

Professional Assistance for Development Action (PRADAN)

Annual Report 2010-11

INTRODUCTION

The past year saw renewed global focus on the issue of food security, with the G8 governments pledging over US\$20 billion to reduce hunger and malnutrition. Domestically, the Indian government continued to strengthen its rights based initiatives to improve food security and strengthen livelihoods; with emphasis on Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), the Forest Rights Act (FRA) as well as the upcoming Food Security Bill and National Rural Livelihoods Mission (NRLM). The government backed the legislation with substantial investments, most notably a Rs. 40,100 crore budget allocation for MGNREGA. These developments represent new and exciting opportunities for the rural poor, and particularly for the communities with whom we work.

In spite of a normal monsoon at a national level, the Eastern plateau experienced severe drought for the second year in a row, with rainfall deficits ranging from 15% to 40%. This represented an unprecedented challenge for the poor to ensure both food security and the income required for basic needs. Thankfully for us, strong partnership with the government coupled with our experience of the 2009 drought generated both substantial funds for land and water investments, as well as new cropping strategies, technologies and practices that could be aggressively scaled up to help families weather the storm. Highlights of our efforts over the past year include:

- **Expanded SHGs engagement to shape local government agenda and investments.** Around 50% of our SHGs engaged on issues of well being, rights & entitlements and about 20% actively participated in gram sabhas or other local government fora to influence distribution of public goods, services and resources
- **Community mobilization of MGNREGA funds for land and water infrastructure.** Many of our teams worked with local and state governments to mobilize MGNREGS funds which could provide the much needed wage income as well as land and water infrastructure for ST and SC families. Our efforts on this area were recognized at the highest levels, with our Kandhamal team receiving a national award from the Prime Minister
- **Aggressive implementation of land and water infrastructure:** We were able to increase funds mobilized for land and water programs by 75%, which contributed to a 57% growth in number of households with land and water infrastructure
- **Rapid dissemination of new cropping patterns, technologies and practices.** The teams helped communities replicate prototypes developed during the 2009 drought to ensure food and cash income, which resulted in substantial growth in the number of families cultivating pulses (100%), oilseeds (200%), maize (70%) and millets (50%); Rabi and summer vegetables were also able to increase by 10% and 73% respectively due to improved land and water infrastructure coupled with off season rains

As a result of these actions, PRADAN was able to successfully expand both outreach and household incomes in 2010-11. We saw 10% growth of outreach, led by new teams in Rajasthan, Chhattisgarh, Orissa, Madhya Pradesh and West Bengal. Even more encouraging was the significant increase in income that our families were able to earn in spite of the challenging external environment: 88% of families reported incremental income of Rs. 10,000+ in comparison to just 30% in the previous year.

The approach of partnership with other likeminded NGOs witnessed significant action in the past year resulting in establishment of our working relationship with nearly 40 NGOs and extending our work to the new geographies of Bundelkhand.

We participated actively in the formation of a National Consortium on SRI (System of Rice Intensification) constituting of eminent practitioners, researchers, donors and other resource institutions. We could also play our part in influencing the formation of a sub-group on SRI under a working group of the Planning Commission to formulate the 12th five-year plan.

A major initiative was undertaken to strengthen our on-going professional development programmes. Training requirements for professionals in various experience-bands were reviewed. Several new training programmes were designed and launched.

Significant progress was made in realizing our dream of launching a Masters level programme to educate people interested in taking up transformative grassroots practice for a career. There is a strong possibility now for the course; a two-year praxis based M. Phil Programme in Transformative Development Practice to be launched in 2011-12 academic year by Ambedkar University, Delhi. Students will enroll in the Ambedkar University, Delhi and their immersion/practicum will be embedded in PRADAN.

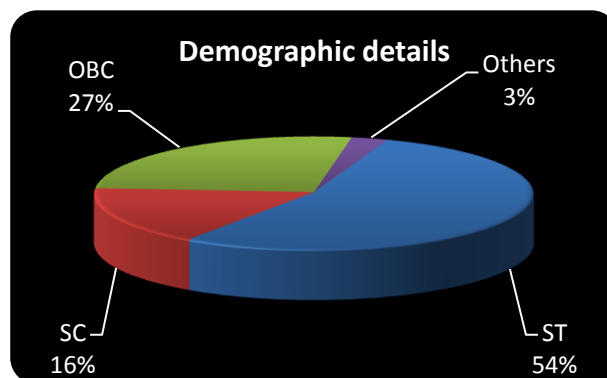
OUTREACH

In the last year PRADAN worked with over 225,803 families in about 4,500 villages in 152 blocks and 44 districts across the States of Assam, Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and West Bengal. Most of the families we work with (70%) belong to the Scheduled Caste and Scheduled Tribe communities, and a majority of the rest (27% out of the remaining 30%) belong to other backward communities. Table 1 and Chart 1 below summarises PRADAN's outreach during the year.

Table 1: PRADAN Outreach in 2010-11

	Mar-10	Mar-11
Hamlets	6,900	7,682
Villages	4,138	4,496
Blocks	124	152
Districts	44	44
Households	206,298	225,803

Chart 1: Demographic Details



The focus during the year was expansion and consolidation in existing districts. Many of the new teams (set up in the last few years) expanded outreach rapidly. Table 2 provides details of expansion in the new teams.

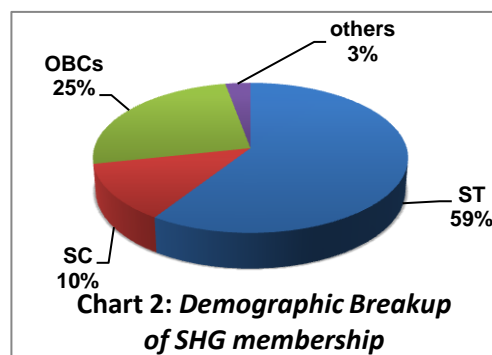
Table 2: Outreach of New Teams

Team started in 2009-10	Outreach as on March 2011
Abu Road, Rajasthan	1,600
Bastar, Chattisgarh	2,080
Debagada, Orissa	1,430
Kalahandi, Orissa	1,353
Koraput, Orissa	750
Mandla, M.P.	4,743
West Midnapore, W.B.	2,695
	14,651

Most of our work centered around formation of grassroot level small groups of women and facilitating them in taking up intervention focused on making their livelihoods more robust. Additionally, in some project locations we supported women in taking-up other issues affecting their lives including accessing basic services, rights & entitlements and participation in local governance structures. During the year many teams worked with the SHG members in demanding MGNREGA jobs by participating in panchayat deliberations. We engaged further on some non-livelihood interventions around literacy (in Purulia) and drinking water (Petarbar & Koderma).

The SHG Programme

During the year we worked with over 14,200 SHGs covering about 198,700 families in 33 teams. 70% of the families are from highly vulnerable Scheduled Tribes and Scheduled Caste. Chart-2 gives the demographic details of the families covered. During the year a total of 1,236 new SHGs were formed.



Tables 3 & 4 summarize the scale and progress of the SHG programme around key indicators:

Table 3: SHG Programme Outreach and Financial Information (FY: 2010-11)	
Number of SHGs	14,285
Number of Clusters of SHGs	1056
Number of Federations of SHGs	39
Families covered	198,698
Geographical coverage	
Hamlets/ Habitations	6,962
Administrative (Revenue) Villages	3,709
Financial information (in Rupees million)	
<i>Net Owned Funds of SHGs (savings + retained earnings) as on the end of the reporting period</i>	412.2
<i>Total Internal Credit Generated (loans from own funds) During the reporting period</i>	253.4
<i>Total Outstanding loans as on the end of the reporting period</i>	429.6
<i>Total Credit Leveraged from Banks</i>	137.6
Percentage of SHGs linked to Banks as on March 2011	30%

SHGs are the primary unit of social mobilization at the grassroots in all project locations. In the long term we expect these groups to provide an enabling and supportive environment in which women from marginalized communities are able to dream, plan and change their situation. In our understanding these long-term gains are possible when women meet regularly over the long term, make small practical tangible improvements in their lives along the economic and social realm. The methodology adopted is to build these grassroots groups around a tangible activity of pooling small savings and credit, which is an everyday need for poor families. Initial focus of PRADAN is on stabilization of group processes and systems. The indicators we look for are stabilization of membership, attendance of the members, regularity of weekly meetings, etc. In the initial days rules have to be jointly defined, accepted and enforced by the group. This requires substantial facilitation by PRADAN and over time¹ groups graduate to do this on their own. During the year a total of 173,630 trainee days of training inputs on group processes were provided to SHG members. As the day-to-day activity is around financial intermediation, systems are required in the group to capture financial details in simple but comprehensive manner. Youth from the village identified and hired by the group are trained by PRADAN to provide accounting services. During the year 12,294 trainee days of technical inputs on accounts wrtr provided to group accountants. Once the basic systems are in place planning meetings are held to improve and strengthen existing livelihood options, mostly agriculture based livelihoods. The progress of the programme around these indicators is summarized below in table 4. During the year the group accountants received 7,168 trainee days of technical inputs on accounts related aspects.

Table 4: SHG Programme Systems & Processes

Indicators around systems and processes in SHGs:	
Regularity of weekly meetings (%)	86%
Attendance of members in meetings (%)	90%
Percentage of groups that have satisfactory accountants as on March end, 2011	69%
Percentage of groups whose accounts have been computerised	76%
Number of groups with functional systems of financial information flow	44%
Livelihood planning done in number of SHGs during the reporting period	39%

Once groups have stabilized, i.e. they have developed norms of functioning, basic systems-processes around group functioning and savings and credit are in place; groups start taking on various wider social issues affecting the members. They are also facilitated to engage in local village governance structures (i.e. *Gram Panchayats*); to influence distribution of public goods and services, implementation of government programmes, etc. During the last year there has been renewed focus on helping SHGs move beyond the

¹ Between 9 months to 18 months time

savings and credit activity and take on wider set of issues ranging from domestic violence on women, alcoholism to improving public distribution system (PDS) for basic amenities, streamlining payment of wages under MGNREGS². These interventions of primary groups are supported by the clusters³ and federations⁴ of SHGs. By the end of the year 6,892 SHGs were regularly discussing other issues in addition to S&C related discussions. With our efforts members from 3,070 SHGs are now regularly participating in *Gram Sabha*.

There are numerous examples of SHG members engaging in collective action to deal with wider social and governance issues that affect their lives. Following are examples of some actions taken up in different project locations:

- In Balaghat, MP, we have helped the SHG members organise themselves into village level committees. Over 100 such committees covering members from 328 SHGs are now dealing with issues like late payment of MG-NREGA wages, absenteeism of government health workers, public liquor abuse, safe drinking water, etc. SHG Members from about 40 villages are now attending the *Gram Sabha*. They put forth their demands for safe drinking water, *Indira Awas Yojna*⁵ etc in the *Gramsabha*. The next area of challenge is helping members open up at an individual level and take up issues of domestic violence or other gender based discriminatory practices.
- In village Kirkichipal, Thakurmunda, Mayurbhanj, Orissa SHG women decided to take up a larger role in dealing with the various day to day issues facing their life. They started enhancing their knowing about the various government support programmes and started demanding their dues. In one incidence, women got to know about the role of *Anganwadi*⁶ in “*Gaon Kalyan samity*” the village welfare committee triggered by PRADAN. Subsequently, they went to the *Angwanwadi* centre and demanded the services expected to be delivered by the centre. Initially the government appointed *Anganwadi* worker resisted. But under sustained pressure from the SHG women she finally gave in and the centre started functioning for the first time in 25 years.
- In some projects like Kesla and Hazaribagh the SHG clusters and federations are systematically helping members address issues. Following table summarises efforts made by the Narmada Mahila Sangh a federation of SHG women in Kesla which is being nurtured by PRADAN.

² Mahatma Gandhi National Rural Employment Guarantee Scheme (<http://nrega.nic.in/netnrega/home.aspx>)

³ It a group of SHGs (12-17) in close proximity radius of 2-3 kms form a forum, which supports groups taking up wider implications, e.g around drinking water, stopping free grazing of cattle, etc.

⁴ Tertiary tier organisation of the SHGs in one CD block, about 200-300 SHGs

⁵ Govt. programme for basic shelter / housing for the poorest of the poor.

⁶ The village mother & Child support center run by the government to provide nutritional support and pre-school education to young children, and advise to mothers.

Table 5: Issues taken up by Narmada Mahila Sangh

SL	Activities	No. of issues taken up and efforts made	Successfully achieved objective
1	Cases of Gender based discrimination against women	40	14
2	Member participation in Gramsabha	2295	3169
3	Members getting work allotted under MGNREGA	1359	1248
4	Non receipt of timely payment under MGNREGA	277	354
5	Inclusion of genuine poor in Below Poverty Line list	881	216
6	Access to Widow pension	82	10
7	Access to Handicapped pension	39	4
8	Issuing Handicapped certificate	1	1
9	Cast certificate	300	100
10	Income Certificate	12	12
11	Making Mid-day meal in School operational	95	93
12	Making Anganwadi operational	27	17
13	Teachers and students attendance at school	13	4
14	Getting new hand pump for safe drinking water	63	25
15	Grant support for irrigation well digging	89	44
16	Grant support for building dam for irrigation	37	20

During the year we took up an initiative to develop and pilot an engagement methodology to systematically create an enabling environment for SHG women to discuss and participate in local formal-informal governance processes and deal with gender based discrimination. This pilot will be taken up by 8 teams in 9 districts across 4 states.

During the year we supported 9,891 SHGs across all locations for making medium term livelihood plans. Subsequently, 130,532 SHG members participated in various PRADAN promoted livelihoods interventions during the year.

Following sections describe the livelihood interventions promoted by PRADAN during the year.

LIVELIHOOD PROGRAMMES

PRADAN works with the community to develop locally relevant sustainable sources of livelihoods. The activities have evolved over the year and vary across different locations and states. The broad categories of our livelihood intervention are:

- Improved agriculture around food and cash crops.
- Integrated Natural Resource Management: involving
 - Improvement of land & water resources in the hands of poor,
 - Raising plantations both fruit and others of economic value, and
- Forest based livelihoods,
- Livestock based livelihoods, and
- Rural micro-enterprises

During the year more than 131,600 families took part in various PRADAN promoted livelihood activities. The overall number of families increased by about 10% and there was a 33% increase in the net number of families participating in livelihood promoted by PRADAN. Details are provided in table 6. Chart 3 shows the trend of number of families covered and those participating in livelihood programmes.

Chart 3: Progress of PRADAN's livelihood outreach over the years

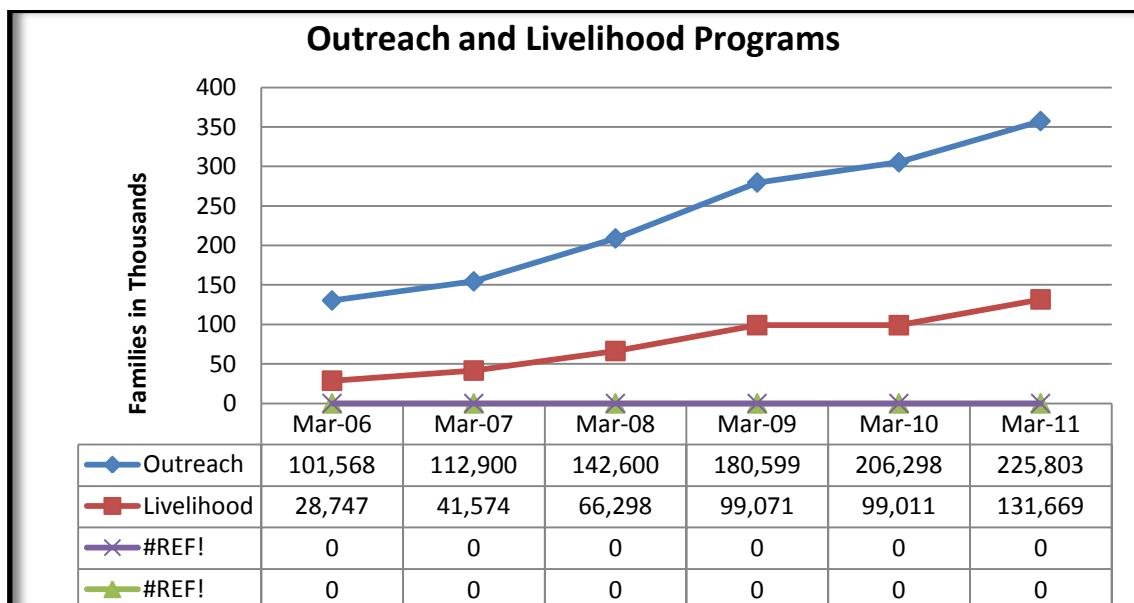


Table 6: No families participating in different livelihood activities 2010-11:

Sl No	Programme	Participating Families*	
		2009-10	2010-11
1	Improved Agriculture	118,763	128,170
2	Plantations (Fruit and other trees)	5,460	9,299
3	Land and water resource development	10,022	15,757
4	Forest Based activities	4,964	6,336
5	Livestock based livelihoods	4,120	7,204
6	Micro-enterprises	10,627	10,556
	<i>Gross number of interventions at the family level*</i>	153,956	177,322
	<i>Net no of families participating in these interventions</i>	99,011	131,669

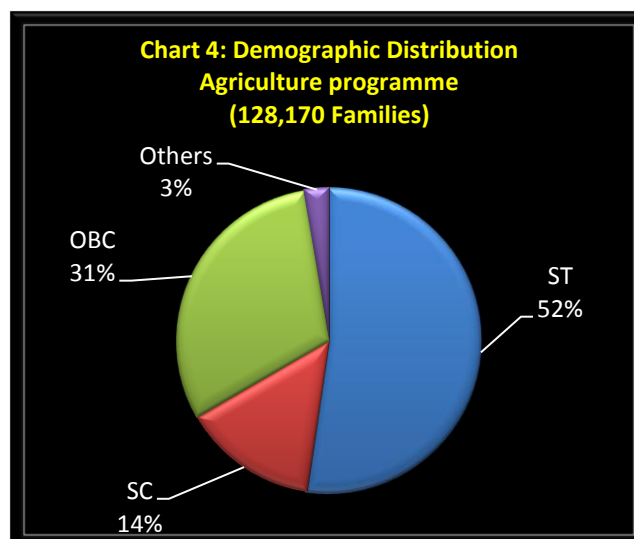
*Families overlap across activities

Majority of the families PRADAN worked with on livelihood interventions was around farm-based livelihoods including improving farm-lands. During the year the focus was on helping families diversify into new crops and enhance productivity of existing crops. Summary of interventions are:

Improved Agriculture

Most families PRADAN begins working with, despite owning about a hectare of land, have a severe deficit in food sufficiency from own cultivation. Thus usually the initial focus of agriculture is around stabilization of the main food crop. In most locations food crops taken up are paddy, wheat, maize and some minor millet. As the food insecurity reduces PRADAN helps families diversify into other cash crops. Many families take up vegetables on the homestead in addition to food crops and some pulses as field crops.

During the reporting period PRADAN worked with about 1,28,000⁷ families, 67% of them belonging to the ST and SC communities (*Chart-4 gives details*). The participating families were from 7,111 SHGs in 4092 habitations⁸. The gross cropped area intervened was 22,359 Hectares and the net cropped area, 15,420 Hectares.



Last year i.e. in Kharif season 2010, eastern India was hit by the second successive drought which has been more severe than 2009. 17 project locations in West Bengal, Jharkhand and Eastern Madhya Pradesh were severely affected. As most project participants are rainfed farmers, there was major disruption of plans made by the community. Seeds either could not be sown or seedlings dried up due to lack of adequate rain. In eastern India more than 70% of annual rainfall happens during June to September, and deficiency of rainfall during this period or improper distribution leads to failure of the main food crop i.e. paddy. However, with our efforts on the ground and using the learning of 2009 we could help large number of families to take up appropriate crop mix and suitable agronomical practices. The focus of the interventions was help families diversify to less water requiring crops like pulses and oilseeds. In many projects there was a lot of focus to take up the Rabi (winter) crop in larger area to deal with the losses in the monsoon crop. There was an almost 60% jump in the number of families participating in cultivating wheat. Similarly, we encouraged more families to take up vegetables on small plots of land using a variety of existing water sources. Tables 7 and 9 provide a summary of major crops taken up during the year for food crop stabilisation and diversification.

Table 7: Food Crop Stabilisation Interventions

<i>Interventions</i>	<i>SHGs involved</i>	<i>Families</i>	<i>Farm land covered (Ha)</i>	<i>Per family coverage in sq. m</i>
Paddy Crop:				
<i>Improved Practices</i>	6,517	42,245	7,368	1,744.11
<i>System for Rice Intensification (SRI)</i>	4,157	18,613	2,765	1,485.67
Wheat (Improved Practice)	2,550	25,515	5,005	1,961.74
Maize (as food crop)	1,576	12,607	1635	1,297.18
Milletts (Improved Practice)	580	5,224	1773	3,393.83
<i>Net for Food Crops</i>	8,333	69,768	15,468	2,217.06

⁷ Exactly 1,28,170 families.

⁸ These are hamlets (sub-part) of administrative villages. Total 2485 administrative villages covered.

The leadership at the state closely monitored the ground status and there was frequent interaction between the thematic experts and the staff in the field as the situation was changing every week. On the whole PRADAN was able to help most of the 52,500 families participating in the programme in enhancing their yield.

As an example, we are providing detailed data estimated from plots of 302 farmers participating in the SRI programme by taking three plots of (1m x 1m size) ready-to-harvest paddy crop in Mandla district of MP. 89% of the families got yields more than 4 tons/Ha which is more than twice the traditional productivity standards of about 1.7 tonnes/ Ha. Table 8 provides actual yield data of 302 farmers. The modal value was 4.2 tons per hectare. Household level foodgrain availability was enhanced by 4-5 months.

Table 8: SRI Yield in Mandla

Production (in tonnes/ha)	Farmers	Plants/sqmt	Tillers/plant	Grains
< 3	1%	36	15	137
3 to 4	10%	29	10	141
4 to 5	29%	32	14	161
5 to 6	7%	27	14	183
6 to 7	12%	30	14	185
7 to 8	10%	31	14	168
8 to 9	9%	31	16	179
9 to 10	6%	35	19	180
> 10	16%	29	23	190

Following is a comparative summary of SRI paddy in the same location over two years. The data is reproduced from the last annual report.

Kharif Year (productivity in tones/ha)	Average	Modal	Highest
2009 (n=111 farmers)	5.7	3.8	17
2010 (n=302 farmers)	6.7	4.2	15.7

The next major area of intervention is around diversification into non-cereal cash crops. The intervention required is around motivating the families to take-up non-cereal crops, which have higher possibility of returns but require greater level of technical skills. Once families agree to take-up the crop, much of PRADAN's efforts go in helping them pickup production skills, understanding basic principles of functioning of fertilizers and pesticides, identifying good quality inputs, etc. Both the SHG member & her spouse participate in these events. Table 9 provides details of the crops taken up during the reporting period.

Table 9: Crop Diversification Interventions

<i>Interventions</i>	<i>SHGs involved</i>	<i>Families</i>	<i>Farm land covered (Ha)</i>	<i>Per family coverage in sq meter</i>
<i>Pulses</i>	3,824	22,964	2,992	1302.79
<i>Oilseeds</i>	2,672	23,213	4,880	2102.27
<i>Vegetables</i>				
<i>Kharif (Monsoon)</i>	5,549	34,814	1,760	505.55
<i>Rabi (Winter)</i>	4,097	29,337	1,699	579.18
<i>Summer</i>	1,156	6,614	211	318.95
<i>Other crops</i>	1,149	7,808	180	230.55
Net for Cash Crops	7,739	58,482	6892	1178.50

As evident from the table a vast majority of families took up vegetable cultivation on small pieces of land. We provide anecdotes from Jharkhand and MP. In Godda district of Jharkhand PRADAN has helped the “*santhal*” and other communities in taking up improved agriculture for the first time. Following are two examples of first time effort of families in crop diversification in village Kazra under Pasai *Panchayat* in Poreyahat block (Godda district).

- Dulia Masomat (*Masomat* means widow) an SHG member in this village was motivated to take up ground nut cultivation for the first time on her 6 decimal⁹ of land. As no one in the village or adjoining villages had taken up groundnut cultivation she was hesitant and fearful. That piece of land was used for cultivating traditional maize. After she understood various aspects of the cultivation practice and received technical training on the agronomical practices, she decided to take a plunge but still had some doubts. She sowed 3 kg of seeds and applied just a few kgs of fertilizer and could produce 80 kg of ground nuts fetching Rs 4,000 from the local *hatia* (weekly market). She sold entire ground nuts on her own directly over a period of one month thereby maintaining regular cash flow. She is now pretty confident and plans to expand cultivation of groundnuts next year. She is now motivating others in the village to cultivate the crop. That would mean handsome returns to other SHG members. Also she would get a support system for inputs, technical advice and joint marketing effort if required.
- Similarly Pramila Devi, another SHG member of the same village, has been successful in getting good returns from vegetable cultivation. She is one of those who is always open to take up new intervention. She also took up cultivation of French-beans during the winter season on 6 decimal of land and sowed 200 gm of seeds. She applied about 4 kgs of different fertilisers. She produced 400 kg of beans and sold it for Rs. 6,000. She along with her family members are extremely happy to get such a handsome return from the very small piece of land.

On the other end of the spectrum, experienced vegetable farmers in places like Gumla earned substantial amount from crops like green pea and capsicum, etc. The highest profit earned in Gumla by one family was Rs 42,000 from 0.08 Ha of land under winter green pea.

During the reporting period a total of 399,661 trainee days of formal technical training was provided, of which 232,680 trainee days were exclusively for SHG women participating in the interventions. Apart from formal training PRADAN helped the service providers¹⁰ to support the community in day to day agriculture intervention. Since last year we are encouraging the community to pay for the on-field expertise provided by the CSPs. Total of 777 CSPs including 144 women were trained and actively engaged to support the community around agriculture interventions. A total of 18,029 trainee days of training input was provided to these community service providers for upgrading their technical expertise. As stated in the last annual report we initiated a process by which the community bears the time cost of the CSP. During the second year of this

⁹ 250 decimal = 1 Ha

¹⁰ Called Community Service Providers : CSPs

effort a significant proportion of the honorarium was borne by the community. We hope that the community will be able to pay 100% of the costs as agricultural activities get scaled up in the project location.

Interventions around Integrated Natural Resource Management:

During the year focus was on working with SHG women facilitating them to make habitation level plans for land and water development, especially around improvement of the farm land. During the reporting period the total number of SHGs which participated in the planning was 1,742 SHGs in 1,386 habitations¹¹. We focused on helping families utilize the enabling condition created under MGNREGA¹². Additionally, we helped communities raise finances from SGSY¹³ Special projects (in 6 teams), grant from NABARD¹⁴, GOI supported Integrated Watershed Management Programme¹⁵ (IWMP), etc. During the reporting period PRADAN helped communities mobilise Rs 216.8 million of which the communities invested Rs. 197.0 million from their own resources during the year. The amount invested was primarily for investment at community and individual family level. Examples of community infrastructure are a micro-lift irrigation system, a tank or small dam used by many families, common grazing land development, etc. while private plantations, individual wells, pumpsets, improvement of private farm lands, etc are examples of investments at the individual family level.

778¹⁶ Community Service Providers (CSPs) were trained and deployed in supporting the groups in implementation of plans. These are youth from the project villages who are trained in supporting the communities in technical details relating to the implementation of the plans. E.g. doing the layout of a proposed water harvesting tank before excavation, supporting in technical issues related to plantation, recording measurement of work done, etc. A total of 4,342 trainee days of formal training was provided to these CSPs.

In terms of actual activities there were three major strands:

1. Plantation (fruit, different types of host plants like Tasar, Lac, Mulberry, etc. and trees for timber)
2. Land treatment for improving soil moisture regime and rejuvenation of soil,
3. Systems for water storage and exploitation for irrigation, (including conveyance of water whether lifting system or flow)

Table 10: Activities undertaken around land & water resource augmentation

	Activity	Ha covered	Families covered
1	Plantation:		
A	Fruit trees: Mango	1092	5,895 families (82% ST & SC)
B	Other Fruit trees	166	712 families (96% ST & SC)
C	Other plantations of economic value	496	2,692 families (87% ST & SC)
2	Land Treatment (<i>Different locally suited models</i>)	1858	7,424 families (83% ST & SC)
3	Irrigation	1,607	7,836 families (79% ST & SC)
	Net covered under this Objective as there are overlaps in the above categories.	4,233	15,914 families (82% ST & SC)

¹¹ From 940 Revenue villages (*most administrative villages in tribal areas have more than one habitation*)

¹² <http://nrega.nic.in/netnrega/home.aspx>

¹³ <http://rural.nic.in/SGSYguidelines.pdf>

¹⁴ <http://www.nabard.org/>

¹⁵ <http://dolr.nic.in/iwmp.htm>

¹⁶ Including 28 women CSPs

During the year, there has been significant progress in helping communities access MGNREGA. The provision for investments in private lands owned by ST, SC and marginal farming families provides for a concrete way in dealing with the dual challenge of cash flow during the dry months and improvement of farm-lands owned by the poor. In most of the project locations we facilitated the community to access this entitlement for the poor. PRADAN's work around MGNREGA in Kandamal district of Orissa was awarded a national excellence award by the Prime Minister of India¹⁷. In this district we are working closely with the district administration and in addition to our direct engagement with the community we are also supporting 7 other local NGOs to implement similar program in the district. In Chhattisgarh, the state government requested us to provide training to government officials in helping them to develop INRM based micro-plans to be supported by converging different funding resources available to the district including MGNREGA. Many government officials have visited our project sites in Dhamtari district of the state to see the total convergence plan. In Bankura of West Bengal, we have worked extensively with the government implementation system training their staff, helping simplification of procedure within prescribed guidelines on one hand and working with the community to develop locally relevant farm land improvement plans which can be supported under NREGA.



PRADAN, Team Leader from Kandamal receiving award from the Honourable, Prime Minister

During the reporting period a total of 60,172 trainee days of formal training was provided to the participating families. Apart from this PRADAN staff provided regular handholding to train people on technical issues on one hand and to engage with the government system to ensure regular fund flow for the land and water plans developed in the village.

Forest based activities:

The major forest based livelihoods were around the Tasar Silk rearing and Lac cultivation. Following table lists the number of families engaged in the different activities.

Table 11: Forest Based activities

Forest based livelihoods	Families
Lac Cultivation	316
Tasar Commercial Crop Rearing	6,020

Over 6,000 families participated in PRADAN promoted Tasar activity. The activity produced a total of 2.66 Crore commercial tasar silk cocoon. To support the activity 180 Grainages processed 38.86 Lakh seed cocoons to produce 8.61 Lakh DFL¹⁸. As an overarching support to this activity PRADAN continued basic seed production in the project areas. This was started a few years back to ensure timely supply of quality basic seed, which was not reliably available from Basic Seed Multiplication Centres run by Central Silk Board. The quality standards matched well with those of the CSB even though the production was done in villages. PRADAN and CSB officials closely supervised the grainages where this was done. A total of 8.25 Lakh nuclear seed cocoons were stored during the year. The basic seed production was sufficient to take care of the entire requirement of seed cocoons in the last year. During the year families produced 38.86 Lakh seed cocoons and the total commercial crop production was 373.2 Lakh cocoons valued at over Rs. 56.5 million.

In Lac cultivation our projects were facing repeated unexplained crop mortality. During the year PRADAN took up pilot trials with over 500 families in addition to a scaled down commercial cultivation. The results

¹⁷ http://www.nrega.net/csd/mgnrega-awards2011/images-1/photo-gallery/ngos/NGO-Pradan.JPG/image_view_fullscreen

¹⁸ Disease free layings

show that the *Kusmi* strain is doing well on traditional host plants like ber (*Zizyphus jujuba*). During the year we spread out the production pilots to Bastar region of Chhattisgarh in addition to north and south Jharkhand. This is an effort to try out in different geographies and identify if there are any local environmental cause behind the repeated failures. We are also collaborating with a number of experts to solve the technical problem.

Livestock

PRADAN's engagement with the livestock sub-sector is around dairy and goat rearing. Our work on goat rearing is aimed at helping very poor families create a buffer income source and the focus of dairy program in Rajasthan is helping families adopt better rearing practices for productivity enhancement of this traditional activity. In Dholpur, Rajasthan dairy has traditionally been an important and widely practiced livelihood activity in rural areas.

Dairy	3,208
Goat rearing	1,267

We focused our efforts on training of the community for improving rearing practices. The key areas of intervention were:

- Reducing the inter-calving period of the animal
- Increasing milk yield
- Reducing calf mortality
- Enhancing animal health service support (both preventive and curative) through paravet system
- Enhancing choice for milk marketing
- Access to credit to create animal assets

Dholpur team worked with 3,208 families in dairy activities in last financial year. The above mentioned interventions have been included in buffalo rearing trainings which are done in three phases. Skill enhancement trainings I, II, III, are conducted at the village level by our CSPs at different time schedules. These trainings are followed by the action plans.

In goat rearing our intervention is aimed at helping very poor families create a buffer income source. The intervention helps develop a system for providing a wide range of services to reduce mortality and improve husbandry practices. The services include weekly health check-ups, awareness building, medicines supply at the door step, routine vaccination of PPR and enterotoxaemia and de-worming. All these services are run and managed by the community. In different project locations the community has come up with informal producer bodies to deal with the system for delivery of these services. Sample data from Gumla shows additional Rs. 7,000 income from this activity (which is essentially part-time). In one SHG¹⁹ all fifteen members are practicing this livelihood activity. They sold live-goats worth Rs. 1.06 Lakh with highest income of Rs. 16,900. Some families preferred to expand the herd size. The 15 members now own 280 goats valued over Rs. 4.25 Lakh. The average herd size is 19 goats valued at about Rs. 30,000. In Balliguda, Orissa the maximum earning from this activity was Rs. 21,000 in a year.

¹⁹ Kamal Mahila Mandal, Sijan Ambatoli, Palkot, Gumla

Micro-enterprises:

Table 13 depicts the distribution of participants in the different micro enterprises.

The major micro-enterprises promoted by PRADAN are smallholder poultry and Tasar yarn making. Another promising micro-enterprise being piloted is *Siali* leaf plate making. This livelihood activity uses the leaf of the *Siali* creeper, abundant and available throughout the year in some forests of Orissa. PRADAN works in Kandhamal district where over seventy percent tribal women are engaged in this activity. The focus of the intervention is around training producers to stitch plates of finer quality and produce a wider range of products either manually or machinery aided, providing inputs, and marketing support. This is aimed at helping women increase incomes by around Rs. 6,000 per year. In the last year the producers organized themselves into a co-operative. The co-operative provides for aggregation of produce and marketing to distant markets and it had a turnover of Rs 5.64 million in 2010-11. The progress of the activity across the years is presented below:

Small-holder Poultry	6,465
Tasar reeling and spinning	1,313
Vermi-composting	937
Siali leaf plate making	955
Total families	9,670

Table14: Siali Leaf plate activity

Year	Families	Turn over (Rs. millions)
2005-06	70	0.52
2006-07	300	1.75
2007-08	400	2.85
2008-09	688	3.00
2009-10	931	3.00
2010-11	955	5.64

The tasar yarn producers are organized as a producer company called MASUTA Producers Company Ltd. The company procures required inputs like cocoons, production chemicals, etc. and makes it available at competitive rates to the producers. Once the tasar silk yarn is produced the company markets the yarn in distant markets. During the year the company processed over 18.6 million cocoons to produce 14,002 Kgs of silk yarn. The activity produced additional income of Rs. 5.6 million to 1,202 active members. During the year the new reeling machine was introduced with 100 members, and they were able to produce 1.5 more yarn.

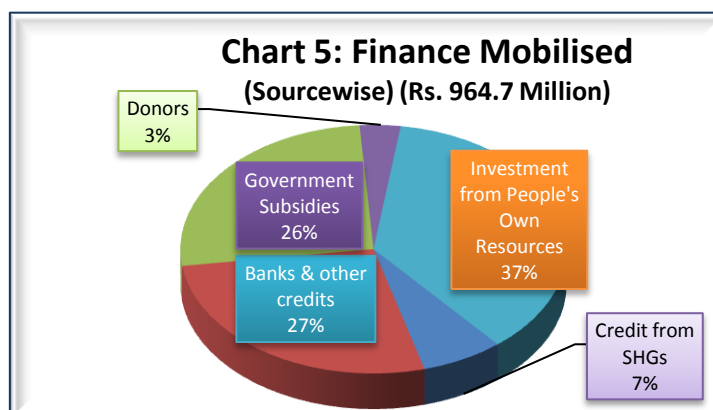
Small-Holder Poultry: The small-holder poultry outreach is now 6,500 producers organized in to 18 primary co-operative societies. The cooperatives are further federated into two state level secondary organizations, namely Jharkhand Women Poultry Cooperative Federation (JSWPFL) and Madhya Pradesh Women Poultry Producers Company (MPWPCL). During the financial year 2010-11, these cooperatives cumulatively sold 14,545.3 metric ton of live birds worth Rs. 1053.4 million. They have been able to maintain production efficiency at par industry and have managed to earn profit worth Rs. 58.67 million.

This year small-holder poultry was initiated in three new locations – Dumka, Godda and Purulia. A new hatchery with capacity of produce 300,000 chicks per month commenced operations in Bokaro, Jharkhand. Together with the Lohardaga Hatchery this would be able to meet 60 % of the chicks requirement. In Madhya Pradesh an Integrated Parent Farm cum Hatchery is being set by MPWPCL with loan from NABARD. It is expected to commence operations in FY 2011-12. MPWPCL has received support from MoRD (GoI) to scale-up small-holder poultry in Madhya Pradesh, over next three years 1550 new producers would be launched by this project.

Number of families involved	6,465
Number of Co-operatives	18
Live bird sales (Tons)	14,545
Revenue (Rs. M)	1053.4
Producer's margins (Rs. M)	58.67

RESOURCE MOBILISATION

We continued with our strategy of supporting the communities mobilize resources from mainstream agencies for investment in livelihoods. PRADAN helped community organizations access government funds from various mainline poverty alleviation programmes. This was the most major source of grant and was followed by credit from SHGs and Banks and investments from people's own resources. Credit from own savings in SHGs contributes significantly, especially towards on-going livelihood activities²⁰ and to meet contingencies. SHGs are able to leverage significant sums from commercial banks. Chart 5 provides the source-wise details for the funds mobilised during the year.



Out the total 964.7 million, Rs 639.89 million was invested in PRADAN promoted livelihood activities. Rest was invested by the community in their existing on-going activities without any active support from PRADAN. The six Special SGSY project in West Bengal and Jharkhand, MGNREGA in various districts across all states, Integrated Tribal Development Programme in Jharkhand, IFAD supported OTELP Orissa, were among the major sources of funds. NABARD supported a number of projects around land and water development and specifically orchards promotion in a number of district in Orissa, Chhattisgarh, Bihar, West Bengal, and Jharkhand. Funds were also accessed from district allocations of programmes like MGNREGS, SGSY, etc. Support from corporate bodies is emerging as a new window for poor people. Foundations from HUL, Pfizer, Axis Bank, Monsanto, Syngenta, etc. have expressed interest to partner with us. Already, Damodar Valley Corporation (DVC), ACC Ltd. and Rabo Bank Foundation are supporting our programmes. Table 16 provides programme-wise and source-wise details of finances mobilised during the year.

Table 16: Programme wise source wise details of funds mobilised

Programme	Funds Mobilised, Source-wise (INR in Millions)					
	Total	Credit		Grant		Investment from People's Own Resources
		Credit from SHGs	Banks & other credits	Government Subsidies	Donors	
Improved Agriculture	180.51	51.08	18.64	4.65	7.34	98.80
INRM						
Plantation	61.07			51.76	4.82	4.48
Improvement of land and water resources	55.84			50.67	3.07	2.09
Irrigation Infrastructure	97.87			83.44	13.09	1.34
Other Livelihoods						
Forest-based	9.23	0.48	0.75	0.41	0.19	7.39
Livestock	45.38	2.95	7.53	3.45	1.44	30.01
Micro-enterprises	190.00	11.66	96.83	56.54	2.92	22.06
Livelihood investment (sub-total)	639.89	66.17	123.76	250.92	32.86	166.18
Ongoing activities by SHG members	324.80		137.56			187.24
Total	964.70	66.2	261.3	250.9	32.9	353.4

²⁰ Not intensely supported by PRADAN

71% of the investment was for working capital requirement, 25% for investment at the individual level and 4% in developing community infrastructure. Chart 6 provides breakup of investment during the year. Table 17 provides details of the investments around different sectoral interventions.

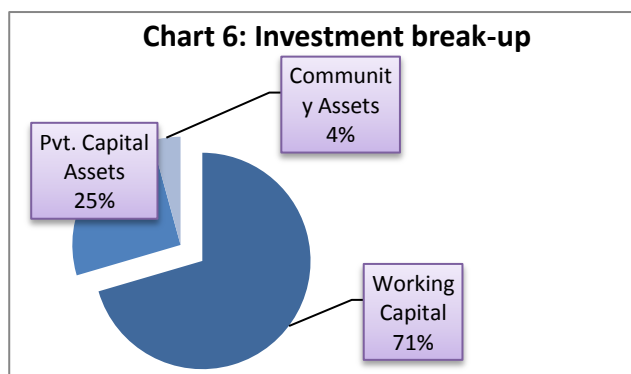


Table 17: Programme-wise investment deployment

Intervention	Total Apr-March '11	Working Capital	Pvt. Capital Assets	Community Assets
Improved Agriculture	172.65	127.87	42.86	1.92
INRM				
Plantation	59.22	1.25	52.46	5.51
Improvement of land and water resources	44.17	0	40.13	4.04
Irrigation Infrastructure	93.62	0.20	64.23	29.19
Other Livelihoods				
Forest-based	9.67	8.74	0.24	0.69
Livestock	49.55	9.07	38.48	2.00
Micro-enterprises	171.07	94.33	68.33	8.41
Livelihood investment (sub-total)	599.95	241.47	306.72	51.77
Ongoing activities by SHG members	324.80	324.80		
Total	924.8	566.3	306.7	51.8

Income distribution from all interventions:

Following table (# 18) summarizes the income gains made by families participating in PRADAN promoted activities. The table tries to summarize the income gains for different categories of families (based on the annual income when PRADAN started intervention). About 30% families earned over Rs. 10,000 additional income during the past year. Only 12% of the participants earned less than Rs. 2,500. The table also shows that the majority (68%) of the families PRADAN works with fall in the annual income category of Rs 10,000 to 30,000.

Table 18: Proportion of participating families having additional income from PRADAN promoted interventions

Additional income from PRADAN promoted & supported activities-→ →	Below Rs. 2,500	Rs 2501-7500	Rs 7501-10000	Rs.10001-15000	more than Rs.15000	Total
Total annual family income before PRADAN intervention						
Below Rs. 10,000	2%	4%	4%	1%	1%	12%
Rs. 10,000 – 20,000	6%	12%	7%	4%	2%	30%
Rs. 20,000-30,000	3%	13%	11%	6%	4%	38%
Above 30,000	1%	3%	5%	6%	5%	20%
Total	12%	33%	27%	17%	11%	100%

Based on this table PRADAN's interventions during the year created additional income of over Rs. 1,088 million for 131,669 families

PARTNERSHIP ACTION WITH OTHER NGOS

Partnership approach is a means of grassroots action when PRADAN collaborates with an organisation or a group of organisations working directly with community and the grassroots spearheading role is played by partner/s instead of PRADAN. Partner organisations may include NGOs, CBOs, *panchayati raj institutions*, etc. Depending on circumstances grassroots involvement of PRADAN in a partnership approach varies. While in some cases intense grassroots involvement of PRADAN is called for, in some others the need for such engagement is limited.

PRADAN has developed approaches and methods of livelihood promotion for the very poor which are effective and unique. On one hand livelihood focus is increasing in government as well as private funding initiatives and on the other, relevant actors including civil society organisations are at a loss on how to impact poverty. Considering the urgency of reaching out to a large number of underprivileged families as well as our urge to influence others and be influenced, Vision 2015 exercise envisaged that partnership approach would be an appropriate tool of scaling up in the present context. Considerations for partnership approach have been as under:

- Reaching out to the poor where we do not have presence
- Scaling up in a person-power effective manner
- Opportunity for creative energies of the seniors to flow in different directions
- More space in the organisation for experienced professionals
- Dissemination of knowledge and know-how
- Investing in other agencies – a value
- Complementary (*Jugalbandi*) relationship with agencies to reach out to the extremely alienated community
- Part of the orchestration that we described in “Vision 2015”
- High expectation on us from grassroot implementers, donors and other stakeholders
- Proaction in influencing

We hope that through the partnership approach a community of like minded individuals and organisations will be created who will join hands together to eradicate poverty.

We have actively promoted partnership action during the last year. Groups of NGOs have started functioning in Jharkhand, Madhya Pradesh, Orissa and Bundelkhand around issues of community mobilization and livelihood promotion. These groups share experiences, find opportunities for collaborative action, undertake skill building initiative for their staff and engage with external stake-holders collectively when necessary. Vikas Bazaar Net in Jharkhand, the oldest among these groups, has membership of nearly twenty NGOs. The NGO constellation triggered by the Tejaswini project in Madhya Pradesh has ten NGOs as members. South Orissa Development Initiative has started taking up collaborative action. Under Bundelkhand Initiative, 10 NGOs have joined hands to develop lands of the marginalized communities through integrated natural resource management.

Introduction

During the past year the portfolio of knowledge resources development and management became more defined and more clarity emerged on the role of the Central Unit in enhancing knowledge needs. the different streams of the RRC has emerged as follows:

Knowledge development and dissemination:

- Identification of best practices and documentation of the same for facilitating learning of practitioners
- Developing aids to scaling up of PRADAN and partners

Impact Assessment and Learning:

- Developing baseline indicators and evolving a process of measuring baseline status in new projects
- Evolving a process for ingoing impact monitoring and learning

Policy Research:

- Identification eminent resource persons to collaborate on research on relevant issues
- Using the lessons for influencing development thinking among practitioners and policy makers

Policy Advocacy:

- Identification a portfolio of relevant issues related to policies on rural livelihoods
- Systematically initiate multiple processes to influence these policies

Key Achievements***Knowledge development and dissemination:***

- Developed a set of training films and a tool kit of for community resource persons involved in SHG promotion
- Developed a set of pictorial tools for those involved in SHG promotion
- Documentation launched of PRADAN's collaboration with the District in Kandhamal to implement INRM activities under MGNREGA
- Completed impact study of Poultry programme in Chhattarpur, Bundelkhand
- Commissioned a consultant for developing brochure and other communication material for the poultry programme and allied institutions
- Organised a learning workshop around MGNREGA for field professionals from PRADAN and other NGOs in Madhya Pradesh
- A workshop organised in Ranchi to disseminate findings of the Value Chain Study on Mango in Jharkhand drawing participation from NGOs, bankers, private sector players and farmers
- Preparation of a directory of well-functioning producer collectives in Jharkhand, MP, Orissa and Chhattisgarh

Impact Assessment and Learning

- Initiated internal consultations and also consultations with external resource persons for evolving baseline indicators for new project locations. An intern was commissioned for the purpose who visited locations and developed a set of indicators which need now to be worked on for developing a protocol for doing the baseline study
- PRADAN Impact Study commissioned with IGIDR and Prof. Nirmal Sengupta; the initial discussions have happened and a ToR developed

Policy Research

- The Participatory research on community based organisations is well on track with the final case studies of successful CBOs being submitted. The Consultant is now working on the case studies to evolve a guide for practitioners
- Process documentation of PRADAN's Tasar Interventions with a view to evolve policy lessons in making sectoral interventions
- Documentation of the PRADAN-ICCO collaboration for evolving policy lessons for donor-NGO partnerships
- Initiated discussions with experts for evolving study design for research on the adoption and dis-adoption behaviour of SRI farmers

Policy Advocacy

- Formed National Consortium on SRI with eminent practitioners, researchers, donors and other resource institutions
- Advocacy workshop in Delhi with a wide set of stakeholders including Member, Planning Commission
- Participation in a sub-group on SRI under a DARE Working Group of the Planning Commission
- Participation in various consultative groups on NRLM including a Planning Commission Working Group
- Participation in the Revitalising Rainfed Agriculture (RRA) network of NGOs, research institutions and donors interested in addressing issues of rainfed farming in India. Also initiated an action pilot in one field location in Jharkhand on enhancing soil productivity
- Workshop on Small-holder Poultry held in Delhi in December 2010, to highlight the achievements in the small-holder poultry segment across the country and generate policy lessons from good practices. The workshop drew wide participation from the Government, research institutions, sector development organisations and practitioners.

HUMAN RESOURCES IN PRADAN

Overall status

The current total staff strength of PRADAN is 545 out of which 255 are professionals and 90 are Assistants. Two hundred staffs are on short-term contract with PRADAN, which include Technical Support, Field Help and Office Based Assistants. In addition, 60 persons are completing their Development Apprenticeship programme

During the reporting period, 54 employees joined out of which 44 were Executives (*including 5 Direct Executives*), 1 Director (Strategy) and 10 Assistants. During this period 41 employees separated out of which 31 were Executives and 10 were Assistants. Currently there are 12 employees on long leave out of whom 11 are Executives and 1 is an assistant. A total of 6 employees who were on long leave have rejoined. The status of human resources in PRADAN is summarized in Table 1

Table 19: Summary of human resources

	Executives of all levels	Assistants	Total staff	Staff on contract
Opening balance (As on 1st April 2010)	247	91	338	158
Joined (April 10 to Mar 11)	44	10	54	103
Resigned (April 10 to Mar 11)	31	10	41	61
Long leave (April 10 to Mar 11)	11	1	12	0
Rejoined	6	0	6	0
Closing balance (As on mar 31, 2011)	255	90	345	200

Key Focus Areas:

PRADAN's HRD agenda is broadly divided as follows:

- Recruitment and selection
- Development Apprenticeship
- Staff development
- Internal systems

Key focus for each area and period were broadly defined through consultative processes with Team Leaders and Programme Directors. Broad biennial plans for the financial years (2010-12) were finalized in April and reviewed every six months where priorities were realigned if necessary. Summarised below are the focus areas and broad activities undertaken during the reporting period.

Recruitment and selection:

We strategized the process of recruitment keeping in view the changing environment, with a view to strengthen relationships with campuses, to make 350 offers of apprenticeship (to ensure 150 DAs joining) and to bring in 10 Executives with prior experience (of 2-5 years) into PRADAN in the year 2010-11. During the reporting period we finally made a total of 391 offers (67 offers for the June batch, 194 offers for the August batch, 123 offers for November batch and 7 for the February batch). Initially as we faced a shortage of guidance space, we decided to run two batches of DAs (August and November). Thus June batch merged with August batch and we restricted offers to 260+. However, later a small batch of 5 DAs joined in February to utilize the guidance space available due to dropouts. In addition we brought in 5 experienced executives during this period.

The key concern this year too remains the need to build awareness about such work, and we realize the importance of coming up with strategies to position grassroots work as a significant career option / vocation. This is a continued struggle as there is little recognition of such work in society at large, in campuses and in families.

Development Apprenticeship:

As on April 1, 2010 there were 53 Apprentices on board from previous batches and 102 apprentices joined during the year. Of these, 40 apprentices graduated after successfully completing the 12 month apprenticeship, 55 dropped out or were asked to leave and 60 are on board as on March 31, 2011. Our plans were to optimally utilize guidance space, design and develop the curriculum in alignment with the learning cycle and to ensure that each apprentice completes the learning agenda, in partnership with teams, Team Leaders and Field Guides. Each of these batches went through their Foundation Courses and Field Work components that were scheduled for them during this period. Post the Faculty Development Programme we moved ahead building on the initiated work to develop the curriculum and a faculty strategy and to strengthen learning nodes in the field (TL+ FG+ others). One of the challenges was to strengthen the 9 month fieldwork period of DAship, to concretize the learning from experience. Towards this end 'collegial support groups' were formed for the August and November batches to support peer learning process, and one such meeting has already been conducted for all in the August batch. The System for Individual Reflection and Feedback for DAs was also integrated with those for the other staff, thus contributing to a more open learning climate for DAs. We look forward to the learnings from the experience of collegial support group to strengthen it as well as work towards strengthened relationship of FG and apprentices. Apart from this we plan to see how the period of foundation courses could be optimized and what can be shifted to field works so that the curriculum is refined for better. It is now almost 5 years since the overall apprenticeship programme was last reviewed and we plan to initiate a process of review for it in the coming period.

Staff Development:

Staff development programmes are designed to enhance the job performance as PRADANites through introducing mechanisms to help professionals make role transitions while in PRADAN and to enable them acquire necessary capabilities to play current roles more effectively. During the period our efforts went into reviewing organisational training requirements for different age bands, defining and developing appropriate programmes and ensuring pools of faculty for all new programmes launched during the year. We also continued to design and prepare to roll out the 6 course programme on Transiting Leadership roles (for PRADANites and those from other organizations). The Development Perspectives course was designed by Mr. Deep Joshi and Dr Ravi Chopra. The course on Collectives and Organizations was designed by Dr Deepankar Roy and Dr. Rolf Lynton and was rolled out for the pilot batch in November 2010 and March 2011, respectively. The Leadership Course was conducted for a second time by Prof Kenwyn Smith. Two phases of Team Leader Development Programme were also designed by Dr Deepankar Roy and Rolf Lynton and conducted for the first time towards building the group of Team Leaders for team effectiveness. In this way, during the year 10 Executive Development Programmes (EDP) and 5 Leadership Development Programmes (LDP) covering 126 participants from PRADAN were conducted. Apart from our participants 18 people from others NGOs in the sector also participated in 3 programmes. The key challenges in staff development are to support professionals to take time out for their growth and development and also to integrate with all functions to develop appropriate programmes through creating a comprehensive experiential learning and rigorous pedagogies.

Internal Systems:

Ongoing work relating to personnel and administration continued as PRADANs staff strength grows. The System for Individual reflection and Feedback is in place, and the automated software is ready for use after being beta tested.

THE EDUCATION INITIATIVE

PRADAN has been thinking for some years about creating a Masters level programme to educate people interested in taking up transformative grassroots practice for a career -- not just in PRADAN but anywhere. This is embedded within a larger vision to create a new discipline of 'transformative practice'. The founding inspiration for PRADAN, that educated people need to engage in community development, has come to life over the past 28 years or so. This journey has ushered in over a thousand young people into a vocation they had perhaps not imagined they would pursue. To achieve this PRADAN has systematically evolved processes and curricula that enable such transformation. These experiences also lead us to recognize the need for an educational program that would institutionalize, legitimize, and bring rigour to such community-based practice. This would lead to creation of a new profession of rural development practice, and by creating a valued social identity for such a profession, draw well-educated youth to take up the challenge of transforming rural India. It would also enhance research excellence and contribute to the building of new knowledge. We were also clear that PRADAN itself cannot do it, given the UGC constraints and the fact that it is not an academic institution. As a place where practice can be designed, refined and rooted, it can be a champion but it needs an academic partner to collaborate in this endeavour.

It was in this context that, in *July 2009*, PRADAN had its first meeting with Prof Shyam Menon, Vice Chancellor of the Ambedkar University Delhi (AUD). AUD was set up in *August 2008* by the Government of the NCT of Delhi through an Act of Legislature. The University focuses on teaching and research in the Social Sciences and the Humanities. The initial meeting saw an immediate resonance between the two institutions. Both sides showed interest in the idea and agreed, in principle. This was followed by the creation, in *October 2009*, of a steering group. Dr. Nitya Rao who is at the University of East Anglia, through a series of discussions and meetings with PRADAN and AUD during her visits to India, developed a draft course outline. This was submitted to AUD in *November 2010*.

With the onset of *2011* there has been a new surge of activity. Dr. Rao was formally appointed by AUD along with a research associate to set up a consultative process during February 20, 2011 –March 20, 2011. This involved developing the concept with AUD and PRADAN, and working out a course outline and a proposal for the Academic Council of AUD. The process has now come to a close.

There is a strong possibility now for the course, a two year praxis based M. Phil Programme in Transformative Development Practice (working title) to be launched during this academic year. Students will enrol in the Ambedkar University, Delhi and their immersion/practicum will be embedded in PRADAN. On completion of the course, graduates will be eligible to join as executives in PRADAN.