

Recruiting & Grooming Professionals for Rural Development

The Development Apprenticeship Program

Laying foundations for The New Rural needs professional architects who understand and respect the lay of the land. Enabling this is PRADAN's unique, in-house Development Apprenticeship (DA) program. It is a year-long training curriculum that takes place in rural areas to introduce post-graduate professionals to the dynamics of grassroots development.

To ignite a larger social and political consciousness at the community level for more participatory local governance, we modified our Development Apprenticeship curriculum and staff development programs this year to better equip our professionals to do their jobs. A new module to build perspectives on gender, class, caste, and on social and political contexts to oppression was added to the DA program.

To enhance the diversity and quality of the recruitment pool from which new development apprentices are selected we visited campuses with demonstrated standards of education, and those that expressed willingness to encourage young professionals to explore the development sector. During the year, we had 46 apprentices graduating from the DA program as executives. And of the 84 new

entrants this year 59 still continue in the program. Three direct executives were recruited this year, one from Indian Institute of Forest Management (IIFM) and two from Institute of Rural Management Anand (IRMA).

The village stay was a great teacher

"When I began my village stay, I was consumed with the problems I was facing in the village. I thought people in the village were perhaps used to their problems because they were living with it. But the more I stayed the more I began to see the issues from the eyes of a Pogrudih villager. And I realized that the problems they faced were similar to

what any one faces anywhere. The only difference is they accepted theirs because they could do nothing to seek redress. They were habituated by circumstances not by choice to live with problems. Staying among them and being one of them helped me understand issues at the grassroots.

I had heard this village was well off. And I expected there would be very few issues here. But from whatever I saw and understood during my stay, I can only say that if a so called 'well-off' village has so many problems then the others must be in a really bad way. The village stay has changed my perception of an Indian village and about villagers. I learnt one thing for sure, that to understand another's problems one has to face the problems himself. I would be very happy if I were to get an opportunity to play a part in changing the life of these people to some extent."

Ayan Majumdar (Batch 63 - DA Program)

Lived in Pogrudih village, Purulia district, West Bengal for one month as part of his village stay as a Development Apprentice.

Campuses from where DAs were recruited

12 NITs, IIT Kharagpur, Delhi Technical University, Delhi College of Engineering, Veer Surendra Sai University of Technology (VSSUT), Odisha, OUAT, Bankim Chandra Krishi Viswa Vidyalay (BCKV), UBKV, GB Pant University of Agriculture and Technology, IRMA, IIFM, XIMB, DSSW, Jamia Milia Islamia (JMI), TISS (Mumbai, Hyderabad and Guwahati), and Universities such as Ashoka, Azim Premji, Banasthali, Benares Hindu University (BHU), Jadavpur, Kolkata, Presidency, Tezpur and North-Eastern Hill University.





I did my Masters specifically so I could join PRADAN's DA program

"I finished my bachelor's in economics from Ambedkar University, Delhi and joined PRADAN as an assistant in 2013. I found PRADAN's work so fascinating that I wanted to be in a village and work with people there. I decided to pursue a master's in Development from Azim Premji University, Bangalore because a post-graduate degree is essential to apply for PRADAN's DA program.

One thing that remained with me through the two years of the master's degree was my zeal to go back to PRADAN. I am glad I got an opportunity to work with them again. My role and responsibilities have changed, and so has the way I look at things but most importantly, the experience has changed me as a person. I have learnt that it is important to look at things deeply, instead of just forming an opinion because at the end of the day, we are human beings and most often we allow first impressions to make up our mind without exploring more. And as someone said 'Nothing in this

world is more complex or more perplexing than a human being."

Neha Joshi (Batch 64-DA Program)
Lived in Mado village, Raigarh district, Chhattisgarh, for one month as a part of her village stay as a Development Apprentice.

Skill Enhancement for Teams

Building Action Research Capabilities

A two-phase program of one week each titled 'Development Practice for Experienced Development Practitioners' was rolled out for PRADAN's professionals in collaboration with Ambedkar

"My role and responsibilities have changed, and so has the way I look at things but most importantly, the experience has changed me as a person"

Total Team Strength						
Particulars	31-Mar-16			31-Mar-17		
	M	F	T	M	F	T
Professionals*	289	93	382	274	98	372
Assistants	84	19	103	87	21	108
Staff on contract	126	16	142	129	2	131
Total	499	128	627	490	121	611
Development Apprentices (on board)	38	25	63	25	34	59
Grand Total	537	153	690	515	155	670

*Professionals at PRADAN include positions of Integrators, Team Coordinators and Executives both in field operations and corporate functions.

University Delhi (AUD). The program focussed on building action research capabilities. Twenty four professionals with a range of work experience participated in it.

Questioning the Constructs of Mainstream Development

A three-phase program titled '*Development and change in India: A critical and constructive perspective*' began in collaboration with Azim Premji University (APU). Three phases of the first cohort have been completed by 24 professionals. The program enabled participants to develop a more critical understanding of their work at the grassroots, the effects of modernization, and how an industrialized society devoid of cooperation, understanding and fellow-feeling is being promoted in the name of growth and development. It helped participants understand how structural violence works in order to review and rework on governance institutions. They also explored the mainstream idea of development, why it is not sustainable, and why grassroots development needs to be imagined differently.

Enhancing English Communication Skills

We continued with the English Language Skill Development

Program (ELSDP), which began 4 years ago with support from the reputed language training organisation, Inlingua International. Thirteen professionals with more than four years of work experience completed the first phase of this three-phase training program.

Focus on Learning & Development

The human resources unit at PRADAN is responsible for grooming development professionals with better understanding, empathy and knowledge to work with a range of stakeholders apart from rural communities. To promote their learning and development and enable career progress we have begun mapping various paths to professional growth in the organization. Also being factored is the support required at different stages to develop learning forums, feedback systems and training calendars based on team needs. This is being done through an integrated organizational effort.

Report on the Internal Complaints Committee

The Internal Complaints Committee (ICC), which is mandated by the Government of India to address all complaints related to sexual harassment at the workplace, continued its work in line with the

new guidelines issued.

Few ICC members, who had not attended the orientation training, attended a workshop to understand the provisions. An orientation workshop for the staff at Delhi was conducted by a resource person from Multiple Action Research Group (MARG). MARG works for the legal empowerment of the vulnerable i.e. marginalized, women, children, persons with disabilities, *dalits*, the poor, etc.

Last year, four cases were reported to the ICC, of which all cases, but one, were resolved within 90 days. The fourth case took longer than 90 days to resolve.

Wherever required, new members were inducted into the ICC. The '*Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act*', 2013 and PRADAN's policy on the same was shared with them.



The program enabled participants to develop a more critical understanding of their work at the grassroots, the effects of modernization, and how an industrialized society devoid of cooperation, understanding and fellow-feeling is being promoted in the name of development

Engaging with Youth on Development

"A good head and a good heart is always a formidable combination."
Nelson Mandela

To build strong and empowered rural communities, India needs educated, capable and concerned youth to actively participate in social change. PRADAN is creating spaces where young citizens from professional institutions connect with and understand issues India, especially its poor, are struggling with.

Our engagements with youth focus on building a space and presence in campuses for development dialogues to take place through consistent relationship building. These engagements are underway at 11 institutes, three colleges and a school to build awareness and concern for issues of poverty and inequality.

Development Internships

PRADAN's development internship program is designed to identify, motivate and groom a cadre of multi-disciplinary professionals to commit to development action at the grassroots. It is built to trigger transformation within an individual and support PRADAN's aim to build a community of students who are deeply concerned about poverty and inequality, especially in rural India. Our program encourages committed and talented interns to explore the development sector. And also ensures that within PRADAN exists



every opportunity to nurture and mentor young people keen on understanding development issues.

This year, 12 PRADAN field teams hosted 24 interns from 10 campuses across the country. In addition, 19 internship offers were made to five institutes for 2017-18.

Internship Experiences

I saw management theories in perfect practice at PRADAN.

"I truly felt that the Amarpur team made PRADAN's vision their personal mission. I could see the

alignment of organizational goals with personal goals. These kinds of theories are found in management books, but at PRADAN I saw it in action. Future interns should feel lucky that they got a chance to work with PRADAN because it is difficult to get so much exposure that too from a summer internship."

Bala Srijoni, IIFM, nine-week internship at Amarpur block, Dindori district, Madhya Pradesh

Living with people who grow your food is a mind-broadening experience.

"Everyone bargains with fruit and

PRADAN @ Campuses

Blue Bells International School Delhi, Gargi College Delhi, IIM Indore, IIM Kashipur, SPA Delhi, TATA-Cornell Institute, IIFM Bhopal, IIT Delhi, TISS Mumbai, IRMA Anand, Lady Shri Ram College Delhi, NSLIU Bangalore, Shri Ram College of Art and Commerce Delhi and XIMB Bhubaneswar

Institute	No. of Interns
1. TATA-Cornell Institute	1
2. IIFM	2
3. IIM, Indore	2
4. IIM, Kashipur	3
5. XIMB	5
6. NLSIU	6
7. TISS	1
8. NUSRL	1
9. SPA, Delhi	1
10. IRMA	2
Total	24

vegetable sellers, and looks at them from a distant third person perspective. I used to do that too. But the experience of living with people who grow your food, spending time with them, eating their food and observing the implementation of various public policies designed exclusively for them has broadened my perspective as a student and as an individual. Working with a civil society organization has provided new insights in my understanding of how an NGO functions."

Akshay Akash, NLSIU, Bangalore, three-week internship at Adra block, Purulia district, West Bengal

No preconceived notions, no biases. This team is worth learning people-skills from.
 "The spirit with which the team engaged with the society was commendable. They did not allow any feeling of 'us' or 'them' to creep in. The people-skills of everyone in the team were worth learning from."
Ayan Das, IIM Indore, six-week internship at Betul block, Betul district, Madhya Pradesh

The village immersion experience was wonderful
 "The village immersion experience was wonderful; it has helped me a lot in my project. The culture is unique there and it was very motivating to know the people before you begin working with them. My experience of the community has inspired me to work selflessly for them."
Sakshi Patidar, IIFM Bhopal, nine-week internship at Amarpur block, Dindori district, Madhya Pradesh

Seeing what I have, I know we can truly make rural India self-sufficient.
 "My experience here taught me that people and situations are not always black and white; we just need to bring out the best in them. My experience of the community has



Connecting through street performances and workshops
 Six street play performances and five workshops designed to engage with youth were held between January and March 2017 at the campuses of IIT-Delhi, Gargi College, Lady Shri Ram College for Women, Sri Ram College of Arts and Commerce and at the Dastakar Nature Bazaar. Approximately 500 young people participated in these 'dialogues' on poverty, inequality and development.

inspired me to think of various livelihood initiatives that can be taken up in different parts of the country, and how we can truly make rural India self-sufficient, which really was Mahatma Gandhi's dream."
Abhijit Alok, IIM Kashipur, eight-week internship at Dholpur block, Dholpur district, Rajasthan



Development Practice as an Academic Discipline

Instituting an M.Phil. in Development Practice
An Ambedkar University Delhi (AUD)
and PRADAN collaboration

AUD and PRADAN began a partnership in 2012 to build Development Practice as discipline that draws from both the academic world and the world of practice. The intent of this collaboration is to build grassroots development work as a valued profession, which will contribute to the body of knowledge and practice of rural development through capacity building and research. It will also add significantly to the pool of development practitioners.

The M.Phil. in Development Practice, a two-year program, is the first step in the journey to institutionalize, in a university setting, the professionalization of rural

development practice. The program almost equally divides classroom and field components (one year each). Students are encouraged to take up M.Phil. dissertations to generate knowledge on transformative social action and also participate in making it happen in the field in tribal and in *dalit* contexts.

The M.Phil. program completed five years this year. Since its inception, five batches of students have been enrolled and three cohorts have completed their course work. At the Annual Convocation, 17 students received their M.Phil. degrees. Gender perspective underpins all action research students take up.



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M.Phil. Student Placements

Of the 1st and 2nd cohort, 11 percent have opted for higher education and rest are working in the development sector with institutions such as SEWA, Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP), Rajiv Gandhi Proudhyogiki Vishwavidyalaya, TSRDS, Tata Trust (Pune, Lucknow, Kalahandi), Azad Foundation, Harsha Trust, Khemka Foundation, Tata Steel CSR, UNDP, Rang De- Bangalore, PRIA, Saanjha and PRADAN.



This year they showcased new directions in collective action through action research in governance; health and belief systems; education; ecology; and livelihoods. The research is encouraging critical reflection on the current practices in PRADAN as well.

Along with the M.Phil., as a part of PRADAN's education collaboration, a Centre for Development Practice (CDP) has been established at the AUD campus. It aims to build professional leadership in the social sector to stimulate transformative social action in rural development. To sustain praxis-based education

and build a shared concept of 'development practice' and 'action research', 24 PRADAN professionals engaged in action research through the CDP this year.

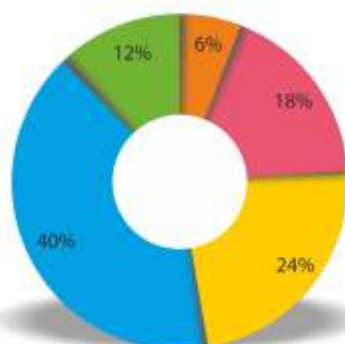
The CDP also published a monograph series authored by students based on their action research dissertation. Some of the titles published were:

Tracing the Developmental Praxis: From Growth-Centric models to Capabilities Functioning. The Question of Health in the Rural. Arunima Mishra, 2016

Developmental Dilemmas: The Question of Women's Health. A study on the reproductive health of tribal women in a village in Madhya Pradesh. Himani Bajaj, 2016

Transforming the Political: Politicizing Transformation. Eka Nari Sanghathan in Emaliguda, Odisha. Bhavya Chitranshi, 2016.

It aims to build professional leadership in the social sector to stimulate transformative social action in rural development



■ Health and belief systems
■ Education
■ Ecology
■ Livelihood
■ Governance

M.Phil. Dissertation and Research Interest of Students

Serving as National Support Organization (NSO) for the NRLM

PRADAN is a National Support Organization (NSO) to the Government of India on livelihoods. We are one of the few social sector organizations in the country to be designated NSO.

As NSO we have been engaging with the Ministry of Rural Development (MoRD) since August 2013. Our role as a knowledge and capacity building partner has been instrumental in developing a more realistic perspective on rural and tribal livelihoods for the flagship NRLM program.

This year, the Memorandum of Understanding (MoU) between PRADAN as NSO and the National Rural Livelihood Mission (DAY-NRLM) was renewed for another three years. We worked with state missions to establish systems and processes to roll out large-scale livelihood interventions. We also provided handholding support to select block mission units in Jharkhand, Odisha and Bihar. Additionally, the Nagaland state mission partnered with us for livelihood support and a formal MoU between PRADAN-NSO and NSRLM was signed in January 2017.

At the national level our engagement centered on developing training modules and materials on various farm-based livelihoods such as agriculture and livestock management. A manual on sustainable agriculture was developed after visiting a number

of places across the country where sustainable agriculture practices have been adopted by NGOs, individuals and farmer groups.

Our primary engagement with state missions was to conduct training programs for their staff at the state, district and block levels to build rural livelihood perspectives and strategies. In pilot blocks, together with the block and district staff we developed livelihood plans and strategies, training plans and conducted training programs in a training-of-trainers mode. Block units were assisted to ground the plans, which were developed on an action reflection mode.

Strengthening capacities of experienced community resource persons (CRPs) as Master Trainers on different livelihood issues, and supporting local CRPs in the state



Our role as a knowledge and capacity building partner has been instrumental in developing a more realistic perspective on rural and tribal livelihoods for the flagship NRLM program

mission areas was another engagement of ours as NSO. This has proved to be an effective out-scaling approach for the state missions.

Trainings on crop selection, vegetable nursery raising techniques, disease and pest management and a package of practices for kharif and rabi crops were conducted for livelihood CRPs. Similarly, trainings on livestock (goat and backyard poultry) rearing and management practices, and diseases and their prevention were conducted for livestock CRPs in Odisha. One of the key strategies for large-scale training of CRPs was the grooming of Master Trainers who provide handholding support to the CRPs.

New Opportunities

Many new opportunities have emerged for PRADAN as NSO from state missions as well as the central unit, the National Mission Management Unit (NMMU). We are supporting the NMMU to design and conduct trainings on livelihood perspectives and gender in livelihoods. In Odisha, Bihar, Jharkhand and Nagaland where work is already underway the demand is to increase outreach by supporting direct operations and training Master Trainers.

In Bihar and Jharkhand discussions are on to train and support the MGNREGA cluster facilitation teams run by the state mission to create a convergence, and a more seamless access to different development schemes.

Our primary engagement with state missions was to conduct training programs for their staff at the state, district and block levels to build rural livelihood perspectives and strategies



Outreach in Jharkhand, Odisha and Bihar as NSO				
	Jharkhand	Odisha	Bihar	Total
Districts	4	2	2	8
Blocks	6	8	8	22
Staff Trained	30	65	95	190
CRPs Groomed	252	391	430	1,073
Families Reached	12,207	14,145	11,350	37,702

Making the Rupee Deliver More Development Finance

To transform poor, marginalized women and communities into empowered collectives overseeing their own development, we draw investments and forge partnerships with a wide set of stakeholders. Governments (regional and multilateral), foundations, banks, the private sector and corporate philanthropies support PRADAN's development work at the grassroots.

Two main investments are made in the course of our work. Program investments and investments in human resources i.e. our team of professionals at the grassroots who roll out programs successfully. This is called the development support cost (DSC).

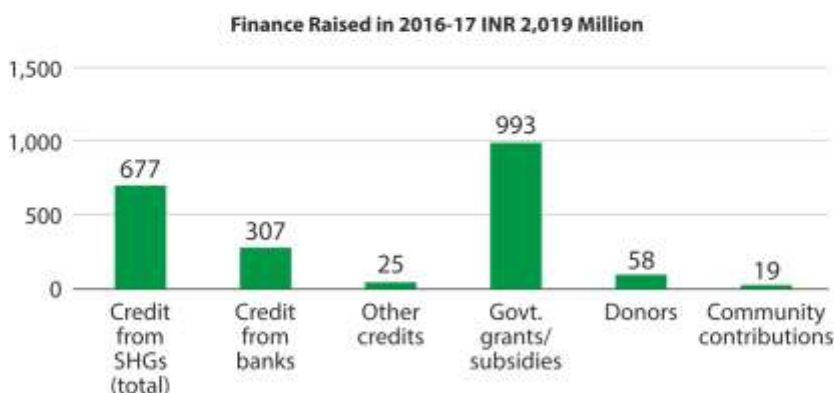
Program investments (PI) are principally leveraged from mainstream development agencies (governments and banks), as well as from communities' own contributions. Some of these funds flow directly to the community (and are, therefore, not reflected in PRADAN's books of accounts), and others are routed through our books of accounts. A considerable portion of the entire PI mobilized, gets invested in enhancing the capabilities and skills of the community through various well-designed capacity building interventions.

Facilitating communities to mobilize PI funds is a conscious choice made in line with our objective to strengthen people's own capabilities to deal effectively with development agencies and to manage development activities themselves.

This year INR 2,079 million was leveraged from various sources to invest in community development. It is an increase of INR 44 million over last year. Communities were successful in leveraging INR 993 million from the government.

Investment in human resources i.e. the development support cost (DSC) is essential to bring scale and distinctiveness to our work at the grassroots. This cost (it includes salaries, travel expenses, learning and development) is typically not factored by the government while designing schemes for the

This year INR 2079 million was leveraged from various sources to invest in community development. It is an increase of INR 44 million over last year. Communities were successful in leveraging INR 993 million from the government

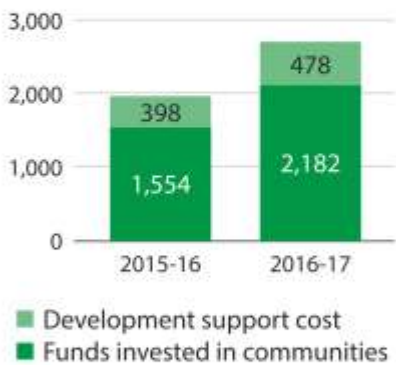


marginalized in endemically poor regions.

This year though the DSC increased by 20 percent as compared to the last fiscal, community investments increased by a significant 40 percent as depicted in the graph.

As in previous years, we continue to maintain standards of efficiency in leveraging more funds per rupee donated to PRADAN. This signifies that for every rupee a donor invests in supporting PRADAN's DSC cost, we ensure four times that investment is leveraged from the government, banks and communities' own resources. This amount is then invested to train and equip the community, to build their collectives and institutions and to create assets for them to have a better quality of life and livelihoods.

**Funds Invested in Communities
Vs
Development Support Cost (on field)
in INR Million**



For every rupee a donor invests in supporting PRADAN's DSC cost, we ensure four times that investment is leveraged from the government, banks and communities' own resources



New Initiatives

A summary of partnerships underway that further our work to empower neglected rural and tribal communities

Partners: Ford Foundation, Ambedkar University Delhi (AUD)

Unlocking the Value Potential of Non-Timber Forest Products
Chhattisgarh, Jharkhand, Odisha and West Bengal

This research project aims to add value to rearers in the non-timber forest produce (NTFP) commodity chain (Lac and Tasar silk) who often do not receive the benefits of price realization enjoyed by the finished products at the end of the value chain. Funded by Ford Foundation, this research is being conducted in collaboration with the Centre for Development Practice, Ambedkar University.

Partner: Australian Centre for International Agricultural Research (ACIAR)

Intensification of Socially Inclusive and Sustainable Agriculture
West Bengal and Bangladesh

With an emphasis on innovative use and management of water, the five-year action research project intends to develop opportunities, understand drivers, apply tools and provide policy options to promote more socially inclusive and environmentally sustainable agricultural intensification in West Bengal and Bangladesh.

Partner: Bank of America (BoFA)

Enabling Indigenous Rural Communities Access Clean, Renewable Energy
Gumla district, Jharkhand

Five hundred rural families in Jharkhand are being supported to access clean energy to improve farm and household productivity, and improve quality of life. The project

intends to harness solar energy through solar micro-grids to generate clean power. It will enable the community to take charge of the operations and management of the solar micro-grids, and establish a community-based model of clean power generation and its sustainable use for it to be replicated by the mainstream.

Partner: Centre for microFinance (CmF)

Livelihood Project Implementation Plan, Transformation Initiative 2020
Abu Road and Swaroopganj, Sirohi district, Rajasthan

This initiative, over five years, will benefit 1,955 families from 170 self-help groups in Rajasthan, and will enable members to develop sustainable community-based institutions and improve communities' access to basic services, improved livelihoods and economic prosperity.

Partner: InterGlobe Aviation Ltd (IndiGo)

Reviving Natural Resources for Sustainable and Viable Livelihoods Women-led Action Towards Environment Rejuvenation (WATER)
Hazaribagh, Godda and Bokaro districts, Jharkhand

Approximately 37,000 women in as many families will benefit from this project directly impacting a population of at least 180,000 people across 430 villages in Jharkhand. Over five years the project will enhance capabilities of women and community groups to identify and address environmental sustainability issues. To improve productivity, market linkages and create farmer entrepreneurs from

subsistence farmers, investments are being made in integrated natural resource management systems to increase the carrying capacity of natural resources.

The project will enable isolated and excluded communities to build upon their skills, resources and access their entitlements by mobilizing them, building their capabilities and setting up enabling mechanisms. It will develop contextual solutions to enhance the carrying capacity and productivity of land by developing and up-grading land and water resources. It will also enhance crop productivity to ensure food security, enhance value and reduce risks through diversification.

Partner: International Center for Research on Women (ICRW)

Empowering Adolescent Girls Through Sports
Dholpur district, Rajasthan

The grant is being used to introduce the sport of Kabaddi to communities in Dholpur, Rajasthan where ICRW (India) is implementing its 'Safe Spaces' program to improve the sexual reproductive health (SRH) of adolescent girls. Through self-help groups we will work directly with 4,000 adolescent girls for adoption of improved SRH related practices by promoting the sport of Kabaddi.

Partner: L2O - Learn for Life
Knowledge Sharing and Knowledge Management for Better Reach and Impact
New Delhi

L2O, a knowledge sharing e-platform, is supporting PRADAN through a one-year project to integrate internal and external

stakeholder engagement and management software solutions such as the intranet, and internet platforms to strengthen operations at all levels, manage stakeholder relationships, and share the impact of its work regionally and globally.

Partner: Lutheran World Relief (LWR)

Increasing Food and Nutrition Security through Women's Involvement
Banka district, Bihar and Dumka district, Jharkhand

The five-year project will ensure that families with small land holdings, especially women and children, have year-round food security with nutrition sufficiency. The project is supported by the Mega Church congregations in the United States. And covers 76 villages across four community blocks in Bihar and Jharkhand.

Partner: MPoWER, Government of Rajasthan

Sustainable Human Development and Poverty Mitigation in Western Rajasthan
Sirohi district, Rajasthan

The project intends to mitigate poverty of members from 460

women's self-help groups in 62 villages of Abu Road block, and 350 self-help groups in 56 villages of Pindwara block. It began in 2010-11 with PRADAN's Abu Road team and later extended to the Swaroopganj team in Pindwara block, both in the Sirohi district of Rajasthan. The strategy is to strengthen the capacity of the self-help group members to improve livelihoods, promote sustainable enterprises and natural resource management and increase access to credit and markets.

Partner: Share & Care Foundation

Strengthening Poor Women's Collectives to Catalyze Rural Transformation
Hazaribagh district, Jharkhand

Four thousand women from tribal and dalit communities and other backward castes are the recipients of this project's interventions in Jharkhand. This one-year project is centered on gender-based initiatives and improving access to entitlements. The project aims to strengthen women's collectives and their tiers, enhance an individual woman's access to government programs, especially those impacting food security, livelihoods, and social security as well as those

affecting long-term well-being such as early childhood nutrition and care and primary education.

Partners: Sir Dorabji Tata Trust (SDTT), Gram Oorja

Solar PV Micro Grid, Solar Water Pumping and Biogas Cooking Grid for Off Grid Villages
Khunti district, Jharkhand

The project will develop a solar power grid for 300 families in six villages of Khunti district, Jharkhand, which have so far remained without electrification. This includes setting up a solar water pumping system in one village and a biogas cooking grid in another village apart from the six villages mentioned above. PRADAN is collaborating with Gram Oorja for their technical expertise in this project.



PRADAN's approach towards people, as the drivers of the change they need, goes a long way

"Axis Bank Foundation is committed to bring about transformative change in the lives of some of the most socially and economically excluded communities in our country. We share these thoughts with PRADAN and, therefore, have a long-term engagement to achieve the common purpose of poverty alleviation. We believe that PRADAN's approach towards people as drivers of the change they need, goes a long way in creating long lasting impact."

Anil Kumar

Executive Trustee and CEO
Axis Bank Foundation

Audited Balance Sheet

PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

BALANCE SHEET AS AT MARCH 31,		2017	2016
	Sch.		
SOURCES OF FUNDS			
Corpus Fund	1	377,543,394	369,148,818
Other Funds	2		
Capital Assets Fund		35,321,804	47,640,266
Community Projects Fund		18,896,973	15,053,347
Un-restricted Fund		109,003,963	91,823,804
Revolving Fund	3	4,979,533	4,486,611
LIABILITIES			
Restricted Project Fund	24	641,946,397	625,234,298
Secured Loan	4	28,519,357	18,077,437
CURRENT LIABILITIES AND PROVISIONS			
Current Liabilities	5	25,827,625	18,529,614
Provisions	6	10,776,419	36,604,044
Total		1,252,815,465	1,199,132,227
APPLICATION OF FUNDS			
FIXED ASSETS	7		
Owned Assets		33,245,684	34,550,110
Community Assets		2,076,120	13,090,156
CORPUS FUND INVESTMENTS	8	381,038,342	347,308,724
CURRENT ASSETS, LOANS AND ADVANCES			
Stock of Material in hand (at Cost)		1,026,539	1,570,583
Cash & Bank Balances	9	743,236,420	728,133,840
Loans and Advances	10	73,295,387	59,425,467
Work-in-Progress on Community Projects to be transferred to Beneficiaries	11	18,896,973	15,053,347
Total		1,252,815,465	1,199,132,227

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As per our Report of even date
for V. SANKAR AIYAR & Co.,
Chartered Accountants

(Signature)

(M. S. BALACHANDRAN)
Partner
M. No. 24282 : Firm Regn. No. 109208W



(Signature)
Chairperson

(Signature)
Executive Director

(Signature)
Members of Governing Board



New Delhi
Date July 08, 2017

Audited Balance Sheet

PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN) ₹

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,

		2017	2016
INCOME			
Donations	12	-	150,000
Income from Investments/ Deposits	13	45,970,225	38,022,371
Other Receipts	14	2,682,012	2,516,462
Total		48,652,237	40,688,833
EXPENDITURE			
Rural Livelihood Promotion Programme	15	698,134,600	581,436,639
Livelihood Programme Support	16	132,252,326	146,725,170
Human Resource Development	17	35,033,701	38,149,247
Research & Documentation	18	23,865,674	17,363,663
Administration	19	48,507,911	44,360,053
Total		937,794,212	828,034,772
Non-Cash Charges			
Depreciation for the year (See note no.2.5 & 3.1 of Sch-26)		8,345,708	8,272,167
Less: Met out of Capital Assets Fund		(8,345,708)	(8,272,167)
Unrecoverable Advances/ Unusable Stock	20	374,615	153,042
Total		938,168,827	828,187,814
Less: Met out of and deducted from Restricted Grants	23	(910,381,902)	(799,571,865)
Excess of Income over Expenditure for the year		20,865,312	12,072,884
		48,652,237	40,688,833
Surplus/(Deficit) brought forward		20,865,312	12,072,884
Appropriated to/ (from)			
Corpus Fund		4,612,439	3,644,677
Capital Assets Fund		940,488	691,839
Transferred to/(from) Restricted Fund		(1,867,772)	87,692
Unrestricted Fund		17,180,157	7,648,676

Natural Head -Wise-Income and Expenditure Account 22

Accounting Policies and Notes on Accounts 26

As per our Report of even date
for **V. SANKAR AIYAR & Co.,**
Chartered Accountants

Chairperson
Chairperson

Executive Director
Executive Director

(M. S. BALACHANDRAN)
Partner

Members of Governing Board
Members of Governing Board

M. No. 24282 : Firm Regn.No. 109208W

New Delhi,
Date: July 08, 2017



Audited Financial Statements for the year ended March 31, 2017

Acknowledgments

Institutional Donors for Corpus

HDFC Bank Limited
ICICI Bank Limited
IDBI Bank Limited
IFCI Limited
Inter-church Organisation for
Development Co-operation
Jamsetji Tata Trust
L&T Finance Ltd.
Navajbai Ratan Tata Trust
RBS Foundation
Sir Dorabji Tata Trust
Sir Ratan Tata Trust
The Ford Foundation

Indian Donors

Philanthropies

Bharat Rural Livelihoods Foundation
(BRLF)
Centre for microFinance (CmF)
Collectives for Integrated Livelihood
Initiatives (CINI)
Ernst & Young (E&Y) Foundation
Give India
Jamsetji Tata Trust (JTT)
Navajbai Ratan Tata Trust (NRTT)
Sir Dorabji Tata Trust (SDTT)
Sir Ratan Tata Trust (SRTT)

Departments of Government of India

Central Silk Board (CSB), Ministry of
Textiles
Centre for Development of Advance
Computing (C-DAC)
National Institute of Rural
Development (NIRD)

Departments of State Governments

Department of Agriculture and Food
Production, Government of West
Bengal (GoWB)
Pradhan Mantri Krishi Sinchayee Yojna
(PMKSY), through Government of
Jharkhand (GoJ)
Panchayati Raj Department,
Government of Odisha (GoO)
Panchayati Raj Department, GoWB
Rajasthan Gramin Aajeevika Vikas
Parisad, Government of Rajasthan
(GoR)
The Rural Development Department,
GoJ
Tribal Development Department,
Government of Madhya Pradesh
(GoMP)
Tribal Welfare Commission, GoJ

State Corporations / Agencies

Jharkhand Watershed Mission, GoJ
Mitigating Poverty in Western
Rajasthan (Mpower), GoR

District Level Agencies

District Rural Development Agency
(DRDA)
Small Farmers Agribusiness
Consortium (SFAC), Betul and
Hoshangabad
Watershed Cell cum Data Centre
(WCDC), Purulia
Zila Panchayats across all districts

Externally Aided Projects

Bihar Rural Livelihood Promotion
Society (BRLPS)
Chhattisgarh Grameen Aajeevika
Samvardhan Samiti (CGSRLM)
Jharkhand State Livelihoods
Promotion Society (JSLPS)
Odisha State Rural Livelihood Mission
(OLM)
Odisha Tribal Empowerment and
Livelihood Project (OTELP)
West Bengal State Rural Livelihood
Mission (WBSRLM)
Tejaswini (Mahila Arthik Vikas Nigam,
Madhya Pradesh)

Development Finance Institutions

National Bank for Agriculture and Rural
Development (NABARD)

Corporate Donors

Bank of America (BoFA)
Basix Academy for Building Lifelong
Employability Pvt. Ltd. (B-Able)
General Insurance Corporation (GIC) of
India
InterGlobe Aviation Limited (IndiGo)
L&T Finance Limited
SRF Limited
NSDL e-Governance Infrastructure Ltd.



International Donors

Philanthropies

Axis Bank Foundation (ABF)
 Bill & Melinda Gates Foundation (BMGF)
 Freedom from Hunger
 Give US
 Humanist Institute for Cooperation (Hivos)
 Hindustan Unilever Foundation (HUF)
 HT Parekh Foundation
 IKEA Foundation
 ICCO & Kerk in Actie
 L2O - Learn for Life
 Lutheran World Relief (LWR)
 Monsanto Fund
 Paul Hamlyn Foundation (PHF)
 Rabobank Foundation
 RBS Foundation
 Syngenta Foundation
 Share and Care Foundation
 The Ford Foundation

Multilateral Agencies

European Union

Research and Academic Institutions

Australian Centre for International Agricultural Research (ACAIR)
 International Center for Research on Women (ICRW)
 The Institute for Fiscal Studies (IFS)
 International Food Policy Research Institute (IFPRI)
 Ambedkar University, Delhi (AUD)

Individual Donors

Mr. Bhabani Nayak
 Mr. Bismaya Muduli
 Mr. Chinni Koteswararao
 Mr. Debi Prasad Mohapatra
 Mr. Deep Joshi
 Mr. Dilip Rabha
 Mr. Guru Naik
 Mr. Joydeep Dasgupta
 Mr. Kalinga Rout
 Mr. Khitish Pandya
 Mr. Manoj Pandey
 Mr. Manish Khanna
 Mr. Nipun Valoor
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 Mr. Rama Krushna Dash
 Mr. Rashmi Ranjan Sarangi
 Mr. Sharad Bhosle
 Mr. Sitakant Patro
 Mr. Sudip Mukherjee
 Mr. Sumanta Sahoo
 Ms. Vertika Pandey

PRADAN Offices

North East Bihar Development Cluster (NEBDC), Bihar

PRADAN, NEBDC Office
C/o Mr. Nagendra Tiwary
House No. 23, New
Patliputra Colony
Church Road, Road No. 1
Patna-800013
Bihar
Contact No: 9386126543

PRADAN, Araria
C/o Mr. Jamal Akaram
Near M P Taslimuddin's
House
Millat Nagar Araria-854311
Dist: Araria
Bihar
Contact No: 06453-290123

PRADAN, Bahadurganj
C/o Mr. Matiur Rahman
Nehal Satal Bagh
Bahadurganj-855101
Dist: Kishanganj
Bihar
Contact No: 06456-241026

North & South Chhattisgarh Development Cluster (NSCDC), Chhattisgarh

PRADAN, NSCDC Office
C/o Shri A.L. Daharia
2nd Floor, Guru Ghasidas
Colony
New Rajendra Nagar
Raipur -492001
Chhattisgarh
Contact No: 0771-4046261

PRADAN, Bhanupratappur
C/o Mr. Vikas Thakur

Karmachari Colony
Bhanupratappur -494669
Dist: Kanker
Chhattisgarh
Contact No: 07850-252108

PRADAN, Dhamtari
2 B-20 Kailashpati Nagar
Near Radhaswami Satsang
Vyas
Rudri-493776
Dist: Dhamtari
Chhattisgarh
Contact No: 07722-236543

PRADAN, Lailunga
Near Chhattisgarh
Grameen Bank
Idea Tower, Room No.4
Bablu Mittal Colony
Lailunga-496113
Dist: Raigarh, Chhattisgarh
Contact No: 9179120058

PRADAN, Narharpur
Vishram Bhawan, Halba
Road
Near Gopal Auto Mobile
Narharpur-494333
Dist: Kanker
Chhattisgarh
Contact No: 07841-255223,
7869443659

PRADAN, Raigarh
Vinobhanagar, Boirdadar
Chowk
Raigarh - 496 001
Dist: Raigarh
Chhattisgarh
Contact No: 07762-225887

PRADAN, Tokapal
C/o Mr. Firoz Khan
Gidam Road, Village: Parpa
Tokapal Rajoor-494442

Dist: Bastar
Chhattisgarh
Contact No: 07782-263263

North Chhotanagpur Development Cluster (NCDC), Jharkhand

PRADAN, NCDC Office
Plot No-437/A, Road No. 05
Near Gate No. 6
Ashok Nagar-834002
Dist: Ranchi
Jharkhand
Contact No: 0651-2244116,
2244117

PRADAN, Churchu
C/o Sahodri Devi
Near Maheshra High
School
Village: Jonhea
P.O. Maheshra-825313
Dist: Hazaribag
Jharkhand
Contact No: 8539020203

PRADAN, JainamoreH/o
Mr. Jay Kishore
SinghPhusro Road, Near
Electricity officeJainamore-
829301Jharkhand Mob:
9204060416

PRADAN, Petarbar
C/o Ms. Anita Verma
Behind Red Chilly Hotel
Opposite Krishi Vigyan
Kendra
Petarbar-829121
Jharkhand
Contact No: 06549-265027

PRADAN, Telaiya
1 A, First Floor, JK Tower,
Bypass Road

Near Telaiya Clinic
Jhumri Telaiya-825409
Koderma
Jharkhand
Contact No: 06534-225533,
224427

South Chhotta Nagpur Development Cluster (SCDC), Jharkhand

PRADAN, SCDC Office
Plot No - 437/A, Road No. 05
Near Gate No. 6
Ashok Nagar-834002
Dist: Ranchi
Jharkhand
Contact No: 0651-2244116,
2241117

PRADAN, Ghagra
C/o Mr. Mahabir Yadav
Kotamati Road, Pakartoli
Ghaghra-835208
Dist: Gumla
Jharkhand
Contact No: 7004166929

PRADAN, Gumla
2nd Floor, Narsaria
Complex
Jashpur Road
Dist: Gumla-835207
Jharkhand
Contact No: 06524-223807

PRADAN, Khunti
Near Check Post, Torpa
Road
Khunti-835210
Dist: Ranchi
Jharkhand
Contact No: 9204060190,
9234300569

PRADAN, Lohardaga
Raghutoli
Lohardaga-835302
Dist: Lohardaga
Jharkhand
Contact No: 06526-224358
PRADAN, Palkot
C/o Mr. Rajendra Prasad
Keshri
Palkot-835220
P.S. Palkot
Dist: Gumla
Jharkhand
Contact No: 9905163031

PRADAN, Torpa
C/o Mr. Isaak Surin
Near Diyankel Chowk, Main
Road
Torpa-835227
Dist: Khunti
Jharkhand
Contact No: 9973187316

**Santhal Pargana
Development Cluster
(SPDC), Bihar and
Jharkhand**

PRADAN SPDC Office
Flat No. 1, Chetna
Apartments
Opposite DC's Residence
B. Deoghar-814 112
Dist: B. Deoghar
Jharkhand
Contact No: 06432-231355

PRADAN, Chakai
C/o Mr. Mithilesh Kumar Ray
1st & 2nd Floor, Jayprakash
Chowk
Near Bihar Grameen Bank
Chakai Bazaar, Chakai-
811303
Dist: Jamui
Bihar
Contact No: 7632036033

PRADAN, Godda
C/o Mr. Sumat Shaw
Near Meera Chitra Mandir
Nahar Chowk-814133
Dist: Godda
Jharkhand
Contact No: 06422-222503,
9934146132

PRADAN, Kathikund
C/o Mr. Hemant Kumar
Bhagat
Near Post Office, Kathikund
Bazar
Kathikund-814103
Dist: Dumka
Jharkhand
Contact No: 9905373537

PRADAN, Katoria
C/o Mr. Satya Narayan
Yadav
Banka Road, Opposite UCO
Bank
Near Airtel Tower
Katoria-813106
Dist: Banka
Bihar
Contact No: 8210949993

PRADAN, Mahagama
C/o Dr. Tusan Prasad
Near Referral Hospital
Mahagama-814154
Dist: Godda
Jharkhand
Contact No: 9934146132

PRADAN, Poraiyahat
1st Floor, Canara Bank
Building
Near Block Office
Poraiyahat-814153
Dist: Godda
Jharkhand
Contact No: 7070691783

PRADAN, Shikaripara
C/o Mr. Arun Prasad Sah
Barmasia
Shikaripara-816118
Dist: Dumka
Jharkhand
Contact No: 8084999432

**Baghelkhand and
Satpuda Development
Cluster (BSDC), Madhya
Pradesh**

PRADAN, BSDC Office
C/o Mr. Manish Varma
Bungalow No.13, Dutt
Bungalows
Tilhari-482021
Dist: Jabalpur
Madhya Pradesh
Contact No: 9893506365

PRADAN, Betul
C/o Mr. Anil Atulkar
Old World Vision Office
Chandrashekhar Ward,
Ward No. 15
Behind Little Flower School
Betul (Sadar)-460001
Madhya Pradesh
Contact No: 07141-232871

PRADAN, Bhoura
C/o Lalwani Photo framing
Centre
Near Railway Station Road
Cement road, Bhoura-
460440
Dist: Betul
Madhya Pradesh
Contact No: 07146-275360

PRADAN, Deosar
C/o Md. Yusuf Kotedaar, 1st
Floor
Near Old Bus Stand,
Jiyawan
Deosar-486881
Dist: Singrauli
Madhya Pradesh
Contact No: 07801-282438

PRADAN, Jaisinghnagar
Ward no. 1, Janakpur Road
Jaisinghnagar-484771
Dist: Shahdol
Madhya Pradesh
Contact No: 07651- 221213

PRADAN, Sarai
C/o Mr. Umakant Namdeo
Station Road, Sarai-486881
Dist: Singrauli
Madhya Pradesh
Contact No: 07805-271124

PRADAN, Sihawal
C/o Mr. Lalji Pandey
Above SUB Post Office,
Bahri
Sihawal-486675
Dist: Sidhi
Madhya Pradesh
Contact No: 07822-263250

**Maha Kausal
Development Cluster
(MKDC), Madhya Pradesh**

PRADAN, MKDC Office
H/o Mr. Manish Varma,

Bungalow No.13, Dutt
Bungalows
Tilhari-482021
Dist: Jabalpur
Madhya Pradesh
Contact No: 9893506365

PRADAN, Amarpur
C/o Moh. Habib Khan
In front of State Bank of
India, Main Road
Amarpur-481880
Dist: Dindori
Madhya Pradesh
Contact No: 07644-265516

PRADAN, Karanjia
H/o Mr. Shivlal Mahobe
Near Post Office,
Mehranpara
Karanjia-481884
Dist: Dindori
Madhya Pradesh
Contact No: 07645-266646

PRADAN, Mohgaon
Near Old Janpad Office
Bus Stand Road
Mohgaon-481663
Dist: Mandla
Madhya Pradesh
Contact No: 07642-282353

PRADAN, Narayanganj
C/o Mr. Seeta Ram Sharma
Janpad Panchayat Road
Narayanganj-481662
Dist: Mandla
Madhya Pradesh
Contact No: 07643-224343

PRADAN, Paraswada
In front of Prasad Mangal
Bhawan
Bazar Chowk
Paraswada-481556
Dist: Balaghat
Madhya Pradesh
Contact No: 07636-275710

PRADAN, Samnapur
Near Saraswati Uchhtar
Madhyamik Vidhyalay
Samnapur-481778
Dist: Dindori
Madhya Pradesh
Contact No: 07645-267412

Kolhan and North Odisha Development Cluster (KNODC), Jharkhand and Odisha

PRADAN, KNODC Office
C/o Mr. Ram Ayodhya Singh
Natraj Classic, Vidya Sagar Path
Flat No. G/1 Uliyan, Kadma
Jamshedpur-831005
Jharkhand
Contact No: 0657-6574775

PRADAN, Chakradharpur
Main Road
Opposite Kamla Gudaku Factory
Chakradharpur-833102
Dist: W. Singhbhum
Jharkhand
Contact No: 06587-236119

PRADAN, Jashipur
Near Indian Oil Petrol Pump
Jashipur Hata Podia
Jashipur-757034
Dist: Mayurbhanj
Odisha
Contact No: 9437490826

PRADAN, Jhinkpani
1st floor, Balaji Apartment
Plot No. 313, Near
Sidheswar Mandir
Adjacent to Syndicate Bank
Mahul Sai, Chaibasa-
833201
Dist: West Singhbhum
Jharkhand
Contact No- 9204793244

PRADAN, Suakati
C/o Mr. Binod Parida
Suakati-758 018
Dist: Keonjhar
Odisha
Contact No: 8895977401

PRADAN, Thakurmunda
Jena Sahi, Anandapur Road
Thakurmunda
Dist: Mayurbhanj-757038
Odisha
Contact No: 9437490926

South Odisha Development Cluster (SODC), Odisha

PRADAN, SODC Office
MB 36, Brit Colony
Bada Gada-751018
Bhubaneswar
Odisha
Contact No: 0674-2314140

PRADAN, Ambodala
Near Post Office
Ambodala-765021
Dist: Rayagada
Odisha
Contact No: 06863-244537

PRADAN, Phulbani
Near Raj Kishore Mishra
Homeopathic Clinic
Amalapada
Dist. Phulbani-762001
Odisha
Contact No: 06842-254738

PRADAN, Lamtaput
C/o Mr. Niniguru Khora
Lamtaput
Dist: Koraput-764081
Odisha
Contact No: 06868-272285

PRADAN, Balliguda
H/o Mr. Abhimanyu Panda,
Patra Street,
Near Kali Temple,
P.O. Balliguda - 762103
PS: Balliguda,
Dist: Kandhamal,
Odisha
Contact No: 08249966022

PRADAN, Jaykaypur
C/o A. S. Rao
In front of Pentecostal Church
Jaykaypur-765017
Dist: Rayagada
Odisha
Contact No: 06856-233075

PRADAN, Semiliguda
Plot No.37
College Road, Satya Nagar
Semiliguda-764036
Dist: Koraput
Odisha
Contact No: 06853-225657

Jangal Mahal Development Cluster (JMDC), West Bengal

PRADAN, JMDC Office
C/o Mr. Sanchay Pal
3rd Floor, 83/71
Mallick Bagan, Dumdum Road
Dumdum, Kolkata-700074
West Bengal
Contact No: 9123680826

PRADAN, Adra
C/o Mr. Rabindranath Chatterjee
Retirement Colony
West Polash Kola
Adra-723121
Dist: Purulia
West Bengal
Contact No: 03251-240059

PRADAN, Kharika Mathani
C/o Shri Rohit Sau
Nayagram
Kharika Mathani-721159
Dist: Paschim Medinipore
West Bengal
Contact No: 9002010276

PRADAN, Khatra
H/o Mr. Aditya Mondal
Rabindrasarani, Opposite
BSNL office
Near Sagata Laxmi
Eletronics
Khatra-722140
Dist: Bankura
West Bengal
Contact No: 03243-256136

PRADAN, Baghmundi
H/o Mr. Bhabataran Mehta
Village: Pratapur
Radha Gobindapur
Baghmundi -723152
Dist: Purulia
West Bengal
Contact No: 03252-250079

PRADAN, Silda
H/o Mr. Baidyanath Dutta
Girls School Road
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Binpur 2
Dist: Paschim Midnapore
West Bengal
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Joint More
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Bangla, Indpur-722136
Dist: Bankura
West Bengal
Contact No: 9434070537

PRADAN, Jhalda
C/o Mr. Sadhan Chandra
Namopara , Bandhaghat
Jhalda-723202
Dist: Purulia
West Bengal
Contact No: 03254-255785

South Rajasthan Development Cluster, Rajasthan

PRADAN, Swaroopganj
1st Floor, State Bank of India
Near Bharat Petrol Pump
Meena Vas, Swaroopganj
Pindwara-307023
Dist: Sirohi
Rajasthan
Contact No: 02971-242070

PRADAN, Abu Road
Choudhury Colony
Near B.S. Memorial School
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Dist: Sirohi
Rajasthan
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Rajasthan
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Corporate Office

PRADAN, Delhi
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Contact No: 011-40407700