fragmented, single sector interventions, however well designed, are rarely sufficient to produce lasting change. Recognizing this complexity IVDP has moved beyond isolated interventions toward integrated, people centred frameworks that address multiple dimensions of deprivation in a sequenced and time bound manner. The following sections explain how this integrated approach is shaped, understood, and executed across programme locations.

Designing the Integrated Village Development Programme

Integrated development has become essential for addressing the multidimensional challenges present in rural communities. Programmes that operate in isolation often achieve only partial results, whereas coordinated interventions can create meaningful and lasting change. To enable successful implementation of the IVDP and establish a clear understanding of systemic rural dynamics, LTM developed a comprehensive Theory of Change¹². The programme design was further strengthened by integrating insights from BRAC's Foundational Graduation Pillar Approach and Y.C. Yen's Theory of Rural Reconstruction¹³,

both of which offer proven frameworks for holistic community development and poverty alleviation.

BRAC's Approach¹⁴ demonstrates that poverty alleviation programs are most effective when programs combine social protection, livelihood development, financial inclusion and social empowerment in an integrated, time-bound and sequenced manner.¹⁵ Yen's Framework¹⁶ emphasizes a people-centered model that brings together education, health, livelihood and local self-government to enable communities to drive their own progress.

¹² <https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>

¹³ LTM CSR Annual Plan: 2024-2025

¹⁴ <https://www.refugee-economies.org/publications/graduation-model-overview>

¹⁵ <https://documents1.worldbank.org/curated/en/099524302172325759/pdf/>

¹⁶ [https://www.newworldencyclopedia.org/entry/Y._C._James_Yen#:~:text=Rural%20reconstruction-,Dr.,James%20Yen\)](https://www.newworldencyclopedia.org/entry/Y._C._James_Yen#:~:text=Rural%20reconstruction-,Dr.,James%20Yen))



Designing the Integrated Village Development Programme (Cont.)

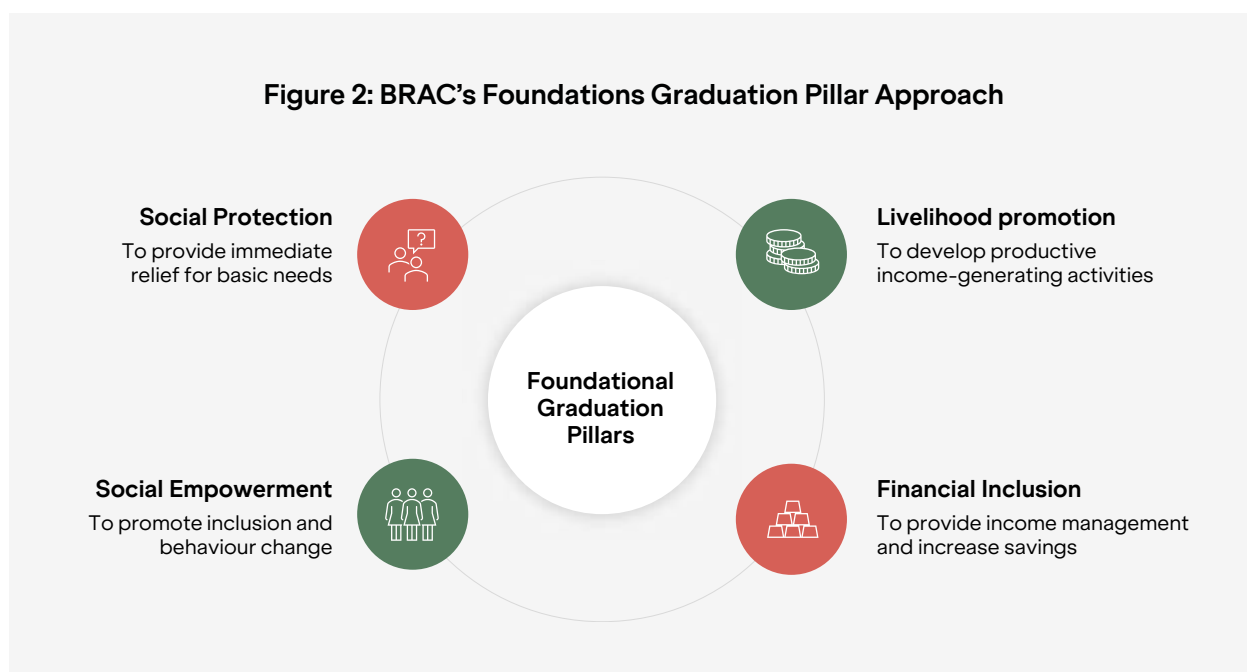
The IVDP utilizes the **principles**¹⁷ outlined in BRAC's Graduation Pillar Approach - the IVDP connects beneficiaries to essential services such as education and water access; assists with income generation through livelihood skills training; and provides financial literacy to beneficiaries, enabling them to save and coaches participants. Furthermore, by aligning with the Government of India and NITI Aayog's Aspirational Block Programme, IVDP involves a rigorous monitoring framework using indicators from the 40 Aspirational Block metrics, thereby reinforcing the Graduation Model's emphasis on evidence-based progress.

In line with BRAC's Graduation Pillar Approach and the Theory of Rural Reconstruction, IVDP follows structured,

time-bound and multi-year sequencing: three years of implementation followed by a fourth year dedicated to 'graduation' in each of the thematic areas. Through this approach, LTM focuses on holistic community development across **education, environment, empowerment and health and nutrition**. With the end of the fourth year, IVDP aims to create self-reliant communities with future-ready skills, thereby striving for a complete graduation.

Together, these approaches provide LTM with a clear lens for understanding how economic, social, environmental and governance factors shape rural life, and how integrated, timebound, community-driven interventions can lead to durable, systemic change.

Figure 2: BRAC's Foundations Graduation Pillar Approach



¹⁷ <https://documents1.worldbank.org/curated/en/099524302172325759/pdf/>

Understanding Systemic Dynamics in Villages

In the early years of implementation, the LTM team followed a siloed, programme-specific approach, typically engaging with villages through linear interventions that operated on a 2–3 year cycle. While this model allowed for focused execution, interactions with community members revealed its limitations – beneficiaries reported that improvements in one domain were often insufficient without complementary support in other areas. For instance, while the provision of electricity in schools improved learning conditions, students pointed out that the absence of electricity in their homes limited their ability to study after school hours.

These insights revealed a critical limitation: isolated interventions did not lead to an overall improvement in quality of life. This recognition prompted a deeper examination of how development efforts could be structured to generate holistic and long-term impact. Through this process, a theory of change was formulated to reflect the interconnected nature of social, economic, and infrastructural challenges within village ecosystems, thereby enabling a shift from isolated interventions to a more holistic and cohesive model of village development.

The IVDP follows a **bottom-up, decentralized approach** to CSR implementation. During the first year, the LTM team spends extensive

time in the selected villages to understand local priorities through discussions with community leaders, panchayats, and block and district level government departments. This period focuses on **building trust**, conducting **needs assessments**, such as identifying water requirements, and strengthening community capacity to articulate development needs, mobilize resources, and cocreate solutions.

By the end of the first year, LTM finalizes the design of village-level interventions. The design process is anchored in three principles:

- Co creation with village communities and local leaders,
- Collaboration with government departments, and
- Alignment with development priorities at village, block, and district levels.

This structured, participatory approach ensures that interventions are both locally relevant and institutionally supported, laying a strong foundation for long-term, community-led development. IVDP exemplifies holistic, place-based interventions can foster long-term rural transformation.



Figure 3: IVDP Process



Implementation of IVDP

This section provides an overview of how the IVDP is implemented, including the partners involved, the structures that guide delivery, and the systems used to ensure consistent impact across all programme locations.

Smart partnering forms the core of integrated development programmes, bringing together businesses, communities and stakeholders to collaborate and co-create solutions. The most successful CSR programs utilize this approach through partnerships with non-profit organizations, government agencies, academic institutions

and even competitors. These collaborations amplify impact through combined expertise, resources and networks.^{18,19} LTM ensures successful IVDP implementation by selecting the right partners, defining clear project KPIs, and strengthening governance through regular reviews, meetings, and audits, while operating a structured grievance-redressal mechanism to capture beneficiary feedback and drive continuous improvement in the programme.²⁰ Thus, by aligning capabilities and shared goals, these partnerships not generate meaningful impact through CSR activities.

¹⁸ <https://www.the4thwheel.com/post/10-key-elements-of-a-strong-csr-strategy-every-business-should-follow>

¹⁹ https://www.researchgate.net/publication/379007773_Integrating_Corporate_Social_Responsibility_into_Business_Strategy_Creating_Sustainable_Value/fulltext/65f594be1f0aec67e29e94ce/Integrating-Corporate-Social-Responsibility-into-Business-Strategy-Creating-Sustainable-Value.pdf

²⁰ <https://www.LTM.com/wp-content/uploads/2025/07/Sustainability-Report-FY25.pdf?pdf=download>



Implementation of IVDP (Cont.)

Reflecting this principle in practice, LTM has partnered with several NGOs across zones to ensure successful implementation of the IVDP. These have been outlined in the table below:

Table 1: LTM Partnerships for Successful IVDP Implementation

NGO Name	State	Beneficiaries Impacted
Adarshila	Madhya Pradesh	~30,000
Muskaan Dream Creative Foundation Samiti		
Y4D Foundation		
Haritika	Madhya Pradesh	~17,180
Muskaan Dream Creative Foundation Samiti		
Arpan Sewa Samsthan	Rajasthan	~25,000
Muskaan Dream Creative Foundation Samiti		
Mahashakti Foundation	Odisha	~68,936
Evidyaloka Trust		
Anchalika Jana Kalayan Anusthan	Odisha	~22,500
Pratham Infotech Foundation		
Y4D Foundation		
EAGL Livelihood Foundation	West Bengal	~22,500
Pratham Infotech Foundation		
Citizens Foundation	Jharkhand	~17,732
Citizens Foundation	Assam	~20,854
Pratham Infotech Foundation		
Swadhesh Foundation	Maharashtra	~12,700
Pratham Infotech Foundation		
Friends Union for Energising Lives		

Table 1: LTM Partnerships for Successful IVDP Implementation

NGO Name	State	Beneficiaries Impacted
Dilasa Janvika Pratishthan	Maharashtra	~25,256
Pratham Infotech Foundation		
Friends Union for Energising Lives		
Larsen and Tourbro Public Charitable Trust	Gujarat	~22,833
Applied Environmental Research Foundation	Maharashtra	~23,201
Pratham Infotech Foundation		
EAGL Livelihood Foundation		
Bhavishya Bharat	Telangana	~19,970
Evidyaloka Trust		
National Agro Foundation	Tamil Nadu	~8,846
Evidyaloka Trust		
Swami Vivekananda Youth Movement	Karnataka	~54,000

The second pillar of integrated development is developing a clear understanding of the range of impacts a CSR programme can create, while recognizing that impact is not always immediate or linear. The most effective CSR initiatives adopt a holistic approach that integrates environmental sustainability, employee well-being, and community development,²¹ thereby enhancing the overall impact and strengthening long-term value for all stakeholders. To ensure that this value is realized, successful CSR programs also maintain robust governance structures, dedicated oversight committees and executive sponsorship supported by board-level visibility, monitoring and evaluation mechanisms.²²

²¹ <https://benevity.com/blog/types-of-corporate-social-responsibility#:~:text=Read%20the%20report.-,Ensure%20your%20CSR%20initiative%20has%20a%20measurable%20impact,with%20purpose%2C%20real%20impact%20happens.>

²² <https://www.the4thwheel.com/post/10-key-elements-of-a-strong-csr-strategy-every-business-should-follow>



Key Outcomes of IVDP

The Integrated Village Development Programme has delivered measurable, multidimensional outcomes across education, environment, livelihoods, health, nutrition and community infrastructure. The programme's integrated, timebound and community driven design has enabled largescale improvements in quality of life, while building long-term resilience in impacted villages.

Through sustained engagement with local institutions, strategic NGO partnerships, and alignment with national priorities, the IVDP has impacted 434 villages till date, impacting 7.49 lakh people. Key outcomes achieved by the IVDP in FY 2024-2025 include -

- Over 2.5 lakh children reached through structured education initiatives, strengthening foundational learning across partner villages.
- Over 85,000 patients benefited through health camps.
- Over 4,000 nutrition gardens set up, enhancing food security.
- Water storage potential of 8.76 lakh CuM created and 137 watershed structures constructed.
- Over 15,000 farmers trained in regenerative agriculture practices.
- 2,628 youth trained, securing salaries ranging from 1.44 LPA to 2.40 LPA (with an average salary of 1.56 LPA), thereby improving local employability.
- Community infrastructure strengthened, including installation of 1.68 lakh W of solar electricity, construction of 132 sanitation blocks, and securing 1 lakh litres of drinking water supply.
- 98 Self-Help Groups (SHGs) formed or strengthened, supported by a revolving grant of approximately INR 60 lakh, reinforcing women's economic participation.



Measuring What Matters

Various approaches exist to measure, monitor and assess a company's CSR programmes, such as surveys, metrics, performance indicators, investor criteria, reporting, accreditation, award schemes and benchmarking.²³

The Integrated Village Development Programme (IVDP) has been designed to contribute directly to India's national development priorities, and its evaluation framework reflects this intent. By grounding its monitoring and evaluation in NITI Aayog's Development Indicators for Aspirational Blocks (table 2), LTM uses a uniform, nationally recognized measurement system that is applied consistently across districts. These indicators offer an objective benchmark to track progress in education,

health, nutrition, livelihoods, infrastructure, digital access, and environmental outcomes, ensuring that IVDP results are comparable, consistent, and verifiable.

To measure impact across IVDP's four pillars (education, empowerment, environment, and health & nutrition), LTM tracks progress against the Aspirational Block indicators, supplemented by programme specific metrics such as Digital Shala coverage, skill training participation, watershed structures created, biodiversity initiatives, and renewable energy access. This combined indicator set enables a comprehensive and systematic view of rural development, reflecting both national expectations and local realities.

²³ <https://www.sciencedirect.com/science/article/abs/pii/S0263237305001131>



Measuring What Matters

Table 2: NITI Aayog's Development Indicators for Aspirational Blocks

S. No	NITI Aayog's Development Indicators for Aspirational Blocks
Education	
1	Transition Rate - Percentage of boys transitioned from Upper Primary to Secondary level
2	Transition Rate - Percentage of girls transitioned from Upper Primary to Secondary level
3	Transition Rate - Percentage of boys transitioned from Secondary to Higher Secondary Level
4	Transition Rate Percentage of girls transitioned from Secondary to Higher Secondary Level
5	Percentage of elementary schools having PTR less than equal to 30
6	Percentage of schools having adequate no. of girls' toilet facilities against the total number of schools
7	Percentage of schools having trained teachers for teaching child with special needs (CwSN)
8	Percentage of boys with 60% and above marks in Class X board exam
9	Percentage of girls with 60% and above marks in Class X board exam
10	Percentage of boys with 60% and above marks in Class XII board exam
11	Percentage of girls with 60% and above marks in Class XII board exam
Agriculture & Allied Services Empowerment	
1	Percentage of Farmer Producer Organization (FPOs) formed in the block against total sanctioned
2	Percentage of beneficiaries under PM Kisan with land details and Aadhaar Enabled Payment Bridge (AEPB) Seeded against total no. of beneficiaries with land details seeded
3	Percentage of Soil Health Cards generated against soil sample collection target
4	Percentage of Bovine Animals Vaccinated (FMD)

Measuring What Matters

Table 2: NITI Aayog's Development Indicators for Aspirational Blocks

S. No	NITI Aayog's Development Indicators for Aspirational Blocks
Basic Infrastructure	
1	Percentage of Gram Panchayats with BharatNet
2	Percentage of Gram Panchayats with Live BharatNet connection against total number Gram Panchayats with BharatNet
3	Percentage of Households (HHs) Constructed under PMAY-G against cumulative target
Social Development	
1	Number of banking touch points (bank branch/BC/IPPB centre) located in the block
2	Percentage of Gram Panchayats with at least 250 beneficiaries digitally certified under PM Digital Saksharata Abhiyaan
3	Total number of eligible Households (HHs) added to SHGs
4	Percentage of SHGs that have received Revolving Fund against total SHGs in the block
Water & Wash	
1	Percentage of Households (HHs) with functional tap water connections (FHTC) against total number of HHs in the block
2	Percentage of villages declared open Defecation Free (ODF)
Health & Nutrition	
1	Percentage of ANC registered within the first trimester against total ANC registrations
2	Percentage of institutional deliveries against total reported deliveries
3	Percentage of low-birth weight babies (less than 2500g)
4	Percentage of National Quality Assurance Standards (NQAS) certified facilities in Block
5	Percentage of person screened for Hypertension against targeted population in the Block
6	Percentage of persons screened for Diabetes against targeted population in the Block

Measuring What Matters

Table 2: NITI Aayog's Development Indicators for Aspirational Blocks

S. No	NITI Aayog's Development Indicators for Aspirational Blocks
Health & Nutrition	
7	Percentage of pregnant women taking Supplementary Nutrition under the ICDS programme regularly
8	Percentage of children from 6 months to 6 years taking Supplementary Nutrition under the ICDS programme regularly
9	Measurement efficiency of children enrolled at Anganwadi Centres during the reporting month
10	Percentage of children under 5 years with Severe Acute Malnutrition (SAM)
11	Percentage of children under 5 years with Moderate Acute Malnutrition (MAM)
12	Percentage of operational Anganwadis Centres with functional toilets
13	Percentage of operational Anganwadis Centres with drinking water facilities
Agri & Allied Services	
1	Percentage of Ground Water Extraction at Block Level.
LTM Indicators	
1	Digital Shala- Availability of Smart Classes in the Govt schools
2	Skill Training - No of eligible unemployed youth in the area
3	Financial Literacy
4	Watershed Management
5	Biodiversity
6	Decentralized Renewable Energy
7	Regenerative Agriculture

The Way Forward

As the Integrated Village Development Programme (IVDP) progresses, its long-term objective remains clear: **to transform 100 villages into self-sustaining, tech-enabled ecosystems.** Achieving this vision requires empowering village institutions, strengthening governance, and building local capacity so that communities can independently sustain development efforts beyond the programme period. By the fourth year, IVDP aims to transition full ownership of activities to village development committees, Gram Panchayats, and trained community champions, ensuring continuity of the program benefits without external dependence.

The path to creating self-reliant villages is structured around four interconnected development themes:

1. Education for the Future

- Tech-enabled learning environments
- Digital innovation centres
- Smart, sustainable, future-ready schools
- Empowered and well-trained educators

2. Economic Empowerment

- Preparing a future-ready workforce through upskilling
- Strengthening women-led SHGs

- Enhancing employability through targeted training
- Supporting the creation of market-ready micro-enterprises

3. Water Sustainability

- Smart water management and improved access
- Technology-driven solutions for agriculture
- Tech-enabled WASH systems
- Data-informed local governance for resource optimisation

4. Cleanliness & Hygiene

Strengthening community well-being

- Village-wide hygiene and cleanliness initiatives
- Cross-cutting themes promoting healthy, “happy villages”

The IVDP is currently in its **second year of implementation**, with continued emphasis on capacity building and system strengthening. By the end of the fourth year, the programme intends to achieve full **“graduation”** of participating villages, wherein the villages can independently plan, implement, and sustain development activities.



Disclaimer

This document/deliverable/report has been prepared solely for LTIMindtree Foundation, being the express addressee to this document. PwC does not accept or assume any liability, responsibility, or duty of care for any use of or reliance on this document by anyone, other than (i) LTIMindtree Foundation, to the extent agreed in the relevant contract for the matter to which this document relates (if any), or (ii) as expressly agreed by PwC in writing in advance.

This document/deliverable/report (and any extract from it) may not be copied, paraphrased, reproduced, or distributed in any manner or form, whether by photocopying, electronically, by internet, within another document or otherwise, without the prior written permission of PwC.

Further, any quotation, citation, or attribution of this document/deliverable/report, or any extract from it, is strictly prohibited without PwC's prior written permission.

Copyright:

© 2026 PricewaterhouseCoopers Services LLP. All rights reserved.

Network Definition:

PwC India refers to the India group of member firms and may sometimes refer to the PwC network.

Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details



It's time to
Outcreate

