

Transforming Odisha's Forest Economy



© Bharti Institute of Public Policy

All rights reserved, published 2025.

Published by

Bharti Institute of Public Policy,
Indian School of Business, Sec 81, Knowledge City,
SAS Nagar, Mohali-140 306.

Bharti Institute of Public Policy

Prepared by

Sandhya Singh, Monitoring, Learning and Evaluation Specialist
Initiative on the Forest Economy (IoFE),
Indian School of Business

Citation

Bharti School of Public Policy (2025). *Transforming Odisha's Forest Economy*. Indian School of Business, Sec81, Knowledge City, SAS Nagar, Mohali- 140 306.

DOI: <https://doi.org/10.5281/zenodo.17587227>

Reproduction

This publication may be reproduced in whole or in part and in any form for educational or nonprofit purposes without special permission from the copyright holder, provided complete acknowledgement of the source is made. BIPP, ISB would appreciate receiving a copy of any publication that uses this publication as a source. No use of this publication may be made for resale or for any other commercial purpose whatsoever without prior permission in writing from BIPP, ISB.

Table of Contents

Executive Summary	4
List of Abbreviations	7
1. Introduction	9
2. Our Approach and Theory of Change	11
3. The Journey: Photo Timeline	13
4. Creating Change: Our Key Interventions and Outcomes	16
4.1 Establishing a Multistakeholder Partnership Network	17
4.1.1 Government Partnerships	17
4.1.2 Private Sector Partnerships	18
4.1.3 Civil Society Partnerships	18
4.1.4 Knowledge and Technical Partners	19
4.1.5 Banking and Financial Partners	19
4.2 Recognising Land Tenure and Strengthening Governance Institutions	20
4.2.1 Claim-Filing Support	20
4.2.2 Recognition of Habitat Rights for the Bonda Tribe	20
4.2.3 Training for CFRMCs	21
4.3 Building a Business Ecosystem	22
4.3.1 Formation of Women-Owned, Forest-Based PCs	23
4.3.2 Sale of Sal and Karanj Seeds through Direct Market Linkages	24
4.4 Cultivating Women's Leadership	25
4.4.1 Jungle Rani Initiative	25
4.4.2 Leadership Trainings for Board Members and Promoters of GSPCs	26
4.5 Technology for Transformation	27
4.5.1 Digital Habitat Resource Mapping	27
4.5.2 Development of Sulabhaa ArthaSakhi for Traceability	28
4.5.3 Mechanisation: Bamboo Splitter	29
5. Key Challenges and Learnings	30
6. Way Forward	32

Executive Summary

Nearly 10 million (1 crore) people across Odisha depend on the state's 2.78 million (27.8 lakh) hectares of forests for their livelihoods. Among them are tribal women who spend hours harvesting Sal (*Shorea robusta*) seeds, Karanj (*Pongamia pinnata*) seeds, and Bamboo (*Bambusa bambos*). This backbreaking labour feeds global supply chains yet leaves them economically invisible. These women exist outside formal recognition, unable to access credit or negotiate fair terms. In December 2022, the Bharti Institute of Public Policy (BIPP) at the Indian School of Business (ISB) joined hands with the Department of Mission Shakti, Government of Odisha, to change this reality through its Initiative on the Forest Economy (IoFE) programme.

Our intervention demonstrates that legal land rights, coupled with women-led enterprises, technology (digital and mechanisation), collaborative partnerships, and direct market connections, can drive both prosperity and conservation. This integrated approach, termed 'the Sulabhaa model'¹, rests on four pillars: women-owned Producer Companies (PCs)² that create business infrastructure for aggregation and market access; systematic capacity-building paired with on-the-job learning; digital tools that reduce physical burden and increase transparency; and strategic alliances linking government capacity, industrial markets, and civil society advocacy while preserving community control.

The foundation of our work is tenure security for forest-dependent communities guaranteed by the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006—commonly known as the Forest Rights Act (FRA). Communities need recognised rights over their forests before they can formalise livelihoods or make long-term conservation investments. Our advocacy work with the Government of Odisha catalysed the *Mo Jungle Mo Jami* (MJMJ; 'My Forest, My Land') statewide campaign, accelerating forest rights recognition at unprecedented scale. Through sustained on-ground support, BIPP–ISB helped secure 218 Community Forest Resource Rights (CFRR)³ claims, covering 12,074.82 hectares. Our major achievement includes securing Habitat Rights⁴ for the Bonda Particularly Vulnerable Tribal Group (PVTG)⁵ across 28 villages in Malkangiri district,

¹ For details on the Sulabhaa Model, visit <https://sulabhaa.forestgovernance.in/>.

² A Producer Company is a body corporate of primary producers, formed under Chapter XXIA of the Companies Act, 2013. It blends the community focus of a cooperative with the structured governance of a private company.

³ The Forest Rights Act, 2006, recognises Community Forest Resource Rights under section 3(1)(l), granting forest-dependent communities community-led access to, and management of, customary forest resources.

⁴ The Forest Rights Act, 2006, recognises Habitat Rights for Particularly Vulnerable Tribal Groups under Section 3(1)(e), acknowledging their differential vulnerability among forest dwellers. 'Habitat' defined in Section 2(h) includes the area comprising their customary habitat and other such habitats in reserved and protected forests.

⁵ The Government of India recognises 75 groups as Particularly Vulnerable Tribal Groups, characterised by pre-agricultural level of technology, low level of literacy, economic backwardness, and a stagnant or declining population.

covering 18,394.125 hectares, in December 2024. By June 2025, a Bonda-owned PC was operating as a registered corporate entity. It is India's first PVTG-led, forest-based, and women-owned community enterprise.

Authentic voices from forest-dependent communities are often missing in mainstream narratives. To address this, we partnered with the AJK Mass Communication Research Centre at Jamia Millia Islamia to train young tribal women from Malkangiri as the *Jungle Ranis* ('Forest Queens')-mobile-based filmmakers documenting the relationship between forests and communities. These young women, many from the Bonda Ghati, use smartphones and storytelling skills to make the invisible visible, sharing narratives about forest resources, traditional ecological knowledge, and daily challenges faced by their communities. The Jungle Ranis have established social media presence, organised film festivals like 'AdiRang', and created a grassroots platform where Indigenous women report from their own villages. This initiative proves that when communities control their own narratives, they become powerful advocates for their rights and their forests.

Through collaboration with the Department of Mission Shakti, we are now scaling the Sulabhaa model across six districts in Odisha. Of the 30 Green Shakti Producer Companies (GSPCs) we have initiated, 24 operate with complete legal and financial systems: bank accounts, Goods and Services Tax (GST) registrations, and proven commercial operations. Six more are finalising registrations. This happened in nine months through an intensive process: first, the legal structure was established; then, capabilities were developed through real business activity rather than lengthy preparatory training.

These women-owned PCs now include approximately 5,500 women shareholders from 260 villages across 150 Gram Panchayats. Over 300 women lead as Board Directors, while more than 1,500 collectors have engaged in commercial activity. Together, they have sold 43,800 kg of Sal and Karanj seeds, generating ₹13 lakh in revenue.

Technology provides the foundation for informed decisions. Our nCount⁶ platform enabled the collection of 23,219 geo-tagged observations across six districts, creating detailed inventories of 25.4 million (2.54 crore) tonnes of Bamboo, 2.6 million tonnes of Sal seeds, 9,57,000 tonnes of Karanj seeds, and 1,44,000 tonnes of Chironji (*Buchanania lanzan*). When managed sustainably, these inventories correspond to potential value exceeding ₹10,000 crore, shifting the discourse from welfare dependency to economic opportunity. Consequently, every strategic decision-where to work, which products to prioritise, how to negotiate with buyers, and what harvest levels remain sustainable-derives from this evidence. In the Bonda

⁶ Read more at <https://ncount.in/>.

community, 18 volunteers, including women with minimal technology exposure, used Global Positioning System (GPS) devices and nCount technology to map their ancestral lands. The mapping was so precise that government officials approved their Habitat Rights claims within nine days.

This work proves a fundamental point: forests can drive prosperity while improving ecological health when the right conditions exist—women's ownership, recognised tenure rights, transparent markets, and appropriate technology. Our partnership with the Department of Mission Shakti shows how state systems aligned with sound institutional design and community leadership become amplifiers rather than obstacles. Our work demonstrates that marginalised communities lack opportunities and support, not capabilities. Secure their tenure, build appropriate institutions, deploy enabling technology, open market access, amplify their voices, and women will drive their own transformation.

List of Abbreviations

AAKIPL	AAK India Private Limited
BDA	Bonda Development Agency
BIPP	Bharti Institute of Public Policy
BoD	Board of Directors
CFRR	Community Forest Resource Rights
CFRMC	Community Forest Resource Management Committee
CSR	Corporate Social Responsibility
FRA	Forest Rights Act
FRC	Forest Rights Committee
GIS	Geographic Information System
GPS	Global Positioning System
GSPC	Green Shakti Producer Company
GST	Goods and Services Tax
IoFE	Initiative on the Forest Economy
IIT	Indian Institute of Technology
IIIT	Indraprastha Institute of Information Technology
ISB	Indian School of Business
ITDA	Integrated Tribal Development Agency
MoU	Memorandum of Understanding
MJMJ	Mo Jungle Mo Jami
NECTAR	North East Centre for Technology Application and Reach
NGO	Non-Governmental Organisation
NIT	National Institute of Technology
PVTG	Particularly Vulnerable Tribal Group
PAN	Permanent Account Number

PC	Producer Company
PG	Producer Group
QR	Quick Response
SFP	Seasonal Forest Product
SHG	Self-Help Group
SOP	Standard Operating Procedure
SRUTI	Society for Rural, Urban and Tribal Initiative

1. Introduction

Odisha has 37.34% forest cover (~5.1 million/ 51 lakh hectares) and nearly 10 million people, representing approximately one quarter of the state's population. The forest-dependent communities depend on forests for livelihoods through collection and trade of Seasonal Forest Products (SFPs), such as Sal (*Shorea robusta*) seeds, Karanj seeds (*Pongamia pinnata*), Bamboo (*Bambusa bambos*), Mahua (*Madhuca longifolia*) flowers, and Chironji (*Buchanania lanzan*). As this is backbreaking, low-income work, mostly women have been engaged in collecting and selling small quantities of these SFPs for decades. This informal nature of trade renders their labour economically invisible, traps them in subsistence cycles, and denies them recognition as legitimate economic actors.

The informality of the forest economy creates systemic barriers that exclude women collectors from accessing formal credit, obtaining legal identity as producers, securing protection from price manipulation, and exercising voice in market negotiations. The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006—commonly known as the Forest Rights Act (FRA)⁷—provides a progressive legal framework recognising Community Forest Resource Rights (CFRR). These rights grant forest-dependent communities governance and management authority over their traditional forest lands. However, significant implementation gaps have prevented the realisation of this potential. Without operationalised tenure rights, communities lack the legal foundation to formalise their economic activities, negotiate as rightful stakeholders, or invest in sustainable forest management practices. The lack of secure tenure and fragmented trade structure prevents effective aggregation of SFPs and inhibits investment in technology—both mechanisation and digitisation—that could unlock economies of scale. Furthermore, the absence of formal institutional frameworks results in limited supply chain accountability and constrained sectoral investment. It also leads to missed opportunities for sustainable forest management that could simultaneously advance community income and conservation goals. As a result, despite Odisha's forests holding an estimated economic potential exceeding ₹10,000 crore (from the sustainable harvesting of SFPs), the women performing this foundational labour remain excluded from formal economic systems and pathways to wealth accumulation.

The Bharti Institute of Public Policy (BIPP) at the Indian School of Business (ISB), through its Initiative on the Forest Economy (IoFE) programme, has built upon nearly a decade of sustained engagement with Odisha's forest economy. In 2017, we began with scoping studies and exploratory dialogues with government officials, local civil society organisations, and political leadership. In December 2022, the work converged and was formalised through a Memorandum of Understanding (MoU)

⁷ Read details of the FRA act at <https://tribal.nic.in/FRA.aspx>

with the Department of Mission Shakti, Government of Odisha. Since formalisation, loFE has continuously implemented and experimented with interventions through a multi-stakeholder approach to transform this landscape. The partnership focuses on six districts—Malkangiri, Koraput, Nabarangpur, Rayagada, Mayurbhanj, and Keonjhar—representing diverse socio-ecological contexts across North and South Odisha. These districts are home to 62 Scheduled Tribes, including Particularly Vulnerable Tribal Groups (PVTGs)⁸, such as the Bonda, Juang, and Paudi Bhuyan communities.

Recognising that operationalising the FRA's tenure provisions is foundational to economic formalisation, loFE has collaborated closely with the Government of Odisha to accelerate CFRR recognition. Our advocacy work catalysed the *Mo Jungle Mo Jami* (MJMJ; 'My Forest, My Land') statewide campaign. We provided technical support for claim filing, capacity building, and policy implementation. Through sustained on-ground support, we helped secure 218 CFRR claims, covering 12,074.82 hectares, and facilitated Habitat Rights⁹ for the Bonda PVTG across 28 villages in Malkangiri, covering 18,394.125 hectares.

Tribal women have sustainably collected forest products for generations and possess deep knowledge of local ecosystems. loFE institutionalises their expertise by facilitating the establishment of women-owned, forest-based Producer Companies (PCs)¹⁰, in which women become shareholders and economic decision-makers. Through strategic political support, accelerated tenure security, digitisation of value chains, and integration of SFPs into formal markets, these PCs have created sustainable, scalable pathways for economic prosperity while preserving biodiversity and ecosystem services within the forest landscape. Within nine months of implementation, 30 Green Shakti Producer Companies (GSPCs) were established, with approximately 5,500 women shareholders from 260 villages across 150 Gram Panchayats. These GSPCs generated ₹13 lakh in revenue from sales of 43,800 kg of Sal and Karanj seeds.

This report documents the journey of transforming Odisha's informal forest economy into a formal, equitable, and resilient sector. It details our major interventions: advocacy that secured unprecedented CFRR recognition and amplified community voices through the *Jungle Rani* ('Forest Queen') initiative, which trains tribal women as reporters; and the rapid establishment of women-led enterprises that achieved commercial success within months.

⁸ The Government of India recognises 75 groups as Particularly Vulnerable Tribal Groups, characterised by pre-agricultural level of technology, low level of literacy, economic backwardness, and a stagnant or declining population.

⁹ The Forest Rights Act, 2006, recognises Habitat Rights for Particularly Vulnerable Tribal Groups under Section 3(1)(e), acknowledging their differential vulnerability among forest dwellers. 'Habitat' defined in Section 2(h) includes the area comprising their customary habitat and other such habitats in reserved and protected forests.

¹⁰ A Producer Company is a body corporate of primary producers, formed under Chapter XXIA of the Companies Act, 2013. It blends the community focus of a cooperative with the structured governance of a private company.

2. Our Approach and Theory of Change

Transforming the informal forest economy requires addressing the structural causes that perpetuate the overlap between forest dependence and poverty: insecure land tenure, supply chain invisibility that renders women's labour economically unrecognised, fragmented operations resulting in severe diseconomies of scale, and chronic underinvestment in finance and technology.

IoFE's strategic framework aims to demonstrate that when forest-dependent communities secure land tenure, achieve aggregation economies, establish direct market visibility, and access appropriate investment in finance and technology, they generate shared prosperity while protecting biodiversity and reducing emissions-resolving the false trade-offs that have long dominated forest governance discourse.

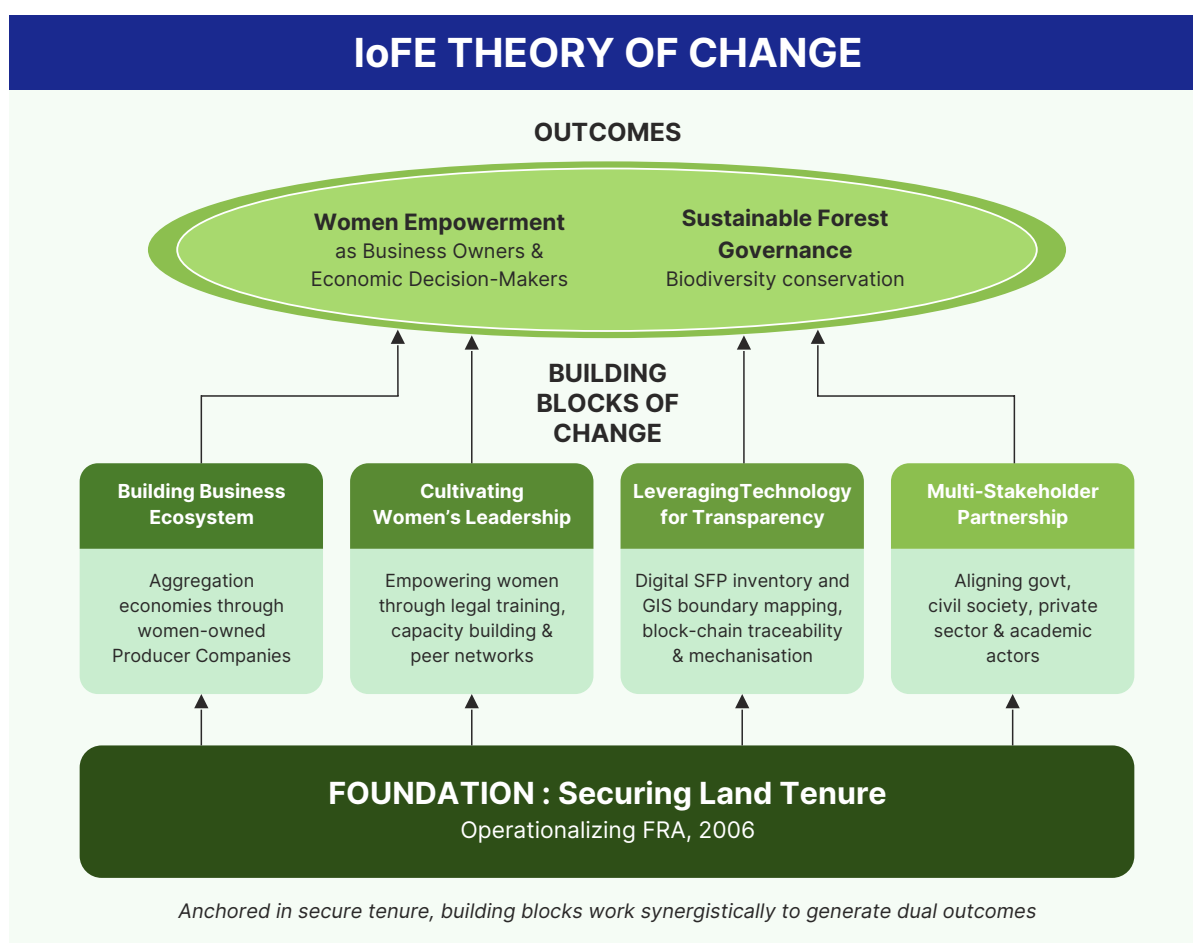


Figure 1: Flowchart of the Initiative on the Forest Economy (IoFE) Theory of Change.

Foundation: Securing Land Tenure

Secure land tenure is the essential foundation upon which all other interventions rest. We work to operationalise the FRA, transforming collectors from informal labourers into rights-holders capable of collective action and economic agency. Without legal recognition of forest rights, communities cannot formalise their economic activities or invest back in sustainable management of their forests.

Four Building Blocks of Change

- 1. Building a Business Ecosystem** – We create economies of aggregation through women-owned PCs. These enterprises enable communities to capture value locally while establishing formal market linkages with industrial buyers, addressing the fragmentation that has kept SFPs in the informal economy.
- 2. Cultivating Women's Leadership** – We equip women collectors to lead enterprises through trainings, capacity building, and peer learning networks that strengthen their agency and institutional effectiveness while recognising their deep knowledge of forest ecosystems.
- 3. Leveraging Technology for Transparency and Efficiency** – We integrate mechanical and digital innovations—from Geographic Information System (GIS)-enabled boundary mapping to a blockchain-based supply chain traceability application. These tools increase transparency and traceability, maintain community ownership of data, and enable evidence-based management.
- 4. Multi-Stakeholder Partnership** – We partner with governments, civil society organisations, the private sector, and academic actors by leveraging comparative advantages towards shared objectives. We maintain community agency as the central organising principle, thereby creating enabling ecosystems for transformation.

Anchored in secure land tenure, these building blocks work in sequence and in synergy: tenure enables aggregation; aggregation unlocks market linkages; and visibility and trust invite investment. Together, they deliver women's empowerment and strengthen sustainable forest governance.

3. The Journey: Photo Timeline

Our work in Odisha has progressed through successive phases. The timeline highlights milestones that shaped our approach and laid the foundation for systematic transformation.

2022



Picture 1: Ground-level mobilisation and awareness workshop for women in Pinikonda village, Malkangiri district, September 2022.



Picture 2: Three-year Memorandum of Understanding (MoU) signed with the Department of Mission Shakti, Government of Odisha, to promote women's prosperity through forest-based livelihoods, December 2022.



Picture 3: Shri V. K. Pandian, former Cabinet Minister and Chairman of 5T (Transformational Initiatives), Government of Odisha, and Prof. Ashwini Chhatre, Executive Director of the Bharti Institute of Public Policy (BIPP), Indian School of Business (ISB).

2023 and 2024



Picture 4: Videography training for women under the Jungle Rani Reporters initiative to strengthen local community voices in media and journalism, August 2023.



Picture 5: Testing of the bamboo splitter machine in Malkangiri district by the Indian Institute of Technology (IIT) Delhi team, as part of mechanisation efforts to scale the sale of Seasonal Forest Products (SFPs), December 2023.



Picture 6: Gram Sabha meeting in Kalimela, Malkangiri, to formulate a Bamboo management plan, 2023.



Picture 7: Desia Film Festival: local screening of short films produced by Jungle Rani Reporters, December 2023.



Picture 8: BIPP-ISB and Mayurbhanj Jungle Manch meeting to deepen collaboration with local civil society organisations for expanding operations to a new district, February 2024.



Picture 9: Data collection using nCount, BIPP-ISB's in-house geospatial analysis tool for mapping and generating inventories of SFPs, July 2024.



Picture 10: Identification of Green Shakti Producer Company (GSPC) directors to serve as leaders for the Sulabhaa Initiative.



Picture 11: Planning-cum-orientation of GSPC directors at Mission Shakti Bhawan, Bhubaneswar, marking the first capacity-building workshop of the Sulabhaa Initiative.



Picture 12: GSPC Directors presenting opening remarks at Government-Community-Industry convergence meetings across districts for streamlined resolution of bottlenecks in SFP sale operations.



Picture 13: Jashipur GSPC in Mayurbhanj preparing its first truckload of Karanj seeds for transportation to the institutional buyer, Terviva.



Picture 14: BIPP-ISB field staff with a GSPC director and a primary collector in Mayurbhanj district.



Picture 15: Sal seeds aggregation efforts in Keonjhar district for the maiden sale to AKK India and FarMart.



Picture 16: Meeting in Rayagada district for onboarding women shareholders into the GSPC's operations and decision-making board.



Picture 17: GSPC directors in Nabarangpur district applying for Goods and Services Tax (GST) certification ahead of their first sale of Sal seeds.



Picture 18: GSPC directors in Keonjhar district preparing for the first 'Shram Labh' profit-distribution drive following the sale of Sal seeds.



Picture 19: Shareholders of a GSPC in Malkangiri district at the company's first Annual General Meeting (AGM).

4. Creating Change: Our Key Interventions and Outcomes

loFE's approach to transforming Odisha's forest economy is grounded in the understanding that meaningful change requires coordinated action across multiple institutions operating at different levels of governance and influence. Through iterative experimentation and adaptive learning, we have developed our current Theory of Change. The subsections follow outline of our major interventions and their outcomes.

4.1 Establishing a Multistakeholder Partnership Network

loFE's multi-stakeholder approach is anchored in strategic partnerships across government, civil society, the private sector, and research institutions, each contributing distinct capabilities towards formalising Odisha's forest economy. The following sections highlight key formal partnerships that have shaped our work. In addition to these highlighted partnerships, our initiatives involve ongoing engagement with numerous grassroots organisations and community-led institutions referenced throughout this report.

4.1.1 Government Partnerships

In December 2022, we signed an MoU with the Department of Mission Shakti, Government of Odisha, to establish a strategic partnership aimed at creating a sustainable forest economy. The initiative focuses on six districts: Malkangiri, Koraput, Nabarangpur, Rayagada, Mayurbhanj, and Keonjhar. The objective is to build women-led community enterprises that can drive both the economic transformation of women and sustainable forest management.

The ST & SC Development, Minorities & Backward Class Welfare Department provided support through the Integrated Tribal Development Agency (ITDA) across the districts, facilitating permissions for data collection and supporting capacity building of enumerators. It also enabled the transition from individual collection to aggregated operations led by women-led PCs, ensuring access to sale-related assets, including godowns and weighing machines, and helping secure better prices for producers.

Our advocacy work led to collaboration with multiple government departments under the MJMJ statewide campaign. Through this engagement, we worked with the Forest Department, the Revenue Department, District Collectorates, and Panchayati Raj Institutions to accelerate CFRR recognition.

The Bonda Development Agency (BDA) in Malkangiri provided crucial assistance with human resources and groundwork for our interventions with PVTGs, contributing to the successful granting of Habitat Rights for 28 Bonda villages.

4.1.2 Private Sector Partnerships

We have established active market linkage partnerships with AAK India Private Limited (AAKIPL)¹¹, Terviva¹², and FarMart¹³. These collaborations strengthen supply chains and institutional structures for tribal women-led and women-participated, forest-based PCs, helping ensure that the distribution of SFPs is more equitable, transparent, and financially rewarding for primary collectors.

Across these partnerships, industry actors provide critical supply chain support, including transportation, logistical coordination, and cash-flow infusion for product aggregation. By assuming procurement and transportation risks that would otherwise fall on primary collectors, they enable a more secure and reliable value chain. Working-capital requirements are met through shared-risk financial arrangements, ensuring that PCs can participate in markets competitively and at scale. Several of these partnerships also integrate enterprise activities into sustainability and Corporate Social Responsibility (CSR) frameworks, supported by verifiable environmental and social impact metrics.

In addition to these market-focused collaborations, we partner with Bilt Graphic Paper Products Limited to develop the bamboo value chain; Biofuel Circle to establish market linkages for biodiesel feedstock, such as Karanj; and Alternative to Plastics to advance sustainable product development from forest-based raw materials.

4.1.3 Civil Society Partnerships

Civil society organisations continue to strengthen ground-level institutional effectiveness across our interventions. SRUTI (Society for Rural, Urban and Tribal Initiative) plays a central role in supporting CFRR advocacy and ensuring that community voices remain at the heart of forest governance reforms. Vasundhara, one of Odisha's leading forest-rights organisations, collaborates extensively with IoFE across 11 districts under the MJMJ campaign, facilitating claim filing, awareness building, and community mobilisation. The Transforming Rural India (TRI) Foundation ensures sustained engagement with communities and field-level implementation across multiple project locations.

¹¹ AAKIPL is a global leader in plant-based oils and fats.

¹² Terviva is an industry buyer specialising in sustainable feedstock, focused on scaling sustainable Karanj production.

¹³ Farmart is India's first software-as-a-service (SaaS)-led, business-to-business (B2B) food supply platform, enabling agri-retailers and food businesses to access inputs, advisory services, and market linkages.

4.1.4 Knowledge and Technical Partners

Our network of academic and technical collaborators provides specialised expertise in enterprise development, technology innovation, research, spatial analysis, and communication. Institutions, such as Xavier Institute of Management, Bhubaneswar, have contributed to the design of the Sulabhaa Green Business Enterprise Leadership Cohort. Several Indian Institute of Technology (IITs), including IIT Delhi, IIT Bombay, and IIT Madras, have offered technical guidance for mechanisation-including the Sal-seed collector innovation-and supported digital platform development for supply-chain traceability. The Indraprastha Institute of Information Technology (IIIT), Delhi, has enabled data-driven solutions for forest inventory and monitoring systems. Additional advisory and research engagements are supported by the National Institute of Technology (NIT), Rourkela, CEPT University, the School of Planning and Architecture, Delhi, and Plaksha University.

Design, media, and communication partners further enhance community-level empowerment. Jamia Millia Islamia's AJK Mass Communication Research Centre trained 40 tribal women as mobile-based filmmakers under the Jungle Rani initiative. The National School of Drama, Delhi, has incorporated experiential learning and forum theatre methods into our capacity-building efforts. The Film and Television Institute of India, National Film Development Corporation, National Institute of Design, and Srishti Manipal Institute have collectively supported documentation, design innovation, and creative approaches to community engagement.

Research and innovation agencies, such as the Indian Council of Forestry Research and Education, National Innovation Foundation, and North East Centre for Technology Application and Reach (NECTAR)¹⁴, have provided technical support, technology deployment, and scaling assistance. The Office of the Principal Scientific Adviser to the Government of India has offered scientific guidance and a policy interface at the national level.

4.1.5 Banking and Financial Partners

Financial inclusion and institutional strengthening have been enabled through our partnership with the State Bank of India. The bank facilitated the opening and management of accounts for all 30 GSPCs, supported Goods and Services Tax (GST) registrations, and ensured reliable access to essential financial services.

¹⁴ NECTAR is an autonomous society, set up under the Department of Science & Technology, Government of India, with its headquarter at Shillong, Meghalaya.

Furthermore, Nabsamruddhi Finance Limited¹⁵ is designing financing instruments better suited to seasonal revenue cycles and collective ownership models inherent to forest-based enterprises.

Together, these partnerships reflect a functioning model of institutional congruence. Government provides enabling policy and implementation reach; civil society ensures rights-based advocacy and community mobilisation; private sector actors bring market intelligence and supply-chain strength; academic and technical institutions drive innovation; and financial institutions facilitate credit access. By aligning these complementary capacities, IoFE is advancing the transition of Odisha's forest economy from informal and extractive systems towards a formalised, equitable, and sustainable ecosystem rooted in community ownership.

4.2 Recognising Land Tenure and Strengthening Governance Institutions

We build on the premise that a lack of secure tenure hinders local communities' ability to manage forests for sustainable use effectively. Therefore, our initiative aims to substantially expand, secure, and sustain community tenure over forests across large contiguous areas in Odisha to enable sustainable forest governance, strengthen community institutions, and increase livelihood security.

4.2.1 Claim-Filing Support

BIPP-ISB supported 21 communities in Kalimela block, Malkangiri district, covering 12,075 hectares of forest, to constitute Community Forest Resource Management Committees (CFRMCs) and prepare Bamboo management plans that incorporate sustainability measures and clear norms for benefit sharing. This work complements the advocacy efforts under the MJMJ campaign led by our partner organisation Vasundhara, ensuring communities are equipped with both legal and institutional mechanisms to assert their rights. As a result, forest-dependent households are better positioned to regulate access, plan sustainable extraction, and engage more confidently in local forest governance.

4.2.2 Recognition of Habitat Rights for the Bonda Tribe

On 13 December 2024, during the *Malyabanta* Festival in Malkangiri, the Chief

¹⁵ Nabsamruddhi Financing Limited is a subsidiary of the National Bank for Agriculture and Rural Development (NABARD). It provides credit facilities to legal entities for promotion, expansion, commercialisation and modernisation in non-farm activities.

Minister of Odisha formally handed over Habitat Rights *Pattas* (titles) to representatives of the Bonda PVTG. This milestone has strengthened the security of ancestral land and provided an institutional foundation for resource management rooted in their customary norms and ecological heritage. The Bonda, or Remo as they call themselves, inhabit 28 villages across the rugged terrain of the Eastern Ghats under Mudulipada and Andrahal Gram Panchayats. Recognition of Habitat Rights protects their cultural identity, reinforces traditional village governance, and establishes a legal basis for sustainable stewardship of forests that support their livelihoods.

To support this achievement, we facilitated the complete claim filing and submission process under the FRA. Beginning in July 2024, close collaboration with Gram Sabha¹⁶ volunteers made it possible to digitally map traditional forests, settlements, resource zones, and cultural sites with a high degree of accuracy. Training was provided at the ITDA in Paralakhemundi, enabling 18 volunteers from four Gram Sabhas to learn GIS techniques and use digital tools, such as Traccar¹⁷ Client and the nCount platform¹⁸. Women volunteers overcame socio-economic barriers, such as limited access to smartphones and technology, demonstrating strong leadership in the process.

By November 2024, hand-drawn maps and GIS-based maps were completed for 28 villages and jointly verified by Forest Rights Committees (FRCs)²⁰ and Forest and Revenue Department officials in Mudulipada and Andrahal. The finalised Habitat Rights claims were submitted on 4 December 2024 and subsequently advanced through administrative review. The outcome demonstrates that community-led mapping, when supported with technology and facilitation, can overcome data and infrastructure challenges in remote tribal regions. For the Bonda community, this represents a new level of autonomy and resilience in protecting their way of life for future generations.

4.2.3 Training for CFRMCs

Capacity strengthening has been essential to ensure that recognised rights translate into practical and sustainable forest governance. In the Bonda Ghati, Gram Sabha volunteers were trained to use nCount to accurately delineate community boundaries. They were also trained to identify essential features of their forested landscape, including Beda land, settlements, and Podu cultivation

¹⁶ Under Article 243(b) of the Constitution of India, a Gram Sabha is the assembly of all persons registered on the electoral roll for a village within a Panchayat's area at the village level.

¹⁷ Traccar is a mobile-based GPS tracking client used for field data collection.

¹⁸ Count is the in-house geospatial data-collection and analysis platform of BIPP-ISB. Read more at <https://ncount.in/>

¹⁹ The Forest Rights Committee is elected by the Gram Sabha to oversee and assist with the claim-filing process.

zones, which are crucial to their seasonal livelihood systems. Resource mapping has begun with an understanding that it requires deeper ecological documentation, continuous community involvement, and more advanced facilitation because it must capture seasonal productivity, extraction limits, and the dynamics of forest ecosystems.

Institutional readiness was also improved through support for formal governance procedures. In Malkangiri district, BIPP–ISB provided assistance to 46 CFRMCs to complete official registration. Twenty-seven CFRMCs successfully opened bank accounts that allow the direct flow of financial benefits from SFP sales to community institutions. This financial enablement strengthens accountability, improves transparency, and positions CFRMCs to participate in equitable market arrangements without reliance on intermediaries, who have traditionally captured a disproportionate share of the value.

4.3 Building a Business Ecosystem

The Sulabhaa programme, implemented under the partnership between the Department of Mission Shakti, Government of Odisha, and BIPP–ISB, is a pioneering initiative that builds a women-led business ecosystem around forest-based livelihoods. Designed to enable economic transformation through sustainable SFP value chains, the programme demonstrates how women's collectives can transition from informal self-help structures to formal, profitable, and community-owned enterprises.

Sulabhaa rests on a simple yet powerful idea—that women, as the primary collectors of SFPs, can become entrepreneurs and shareholders in formal enterprises when provided with institutional support, capacity building, and direct access to markets. The programme focuses on creating GSPCs—women-owned, forest-based enterprises that operate sustainably within local ecosystems while generating income, jobs, and wealth in rural Odisha.

The model represents one of India's first large-scale, women-led, and community-driven forest economy initiatives, proving that rural entrepreneurship and sustainable resource governance can coexist and reinforce each other. By embedding business governance into forest management institutions, Sulabhaa strengthens women's economic agency. It also motivates communities to reinvest a portion of their revenues into forest regeneration and sustainable harvesting practices, ensuring ecological and financial resilience.

4.3.1 Formation of Women-Owned, Forest-Based PCs

The formation of GSPCs marks the foundation of the Sulabhaa business ecosystem. These are legally registered entities under the Companies Act, 2013, that are owned and governed by women who are primary collectors of SFPs, such as Sal, Karanj, Mahua, and

The process begins with inventory mapping of SFPs using nCount to identify high-potential clusters for business operations. Based on these insights, women's collectives-often linked to existing Self-Help Groups (SHGs)²⁰ under Mission Shakti-are mobilised to form Producer Groups (PGs)²¹. Leaders from these groups are democratically elected to form CFRMCs, which federate upwards into a PC.

Each GSPC operates as an independent, women-led business entity. Its Board of Directors (BoD)-comprising locally elected women leaders-spearheads decision-making, business planning, and sales operations. The formalisation process includes training the BoD in enterprise management, compliance, and statutory procedures. It is followed by opening company bank accounts, securing Permanent Account Number (PAN) and Director Identification Number (DIN) registrations, and appointing auditors.

The first pilot of this model was implemented in Kalimela block of Malkangiri district, where the Kanamraj Green Shakti Producer Company Limited (KGSPC) was successfully incorporated. The success of this pilot-achieved within one year-triggered a rapid scale-up, resulting in the registration of 14 PCs in one month and a total of 30 GSPCs across six districts: Malkangiri, Koraput, Nabarangpur, Rayagada, Mayurbhanj, and Keonjhar.

The GSPCs now serve as permanent, community-owned economic institutions connecting women collectors directly with industry buyers, reducing dependence on middlemen, and formalising income flows. Each company aims to onboard around 1,000 shareholders to create a statewide network of nearly 30,000 women shareholders.

The implementation architecture supports this rapid scale through District Coordinators and Community Enterprise Support Fellows, ensuring that every PC

²⁰ A Self-Help Group is an affinity-based, homogenous group of typically 10–20 women (minimum 5 in hilly/tribal/difficult areas) formed for savings, credit, and collective action.

²¹ A Producer Group is an informal collective of primary producers that works to reduce transaction costs, improve production and market access, and undertake collective activities in a value chain.

receives hand-held assistance for operations, training, and market access. The result is a self-sustaining institutional framework where women-led, forest-based enterprises are both the custodians and beneficiaries of the forests they depend on.

4.3.2 Sale of Sal and Karanj Seeds through Direct Market Linkages

The business success of the Sulabhaa model was demonstrated through two major sales pilots-aggregation and marketing of Karanj and Sal seeds-which established direct market linkages between women-led PCs and formal industry buyers.

The first commercial pilot, conducted in Mayurbhanj, Keonjhar, and Malkangiri, focused on Karanj seeds, a valuable input for biofuel and skincare industries.

Through collective aggregation and transparent record-keeping, seven PCs successfully sold 1,796 kg of Karanj seeds to Terviva. The transaction generated ₹62,503 in revenue and engaged 259 primary collectors.

The pilot provided invaluable learnings on aggregation logistics, price negotiation, and village-to-market coordination. For the first time, many tribal women collectors-especially in Malkangiri-experienced formal business transactions and collective sales. This marked a transition from small-scale local haat trading to organised, enterprise-led procurement.

Building on this success, the model scaled up to a larger pilot involving Sal seeds, a high-value SFP used by industries, such as AAKIPL, for oil extraction and cosmetics.

This large-scale operation mobilised GSPCs across Mayurbhanj, Keonjhar, and Nabarangpur, coordinating multiple PCs for aggregation, storage, and logistics. A total of 42,000 kg of Sal seeds were procured and sold, generating approximately ₹12.5 lakh in revenue and engaging over 1,200 primary collectors.

The operation showcased the power of federated women's enterprises: companies worked collaboratively to synchronise procurement, reduce transportation costs, and ensure transparent distribution of profits. The model also piloted direct bank transfers to collectors, introducing digital payment mechanisms for the first time in many remote areas.

Together, the Karanj and Sal seed sales pilots demonstrated the financial viability and scalability of the Sulabhaa business model. Over nine months, the network of GSPCs collectively procured 43,800 kg of SFPs, generating ₹13 lakh in total revenue, with direct benefit transfers to over 1,500 primary collectors.

These sales also served as capacity-building exercises, equipping women directors with hands-on experience in managing supply chains, quality control, buyer negotiations, and financial documentation. By the end of the sales season, the GSPCs had transformed from newly registered entities into fully functional, market-ready enterprises-operating independently, maintaining compliance, and distributing profits among their shareholders.

Industry partnerships with Terviva, FarMart, and AAKIPL provided the final link in the value chain, integrating rural women producers into national and global supply networks. This direct engagement ensured better prices, improved transparency, and equitable benefit-sharing-laying the groundwork for a sustainable and scalable forest-based business ecosystem.

4.4 Cultivating Women's Leadership

Women's leadership is central to our approach: converting women from invisible collectors into accountable enterprise leaders strengthens both livelihoods and forest governance. The initiative invests in women's capacities to represent their communities, manage formal enterprises, and communicate community priorities to government agencies and industry partners. Two complementary tracks anchor this effort. The first is a community journalism programme known as the Jungle Rani initiative that amplifies women's voices at the first mile. The second is a structured leadership curriculum for Board members and company promoters that builds governance, business, and strategic skills.

4.4.1 Jungle Rani Initiative

Jungle Rani initiative is a community-rooted reporting programme that equips young tribal women from forest villages to document and disseminate the lived realities of forest-dependent households. The initiative recruits participants from within operational clusters and provides practical training in story development, mobile reporting, video production, and local-language communication. Trainees learn to gather field evidence on SFP calendars, sustainable harvesting practices, community governance processes, and PC operations. The work of Jungle Ranis is deliberately located at the intersection of representation and

accountability. By producing short films, photo essays and village reports, the women reporters make local knowledge visible to wider audiences—government officials, industry partners, and neighbouring communities. This also strengthens the confidence and public standing of these reporters.

Field implementation of the initiative has followed a phased approach. Initial cohorts were trained in basic reporting skills and digital capture techniques, followed by supervised field assignments in which reporters produced short documentaries on issues ranging from seed collection protocols to Gram Sabha decision processes. These outputs were shared through community screenings and online channels to stimulate dialogue, inform grievances redressal, and flag quality or procurement issues during sales seasons. The reporting work also functions as an ongoing needs assessment. By documenting operational bottlenecks, Jungle Rani field reports have guided PCs and District Coordinators in prioritising training, infrastructure, and grievance resolution. Early outcomes include a cadre of trained women reporters across multiple blocks, a portfolio of community-produced media used in district coordination meetings, and increased requests from neighbouring operational areas to replicate the model. By positioning women as narrators of their own experience, the initiative strengthens grassroots leadership, enhances transparency in PC operations, and builds a narrative foundation for CFRR recognition.

4.4.2 Leadership Trainings for Board Members and Promoters of GSPCs

The Sulabhaa leadership curriculum is designed to convert community credibility into institutional capability. The programme targets Board members, promoters, and emerging leaders of GSPCs and blends individual transformation with practical enterprise skills. Training modules concentrate on building confidence and agency, preparing participants to manage seasonal business cycles, navigate risks, and uphold transparent governance. Practical enterprise modules cover aggregation logistics, record-keeping, basic accounting, quality assurance, and buyer engagement, whereas leadership modules address group facilitation, conflict resolution, and strategic planning. All training is delivered through experiential methods: residential workshops, role plays, peer learning, and field assignments that align directly with operational milestones of the PCs.

Training delivery follows a deliberate sequence. Initial residential sessions focus on mindset and governance: participants examine the PC model, practice mock board meetings, and develop simple operational plans. Subsequent field tasks require directors to map collector clusters, plan procurement routes, conduct quality checks, and manage small pilot procurements under supervision. Online

and district-level follow-ups provide just-in-time support during sales seasons. This combination of classroom learning and real-world practice ensures rapid translation of learning into operational performance.

The training programme has measurable results. Within weeks of completing core modules, cohorts of directors have demonstrated the ability to open and manage company bank accounts, comply with statutory record-keeping requirements, and negotiate directly with buyers. Several PCs completed their first commercial transactions and redistributed profits to primary collectors within three months of the initial sale, illustrating the programme's effect on institutional readiness and fiduciary behaviour. Beyond operational metrics, participants reported increased confidence in public forums, enhanced negotiating power with local stakeholders, and growing recognition by government officials—shifts that are essential for sustainable, women-led enterprise governance.

Together, the Jungle Rani initiative and the Sulabhaa leadership curriculum create a virtuous cycle: community reporters surface issues and success stories that strengthen accountability and learning, while trained directors and promoters convert those lessons into improved enterprise practices. This integrated approach ensures that women not only own economic institutions but also lead them with competence, transparency, and a sustained commitment to sustainable forest management.

4.5 Technology for Transformation

Technology serves as a critical enabler of our integrated forest economy model. It reduces physical drudgery, increases transparency in market operations, and provides evidence-based foundations for forest governance. Our three major technological initiatives in Odisha are: digital mapping for Habitat Rights, blockchain-based traceability for supply chain transparency, and mechanisation for labour reduction and value addition.

4.5.1 Digital Habitat Resource Mapping

The recognition of Habitat Rights under the FRA for PVTGs requires precise spatial evidence of traditional habitation and land use. In 2024, BIPP, in partnership with the Odisha government, initiated a digital mapping programme in the Bonda Ghati, Malkangiri, to support the recognition of Habitat Rights for the Bonda PVTG. The exercise introduced Gram Sabha-led participatory GIS

mapping using nCount to capture community knowledge of landscapes alongside digital precision.

Women volunteers from four Gram Sabhas across Mudulipada and Andrahal Gram Panchayats were trained to operate handheld Global Positioning System (GPS) devices and identify landmarks. They were also trained to record coordinates delineating Beda land, Pada land, settlement areas, Podu regions, forest tracts, and water bodies. Through a structured field-based curriculum, participants learned to translate oral and visual knowledge of their habitat into spatial datasets that could be integrated into official mapping systems. Each Gram Sabha collectively validated its digital boundary map, ensuring that the delineated areas accurately reflected customary use and governance zones.

This process achieved two important outcomes. First, it strengthened the capacity of PVTG women to participate directly in formal administrative procedures from which they had historically been excluded. It also enabled them to articulate their relationship with the forest in legal and cartographic terms. Second, it generated verifiable, high-resolution spatial data to support the recognition of Habitat Rights and future forest resource management planning. The training created the first cadre of women-led community mappers in the Bonda Ghati, demonstrating that advanced geospatial tools can be locally owned and operated when knowledge systems are merged with technology. This participatory digital mapping model is now being considered for replication in other PVTG regions across Odisha.

4.5.2 Development of Sulabhaa ArthaSakhi for Traceability

Supply chain traceability represents a critical gap in forest-based value chains, with first-mile invisibility preventing verification of sustainable sourcing claims and excluding communities from premium markets that require responsible sourcing documentation. To address this constraint, we are developing Sulabhaa ArthaSakhi, an Android-based mobile application that digitises SFP transactions through blockchain-based verification.

The application enables PC representatives to create digital purchase orders, onboard primary collectors through structured registration processes, and execute transactions with automatic, blockchain-based recording. Each transaction generates verifiable digital receipts with Quick Response (QR) codes, creating immutable audit trails from SFP collection to formal market entry. This technology addresses multiple barriers simultaneously. Collectors gain verifiable income records that facilitate access to formal credit. PCs secure evidence of

sustainable sourcing for certification. Industrial buyers receive traceable documentation that meets responsible-sourcing standards.

The application is currently under development, with comprehensive testing underway, prior to deployment across operational PCs in Jharkhand, Odisha, and Himachal Pradesh.

4.5.3 Mechanisation: Bamboo Splitter

Mechanisation represents a key strategy to reduce physical drudgery and enable value addition in forest-based livelihoods. In 2023, a commercially available bamboo splitter was installed and tested in Malkangiri district to assess its suitability for local bamboo species and adapt the machine for women's use. The installation was carried out under the technical supervision of Dr Thochi Rengma from IIT Delhi, who collaborated closely with women collectors to identify ergonomic and operational constraints in existing designs.

During field trials, women participants demonstrated the machine's operation and shared feedback on issues, such as handle weight, cutting resistance, and blade alignment. Their observations highlighted the need for improved stability, reduced manual force, and adjustable components suited to the varying diameters of bamboo available in southern Odisha. Responding to this feedback, Professor Subbarao, Director of the Centre for Rural Development and Technology, IIT Delhi, visited Malkangiri to guide the redesign process and explore possibilities for portable and community-managed versions of the splitter.

The field demonstration also included a live session with Gram Sabha members, who evaluated the splitter's efficiency in pre-processing bamboo culms for downstream use in handicrafts, furniture, and construction. The initiative demonstrated how collaborative engineering—linking academic research with community feedback—can generate context-specific technological innovations that are both efficient and gender-responsive. Once optimised, the bamboo splitter will be integrated into GSPCs' value chains, providing women's enterprises with mechanised capacity for bamboo processing and expanding opportunities for local manufacturing and market diversification.

5. Key Challenges and Learnings

Implementing the Sulabhaa programme in Odisha has generated critical operational and institutional insights that now guide our next phase. The initiative reaffirmed that building a women-led forest economy requires simultaneous focus on tenure security, institutional design, market systems, and behavioural change. Each success was achieved through iterative experimentation, and each setback contributed to refining the model.

A major challenge arose from the absence of pre-existing institutional infrastructure dedicated to forest-based livelihoods. While SHGs provided social capital, they lacked the legal and managerial framework required to operate as commercial enterprises. Transitioning from welfare-oriented groups to formal PCs required extensive capacity building, legal registration support, and sustained handholding in governance and compliance. This process was resource-intensive but essential to ensure that women's collectives could operate autonomously as legal business entities.

A second challenge concerned operational readiness and working-capital flow. SFPs, such as Sal and Karanj, have narrow procurement windows and create immediate payment expectations among collectors. Without sufficient liquidity, even well-organised PCs risk losing members' trust or defaulting on buyer commitments. Collaboration with partners, such as FarMart, helped pilot innovative financing models, but the experience underscored the need for permanent financial instruments tailored to the forest economy's cyclical structure.

Third, geographical remoteness and infrastructural constraints limited access to transport, storage, and connectivity, particularly in forest interiors of Malkangiri, Koraput, and Rayagada. These conditions hindered timely aggregation and data reporting. Addressing them required creative logistical planning and the use of digital tools, such as nCount for mapping and ArthaSakhi for transaction traceability. However, uneven network availability and digital literacy remain ongoing constraints.

At the community level, behavioural transitions proved both the most challenging and the most transformative. Women collectors, long accustomed to informal trade mediated by local traders, were initially hesitant to assume decision-making roles in formal institutions. Trust-building through peer learning, visible early successes, and recognition from local administrations helped shift perceptions, gradually embedding a culture of collective accountability and enterprise thinking. Leadership programmes and the Jungle Rani initiative played pivotal roles in sustaining this transformation.

Finally, the Odisha experience reaffirmed that multi-stakeholder coordination is indispensable but complex. Aligning administrative processes, academic inputs, private-sector interests, and community priorities requires continuous negotiation and a shared vocabulary. Institutional patience and iterative learning emerged as key determinants of success.

These challenges collectively shaped a set of durable learnings. Permanent institutional infrastructure-such as women-owned PCs-is indispensable for transforming informal forest trade into a formal, equitable sector. Technology enhances efficiency only when embedded within community processes. Financial sustainability demands products designed around seasonal realities rather than agricultural analogies. And above all, genuine transformation occurs when women not only participate in but also lead governance, production, and storytelling.

6. Way Forward

The Odisha pilots have demonstrated proof of concept: women-owned forest enterprises can operate profitably, sustainably, and transparently when supported by secure tenure, appropriate technology, and enabling partnerships. The next phase of the Sulabhaa programme will focus on systematic scale-up, institutional consolidation, and long-term financial sustainability.

At the policy level, the programme will continue to align with the Government of Odisha's Mission Shakti framework to embed the forest economy within the state's women's empowerment agenda. Partnerships with district administrations and technical institutions will be deepened to ensure convergence among livelihood, environment, and industry partners. This will include developing standard operating procedures for PC registration, operational governance, and market linkage facilitation to ensure uniformity and regulatory compliance across districts.

On the economic front, the focus will shift from pilot transactions to multi-product diversification and value addition. PCs will expand beyond Sal and Karanj to include Mahua, Bamboo, Tamarind (*Tamarindus indica*), and medicinal plants, enabling year-round business cycles and improved cash flow. Mechanisation interventions, such as bamboo splitters and lightweight collection devices, will be scaled through community-owned models, reducing physical drudgery while enhancing productivity.

Digitally, Sulabhaa ArthaSakhi will transition from pilot testing to full deployment across all operational GSPCs. Integration with government dashboards and financial institutions will allow real-time monitoring of procurement, payments, and traceability. The application will also facilitate collector identity verification and digital credit scoring, linking women collectors to formal banking systems for the first time.

To sustain institutional quality, a Sulabhaa Leadership and Enterprise Academy is being conceptualised to standardise training curricula for Board Directors, promoters, and community journalists. This academy will serve as a continuous capacity-building mechanism, ensuring that each new company or district replication begins with trained women leaders capable of managing operations and governance independently.

Finally, the long-term vision is to create an Odisha-wide network of 30 GSPCs, with over 30,000 women shareholders collectively managing procurement, processing, and marketing of SFPs. This network will anchor a sustainable and equitable forest economy where community stewardship and commercial value coexist. The model's success in Odisha will inform replication in other forested states, contributing to a national framework for women-led, community-owned green enterprises that integrate ecological conservation with economic transformation.

About BIPP

The Bharti Institute of Public Policy (BIPP) at the Indian School of Business (ISB) is a premier research and education centre, and a leading public policy think tank. The institute engages with policy makers by providing them with critical, evidence-based analysis of public policy rooted in data. The institute works on policy challenges across diverse domains, primarily Agriculture & Food, Environment & Climate Change, Public Finance, and Education. The institute, recognised for its reputable standing in the field of public policy, undertakes various initiatives, including Research Projects, Asynchronous Courses, Legislative Support Programme, and most notably, the flagship Advanced Management Programme in Public Policy (AMPPP). BIPP collaborates closely with various ministries of the Government of India and several state governments across the country. It also partners with leading national institutions and government agencies engaged in governance, policy research, capacity building, and public administration.



*We are always open to partnerships,
ideas, and conversations.*

*Reach out to explore collaboration or
to learn more about our work.*

<https://forestgovernance.in/>

CONTACT US

HYDERABAD CAMPUS

Indian School of Business Gachibowli,
Hyderabad, Telangana - 500 111
Ph +91 40 2300 7000

MOHALI CAMPUS

Knowledge City, Sector 81, SAS Nagar,
Mohali, Punjab - 140 306
Ph +91 172 459 0000

Follow us on:

