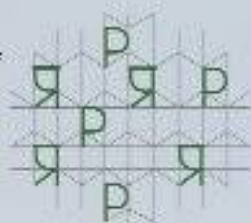


प्रदान
Pradan

PROFESSIONAL ASSISTANCE
FOR DEVELOPMENT ACTION



PRADAN





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INTRODUCTION

The past year posed many challenges for both PRADAN and our communities. Externally, economic uncertainty on the heels of the global financial crisis coupled with dramatic food price inflation represented a looming threat on the horizon. These challenges were exacerbated by a poor monsoon, which was reported to be the worst since 1972.

For communities, a majority of whom depended on agriculture and were already net food purchasers, high food price inflation coupled with a failure of the monsoon represented a fundamental threat to survival. As a result, we witnessed a resurgence of migration and indebtedness, as well as reduced risk taking abilities as families struggled to survive.

PRADAN, is currently in a process of building and reorientation as we move to implement our Vision 2017, and these types of external shocks represent the ultimate test of our approach. Economic uncertainty presents a risk to our ability to raise necessary funds, and attract the talented professionals that are at the heart of our community engagement model.

Thankfully, in spite of a challenging environment, we believe that both our communities and organisation have weathered the storm and emerged stronger and more resilient for it. In 2009-10, we achieved a 14% expansion in outreach as well as an intensification of our livelihood activities to help families meet their growing income needs and aspirations. Communities were able to raise over Rs. 911.41 million (US\$ 20 million) for investment in livelihood assets as well as necessary working capital. The agricultural livelihood outreach expanded by 35%, which has set the stage for healthy returns in the coming year, and our interventions in microenterprises generated over Rs. 911.7 million in revenues, corresponding to a net income of Rs. 72 million for the smallholders involved.



Internally, although we saw a small decline in the number of Development Apprentices, improved retention enabled us to increase our staff by 5%, which was necessary to support the expanded outreach. We made a conscious effort to identify the pressures that both our growth as well the challenging external environment created on our

engagement model, and have refined it accordingly so that we can be more resilient in the face of future shocks. We hope that the stories and reflections shared in this report will not only shed light on our journey over the past year, but also demonstrate the courage and resilience of communities who continue to make steady progress against odds.

OUR WORK

The inspiration to set up PRADAN was the belief that capable and caring people are critical for social development. PRADAN believes that well educated and socially inspired people need to work with village communities to hasten development. PRADAN consists of such people. Enhancing peoples’ capability to take charge of their development and lead a life of dignity is basic to PRADAN’s approach. We work in teams with poor and disadvantaged sections of society, such as *adivasis*, *dalits*, the landless or small and marginal cultivators, and especially women, to enhance livelihoods and wellbeing.

Our approach to enhance livelihoods and wellbeing requires engagement with communities in four areas:

1. MOBILISATION

Facilitating the formation of self-governed and managed community groups

2. EMPOWERMENT

Assisting groups in gaining access to basic services, rights and entitlements

3. LIVELIHOODS

Supporting families and communities to pursue dignified livelihood opportunities

4. ENABLERS

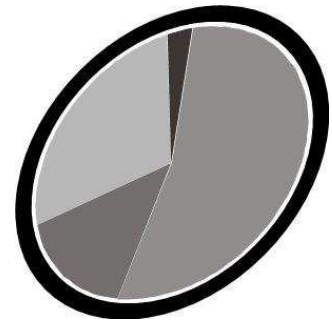
Engaging with communities and stakeholders to build a supportive environment

Pradan Outreach

| | March 09 | March 10 |
|-------------------|----------|----------|
| Hamlets | 5,155 | 6,900 |
| Villages | 3,429 | 4,138 |
| Blocks | 104 | 124 |
| Districts | 41 | 44 |
| Households | 181,400 | 206,298 |

Demographic Details

in percentage





OUR REACH

In 2009-10, PRADAN worked with over 2,06,000 families in 4,138 villages spread over in 124 blocks of 44 districts across the States of Assam, Bihar, Chhatisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and West Bengal. This represents a 14% expansion from 2008-09. Consistent with our focus on marginalised communities, 70% of the families belonged to the Scheduled Caste and Scheduled Tribe communities whereas 27% belonged to the OBC communities.

In the past year, PRADAN initiated expansions into five new districts to continue our focus on working in the poorest regions of India:

- ◆ Koraput and Deogarh in Orissa, Bastar in Chhatisgarh, Paschim Medinipur in West Bengal and Jamui in Bihar.
- ◆ Paschim Medinipur, Koraput and Bastar teams were initiated to strengthen our outreach in the poorest and most remote regions of the country
- ◆ Jamui is an extension of our existing work in Banka district
- ◆ Deogarh was initiated as a special project to participate in a Government of Orissa programme (funded by the Asian Development Bank) for strengthening *Pani Panchayats* related to a medium scale irrigation project

OUR PROGRESS

Community Mobilisation

Self Help Groups (SHGs) are our primary unit of social mobilisation at the grassroots. Over the past year, we worked with more than 13,000 SHGs covering over 177,500 families. A total of 1,643 new SHGs were formed. Of these, 739 groups were formed in three districts of Madhya Pradesh , viz. Mandla, Dindori and Balaghat, which were in a process of rapid expansion. Following table summarises the scale and progress of the SHG programme around key indicators:

Over the long term, we expect these SHGs to provide an enabling and supportive environment in which women from marginalised communities are able to dream, plan and change their situation. In our understanding, these long-term gains are only possible when women meet regularly over the long term, and have some experience making small practical tangible improvements in their lives around the economic and social realm.

Community Mobilisation

Outreach and Financial Information

| | 2009-10 |
|--|----------------|
| Number of SHGs | 13,049 |
| Number of clusters of SHGs | 984 |
| Number of federations of SHGs | 33 |
| Families covered | 177,529 |
| Geographical coverage | |
| Hamlets/ habitations | 6,156 |
| Administrative (revenue) villages | 3,642 |
| Financial information (in Rupees million) | |
| Net owned funds of SHGs (savings + retained earnings) as on the end of the reporting period | 428.7 |
| Total internal credit generated (loans from own funds) during the reporting period | 416.1 |
| Total outstanding loans as on the end of the reporting period | 189.1 |
| Total credit leveraged from banks | 136.7 |
| Percentage of SHGs linked to banks as on March 2010 | 30% |

Community Mobilisation

Systems & Processes

| | |
|--|-----|
| Regularity of weekly meetings (%) | 78% |
| Attendance of members in meetings (%) | 80% |
| Percentage of groups that have satisfactory accountants as on March end 2010 | 72% |
| Percentage of groups whose accounts have been computerised | 75% |
| Number of groups with functional systems of financial information flow | 52% |
| Livelihood planning done in number of SHGs during the reporting period | 38% |



We therefore invest significant time and energy to develop robust, high performing groups. This process starts with joint development, acceptance and internalisation of SHG rules and norms. An early focus is also on savings and credit, which is an everyday need for most poor families. As financial transactions are involved, good systems in the group around accurate recording are essential. PRADAN staff act as a facilitator in this process, supporting the women to stabilise the systems and processes required to effectively manage their group and their financial transactions. PRADAN uses several metrics to track and understand the health of the SHGs.

To support the SHGs on accounts over time, educated youth from the villages are identified and hired by the group to provide accounting services. PRADAN provides training to these

youth. In 2009-10, 29,610 days of training were provided to group accountants. In most project sites, individual SHG accounts are linked with a computerised system which collates and generates MIS reports both for the SHG and its stakeholders.

The two areas that we plan to strengthen in the coming year are expanding financial information flow as well as livelihood planning. This is currently low due to rapid expansion over the past year but should reach our target range in the coming year as we continue to strengthen our SHG systems and processes.

Community Empowerment

Once groups have stabilised, they start to engage on livelihood aspirations as well as various social and wellbeing issues affecting the members.

During the past year, there has been renewed focus on helping SHGs take on wider set of social and entitlement issues ranging from domestic violence, alcoholism to improving Public Distribution System (PDS) and streamlining payment of wages under the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS).

Following are two examples of actions taken up in different project locations over the past year:

- ◆ In the villages Pindi and Jhurki (Mandla district) of Madhya Pradesh, 186 members of 14 SHGs in a cluster raised the issue that they needed kerosene oil distributed under PDS in their village. The existing delivery point was about 10 kilometres away, across the river Burhner. There was no bridge on the river and thus they were cut off for 3-4 months during the monsoons. The issue was raised in the cluster meetings and members decided to raise their voice. They formed committees around critical tasks like going to the PDS officer to put in their demand and initiating discussions in the gram sabha and seeking a gram panchayat resolution to this effect. On the appointed date, about 50 women came to the block office with their demand. When the block level PDS officer could not help, they went to the District Collector with their demand. The Collector issued orders to the Block PDS office to provide kerosene in oil tankers to the village which were put into effect within a fortnight.
- ◆ In Salghat panchayat (Balaghat district) of Madhya Pradesh, road construction work was taken up under MGNREGS. However, wages were delayed and villagers who worked did not receive their payment. When the delay became intolerable, 10 SHGs of 3 adjoining villages discussed the issue and decided to meet the Sarpanch and Secretary of the Pan-



chayat. In the meeting, the Sarpanch promised action but did not do anything. Subsequently the members of all the SHGs in the Panchayat conducted a joint meeting and decided to petition the Sub Divisional Magistrate (SDM) on this issue. Next day, they hired 2 tractors with trolleys and reached the SDM office and lodged a complaint. The SDM said that he would look into the matter but did not give it in writing. The members did not budge and wanted an assurance in writing. Seeing their persistence, SDM gave a written assurance that the issue would be solved within 2 days and payment would be made. By the third day, payment to the tune of Rs. 0.5 million was released, settling all the old dues.

These social interventions are identified and led by SHGs, and are supported and nurtured by their Cluster bodies and Federations. To support these community institutions, PRADAN invested over 92,000 trainee-days over the past year for the 984 cluster bodies and 33 federations. Further, we made concerted effort in 4,746 SHGs in helping them come up with a medium term plan for wider wellbeing in addition to a livelihood improvement plan. Of these, 3,550 SHGs have started implementing their plans.

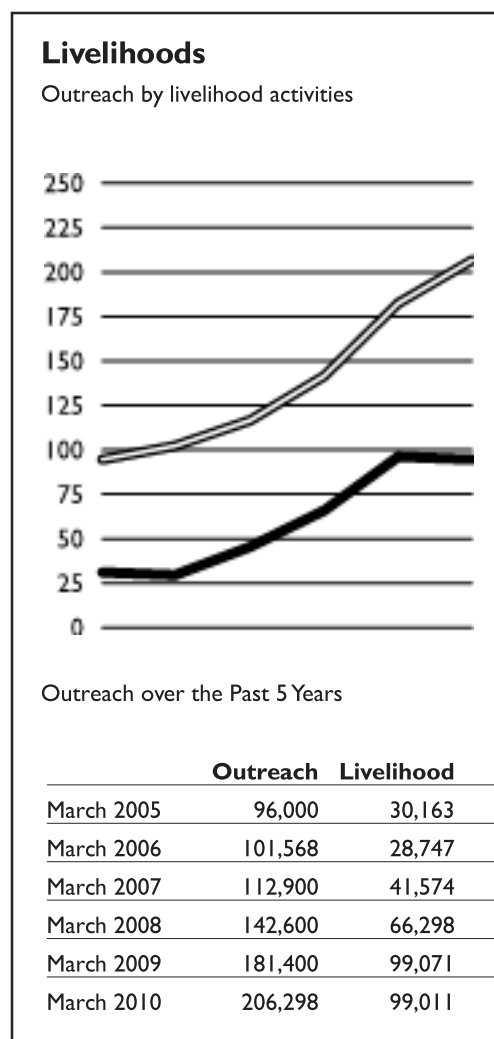
LIVELIHOODS

We believe that developing locally relevant and sustainable livelihoods are critical for families to live a life of dignity. The livelihoods in the areas where we work have evolved over time based on the resources and aspirations of the community, and therefore vary across different locations and States. There are four broad categories of livelihoods for which we provide support to our communities:

- ◆ Land based livelihoods,
 - i Improved agriculture (food crops, cash crops, plantation)
 - ii Land and water resource development (to enable improved agriculture)
- ◆ Forest based livelihoods
- ◆ Livestock based livelihoods
- ◆ Rural micro-enterprises

During the year, more than 99,000 families took part in various PRADAN promoted livelihood programmes. Although the overall number of families was unchanged from 2008-09, this year we made substantial progress toward our goal of converging multiple livelihood interventions at the participating family level to enable them achieve their household financial needs.

This was particularly critical given the poor monsoon. As a result of this intensification, there was an increase of 25% in the gross livelihood interventions, bringing our livelihood interventions per family from 1.2 to 1.5.



Livelihoods

Outreach by activities

| Programme | 2008-09 | 2009-10 |
|---|---------|---------|
| Improved agriculture (food and cash crops) | 87,895 | 118,763 |
| Plantation (fruit and other trees) | 5,532 | 5,460 |
| Land and water resource development | 7,249 | 10,022 |
| Forest based livelihoods | 6,995 | 4,964 |
| Livestock based livelihoods | 3,316 | 4,120 |
| Rural micro-enterprises | 9,811 | 10,627 |
| Gross number of interventions at the family level* | 120,798 | 153,956 |
| Net number of families participating in these interventions | 99,071 | 99,011 |

* Families overlap across activities due to convergence



Improved Agriculture

During the reporting period PRADAN worked with a total of 118,763 families on improved agriculture, covering a gross cropped area of 23,557 hectares and the net cropped area of 15,005 hectares. This implies a cropping intensity of 150 percent which we believe can be further increased over time as families have improved land and water access.

Improved agriculture represented over 75% of PRADAN's livelihood interventions, with an increase of 31,000 families that accounted for 93% of our livelihood expansion. New sources of funds have enabled us to redouble our focus on this critical livelihood of the rural poor, where we have a goal of helping families to ensure yearlong food sufficiency as well as at least Rs. 25,000 as cash income.

Food crop stabilisation

Most families PRADAN works with are net food purchasers, in spite of land resources that could enable them to meet 100% of their food requirements. The initial focus of our land based livelihood engagement is therefore typically around stabilisation of the main food crop(s). In most locations, this is a combination of paddy, maize, minor millets and wheat.

During the reporting period, PRADAN worked with 74,691 families on food crop stabilisation, on a net cropped area 14,076 hectares. Paddy and wheat were the core focus, with substantial energy dedicated to the dissemination of both improved practices as well as System of Root Intensification technologies (see text box on System of Rice Intensification). The output of these interventions was over 40,290 tonne of food grain valued at Rs. 428.4 million or an additional 5 months of food security per family.

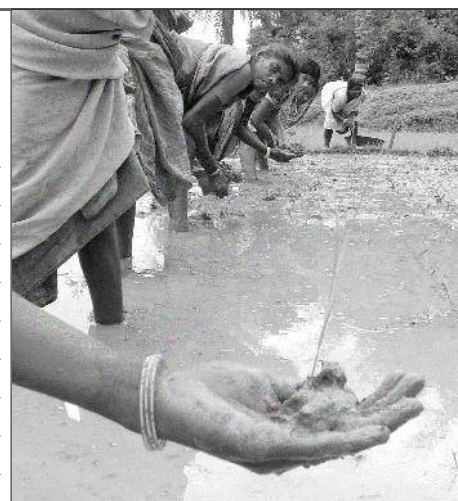
There was a substantial upscaling of our food crop activities in 2009-10, with gross outreach and acreage increasing by 154% and 124% respectively. Although our outreach increased substantially; in 2009, India experienced its worst monsoon since 1972, with nationwide rainfall 25% below normal.

Almost all project locations were affected. As a result, while those with water harvesting infrastructure and irrigation (about 5%) achieved substantial yield improvements, a majority of the 74,691 families that we worked with achieved only modest improvements in yields. This may present a risk in the upcoming season, as some new families are likely to have low confidence to invest labour and capital in new practices and inputs if they did not yield substantial returns in

Food Crop Stabilisation: Outreach

Families and Land Coverage

| Interventions | Families (#) | | Land coverage (ha) | |
|--------------------------------|--------------|---------|--------------------|---------|
| | 2008-09 | 2009-10 | 2008-09 | 2009-10 |
| Paddy (improved practice) | 20,720 | 39,024 | 4,470 | 7,611 |
| System of Rice Intensification | 11,682 | 21,585 | 1,434 | 2,435 |
| Wheat (improved practice) | 3273 | 29,166 | 497 | 4,151 |
| Maize (as food crop) | 2,893 | 7,484 | 487 | 839 |
| Millets (improved practice) | 1,119 | 3,463 | 186 | 800 |
| Gross food crop outreach | 39,687 | 100,722 | 7,074 | 15,836 |
| Net food crop outreach | No data | 74,691 | No data | 14,076 |



the previous season. As the ground reality and experience are unique in each location, our teams will have to work closely with the communities to address these concerns for 2010-11.

To support the families on a day to day basis in improved agriculture, PRADAN has trained

Community Service Providers (CSP) to support the agriculture interventions. Total of 976 (including 462 women) were trained and actively engaged to support the community around agriculture interventions. A total of 13,230 trainee days of training input was provided to these CSPs for upgrading their technical expertise.





System of Rice Intensification (SRI)

In spite of a drought last year, farmers in Mandla district of Madhya Pradesh who participated in our System of Rice Intensification programme fared comparatively well. Participating families achieved a modal yield of 3.8 tonne /ha, which is twice the traditional productivity of 1.7 tonne / ha. Yield data from a sample of the 111 farmer plots is provided below. The average paddy yield in this sample was 5.8 tonne / ha, which is estimated to provide farmers with Rs. 1.9 million of additional income. The modal increase in food sufficiency was about 4-5 months.

SRI Pilot in Mandla: Sample Yields

| Yield Range (Tonne/ha) | Total Families | Average No. of Plants / sq. m | Average No. of Tillers / plant | Average No. of Grains / panicle | Average Grain Wt (Gms) /sq.m |
|------------------------|----------------|-------------------------------|--------------------------------|---------------------------------|------------------------------|
| 0 to 2 | 7 | 30 | 10 | 76 | 176 |
| 2 to 4 | 30 | 32 | 8 | 87 | 327 |
| 4 to 6 | 32 | 34 | 8 | 107 | 506 |
| 6 to 8 | 22 | 35 | 11 | 150 | 688 |
| 8 to 10 | 14 | 31 | 15 | 184 | 911 |
| > 10 | 6 | 27 | 20 | 234 | 1160 |

This experience is consistent with our pilots in other locations.

- In Dhamtari, Chhatisgarh, 48% families got yield of more than 6 tonne / ha against traditional yields of about 1.5 tonne / ha
- In Betul, Madhya Pradesh, most families achieved yields between 2.5 to 6 tonne / ha

In addition to paddy this year PRADAN also experimented with adopting System of Rice Intensification principles to wheat cultivation, and achieved very promising results. Although done at the level of pilots in four teams, the yields achieved were between 3 – 4.2 tonne / ha versus 2 – 2.5 tonne / ha with current practices, a 50 -100% improvement.



Cash crop diversification

As the food insecurity reduces, PRADAN helps families diversify into cash crops or horticulture, based on their interest and aspiration. Initially, our focus is on helping families to explore non-cereal crop options, which have higher possibility of returns but require greater level of technical skills and investment. PRADAN achieves this primarily through exposure visits. Once families identify suitable cash crops, we focus on the development of production skills and knowledge. SHGs receive training on issues such as variety selection, input usage, disease and pest management, and improved Package of Practices (POP). Both SHG members and their husbands participated in these events.

In 2009-10, drought conditions caused a substantial shift from vegetables to pulses, oilseeds, and comparatively drought resistant crops like maize. This trend is evident from the sharp drop in rabi and summer vegetables compared to previous years. In spite of challenging conditions, the output of our cash crop interventions was still

substantial, with an estimated Rs. 512.1 million of income generated which translates to an average income contribution of Rs. 10,000 per family.

For the coming year, even more so than with food crops, we anticipate some concerns among new families given that investments of time and capital in the previous year might not have demonstrated the full potential of this livelihood activity. Many teams are exploring crop demonstration and other techniques for the coming year to build greater confidence of new farmers in cash crop related activities, and we hope to see both continued uptake and more pronounced benefits in the coming year.

Following are some examples of experiences with cash crops in the field over the past year:

- ♦ In Gumla district (Jharkhand), PRADAN has helped the “Oraon” tribal community to take to vegetables in a big way. There was a large scale intervention around tomato cultivation during kharif, when the market prices were high. Over 9,200 families participated in various



agriculture improvement programmes in one compact area. Out of which, 4,113 families took up kharif tomato cultivation.

- ◆ One of the key interventions was adoption of wire staking for tomato plants to reduce wastage. This led to an increase in saleable yields of 1 kg per plant. A total of over 22,200 tonne of vegetables were produced in one season in the project location. Overall, 35,900 tonne of cash crops valued at Rs. 107 million were produced, leading to net incomes of Rs. 85.8 million in the hands of poor families (average of Rs. 9,326 per family). Apart from this over 7,860 tonne of food grain was produced by PRADAN promoted interventions in this location.
- ◆ In Singrauli district (Madhya Pradesh), Phoolkali Devi is a member of Sitala mahila mandal in Koluha Village. Phoolkali Devi used to cultivate vegetables only for home consumption. After joining the SHG, she was encouraged to take up this activity on a larger scale. Initially she was reluctant as she had many apprehensions. In the maiden year of producing a cashcrop, she was worried that PRADAN would take away her produce. However after an exposure visit and counseling, she decided to cultivate vegetables on 6.75 cents (about 0.27 hectare) of land. She was trained and supported with timely inputs by PRADAN and at the end of the season, she earned a net income of Rs. 8, 900 from her produce.

Cash Crop Diversification: Outreach

Families and Land Coverage

| Interventions | Families (#) | | Land coverage (ha) | |
|--------------------------|--------------|---------|--------------------|---------|
| | 2008-09 | 2009-10 | 2008-09 | 2009-10 |
| Pulses | 2,451 | 7,765 | 352 | 1,361 |
| Oilseeds | 3,324 | 10,601 | 804 | 2,008 |
| Vegetables | | | | |
| Kharif | 18,300 | 36,765 | 1,342 | 2,303 |
| Rabi | 18,684 | 26,568 | 1,357 | 1,798 |
| Summer | 4,633 | 3,830 | 200 | 94 |
| Other crops | 816 | 3,470 | 158 | 157 |
| Gross cash crop outreach | 48,208 | 88,999 | 4,213 | 7,721 |
| Net cash crop outreach | No data | 49,693 | No data | 6,802 |



Phoolkali Devi was overjoyed, and she and her fellow SHG members are determined to take up larger production in the coming year.

Plantation

Plantation is a comparatively new livelihood activity within our communities. Over the past few years, we have been exploring the relevance and impact of programmes such as Wadi, Tribal Sub-Plan, Special SGSY and other watershed linked horticulture programmes in multiple locations and have successfully developed several viable prototypes. In 2009-10, our focus was on adapting these prototypes to the local conditions and exploring marketing options with the community.

In the coming year, we plan to conduct a review of our plantation activities so that we can further refine our understanding of the relevance and impact of this livelihood and develop a plan to scale it up accordingly.

Land and Water Resource Development

Key to successful and sustainable farm-based livelihoods is the quality of land and water resources. In recognition of this fact, PRADAN works extensively with our communities on Integrated Natural Resource Management (INRM).

To implement our INRM approach, we engage a select number of communities every year in village

Plantation: Outreach

Families and Land Coverage

| Interventions | Families (#) | | Land coverage (ha) | |
|-------------------------------------|--------------|--------------|--------------------|--------------|
| | 2008-09 | 2009-10 | 2008-09 | 2009-10 |
| Fruit trees: mango | 4,604 | 3,312 | 797 | 573 |
| Other fruit trees | | 299 | | 98 |
| Other plantations of economic value | 928 | 1,849 | 330 | 516 |
| Total Outreach | 5,532 | 5,460 | 1,127 | 1,187 |



Land and Water Resource Development: Outreach

Families and Land Coverage

| Interventions | Families (#) | | Land coverage (ha) | |
|----------------|--------------|---------|--------------------|---------|
| | 2008-09 | 2009-10 | 2008-09 | 2009-10 |
| Land treatment | 4,449 | 4,574 | 937 | 1,074 |
| Irrigation | 2,800 | 6,187 | 439 | 1,201 |



level planning workshops to map existing resources and identify opportunities for land and water development. In the reporting period, workshops were facilitated in 1,267 SHGs across 882 habitations of 540 villages. We focused on facilitating planning workshops in project villages which had some assurance of finance such as from GoI supported Special SGSY projects, MGNREGS or NABARD. In addition to planning, we also provide substantial hand holding support for the community as they implement their plans.

There are two major activities under land and water resource development:

1. Land treatment for improving soil moisture regime and rejuvenation of soil
2. Systems for water lining, storage and application

Drought conditions in 2009-10 drove significant community focus on irrigation interventions, where there was an increase of 175% in acreage from the previous year.

During this period, PRADAN helped communities mobilise Rs. 88.14 million for investment in land and water resources, of which 84% was mobilised by the community from Government programmes and an additional 4% was contributed by the

community itself. This investment was used for both community and family level asset creation, as well as working capital. Examples of community assets could be a microli irrigation system, a tank or small dam used by many families, or common grazing land development. Family level assets could include individual wells, pump-sets, and improvement of private farm lands.

To support community plans and investment, 379 Community Service Providers (CSPs) including 28 women, were trained and deployed. A total of 4,052 trainee days of formal training was provided to these CSPs.

The biggest challenges during implementation of land and water interventions was around the processes we trigger in the community so that they look at these interventions as their own and take charge of implementation of the plans. A total of 66,807 trainee days of formal training was provided to the participating families on these issues.

The highlight of our land and water resource development activities over the past year was the strides made by our communities in engaging with the Government system to ensure regular fund flow for their land and water plans.



ENGAGING WITH THE GOVERNMENT TO SUPPORT LAND AND WATER DEVELOPMENT

In Jharkhand, the GoI provided support to our SHGs in five districts for land and water resource development. The total outlay for this three year project was about Rs. 510.9 million covering 28,000 families. Of this, Rs. 63.8 million was released by the district administration for implementation of the village level plans developed by the SHGs. This project is being closely monitored by the State Government and the Central Government and is being seen as an innovative attempt at convergence of the flagship SGSY and MGNREGS programmes. 224 hamlet level plans have been developed which are now being implemented.

In Bankura, West Bengal, we have worked extensively with the Government implementation system to improve delivery of flagship programmes. We trained their staff and helped in simplification of procedure within prescribed guidelines. To complement our work with the Government, we supported the community to develop locally relevant land improvement plans which can be supported under MGNREGS.

The results of these efforts have been quite encouraging. Over this past year, PRADAN was invited and contracted by the State Government in two districts in both West Bengal and Orissa to support the Government system in developing village level Integrated Natural Resource Management plans. Once these were developed, we supported the community on implementation. This was the first such example of formal involvement of a civil society organisation in grassroots implementation of MGNREGS, where the State is also bearing the cost of support to the community.

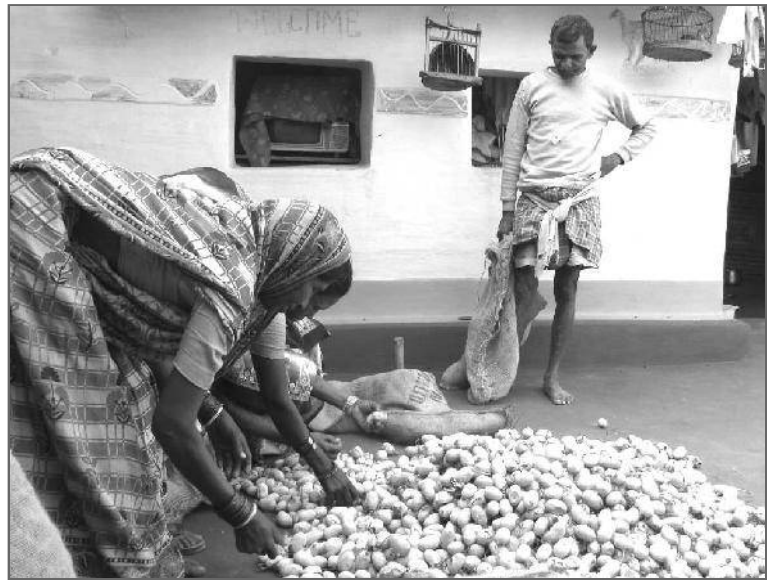
Forest Based Livelihoods

The major forest based livelihoods are Tasar silk rearing and Lac cultivation.

Tasar Silk Rearing

Tasar is a type of silk grown in the wild and is a traditional forest based livelihood in eastern India. PRADAN first identified Tasar as a potential livelihood in the late 1980s, and has orchestrated a revival of this dwindling livelihood by addressing key supply chain constraints, namely: creating a village based supply of disease free layings (DFLs) of Tasar moths, promoting scientific rearing practices to reduce diseases and silkworm mortality, and raising plantations of Tasar host trees on wastelands.

In 2009-10, we experienced a reduction in our Tasar silk rearing activities due to highly adverse climatic conditions in July-August (low rainfall, low humidity and high temperature) that reduced basic seed cocoon production to 60% of the requirement. This was a regional phenomenon and as a result, seed cocoons were also unavailable in the market which meant that only 75% of the families that desired to participate in this activity were able to engage. For those that did participate, yields were good. PRADAN supported families produced 5.75 million seed cocoons, and the total commercial crop production was 33.78 million cocoons which were valued at over Rs. 55 million. This translated to a net income of Rs. 48.4 million or approximately Rs. 12,000 per family. Given the



seed shortage in 2009-10, we plan to work with the community to construct three new buildings (the primary infrastructure required for seed cocoon development) to ensure better access to quality seed cocoons in the coming year. We expect to see a rebound in this activity to historical levels and potentially even an expansion given the current shortage of Tasar silk in the market.

Lac Cultivation

Over the past 4 years, we have seen rising mortalities in the Rangeeni strain of Lac which have now reached up to 100% in our core production areas in Jharkhand and West Bengal. We therefore substantially scaled back our outreach so that we could try to understand the reason behind this high and repeated mortality. In previous years, we had consulted domain experts to identify the cause of this mortality; however in the past year we shifted focus to identify resistant strains by a

Forest Based Livelihoods: Outreach

| Activity | Families (#) | | YoY Change |
|--------------------|--------------|---------|------------|
| | 2008-09 | 2009-10 | |
| Tasar Silk Rearing | 5,414 | 3,901 | -28% |
| Lac Cultivation | 889 | 319 | -64% |





natural selection process. This has yielded at least one strain that has demonstrated robust production in the affected States.

Simultaneously, we have also launched production pilots in different geographies to see if this *Rangeeni* problem is a local or generalised problem. We are also trying to develop an alternate model, working with the *Kusmi* strain on various host plants to create alternate Lac based livelihoods. Once these pilots have demonstrated results, we will consider the vision and trajectory of our Lac programme and act accordingly.

Livestock based livelihoods

PRADAN's engagement with the livestock sub-sector is around dairy and goat rearing. This is a livelihood option that has been identified as a high potential option for those with small land-

holdings, as well as several marginalised communities in Madhya Pradesh and Rajasthan. To date, we have had a limited number of pilots in central and eastern India that have focused on developing a suitable smallholder model in our context. We continue to learn from our experiments and hope to scale this promising activity in the coming years.

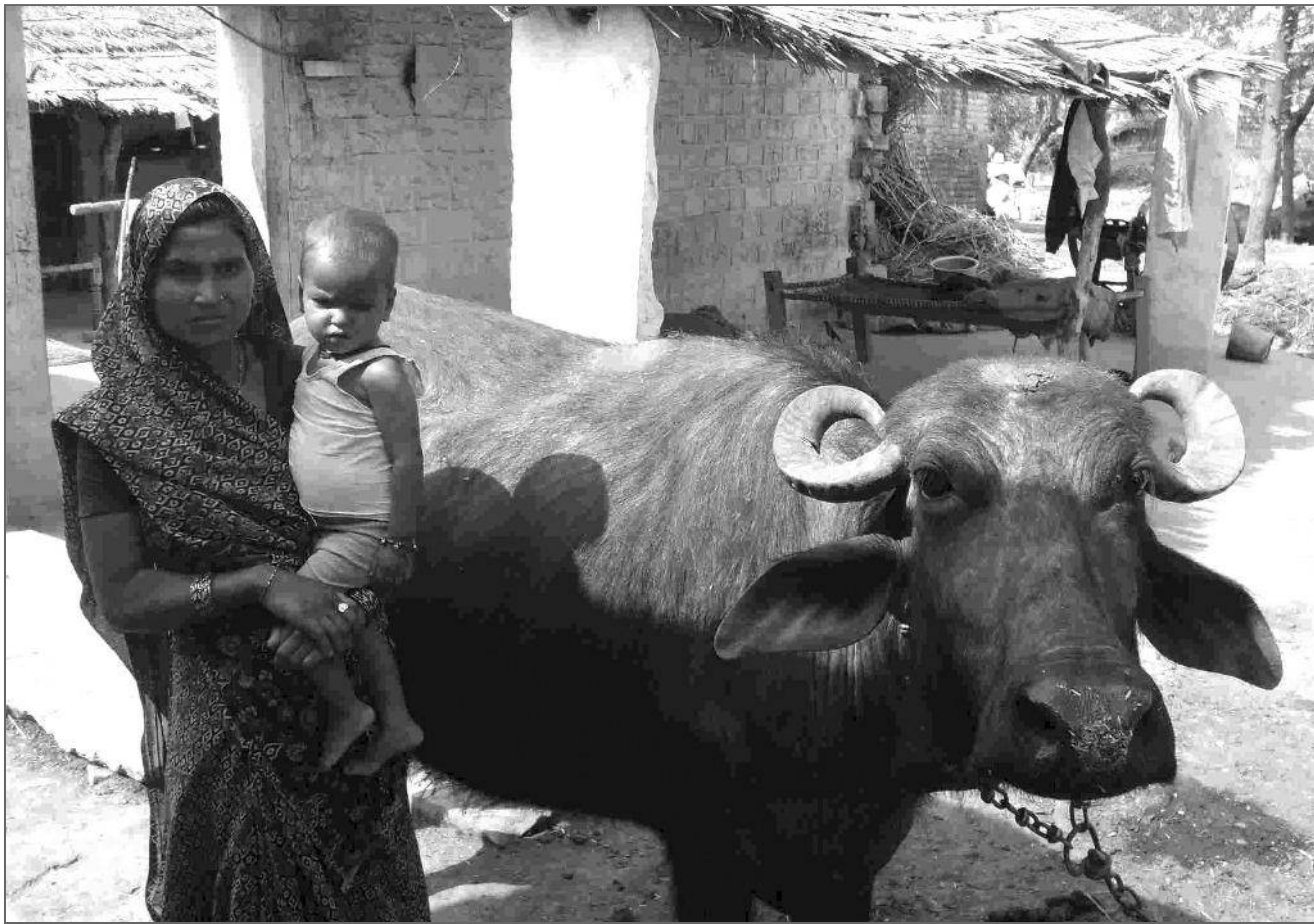
Dairy

Our pilot project on dairy started a few years ago in two different contexts and have yielded similarly variable outcomes.

In Dholpur, Rajasthan, dairy was an established source of livelihood where the critical problem was getting a fair price for milk. PRADAN therefore focused on addressing the community's constraint, and worked with mainstream agencies like the Mother Dairy, NDDDB and the RCDF to strengthen market linkages. These activities led to new milk collection routes and as a result of increased competition, communities are receiving more remunerative prices compared to other developed dairy clusters.

PRADAN is now focusing efforts on training of the community for improving rearing practices so that they can boost productivity and get the maximum benefit of their improved market access. Over the past year, Dholpur team worked with 2,598 families to build skills around buffalo rearing and management.

In Jharkhand, modern dairy was a totally new activity, and has not yielded the anticipated benefits for the community. Although we initiated projects in Lohardaga and Godda in 2002 and 2006 respectively, a majority of the tribal participants from Lohardaga have slowly over time given up dairy as a source of livelihood and those



in Godda also appear to be losing interest. As a result, over 75% of the 179 participants in Godda achieved dairy incomes of less than Rs. 1,000 per month. The collectivised milk marketing system

has collapsed as a lot of families sell milk to other vendors in the area. We are presently analysing the situation, and plan to decide in the coming year whether to continue, reform or discontinue this livelihood activity in the region.

Goat Rearing

Our work on goat rearing is aimed at helping very poor families create a buffer income source. To that end, our interventions focus on developing a system for providing a range of services to reduce mortality and improve husbandry practices. The services include weekly health check-ups, awareness building, door step provision of medicines, routine vaccinations, and de-worming. All these services are run and managed by the community, and in some locations, informal producer bodies have evolved to deliver these good and services.



Micro-enterprises

In 2009-10, PRADAN supported microenterprises engaged about 10,000 households, producing over Rs. 911.7 million of revenue and contributing to over Rs. 72.5 million of household income.

Poultry

The small-holder poultry programme started in late nineties. By March 2010, it had grown to include 5,650 women producers. Of these producers, 5,123 are active and organised in 17 primary co-operative societies and one producer company. These producers constitute the largest commercial production houses in the States of Madhya Pradesh and Jharkhand. In 2009-10, they sold 11,456 tonne of live birds and generated a gross income of Rs. 99.9 million with total revenue of Rs. 809.7 million, a year-on-year growth of 34%. The cooperatives are further federated into two State level apex organisations, namely the Madhya Pradesh Women Poultry Producer's Company Private Limited (MPWPCL) and the Jharkhand Women Self-supporting Poultry Cooperative Federation Limited (JWSPF). The federation passes the benefits of vertical integration, professional and technical support, economies of scale, and increased bargaining power with external suppliers and regulators.

Our focus this past year was on expanding our operations in Jharkhand and Madhya Pradesh, and stabilising our operations in Orissa and Chhattisgarh.

We faced challenges this past year related to both profitability and productivity. Overall the cooperative placements have been lower than planned due to (1) continued scarcity of chicks, which are driving high chick price and undermining the economics of the programme; and (2) lagging shed construction due to delayed release of funds from financiers. The production efficiency was low in the first half of the year, due to very high

Microenterprises: Outreach and Income

| Activity | Outreach | Income (Rs. million) |
|-----------------------|--------------|-------------------------|
| Small-holder poultry | 5,123 | 809.7 |
| Tasar yarn processing | 2,070 | 95.4 |
| Other | 2,646 | 6.6 |
| TOTAL | 9,839 | 911.7 |

temperature and repeated disease outbreaks. However it improved significantly in the third quarter with Efficiency Index touching almost 300 across cooperatives in Madhya Pradesh.

In spite of these challenges, over the past year, we made substantial progress on advancing our poultry model. Some of the key advances included:

Strengthening the Institutional Architecture:

The experience in last 2-3 years particularly with increased systematisation of various tasks, linkages, support from Government agencies and functioning of State level federations increasingly gave confidence to rapidly scale up small-holder poultry in other areas. A five-fold growth is envisaged in the next 5-6 years making the small-holder poultry initiative among the top 10 broiler production entities of India and the largest family poultry initiative in the country. We project a turnover in excess of Rs. 5 billion by 2015.

Institutional arrangements to realise this vision require a robust support system to de-risk and support the producers and primary organisations, orchestrate linkages and spearhead the vision. Toward this, in 2009-10 following organisations have been incorporated:

- ♦ “National Small-holder Poultry Development Trust” as apex sectoral organisation with mandate to spearhead and nurture small-holder poultry
- ♦ Two business verticals with federations as

promoter share-holders: (a) Bhartiya Grameen Mahila Biologicals Private Limited for custom manufacturing, importing and re-packaging of medicine, and, (b) Bhartiya Grameen Mahila Hatcheries Private Limited with the mandate to deal with grand parents, parents, hatching eggs and commercial chicks

The National Small-holder Poultry Development Trust (NSPDT) has started operations in Bhopal. The Board of Trustees has been constituted with PRADAN's Executive Director as the Chairperson. BGM Biologicals has also commenced business. The savings are at least 15-25% across different expenditure categories. The initial experience has validated the starting premise. Once fully patronised by cooperatives, the company will have net revenue in excess of Rs. 5 million per annum, which can be ploughed back to cooperatives and federations as loyalty bonuses and to NSPDT as success fee. It will further provide resources for experiments, pilots and sourcing of technologies for small-holder farms ensuring that the community poultry initiative remains ahead of pack.

A Steering Group comprising CEOs of the State federations, Trustees of NSPDT and senior personnel working in cooperatives has been formed to "steer and spearhead the community poultry



Poultry Programme : Key Indicators

| Particulars | Unit | 2007-08 | 2008-09 | 2009-10 |
|---|-------------|---------|---------|---------|
| 1 Primary producer organisations | number | 16 | 16 | 18 |
| 2 Secondary organisations | number | 2 | 0 | 2 |
| 3 Business organisations | number | 4389 | 2 | 2 |
| 4 Members (women Broiler farmers) | number | 0 | 5250 | 5123 |
| 5 Revenue | million Rs. | 295.5 | 603 | 809.7 |
| 6 Sale of live birds | tonne | 6094 | 10133 | 11456 |
| 7 Producer margins | million Rs. | 21.71 | 54.9 | 54.1 |
| 8 Deferred payment + retained earnings in organisations | million Rs. | 1.17 | 18 | 45.8 |

vision". The steering group has been regularly meeting and has deliberated and reviewed progress on strengthening (i) membership, (ii) cooperative governance, (iii) marketing strategies, (iv) the role of supporting tiers, particularly federations.

Partnership with Vikas Bazar.Net: ICCO, a Dutch donor agency, has provided support to five Non-Governmental Organisations (NGOs) who are part of a network in Jharkhand to promote small-holder poultry in their areas. The producers will be supported by Jharkhand Women Self-supporting Poultry Cooperative Federation Limited (JWSPF). In 2009-10, over 60 producers have been promoted under this initiative and 170 new producers are planned for 2010-11.

Building capacity and setting systems:

The Quality Management Systems for purchases, stores, production and sales were developed last year and have been implemented in 8 cooperatives, with plans to expand to the remaining cooperatives in the coming year. A detailed audit systems manual was also prepared and staff in the newly created audit cells are being trained. Finally, two sets of capacity building modules have also been developed and piloted which include a supervisory module for the local cooperative staff and a membership module. These trainings will be scaled up in the coming year.

Community Poultry Business & Institution Development Cadre:

Given the scale and scope of community poultry vision, the spearheading role requires a professional cadre with requisite skill-sets of "business and institution development." We have initiated efforts to constitute and formalise this dedicated cadre in terms of their common recruitment, compensation, training & grooming,



performance review, career growth/trajectory dimensions. The cadre will have values, beliefs and attitudes in consonance with the community poultry vision (particularly related to community control) and equipped with relevant knowledge and skills to (i) facilitate origination and launch of poultry producers (including scanning opportunities, viability assessments, raising/negotiating funds and reporting to stakeholders); (ii) set up a poultry producers collective and facilitating the collective to graduate as member controlled organisation; and (iii) install and operationalise community poultry in both the technical and business aspects.

Tasar Yarn Processing

To build on the success of our Tasar silk rearing, PRADAN has promoted a Tasar yarn producers' organisation called MASUTA Producer Company

Limited, which enables producers to participate in the upside from value addition. MASUTA procures required inputs including cocoons and production chemicals, and makes them available at competitive rates to the producers. Once the Tasar silk yarn is produced, the company markets the yarn in distant markets. The company has also promoted a joint venture company, Eco Tasar Private Limited, to expand its market by converting yarn into fabric.

In 2009-10, the total number of yarn producers was 2,400, out of which the number of active producers was 2,070. The remaining 330 producers did not contribute significantly to yarn production because of various reasons like illness, pregnancy, marriage, and old age. All these yarn producers are organised into 125 primary groups, which were federated into the Producer Company.

In the reporting year, MASUTA's gross sales turnover was Rs 95.4 million (including inter-office transactions), gross trade revenue generated was Rs 12.6 million. Net profit was Rs. 209,000, highest earning by a producer was Rs 24,000.

Total yarn produced by the producers in the last year was 13.5 tonne and MASUTA has emerged as the single highest producer of Tasar yarn in our country. After initial years of struggle in marketing yarn, we found that the demand for such yarn is finally exceeding production. As a result, yarn prices have increased from Rs. 1,800 / kg to Rs. 2,500 / kg over the past year. Last year about 10 tonne of yarn was sold, out of which 20% were used for further value addition via Eco Tasar.

The past year also brought a major technology breakthrough, an improved reeling machine designed by Ms. Annamarie Mink was modified after trials and has been made ready for commercial use. The improved machine includes a solar system that provides both lighting and power to



the machine, thereby both enabling more flexible working hours, but also allowing for a substantial improvement in productivity. The trials demonstrated 150% improvement in productivity and 50% energy saving.

NABARD extended grant support in three villages for the initial launch of the machine. Additional financial and technical support from Ministry of New and Renewable Energy and Scatec Solar will support plans to establish solar power units in ten of our reeling villages. The solar power will not only support the machines, but will also provide household lighting (through solar lantern) and create facilities for recharging mobiles. We plan to replace existing machines with 300 new machines in the first phase, and in the second phase, we will expand to reach 10,000 women with new machines over 5 years.

Other microenterprises

PRADAN engages in a continuous process of nurturing and incubating emerging microenterprises. Some areas that we continue to experiment with include: oyster mushroom production, siali leaf plate production, fisheries and vermi-composting.

WELLBEING

Over the past few years, our staff and communities have increasingly highlighted a new set of wellbeing issues such as education and health that are critical for the rural poor to live a life of dignity. Many of our field teams have therefore been experimenting with new initiatives over the past year to address such wellbeing issues with community. These efforts have been made in partnership with other Civil Society Organisations (CSO) and Government agencies that have core competence in these areas. We are currently refining our approach to wellbeing initiatives, and evaluating the impact of our pilots to understand how these initiatives should be more systematically incorporated into our models of community engagement. Highlights from our 2009-10 engagement include pilots in Purulia in West Bengal and Koderma in Jharkhand.

Purulia Model Villages Programme

The local SHG Federation has continually requested us to address pressing concerns related to health and education. As a result of this ongoing engagement, PRADAN conducted a detailed baseline survey to understand the community needs and once they were clear, we initiated a new project in June 2009 with 16 communities in the Gram Panchayat of Rigid, that would provide an integrated focus on livelihood, health and literacy. Key priorities of the programme over the past year include:



- ◆ Ensuring better learning opportunity for children and adults through improving infrastructure for school and alternative education/literacy. This included provision for school building renovation, furniture, fixtures, books, teaching materials, as well as toilet facilities to create a proper learning environment
- ◆ Providing drinking water facility for habitations not having clean source
- ◆ Improving health seeking behaviour among communities through community trainings on health (focusing on Malaria and Water/vector borne diseases) and addressing critical gaps in the existing health delivery system
- ◆ Developing / rejuvenating community institutions (Gram Sansads, Women's groups, VECs) through capacity building and mobilisation
- ◆ Developing demonstration unit and analysis to have better understanding on current livelihood trend and opportunities for diversification and scaling up

This programme is unique in PRADAN's context as in this maiden venture, we are taking up an integrated programme that includes components

such as education and health, targeting an entire Gram Panchayat. In the coming year, we hope not only to develop a viable prototype that incorporates wellbeing issues into our direct action model, but also to explore if this is something that could be scaled to other locations and if so, what the implications are for our community engagement and impact.

Purulia Literacy and Numeracy Initiative

In addition to the model villages pilot, the Purulia team is also experimenting with a literacy and numeracy project targeting 3,200 women who are involved in organised livelihood enhancement efforts through SHGs. The project was initiated in March 2009 in the villages of Kashipur, Baghmundi and Ajodhya in Purulia and is exploring:

- ◆ The potential for literacy and numeracy to further increase the women's leadership abilities, as well as their returns from livelihood so that they can achieve even higher quality of life and livelihood
- ◆ The impact of anchoring these types of wellbeing programmes in the SHGs on their relevance, functioning and processes



Purulia Literacy and Numeracy Initiative

| Item | Number |
|---|--------|
| Adult literacy centres | 108 |
| Women participants | 2,413 |
| Participants attending 6 days residential literacy camp | 241 |
| Youth learning centres | 31 |
| Youth participants | 952 |

In addition to focusing on SHG members, this project will also provide non-formal education and coaching support to an estimated 1,000 tribal children based on the premise that building the skills at a younger age will create greater opportunity for the next generation of SHG members.

A key feature of this programme is that it is being anchored and implemented by an Education Man-

agement Committee in the SHG Federation structure. PRADAN professionals are only providing support as requested and do not have any additional staff for managing these programmes.

Koderma Drinking Water Project

In Koderma, PRADAN has promoted 480 SHGs with 7,752 members. Among these members, we have worked with 2,500 members on livelihood activities including agriculture, poultry and Tasar reeling / spinning. To support the livelihood interventions, PRADAN also promoted 20 community based Gram Vikas Samitis (GVS), in as many villages consisting of 10 male and 10 female members each who implement, monitor and manage development programmes promoted in the village.

In two of these villages, Dharaidih and Belkhara, availability of drinking water and sanitation emerged among our SHG members as the key issues. The women then took the initiative to





build consensus within the community and mobilised the GVS to address it.

With financial support from the Damodar Valley Corporation (DVC), PRADAN arranged exposure visits for the GVS members to Gram Vikas, Orissa, that has previously implemented similar projects. It helped the villagers to visualise the project outcomes as well as the processes involved in planning and implementation.

As a result of their exposure, the community visualised a total sanitation and drinking water project. However the first phase of the programme focused on the drinking water component. The cost in each village was Rs. 1,500,000, of which the community contributed Rs. 20,000.

The primary challenge beyond raising funds was to address social inequalities within the two villages, so that communities could come together and jointly participate in project implementation and management. PRADAN organised regular meetings in these villages to narrow the social gap, which set the stage for successful implementation and management.

Once the piped drinking water was available to the community, there were smiles all around the village, particularly among women. In Belkhara, all the 80 households have taken pipe connection and in Dharaidih, 60 out of 125 have received connection. Socially motivated villagers are working voluntarily with the remaining families to encourage them to use the safe,

piped water over contaminated sources and we hope that all families in Dharaidih will have a connection in the coming year.

As part of a vision to reduce water borne diseases in the villages, the plan for the coming year is also to provide a toilet-cum-bathroom facility to each and every household in these two villages to prevent open defecation and bathing related contamination.



SECTORAL ENGAGEMENT

In addition to our direct approach focused on community mobilisation, empowerment and livelihoods, PRADAN is experimenting with alternate delivery models to expand our outreach and impact. One such model is the “sectoral approach.” The rationale for experimenting with sectoral approach is that there might be some technology based interventions which are highly relevant and impactful for certain communities, that either do not require intensive mobilisation given their specific context, or can still derive substantial benefit from a livelihood intervention prototype without the corresponding social mobilisation.

One such sectoral approach currently being piloted in Bihar relates to System of Root Intensification technologies. One of the key objectives of this pilot is to understand both the impact of this new approach (relative to our aforementioned direct approach), as well as the implications for our own operating model if we were to scale this sectoral approach across relevant geographies and technologies.

Bihar Sectoral Initiative related to System of Root Intensification technology

PRADAN had been working in Bihar since 1988, however following partition of the Bihar State, most of PRADAN’s focus areas had been on the tribal dominated terrain which now forms the Jharkhand State. Banka was the only district of newly formed Bihar where PRADAN continued its work.

Our presence in Bihar has been limited because of historical reasons. The lacklustre performance in agriculture and deep rural poverty have continually raised internal questions of whether and how we might engage. In 2007, an opportunity presented itself. The Bihar Rural Livelihood Promotion Society was looking for NGOs that could work with a sectoral approach to address issues of food security and poverty by direct intervention in agriculture.

A senior professional of PRADAN piloted the sectoral project on rice cultivation in 2007-08. Paddy is the principal cereal crop of Bihar. However productivity in the State is low, at just 2.2 tonne / ha compared to a national average of 2.5 tonne / ha. The project's objective was to enhance productivity of paddy through a new technology, the System of Root Intensification. This pilot project was very successful, and the following year the scope of the project was expanded to include wheat as well.

In 2009-10, in spite of poor monsoon conditions, the programme continued to generate substantial benefits for the community.

- ◆ 5,964 families cultivated SRI Paddy on 766 acres and over 22,000 were exposed to the new practices. The average yield was reported to be 6 tonne / ha, with a maximum of 14.1 tonne / ha compared to a baseline average in the area of just 1-2 tonne / ha
- ◆ SRI Wheat was scaled to reach 15,808 families on 1,304 acres. The average yield was 4.5 tonne / ha, with a maximum of 10 tonne / ha compared to a baseline average of just 1.4 - 2.1 tonne / ha and a national average of 2.35 tonne / ha

- ◆ SRI Rapeseed was piloted with 7 families under ATMA and yielded 3.3 tonne / ha compared to a historical average of 0.8 tonne / ha
- ◆ There was also experimentation with NPM (Non Pesticide Management), Zero Budget Natural Farming and SRI Vegetables (tomato, brinjal)

In addition to these results in the field, over 300 village resource persons were trained for SRI Paddy and 341 for SRI Wheat.

One of the critical success factors of the project to date has been strong efforts to involve all major stakeholders of agriculture and rural development in the State. Top Government officials like divisional commissioners, district magistrates, officers, directors of related departments, and scientists from KVKs and ICAR were intensively involved and provided vital inputs in the pilot project at critical stages including harvesting and crop measurement. The success of the pilots generated high level of excitement among both Government and non Government organisations and they showed renewed interest to participate in the following season.

In the coming year, based on the success of our pilot, the Bihar Rural Livelihood Promotion Society has decided to scale up SRI Rapeseed, SRI Vegetables along with SRI Paddy and Wheat. PRADAN is closely monitoring the impact of this programme and will use the learnings to reflect on the broader questions of sectoral approaches and how they might fit into our community engagement strategy.

RESOURCE MOBILISATION

In all the above mentioned activities, we continue with our past strategy of supporting the communities in mobilising resources for working capital and investment from mainstream agencies. For livelihoods, PRADAN helped community organisations to access Government funds from various mainline poverty alleviation programmes. Credit from SHGs and Banks were also an important source of capital, however the most substantial investment (50%) actually came from the communities themselves. The chart below gives the source-wise details for the funds mobilised during this past year.

PRADAN facilitated mobilisation of Rs 911.41 million in the reporting year from various sources. The six Special SGSY projects in West Bengal and Jharkhand, Integrated Tribal Development Programme in Jharkhand, IFAD supported OTELP in Orissa, support from MGNREGS in various districts in Orissa, West Bengal and MP were among the major sources of funds. NABARD supported a number of projects around land and water development and specifically orchard promotion in number of districts in Orissa, Chhattisgarh, Bihar, West Bengal, and Jharkhand. Funds were also accessed from district allocation of programmes like MGNREGS AND SGSY.

Resource Mobilisation: Funds Mobilised by Source for 2009-10. (Total Rs 911.41 million)

| | | | |
|------------------------------------|----|------------------|---|
| Investment from people's resources | 50 | Credit from SHGs | 9 |
| Banks & others | 22 | Donors | 2 |
| Government subsidies | 17 | | |



Resource Mobilisation: 2009-10

| Programme | Funds Mobilised, Source-wise (Rs. in Million) | | | | | |
|---|---|--------------|----------------|----------------------|--------------|------------------------|
| | Total | Credit | | Grant | | Investment |
| | | SHGs | Banks & others | Government subsidies | Donors | People's Own Resources |
| Land based livelihoods | | | | | | |
| Improved agriculture | 214.31 | 67.80 | 12.53 | 34.52 | 0.32 | 99.14 |
| Plantation | 37.17 | 0.12 | 1.05 | 30.77 | 3.97 | 1.26 |
| Improvement of land and water resources | 32.11 | 0.00 | 0.09 | 26.90 | 4.17 | 0.95 |
| Irrigation infrastructure | 56.03 | 0.00 | 0.63 | 46.74 | 6.25 | 2.4 |
| Other livelihoods | | | | | | |
| Forest-based | 8.10 | 0.97 | 1.48 | 0 | 0 | 5.66 |
| Livestock-based | 31.61 | 2.69 | 15.99 | 5.94 | 0.15 | 6.84 |
| Micro-enterprises | 63.37 | 6.00 | 31.93 | 12.14 | 2.5 | 10.80 |
| Livelihood investment (sub-total) | 442.70 | 77.57 | 63.69 | 157.01 | 17.35 | 127.07 |
| Ongoing activities by SHG members | 468.72 | — | 136.73 | 0 | 0 | 331.98 |
| TOTAL | 911.41 | 77.57 | 200.42 | 157.01 | 17.35 | 459.06 |

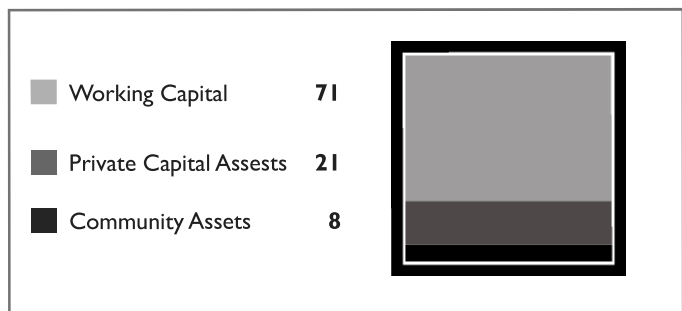


Programme Investment: 2009-10 (Rs. in Million)

| Intervention | Total Apr-March '09 | Working Capital | Household Assets | Community Assets |
|--|---------------------|-----------------|------------------|------------------|
| Land based livelihoods | | | | |
| Improved agriculture | 124.92 | 76.12 | 38.07 | 10.73 |
| Plantation | 35.99 | 1.44 | 16.21 | 18.35 |
| Improvement of land and water resources | 27.55 | 0.72 | 22.27 | 4.56 |
| Irrigation infrastructure | 51.36 | 4.08 | 25.10 | 22.18 |
| Other livelihoods | | | | |
| Forest-based | 60.15 | 8.05 | 52.10 | — |
| Livestock-based | 81.30 | 50.37 | 30.78 | 0.15 |
| Micro-enterprises | 64.83 | 40.36 | 11.07 | 13.41 |
| Total livelihood investments | 446.11 | 181.13 | 195.60 | 69.37 |
| Ongoing activities by SHG members | 468.72 | 468.72 | — | — |
| Total | 914.82 | 649.85 | 195.60 | 69.37 |



Support from corporate bodies is also emerging as a new window for the rural poor. The Damodar Valley Corporation (DVC) is supporting projects in three districts of Jharkhand and one district of West Bengal. The ACC Limited is providing support in one district of Jharkhand. Following table provides details of funds mobilised source-wise for different interventions.



During the year PRADAN supported the community in investment of the mobilised funds and unutilised carried forward balance from last year. 71% of the investment was for working capital, 21% for investment at the individual level and 8% in developing community infrastructure. Following chart provides breakup of investment during the year. The table on Programme Investments elsewhere provides details of the investments around different sectoral interventions.



OUR IMPACT

The cumulative income impact of our livelihood activities on household incomes is provided below. Families at the lower end of the range are typically newer families while those with Rs. 15,000+ would represent families with a longer history of engagement. One of our focus areas in the coming years will be to continue to increase the intensity of livelihood intervention so that we can increase the higher end of the income distribution from Rs. 15,000 to our aspired target of Rs. 25,000+.

In the coming year, we are also planning to develop a more comprehensive impact framework that will provide more insight into our livelihood outcomes and also reflect our progress on community empowerment.



Impact of PRADAN interventions

Income Generation 09-10 (Rs. in Million)

| Income Range | % of families |
|----------------------|----------------------|
| less than Rs.2,500 | 16.73 |
| Rs. 2,501-7,500 | 27.79 |
| Rs 7,501-10,000 | 25.52 |
| Rs. 10,001-15,000 | 21.97 |
| more than Rs. 15,000 | 9.96 |



PARTNERSHIPS

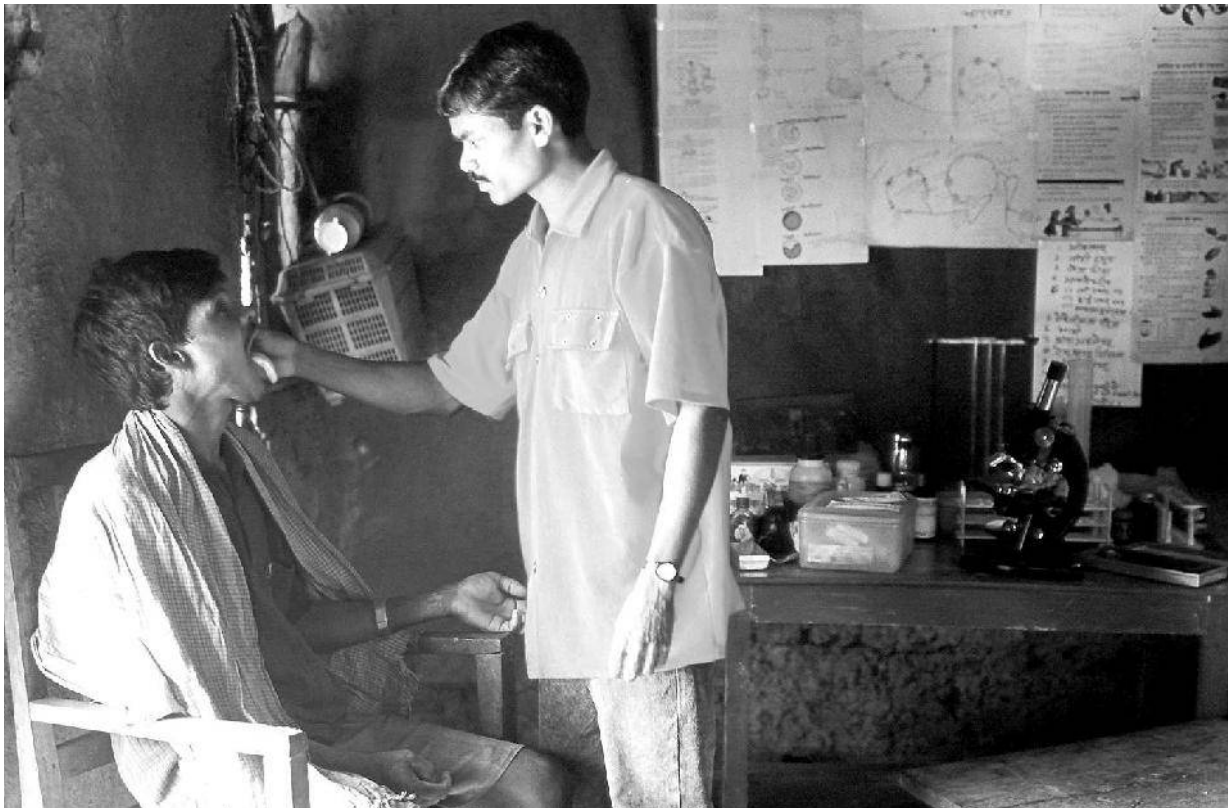
We appreciate that there are many areas related to development where we do not have core competence and even in our primary domains of practice, there is much that we can both learn from others and contribute. We therefore engage in partnerships as a means to improve our own practice, share our learnings and experience with others, and build relationships between the communities where we work and other stakeholders that can support and enrich their development. In 2009-10, we participated in a number of ongoing partnerships with organisations including ABSSS, Arohan Trust, Digital Green, Mission Shakti, Seva Mandir, Seven Sisters Development Trust, the South Orissa Development Network, the Tejaswini Rural Women's Empowerment Programme, and Vikas Bazar.net. Highlights from several ongoing partnerships or collaborations in 2009-10 are shared below.

Arohan Trust

Arohan Trust is an organisation dedicated towards the wellbeing of most vulnerable indigenous communities in Jharkhand. It was registered as a Trust in December 2008, and is headed by a former PRADAN staff who had been working with the Paharia tribe since 2001. It works largely on enhancing livelihoods and improving access to health services through mobilising communities and enhancing capabilities. As on March 31, Arohan worked with 1786 Paharia families of 50 villages in Sundarpahari block, Godda district, Jharkhand.

Arohan's activities focus on reducing maternal and infant mortality by ensuring safe motherhood, immunisation and prevention and treatment of Malaria. This programme was initiated in September 2008 with support from UNICEF and is being implemented in the Sundarpahari block of Godda district (Jharkhand). The core focus over the past year includes

- ◆ strengthening immunisation services and ante-natal care,
- ◆ following up with risky mothers and malnourished children to counsel them on



the benefits of institutional delivery and improved feeding practices

- ♦ facilitating access to key services, such as disease diagnosis, treatment, and post-natal home visits
- ♦ supporting malaria prevention through distribution of long lasting insecticide treated bed nets

Arohan's livelihood activities are focused on 4 villages in Paharia pockets of Sundarpahari block and are being implemented in partnership with PRADAN. Over the past year, we jointly worked with 96 families on opportunities related to horticulture plantation and goat rearing through the Special SGSY programme.

Digital Green

PRADAN in partnership with Digital Green has started ICT based intervention to speed up the process of adoption of agricultural best practices by families. We are piloting this intervention in 5 project locations (Khunti and West Singhbhum in

Jharkhand, Mayurbhanj in Orissa, Dindori and Mandla in Madhya Pradesh). One of the key things that we are hoping to learn from this partnership is how technology can impact the pace of community processes.

The approach is for trained Community Resource Persons to create videos of best practices. These videos are checked and edited by experts and

PRADAN-Digital Green Partnership Results 2009-10

| | |
|---------------------------------|-------|
| Total videos produced | 237 |
| Videos screened | 191 |
| Agriculture practices recorded | 158 |
| Total number of Disseminations | 1,106 |
| Net number of families viewing | 2,887 |
| Average Families/ dissemination | 15.3 |
| Total adoption by families | 700 |

then circulated for dissemination. A typical video is screened in 1 - 2 SHGs per week. The session is facilitated by a trained Community Service Provider, who plays the short 6-8 minutes video and then facilitates a discussion around the content. In return for this service, villagers are required to pay a small fee. Key elements of the discussions are also recorded and then analysed as a feedback on whether the video is generating the desired discussion and internalisation. Adoptions by families post dissemination are also recorded. Staff from Digital Green are jointly working on the project alongside PRADAN staff.

This initiative has gained wide acceptance and in all centers, the community pays a fixed amount for seeing the videos. In West Singhbhum in Jharkhand and Mayurbhanj in Orissa the initiative has successfully kindled interest of NABARD as well as the local administrators as a low cost approach for knowledge dissemination. The summary of progress made to date is provided below.

Given the high potential for this technology, we plan to continue our monitoring of the impact in the coming year and explore the possibility to extending it to non-farm topics. Once the benefits have been established, we will also map out a plan to scale this up across PRADAN.

Vikas Bazar. Net

Vikas Bazar.Net (VBN) is an NGO network initiative to facilitate market-led livelihood promotion in the State of Jharkhand. VBN was created in 2005 and now has 16 like minded NGO partners. The vision for VBN is that it will not itself become a market player, rather provide a forum for sharing and learning among its network partners. Senior representatives from member organisations meet quarterly to decide on a plan of action. In 2009-10, the major activities of the VBN were

- ◆ Conducted a value chain study for potato
- ◆ Continued value chain development activities for tomato

- ◆ Provided exposure visit on vegetable cultivation to Nashik
- ◆ Completed market profiling of 30 markets across 2 States
- ◆ Created training opportunities for members on livelihood promotion (organised by PRADAN) and a one month training on poultry production and management for poultry supervisors
- ◆ Engaged in policy and advocacy activities related to MGNREGS and SRI

PRADAN presently holds the secretariat and views this as an important network to generate knowledge, share experience and learn from other members on issues related to market-led livelihoods. The network is now poised to move from knowledge and understanding to collective action. In the coming three years VBN proposes to continue with its facilitative role to create and foster conditions that will help partners to play effective roles in market led initiatives and plans to undertake the following tasks:

- ◆ Capacity building of partner organisations
- ◆ Strengthening and deepening of value chain perspectives
- ◆ Formation and nurturing of coalitions / collectives (new and existing)
- ◆ Organisational development of VBN
- ◆ Undertaking advocacy work and building linkages with relevant stakeholders
- ◆ Experimentation, reflection and dissemination of learning
- ◆ Strengthening secretariat

Mission Shakti

PRADAN and the Mission Shakti project promoted by Government of Orissa initiated a three year partnership in August 2008. The overall objective of the Mission Shakti project is to empower the poor through building self managed women's institutions to enable them to improve their livelihoods. PRADAN's role in this project is to

build the capacity of SHGs and federations so that they can achieve these objectives. As part of the project, PRADAN is providing technical support to community institutions in all the eleven blocks of Rayagada district, and is also doing its own direct mobilisation in Kolnara block.

In 2009-10, the main focus of the project was on strengthening the existing SHGs. To do this, new systems were introduced and by year end, over 3,000 SHGs (40% of total) had successfully adopted them. To support these improved systems, over 1,500 village level accountants were also trained. In addition to SHGs, we took several steps to build livelihood capabilities, training over 1,800 women in various activities including vegetable cultivation and leaf plate stitching etc.

The main challenge that we are facing to date in this partnership is around institutionalising the improved systems and processes. Previously, SHGs were forced to deposit all savings in a local bank, which is good for bankers, but limits the

local lending due to inaccessibility of the funds at the community level. We are trying to strengthen systems and processes so that the SHG members can confidently keep their savings with the SHG that would be readily available for loans. The other challenge is that many banks are still denying SHGs the credit linkage required to fund their livelihood activities, and some communities are also facing challenges in mobilising required funds through programmes like SGSY. We plan to actively support the community on resolving these issues in the coming year, as capital is a critical enabler for any successful livelihood programme.

Seven Sisters' Development Trust

In 2008, PRADAN decided to support one of our experienced professionals to establish an organisation that would undertake development interventions in the North-East. The organisation was formed in May 2008 as the Seven Sisters Development Trust (SSDT). SSDT has committed support for the next 3 years from the Sir Dorabji Tata Trust (SDTT) and PRADAN. SDTT will



provide the initial funding support and PRADAN will provide strategic and techno-managerial support.

SSDT has an initial focus on three districts of Bodoland Territorial Council area of Assam (Chirang, Kokrajhar and Baska districts). SSDT follows a model similar to PRADAN, focusing on mobilising women into SHGs and intervening in agriculture, initially through the System of Rice Intensification.

SSDT has adopted three modes of engagement – direct engagement with community, collaborating with other NGOs / Farmers organisations / Youth Groups, and supporting a pool of best practice farmers through training to expand SRI. Its key collaborators are a local NGO named Disha in Chirang, DuBAA (the Farmers association of Bodoland), and the youth group ABSU (All Bodo Students Union). A train-the-trainer model is being used to promote SRI in Udalguri and Sonitpur Districts. SSDT also established partnership with NABARD, which has promoted about 20 Farmers clubs in Chirang district. SSDT now plans to cover all the farmers clubs with SRI and introduce loan Irrigation scheme with assistance from NABARD.

Although it is a new organisation, SSDT is rapidly scaling up its activities. This past year, SSDT recruited two agriculture graduates and engaged local youths to support expansion of SRI, agriculture activities and women's SHGs. Direct intervention of SSDT currently covers 18 villages and 700 families, which represent 28 SHGs, 650 SRI farmers and 15 System of Wheat Intensification (SWI) farmers. SSDT is also gaining recognition in the region, and was recently invited by the Governor of Assam to review ongoing work on SRI.

Tejaswini Rural Women's Empowerment Programme

PRADAN started working with the Madhya Pradesh Mahila Vika evam Vikas Nigam (MP-MVVN) in 2007, under the IFAD assisted 8-year Tejaswini project as a Resource Agency for Institution Development. Under the project, PRADAN is working in 3 districts in the eastern tribal area, consisting of Mandla, Dindori and Balaghat. The overall objectives of the project are to form and strengthen 1,200 SHGs, facilitate access to micro-finance for the members, create new demand-based livelihood opportunities, and facilitate formation of SHG apex institutions that would work on issues of wider wellbeing. In addition to direct engagement, PRADAN is working with 12 facilitating NGOs (FNGOs) in training and provision of knowledge resources. PRADAN plans to support the FNGOs to form, groom and nurture 4,800 SHGs, benefiting 72,000 families in addition to those we work with directly.

In 2009-10, 2,400 groups have been formed, contributing to a total of 5,887 since the inception of the programme. Of these groups, 21% have been formed by PRADAN directly and 79% have been formed by FNGOs. Total savings accumulated in the groups is approximately Rs. 27.1 million and total loans disbursed are approximately Rs.25.5 million.



HUMAN RESOURCE DEVELOPMENT

PRADAN believes that removing poverty is a transformative process that begins with triggering or catalysing change in poor people's own belief systems. This requires empathetic engagement with poor people over a significant period of time. Simultaneously, one needs to enhance their knowledge and skills, the “doing” dimension of human capability, to help them build assets, sustainably enhance productivity of their assets, gain access to entitlements and effectively negotiate mainstream socio-economic processes with dignity. Bringing in and equipping suitable people to do such work in villages has been at the level of organisational mission in PRADAN. We are not aware of an existing educational programme in India that equips people with skills, knowledge and perspective needed for transformative grassroots work. PRADAN therefore must invest significant organisational energy to find and induct well-educated youth and to equip them with the skills, knowledge and perspective necessary to become effective grassroots workers.

In its early years, PRADAN drew personnel through word of mouth and gave them brief exposure to grassroots work through visits to other NGOs and PRADAN projects. Those who chose to stay would be placed in grassroots projects, to learn on the job. However, by 1994, as the organisation began to take shape and needed to add 10 to 12 new people yearly in an assured way, a separate Human Resources Development (HRD) Unit was set up and HRD processes and programmes were developed systematically. The HRD Unit initially focused on recruitment, induction and early training of young educated people at the entry level. With time the focus of the HRD unit broadened to building capacities of staff — equipping them to play current roles more effectively, and to make transitions to newer roles.

Development Apprenticeship is the main mechanism for PRADAN to bring in young people with varied educational backgrounds, motivated to use their knowledge and skills for the benefit of the rural poor. Today PRADAN's Development Apprenticeship Programme brings in some 150 potential development professionals and some 50-60 of them graduate as Executives. Over the past year, we conducted an assessment of our apprenticeship programme; Some of the highlights are shared below:



- ◆ Nearly 1,350 apprentices have joined; of these, 650 joined during 2005-2010
- ◆ 495 apprentices graduated; of these, 254 graduated during 2005-10
- ◆ 56% of those graduating between April 2000 and March 2010 continue in PRADAN; Most of those who leave for reasons related to life cycle stage
- ◆ 15-20% continue to work in the development sector upon leaving PRADAN
- ◆ Of the Executives who have left in the first 5 years, half joined other organisations in the development sector—including NGOs, bilateral and multilateral development projects, the banking sector and companies (mostly serving rural populations), or consulting in areas of social responsibility the other half went for further studies in India and abroad
- ◆ 5% of those who left (6+ years of work experience) either started their own organisations or continued in leadership roles in organisations in the sector
- ◆ 87 professionals have been in PRADAN for 6

to 25 years and form its leadership pool, up from 60 in 2006 and 25 in 2000.

During this year, too, PRADAN continued in its endeavour to bring in well educated people to live and work for rural poor. Our major thrusts were, increasing number of Development Apprentices recruited and identifying ways to meet the growing requirement of human resources. The Apprenticeship programme focused on strengthening the curriculum, faculty and the guidance. The ongoing staff development programmes focused on developing a road map for the leadership apart from enhancing on the job performance of PRADAN Executives through introducing mechanisms to make role transitions while in PRADAN and acquire necessary capabilities to play current roles more effectively.

Overview of Human Resources

The total staff strength of PRADAN as on March 31, 2010 is 569, out of which 265 are Executives, 91 are Assistants, 53 are Development Apprentices,

Human Resources in PRADAN

| Particulars | March 31, 2009 | | | March 31, 2010 | | |
|----------------|----------------|-----|-------|----------------|-----|-------|
| | Total | Men | Women | Total | Men | Women |
| Executives | 226 | 181 | 45 | 265 | 213 | 52 |
| Assistants | 82 | 65 | 17 | 91 | 72 | 19 |
| Contract Staff | 169 | 146 | 23 | 160 | 144 | 16 |
| Total | 477 | 392 | 85 | 516 | 429 | 87 |
| Apprentices | 76 | 57 | 19 | 53 | 43 | 10 |
| Grand Total | 553 | 449 | 104 | 569 | 472 | 97 |

160 are on short-term contract with PRADAN. The status of human resources in PRADAN is summarised below.

Recruiting Apprentices

This year began with 76 Development Apprentices on board. Another 117 Apprentices joined during the year, 77 left the programme mid-way and 63 graduated as Executives. In this way there were 53 Apprentices on board by March 31, 2010. A total of 255 offers were made for FY 2009-10. Another 359 selection were made for FY 2010-11. All this happened with efforts of 49 recruiters visiting 36 campuses and conducting 8 special recruitment camps. Our effort for making lateral entries continued with 5 experienced professional joining as Executives in field teams directly.

This year we also made some new efforts like participating in placement fair and conducting workshops to create awareness among the students' community as well as the faculty about grass roots work.

Ongoing Professional Development

Strengthening practitioner effectiveness in the current role and to take up new roles prompted PRADAN to introduce the concept of planning for ongoing staff development. As the number of new practitioners entering the organisation grows, so does the need to consolidate knowledge and practice from the past into a form that may be used to systematically equip newcomers (in all three areas of human, technical and conceptual skills) with required competencies.





During this reporting year we tried to achieve these by:

- ◆ Assessing our organisational training requirements for the year
- ◆ Developing a road map for the leadership development
- ◆ Systematically designing and introducing programmes envisioned for Executives and Leadership
- ◆ Identifying and building a pool of faculty for all new programmes launched during the year and increasing the current pool of faculties
- ◆ Efficiently conducting the on-going programmes.

During the year, 5 Executive Development Programmes (EDP) and 6 Leadership Development Programmes (LDP) were conducted covering 207 participants.

Reflections and Challenges

Bringing well-educated young professionals into the field of development remains a serious challenge. However, as with the economic slow down last year, we did not experience a substantial change in joining ratio. The longer term challenge in this area remains to position public service as a profession in civil society and work toward launching development practice as a discipline.

The other focus is to continually refine our learning and development agenda. The organisation is growing rapidly, and the external environment is constantly changing. So we have to be conscious of where we need to strengthen or do things differently. In the coming year, we will focus on understanding the learning and development needs of our teams as well as our individual staff members so we can continue to refine our learning and development priorities.

RESEARCH AND RESOURCE CENTRE

The Research and Resource Centre (RRC) was set up in 1990 to enhance the efficiency and effectiveness of our development practice and to develop methodologies for scaling up our work. Knowledge generated at the RRC is used to bridge internal knowledge gaps, inform our policy advocacy activities and disseminate our learnings and experience to external stakeholders.

In 2007 the RRC entered into a partnership with the Aga Khan Foundation to set up a National Resource Centre for Rural Livelihoods. This initiative seeks to build livelihood related knowledge and create a forum for knowledge exchange between practitioners. We accomplish this by creating opportunities for reflective observation and conceptualisation and learning from peer / experts, research studies and exposure visits.

The RRC has historically received support from the Ford Foundation, Sir Dorabji Tata Trust, The United Nations Development Programme and Sir Ratan Tata Trust. In 2009-10, the RRC was supported by Agha Khan Foundation, SRTT and Oxfam. Highlights from the year are shared below.

Documentation and Communication

- ◆ NewsReach, our monthly in-house journal was redesigned last year in its present format and appearance. We brought out two special issues in the year on the themes of SRI and MGNREGA. We have increased the distribution to over 600 readers covering more external stakeholders from other NGOs, funding agencies, Government, donors, educational and other resource institutions, individuals, select corporates and media.
- ◆ A Practitioners' Toolkit on INRM was developed to consolidate our experience to date at the grassroots in natural resource management. This is a ready reference for practitioners in the field, an input to our training programmes as well as a tool for wider dissemination of our experiences and practices.
- ◆ 2 documentary films we completed on SRI and the SHG Federation in Kesla.
- ◆ 6 short training films were developed for community facilitators to disseminate key messages and ideas on SHG formation and nurturing



Research

Highlights of our research agenda include three major projects: Participatory Research on CBOs, a Tasar Impact Assessment and four Value Chain studies.

Participatory Research on CBOs: Promoting community based institutions has been an important strategy of the non-Governmental organisations to strengthen rural livelihoods in India. To understand the common issues faced by these promoters and to identify and address the knowledge gaps, we organised a workshop in the previous year with both practitioners and resource persons to identify some of the key gaps in the CBO literature. The major gap areas that emerged were:

1. absence of literature written from a practitioner's point of view
2. absence of broad based compilation of CBO success stories
3. absence of a how-to-do document that covers the essential steps to build a successful CBO

These knowledge gaps were especially glaring when we look at documentation of externally facilitated and member-governed organisations involved in livelihood promotion and wealth creation. In an attempt to fill this knowledge gap, a joint learning project has been launched in a participatory research mode involving nine selected CBOs and their promoters (mainly NGOs) as research partners. There will be nine cases documented thus. The research question is to identify the necessary and sufficient conditions that allow the emergence of self governed CBOs in the livelihood sector. In addition to the process documents we are also looking to bring out a "how-to-do document" on promoting CBOs. The role of the RRC will be to facilitate a reflective-learning process in individuals and groups, both at the level of Research partners as well as respondents in the CBOs. The expected outcome of this initiative will be an enhanced knowledge base on strategy and approaches regarding promotion of member based community organisations for livelihoods and empowerment.



Tasar Impact Assessment: This study was a systematic impact assessment of the Tasar rearing intervention in two Jharkhand locations – Santhal Parganas and West Singhbhum. The findings highlighted both our success at reviving the sector and creating viable livelihoods for our producers, as well as some of the challenges and constraints that have emerged within the programme. We are in the process of internalising these recommendations and refining our programme accordingly, and also hope to use the information to guide our engagement with donors as well as policy makers.

Value Chain Studies: We conducted value chain studies for four commodities - mango, lac, chickpea and paddy. The goal was to identify and prioritise

areas of intervention for the benefit small and marginal farmers. Now that the studies are complete, we are in the process of disseminating the findings internally and where relevant, externally as well.

Policy and Advocacy

Workshop on SRI: The National Resource Centre for Rural Livelihoods, hosted in the RRC, in collaboration with Sir Dorabji Tata Trust, held a one day experience sharing workshop in December 2009 in New Delhi on SRI. The workshop succeeded in bringing together different stakeholders involved in promoting SRI. Presentations were made by facilitating agencies, practitioners, scientists and senior Government officials including the Mission Director of the



National Food Security Mission (NFSM). Discussions were facilitated to evaluate the role and importance of SRI in ensuring food security in rainfed areas, as well as identifying scope for affirmative action within the prevailing policy framework. The workshop has provided considerable boost to the civil society initiatives to spread SRI and to engage with the State on providing support for scaling up these initiatives. The openness displayed by the National Food Security Mission (NFSM) at the workshop has encouraged many of the NGO and resource agencies who were at the workshop to come together and move a concerted strategy to engage with NFSM and open a channel to draw support. This collaborative relationship with the NFSM is sought to take up large scale replication of SRI. There is also a strong proposal among a few NGOs, donors and resource agencies to come together and form a national consortium on SRI, which will spearhead

scaling up of in the country. The NRCRL will look to play an active role in the formation of the consortium.

Follow up on the Report of the Working Group on Producer Companies (WGPC): As part of the follow up to the WGPC report completed in 2009, we have been contacting different senior officials and politicians to push through the recommendations. Last year we presented the report and the recommendations to the Dr. Salman Khurshid, the Minister of State for Corporate Affairs and the Secretary, MOCA, Mr. R Bandyopadhyay and his officials. Sadhan facilitated many of these meetings. The positive responses from these people have encouraged us to submit the report to the Parliamentary Standing Committee on the Companies Bill 2009, which would be the body that will ultimately suggest changes in the legislation.

REFLECTIONS

This past year, as we worked to implement our Vision 2017, several issues related to our approach emerged which needed focus and refinement:

- ♦ building capabilities of community to take charge, rather than just programme delivery
- ♦ to enable this, strengthening a cadre of CSPs who can build skills in the community and facilitate ownership and control
- ♦ expanding our scope of engagement to include wellbeing issues and rights based activities

Our focus

Building community capabilities so that they can take charge of their future: As we sought to scale up our existing model, reflection and introspection led to the realisation that our focus on enabling communities and building their agency was drifting. The funds raised to fuel our growth has created substantial pressure to focus on implementing programmes and achieving targets. When under pressure to deliver, it is often easier to focus on delivering services rather than building the underlying capability, and as a result we found ourselves slipping into a delivery mode rather than focussing on competency building to enhance livelihoods.

In response to this concern, the PRADAN's leadership triggered deliberations on our "Grassroots Engagement Methodology." Ideas were codified and circulated, many workshops were conducted, and as we refined our articulation of our grassroots engagement, experienced professionals also tested and demonstrated it in the field. This process sought to trigger each team, and individual PRADAN staff, to critically review their own approach. As a result of these deliberations, we expect to see the community taking greater ownership of interventions, which should be visible in the completion, sustainability, and community resource contributions of the future.



Key enabler

Community members who provide essential knowledge and services: These deliberations on our grassroots engagement methodology highlighted another challenge in our operating model, namely growing importance of our Community Resource Persons, who were trained members of the community that engaged in everything from collecting impact data for PRADAN to provision of extension services to the community.

As we reflected on this increasingly important stakeholder who has emerged organically in our model over time, several questions were raised: Who is the employer of these men and women from the community? Are they extended hands of PRADAN, or are they service providers to the community? If they are service providers to the community, what services does the community value most and how much are they willing to pay for those services? And what are the skills,

assets and relationships required for these individuals to be capable service providers and builders of community ownership?

In spite of the understanding in principle that these individuals provide services to the community, the predominant practice was for PRADAN to engage them in planning and monitoring. PRADAN was also in most cases providing their salary and as a result, the community was recipient of the services that PRADAN was orchestrating rather than the other way around.

In recognition of this fact, a series of structured discussions were triggered within PRADAN, the community, SHGs as well as their Federations to reflect on these questions. The emerging concept is that the persons who provide services to the community on an ongoing basis

must be employed by and accountable to the community itself, not by PRADAN. We are still clarifying the model to achieve this result at scale, but one concept that we are exploring is to nest these service providers in community institutions which will identify the required services and compensate the providers accordingly. Another model being tested in some locations is to develop the service providers as entrepreneurs, who contract directly with members of the community.

While deliberating on the process of nesting and supporting these individuals, we also made the distinction that there are two distinct types of resource persons that are required. The first set of people are Community Service Providers, who engage with the community as service providers who are hired and paid for by the community. The second set of people are Community Resource Persons (CRPs). These individuals are hired and paid for by PRADAN for initial mobilisation of



the community in a new area, or to support our staff engagement in project areas. PRADAN plans to train and equip about 6,000 CSPs and CRPs in the next 4-5 years and has mobilised a grant this year to the tune of €1 million from the European Union (EU) for this purpose.

Regardless of the model details, a key shift in the programme that is currently underway is to shift the identification of these individuals from PRADAN to the community. In the new model, our role is to facilitate a process in which the community identifies providers, and then PRADAN trains them accordingly and provides handholding support in the field as needed.

Expanding our scope

Experimentation with wellbeing and rights based activities: A third area of reflection was related to the scope of our SHG programme activities. Over the years, we had assumed that well functioning saving and credit groups would eventually take up women's issues and deal with problems related

to rights and entitlements, however our experience repeatedly demonstrated that this was not a natural outcome. Wherever it has happened, additional engagement was required for the SHGs to take action. This realisation led to a revision in our SHG approach paper, which now identifies inequity of distribution of power at the local level as a key barrier to bringing about change in lives of marginalised communities. In practical terms we expect the SHGs and their collectives to engage on a broader range of issues affecting their lives, such as ensuring proper implementation of MGN-REGS, proper functioning of schools, and addressing social or wellbeing issues like domestic violence and alcoholism.

We hope and expect that these changes to our approach will continue to strengthen and improve the outcomes of our programmes as we continue to scale. We also appreciate that as our staff, communities and the context continue to change, our model will necessarily need to be adaptable and will continue to evolve.

GOVERNANCE

Our Governing Board met three times this past year and the General Body met once.

In 2008-09, we installed the new PRADAN organisational structure. A unique feature of the new structure has been in the formalisation of the role of PRADAN professionals in its institution building. Two new Councils were formed with PRADAN professionals as members. The General Council has all the PRADAN Executives having more than 4 years experience as voluntary members. It upholds the non-negotiables in PRADAN, preserves the institutional culture, reinforces the sense of ownership and influence of the collective in its development task. Another council named the Stewardship Council (SC) has members selected through a sociometric process by the members of

the GC. The SC is entrusted with the responsibility of guiding movement towards PRADAN's mission and is a recommendatory body to the PRADAN Governing Board. The Councils are in the way of experimentation as of now, since such organisational innovations have not been tried out elsewhere and thus there are no existing experiences to learn from.

Over the past year, we have made substantial progress in making these councils operational.

MEMBERS OF PRADAN'S GOVERNING BOARD (as on March 31, 2010)

| Sl. No. | Name of the member | Designation |
|---------|--------------------------|---|
| 1 | Dr. Ravi Chopra | Chairperson |
| 2 | Mrs. Bharti Gupta Ramola | Vice-chairperson |
| 3 | Prof. Kanchan Chopra | Member |
| 4 | Mr. Ashoke Chatterjee | Member |
| 5 | Dr. Nirmala Lakshman | Member |
| 6 | Ms. Anshu Vaish | Member |
| 7 | Mr. Ravi Narain | Member |
| 8 | Mr. Satyabrata Acharyya | Staff Member |
| 9 | Ms. Madhu Khetan | Staff Member |
| 10 | Mr. Soumen Biswas | Ex-officio Member-Secretary and Executive Director |

MEMBERS OF THE FINANCE AND AUDIT COMMITTEE

| | |
|-------------------------|----------|
| Ms. Bharti Gupta Ramola | Convenor |
| Mr. Soumen Biswas | Member |

AUDITORS

Messrs V Nagarajan and Company

AUDITORS' REPORT TO THE MEMBERS OF PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

We have audited the attached Balance Sheet of **PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)** along with the accounts of various Income Generation Programme based funds, a Society registered under the Registration of Societies Act and having its registered office at 3, Community Shopping Centre, Niti Bagh, New Delhi 110 049 as at March 31, 2010 and the Income and Expenditure account for the year ended on that date annexed thereto.

Respective responsibilities of Management and Auditors

These financial statements are the responsibility of the management of the Society. Our responsibility is to express an opinion on these financial statements based on our audit.

Basis of Opinion

We have conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material mis-statement. An audit includes, examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the management, as well as evaluating the overall presentation of financial statement. We believe that our audit provides reasonable basis for our opinion. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit.

We have no relationship with or any interests in the society other than our capacity as auditors.

Opinion

1. In our opinion, proper books of accounts as required by the law have been kept by the Society so far as appears from our examination of the books maintained at the Head Office and all the branches of the Society visited by us
2. The Balance Sheet and the Income and Expenditure account dealt with by this report are in agreement with the books of accounts;
3. In our opinion and to the best of our information and according to the explanations given to us, the Balance Sheet and the Income and Expenditure Account and other accounts relating to various funds, read together with the notes on accounts attached thereto, give a true and fair view:
 - i. In the case of the Balance Sheet, of the state of affairs of the Society as at March 31, 2010 and
 - ii. In the case of Income and Expenditure account, of the Excess of Income over Expenditure of the Society for the year ended on that date.

Place: New Delhi,
Dated: June 19, 2010

for
V. NAGARAJAN & CO.
Chartered Accountants


(V. NAGARAJAN)
Partner



M. No. 19959: Firm Regn.No. 04879 N

| BALANCE SHEET AS AT MARCH 31 | | 2010 | 2009 | |
|---|--------------------|--------------------|--------------------|-------------|
| Rs | | | | |
| SOURCES OF FUNDS | | | | |
| CORPUS FUNDS | | 91,381,395 | 85,985,762 | |
| OTHER FUNDS | | | | |
| Capital Assets Fund | 60,943,023 | | 53,027,239 | |
| Restricted Project Funds | 214,799,215 | | 57,195,261 | |
| Un-restricted Funds | 36,295,957 | 312,038,195 | 33,651,514 | 143,874,014 |
| REVOLVING FUNDS | | 6,367,647 | 4,621,954 | |
| TOTAL | | 409,787,237 | 234,481,729 | |
| APPLICATION OF FUNDS | | | | |
| FIXED ASSETS | | | | |
| Owned Assets | 49,055,219 | | 45,659,908 | |
| Community Assets held by PRADAN | 11,887,804 | 60,943,023 | 7,367,331 | 53,027,239 |
| INVESTMENTS | | | | |
| | | 89,934,799 | 73,276,951 | |
| CURRENT ASSETS AND ADVANCES (A) | | | | |
| Cash & Bank | 258,821,972 | | 127,412,679 | |
| Advances | 23,330,772 | | 13,785,260 | |
| Other Current Assets | 6,601,412 | | 4,625,121 | |
| | 288,754,156 | | 145,823,061 | |
| CURRENT LIABILITIES AND PROVISIONS (B) | | | | |
| Current Liabilities | 29,607,020 | | 37,456,002 | |
| Provisions | 237,721 | | 189,519 | |
| | 29,844,741 | | 37,645,521 | |
| NET CURRENT ASSETS (A-B) | | 258,909,415 | 108,177,539 | |
| TOTAL | | 409,787,237 | 234,481,729 | |
| Notes on Accounts | | | | |

As per our report of even date
for **V. NAGARAJAN & Co.,**
Chartered Accountants

New Delhi,
Date: June 19, 2010


(V. NAGARAJAN)
Partner

M. No. 19959: Firm Regn. No. 04879 N




Chairperson



Members of Governing Board


Executive Director



Audited Financial Statements for the year ended March 31, 2010

| INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31, | 2010 | 2009 |
|--|--------------------|--------------|
| | | Rs |
| INCOME | | |
| Contributions/Grants Received | 509,064,262 | 296,588,388 |
| Income on Investments | 14,456,529 | 8,620,028 |
| Other Receipts | 2,274,094 | 1,961,452 |
| TOTAL | 525,794,885 | 307,169,869 |
| EXPENDITURE | | |
| Rural Livelihood Promotion Programmes | 254,302,807 | 220,097,792 |
| Livelihood Programme Support | 45,088,168 | 39,025,003 |
| Human Resource Development | 21,080,416 | 18,329,085 |
| Research & Documentation | 16,405,443 | 17,208,486 |
| Administration | 14,696,992 | 12,695,251 |
| Loss on Redemption of Investment | 4,851,356 | — |
| TOTAL | 356,425,182 | 307,355,618 |
| Non-Cash Charges | | |
| Unserviceable Assets & Unrecoverable Advances Written Off | 809,891 | 876,064 |
| TOTAL | 357,235,073 | 308,231,682 |
| Excess of Income over Expenditure | 168,559,812 | (1,061,814) |
| | 525,794,885 | 307,169,869 |
| APPROPRIATION | | |
| Balance Available for Appropriation | 168,559,812 | (1,061,814) |
| Transfer to/(from) | | |
| Income Appropriated to Corpus | 395,633 | 217,521 |
| Assets Utilisation Reserve - Acquisitions (Net) | 7,915,784 | 22,350,137 |
| Restricted Funds | 157,603,954 | (12,082,872) |
| Unrestricted Funds | 2,644,441 | (11,546,599) |

As per our report of even date
for **V. NAGARAJAN & Co.,**
Chartered Accountants

New Delhi,
Date: June 19, 2010


(V. NAGARAJAN)
Partner

M. No. 19959: Firm Regn. No. 04879 N




Chairperson



Members of Governing Board



Executive Director



Audited Financial Statements for the year ended March 31, 2010

Significant Accounting Policies and Notes on Accounts

(Followed in framing the financial statements for the year ended March 31,2010)

1. **OVERVIEW OF THE SOCIETY'S OPERATIONS:** In conformity with its aims and objects, the Society takes up rural development projects to promote income-generating activities for the benefit of the rural poor in agriculture, watershed, poultry, Tasar silk, lac and other economic sectors,
 - ♦ Motivates and provides capacity building inputs to the poor in support of these income generating activities through its various project teams or peoples' own groups, service units and centres (formed as separate entities and eventually to be owned by the communities) with the ultimate aim of transferring the management and ownership of these service units to the rural poor,
 - ♦ Undertakes projects for setting up, renovation and maintenance of irrigation systems, and the development of natural resources by way of land development, watershed development, afforestation and wasteland development,
 - ♦ Promotes women's mutual credit and savings groups, associations of such groups and federations of such associations to enhance the savings and borrowing power of poor rural women so that they can mobilise funds for income generation activities,
 - ♦ Promotes Peoples' Organisations through its projects to manage their own economic activities, such as mutually aided cooperative societies, mutual benefit trust, Rural Producers' Associations, Producer Companies, etc.
 - ♦ Works with the poor through locally active groups, formally recognised under any law or not, towards the accomplishment of its mission.
2. **SIGNIFICANT ACCOUNTING POLICIES**
 - 2.1. **BASIS OF ACCOUNTING:** The financial statements have been prepared to comply in all material respects in respects with the accounting standards issued by the Institute of Chartered Accountants of India ('ICAI'). The financial statements have been prepared under the historical cost convention and on accrual basis except stated otherwise. The accounting policies have been consistently applied by the Society and except for the changes in accounting policy discussed more fully below, are consistent with those used in the previous year.
 - 2.2. **REVENUE / EXPENDITURE RECOGNITION:** All grants are recognised on cash basis and expenditure and liabilities are recognised on accrual basis. In the case of a programme undertaken with the support of some Government and other agencies, though the funds received are in the nature of Programme Execution Charges under a contract, the same is reported as grant in view of the restriction on the expenditure and its nature as reimbursement of expenses.
 - 2.3. **FORMAT OF ACCOUNTS:** The Income and Expenditure has been classified based on the cost of activities carried out by the organisation, while Natural Head wise Income and Expenditure account is provided in Schedule 21, forming part of Society's accounts. The activity based costs are identified and each expense is so classified and recorded in the books based on a documented process including detailed classification of cost centres and sub-cost centres, by the Management.
 - 2.4. **CLASSIFICATION OF EXPENSES:** Of the various activities carried on by the Society, expenses incurred directly in working with and rendering services to the poor rural communities have been treated as **Rural Livelihood Promotion Programmes** these include grants in creating livelihood assets and infrastructure, formal or informal training and exposure of beneficiaries, expenses of community based service providers, salaries and related costs of Society's staff working directly with the communities; whereas **Livelihood Programme Support** relates to expenses incurred in management of field projects and integration of field operations; and are so stated in the accounts.
 - 2.5. **TREATMENT OF ASSETS:** Fixed assets held by the Society are classified in following broad categories namely;
 - a. Assets owned by the society and used for rendering services and,
 - b. Assets created for the benefit of the beneficiaries to be ultimately transferred to them. All such assets are recognised at cost and charged to respective funds as expenses in consonance with applicable Income Tax Act. Though these assets are held in the books of the Society, no depreciation has been charged.

Fixed assets are stated at Cost, after reducing opening accumulated depreciation. Acquisitions of assets though charged to the Funding Agency's grants are retained in the books by creating a fixed assets utilisation reserve. Direct Costs are capitalised until the assets are ready for use.

- 2.6. **TREATMENT OF SUBSIDIES AND GRANTS TO BENEFICIARY GROUPS:** In the case of informal producers groups of the rural poor promoted by the Society and income generation activities flowing there from, the Society provides donations/capital grants in the form of subsidy to undertake micro business ventures to individuals through groups or business associations. However, these grants, though written off in the books of the Society, are given with implied understanding as a loan to be repaid to the apex bodies of such groups or associations of such groups, which will revolve the same for the benefit of themselves, other members of the same group or other groups.

- 2.7. **VALUATION OF INVESTMENTS:** All investments are held at cost and are valued at market price or cost, whichever is lower, except long term investments made out of Corpus and other specified Funds. Any diminution in value in respect of all investments other than long term investments (which are held to maturity or pre maturity withdrawals) are provided in the accounts, while appreciation accounted for when realised.
- 2.8. **TREATMENT OF RESTRICTED FUNDS, BUDGET BASED EXPENDITURE ACCORDED BY FUNDING AGENCIES AND FUNDS DIRECTLY FACILITATED TO THE BENEFICIARY GROUPS:**
- The expenditure on projects taken up with the support of donor agencies is, as far as possible, incurred according to the plans and budgets agreed upon. However, deviations sometimes occur at the time of project execution depending upon various circumstances, such as location, awareness among the beneficiaries, local customs, availability of inputs, legal restrictions, etc. such variations, monitored regularly, are generally intimated to the donor in advance.
 - In respect of specific funded activities under the directions of donors, such as revolving fund grants, working capital loans, loan funds to be passed on to the beneficiaries and administered by the Society, the same are separately accounted for, held in trust and administered in terms consonant with the objects of the Society. All other grants, including capital grants, are taken as revenue of the Society in the year of receipt to meet the local tax law requirements.
 - In the course of implementing rural development projects the Society also leverages substantial resources from various rural development schemes of the Government and banks and through beneficiaries' own contribution, which are directly channeled to the beneficiaries and are not reflected in the Society's books of accounts. This is in keeping with the Society's policy of progressively strengthening the capability of the weaker sections to deal effectively with development agencies and to manage development activities themselves.
- 2.9. **Employee Benefits:** Society provides following benefits to its employees as per the term of employments with them namely;
- Provident fund benefit from Society:** Society has established a recognised provident fund and liability towards provident fund is paid or provided to the recognised provident fund on monthly basis.
 - Gratuity:** Society has entered into an arrangement with Life Insurance Corporation of India and liability on account of Gratuity these benefits is calculated and provided based on actuarial calculation provided by Life Insurance Corporation using "Projected Unit Rate" method. The plan provides for a lump sum payments to vested employees at retirement, death while on employment, or on termination of employment of an amount equivalent to 15 days basic salary payable for each completed year of service and 20 days basic salary payable for each completed year of service for those employees who has completed 10 years of continuous service in the organisation. Vesting occurs upon completion of five years of services.
 - Leave Encashment:** Society has entered into an arrangement with Life Insurance Corporation of India and liability on account of Leave Encashment benefits is calculated and provided based on actuarial calculation provided by Life Insurance Corporation using "Projected Unit Rate" method. The plan provides for a lump sum payment to vested employees at retirement, death while on employment, or on termination of employment of an amount equivalent to number of days of accumulated leaves subject to certain limits multiplied by per day basic salary. Vesting occurs upon completion of two years of services. The liability is provided based on number of days of unutilised leave as on balance sheet date.
 - Medical Benefits:** Society provides monthly liability based on fixed contribution for employees and Society, credited to a separate fund provided for this purpose within Society's books.
3. **NOTES ON ACCOUNTS:**
- 3.1. **Fixed Assets : Rs 60,953,894**
- Depreciation of Rs 5,900,296 has not been provided for the year and after adjusting for depreciation; the net worth of Fixed Assets, is Rs 34,803,757.
 - Community assets of Rs 11,887,804 held by the Society represent assets created out of donor funds for the benefit and ultimate use by the community and will be transferred to community in due course. This is separately stated in the accounts.
- 3.2. **Investments : Cost Rs 89,934,799 Market Value Rs 90,801,839**
- The market value of investments as on March 31, 2010 was Rs.90,801,839; whereas valued at cost the investments was Rs.89,934,799. The available provision for diminution in market value Rs 7,292,828 (charged to Income and Expenditure account of the year ending March 31, 2008) has been retained given diminution in some instruments and prevailing volatility in market.
 - Investments totaling Rs 34,187,222 was redeemed and new investments of Rs. 57,302,026 were made in the year. Profit of Rs. 1,200,395 and loss of Rs.4,851,356 realised on redemption have been transferred to Income & Expenditure account.
 - Dividend income of Rs 3,797,149 has been transferred to the income account.

- 3.3. **Addition to Corpus: Rs 5,395,633:** This represents corpus grant of Rs 5,000,000 received from Sir Dorabji Tata Trust, and interest income of Rs 395,633 appropriated on corpus investments as per the term of grant agreement with Sir Dorabji Tata Trust.
- 3.4. **Employees Welfare Funds / Provident Fund / Gratuity/ Leave Encashment / Medical Benefits**
- i Provident fund benefit from the Society: A total of Rs 8,231,957 (Previous Year Rs. 6,992,962) has been provided as Society's share of contribution to the recognised provident fund.
 - ii Gratuity provision made in the books of accounts during the year is Rs. 2,757,018 (Previous year Rs. 3,623,061). The balance of past service cost i.e. the gratuity liability for earlier years of Rs. 9,340,356 has been paid by the society to the LIC of India during the year. The current service cost on the basis of actuarial valuation received from LIC of India Rs. 1,957,269 (including policy renewal charges of Rs. 165,634) has also been paid.
 - iii Leave Encashment provided during the year Rs 2,339,039 (Previous Year Rs 1,063,069). The balance of past service cost i.e. the leave encashment liability for earlier years of Rs 4,662,194 have been paid by the society to the LIC of India during the year. The current service cost on the basis of actuarial valuation received from LIC of India Rs 7,56,437 (including policy renewal charges of Rs. 6,342) has also been paid.
 - iv Medical Benefits:
 - a. The Society's contribution to the Employee Contributory Welfare Fund during the year is Rs 3,271,200 corresponding contribution by employees to the fund amounts to Rs 1,654,675 (Previous year Society Rs 2,838,250, Employees Rs 1,450,051).
 - b. Fund has reimbursed employees hospitalisation expenses of Rs 579,890 and medical expenses including medicines and consultation fees of Rs 2,909,969
 - c. As on March 31, 2010 total balance in the fund stands at Rs 3,897,136 (Previous Year Rs 2,792,944).
4. **Loans to Self Help Groups:** The Society has received a total of Rs 16,937,659 in trust from Dewan Foundation for providing to Self Help Groups for undertaking livelihood activities. New disbursements in the year amounts to Rs 2,453,502 and returns in the year is Rs 4,202,930. Amount held in the revolving fund as at March 31, 2010 stands at Rs 4,753,963 (Previous Year 3,004,535). The liability to repay remains with the Groups and the Society is only responsible to collect the amount from the Groups.
5. **In Fixed Deposits: Rs 158,034,697**
- a. Includes Rs 521,830 pledged with commercial banks as security against micro finance loans provided to Self Help Groups.
 - b. Includes Rs 100,000 provided for issuing bank guarantee for MPRLP project undertaken in Samnapur and Amarpur blocks of Dindori district
 - c. Includes Rs 150,798,135 held on account of donor assisted contracted projects.
6. **Expenses incurred on Governing Board:** During the year, the Society has incurred an expenditure of Rs 169,435 (Previous Year Rs 128,163) on traveling, conveyance and boarding & lodging by the members of the Governing Board.
7. **Others:**
- a. Auditors' remuneration includes Rs 1,050,000 excluding service tax (Previous Year Rs 850,000) as audit fee, while the balance is for other services rendered. Reimbursement of travel and conveyance Rs 254,960 (Previous Year Rs 249,133)
 - b. Contingent liabilities in respect of liabilities of peoples' organisations and trusts where the Society is involved in the promotion and support of the same. - Not ascertainable.
 - c. Previous year figures are regrouped and rearranged wherever necessary.

As per our report of even date
for **V. NAGARAJAN & Co.,**
Chartered Accountants

New Delhi,
Date: June 19, 2010


(V. NAGARAJAN)
Partner

M. No. 19959: Firm Regn. No. 04879 N




Chairperson



Members of Governing Board



Executive Director



ACKNOWLEDGEMENTS

Indian Funding Agencies

Philanthropies

Jamsetji Tata Trust
 Narotam Sekhsaria Foundation
 Sir Dorabji Tata Trust (SDTT)
 Sir Ratan Tata Trust (SRTT)

Departments of Government of India

Central Silk Board (CSB)
 Department of Science and Technology

Departments of State Governments

Department of Sericulture, M.P.
 Directorate of Women & Child Development, Orissa
 Directorate Farmer & Agriculture Development, M.P.
 Tribal Welfare Commission, Jharkhand

State Corporations/Agencies

Basic Tasar Silkworm Seed Organisation,
 Bilaspur (BTSSO)
 DRCS, Paschim Medinipur (NREGA)
 DRDC, West Bengal (Spl. SGSY Project, Gol)
 Tribal Co-operative Marketing Development Federation
 (TRIFED)

District Level Agencies

Agriculture Technology Management Agency (ATMA)
 District Agriculture Office
 District Rural Development Agencies
 Zila Panchayat/ Janpad (MP & Chhatisgarh)

Externally Aided Projects

Bihar Rural Livelihood Promotion Society (BRLPS)
 District Poverty Initiatives Projects (DPIP)
 MP & Rajasthan
 District Poverty Reduction Project (DPRP)
 Chhatisgarh
 Jharkhand Tribal Development Society (JTDS)
 Jharkhand State Livelihood Promotion Society (JSLPS)
 M.P. Mahila Vikas Evam Vikas Nigam
 (Tejaswini Project)
 M.P. Rural Livelihoods Project (MPRLP)
 Orissa Tribal Livelihoods and Empowerment Project
 (OTELP)

International Agencies

United Nations Development Children's Fund (UNICEF)
 United Nation Development Programme (UNDP)
 World Food Programme (WFP)

Development Finance Institutions

National Bank for Agriculture and Rural Development
 (NABARD)
 Small Industries Development Bank (SIDBI)

Corporates

Damodar Valley Corporation (DVC)
 ACC Limited
 Scatec Solar India Private Limited
 SRF Limited

Research Institutions/Programmes

International Crops Research Institute for the
 Semi-Arid Tropics (ICRISAT)
 International Water Management Institute (IWMI)
 NEFORD (DFID, RIU project)
 The World Vegetable Centre

Foreign Funding Agencies

Philanthropies

Aga Khan Foundation (AKF)
 American India Foundation (AIF)
 Bill & Melinda Gates Foundation (BMGF)
 GOAL India
 Inter Church Organisation for Development
 Co-operation (ICCO)
 Lutheran World Relief (LWR)
 Oxfam
 Rabo Bank Foundation
 Swiss Agency for Development and Cooperation (SDC)
 The Ford Foundation

Programme/ Bilateral/Multilateral Agencies

Poorest Areas Civil Society Programme (PACS)
 European Union (EU)

Individual/Corporate/ Research Institution

Australian Centre for International
 Agriculture Research (ACIAR)
 David Galloway, Canada
 DSM New Business Development
 Fucid, Belgium
 National Foundation of India (NFI)
 Water for People

PRADAN OFFICES

ASSAM

Bongaigaon

Sankardev Sishu Vidya Niketan
Road
Bagheswaripara
Ward No.3
Bongaigaon – 783380
Tel: +91+3664 – 230031

BIHAR

Gaya

Road No.6
East Shastri Nagar
Sikariya More
Gaya – 823 001
Tel: +91+631-2210138

Banka

Flat No. 1
Chetna Apartments
Opposite DC's Residence
Deochar – 814 112
Tel: +91+6432-231355

CHHATTISGARH

Raigarh

Vinobha Nagar
Boirdadar Chowk
P.O. Boirdadar
Raigarh – 496 001
Tel: +91+7762-225887, 325983

Dhamtari

Kailashpati Nagar
Rudri Road
Dhamtari - 493 773
Tel: +91+7722 - 236543

Raipur

2nd Floor
Guru Ghasidas Colony
New Rajendra Nagar
Raipur – 492 001
Tel: +91+771-4046261

Bastar

Near MPM Hospital
Aghanpur, Dharampura Road
Jagdalpur

JHARKHAND

Ranchi

Rukmini Tower
3rd Floor, Harmu Road
Ranchi – 834 001
Tel: +91+651- 3292870, 2284272

Godda

Near Christ Raja Mission Hos-
pital
Gandhi Nagar
Godda – 814 133
Tel: +91+6422-222503

Lohardaga

Raghutoli
Lohardaga – 835 302
Tel: +91+6526-224358

Khunti

Near Check Post
Torpa Road
Khunti – 835 210
Tel: +91+6528-220164

Dumka

Rampurhat Road
Near Police Line
Dumka - 814101
Tel: +91+6434-224194

Gumla

2nd Floor
Narsaria Complex, Jashpur Road
Gumla – 835 207
Tel: +91+6524-223807

Saraikela

Opposite DFO Office
Saraikela– 833 219
Tel: +91+6597-234071

Koderma

Devi Mandap Road
Jhumri Telaiya
Koderma – 825 409
Tel: +91+6534 – 225533, 224427

Hazaribagh

M.K Villa, Matwari House Com-
pound
Matwari
Hazaribagh - 825 301
Tel: +91+6546-272522

West Singhbhum

Gandhitola New Colony
Chaibasa – 833 201
Tel: +91+6582-257679

Petarbar

Plot no. 42
Government Officer's Colony
BIADA Housing Colony
Bokaro
Tel: +91+6542-258799

MADHYA PRADESH

Vidisha

Above Majdoor Bedi Works
Talkies Lane
Sironj– 464 228
Tel: +91+7591-253963

Betul

LIG-45 Housing Board Colony
Behind Avatar Singh's House
Betul - 460 001
Tel: +91+7141-232871

Bhopal

House No. B-30/A
E-8-Sahyog Parisar
Arera Colony
Bhopal – 462 039
Tel +91+755-2561183

Dindori

Khanuja Colony
(Opp. Seva Bharti Hostel)
Dindori - 481 880
Tel: +91+7644-234665

Mandla

Narmada Colony
Padav (Near Post Office)
Mandla - 481661
Tel. +91+7642-250975

Sidhi

R.S Public School Building
Block - Deosar
Singrauli
Tel: +91+7801-282438

Balaghat

Plot No.3
Gayakhuri Road, SBI colony
Balaghat
Tel: +91+7632-243506

ORISSA**Bhubaneswar**

MB 36, Badagada Brit Colony
Bhubaneswar – 751 018
Tel: +91+674-2314140

Keonjhar

Gourtota Sahi
Near Telephone Exchange
Keonjhar – 758 001
Tel: +91+6766-253066

Mayurbhanj

At: Karadia (Ward No.2)
Thakurmunda Road
Karanjia – 757 037
Tel: +91+6796-221201

Kandhamal

Patra Sahi
Balliguda- 762 103
Tel: +91+6846-243119

Rayagada

In front of Pentecostal Church
Jaykaypur – 765 017
Tel: +91+6856-233075

Kalahandi

Chudiharipara
Bhawanipatna– 766 001
Tel: +91+6670-231999

Koraput

Plot No. 37
College Road, Satya Nagar
P.O. Semiliguda - 764 036
Tel: - +91+6853–225657

Deogarh

Irrigation colony
AT/PO: Rengal Beda
Via: Purunagarh- 768 119
Tel: +91+8895-546928

RAJASTHAN**Dholpur**

1/363 Anand Nagar
Saipau Road
Dholpur – 328 001
Tel: +91+5642-223671

Sirohi

Plot No. 4, Choudhury Colony
Near B.S. Memorial School
Abu Road– 307 026
Tel: +91+921-4203169

WEST BENGAL**Bankura**

Kathjuridanga
U arayan Pally
P.O: Kenduadih
Bankura – 722102
Tel: +91+3242-244323

Paschim Medinipur

Tatigeria
P.O. Vidyasagar University
Paschim Medinipur - 721 101
Tel: +91+322- 2265306

Purulia

Lal Mohan Trivedi Lane
Nilkuthi Danga
Purulia – 723 101
Tel: +91+3252-223144





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