

Professional Assistance for Development Action (PRADAN)

Annual Report 2006-07

Overview

PRADAN worked with 112,900 families during year in 3,044 villages across 89 community development blocks in 30 districts of seven states the outreach increased by 11,332 families, 507 villages and 4 blocks over the previous reporting year. One new team was established this year at Rayagada in Orissa. Three others, viz. Bankura (West Bengal), Dindori (Madhya Pradesh) and Dhamtari (Chhattisgarh), set up in the previous year, established themselves in the field.

On the livelihoods front, while there has been expansion in all sectors, horticulture (fruit tree plantation) and lac have seen distinct consolidation and expansion. Several teams successfully took up promotion of SRI method of paddy cultivation. Small-holder broiler poultry rearing was expanded to include more families and locations. A number of new producer companies and cooperatives were promoted around poultry. The poultry cooperatives have overcome the crisis triggered by the bird-flu scare and made up the accumulated losses. In Purulia, a project to promote a large number of livelihoods by spreading a model of integrated natural resource management (INRM) developed by the team earlier was launched with support from the Special SGSY programme of the Ministry of Rural Development, Government of India. The team at Bankura initiated a similar INRM based livelihood initiative in collaboration with *Panchayat Raj* Institutions to create a replicable model. Mulberry sericulture was established as a livelihood prototype at Kesla. Dairy based livelihood promotion in Rajasthan and Jharkhand, *siali* leaf plate making in Orissa and goat rearing in Rajasthan and Orissa expanded their outreach. We initiated collaboration with the corporate sector in three locations this year and have taken up mainly natural resource development activities with their support.

Several initiatives were taken up to improve broader well-being of SHG members in collaboration with other agencies. This has opened up opportunities for further collaboration and expansion of the initiatives. Several teams initiated community-led SHG expansion. A few teams renewed efforts to strengthen SHG federations. Issues of gender equity were incorporated in the federation agenda in a few places.

Emphasis was placed during the year to enlarge the pool of community resource persons (village women and men acting as resource persons for others in the community in various ways) and their grooming.

Steps were initiated to prepare a five-year perspective plan (2007- 2012) following “Vision 2015” that had emerged through wide-ranging consultations over the past two years. By the end of the reporting year, opportunities had been created to set up more teams in the coming year.

A brief review of activities for the fiscal year 2006-07 follows.

Outreach

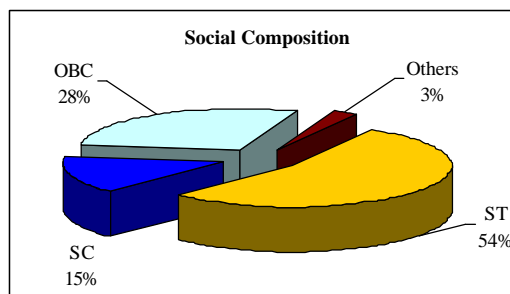
PRADAN now works with 112,900 households in 3,044 villages. Our 27 teams have a presence in 89 Community Development Blocks of 30 districts across the States of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and West Bengal. A majority of these districts are among the 150 poorest districts in the country. Nearly all outreach is through women’s Self Help

Groups (SHGs). More than two-thirds of the families we work with belong to Scheduled Tribes and Castes and all are from socio-economically disadvantaged sections of the society.

Number of Project Villages	3,044
Number of Blocks	89
Number of Districts	30
Number of Households	112,900

begin with. A majority of the population in the two blocks belong to Scheduled Tribes. We have started organizing SHGs there and initiated water resource development activities. A large number of landless poor families live in the project area. Various non-farm activities are being planned for them, including tasar spinning and reeling. ITC has provided support for irrigation development and some other livelihood activities.

We set up one new team in Rayagada district of Orissa, in the beginning of this year. Rayagada is one of the southern districts of the state adjoining Kalahandi district. Two blocks of Rayagada viz. Rayagada Sadar and Kolnara have been selected to



The SHG Programme

PRADAN organises women from poor households into self-help groups around savings and credit. Mature groups are enabled to get access to bank credit and may also be linked to suitable poverty alleviation programmes of the government for financial assistance. The SHG is the base for promoting sectoral livelihood activities, beginning with exposure to such programmes nearby and livelihood planning exercises conducted with groups.

We worked with 7,512 SHGs this year covering 106,090 families. There was a net addition of 1,027 SHGs and 10,360 families over the previous year. There were 494 SHG cluster associations at the end of the year. Informal tertiary organizations or federations of SHGs were functional in 15 blocks.

The SHGs increased their net-owned funds from Rs 17.27 crore in the previous year to Rs 24.54 crore this year. Credit disbursed from own funds by the SHGs was Rs 11.31 crore and bank credit on-lent to members was Rs 7.94 crore.

Particulars	March 2007	March 2006
Outreach:		
Number of SHGs	7,512	6,485
Number of members (all women)	106,090	95,730
Cluster associations	494	533
Financials: All Figures in Rs Lakh		
Net owned funds (Cumulative)	2,454	1,726.5
Addition to net owned funds	520	697
Internal credit disbursed	1,131	711
Number of bank linkages	2,276	4,603
Bank credit mobilised	794	763

Initiatives to Address Broader Well-being Issues of SHG Members

Women's SHGs are our primary contact group in villages. There are several issues that specifically affect women adversely and over the years PRADAN has been broadening the scope of its work to address these while retaining its core focus of enhancing livelihoods. Among various initiatives in the course of this project, the following deserve special mention.

Crèches in Godda and Dumka: Many women participating in the tasar spinning and reeling activities have small children, including toddlers. Following discussions with the concerned women, we proposed to set up crèches for the children of these working mothers, to be eventually paid for and managed by the women themselves. We have set up crèches in Raksha, Rajdah (Saraiyahat block, Dumka district) and Bara (Poraiyahat block, Godda district) villages and these together take care of 85 children.

The crèches provide freshly cooked nutritious food, build awareness of parents on health care and are visited by a local government doctor periodically to monitor the children's health and growth. Local women, selected jointly by PRADAN and the mothers and trained by Mobile Crèches, the well-known Delhi-based NGO run the crèches. We have initiated steps so that the parents themselves will eventually manage the crèches. Expansion of the crèche activity across locations in Jharkhand is being contemplated.

Health Intervention at West Singhbhum in Collaboration with *Ekjut*: We are collaborating with *Ekjut*, a local NGO specializing in rural community health programmes. At our invitation, they have been working with the SHGs promoted by us in West Singhbhum. *Ekjut* follows a participatory process where implementation and data gathering go hand in hand to design interventions and advocacy. The project aims to activate and strengthen groups around health issues, support group members in identifying and prioritizing problems pertaining to newborns and their mothers, help to identify possible solutions and support planning, implementation and monitoring of solutions in the community.

Well-being Issues of SHG Members in Koderma: We have initiated a pilot project among SHG members in Koderma to address issues of health, legal rights and violence as they affect women. The project covers 30 villages in a compact area in Koderma district having groups older than five years. We are collaborating with Jagori, a Delhi-based resource NGO that works on gender and women's issues.

BBC Radio Listeners' Group at Khunti: In collaboration with BBC World Service Trust PRADAN promoted four radio listeners' groups with members of four SHGs. SHG members heard weekly episodes titled "*Aangan Ke Paar*" every Friday. The radio listeners' groups found these episodes very useful. Two groups of TISS students reviewing the impact of this work have reported that women from project villages were knowledgeable about AIDS, family planning, the use of contraceptives, etc. and freely spoke about these topics.

Working with Pahariyas in Sundarpahari: Sundarpahari block is part of the outreach of our team in Godda district. It is the poorest block in the district and one of the poorest in the State. With a rugged hilly terrain, large parts of the block become virtually inaccessible during the rainy season in the absence of any kind of road network. A significant proportion of the population comprises of the Pahariya tribe, notified by the government as a Primitive Tribe Group. We have placed special emphasis on working with the Pahariyas. The deadly *falciparum* malaria and *kala azar* are endemic in Sundarpahadi and claim many lives every year besides causing widespread morbidity. Therefore, in addition to promoting SHGs and livelihoods we have also intervened in health and related issues.

A programme for prevention of malaria through use of mosquito nets treated with mosquito repellents that the people buy at subsidized rates, blood testing by trained community workers to identify onset of malaria and treatment of *kala azar* are some of the activities taken up. A tribal cooperative has been promoted and has received Rs 40 lakh from the State Department of Welfare to build community centres and take up a variety of welfare activities, including distribution of solar lamps, running non-formal education centres, health care camps, etc. A unique concept called “save the trees corpus¹” has been promoted using a part of the funds from the cooperative. The corpus so far has saved more than 120 fully-grown fruit trees in the hills. The solar lamps distributed among the families are being regularly used.

Inclusion of Gender and Governance in the Agenda of SHG Federation: At Kesla, SHG Federation model is looking beyond the mere provision of services (financial and group dynamics related) to SHGs to include issues of gender and governance. The objective for the federation called *Narmada Mahila Sangh* was articulated by members during *Mahadhiveshan* 2006 which included economic, social and political empowerment. We have been systematically helping women articulate these issues and developing their capabilities. We have helped the women articulate a vision for the federation, identified and groomed a pool of women leaders, nurtured a cadre of local community workers to assist the leaders and instituted a system of periodic review. We have developed a new process tool that entails working from the Cluster upwards by organising Cluster *Adhiveshans* (as a prelude to the *Mahadhiveshan*) to enhance ownership of the Cluster and Federation by the SHGs, increases accountability and induces them to take charge. In this was put into practice this year prior to the *Mahadhiveshan* held on the 24th of February 2007. The exercise done through 35 cluster meetings was the central theme for the *Mahaadhiveshan*. It helped revitalise the federation structure and set agenda for the coming year.

Livelihood Programmes

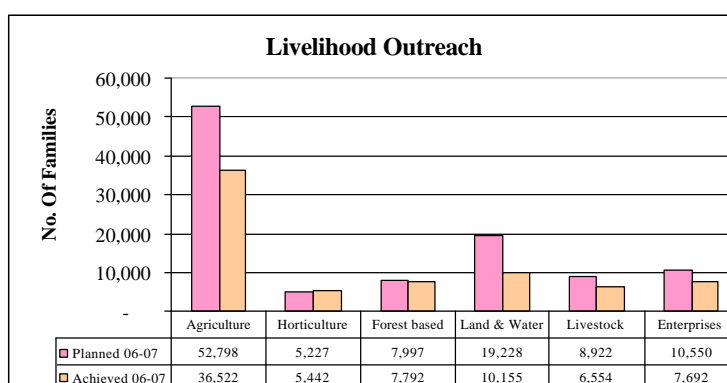
PRADAN begins its engagement with rural communities by organizing women into SHGs. About five years ago, as we began rationalizing and expanding our work on livelihoods, the notion of livelihood planning with SHG members was introduced using a structured methodology. Since a large number of SHGs had already been formed and livelihood activities were already underway, we decided that project teams would conduct livelihood planning with SHG members gradually without disrupting the current programmes. The need for convergence of various sectoral activities at the household level for maximum sustainable impact highlighted by on-going reviews and critique of our work has further reinforced the importance of livelihood planning. Most teams now carry out livelihood planning exercises with SHG members before initiating sectoral livelihood interventions.

No. of SHG where livelihood planning was done during 06-07	2,023
No. of SHG where livelihood planning was done up to March 06	3,687
SHG Members participating in PRADAN promoted Livelihood programme During 06-07	34,764
SHG Members participating in PRADAN promoted Livelihood programme up to March 06	57,674

¹ The cooperative has been provided with revolving fund @ Rs25,000 per SHG to give loans to SHG members who resort to distress selling of large trees on their land including fully grown mango, jackfruit and silk cotton trees for small sums of money needed for various contingencies. The loan is against mortgage of the tree. This way the valuable trees are saved and the owner can reclaim the tree after paying back the loan. The loan is interest free but the cooperative has the usufruct rights while the tree is under mortgage.

We continued with the two broad livelihood streams, namely, enhancing productivity of natural resources and promoting home-based micro-enterprises. Income enhancement (rather than expenditure reduction) remains the main focus of our programmes. The natural resource programme comprises of agriculture, horticulture and other tree-based activities, livestock rearing, small-scale irrigation and watershed development. Micro-enterprises are promoted in poultry, tasar silk processing, rearing and processing of mulberry silk and cultivation of mushrooms. Enhancing productivity, mobilising investments to create productive assets, building people's capabilities, setting up services and building people's organisations are the key components of our livelihood programmes.

Overall outreach of our livelihoods programme is reported in Table 4 and pictorially presented in the chart below.



Programme	Participating Families*	
	2006-07	2005-06
Agriculture	36,522	31,376
Horticulture	5,442	2,615
Tree and Forest Based activities	7,792	8,698
Land and water development	10,155	7,813
Livestock	6,554	6,385
Micro-enterprises	7,692	7,174

* Families overlap across activities, hence not totalled.

Agriculture-based Livelihoods

The agriculture based livelihoods programme has the widest coverage as agriculture is the principal source of rural livelihoods. The programme comprises of increasing productivity of main crops, especially paddy and wheat and diversification into other crops and vegetables. Overall, outreach was increased across all programme segments.

Particulars	Table 5: Outreach of Agriculture Programme	
	Families	Area, Ha
Kharif Field Crops (Paddy, Soybean, etc.)	21,293	5,989
Rabi Field Crops (Wheat, Gram, etc.)	1,979	516
Kharif Vegetables	8,262	367
Rabi Vegetables	4,988	201
Total	36,522	7,073

A number of teams have taken up extension of paddy cultivation through SRI method. The performance has been highly encouraging in all locations.

Formal and informal producer entities were promoted in a few of our projects to streamline the delivery of services and prepare for handing over operations. At Sironj (Vidisha, Madhya Pradesh) the Sironj Crops Producers Company Pvt. Ltd. (SCPCL) was registered as a producers' company in the previous year. The company has started its business by producing certified and foundation seeds of soybean, wheat and gram. Meanwhile it has obtained relevant licenses like *mandi* license, seed production and marketing license, fertilizers sale license, etc. and is negotiating with NCDEX. The Khunti team (Ranchi, Jharkhand) arranged service delivery through an SHG members' agri-horticultural cooperative society. The Gumla team's interventions were also largely through a similar cooperative.

Horticulture Development

Horticulture has emerged as a significant livelihood programme, especially in the high rainfall regions (all projects outside Rajasthan). Diversification away from agriculture is an essential component of sustainable strategies to manage natural resources and enhance rural livelihoods in this undulating and hilly region. We have taken up fruit tree plantation programmes in Keonjhar, Purulia, Gumla, Lohardaga, Khunti, Petarbar and Kesla. The Gumla team has developed the *baari-bagaan* model of horticulture, comprising of intensive irrigated mango plantations with forest trees on the fences on half an acre of marginal lands. Vegetables are cultivated as inter-crop in the initial years till the canopy develops. The model fully integrates the family's need of fruits, vegetables, fodder, firewood, timber and income. The Kesla team is implementing a drip irrigated

mulberry sericulture project supported by the Central Silk Board and the MP State Sericulture Department. Silk rearing began last year and during this year, 101 rearing units produced 5 ton raw silk. In Purulia, pilot plantations of pomegranate were raised. Pomegranate is reported to be quite a versatile plant. It starts bearing within two years, has good keeping quality, can be trained to fruit according to the suitable season or market, can be grown in less fertile soils, bears fruit every year and has a promising market. Sixteen farmers participated in the pilot activity and performance so far is satisfactory.

Table 6: Horticulture Programme		
Particulars	Families	Area (Ha)
Fruit Trees	3,659	789
Tasar Host Plantation	1,614	662
Mulberry Plantation	169	52
Total	5,442	1,503

Irrigation and Watershed Development

Our work is entirely in the undulating and hilly region across central India. Most of our current outreach is in the Agro-Ecological Zone VII (Jharkhand, Chhattisgarh and parts of West Bengal, Orissa, eastern M. P. and Maharashtra), a high rainfall, sub-humid region with an undulating terrain interspersed with hilly outcrops. Tending to natural resources – land, water, and livestock – is the mainstay of rural livelihoods here. Management of the land-bound part of the hydrological cycle is central to enhancing productivity and carrying capacity sustainably in this region. Following a watershed approach, one needs to develop and promote integrated natural resource management systems that would sustainably enhance livelihoods. Developing land, judicious harvesting of water so that it contributes to production locally and does not erode and degrade land and promotion of farming systems that maximise production and minimise risks are the only way to eliminate widespread poverty and spur growth in this region in the medium run. Such strategies alone can ensure food security and remove the huge regional imbalances.

Our irrigation and watershed development programme covered 10,155 families and 2,577 ha for irrigation development and 2,870 ha for watershed development, respectively.

At Kesla, we completed land husbandry works and water harvesting structures on private fields financed under Drought Relief, NFWP and SGRY in a contiguous areas following INRM approach. At Raigarh, the work on creating water harvesting structures has been completed and 73 ponds have been created with a command area of 57 ha in one village.

Availability of funds from the Jharkhand Tribal Welfare Commissioner (TWC) under the “livelihood prototype” schemes propelled the growth of irrigation and water harvesting programmes in Jharkhand. PRADAN had developed these prototypes at the request of the TWC for incorporating in their “shelf of schemes”. Watershed development programmes continued, financed mainly by the IFAD-aided Jharkhand Tribal Development Programme and NABARD.

The Bankura team (West Bengal) continued to implement

watershed development activities in collaboration with the local *panchayat raj* institutions. The team also oriented these institutions and helped them in planning and deploying their resources under RSVY and NREGS for integrated natural resource development. Planning and implementation tool kits in the form of planning formats, training modules, etc. were developed for leaders and workers of local *Panchayats* so that they could take up the programmes themselves.

Particulars	Families	Area, ha
Irrigation	7,285	2,577
Watershed Development	2,870	2,244
Total	10,155	4821

Forest-based Livelihoods

Tasar silk rearing, rearing natural lac and farm forestry are the main programmes built around the use of forests, forest trees and plantations on wastelands. Overall outreach is summarised in the following table.

Particulars	Families
Tasar Sericulture	4,436
Lac Cultivation	2,107
Farm Forestry	1,249
Total	7,792

Tasar Silk Rearing

PRADAN has been working to revive and rejuvenate this forest based tribal livelihood for several years and has brought about path-breaking changes in technology, production organization, financing and marketing. We have a strong collaboration with the Central Silk Board, the apex government organization for the promotion of the sector and have leveraged significant financial resources from government, especially at the Central level.

Low productivity due to non-availability of quality rearing stock, diseases and poor rearing practices were the key reasons for the decline in tasar rearing as a key livelihood source for tribal

Table 9: Tasar Host Plantation and Cocoon Rearing			
Parameter	2006-07	2005-06	2004-05
Arjuna Plantation Raised (Ha)	662	889	1,074
No. of Grainages	193	326	259
Seed Cocoons Produced ('000)	3,484	4,705	2,590
DFLs Produced ('000)	582	612	229
Commercial Cocoons Produced (mn)	26.8	27.4	10.6

people. These factors have been the focus of our work in this sector. As outreach has significantly expanded over the years and basic production support systems are now in place, attaining high productivity through rigorous adherence to rearing routines and supply of disease free eggs (DFL) of the moth across the programme area has been a short-term programme goal. In the event, we achieved an overall average yield of 43 cocoons per DFL this year, which is a significant achievement as 40 cocoons per DFL is considered as a high benchmark and productivity used to hover around 16 to 20 cocoons per DFL only a few years ago. Strengthening of informal Tasar Vikas Samitis at the hamlet levels, active engagement of members in quality control at all levels viz. grainage, seed cycle and commercial rearing, and rigorous implementation of full package of practices are the major reasons for the achievement. Systematic efforts were made by the teams to expand the pool of community resource persons in villages, whose services were regularly used by the rearing community for technical and knowledge inputs.

High productivity coupled with unusually high cocoon prices this year resulted in high rearer incomes. About 50% of the rearers earned between Rs 15,000 to Rs 25,000 for just about 60 to 70 days of work during the commercial crop cycle.

We began promoting *Arjuna* plantations on private wasteland owned by tribal people for tasar rearing under a Special SGSY project three years ago. The plantations have come up very well in terms of growth and survival of plants. Even though rearing is normally recommended in the fourth year of a new plantation, our Deoghar team took up rearing on 160 ha of plantations in the third year itself on a pilot basis as the growth was very good. Since the owners of these plantations, though from tribal community, had no experience of rearing, the team trained 86 rearers, who were assisted by three resource persons from traditional tasar rearing villages. The rearers achieved unprecedented productivity of 86 cocoons per DFL and the average net income of rearers from one hectare of plantation was estimated at Rs 18,500. The income might have been higher but we restricted the number of DFLs reared per ha as the rearers were inexperienced and we were unsure of the rearing capacity of the plantations.

The major bottleneck in the expansion of the programme continued to be the shortfall in the supply of Basic Seed from the seed supply units of the CSB. With seed supply from the CSB inadequate, PRADAN has undertaken the task of meeting the supply gap by establishing seed preservation units. We expect to produce 40,000 Basic Seed DFLs in-house in the forthcoming rearing cycle to meet about 25% of the overall requirement. This would go a long way to enable the rearers attain self-reliance in Basic Seed and create scope for rapid expansion of the programme in Jharkhand and adjoining states of Orissa, West Bengal and Chattisgarh.

With extended 1st phase of the special SGSY project for Tasar Sericulture coming to a closure, PRADAN teams in Jharkhand tried to mobilize finance from local sources. Finance for about half of the total area of 662 ha plantation promoted during the year was mobilized from the Special Central Assistance funds with the Jharkhand Tribal Welfare Commissioner. Simultaneously,

efforts are on in collaboration with CSB to initiate 2nd Phase of Special SGSY project funding from the GoI Ministries of Rural Development and Textiles. Details of the tasar rearing programme are presented in Table 9.

Lac Rearing

Natural Lac (shellac) has been traditionally reared by tribal people in Jharkhand (and other parts of the country) as part of their livelihood. Lac rearing has been on the decline due to a host of factors. PRADAN took up a programme four years ago in collaboration with the Indian Lac Research Institute (ILRI) and the Jharkhand Government to revive this occupation. ILRI had developed a basic technological package, especially for protection against predators. PRADAN adopted that for promotion, set up community based systems for technical support and backstopping and also piloted diverse trials on a variety of aspects in the field. We now have developed deeper understanding about the Lac sub-sector, reached out to a large number of rearers directly, helped the State Government in expansion of Lac rearing as a livelihood activity among tribal people and assisted several other stake-holders in Lac promotion. Possibilities have emerged to raise Lac as a plantation crop, which can ensure much better control over rearing and enhance yield and incomes. We have also resolved the issue of availability of quality brood, a critical bottleneck in Lac rearing.

Besides the Khunti team, which initiated the Lac activity in PRADAN, two other teams have taken up promotion of scientific Lac rearing. Lac rearing on *semal* and *ber* trees in Sundarpahari is creating new livelihood avenues for tribal people.

Farm Forestry

Most of the farm forestry interventions were in Rajasthan where we are collaborating with SRF and ITC. SRF, under its Clean Development Mechanism (CDM)² and Corporate Social Responsibility Programme (CSR), has financed us for an integrated natural resource management (watershed) initiative for livelihoods enhancement, environment and ecological conservation in the highly degraded ecosystem of Aravali hills. The project is implemented in 17 villages in Tijara block. In addition, 5 villages have been added to the list from Kishangarh bas, Alwar where PRADAN worked earlier and have community interaction and rain water infrastructure. A pilot intervention for two years has been taken up initially. This pilot would provide insights and help develop replicable models, which can be used for up-scaling during the expansion phase for five years in other places.

Livestock-based Programme

Livestock rearing continues to be a major under-developed source of potential livelihoods for poor people. Husbandry is a key to profitable livestock rearing and poor people have the labour needed for good husbandry. Capital investments, especially for small ruminants, are modest and can often be mobilised from various government programmes. Besides providing regular and stable income, livestock also act as buffers against shocks, and if managed well, also keep adding to the capital stock. Dairy and goat rearing are particularly promising sectors. Unfortunately, in our project areas both are characterised by poor breeds and unscientific husbandry practices that result in low incomes and high risk from mortality and diseases.

Both these programmes are now expanding. The dairy programme comprises of induction of better quality breeds, training of women in feeding and husbandry practices, veterinary care, developing a cadre of village based service providers and setting systems for marketing.

² SRF Ltd has received carbon credit funds from their European partner against the CDMs they have adopted. A part of these funds is being used in the dry areas around the SRF factory at Bhiwadi.

Financing of animals has so far been done through government schemes. We have established collaboration with Mother Dairy for technical support and marketing of milk in Rajasthan. This would eventually lead to setting up of a Producer Company that would collect and process milk for bulk sale and provide technical support to producers. The National Dairy Development Board facilitated this process.

There is large untapped potential for dairy development in Jharkhand as the State presently imports most of its milk from neighbouring Bihar,

Particulars	Families	Output
Dairy	3,858	1,358 Kilo Litres of Milk
Goat rearing	2,331	77.7 Tons of Live-weight
Small scale fish rearing	365	7 Tons of Fish
Total	6,554	

the climate is relatively moderate and the per capita land and water availability is favourable. However, there is little or no tradition of dairying in the State, especially among tribal people who are among the poorest in the State. We have been promoting dairying by inducting high yielding cattle, training and setting up dairy cooperatives to provide production and marketing support. More tribal families in Lohardaga were inducted into dairying during the year and the activity was also initiated in Godda and Dumka districts. Negotiations with the government were initiated to make dairying sufficiently remunerative to the farmers. This included enhancement in the price of milk procured by the government dairy and introduction of a proper system of measurement at all levels, etc. By the end of the year there were indications that both demands would be met through the intervention of the State Animal Husbandry Department. Expansion of dairying as a livelihood for a large number of poor people in Jharkhand would require access to mainstream processing and marketing mechanisms. With a view to set up alternate processing and marketing infrastructure, the State Government and PRADAN have been carrying out negotiations with the National Dairy Development Board (NDDB). The negotiations for a three-way collaborative venture involving the State Government, MDDB and PRADAN have progressed well and an agreement is in the offing.

In goat rearing, besides induction of new animals of improved breed, we focus on better housing and veterinary care, especially immunisation against certain well-known killer diseases, such as PPR. Systems have been set up to procure certain vaccines dispensed only through government agencies.

Both these programmes are implemented in clusters so that capacity building, veterinary support and marketing can be taken up in a planned and intensive manner. Consolidated progress summary of livestock activities is presented in Table 10.

Micro-enterprises

Broiler poultry, tasar yarn making, eri silk rearing, oyster mushroom cultivation, vermi-composting, leaf plate making and petty trade are the activities in the micro-enterprise programme.

Broiler Rearing

Women involved in rearing broiler poultry increased to 2,809 from 2,121 in the previous year. Expansion plans were hampered significantly due to the crisis situation created by the bird flu scare that continued till June. However, by the end of the financial year, the cooperatives had recouped most of the losses accumulated during the period of depression wrought by the bird flu scare. The strength of the cooperative mechanism came to the fore during the crisis, as the cooperatives were able to shield individual producers in terms of price realization in the face of a

steep fall in poultry prices. Though payments were delayed in some cases, prices paid to member producers were only marginally reduced, if at all, even when birds had to be sold in the market at Rs 5 per kg live weight against a normal rate of Rs 35 to Rs 40.

	2006-07	2005-06
Families	2,809	2,121
Cooperatives	12	11
Installed Capacity (Ton live birds / year)	6,388	4,263
Output (Tons Live birds)	4,966	3,219
Sales turnover (Rs M)	182	104.97

In addition to expanding the existing poultry cooperatives new initiatives were taken up in Dindori and Keonjhar. A landmark achievement this year was commissioning of a fully automated hatchery at Lohardaga with a capacity of 3 lakh chick placement per month. This is the largest hatchery in Jharkhand and also the most modern. The State level federation of women's poultry co-operatives promoted in the previous year at Ranchi consolidated and expanded its operations. In Madhya Pradesh, a new federation of the cooperatives was registered as a producers' company.

Tasar Yarn Production

Tasar yarn production programme made significant progress towards becoming a profitable women's rural enterprise. It also expanded outreach to about 1,894 SHG members. The producers are organized into village based primary groups or "Producer Institutions" (PI), which own the secondary level organization incorporated as a Producers Company (PC), named MASUTA Producers Company Limited. In its first year of operations, the Company successfully managed procurement of inputs for the PIs, marketed their produce and extended financial and other logistical support and services to the producers. The enterprise, comprising of the PIs and the PC, produced and marketed about 15 ton tasar yarn. In spite of cheap imports of tasar yarn, about 60% of the yarn could be sold directly in the market and the rest 40% yarn was converted into various fabrics (about 1 lakh meters). The business generated about Rs 65 lakh profit for the producers besides the income they earned from yarn production. A part of it has been already been distributed to producers and the balance would be capitalized.

The production of tropical tasar cocoons in India including Jharkhand has been fluctuating widely during the past few years, resulting in increases in prices of cocoons, the main raw material for the making tasar yarn. For example, the price of cocoon increased 100% during the 2006 harvest compared to the previous year. Yarn prices rose only about 30% in the corresponding period and tasar fabric prices only marginally. Fabric manufacturers can protect their margins by switching over to cheaper imported yarn but yarn producers have no choice and increase in cocoon prices eats into their profits. Producers/MASUTA have adopted various measures, like looking for ways to increase production efficiency, utilizing tasar waste to make marketable yarn, converting yarns into fabric as much as possible, intensifying marketing efforts to sell yarn at higher price, etc.

Leaf Plate Making

Women in Kandhamal district of Orissa are being trained to stitch Siali leaf plates of finer quality and to produce a wider range of products with or without the aid of machines. Plates using leaves of Siali creeper (abundant and available in the local forests around the year), are widely used in Andhra Pradesh, Tamil Nadu and Maharashtra. In Kandhamal district 70% or more of the tribal women are engaged in making loose leaf and rough stitched leaf plates. We have improved the

product quality, trained women to adopt improved production practice, organised them into a producers' organisation and are also helping the organisation in marketing of the produce. This year we added 190 families to reach a total of 250.

Mulberry Sericulture

Cultivation of mulberry and rearing mulberry silk worms have stabilised at Kesla. A cadre of local youth has been groomed and they ensured important and vital micro-practices necessary for rearing of mulberry silkworms. A very important development in the activity was the mobilisation of new farmers for next year by older experienced farmers.

We experimented with **castor cultivation and ericulture** this year with 186 farmers on 134 hectare land. However, the production performance was much below expected. We do not plan to take castor ericulture in the coming year in any significant manner. **Mushroom production activity** has not seen any growth for the last few years and has operated at sub-optimal levels. Apart from the marketing problems, it is now becoming increasingly clear that more efforts are required to stabilise production. The mushroom growers' cooperative at Kesla, however, can manage its affairs on its own and meet its costs at the current levels

Progress in micro-enterprise development is in Table 12.

Particulars	Families	Output
Poultry	2,809	1,789 Ton Live Birds
Tasar Yarn	1,894	15 Ton Yarn
Eri Silk	426	0.4 Ton Yarn
Leaf-Plate making	250	8 Ton Plates
Vermi composting	1,362	292 Ton Compost
Petty Trading	834	Rs 15 Lakh turnover
Mushroom	117	2.5 Ton Dry Mushrooms
Total	7,692	

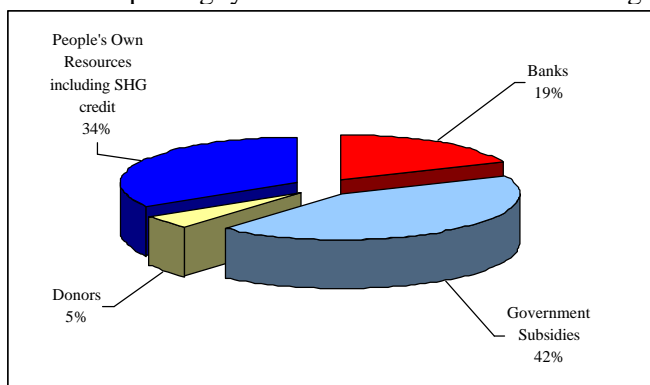
Resource Mobilisation:

As in previous years, we mobilised significant financial resources to enable poor people create or acquire livelihood assets and sustain production. Various government programmes continued to be the single largest source of livelihood finance, followed by people's resources (including credit from SHGs) and credit from banks. Credit from own savings in SHGs contributes significantly, especially towards on-going subsistence activities and to meet contingencies. SHGs are able to leverage significant sums from commercial banks. Government contribution for livelihood investments, either through PRADAN or received by people's group's directly is the largest source of development finance. Details of finances mobilised are presented in Table 13.

Table 13: Summary of Funds Mobilised for Livelihood Investments, Rs lakh

Programme	Total 2006-07	Bank Credit	Credit from SHGs	Govt. Programs	Donor Grants	People's Resources	2005 -06
Agriculture	387	71	90	93	10	123	296
Horticulture	221	3	0	164	36	18	57
Forest-based	134	8	7	74	2	43	205
Livestock	854	169	-	549	16	120	634
Micro-enterprises	898	227	137	434	33	65	636
Land & Water Resource Development	712	1	1	601	64	45	651
On-going Subsistence Activities	1,274	378	896	-	-	-	1,049
Training & Capacity Building	110	-	-	43	67	-	119
Total	4,591	857	1,131	1,959	229	414	3,647

PRADAN leveraged Rs 45.91 crore in the reporting year from various sources as against Rs 35.29 crore in the previous year. The World Bank supported District Poverty Initiative Projects in Rajasthan, Madhya Pradesh and Chattisgarh, Rashtriya Sam Vikas Yojana in Jharkhand, DFID supported Madhya Pradesh Rural Livelihoods Project in Madhya Pradesh were major sources of subsidies and loans. The State Tribal Welfare Commissioner in Jharkhand, NABARD and the IFAD aided Tribal Development Programme supported our programme to develop land and water resources. Funds were also accessed from programmes like NREGS, SGSY, etc. India Canadian Environment Facility (ICEF) provided funds at Keonjhar. Two teams (Alwar in Rajasthan and Rayagada in Orissa) received significant support from corporate bodies i.e. SRF Ltd. and ITC Ltd.



Of the funds mobilised, Rs 55.75 crore was used towards investments in various livelihood programmes promoted by PRADAN teams, up from about Rs 23.6 crore in the previous year. This includes funds mobilised in the later half of the previous year.

PRADAN's expenditure to meet development support, programme management, HRD, research and development and administration costs this year was approximately Rs 8 crore, resulting in a leveraging ratio of approximately 4.5.

Programme	Investment of Funds			
	Total 2006- 07	In People's Assets	Working Capital	In Common Infrastructure
Agriculture	314	17.69	290.63	5.47
Horticulture	228	198.17	26.71	2.90
Forest-based	137	74.68	47.47	14.50
Livestock	659	562.07	86.25	11.16
Micro-enterprises	1,063	527.97	300.35	234.21
Land & Water Resource Development	852	447.00	19.65	384.98
On-going Subsistence Activities	2,323	580.74	1,742.23	-
Total	5,575	2,408	2,513	653
	100%	43%	45%	12%

Human Resource Development

Following a review by an external consultant, the apprenticeship programme, which is the main mechanism for inducting and grooming development professionals in PRADAN, was redesigned. Retaining the basic framework of “learning through guided practice and reflection”, more knowledge (classroom) content has been introduced and the personal growth labs have been taken out (to be conducted in later years). Of the three batches during the year, two followed the new design. The feedback from apprentices as well as their guides so far has been very positive.

Particulars	31 Mar 2006			31 Mar 2007		
	<i>Total</i>	<i>Men</i>	<i>Women</i>	<i>Total</i>	<i>Men</i>	<i>Women</i>
Executives	173	133	40	187	149	38
Technical Specialists	51	50	1	61	59	2
Assistants	112	97	15	138	120	18
Apprentices	49	44	5	62	46	16
Total	385	324	61	448	374	74

We continued to widen our net for recruitment, by including newer campuses and disciplines. During this year we made 294 offers for 2006-07 and 186 offers for the year 2007-08, processing over 5,700 applications (including from the on-line system) from eligible candidates. Of these, 134 Apprentices joined till date, and 62 remain on board. The status of human resources as on date is presented in the Table 15.

The HRD Unit organised 13 training programmes/behavioural labs for apprentices during the year, involving 187 participants (multiple training). This included the newly designed 21 days Foundation Course for Apprentices. These were conducted by both internal as well as external resource persons.

Seven programmes involving 116 participants were conducted as part of on-going professional development. Most programmes are conducted at our Kesla facility. The first offering of a three-phase programme for Group Facilitators for experienced professional staff was completed this year, with 48 participants. We plan to extend it to all executives with three years' experience.

Research, Documentation and Communication

The Research and Resource Centre in PRADAN was set up to capture field experiences and convert these experiences into systematic knowledge and know-how so as to improve efficiency of practice, enhance effectiveness and carry out policy advocacy.

The RRC is expected to play the following three major roles:

- Improving efficiency of practice
- Enhancing effectiveness of practice
- Communicating with the outside world

The long term perspective for the RRC has emerged as:

- o The RRC would be a Knowledge Resource Centre for livelihoods whose
- o services will be available for all livelihoods practitioners
- o The focus of the Centre in being a close-to-the ground set up will remain
- o Projects will be in collaboration with the practitioners
- o The Centre will set up large number collaborations with research and resource institutions nationally and internationally for bringing in updated knowledge

Aga Khan Foundation has shown keen interest to provide support to the RRC to enhance its role as a National Resource Centre for Rural Livelihoods. PRADAN was short-listed and finally selected after an elaborate search process. The activities of the Resource Centre are officially slated to begin in July 2007.

The publication of the *NewsReach*, the monthly journal brought out by the RRC on livelihood issues continues to be published but is currently running late. With more staff members being recruited into the Centre it will be possible to help the field staff produce more articles and restore the regularity of the issues.

We produced a manual on NREGA and INRM for the Ministry of Rural development during the year that was quite appreciated by the Ministry. In addition to this we have also produced a manual in Hindi on INRM for NREGA, a training video on INRM for NREGA and dissemination materials for NREGA for the Ministry: We took up the process of preparing a Handbook on poultry. Draft of the handbook is ready. It is to be published early next year. A 20 minute video on smallholder broiler farming is being produced and is expected to be ready by July 2007. A brochure called "Silken Spread" was produced highlighting the achievements under the Tasar Sericulture programme of PRADAN, especially the work done by PRADAN under the Special SGSY project implemented in collaboration with Central silk Board and the Ministry of Rural development. A colourful brochure on PRADAN has been produced that provides in summary all relevant aspects about PRADAN to an external stakeholder. This fills a major gap in communication material about PRADAN. The new web site of PRADAN is in the final stages and would be launched shortly.

PRADAN's SHG programme has a unique feature termed the Computer *Munshi* system, in which the accounts and MIS of the SHGs have been automated and are operated by people from the community. The latest version of the SHG software was launched and concurrently training was held for all the 45 Computer *Munshis* and about 20 PRADAN professionals in the software. The functioning of the system has been made quite smooth with the introduction of the new version. It has more features compared to the earlier versions.

A Pilot Project in developing communication resource persons has been launched at our Dholpur location. SHG leaders are trained in skills such as street plays, songs, etc. so that they can design and deliver useful communication packages around important messages. This will help in spreading awareness about various development issues in the villages in much faster and effective manner. The aim of the project is to try out ways of enhancing people to people communication, which are replicable to other locations also.

The Data Research Unit (DRU) has been involved in two major research programmes – a longitudinal impact study and SHG performance study – in collaboration with senior researchers from the University of Namur and the Delhi School of Economics. An impact study with the help of a prominent development journalist has been initiated in Jharkhand to understand the overall social and political impact of PRADAN's work in the various districts.

Governance

The Governing Board met thrice this year and the General Body had one meeting.

Dr. Bina Agarwal and Mr. Vijay Sardana retired from the Governing Board upon completion of their respective terms. Ms. Bharti Gupta Ramola and Dr. Ravi Chopra were co-opted by the Governing Board as new members of the Society and the Governing Board for a term of three years each.

Mr. Deep Joshi completed his term as the Executive Director on 31 March 2007. The Governing Board appointed Mr. Soumen Biswas as the Executive Director for a term of five years from 1 April 2007.

PRADAN, along with Gram Vikas received the “NGO of the year award” for 2006 instituted jointly by the Nand & Jeet Khemka Foundation and the Resource Alliance. The Union Minister for Panchayati Raj and Sports, Hon. Mani Shankar Aiyer presented the award on 1 March 2007 at a function in Delhi.