



The New Rural

TRANSFORMING
HUMAN CONDITION

ANNUAL REPORT 2016-17

प्रदान
Pradan

PROFESSIONAL ASSOCIATES
TECHNOLOGICAL ACQUISITION



“I can talk to
the District
Collector now.
It is something
unimaginable
for us women.”

“We understand
women's land
rights are
crucial. It is no
more a distant
dream for us.”



TRANSFORMING HUMAN CONDITION

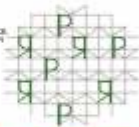
The New Rural

ANNUAL REPORT 2016-2017



प्रदान
Pradan

PROFESSIONAL ASSISTANCE
FOR DEVELOPMENT ACTION



At a Glance

PRADAN'S INCEPTION 1983

PRADAN'S FOUNDING PRINCIPLE

Well-educated youth, with empathy for others, must work at the grassroots to usher in social change.

PRADAN'S MISSION

Build robust collectives of women that will strive for large-scale change in human condition.

PEOPLE AND GEOGRAPHIES REACHED

Socio-economic profile: ~70 percent of the individuals we work with belong to *dalit* (backward classes) and tribal families, recognized constitutionally as scheduled castes (SCs) and scheduled tribes (STs), in rural India.

Individuals: Three million

States: Seven (Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and West Bengal)

Households (direct reach): 588,829 (22 percent growth over last year)

Districts: 37 (are among the poorest 150 districts in the country)

Revenue villages: 7,434

Number of habitations /hamlets: 19,811

No. of villages with > 50 percent household coverage: 4,201

Administrative blocks: 117

Women's self-help groups: 46,416

Village organizations: 3,685

Federations of self-help groups: 90

Business/producers' organizations: 99

PRADAN's professionals working at the grassroots: 372

Development apprentices: 172 post-graduates and graduates with technical degrees were recruited and groomed to be development professionals in villages.

PARTNERS

• Trusts/Foundations and Multilaterals: 26

• Corporates: 11

• Government Departments (Central and State): 25

• Research Institutes: 4

• Civil Society Organizations: 65

BUDGET

INR 938 million

RECOGNITION

PRADAN is the proud winner of the Process Excellence Award 2016 instituted by Axis Bank Foundation for creating positive change at the grassroots of rural India.

PRADAN is one of the few social sector organizations in India to be nominated by the Government of India to assist the country's flagship National Rural Livelihoods Mission as a National Support Organization (NSO). PRADAN has been serving as NSO since 2013 and this engagement was renewed this year for another three years.

All program figures, charts and tables indicate numbers as of 31 March 2017. The terms 'household' and 'families' are interchangeably used.

Areas of Operation

PRADAN has organized its grassroots operations into development clusters (DCs). Each DC has smaller teams of professionals dedicated to it who are supported by PRADAN's corporate circle at all levels.

A DC is a region; a collection of districts, which developmentally can be considered a unit for our social transformation mission. The clustering is done to group people and villages that have a shared history, similar socio-cultural profiles, agro-climatic and institutional landscapes. In such a region

'there is connectedness among the community', which allows development efforts to multiply and accelerate.

The corporate circle integrates the entire sphere of organizational engagement internally as well as externally for efficiency and effectiveness. It provides support services organization-wide, internal and external communication, and is responsible for establishing institutional prominence and relevance by influencing policies and practices in the development sector.



Reimagining India's Villages

Transformation in the countryside is not about programs alone; it needs us to envision our villages differently

2016 was a watershed year for those concerned about poverty and inequality. It was the year of transition from Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs).

Building on the achievements of the MDGs, which concentrated global attention on poverty, hunger, unmet schooling, gender inequality, disease, and environmental degradation, the SDGs go further, envisioning the process of development to be more inclusive, bottom-up, and holistic.

The emphasis is less on the goals per se, and more on the processes adopted to achieve them so the end results are sustainable and equitable. Dr. Jeffery Sachs, Special Adviser to the UN on MDGs, in his inception note to the SDGs writes "...pathways to sustainable development will not be identified through a top-down approach..." He asserts, "(the achievement of) the three bottom lines (economic development, environmental sustainability, and social inclusion) will depend on a fourth condition: good governance at all levels, local, national, regional, and global."

This focus to build and nurture local institutions of good, representative governance at all levels has emboldened us to push forth with our mission: the mission of empowering community-led institutions to spearhead their own transformation.

If there is a country best suited to attaining sustainable development through inclusive, bottom-up approaches that are led by strong

community institutions of governance it is, undoubtedly, India. In spite of the note-ban blues, the Indian economy has continued to grow at a healthy seven percent per annum, making it the fastest among the big economies of the world.

The economy has grown on the strength of a domestic economy that boasts a large number of billionaires and a burgeoning middle class. But the happy story ends right around here. Oxfam International's *Global Income Inequality Report 2017* ranks India as one of the most unequal countries in the world, with just one percent of the people owning more than half the country's wealth. And it shows that the gap is widening at a quick pace.

A third of the world's malnourished children live in India. Forty four percent of children under the age of five are underweight. Seventy two percent of infants and 52 percent of married women have anemia, and only a third of our girl children complete 10 years of school education.

Even though development programs in the country have, of late, shifted towards legislative guarantees—for employment, education, food—the task of enabling the poor to claim these entitlements has hardly been pursued with seriousness. At best, these schemes remain doles, a continuation of the erstwhile patronage system.

In this already abysmal scenario, the status of the most disadvantaged sections—the small and marginal farmers, the landless, scheduled tribes, *dalits*, women and so on—is even more disheartening and calls

PRADAN envisages women's collectives as leading the process of change in their communities by challenging patriarchal structures, altering power relationships, and triggering processes of change in social, political and economic arenas

for immediate affirmative action. Rural areas today are stranded. They face continued human and material deprivations and a stagnant economy. And the rural-urban divide has never been so stark.

How do we help nearly half the population of our country conquer this mammoth challenge of marginalization and misery?

Transformation in the countryside is not about programs alone; it needs us to envision our villages differently. As places we are proud of and grateful to, not as statistics of distress. PRADAN envisages The New Rural as a thriving place where everyone (especially women and other marginalized communities) lives and works with dignity. Where individuals have access to quality livelihoods, basic services, space for self-expression, networks, security and opportunities to pursue one's own purpose in life regardless of where they live or who they were born to.

Core to this purpose are collectives of rural women who are the forerunners of the transformative process. PRADAN envisages

women's collectives as leading the process of change in their communities by challenging patriarchal structures, altering power relationships, and triggering processes of change in social, political and economic arenas.

For a diverse and dispersed country such as ours, development approaches and processes to combat inequity cannot be the same across all regions. We have, therefore, developed the concept of a Development Cluster (DC). A development cluster, irrespective of revenue boundaries, converges (for our operations) contiguous geographies facing endemic poverty. Each cluster has agro-climatic and socio-cultural similarities that enables contextual and need-based solutions to be planned and executed. The development cluster is PRADAN's arena for catalyzing all-round change through partnerships with concerned stakeholders responsible for its development.

Across all development clusters our teams have been engaging with existing community groups to build excitement and a shared vision for an all-encompassing transformation.

To strengthen impact, we are proactively partnering with state departments, Panchayati Raj institutions, market players and other civil society organizations because large-scale change can only be brought about through alliances enriched with each partner's unique competency.

We are grateful to our friends and partners who have been with us in our journey of 34 years. They challenged us, guided us and ensured we remain an institution of excellence doing what we do best – working with women's collectives to transform human condition. We also welcome new partners who are joining hands with us in different ways and choosing to take the road less travelled.

Rotating the top leadership every five years is a unique PRADAN tradition. It helps reinforce our cherished values of collective action and shared responsibility. This year concluded the term in office of our seventh Executive Director, and the organization chose a new Executive Director.

As the new year dawns, I see the task of transforming the countryside—of making our society, polity and economy more equitable—as one that needs solidarity and coordinated action of all well-meaning forces. Coalitions and partnerships are the need of the day if The New Rural is to be born. We seek to begin a process in which community collectives, CSOs, state departments, corporate organizations, donor systems, academia, and Panchayati Raj institutions come together, imagine a just and equitable India and go about making it happen, village by village. For PRADAN it will be a privilege to play any role in such an orchestration.



Narendranath Damodaran
Executive Director, PRADAN

We are grateful to our friends and partners who have ensured we remain an institution of excellence doing what we do best – working with women's collectives to transform human condition



GOVERNING BOARD

PRADAN

Ms. Anshu Vaish

Chairperson

Anshu is a retired IAS officer of the Government of India. She was Secretary, School Education and Literacy. She has been an independent director at Steel Authority of India Limited since November 2015. She lives in Bhopal with her family.

Ms. Sushma Iyengar

Vice-Chairperson

Sushma founded and led the Kutch Mahila Vikas Sangathan, one of the early rural women's organizations in India. She has initiated many civil society organizations and networks. She was a member of the National Advisory Committee and many steering committees of the Planning Commission. She is currently on the Board of Bharat Rural Livelihoods Foundation. In 2007 she was selected as one of the Indian Heroes of the year for Public Service by CNN-IBN. She has a Masters in Literature from MS University, Baroda and has studied Master of Professional Studies, Development Studies and Communication from Cornell University, U.S.A. She is based at Old Madhapar in Kutch district.

Mr. Pramath Raj Sinha

Member

Pramath is the founding Dean of the Indian School of Business, and the Founder and Trustee of Ashoka University, and Vedica Scholars. He was Managing Director and CEO of the ABP Group, one of India's leading and most diversified media conglomerates. He worked as a Partner at McKinsey & Company for 12 years. He has an M.S.E. and Ph.D. degrees in Mechanical Engineering and Applied Mechanics from the University of Pennsylvania. He lives in New Delhi with his family.

Ms. Mirai Chatterjee

Member

Mirai is currently Director of Social Security at Self Employed Women's Association (SEWA). She is also Chairperson of the SEWA Cooperative Federation and the National Insurance VimoSEWA Cooperative. She was appointed a member of the National Advisory Council in June 2010. She has a B.A. from Harvard University in History and Science and a Masters from Johns Hopkins Bloomberg School of Public Health. She lives in Ahmedabad with her family.

"There is no spoon-feeding and none is expected."

I met several self-help group members associated with PRADAN at Khunti, Jharkhand. They were all women fighting their battles in life – to make a living, overcome deprivation and better their condition. Yet, the gathering exuded vibrancy and positive energy. They were confident of their capacity to demand their due and optimistic about change. The sense of partnership between the women and the PRADANites was particularly refreshing. PRADAN's role was clear to all: long-term support with a focus on building the strengths of the self-help group members. There was no spoon-feeding and none expected.

- Anshu Vaish

Mr. Biswajit Sen*Member*

Biswajit retired as Senior Rural Development Specialist with the World Bank. He has worked with UNICEF, MacArthur Foundation USA and Swiss Development Cooperation. Currently he is a visiting scholar at the Indian Institute of Management, Udaipur. He was one of the initial team members of PRADAN who went on to set up several other rural development organizations such as GDS, Nalanda and IIMPACT. He has a management degree from Indian Institute of Management, Ahmedabad. He lives in Jaipur with his family.

"Such cheer and motivation in spite of difficulties"

I was very moved and inspired by what I saw. The difficult conditions under which our colleagues live and work in...so cheerfully and with so much motivation. Congratulations to all colleagues. They have my deepest appreciation.

- **Mirai Chatterjee**

"Remarkable and inspiring"

PRADAN's work on the ground shows amazing impact. To see women in remote, tribal areas in Jharkhand leading a life that is self-sustaining for themselves and their families is remarkable and inspiring. And it is equally inspiring to see the commitment and sense of purpose of the PRADAN teams working in these challenging geographies.

- **Pramath Raj Sinha**

Mr. Sanjay Upadhyay*Member*

Sanjay is an advocate at the Supreme Court of India. He is also the founder and Managing Director of India's first environmental law firm, the Enviro Legal Defence Firm. He was an India Visiting Fellow at the Boalt Hall School of Law, University of California, Berkeley, Global Fellow at Duke Marine Lab, Duke University, USA and a legal intern to the Earth Justice Legal Defense Fund, San Francisco. He lives in New Delhi with his family.

Mr. Saroj Kumar Mahapatra*Staff Member*

Saroj has been with PRADAN since 1995. He has an M. Tech. in Civil Engineering from University College of Engineering, Burla, Odisha. His spouse is also a senior member of PRADAN. They live in Raipur with their son.

Ms. Smita Mohanty*Staff Member*

Smita has been with PRADAN since 1997. She was earlier with Oil Orissa, a subsidiary of NDDDB. She has a PGDM from Xavier Institute of Management, Bhubaneswar. She lives in Ghaziabad with her family.

Mr. Narendranath Damodaran*Ex-officio Member-Secretary and Executive Director*

Narendranath has been with PRADAN since 1989. He has served in many senior management positions, including leading the embedded cell with the National Rural Livelihoods Mission (NRLM). He received a degree in Mechanical Engineering from Kerala University and a PGDRM from the Institute of Rural Management Anand (IRMA). He lives in New Delhi with his spouse and daughter.

GOVERNING BOARD

PRADAN Global

PRADAN Global was established to accelerate the organization's impact in India and grow its influence in the development sector to seek more partners in the quest to transform India's countryside.

In 2017, we established a board of advisers in the United States to oversee our 501(c) 3 operations, and to drive technical and financial resources to our teams in India to support innovation, up-scale programs and expand organizational capacity in research, communications, and advocacy.

Dr. Melissa D. Ho

President and Treasurer

Melissa is Managing Director, Africa, at the Millennium Challenge Corporation and has previously held positions at USAID and the Bill & Melinda Gates Foundation. She lives with her family in Washington, D.C.

Mr. Deep Joshi

Vice President

Deep is the co-founder of PRADAN in India. He served as the organization's Executive Director for two terms that concluded in 2007. As a social worker and NGO activist, he is recognized for his leadership in bringing professionalism to the NGO movement in India. He received the Magsaysay Award in 2009 and the Padma Shri Award from the Indian government in 2010. He was educated at MNNIT Allahabad, and Massachusetts Institute of Technology. He lives in Gurugram, Haryana.

Ms. Laura Birx

Secretary

Laura is a Senior Program Officer at Bill & Melinda Gates Foundation. She has worked with USAID managing global nutrition programs and developing the nutrition framework under Feed the Future and the Global Health Initiative. Laura lives in Seattle with her husband.

Ms. Kavita Ramdas

Advisor

Kavita is a leading expert on gender, economic inclusion, and human rights; and she advises organizations around the world on how to optimize their impact. She has held senior leadership positions at the Ford Foundation, Stanford University, and The Global Fund for Women. She lives in New York.

Mr. Robert De Jongh

Advisor

Robert is a Specialist Leader, Emerging Markets at Deloitte Consulting LLP's Monitor Deloitte service line, focusing on impact investing, inclusive growth, and redefining value in underserved markets. He is a thought leader on inclusive business, scaling social innovation, and corporate intrapreneurship. He lives in Washington, D.C. with his family.

Ms. Soledad Prillaman

Advisor

Soledad recently completed a Ph.D. and focuses her research on comparative political economy, economic development, gender, and the politics of the welfare state, with a regional focus in India. In 2017 she joined the faculty of Stanford University and will spend the next two years there as a visiting scholar at Oxford.

Mr. Narendranath Damodaran

Advisor

Narendranath is the Executive Director of PRADAN. He joined the organization in 1989 and has served in many senior management positions, including leading the embedded cell with the National Rural Livelihoods Mission (NRLM). He received a degree in Mechanical Engineering from Kerala University and a PGDRM from the Institute of Rural Management Anand (IRMA). He lives in New Delhi with his spouse and daughter.

"PRADAN understands that transformational change is born from people themselves; people who are given the tools and collective support to overcome the social and economic barriers that cause poverty to persist. PRADAN's mission, the evidence from its work in the villages, and insights can serve as an example to like-minded organizations around the world."

Julia Lowe

Director

PRADAN Global

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Building the New Rural


The Year That Was

Nearly half of the country's poorest live in six of India's 29 states. Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha and West Bengal are home to 45 percent of the country's economically and socially marginalized people. Poverty is markedly higher among scheduled castes (SCs) and scheduled tribes (STs); these two groups together constitute 44 percent of the rural poor¹.

While human development indicators of child and maternal health, availability of healthcare services and quality of primary education are below the national average in these regions, ST and SC families as a social group have it worse when it comes to malnourishment, child mortality, and access to basic healthcare².

People's increasing disenchantment with the system is playing a role in the steady decline of the rule of law and authority of governance institutions. According to a release issued by the Press Information Bureau in February 2016, 106 districts are now affected with Left Wing extremist violence³. It is in some of these districts that PRADAN works with the poorest.

Over the years, from our work with rural communities, a critical insight that has emerged about the dynamics of oppression is that the only way to stop it is by creating a countervailing power that opposes it. In rural India this power is being generated by uniting and collectivizing the most oppressed, i.e. women, democratically. The power of numbers is transforming individual vulnerability into group solidarity and enabling the poor to assert their voice and demand their rightful due.



Women's collectives are beginning to challenge and change unfair power relationships, be it in their families, their neighborhood or their villages. Their growing numbers and stories of change is proof that through them is being born India's New Rural

Women's collectives are beginning to challenge and change unfair power relationships, be it in their families, their neighborhood or their villages. They are triggering more equitable social, political and economic changes in their communities. Their growing numbers and stories of change is proof that through them is being born India's New Rural.

This year, we worked with 588,829 women through self-help-group collectives, impacting the lives of nearly three million adults and children. It is a 22 percent growth in household coverage, i.e. an increase of 106,672 households over a base of 482,157 households. The figures are significant considering we work with highly marginalized SC and ST women in regions with the slowest economic growth and abysmally poor human conditions.

Our efforts, every year, to reach poor women and work together to build self-help groups has so far seen the successful creation of 46,416 such groups.

These self-help groups are aggregated into 3,685 village organizations (VOs) and 90-block level federations (BLFs). Together, they are bringing more poor women into the fold, strengthening their numbers, and demanding for and getting their dues from different levels of government. Be it for health, food, employment, education services or income opportunities.

With sensitive facilitation, women's self-help groups are coming up with solutions to some of rural India's most challenging issues.

1. SECC survey 2011 and NHRC 2015

2. Highest child mortality: SRS Statistical Report 2013

3. pib.nic.in/newsite/PrintRelease.aspx?relid=116706

1. Rebuilding Responsive Local Governance and Service Institutions for Citizens

The aspiration of a better life, for the majority of India's rural population, is trapped in the partisan political system, an insensitive bureaucracy and weak Gram Panchayats.

Proactive citizenship is the need of the hour if life at a village is to be lived with dignity and prosperity. Strengthening community collectives to articulate their aspirations, building connects between these aspirations and provisions of government programs, and understanding what an individual's rights and duties are as a citizen of India, was the focus this year.

The initiative to build citizenship and governance perspectives among community collectives began with the groups articulating their vision of a better life. Federation members then systematically engaged with the

There has been a 73 percent increase of women participating in Gram Sabhas compared to the previous year



primary groups to help map their aspirations. The exercise equipped women with real data and cases to confront line departments and duty bearers and demand accountability. Three hundred women were trained across PRADAN's development clusters to function as knowledge bearers and support the collectives with information on issues at hand.

Ten Community Information and Resource Centers (CIRCs) were in operation to assist communities with information sharing. CIRCs were developed as social enterprises to provide information on government schemes as well as offer supportive services. Each center, run and managed by a trained local woman, is equipped to provide information to community members at a nominal cost. Besides helping community members avail benefits and entitlements, the information provided becomes a powerful tool in their hands when they approach

concerned departments to put forth their requirements.

PRADAN's engagement with the Cluster Facilitation Team (CFT)⁴ of the National Rural Livelihoods Mission (DAY-NRLM) and National Rural Employment Guarantee Act (MGNREGA) convergence program resulted in a spurt of growth in the demand for asset creation in villages. The program, spearheaded by self-help groups, focused on creating participatory village development plans, approving them at the Gram Sabhas, demanding work and timely wages, and in creating livelihood assets. These plans helped build accountability of the Gram Panchayats. Over 56,000 households were supported within this initiative.

Constructing farm ponds, water harvesting structures, composting pits and setting up livestock sheds and large-scale orchards were major initiatives taken up by community collectives to strengthen livelihood opportunities.

Task groups of women's federations, such as MGNREGA *Sahayata Kendras* (help centers), *Nyay Samitis* (justice committees), *Nari Adalats* (women's courts), etc. regularly interacted with different government bodies and disseminated information to the collectives, thereby, reducing information asymmetry and improving the status of service delivery.

⁴ Cluster Facilitation Team is a project of the Ministry of Rural Development meant to converge MGNREGS & DAY-NRLM. It was rolled out in 207 poverty stricken blocks of India. In each of these places, a team of natural resource management experts and social mobilizers were engaged to bridge human resource gaps at the block and panchayat level to effectively develop livelihood linked village development plans and implement the same.



2. Securing Sustainable Livelihoods and Regular Incomes

Over 270,000 farmers adopted improved paddy production methods such as System of Root Intensification, and Direct Seeded Rice. And over 120,000 farmers cultivated drought tolerant varieties of pulses and oilseeds to withstand the effects of climate change

Reviving farm-based incomes

Farming is increasingly becoming a non-viable income option even though it is the main source of livelihood for an overwhelming 58 percent of rural households. Rain-dependent farming offers hardly any avenue for financial growth because it is paddy monocrop-based and chiefly for subsistence. Making the situation worse are erratic monsoons, climate change, rising cost of farm inputs, failure of states to administer minimum support price (MSP) and entry barriers for small producers to Agriculture Produce Marketing Committees (APMCs). Not surprisingly, farming is becoming a distressful venture for small and marginal farm holders.

Coming up with plans of 'what to cultivate' and how to maintain land productivity was the objective of massive self-help group deliberations this year. These resulted in farmer-family-based goal setting for incomes and productivity. Plans on how farmers would use their land in the next five years were developed.

The goal of every family was to double farm income and achieve year-round food grain sufficiency from their own land. For this, households chose to limit land under paddy at the same time improve its productivity so yields were substantial. Over 270,000 farmers adopted improved paddy production methods such as System of Root Intensification (SRI), and Direct Seeded Rice (DSR). And over 120,000 farmers cultivated drought-tolerant varieties of pulses and oilseeds to withstand the effects of climate change. These changes added stability to farm production.

To increase cash income, farmers chose to bring some portions of their land under vegetable cultivation. This was a significant shift in mindset and cropping pattern for them. For water security, large number of farm ponds and seepage tanks were created mostly through the National Rural Employment Guarantee Scheme (MGNREGS) to irrigate an additional 2,250 hectares. Pump sets and farm implements such as weeding machines, seed driller, power tiller, etc. were acquired by farmers by leveraging credit from banks and accessing relevant government schemes.

To help small-farmers access farming and production facilities with economies of scale, the concept of Agriculture Production Clusters (APCs) came into being. Through APCs, farm production and marketing services in a given area (i.e. four to six contiguous villages, involving 300 to 500 families) are organized to provide required institutional support to facilitate small-farmers to intensify farming. APCs are providing a supportive ecosystem for farmers to enhance their scale of production with diversity of crops. APCs have facilitated easy aggregation of produce and access to fairer markets.

Availability of bank credit (through self-help groups), access to irrigation and farm implements, availability of production and marketing services through APCs have together contributed to production increases and income enhancement at the household level.

There has been a significant jump in income benchmarks with 20 percent of the households attaining annual gross income levels in the range of INR 80,000 to INR 120,000. Another 35 percent earned a gross income between INR 40,000 and INR 80,000 annually. At an aggregated level, the value of farm produce (taking into account food grains, pulses and oilseeds, fruits and vegetable) was around INR 12,500 million.

Expanding non-farm income avenues

PRADAN continued to work with the National Small Holder Poultry Development Trust (NSPDT) and its affiliates across development clusters to expand broiler poultry enterprises among marginally landed or landless households. With the involvement of 10,441 women producers in the enterprise, this forms the largest grouping of poultry producers in the country with the sales turnover touching INR 3,600 million.

Improved goat rearing and backyard poultry rearing were activities introduced to diversify and

supplement livelihoods of marginalized households. Poultry rearing has emerged a winner with 37,000 poor households adopting it within a short period.

PRADAN also worked with Tasar Development Foundation (TDF), a sectoral organization for Tasar sericulture. It continued expanding its outreach to create robust

livelihoods for families from Tasar. There are 11,071 households, mostly belonging to tribal and particularly vulnerable tribal group (PVTG) communities, engaged in sericulture. TDF currently supports the largest Tasar seed production enterprise in the private sector in India. The income generated from silkworm rearing was approximately INR 181 million.



3. Villages as Authors of an 'Equal Opportunities' Society

There has been a 73 percent increase of women participating in Gram Sabhas compared to the previous year

For PRADAN the core development task in helping poor rural communities live better, is to inspire and build poor communities' (especially women's) self-view and identity as stakeholders of their own lives. They need to see themselves as change making groups with the wherewithal and understanding necessary to create a better society. For poor women to be a part of the self-help group movement requires that they regard themselves as part of a mission that goes beyond savings and credit. A mission that transforms villages where everyone, irrespective of caste, class and gender can experience freedom, care and progress.

In India, women are at the intersection of caste, class and gender prejudices and patriarchy. PRADAN's gender justice efforts over the past few years have enabled women to recognize patriarchy and integrate gender perspectives so women's institutions in the communities are able to identify and address issues of gender discrimination. In this direction, the engagement has been to achieve empowerment in the social, political and economic domain for women in marginalized tribal communities.



PRADAN's gender justice efforts over the past few years have enabled women to recognize patriarchy and integrate gender perspectives and to identify and address issues of gender discrimination



As a result of enhancing gender perspectives of these community institutions 4,030 self-help groups have taken up issues such as: discrimination between male and female children, restrictions on women's mobility, accessing rights and entitlements, equality in political representation, equal participation and control over economic decision making, and ending gender violence.

Today, 11,549 self-help groups are actively engaged in discussing and ensuring women's participation in public spaces such as Gram Sabhas. They are also building capacities of 100 plus women as paralegals within the community to address cases of violence.

Beyond self-help groups and hamlets, the idea of societal transformation is seeded and nurtured in the discourses of the village level organizations (VOs). The VOs nurture aspirations of a better life for members, create conducive conditions to hear and express opinions, shape norms and collectively act on issues that matter to everyone in the village. These issues may range from deprivation of food, income, shelter and basic amenities, etc. to issues of social/psychological exclusion and suppression.

Through the year VOs facilitated women's participation in the Gram

Sabhas. There has been a 73 percent increase of women participating in Gram Sabhas compared to the previous year. Mobilization on Integrated Participatory Planning Exercise (IPPE II) to develop natural resource plans; and plans for agriculture and basic infrastructure continued in different blocks of Odisha, Chhattisgarh and Jharkhand. Once these were vetted and forwarded to the State by the Gram Sabhas and Panchayats, the State made budgetary provisions under MGNREGA, Pradhan Mantri Krishi Sinchayee Yojana (PMKSY); the flagship irrigation program for small-farmers and 14th Finance Commission for allocations to Panchayats. The projects executed included 8,500 farm ponds/seepage tanks and over 5,000 hectares of plantations for forest-based livelihoods and horticulture.

VOs worked on initiatives for Water, Sanitation and Hygiene (WASH). Their collaboration with Village Water and Sanitation Committees (VWSCs) resulted in 74 villages having infrastructure for piped water supply systems, construction of around 5,000 toilets and 48 villages being officially declared Open Defecation Free (ODF).

Pilots were undertaken in six villages to install solar power grids to provide round-the-clock power supply. There were cases where VOs were

successful in improving road and electricity connectivity, improving the functioning of the Integrated Child Development Scheme (ICDS) centers, and the service delivery of health workers, and in regularizing schools by asserting their demands.

Women have begun discussing social issues of domestic violence, alcoholism, girl child trafficking and marginalization of single women and landless households.

With the support of the collectives, women are taking up the responsibility to improve their living

conditions. Self-help group members are actively ensuring full immunization of children, construction and use of toilets and other hygienic practices. They are ensuring girl children continue education beyond standard X, they are addressing gender biases in child rearing, and are engaging with frontline workers of the government to seek advice on health, nutrition and child care.

To fight malnutrition, a focused intervention with women's federations began in 12 blocks in 2014-15. Through skill building and

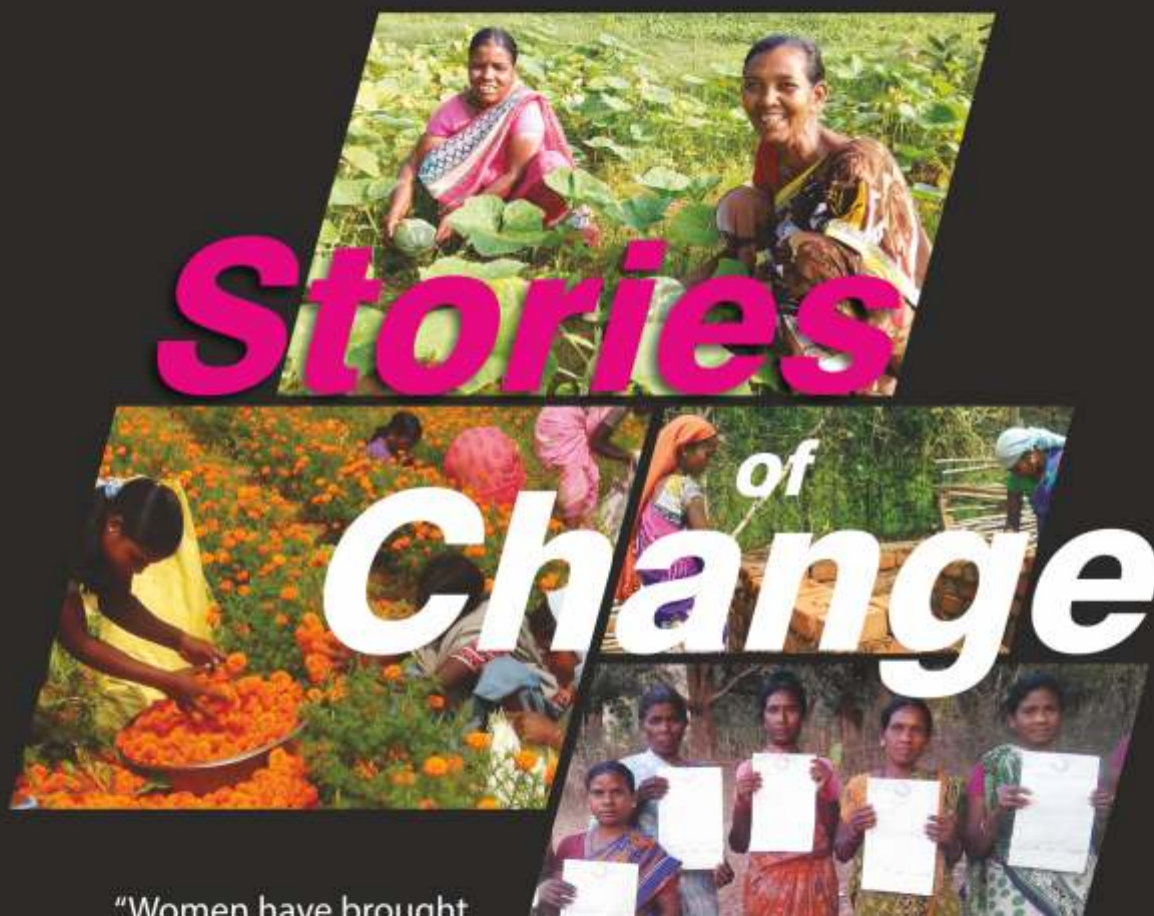
discussions the federations have successfully created awareness and knowledge to help women understand nutrition, its current status, gender dimensions and the impact of malnourishment on women and children. This year, the collectives trained 600 community cadres on nutrition-sensitive agriculture. And strengthening the link between agriculture and nutrition was the large-scale adoption of pulses and oilseed cultivation by farmers together with a wide array of vegetables to improve food and nutrition diversity in their fields.



The federations have successfully created awareness and knowledge to help women understand nutrition and the impact of malnourishment on women and children

"When the whole village cultivated tomatoes the entire landscape turned red! When we brought in vehicles to take our produce to the market, even the District Collector came to see the convoy. For the first time in our lives we have earned almost a lakh of rupees from these uplands."

—
Hariaren Toppo
Gumla district, Jharkhand

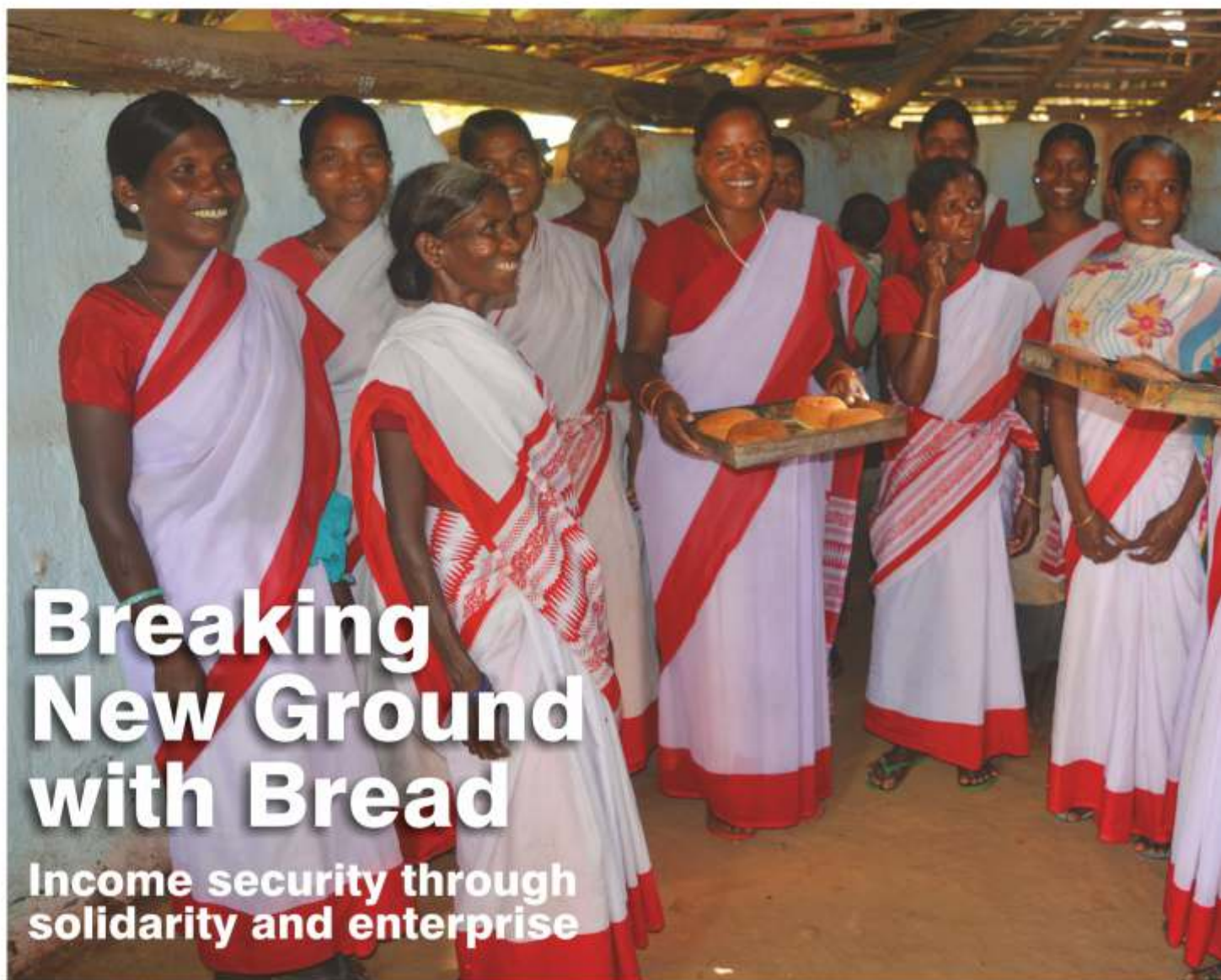


"Women have brought so many jobs under MGNREGS where both men and women are now working. Some self-help group members are also working as supervisors while women from other groups are earning extra income."

—
Mausumi Patra
Midnapore district, West Bengal

"I have found financial, emotional, social, and political support by being a part of the self-help group movement. I can even fight to get our entitlements."

—
Shanti Tekam
Balaghat district, Madhya Pradesh



Breaking New Ground with Bread

Income security through solidarity and enterprise

Injot Mahila Mandal (self-help group)
Gurma village, Gumla district, Jharkhand

We were so engrossed in our everyday struggles that we could not even imagine there could be a way out of this dark, miserable world.

But look at us now.

We are proud of how much we have accomplished.

We want every woman in every village to experience what Injot Mahila Mandal has experienced.

The story of Injot Mahila Mandal (IMM) began in 2002 when 17 women from the village got together to start a self-help group. Help was something they needed in earnest. Earnings for families came from cultivating paddy during the monsoons. For the rest of the year the community eked out a living by selling dry wood from the forest.

Most families lived on one meal a day, the women sometimes less.

The foundation to a self-sustaining, empowered rural community is the development of its weakest. Its individual women, who gain strength by congregating into self-help groups. Once every woman is a part of this

collective, they begin to address their basic needs, often financial to begin with, through small savings and credit.

For the first three years, members of IMM focused on savings and credit to help each other. Being part of a group and trusting each other with their meager savings was a big leap of faith for the women. A leap they took only after persistent efforts of PRADAN's professionals on the ground. These years helped each member discover a meaning for herself as a part of the group. She found solidarity



and realized she was not alone. This brought immense confidence to the members.

By 2005, the group was exploring opportunities that delivered more than basic sustenance. They wanted a better quality of life for their families. They negotiated a bank loan with which they set up the Gumla Grameen Self Supporting Poultry Cooperative with members of other self-help groups from neighboring villages.

By 2006, the members had constructed sheds to rear 300 poultry birds each. Many expanded to 500 birds. Poultry brought additional incomes of INR 35,000 to 40,000 to each member. And immeasurable confidence. It inspired them to push the envelope. They began collective cultivation of tomatoes and other vegetables, which brought an average profit of INR 9,000 to each member.

Number of Women's Collectives Functioning Overall

No. of self-help groups	46,416
No. of village organizations	3,685
No. of Gram Panchayat level federations	545
No. of block federations	90
No. of business organizations	99

Each accomplishment spurred their progress. But they soon realized that their hard work needed formal knowledge of methods and practices to increase yield.

In 2014, under the National Rural Livelihoods Mission (DAY-NRLM), they received INR 15,000 as a revolving fund to which was added another INR 75,000 in the form of community investment fund (CIF). The IMM decided to invest this money into more income earning opportunities. Marigold cultivation seemed to be a lucrative option. The return from marigold that year was INR 20,000, which added to the families' incomes.

The women now began exploring enterprise options that would give them year-round income. After a lot of research, discussions and arguments, they zeroed in on the idea of baking bread and cookies to cater to the local market. A frenzy of activity followed. Developing the business model, mobilizing investments, sourcing technology, equipment, raw material, training, organizing production, setting up market linkages, and putting in place adequate systems saw every member take up multiple responsibilities. And here they are, baking and selling bread and cookies in the local market. These freshly baked

Each accomplishment spurred their progress. But they soon realized that their hard work needed formal knowledge of methods and practices to increase yield





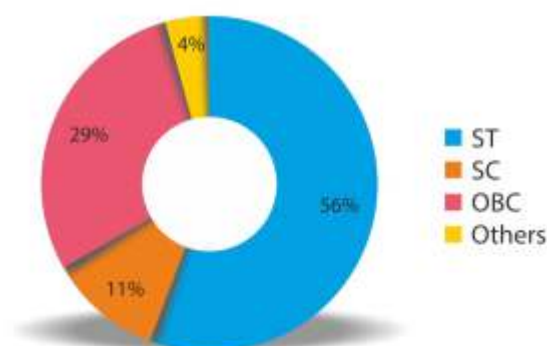
These freshly baked products have become so popular that the group is unable to meet market demand

products have become so popular that the group is unable to meet market demand!

They have now decided to mobilize other women in their community who have not joined the group yet.

There are 46,416 self-help groups like IMM across the 37 low-income districts PRADAN works in. They are fully functional and are driving change in their villages.

Overall Outreach and Social Composition (no. of women)	
ST	330,168
SC	65,869
Other Backward Classes (OBC)	169,708
Others	23,084
Total	588,829



Overall Outreach and Social Composition (percentage of women)

Systems and Finances Mobilized by Self-Help Groups and Their Associative Tiers Overall

Net owned funds (NOF) (in INR million)	1,740
Cumulative credit disbursed till date (INR million)	2,755
Loan outstanding (INR million)	1,080
Number of self-help groups with savings bank accounts	31,380
Cumulative number of self-help groups that are credit linked (CC or term loan)	9,571
Cumulative number of self-help groups that are linked to NRLM and received revolving fund	18,085
Cumulative number of self-help groups that are linked to NRLM and received CIF	11,872
Self-help groups whose accounts are audited annually	26,166
Self-help groups that prepare trial balance at least once in a quarter	22,141
Self-help groups with data entered in HISAB* / McF	12,506
Self-help groups with up-to-date data entered in NRLM software	14,456

Vulnerable No More

Repelling violence through gender training

**Shanti Tekam, Gond tribe,
Member, Narsingh Paat
Self-Help Group**

Lohari tola-Amoli village,
Paraswada block, Balaghat
district, Madhya Pradesh



In a small community of 25 families it is hard to miss the cries of being beaten. It is also hard to cross traditional lines and speak out.

Laxmi, the new bride, at Lohari tola (hamlet) desperately needed help, but neighbors held themselves back from intervening in her 'domestic' situation. Running for her life, one day, Laxmi fled to a person whose name she had heard women mention many times. Shanti *didi* (elder sister).

Fifteen years ago, Shanti Tekam was another Laxmi. She was forced to drop out of the school she loved when her mother died. She was then married off against her will at 15, and soon became a battered wife. Shivcharan, her husband, worked for a police constable. Perhaps that emboldened him. He did not want Shanti because she was 'dark'

complexioned. He had not chosen her. His parents had. It was a marriage of pressure. Both for Shanti and him. While she bore him four children, and hoped he would change. He stayed away, beat her whenever he was home, and after 12 years of marriage, he married again.

Shanti Tekam had had enough. She walked out on him with her four children.

Her mother-in-law was Shanti's refuge. And for nine years she struggled with pitiful daily wage earnings and sporadic rice yields from her mother-in-law's land to feed the six of them. Soon, as it had happened with her, Shanti's children too had to drop out of school. There was little money for food as it is. And no help was forthcoming from Shivcharan.

PRADAN began work in Amoli village around 2008, meeting and convincing

women to get together for support and to begin their own savings group. Shanti became an enthusiastic participant attending every workshop and training. Soon the women got together and set up the Jai Narsingh Paat self-help group with PRADAN's help.

"For the first time in nine years, I sat with women, listened to them and shared my story. It felt like I had friends again. I began learning about the world around me... I was reliving my school days."

Driven to make life better for herself and her children, Shanti was there for every

self-help group meeting and training - be it about gender biases, entrenched patriarchy within structures and societies, or the procedure of book keeping and administering self-help groups, organic farming, or water saving irrigation techniques. Her appreciation of knowledge and her appetite to learn saw her being elected as the self-help group accountant.

Building local governance capabilities at the grassroots has been a priority of PRADAN's outreach efforts for the past three years. In this time we have begun

Self-Help Groups Fostering Social Equity Overall

Number of women and men from community acting as 'change agents'	24,415
Number of community data collectors (CDCs)	1,158
Number of self-help groups discussing and/or taking action on women's participation and engagement in public spaces	11,549
Number of self-help groups discussing and/or taking action on gender, caste, class issues	4,030

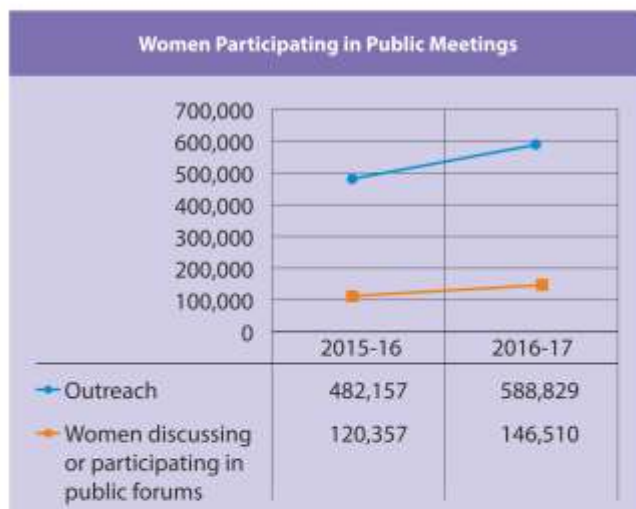
facilitating women's collectives and their members to participate in public spaces such as the Gram Sabhas, the Yogana Banao Aviyan I (village development planning process), at different village level committees, etc.

Soon, Shanti became the federation representative of Nari Shakti Mahila Sangh, Paraswada block and later its Secretary. The federation was registered in 2014 with over 6,000 women as voluntary members covering over 142 villages in Paraswada block, Balaghat district.

Shanti also trained to become an *Ajivika Sathi* (livelihoods guide), a *Pashu Sakhi* (livestock guide) and a *Gender Sathi* (Gender guide).

"New ideas and different thoughts take time to be accepted. Before I attended the sessions on gender and women's rights I was afraid to send my daughter to the district for higher studies. But I realized investing in her education is a must, just like that of my son. I suffered tremendous indignities in the name of society. I don't want our daughters to face the same."

Her growing involvement with the community and the women saw Shanti being elected Ward panch from her village, uncontested. Women of the self-help group campaigned for her and helped her with her duties. She traveled, met more women like herself, spoke at public forums, met government officials, and



stood up for women's rights, livelihood choices and rightful entitlements.

"I even found the courage to stand up and fight against my husband. I demanded money from him for our children's education and to run the household. He threatened me when I was working in the field and raised his hand to hit me. I stopped him and asked if he had lost all his shame. I also warned him against his second marriage. Gender training

has made all of us aware of our legal and constitutional rights."

Shanti called for a meeting in her village where it was decided Shivcharan would have to provide money for their children's education. Since then he has been regularly paying child support. Shanti's older son, Rajeshwer, is studying BE and preparing for competitive exams now. Her daughter, Rajeshwari, has completed a course in nursing and has found herself a job.

"I have found financial, emotional, social, and political support by being a part of the self-help group movement. I can talk to the District Collector now. It is something unimaginable for us women. And I can even fight to get our entitlements."

Shanti stepped up to fight for Laxmi when the latter escaped to her house from her in-laws. She took up the issue of Laxmi's life and safety at the Village Level Committee, where the entire village; men and women gathered. And here it was publicly decided that a police complaint would be filed against Laxmi's in-laws if the violence against her did not stop immediately.

This was a momentous day at Lohari tola. Because its men and women jointly resolved the dispute. That the decision was made in favor of the woman was another milestone. Earlier,





Shanti receives the 6th JSW and Times of India Earth Care Award on 11th September 2015 in "Community Participatory Approach Category" by Honorable Minister of Environment and Forest, Shri Prakash Javdekar in Delhi

it was always men who, at the *Samaj ki baithak* (caste panchayats), took these decisions. And they usually favored the man.

Shanti *didi* stands out as a beacon of empathy and confidence to women beleaguered and oppressed. She is the role model of the transformation that can change India's villages. PRADAN intends to see more Shantis in the making through the support and capacity building roles it plays in the lives of poor women every year.



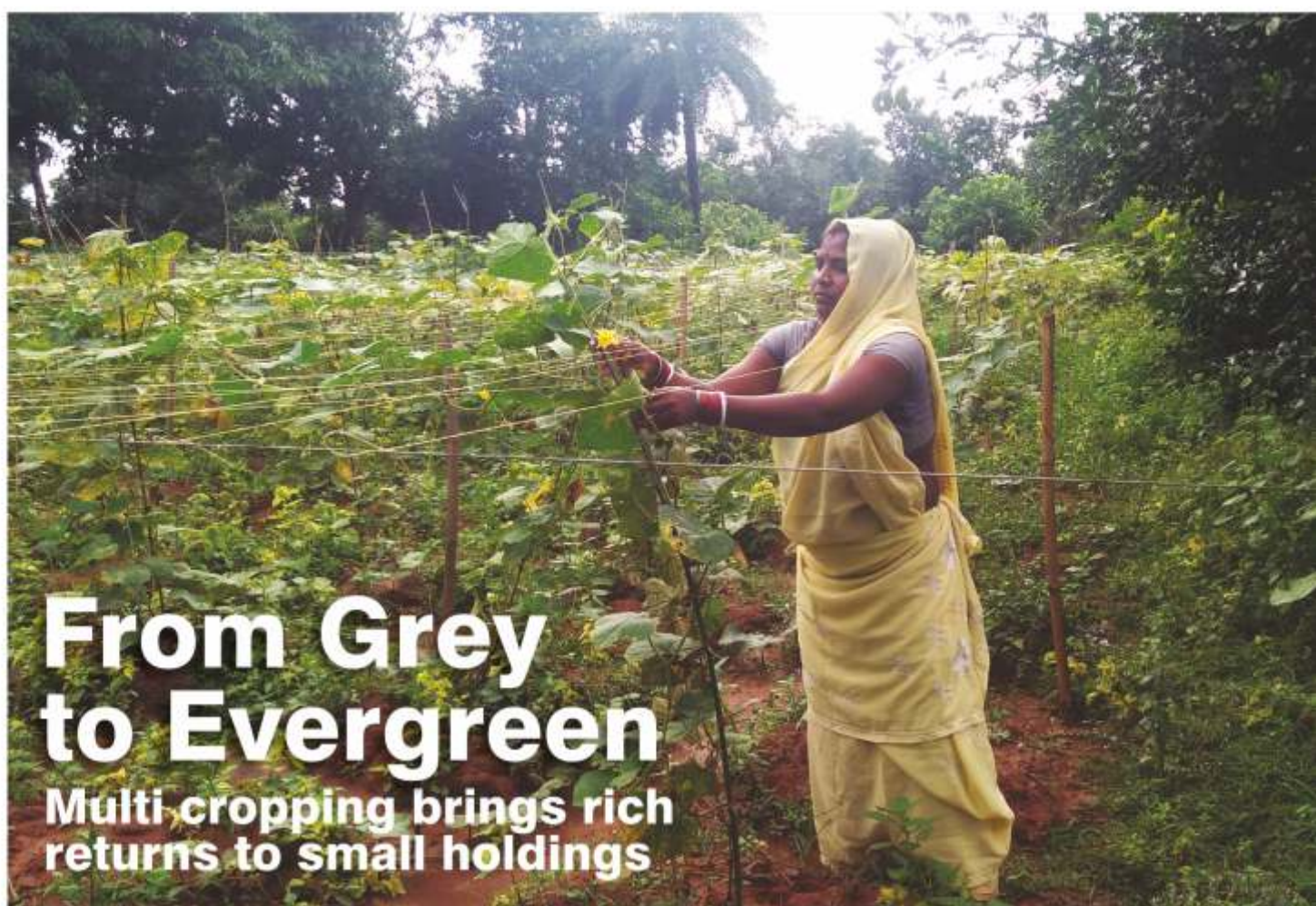
Humbled by the clarity of vision, organizing power and the voice of these women

"Working with PRADAN, women from communities have demonstrated transformative leadership and paved the way for long-term change in their lives. Be it to challenge social norms, enhance mobility for themselves and their daughters, or to build skills as front-line workers to provide services around ending violence against women.

The use of compassionate and educative approaches has enabled PRADAN to work both within families and with the government and other partners. As a training partner on gender equality, we at Jagori, are humbled by the clarity of vision, organizing power and the voice of these women."

Suneeta Dhar, Senior Advisor, Jagori

Jagori for women is partnering with PRADAN to develop and conduct gender sensitivity discussions and trainings to build gender perspectives among women in self-help groups.



From Grey to Evergreen

Multi cropping brings rich returns to small holdings

**Sangita Kol, Santhal tribe,
Chameli Mahila Mandal (self-help group)**
Baghjhopa village, Dumka district, Jharkhand

2017

"Hamar sapna to bahut bada hoailo dada...ye sara jameen hara bhara rakhbo aur baad me yeko ghar bhi banabo aur rahbo." (I have big dreams brother. This land of mine I want it to be evergreen. And I want to build a house for all of us)
- Sangita Kol

three farmers willing to try it. Sangita is one of them.

The family plants bitter gourd. And for the first time, farmers are able to produce enough to sell at the local market, the *hatia*. They earn between INR 10,000 to 30,000 in one season.

2015

Sangita's family of seven lives in a two-room hut. Their 1.5 acre, rain-fed land yields less than subsistence paddy. Her husband migrates in search of work to make ends meet.

In the same year, PRADAN begins encouraging self-help group members and farmers to cultivate cash crops to supplement their incomes. There are only

Inspired, Sangita increases the cash crop area for the next season. But needs irrigation to grow a second crop. The family spends INR 24,000 from their agricultural earnings to dig an irrigation well. The water helps them double the cultivated area to 40 decimals. So they include bottle gourd to the cropping mix. That crop alone earns them INR 35,000.

2017

Sangita and her husband (he's back home now) cultivate chili and tomato on the same land after the harvest of the first crop. They earn approximately INR 66,000 from multiple harvests. With the money they buy an electric motor to pump water, and a distribution pipe for INR 10,000. The rest they save in Sangita's savings bank account for boarding school fees for their three children.

Sangita's story encourages more self-help group members to introduce cash crops on their lands

Gross Annual Income Across Households Overall

	No. of households
Less than INR 40,000	229,752
INR 40,000-80,000	183,404
INR 80,000-120,000	73,055
More than INR 120,000	26,655

Sangita's story encourages more self-help group members to introduce cash crops on their lands.

With more crop cycles and irrigation facilities small land holdings are once again becoming viable enabling men to stay and work on their fields rather than migrate to cities.

During the annual self-help group cluster celebrations, in recognition of her efforts to keep her land

productive Sangita received the Best Farmer Award from Honorable Minister - Women and Child Development and Welfare (including Minorities Welfare and Social Welfare), Jharkhand, Dr. Louis Marandi.



PRADAN's ability to work with the people, rather than for them gives them an added advantage

"Agriculture continues to remain a critical backbone of India's economy. Women farmers play an increasingly important role as the custodians of this important sector. They are taking on leadership roles as farmers, cultivators, livestock holders and voices at the village level. PRADAN's initiatives focusing on women farmers endeavors to capacitate the rural women by empowering them with better knowledge, better agency, a better realization of value of their farm produce and, thereby, a better society. PRADAN's ground level presence and ability to work with the people, rather than for them gives them an added advantage of making the change at the grassroots level and creating a pool of change agents by cultivating leadership qualities among communities."

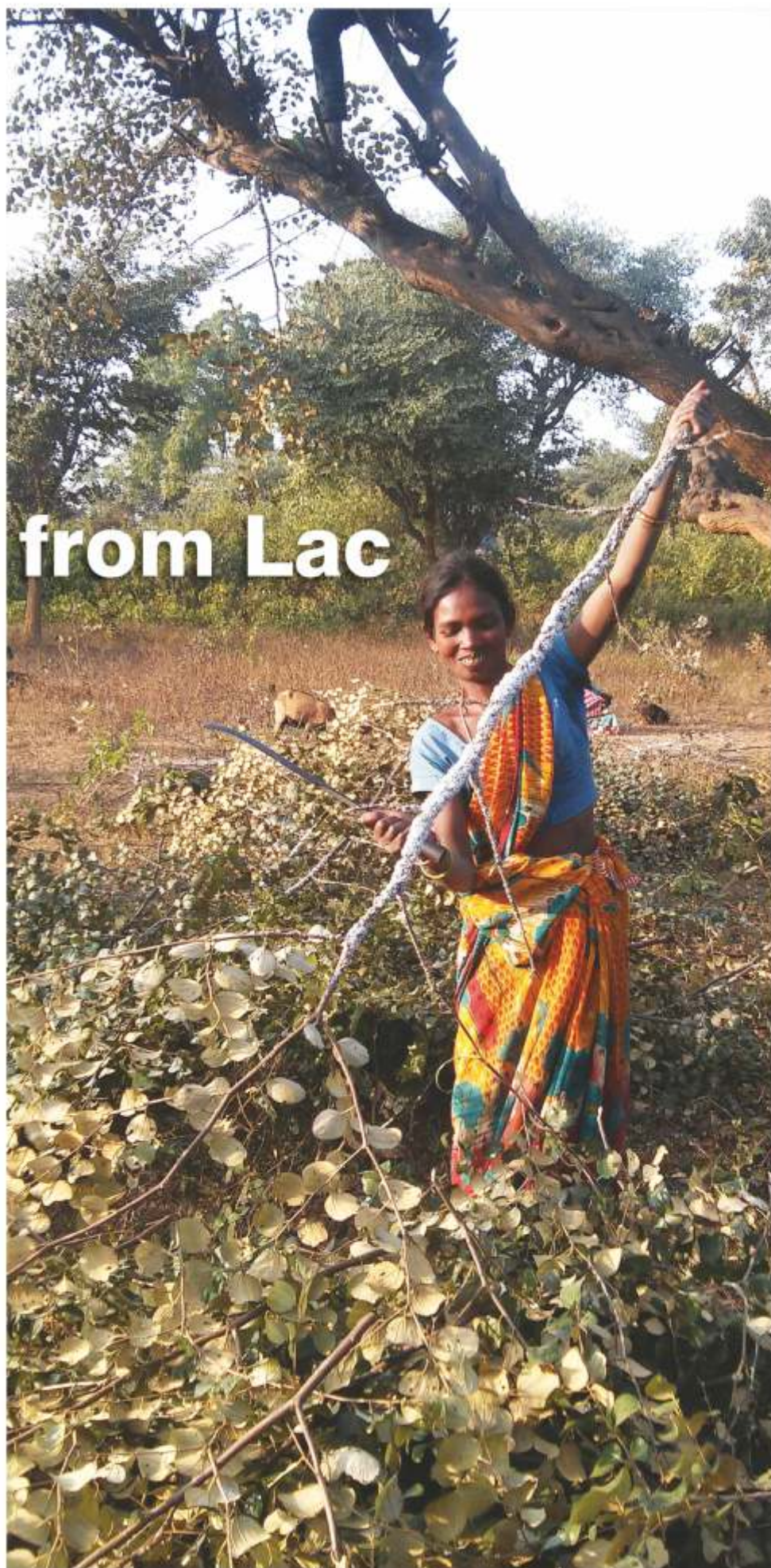
Dr. Purvi Mehta-Bhatt

Senior Advisor and Head of Agriculture for South Asia
Bill & Melinda Gates Foundation, India

Lakhs from Lac

**Best
practices
multiply
returns**

**Fulmani Tirkey,
Munda tribe,
Member, Chameli
Self-Help Group**
Bhandra village,
Khunti district,
Jharkhand



*A new motorcycle.
A pair of oxen.
A private school education for children.
Savings to build a concrete house.
Money for medical emergencies.*

The Tirkey family is enjoying a windfall from lac resin cultivation this year. They are no more below poverty line.

Trees that would once yield 150-200 kilograms of lac have now produced a record 540 kilograms. "Who would have thought my trees could yield 540 kilograms of Kusumi lac? And that I would see with my own eyes what a lakh of rupees looks like."

Fulmani Tirkey lives with her family of four in one of the most unconnected remote rural pockets of the state. Surrounded by forests, Fulmani has been cultivating lac for decades. Lac cultivation is something many tribal communities take up, relying on forests, using basic techniques. It adds a few thousands to their incomes during good years.

For Fulmani too lac was 'side' income. It would fetch her INR 12,000 sometimes. Some years there were only losses. It was hard to imagine that rearing lac would one day become a life-changing experience for her family.

The change began with discussions and trainings at the self-help group meetings. During workshops conducted by PRADAN's livelihood specialists, Fulmani realized that Rangini lac – the lac strain she used on *Palash*

trees was not suited to *Palash* trees at all. This was why she often suffered losses.

As the trainings continued, lac rearers learnt that indigenous plum (*Ber*) trees were a better host for lac. Workshops introduced farmers to a package of best practices to rear lac. This included pruning, brood/seed lac selection, scientific inoculation, removal of the funky lac within the stipulated time, timely application of fungicides and insecticides, etc. Lac rearers were also advised to switch over to Kusumi lac as it gave much better results when cultivated on *Ber* trees.

Kusumi lac belongs to a superior lac strain. It has better color vibrancy, and fetches twice the price of Rangini lac in the market. It is far more climate resilient and has less morbidity compared to Rangini. Kusumi can also be reared on shrubs, allowing for its domestication unlike Rangini, which can only be grown on trees.

Fulmani began Kusumi lac cultivation on *Ber* trees in 2014. Continuing with the best practices she learnt, the lac yield reached 540 kilograms this year and earned her a lakh of rupees at the market. She bought a motorcycle for her younger brother-in-law, who lives in Ranchi, and a pair of oxen to help plough the field. She also got her

"Who would have thought my trees could yield 540 kilograms of Kusumi lac? And that I would see with my own eyes what a lakh of rupees looks like"

son enrolled in a private school.

Next year, she wants her daughter to join the same school. Fulmani is also saving a little bit of her earnings to build a *pucca* (concrete) house for her family someday.

Her plan is to cultivate lac on 30 *Ber* trees with more than 100 kilograms of brood (twigs bearing lac colony of mature mother insects) lac. She expects more yields in the coming years.

Following her example, her neighbor too invested in lac rearing though at a larger scale. She invested 200 kilograms of brood on 78 trees, which she had taken on lease. A massive task, but Fulmani happily lent her neighbor a hand. Because as she says "that's what self-help group members do for each other!"

Taking a moment, Fulmani adds "We have always lived in fear of getting sick as we had little money and little access to treatment. But now I have the money. I am prepared. I can get my family treated from a good private doctor in town in case a medical problem arises."



The Sun Shines on Marigold

Market research points the way

Jhariya Mahila Sangh Block Level Federation

Murhu block, Khunti district, Jharkhand

It is hard to imagine a festive occasion in India without the bright, saffron marigold.

There is a thriving market across the country for marigold flowers August onwards. And as the festive season lasts quite a few months you see garlands of marigold of all shapes and sizes adorn homes, temples, entrances and social events.

Even though it is extensively grown in Khunti district, there is always a demand for marigolds by the truckload.

Members of Jhariya Mahila Sangh, a block level federation in Murhu block observed the marigold

market for some time and decided they would only gain if they took up its cultivation. Not individually, but together, on a mass scale.

It was an ideal crop for the women. Low maintenance and easy to market.

Federation members took charge of spreading the word in their respective areas and mobilizing more women to participate.

The federation sourced 118,000 marigold saplings from West Bengal (it is regarded as the flower hub





The marigold fields of Murhu block brought their families a total of INR 200,000. The Mahila Sangh is now exploring ways to make marigold cultivation a year-round activity and reach markets as far as Kolkata and Kerala

of the country) for its 180 member families. Members were then trained in methods and procedures to plant, protect, and harvest the flower. And also to make varieties of garlands.

During July in 2016, despite heavy rains the women managed to plant the saplings following every procedure, and on time. After planting, women also took turns in the fields to guard the saplings.

The first crop was harvested in September before the festival of Dussehra. It was sold at the flower market of the block. The next phase of sale was during Diwali (October-November) to meet a bigger demand.

From the flower sale each woman farmer of the Jhariya Mahila Sangh earned INR 10,000-12,000. In all, the marigold fields of Murhu block brought their families a total of INR 200,000. The Mahila Sangh is now exploring ways to make marigold cultivation a year-round activity and reach markets as far as Kolkata and Kerala.

Livelihood Support Provided Overall	Total Women
Agriculture and horticulture	271,007
Forest-based activities	16,482
Enterprises	8,190
Livestock rearing	39,618
Net participation	281,624
Grand Total (with overlap)	335,297

Outreach vis a vis Livelihood Support to Families





Enterprising Solutions by Small Farmers

Agriculture Production Cluster, Raidih block

2,561 marginal farmer members

Gumla district, Jharkhand

Tribal communities comprise 65 percent of the Raidih block. It has a per capita income of INR 54,140 (Jharkhand Economic Survey 2016-17) against the national average of INR 93,231. The region is covered with dense forests and hills. And agriculture is the main source of livelihoods for 80 percent of the families here.

Undulating terrain, rain-fed agriculture, lack of technical knowledge, and endemic poverty had become Raidih's identity when PRADAN began working here in 2003. The focus initially was to help families achieve food security. Soon after, they were encouraged to start small-scale vegetable cultivation to increase cash incomes.

As cultivation interventions intensified, an agriculture production cluster (APC) emerged in response to the needs of the farmers. The

APC provided infrastructure and services to increase cash incomes of poor farmer families.

An APC to be set up needs individual farmers to be collectivized so that the agriculture from which they are to earn cash incomes can be supported by aggregating and providing essential services and structures required pre, during and post-harvest. When farmers collectivize into an APC they identify three to four crops which become the focus crops for the entire block. PRADAN supports them in understanding market demand, cost of cultivation, the value chain of each crop, etc. Farmers collectively decide which crops they will take up on a commercial basis.

At the Raidih APC, the crops that were selected season-wise were tomato and chili during *kharif* (monsoon period); cabbage/cauliflower and

garden pea during *rabi* (winter); and cucumber and bitter gourd during summer.

To avoid a glut of produce at the local market, the APC was linked with the regional markets of Ranchi (Jharkhand), Rourkela (Odisha) and Ambikapur (Chhattisgarh). A few young, business-oriented villagers were selected by the villagers and trained as marketing entrepreneurs by PRADAN. The sales commission for the entrepreneurs was decided at INR 0.50/kilogram of produce sold. Twenty six marketing entrepreneurs worked throughout the seasons and successfully earned INR 60,000 on an average.

Incomes of individual farmer ranged between INR 35,000 to 120,000. And an APC farmer-member earned an average of INR 58,000 from vegetable cultivation.



"When the whole village cultivated tomatoes the entire landscape turned red! When we brought in vehicles to take our produce to the market, even the District Collector came to see the convoy. For the first time in our lives we have earned almost a lakh of rupees from these uplands.

I bought a tractor with the help of a bank loan and sent my daughter to Ranchi for her education. I feel extremely happy that my family is managing to come out of poverty." **Hariaren Toppo**, Mariamoli village. She earned INR 80,000 this year from vegetable cultivation

With the creation of APCs, the agricultural development of an area becomes holistic as it aggregates input-output services, linkages, infrastructure and human resources conducive to agriculture. Infrastructure such as grading-sorting centers, lift irrigation



systems, wells, net houses, a farm-equipment bank, and drip irrigation systems start getting built. This creates an ecosystem that helps the small farmer regain the viability in farming.

"Once I lost a foot I thought I could never do vegetable cultivation again. However, since we've started farming together with others, I manage to get seeds, and my vegetable produce also gets sold off in the market. I have started vegetable cultivation again and am earning money from it."

Chotua Gope,
Sipringa village.



APCs of farmers are also being actively supported by the Agriculture and Rural Development departments.

With incomes increasing in Raidih, we are beginning to see more changes taking place in the health, education, water and sanitation status of families. Parents have begun sending their children to private schools; they now

have money to access private doctors. Families are also building big, spacious toilets with bathrooms by adding their own earnings to the government subsidy of INR 12,000.

There are 85 APCs functioning across our development clusters with 9,700 farmer families involved in cultivation and marketing together.



Rescuing the Rural Employment Guarantee Scheme from Middlemen

Action against corruption

**Banphool,
Chameli Baha,
Guj Ghat Dadi
Ghat, and Suraj
Level Self-Help
Groups**

Balkami village,
Boarijore block,
Godda district,
Jharkhand

Balkami is situated up in the Rajmahal hills. It is isolated. It has no roads leading to it, nor communication facilities. But it has four self-help groups of women - Banphool, Chameli Baha, Guj Ghat Dadi Ghat, and Suraj Level who are keen to make a change.

As in many villages in tribal areas, the National Rural Employment Guarantee Scheme (MGNREGS) here too was controlled by middlemen contractors. During an interaction with self-help group members, it became apparent to the

PRADAN team that there were gross irregularities in the employment provided and the compensation paid. Villagers were losing out substantially on wages. While the contractor was getting them to do work worth INR 500 he was paying them only INR 250.

The members realized they needed to know more about the Scheme to prevent others from duping them. So a detailed orientation on the MGNREGA was conducted for all self-help group members to familiarize them with the Act and the

Scheme. Its provisions regarding the process of demanding work, daily wage rate, the payment mode and other features were discussed in detail. All 49 self-help group members attended.

A better understanding of the MGNREGA and its provisions led to an upswing of expectations and a positive momentum in the village. Villagers decided not to work with the contractor rather confronted him with questions based on what they had learned about the MGNREGA. The conflict

escalated and the contractor threatened to withhold villagers' wages that were due until they finished the work. But the residents of Balkami did not relent. They approached government officials raising their concerns about the contractor, and malpractices in other schemes. They demanded a status report of the ongoing and completed schemes at the village to check the ground reality for themselves. The Block Program Officer (BPO) shared the details of nine ongoing schemes with the villagers.

A community meeting was called by the Gram Pradhan (village headman) and the reports discussed. While records showed that wages had been drawn for nine completed schemes, in reality, only two to three feet of digging had been done in three schemes and six schemes had not even begun.

After a long debate the villagers decided to send a complaint letter to the Block Development Officer (BDO). It was sent through WhatsApp for quick action. This resulted in the BDO, the BPO, the Panchayat Mukhiya (head), the Gram Rozgar Sevak (village employment assistant), and other officials such as the Panchayat Secretary and Junior Engineers (JEs) reaching the village. The BDO assured the villagers he would take quick action and all pending work would be completed within the next seven days.

All it took was an awareness of their



entitlements and the confidence that they should demand what is rightfully theirs. The self-belief and motivation of Balkami's self-help groups and its villagers triggered a change far greater than the release of stopped wages. The community stopped seeing itself as beneficiaries of a scheme. They considered themselves empowered citizens with the right to know. Citizens who could speak up, raise issues, and question concerned functionaries.

Today, the community demands work through the Gram Rozgar Sevak, they work on their own village development and get wage payments on time.





The community stopped seeing itself as beneficiaries of a scheme. They considered themselves empowered citizens with the right to know

The women's federation, Sakshi Mahila Sangha, in the meantime continues to network with officials of the block and the Panchayat. They attend weekly co-ordination meetings with block officials where members from the federation raise issues related to the execution of MGNREGS.

Seeing the active participation of federation members, the officials have

provided an office room and helped the federation set up an MGNREGA Sahayata Kendra (help center) in the block premises.

A large number of contractors, however, continue to function in the block in connivance with the authorities. The self-help group federation is raising this issue continuously at different forums.

Ministry of Rural Development (MoRD) Officials Visit Chhattisgarh Project to See Best Practices

A team of 30 senior officers from the MoRD, responsible for integrating the National Rural Employment Guarantee Act (MGNREGA) from eight states (Andhra Pradesh, Bihar, Chhattisgarh, Haryana, Jharkhand, Telangana, Uttar Pradesh and West Bengal), visited Nagari block in Dhamtari district along with Joint Secretary, MoRD as part of an inter-state exchange program.

The purpose of the visit was to understand the best practices of the block triggered by the involvement of women's self-help groups. And to observe the impact on life and livelihoods of the community through the MGNREGA.

The officers also visited Bhotapara village to see a 50 to 60 acre patch of land where area planning was following INRM approaches. Thirty three farm ponds had been constructed to arrest water and check soil erosion. The women's collective interacted with the officers and presented their INRM-based convergence planning for all families in the village. They spoke of how small farm ponds and land development work helped them grow more crops and irrigate land during the dry spells after monsoons by maintaining moisture. The convergence with the fisheries department to rear fishes in the ponds also helped them to enhance their income and knowledge.

Overall Finances Raised from Government Grants/Subsidies by/for Communities for Livelihood and other Activities - Breakup Source-wise (INR Million)

Grand Total	992.7
MGNREGS, IWMP	413.4
MKSP	34.8
WATSAN	37.3
NRLM (RF/CIF/any other)	393.3
TWC / ITDP / MESO	1.4
NABARD	17.5
Agriculture Department	24.1
Others, i.e. Integrated Action Plan, Animal Husbandry Dept., Odisha Lift Irrigation Corporation Ltd, Integrated Tribal Development Agency, OTELP Plus, Swachh Bharat Abhiyan (SBA), etc.)	70.9

Number of VOs/ Village Level Committees (VLCs) Involved in Governance and Citizenship Action Overall

Gram Sabha participation	1,873
Integrated Child Development Scheme (ICDS)	794
Public Distribution System (PDS)	643
MGNREGS	1,498
Health / National Rural Health Mission (NRHM)	623
Education / Right To Education (RTE)	209
Social Security Programs (National Security Assistance Program - NSAP)	277
Others e.g., roads, etc.)	226



Bringing Water to Parched Fields

Building water harvesting structures through MGNREGS

Birsa Munda Sangh Women's Federation
Sijua Gram Panchayat,
Binpur I block,
Midnapore district,
West Bengal

Bandhgora village faces scarcity of water during the agriculture season every year. Agriculture here, like in most villages of West Bengal, is dependent on monsoons. And crop failure is common during the ripening stage of paddy if there are no rains.

Lokkhimoni Kisku, a farmer and member of the Kiou Jharna self-help group discovered—when she met other self-help group members—that villagers of Kumarbandh (they belonged to the same Panchayat as her village) had constructed water harvesting structures (WHSs) in 2015 to overcome water scarcity.

This had happened through the collective action of Kumarbandh's Gram Panchayat, PRADAN's team and the cluster facilitation team

(CFT) who assisted self-help group members and the community in claiming their rights under the National Rural Employment Guarantee Act (MGNREGA). They also helped in integrated natural resource management (INRM) planning, work supervision of plantations, and in land development.

While the Block and Gram Panchayat (GP) helped by extending monetary support from the National Rural Employment Guarantee Scheme (MGNREGS) fund; PRADAN and CFT members ensured proper planning of activities to be carried out

and the creation of good quality assets such as big ponds, farm ponds, plantations, farm wells, etc.

The Kumarbandh transformation extended to Bandhgora this year. While working on the INRM plan for the village, Lokkhimoni along with five other women farmers of the village decided to construct WHSs in their lands through the MGNREGS. The Gram Panchayat, which was initially skeptical about women leading the process of managing earth work as well as coordinating with officials of the MGNREGS, gradually understood the

Families Involved in Natural Resource Management Activities Overall

Irrigation (number of families)	35,603
No. of irrigation infrastructure / schemes created	16,121
Irrigated command area created in ha	7,297
Land improvement (area treated in ha)	7,738
Land improvement (no. of families)	14,845

need for WHSs and supported the women.

WHSs are extremely useful during the monsoons as they harvest and store rain water to provide irrigation for farm activities during dry spells.

Lokkhimoni's rain water harvesting pond is not only providing water for irrigation, but also enabling her to cultivate fish and snails. These her family consumes and the surplus she sells at the local market. As the pond is near home it also reduces the hardship of having to walk long distances to wash utensils and fetch water for household cleaning.

As the construction of WHSs is taking place through the MGNREGS many people in the community, apart from the self-help group members, are being assured employment on a daily



basis. This is earning additional income for both self-help group members and non-members in the village.

The success of building water harvesting structures at Kumarbandh and Bandhgora has inspired all the 10 booths (a booth comprises one or two villages where electoral processes are carried out) of Sijua Gram Panchayat to

plan for theirs. One hundred and forty WHSs have been planned for 2017-18.

There are other implementing agencies such as the West Bengal Accelerated Development of Minor Irrigation Project, through which more funds are being mobilized for many more schemes. The Gram Panchayat is now laying emphasis on the

construction of personal farm ponds to conserve rainwater, for agriculture, and to rear fishes in it as an alternate means of livelihood.

Mausumi Patra, a member of the CFT says "Women are definitely growing confident now. Earlier they did not know what to do. With what they learnt (about rain water harvesting), they went to the Panchayat and the block office. Without courage how could they do so and get the schemes sanctioned? Women are capable of doing everything themselves now and there is definitely a financial benefit. Women have demanded and brought so many jobs under MGNREGS where both men and women are now working. Some self-help group members are also working as supervisors while women from other groups are earning extra income."



The success of building water harvesting structures at Kumarbandh and Bandhgora has inspired all the 10 booths of Sijua Gram Panchayat to plan for theirs. One hundred and forty WHSs have been planned for 2017-18



This Land is My Land



Land rights for single women

**Nirvay Mahila Mahasangh
Women's Federation**

Kolnara block, Rayagada district,
Odisha

Every second person in Rayagada district belongs to a scheduled tribe. Landlessness is common with 39 percent of households having no land to their name.

Since 2014, PRADAN has been studying prevailing land insecurity issues and building the capacity of women's collectives to fight for secure land rights. LANDESA (LANDESA Rural Development Institute works on land rights) is partnering with PRADAN in this effort.

Having secure land rights comprises three things; one, the *patta* (legal papers) in hand, two, the land has to be under possession of the *patta* holder, and three, the *patta* has to be reflected in government records.

Having participated in numerous trainings on

gender, patriarchy and its manifestation in societal structures such as in land rights, the members of Nirvay Mahila Mahasangh, the women's federation, were keen to utilize this learning to better their conditions.

So, when a circular from the Department of Revenue and Disaster Management, Government of Odisha was issued to enumerate 'homestead less' individuals, the women went to the *Tehsildar* (land officer) and shared their willingness to be involved in the process. PRADAN and LANDESA took this opportunity and called for a joint workshop of Nirvay members and the Revenue Department officials to understand the scheme and its provisions.

In the block 38 percent are single women* who have no land to their name to

This transparent collective process where actual landless were selected has boosted the confidence of the women's federation and opened the door for more community involvement in the governance of land issues



depend on.

** women can be legally single, socially single, or personally single, like unmarried, widow, abandoned, separated etc.*

The members of Nirvay wanted to identify single women separately in the enumeration of 'homestead less' families to focus on this vulnerable section of women. The *Tehsildar*, who is a woman, refused. According to her "Single women should not be enumerated. If they are enumerated it might

encourage more and more women to separate from their husbands, get land and marry other men."

However, with PRADAN and LANDESA's facilitation and through the sharing of women's life stories, the *Tehsildar* changed her mind. She agreed for single women to be enumerated separately. An additional form was developed and used in the enumeration process so no single woman was left out from the enumeration.

Enumeration of the 'homestead less' was completed in 75 revenue villages within 40 days, through all-village meetings. Families with homestead *pattas* vouched for the 'homestead less'.

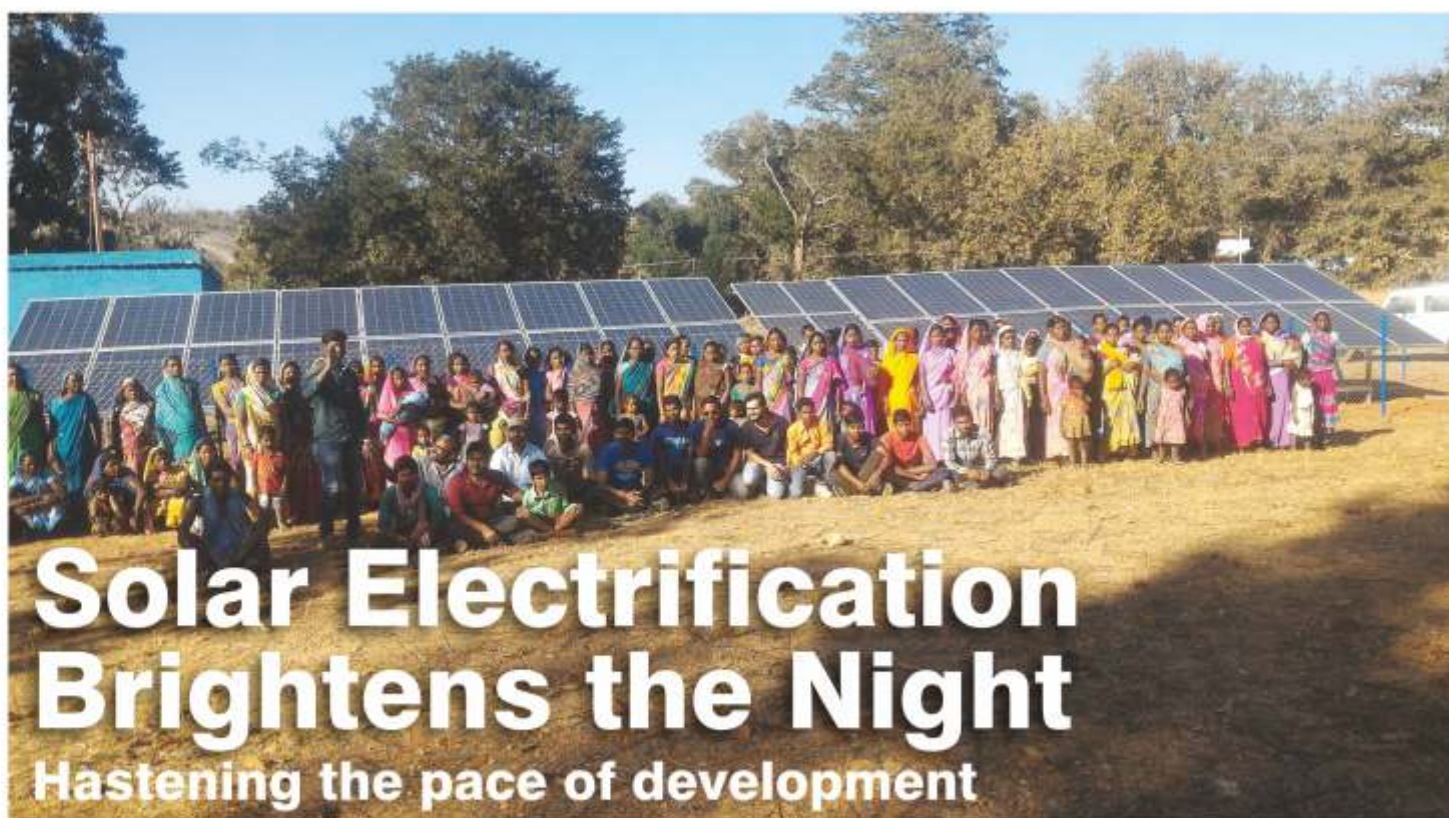
Many men opposed the enumeration of single women, but finally, single women in all the 75 villages were enumerated. A total of 1,946 'homestead less' were enumerated out of which 660 were single women. Nirvay submitted the list with details to the *Tehsildar* for due process. So far 453 households have been given a *patta* out of which 60 *pattas* were given to single women. This transparent collective

process where actual landless were selected has boosted the confidence of the women's federation and opened the door for more community involvement in the governance of land issues.

Mami Pedenti, a member of Nirvay says, "Once, land was considered men's matter. Women's land rights were never even considered. But now we understand women's land rights are crucial. It is no more a distant dream for us. Collectively anything we do, we achieve. Women are, and want to feel equal to men in any matter. And the key to this confidence is a piece of land in a woman's name."

No. of applications submitted to Odisha government for claiming <i>pattas</i>	1,874
No. of claims settled	453
No. of claims settled for single women	60





Solar Electrification Brightens the Night

Hastening the pace of development

**Amrita Mahila
Mandal (self-help
group)**

Benduakona hamlet,
Ramja village, Raidih
block, Gumla district,
Jharkhand

This is a story of Benduakona. A hamlet situated between a mountain and a forest; 27 kilometers away from the block headquarters. It has never seen electricity. And according to the electricity department there is no plan for its electrification in the coming five years.

The terrain is another reason why electricity has not reached Benduakona. There are no roads and every essential infrastructure be that of water, health or education

is located miles outside the hamlet. So while 22 families live here, very few know them or that the hamlet even exists.

For every amenity Benduakona's residents have to travel outside their hamlet. Particularly so, if they have to access government entitlements.

Mangari Devi is 70 years old and too infirm to take up farm work, which is the only source of income in the area. She gives her land to villagers for share

cropping. In return she gets food grains from the farm. She also receives an old age pension and ration from the public distribution system (PDS).

Life in a forest village with no electricity is fraught with unseen dangers. Depending on a kerosene lamp for illumination Mangari Devi lives in the dark for most evenings as the two liters of kerosene she is entitled to from the PDS, is irregular. Living and working in the dark after 7pm is a norm, albeit a challenging one, for her and the other residents.

Seeing how other villages lived better with electrification, and how deprived Benduakona was, the self-help group members of Amrita Mahila Mandal approached the Panchayat president to get a 'no objection' certificate that would allow solar



electricity generation and installation in their hamlet.

The members conferred with other households that were unsure about solar electricity to convince them and bring them on board. This also involved identifying those houses that could not be connected. Mangri Devi's was one such household. She was unable to give INR 1,000, which households had to contribute, to get a connection for three light bulbs. Even though she belonged to the self-help group she was unable to save regularly, living hand to mouth, as she did. To help her out the other group members pooled in money so she could get her solar electric connection.

All group members took active part in moving the project through all its stages and volunteered their time and labor to install the entire electrification system.

The Roshni Solar Energy Committee, set up by the self-help group conducted household surveys, reached an agreement with the land owner for setting up the grid, applied to PRADAN for support in the solar electrification effort, and also took the responsibility of keeping the system safe.

The committee selected a volunteer to collect monthly electricity dues and to maintain the grid. PRADAN brought in Gram Oorja, as technical experts to interface with and guide the community. Together with Gram Oorja and self-help group members PRADAN helped with



Families in Benduakona today move around the hamlet doing chores without fear of reptiles and wild animals. They sit together in the evenings and talk about the next lot of improvements they plan to make

village selection, community mobilization and in enabling the community to understand every aspect of solar electrification.

Electrified in December 2016 families in

Benduakona today move around the hamlet doing chores without fear of reptiles and wild animals. They sit together in the evenings and talk about the village and the next lot of improvements they plan to make in it.



Work in Progress

Dhipara, the model of change



Indira and Bhumi Self-Help Groups
Dhipara village,
Dhamtari district,
Chhattisgarh

Dhipara is a predominantly tribal village with more than 95 percent of its residents belonging to scheduled tribes. Eighty five percent of its inhabitants live below the poverty line.

It has many challenges to overcome. Low land productivity, malnutrition, water scarcity, anemia, chronic illnesses and so on. In 2011-12 the women of Dhipara came together and set up two self-help groups, Indira and Bhumi, because they wanted to better their conditions. Women from 27 out of the 30 families in the village became members of the groups and with help from PRADAN organized themselves and other women, built synergies by pooling their energies and resources and promoted mutual help and cooperation.

To address low paddy yields, trainings and demonstrations on improved paddy planting procedures (seed sorting, seed treatment, proper spacing), system of root intensification (SRI) and direct seeded rice (DSR) were organized for farmers. Families were able to improve quality and yields from vegetables and pulses by jointly planning and sourcing credit and organic farming inputs. They took up collective marketing as well so individual small-farmers did not struggle at any step of the agriculture process this year.

While building capacities of the community to adopt newer technologies to reduce drudgery and improve yields, emphasis was given to integrate nutrition with agriculture and create awareness about diets. Traditional

crops (millets, tuber crops) with high nutrition indexes were reintroduced into the cropping pattern and into diets.

As a result of all households adopting SRI and vegetable cultivation, the village saw a 30 percent increase in production, which assured year-round food security for its people. There was a substantial increase in paddy, pulses, vegetable, maize, and poultry production.

Net sown acreage in case of improved paddy has increased by 196 percent in the past four years 2012-13 to 2016-17 (from 8.40 ha to 24.93 ha). Acreage of improved pulses has increased to 371.21 percent (from 0.66 ha to 3.11 ha). And vegetable cultivation increased by 34.85 percent (from 0.66 ha to 0.89 ha).



Every household is cultivating perennial food crops such as mango, jackfruit, drumstick and papaya thanks to the subsidies, saplings and technical support from the agriculture and horticulture departments. These homestead gardens are helping families improve their nutrition intake.

Leveraging the provisions of the National Rural Employment Guarantee Act (MGNREGA), self-help group members used integrated natural resource management (INRM) principles to create water conservation assets. Assets such as farm ponds, leveling of land, and building animal sheds to improve agriculture production and for environmental regeneration were built. Thirty farm ponds, 25 acres of land leveling, and 10 animal sheds and biogas units have been set up in Dihipara.

Once food, income and nutrition sufficiency became stable, the self-help groups were able to visualize and plan for improvements in other aspects of their life. They were concerned about

water-borne diseases, lack of sanitation facilities and poor hygienic practices within the community. Meetings and trainings led the village to decide that it will implement the water and sanitation (WATSAN) program for all residents.

The government's Swachh Bharat Mission provided the necessary technical and physical support while PRADAN supported with capacity building interventions. This was followed by the demonstration of a low-cost water project, which not only provided safe drinking water at the community's doorstep (making a positive impact on health and hygiene and also reducing the drudgery of women having to fetch water from afar), but also established nutrition sensitive kitchen gardens in every backyard to utilize waste water and improve a family's nutrition status.

Today, every household has tap water and gets 600 liters of drinking water a month in Dihipara. Early in 2017, the village was declared an open defecation free (ODF) Gram Panchayat with every household having a toilet

thanks to the provisions of the Swachh Bharat Mission.

The leaders of the collectives are ensuring 100 percent vaccination of newborns and frequent village visits by health workers. The self-help groups are managing the Midday Meal program in the school to ensure quality at every step. "We took up this program to provide nutritious food to our children, not to make profits," says Bhanmati Kodopi, a self-help group member and community leader.

Both the self-help groups are turning Dihipara into a model village by enabling many of its development aspirations to come true. They are considered role models in this model village by others in the area.

To make villages open defecation free and facilitate communities' access to sanitation and safe drinking water PRADAN is collaborating with water and sanitation specialists, Gram Vikas.





WATSAN Initiatives Achieved Overall

Households with convenient and safe drinking water availability (hand pumps/ drinking water wells)	720
Villages with infrastructure for piped water supply	74
Households covered with piped water supply	5,297
Households with toilets	5,092

Nutrition Initiatives Adopted Overall

Number of self-help groups discussing and making plans for nutrition sensitive action (as in cropping decisions)	2,610
Number of self-help groups discussing and making plans for nutrition specific action (as in daily diets)	1,571

Solving Entitlement Issues through Online Services

Community Information & Resource Centre (CIRC), Raipur

Restarting stalled construction

At Chilamtekari—a village stranded without a road, a broken bridge and half-made toilets—the community, after three years of waiting and numerous requests approached the CIRC at Raipur, four kilometers away from the village, looking for a way to redress their grievances.

Somthi Gathiya, a self-help group member who also runs the CIRC came to their assistance and told them about the *M.P. (Madhya Pradesh) Samadhan*, an online portal where complaints can be filed and assistance to solve issues received. She helped the community file complaints on all three issues on 30 August 2016. And within six months all the issues were resolved.

Chilamtekari now has a road and bridge connecting it to Raipur. And every one of its households has its own toilet. The community cannot believe it. They are thrilled!

Pension for a senior citizen

Bhagwati Bai is 70. She lives with her sister at Jamnagari (three kilometers from the Raipur CIRC). During a visit to Raipur, Bhagwati Bai met Somthi Gathiya at the CIRC. Given her age and lack of income, Somthi asked her if she received an old age pension. Bhagwati Bai said no, even though she had applied for it at the Panchayat. Always looking for an opportunity to help, Somthi helped Bhagwati Bai apply again, this time online through the Samagra Portal so the application could be tracked.

Bhagwati Bai, today, receives her pension every month without fail.



Women turn Builders: Make 200 toilets in 30 days

Self-help groups on a Swachh Village Mission

**Radha Mahila Samuh,
Jyoti Mahila Samuh and
Jai Maa Shitala Mahila
Samuh Self-Help Groups**
Bhanupratappur block,
Banskund Gram
Panchayat, Kanker district,
Chhattisgarh

The Uttar (north) Bastar Kanker district of Chhattisgarh is divided into seven development blocks. In 2016, Charama block was declared an open defecation free (ODF) block. Three more, including Bhanupratappur block, where PRADAN works, were to be declared ODF blocks by March 2017.

Since PRADAN is part of the National Rural Employment Guarantee Act Cluster Facilitation Team (MGNREGA-CFT) for Bhanupratappur block, as well as is a National Rural Livelihoods Mission (DAY-NRLM) partner, the district administration requested PRADAN to seek help from the self-help group members to complete toilet construction in their

villages. The goal was to make Banskund Gram Panchayat (GP) an ODF Gram Panchayat.

When our teams began discussions about open defecation with villagers issues such as exclusion of women in decision making, non-availability of a mason, and so on came to the fore. A joint meeting was set up which invited self-help group members from the three self-help groups i.e. Radha Mahila Samuh, Jyoti Mahila Samuh and Jai Maa Shitala Mahila Samuh, the chief executive officer (CEO) of the Janpad (village) Panchayat and local officials of MGNREGS to discuss issues related to making villages open defecation free.



"Had we been asked to do this earlier, all construction work would have been finished by now!"

This activity saw 33 women taking complete charge of toilet construction. They constructed 200 functional toilets within a month. About 50 toilets were constructed every week

Women agreed that they all needed toilets in their homes and also volunteered to help construct the toilets. They mobilized a few masons too. To participate in the construction they encouraged other women (both self-help group members and non-members) and their families to join in.

Together, the women completed the pit-digging activity and divided amongst themselves other construction and coordination tasks to ensure their timely completion. This activity saw 33 women from the three groups taking complete charge of toilet construction. They constructed 200 functional toilets within a month for all the families in Banskund and Banoli. About 50 toilets were constructed every week.



The usually male-dominated activity of planning and constructing toilets was successfully done by women. They have become an example for other villages to emulate. Proud of their collective achievement, they say, "Had we been asked to do this earlier, all construction work would have been finished by now!"

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.



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

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.

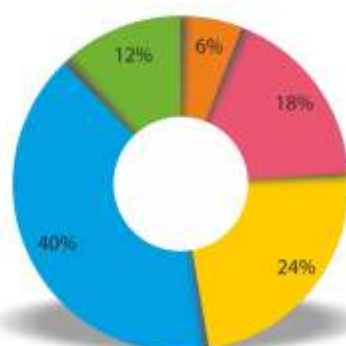
The CDP also published a monograph series authored by students based on their action research dissertation. Some of the titles published were:

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).

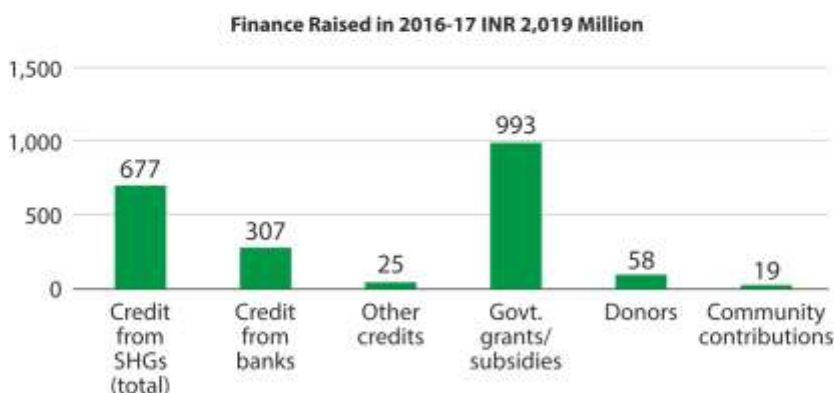
Program investments (PI) are principally leveraged from mainstream development agencies (governments and banks), as well as from communities' own contributions. Some of these funds flow directly to the community (and are, therefore, not reflected in PRADAN's books of accounts), and others are routed 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

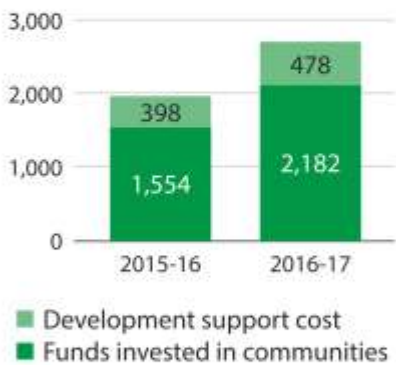


marginalized in endemically poor regions.

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

Natural Head based Income and Expenditure 22
Accounting Policies and Notes on Accounts 26

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



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




Chairperson


Executive Director


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
 Mr. Prasanna Kumar Sabat
 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
Silda-721515
Binpur 2
Dist: Paschim Midnapore
West Bengal
Contact No: 03221-252025

PRADAN, Bangla
Joint More
Bankura Manbazar Road
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
Plot No.4
Abu Road-307026
Dist: Sirohi
Rajasthan
Contact No: 02974-220048

PRADAN, Dholpur
1/363 Anand Nagar
Saipau Road
Dholpur-328001
Rajasthan
Contact No: 05642-22367

Corporate Office

PRADAN, Delhi
E1/A Kailash Colony
New Delhi-110048
Contact No: 011-40407700



www.pradan.net



PRADAN

Professional Assistance for
Development Action

E - 1 / A, Kailash Colony
New Delhi - 110048
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-  instagram.com/wearepradan

