

ANNUAL REPORT 2011-12

PRADAN works in India's endemic poverty regions with a large number of poor people who have remained untouched by our phenomenal economic growth.

PRADAN strives to bring positive changes in their lives that enable them to stand on their feet with dignity.

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30 years
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Professional Assistance for Development Action





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INTRODUCTION


The year 2011 witnessed great challenges to global food security and food price stability. Famine revisited the world at the Horn of Africa after many years. The Global Hunger Index continued to place India in an 'alarming' 67th position, not much above DR Congo, the country at the bottom. India, along with Bangladesh and East Timor, has the highest prevalence of underweight children below five - more than 40 per cent. Persistent challenges to food security, stagnating growth, and after many years of neglect, agriculture and food security are back on the development and political agendas of nations.

The World Development Report 2012 has been devoted to gender equality and development. It says, "The lives of girls and women have changed dramatically over the past quarter century. The pace of change has been astonishing in some areas, but in others, progress towards gender equality has been limited—even in developed countries." India ranked 141 in the Treatment of Women from among 165 countries in a study by Newsweek on "which countries offer women the most expansive rights and the best quality of life."

We at PRADAN strengthened our resolve to fight food insecurity through agricultural interventions, policy advocacy and through a rights-based approach in women's self help groups (SHGs). The new project on gender equality completed

its formative stage successfully across eight teams spread over five States. In a new trend, women from SHGs were not only engaged in influencing local governance issues but they were also aspiring for leadership roles in the panchayats.

PRADAN worked with over 268,600 families in 4,792 villages of 130 blocks and 42 districts across seven States. Seventy-two per cent of these families belonged to vulnerable groups such as Scheduled Tribes (ST) and Scheduled Castes (SC). Out of these, 225,413 families were organised into 16,555 SHGs. We supported 9,130 SHGs from among these in preparing their livelihood plans. Of these, 6,960 SHGs have already started implementing their plans after mobilizing requisite resources. PRADAN worked with 138,459 families on PRADAN-promoted livelihoods interventions during the year. Rough estimates indicated that about 37% of these families earned an additional income of over Rs. 10,000 during the past year through these livelihood interventions. A majority of the families PRADAN works with have a starting annual income of less than Rs. 30,000. A total of 415,812 trainee days of formal technical training was provided, of which 268,623 trainee days were exclusively for SHG women participating in the interventions. The remaining days were for technical training inputs provided to their spouses and other family members. A total of 1,528 youngsters including 345



women were trained and actively engaged in supporting the community around agriculture interventions. Training input of 45,957 trainee days was provided to these community service providers (CSPs), to upgrade their technical expertise. We created special modules for training CSPs in agriculture technology.

We continued with our past strategy of supporting the communities in mobilizing resources from mainstream agencies for investment in livelihoods. A total of Rs. 1.062 billion was leveraged from various sources, out of which Rs. 821.5 million was invested directly in livelihood promotion.

We strengthened our partnerships with around 70 NGOs in different states, to impact the livelihoods of rural communities in the poverty pockets which are outside of PRADAN's operating areas. An additional 45,000 families benefited through our partnership action with NGOs. Overall, the partnership engagement was focused on capacity building of NGO personnel in organising communities, promoting livelihoods, strengthening programmes and institutional strategies. A majority of the partners acknowledged the improvement in their capacity in achieving their development objectives.

In the past year we, alongwith many other prominent NGOs, were in regular engagement with the Ministry of Rural Development (MoRD), for evolving a proper mechanism to support Civil Society Organizations (CSOs). This resulted in the

announcement of the Bharat Rural Livelihood Foundation (BRLF), which has been specifically mandated to support work of CSOs in central Indian districts. Simultaneously, we were also involved closely in the preparation of NGO partnership guidelines for the National Rural Livelihoods Mission (NRLM).

The total professional staff strength of PRADAN reached 290 this year, of which fifty are women. In addition, 90 persons are in the Development Apprenticeship programme. A major highlight of this year was the “offer to joining” rate of 52% for Development Apprentices (Das). This is the highest rate ever achieved. A number of events were conducted as part of the ongoing staff development programmes. A training of trainers (TOT) for grooming Community Service Providers and thematic training programmes are notable among them. A livelihoods programme for experienced staff from partner organizations was also conducted.

Our long-held desire of launching a formal educational programme for development professionals was fulfilled this year. Dr. B. R. Ambedkar University Delhi (AUD) and PRADAN are starting a two-year, interdisciplinary, praxis-based MPhil Programme in Development Practice, beginning 2012–13.

CASE STUDY

From poverty to prosperity JOURNEY OF SIPRINGA VILLAGE

Sipringa is a remote village in the Raidih block in Gumla district of Jharkhand, There are 60 families in the village belonging to SC, ST and OBC communities. Families in Sipringa were subsistence farmers even a few years back. They struggled to survive on their meagre farm production, which was entirely dependent on an unpredictable monsoon. PRADAN formed three SHGs in the village in 2002, and after six months of regular saving, these SHGs had enough funds to start inter-lending among members. This made the families experience a new form of economic liberty. With regular meetings every week, groups also started actively participating in the decision making of the village. PRADAN meanwhile organised many training programmes and encouraged the villagers to adopt new techniques of farming such as the System of Rice Intensification (SRI). Upon adopting the SRI technique, the yield of paddy increased to almost 2-3 times in the first year itself. Today all families enjoy round-the-year food availability thanks to SRI. The SHGs also involved themselves in overall village development and worked with PRADAN in mobilising funds from the Government. In 2011-12, the SHGs helped mobilize about INR 1.5 million from the District Plan for irrigation infrastructure.



The SHGs with PRADAN's facilitation played a vital role in analysing the situation of the land, water and other resources of the village. They helped the members plan their household level livelihood activities based on need. PRADAN brought in inputs and technologies for vegetable production, which included new seed varieties, package of practices, scientific nurseries, constructing low cost net houses to control diseases and so on. Similarly a number of farmers adopted mango plantations on their fallow uplands

'I never knew that farming could provide a stable and reliable income. Now with all these new interventions made by PRADAN, we have a better life'

by mobilising resources under MGNREGA and other government schemes. The fruits and vegetables were marketed through an informal farmer collective, in which selected youth entrepreneurs in the village aggregated all the produce at the village level and sold them in the cities nearby.

Shivnath Singh, a farmer who used to earn very little from agriculture, and did carpentry to earn INR 5000 annually is now engaged full time in agriculture and earns more than Rs 15,000 additionally per annum. 'I never knew that farming could provide a stable and reliable income. Now with all these new interventions made by PRADAN, we have a better life', says Shivnath Singh. Puspa Kujur is a member of Sant Monica Mahila Mandal and was barely able to sustain her family since her paddy yield was very low. Today she is an SRI leader in her village. She is now planning to start a seed and fertilizer shop and has become an inspiration to others in Sipringa.

The Sipringa success story has spread to nearby areas and many villages have taken up similar initiatives. PRADAN now has an outreach of more than 3000 families in this Block, and 60% of these families are food sufficient. About 600 families have started growing vegetables intensively. Now when one passes by these villages, one can see fields lush with seasonal vegetables and mango orchards with the villagers working on their farms tirelessly. Sipringa and surrounding villages are now a vibrant horticulture cluster providing truckloads of produce to nearby markets season after season.

OUTREACH

In the last year, PRADAN worked with over 246,900 families in 4,792 villages in 130 blocks and 42 districts across the States of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and West Bengal. Most of the families we work with (72%) belong to the SC and ST communities, and a majority of the remaining belong to other backward communities. Table 1 and Figure 1 below summarize PRADAN's outreach in direct engagement interventions by field teams during the year.

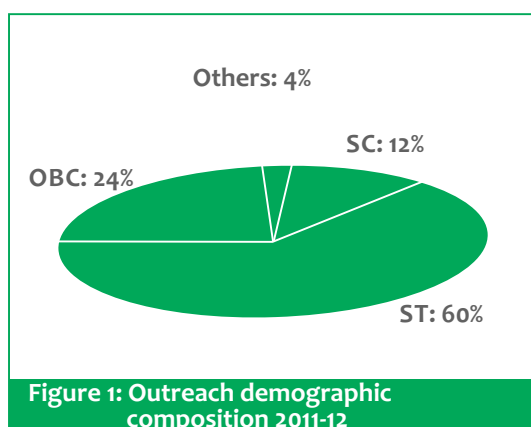
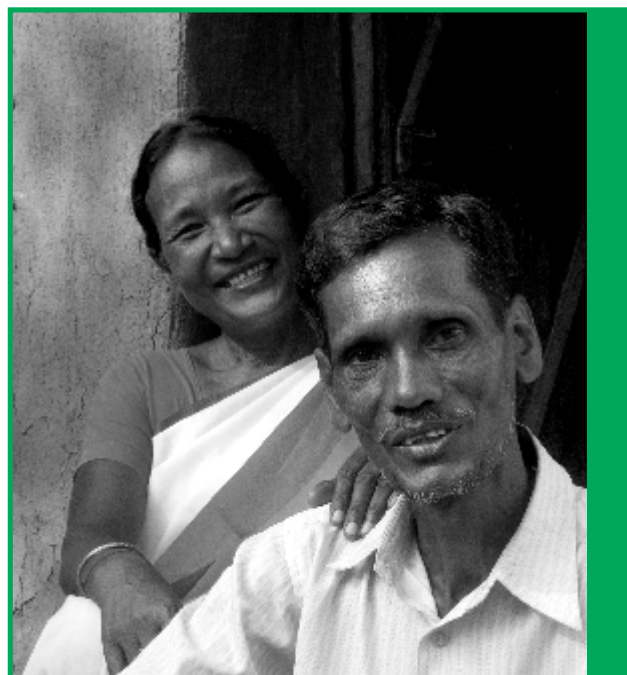


Figure 1: Outreach demographic composition 2011-12

Table 1: Outreach as on 31 March 2012		
	March 2011	March 2012
Hamlets	7,682	9,015
Villages	4,496	4,792
Blocks	152	130
Districts	44	42
Households	2,25,803	2,46,909

In addition, we have worked with 21,700 families through specific technology based interventions. Special projects set up by us

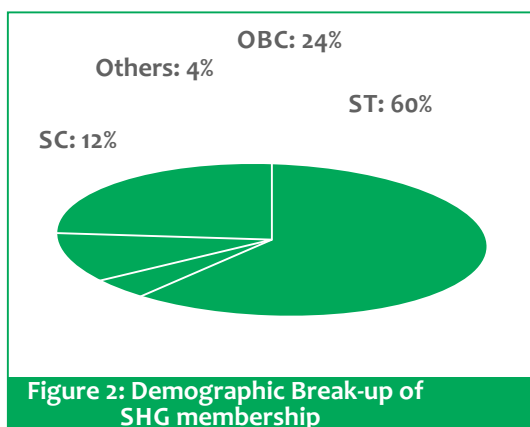


in the districts of Gaya, Nalanda of Bihar, Bongaigaon of Assam and Deogarh of Odisha spearheaded these interventions.

During the year, we also expanded the engagement with other NGOs in replicating livelihood options developed by PRADAN. We worked with about 70 NGOs in seven states, leading to improvements in the lives of over 45,000 families. We are in the process of developing indicators and reporting systems for understanding the progress made on our work around such partnership action.

SOCIAL MOBILIZATION THROUGH SHGs

During the year we worked with 16,555 SHGs covering 225,413 families in 30 teams (excluding Gaya). Of these, 72% of the families are from highly vulnerable ST and SC communities. Figure 2 gives the demographic details of the families covered. A total of 1,236 new SHGs were formed. Tables 2 and 3 briefly summarize the scale and progress of the SHG programme around key indicators.



SHGs are the primary units of social mobilization at the grass roots. In the long term, we expect these groups to provide an enabling and supportive environment in which women from marginalized communities come together, express themselves freely, dream and plan to change their situation. In our understanding, these long-term gains are possible when women meet regularly, and make small practical tangible improvements in their lives around the economic and social realms. The methodology adopted is to build these grass-roots groups around a very tangible activity of pooling small savings and credit, which is an everyday need for poor families. The initial focus of PRADAN is on the stabilization of group processes and systems. These groups require substantial facilitation by PRADAN and over time, they graduate to being on their own. In 2011–12, a total of 201,272 trainee days of training was provided to SHG members. PRADAN also helps the groups set systems to manage their finances. Young people from the villages, identified and hired by the groups, are trained by PRADAN as group accountants. During the year 11,319 trainee days of technical inputs were provided to group accountants. PRADAN also facilitated planning meetings in mature groups to improve and strengthen existing livelihood options, mostly agriculture-based. Progress of the programme around these indicators is summarized in Table 3.

Table 2: SHG Programme Outreach and Financial Information

	2011–12
Number of SHGs	16,555
Number of clusters of SHGs	1,190
Number of federations of SHGs	43
Families covered	225,413
Geographical coverage	
Hamlets/Habitations	8,346
Administrative (revenue) villages	4,424
Financial information (in millions of rupees)	
Net owned funds of SHGs (savings + retained earnings) as at the end of the reporting period	463.68
Total internal credit generated (loans from own funds) during the reporting period	282.53
Total outstanding loans as on the end of the reporting period	292.85
Total credit leveraged from banks	125.45
Number of new SHGs linked to banks during the period April 2011–March 2012	2,613

Once the groups mature, they also take on various wider social issues affecting the members. They are also encouraged to engage with local gram panchayats, to increase access of poor people to public goods and services and ensure proper implementation of government programmes. In 2011–12, there was a focus on helping SHGs move beyond the savings-and-credit. They took up issues related to domestic violence, alcoholism,

improving public distribution system (PDS), improving basic amenities and streamlining payment wages under MGNREGA. These interventions of primary groups were supported and nurtured by SHG Clusters (a forum of 12–17 SHGs in close proximity) and Federations (tertiary tier organizations of about 200–300 SHGs)

Table 3: SHG Programme Systems and Processes

	2011–12
Regularity of weekly meetings (%)	83%
Attendance of members in meetings (%)	83%
Percentage of groups having capable accountants (31st March)	74%
Percentage of groups whose accounts have been computerized	72%
Percentage of groups which have completed livelihood and well-being planning	55%

My Story RADHA DEVI

CASE STUDY

My name is Radha and I live in a village called Duari in Hoshangabad district of Madhya Pradesh. I did not go to school because I had to look after my younger siblings. I was married at the age of 16. My early days in my in-laws' village were a struggle. My father-in-law was a small farmer with very unproductive land. We used to collect mahua, achar, tendu and gulli. We brewed and sold mahua liquor for extra income. I often thought about the condition of my village and wondered how long this state of affairs would continue. Roads, schools, water, and government schemes– would our next generation have access to these?

Once I visited a nearby village called Jhunkar. There I met a didi from PRADAN and sat through an SHG meeting out of curiosity. One of my relatives Bhagwati bai was an SHG member and she explained the idea of an SHG to me and asked me to start one in my village. Twelve of us decided to form an SHG in 1999 and named it Yashoda Mahila Samiti with the hope that we would save some money and deal with our problems collectively. This was our first step towards coming together. We invited PRADAN who helped us develop a vision for our village. Gradually we started participating in the federation - Narmada Mahila Sangh. Thereafter, two more SHGs were formed in Duari. When it was time to represent our village in the monthly federation meeting, the other



members selected me. Initially my family barred me from going but I was not surprised since almost all SHG members had no support from their families. I convinced my husband to accompany me to the federation meetings to see for himself what we were engaged in. In 2002, we had our first Mahadhiveshan (annual function of the federation) in Sukhtawa and 3000 SHG members participated in it. It was a revelation for our families including mine. Meanwhile, we mobilized Rs. 46,000 from district administration to build our own SHG building, which was the first public building of our village. We later approached the panchayat for a school building, aanganwadi building, a hand pump, road, and a common well for our village. Many women now are participating in the gram sabha and other public meetings. We held an anti liquor campaign in the gram sabha in our village. Things have changed slowly but surely.

I visited Mahila Samakhya in Chitrakoot and Anandi in 2010. I realized that women everywhere were fighting for their rights and dignity and we were not alone. In the federation now, we discuss issues related to women's rights. The federation has helped several women stand up against domestic violence and discrimination. I am illiterate, but still I am a trained paralegal worker. I have no fear in dealing with legal matters or with the police. In 2011, I received training to be a feminist counsellor and advocacy with other paralegal workers. This was facilitated by Jagori and PRADAN. I conduct different training programmes now and also support other organisations like ours.

I know there are many Radha-s amongst us. I give my own example in several training sessions with other SHG members and tell them that we have to change and empower ourselves. We have to fight for what we deserve. Otherwise, how can we expect our families and society to change? I want our daughters to be strong and independent and make their own decisions including matters relating to their marriage and family.

'I give my own example in several training sessions with other SHG members and tell them that we have to change and empower ourselves.'

This year, there was significant increase in women's participation in the gram sabha meetings as well. With our efforts, members from 3,285 SHGs, that is, nearly 20% of the groups regularly participated in the gram sabha. In most of these places, even the men from the poor communities did not participate in the gram sabhas earlier. In fact, in many areas physical meetings had not been taking place. Women from the SHGs have ensured that meetings happen after they refused to sign on pre-drafted minutes of meetings. The year also saw an increase in the trend of SHG women fighting the panchayat elections. Many of them have won these elections. For example in our Kesla project in Madhya Pradesh, 69 SHG leaders were elected as ward members to the local village councils. Six leaders became sarpanches (president of the village councils) and 1 leader got elected as the block development committee member.

Many of these leaders are now spearheading developmental activities in their villages. PRADAN has organized training for 34 elected leaders in local governance to inform them about their roles and responsibilities.

In Mayurbhanj district of Odisha too, many SHG members filed their nominations for contesting the panchayat election. This was unheard of in the past. A number also won the elections as detailed in the table below. This is a new trend in which women from SHGs are not only engaging in influencing local governance issues but are also starting to aspire for and attain leadership roles in statutory bodies like the Panchayat. They are now actively engaging themselves in effective implementation of public works in their area. We believe that this new brand of grass-roots leaders holds out great hope for the betterment of political processes and the nature of public office.

Table 4: Participation of Women from SHGs in Local Governance in Mayurbhanj, Odisha

Nature of Seats in the Panchayat	Total Number of Seats	Seats (Reserved) for Women	Nominations Filed by SHG Leaders	No. of Women Elected	% of Seats Held by SHG Leaders
Ward member	127	75	137	88	69%
Sarpanch	13	7	29	7	54%
Panchayat Samiti member	13	7	33	8	61%
Zila parishad member	56	2	8	2	1.3%

CASE STUDY

Public Goods Provision in Rural Areas COLLECTIVE ACTION BY SELF-HELP GROUPS

In 2010-11, the authors surveyed all PRADAN SHGs created in the Mayurbhanj and Keonjhar districts of Orissa. In addition to interviewing 425 PRADAN promoted SHGs, 462 Panchayat Ward Members were interviewed and data from 112 villages and 147 wards were gathered. The focus was to assess the influence of collective action undertaken by SHGs.

PRADAN had formed all the SHGs with no intervention from the local government. The SHGs were initiated by first selecting administrative blocks that had high levels of rural poverty. Although SHGs were created for financial intermediation, there is evidence that the members participated in the collective action for solving problems concerning their ward. The most important ones were related to alcohol and access to forests. Majority of SHGs also dealt with problems related to the village infrastructure and welfare schemes. Many SHG representatives visited officers to demand suspension of alcohol licenses. Others intervened directly by organizing anti-alcohol campaigns or by trying to dissuade households from brewing liquor. Furthermore, in the survey, it was found that SHGs were responsible for providing mid-day meals at schools in 22.3 per cent of the villages. 29.7 per cent of the SHGs received training from PRADAN to improve their forest-based sources of income. Some groups intervened in problems related to dowry and child marriage.

The analysis of data showed that once SHGs began to undertake collective action, Ward members were 28 per cent more likely to deal with alcohol problems, 23 per cent with school problems and 25 per cent with forest issues. The estimates confirmed that Ward members started dealing with public issues preferred by SHGs. SHGs received a positive response in 85 to 90 per cent of the wards where they undertook collective action. Therefore, an important non-financial benefit of these SHGs is that when they undertake collective action to solve these problems, local authorities recognize them. Problems that are closer to the needs of women thus find their way into the political agenda.

‘Ward members started dealing with public issues preferred by SHGs.

An excerpt from a doctoral thesis by Paolo Casini and Lore Vandewalle from the University of Namur, Belgium.

LIVELIHOOD PROGRAMMES



PRADAN supported 9,130 SHGs across all locations for making medium-term livelihood plans. Of these, 6,960 SHGs have already started implementing their plans after mobilizing requisite resources. The following sections describe the livelihood interventions by PRADAN in 2011–12.

PRADAN works with the community (in most cases, after the formation of SHGs), to develop locally relevant, sustainable

sources of livelihoods. Activities have evolved over the years and vary depending on the local context in terms of natural resources, skills with the community, aspirations of the people and the opportunities in the markets. The broad categories of our livelihood interventions are:

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

During the year, more than 138,459 families took part in various PRADAN-promoted livelihood programmes. Details are provided in Table 5. Figure 3 shows the trend of number of families covered and those participating in livelihood programmes over the years.

The major livelihood intervention was around farm-based livelihoods, including

Table 5: Net Number of Families Involved in PRADAN-Promoted Livelihood and Well-being Programmes in 2011-12

Net Families	1,38,459
Income generation intervention	1,25,039
Infrastructure creation (plantation/land and water/shed construction, etc.)	30,966
Well-being intervention (education, health, water, sanitation, etc.)	14,174

improving farmlands. The focus during the year was on helping families diversify into new crops and enhance productivity of

existing crops. Table 6 gives details of the communities' engagement in various

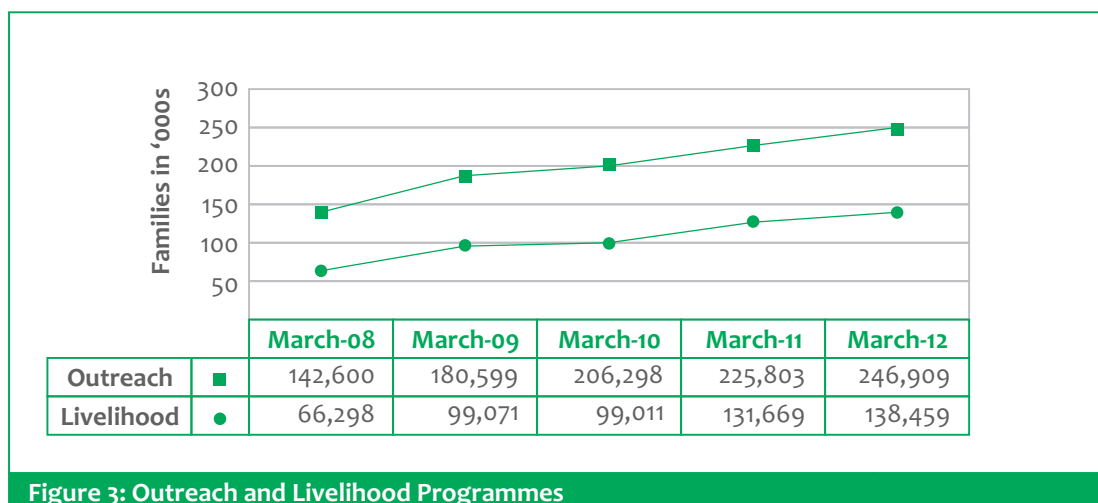


Figure 3: Outreach and Livelihood Programmes

Table 6: Number of Families Participating in Different Livelihood Activities in 2011–12

Programme	2010–11	2011–12
Improved agriculture	1,28,170	1,11,334
Plantations (fruit and other trees)	9,299	10,616
Land and water resource development	15,757	20,336
Forest-based activities	6,336	8,016
Livestock-based livelihoods	7,204	9,094
Micro-enterprises	10,556	11,802
Net number of families participating in these interventions	1,31,669	1,38,459

*Families overlap across activities





A summary of the various livelihood interventions is provided below.

IMPROVED AGRICULTURE

Most families we work with have a serious deficit in food sufficiency despite owning about a hectare of farmland. Thus, in most cases, the initial intervention is on agriculture, with the focus on stabilization of the main food crop. In most locations, the food crops cultivated are paddy,

wheat, maize and minor millets. The main intervention in food crops was around paddy cultivation, which is the staple food in most of the districts where PRADAN works. As families become food secure, PRADAN helps them diversify into cash crops. Usually, most families take up vegetable cultivation on the homestead in addition to food crops and some pulses as field crops.

Table 7: Food Crop Stabilization Interventions

Interventions	SHGs Involved in 2011-12	Families Covered in 2011-12	Farmland Covered in 2011-12 (Ha)	Per Family Coverage in 2011-12 (Ha)
Paddy crop				
Improved practices	7,190	54,435	14,114	0.26
System for rice intensification (SRI)	5,821	33,195	4,517	0.14
Wheat (improved practice)	2,650	16,530	2,633	0.16
Maize (as food crop)	3,205	25,960	2,741	0.11
Millets (improved practice)	685	6,952	1,648	0.24
Net food crops	9,257	76,503	21,985	0.29

* Multiple interventions may be taken up by a family. Net numbers are thus lower than the gross total.

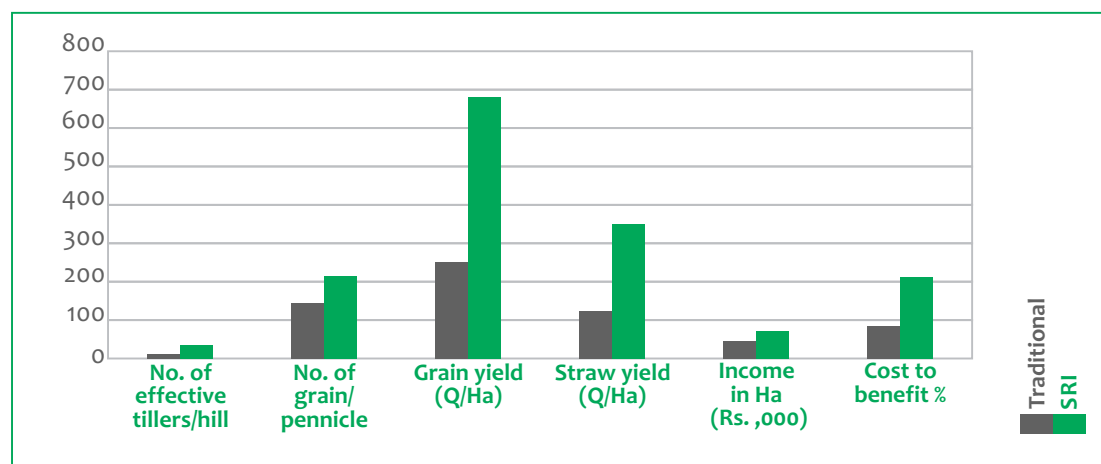


Figure 4: Outreach and Livelihood Programmes

Harvesting Happiness KANKURI BAI

CASE STUDY



Sirohi district in Rajasthan is a dry area with highly undulating terrain and sporadic rainfall that makes farming difficult. Only 15 to 20% of the cultivated area is irrigated and most farmers are engaged in rain fed production of rice and maize. Crop production is woefully low and not enough for farmers to attain food sufficiency. With an increase in population land holding has fragmented and there is increasing encroachment on forest and public land. The land quality is rapidly degrading due to the lack of bunds and vegetation and households not

paying enough attention. There is little means of communication between villages and as distance increases, availability of government facilities decreases. This directly affects education, health, communication and market linkages, keeping the village disengaged from the mainstream.

Kankuri bai is a resident of the village Uplagarh and her family consists of seven children and her husband. Kankuri bai and her family were barely able to sustain themselves when the PRADAN team intervened in the village under the MPOWER (Mitigating Poverty in Western Rajasthan) project. Her family was entirely dependent upon the income they earned from working in MGNREGA projects along with working on their own fields, which gave them just enough food to survive. PRADAN encouraged the community to organise themselves into SHGs and Kankuri bai along with other women in the hamlet formed a Self Help Group called 'Sudha Mata'. The access to easy credit was nothing less than a boon, as she recalls. In 2010, when PRADAN launched an intervention to encourage vegetable cultivation she was hesitant. However, after cultivation of tomatoes on five cents of her land whilst religiously following the package of practices (PoP) she earned an increased income of 4000 rupees. Kankuri bai made up her mind that she would cultivate tomatoes on more land in the next season.

In the next season, the yield was remarkable, second year in a row. Kankuri Bai is confident of her newly acquired skill and knowledge as this earning has brought new hope to her family. She invested in a pump set for irrigation, and encouraged other women in her village to organise themselves into SHGs. She now dreams of a secure future for herself and her family. "I didn't know that I could earn so much by cultivating tomato in such a small piece of land. In the next season, I am going to work harder and get an even better yield out of it", Kankuri Bai declares with pride.

Table 8: Crop Diversification Interventions in 2011-12

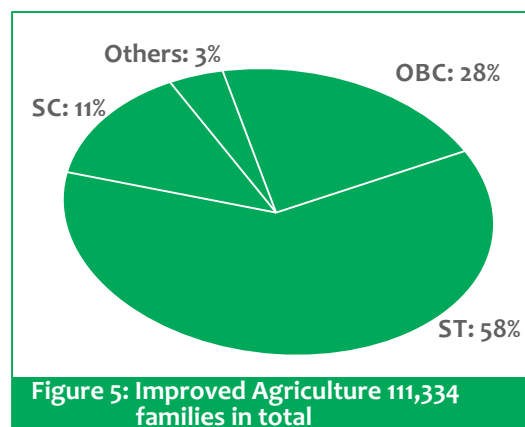
Interventions	SHGs Involved in 2011-12	Families Covered in 2011-12	Area (Ha) Covered in 2011-12	Per Family Coverage in 2011-12 (Ha)
Pulses	3,478	27,041	2,728	0.01
Oilseeds	2,135	17,173	2,324	0.14
Vegetables				
Kharif (Monsoon)	7,464	53,967	3,069	0.06
Rabi (Winter)	5,441	41,054	3,026	0.07
Summer	2,304	15,252	511	0.03
Other crops	1,216	7,546	324	0.04

Multiple interventions may be taken up by a family, thus net numbers are lower than the gross total.

During the reporting period, a total of 415,812 person days of formal technical training was provided, of which 268,623 trainee days were exclusively for SHG women participating in the interventions. The remaining days were for technical training inputs provided to their spouses and other family members. Apart from formal training, PRADAN also promoted CSPs, who supported the community in day-to-day agriculture interventions. Since last year, we have been encouraging the community to pay for the on-field expertise provided by the CSPs. A total of 1,528 CSPs (including 345 women) were trained and actively engaged to support the community in agriculture interventions. More than 25,000 trainee days were invested on these CSPs to upgrade their technical expertise. PRADAN has created special modules for training CSPs in agriculture technology.

Overall, PRADAN-promoted interventions produced over 95,500 tonnes of food grain valued at Rs. 2.2 billion and cash

crops valued at Rs. 1.6 billion. The net income to families during the year from agricultural interventions was to the tune of Rs. 3.2 billion. The finance mobilized for agriculture interventions was Rs. 282.4 million, 83% of which was for working capital purposes.



INTERVENTIONS FOR IMPROVEMENT OF LAND AND WATER RESOURCES

The focus was on working with SHG women, facilitating them to make habitation-level plans for land and water development, especially for the

improvement of their farmlands. During the reporting period, 2,603 SHGs participated in planning in 1,753 habitations from 1,077 revenue villages. In most project locations, we help the community access funds under MGNREGA for improvement of farmlands. Additionally, PRADAN either sourced funds on its own or helped communities raise finances from various government and other mainstream programmes. These included SGSY special projects, Integrated Watershed

etc., whereas private plantations, individual wells, pump-sets, improvement of private farm lands, etc., are examples of investments at the individual family level.

Seven hundred sixty-eight Community Service Providers (CSPs) were trained and deployed to support the groups for implementing habitation-based plans. These CSPs provided technical assistance related to the implementation of the plans, for example, in planning the layout of a proposed water harvesting tank



Management Programme, Mahila Kisan Sashaktikaran Pariyojana (MKSP), NABARD schemes, IFAD assisted Odisha Tribal Empowerment and Livelihood Programme (OTELP) etc. PRADAN helped communities mobilize Rs. 378.67 million, of which the communities invested Rs. 376.48 million during the year in building assets both at the community and household levels. Examples of community infrastructure are micro-lift irrigation systems, water harvesting tanks, small dams, common grazing land development,

before excavation, providing support for technical issues related to plantation, and recording the measurement of work done. A total of 6,208 trainee days of training was provided to these CSPs.

In terms of actual activities, there were three major strands:

- Plantation (fruit trees, different types of host plants—tasar, lac, mulberry, etc.—and trees for timber)
- Land treatment to improve soil moisture regime and rejuvenation of soil

CASE STUDY

Guaranteeing Livelihoods KUIRA VILLAGE

The present state of MGNREGA implementation is not an encouraging one in Jharkhand and this includes the district of West Singhbhum. Five years since its inception, it is entangled in a web of corruption, lack of awareness and lack of accountability where contractors and intermediaries dominate the system. On realizing this, PRADAN initiated work on building capabilities at the community and Panchayati Raj Institutions (PRI) levels to mobilise MGNREGA resources for creating livelihood assets. The process started in Kuira village in Hatgamaria block which is predominantly tribal and has 14 SHGs. The process of mobilising funds under MGNREGA started with awareness creation in the village. People's knowledge about MGNREGA was abysmal which had helped middlemen exploit them. PRADAN trained a group of villagers who acted as resource persons for creating awareness among other villagers. After this, hamlet level associations drawing on SHG members as well as the men in the hamlets were formed. A village level Project Execution Committee (PEC) was also formed as an apex body. The PEC then took on the responsibility for planning and fund mobilisation.

PRADAN trained the PEC members in Integrated Natural Resource Management (INRM) technologies and participatory planning processes. The PEC then prepared a comprehensive INRM plan of the village. The plan consisted of 42 Water Harvesting Tanks, 181 water harvesting pits, 61 seepage tanks, 11 homestead wells, and 10 acres of land treatment and plantations. The total estimate was Rs. 8.3 million. The Gram Sabha approved the plan, and submitted the same to the Block which forwarded the same to the District. After a short wait, the administrative sanction came from the District Collector. All the works were completed under the supervision of the PEC. The involvement of the PEC ensured quality in works and fast progress.

“ I used to migrate to Chhattisgarh for work. But now I can earn Rs 12,000 in the village itself,”

“If we keep getting regular work and payment in the village, why would we go outside for work? I used to migrate to Chhattisgarh for work. But now I can earn Rs 12,000 in the village itself,” says Chunnu Pan who works at one of the many MGNREGS worksites in Kuira. Surja Purti, a physically challenged man, provides drinking water to workers and runs the on-site crèche. He is the first physically challenged man in the entire block to have got employment under MGNREGA. Villagers now view the MGNREGS as a rights-based programme and not just another scheme. Kuira has demonstrated that healthy collaboration between the bureaucracy, the PRI and citizens around MGNREGA can turn around the fortunes of a village.

- Systems for water storage and exploitation for irrigation (including the conveyance of water whether through lift system or flow)

The activities undertaken are detailed in Table 9.

Table 9: Activities Undertaken for Land and Water Resource Augmentation		
Activity	Families Covered	Hectares Covered
1. Plantation		
A. Fruit trees: Mango	9,012 (85% ST & SC)	1,974
B. Other fruit trees	1,604 (85% ST & SC)	474
C. Other plantations of economic value	3,317 (92% ST & SC)	1,221
2. Land treatment (different locally suited models)	10,177 (81% ST & SC)	3,477
3. Irrigation	10,159 (80% ST & SC)	2,422
Net covered under this objective because there are overlaps in the above categories	25,200 (85% ST & SC)	9,372

FOREST-BASED ACTIVITIES

The major forest-based livelihoods were around the tasar silk rearing and lac cultivation. Table 10 lists the number of families engaged in the different activities.

Over 6,700 families participated in the PRADAN-promoted tasar activity. To support the activity, 237 decentralized

Table 10: Forest-based Activities

Forest-based Livelihoods	Families
Lac cultivation	1,301
Tasar commercial crop rearing	6,715

grainages processed 57 lakh seed cocoons to produce 12.42 lakh disease-free layings (DFLs). As an overarching support to this activity, PRADAN continued basic seed production in the project areas. The quality of basic seeds matched those produced by the Central Silk Board (CSB) even though the production was done in villages. PRADAN and CSB officials closely supervised the grainages where these were set up. A total of 9.3 lakh nuclear seed cocoons were stored during the year.



The basic seed production was sufficient to take care of the entire requirement of seed cocoons in the last year. PRADAN-supported families produced 67 lakh seed cocoons and the total commercial crop production was 31.3 million cocoons, valued at more than Rs. 57.1 million. In lac cultivation, our projects were facing

repeated unexplained crop mortality. During the year, PRADAN took up pilot trials with over 1,300 families, in addition to a scaled-down commercial cultivation. The results show that the Kusmi strain is doing well on traditional rangini strain host plants such as *ber* (*zizyphus jujuba*). During the year, we spread out the production pilots to the Bastar region of Chhattisgarh, in addition to north and south Jharkhand. This was an effort to try it out in different geographies and identify local environmental causes, if any, behind repeated failures. The initial reports were encouraging. Under the Farmer's Technology Transfer Fund (FTTF) Program of NABARD, we had conducted trials with 200 families in the January–July 2011 cycle. Based on input and yield analysis of 132 families, the average conversion was 1.86 times and the average income from 10 kg of brood size unit was Rs. 4,843. This was lower than expected because most of the trees were not properly pruned. This year, in the same cycle, properly pruned trees have been inoculated with good quality brood. The growth is promising and we will know the exact returns by August 2012. We are also collaborating with a number of experts to solve this technical problem.

LIVESTOCK

PRADAN's engagement with the livestock sub-sector is primarily around dairy and goat rearing. The focus of the dairy programme in Rajasthan is to help families adopt better rearing practices for productivity enhancement of this traditional activity. In Dholpur of

Rajasthan, dairy through buffalo rearing has been an important and widely practised livelihood activity in rural areas. We focused our efforts on training the community in improved rearing practices.

The key areas of intervention were:

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

Table 11: Livestock Development

Activity	Families
Dairy	4,579
Goat rearing	4,015

The team worked with 4,579 families in dairy activities in the last financial year.. Our community resource persons (CRPs) conducted training on better practices at different time schedules. These training programmes were then followed-up by on the job hand-holding of the farmers.

In goat rearing, our intervention was aimed at helping very poor families create a buffer income source. The intervention helped develop a system for providing a wide range of services to reduce mortality and improve husbandry practices. The services include weekly health check-ups, awareness building, supply of medicines at doorsteps, routine vaccination against PPR and enterotoxaemia, and de-

Transformation through Tasar

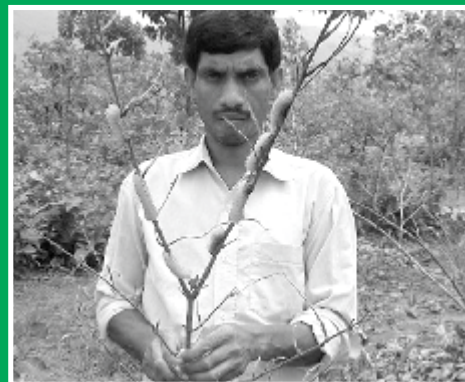
KIRANI MURMU

CASE STUDY

Kirani Murmu is a 38-year-old tribal farmer from a small village called Sundarmore in the Godda district of Jharkhand. He studied up to class 11 and lives with his wife, 2 daughters and a son. The family lived in a house with a thatched straw roof, which would leak during monsoons. He recalls that back in 2002, his family was food sufficient for only 8 months in a year, which would force him to work as wage labour. The family accessed the forest for tasar cocoons, sal leaves, mahua flowers, fuel wood and small trees. Kirani would often borrow from the local moneylender, as his children repeatedly fell sick due to malnourishment. Kirani owns four acres of land in which he grew paddy, maize and pulses and reared tasar, which was barely profitable. Kirani thought hard about new ways of earning a livelihood that would give him better returns. However he felt under confident about his knowledge and skills and saw no opportunities to tap either.

In 2003, Pradan started the tasar intervention in his village, which introduced tasar rearing as a livelihood activity. PRADAN provided good quality DFLs (Disease Free Layings) to farmers and introduced various scientific techniques to improve rearing. Kirani followed all instructions methodically and multiplied DFLs into cocoons in a greater ratio (from 1:20 to 1:40). Kirani started with 200 DFLs worth 800 rupees, and reared cocoons worth 11,500 rupees. A price regulation intervention by PRADAN helped generate more cocoons and increased prices and profit. In 2005, Kirani brought his new 1.5-acre tasar plantation, which he had set up with help from PRADAN, under rearing with 300 DFLs. He got an output of 15000 cocoons. Today he rears about 600 DFLs in the commercial season. Additionally he also cultivates vegetables and SRI paddy and sells vegetables round the year. Today his total income hovers around 75,000-80,000 rupees per annum mainly from tasar, paddy, vegetables, and other Non Timber Forest Produce like mahua and sal leaves.

Kirani's family is financially self-reliant now and has adequate food surplus for more than a year. All his three children go to school and he is determined to continue their education. His house has a tiled roof now and he manages his money through a bank account. Kirani has become a source of inspiration for his community and revered by his fellow villagers as a confident and successful farmer



CASE STUDY

The 'Doctor' BAMESHWAR PAHARIA

In February 2012, in the village of Bara Dangapara in Godda, Jharkhand; there was a mass vaccination campaign against the deadly disease PPR (Peste Des Petits Ruminants) which had become rampant amongst goats in the village. Bameshwar Paharia, the village veterinarian, had ordered the vaccine from Deoghar and encouraged all the villagers to bring their goats for vaccination. He is one of the four community veterinarians trained under the Special Swarnajayanti Gram Swarozgar Yojana (SGSY) project being implemented by PRADAN in Godda.

Before PRADAN started working in Godda, very few families reared goats and the ones who did were unaware of modern methods. Bameswar Paharia belongs to the Paharia tribe, one of the Particularly Vulnerable Tribal Groups (PTGs) of Jharkhand. He had been practicing traditional rearing of 2-3 goats in past years when rearing was never a serious consideration. The animals did not have any separate sheds and hardly any attention was paid to their health and hygiene. The goats were herded together in the corner of the hut during the evenings and almost no medication was ever given. Death was considered as a fate over which there was very little control and vaccination was largely unheard of. Death from unknown diseases was rampant and vaccination was largely unheard of. In 2007, when the Special SGSY program was initiated in the village, Bameshwar took keen interest along with PRADAN in promoting the concept of raised platforms. He propagated that a raised platform helped prevent infections as goats remained dry and clean. The litter could be removed from the bottom easily as well. However, initially, he faced difficulty in convincing villagers, as they had neither felt the need nor had they the means to create separate housing for goats.

Bameshwar then decided to start practicing what he preached. He had received 5 does and 1 buck along with earthen tiles for his shed. On his part, Bameshwar invested Rs 5000 on constructing a new shed. Noticing that this was resulting in the improved health of Bameshwar's goats many villagers started emulating the practice. Soon rearers from other villages also started visiting his shed. Bameswar learnt about vet medicines and treatment during a 7 day Paravet Training at Gumla as

Bameshwar learnt about veterinary medicines and treatment in the paravet training programme that he attended in Gumla and started providing inexpensive medical treatment in his area. Today he earns about Rs. 1000 per month from the veterinary services he provides.



well as being attached subsequently with the community Vet trainer from Gumla during his Sundarpahari tour. He also regularly gets updated through follow-up trainings and has established a rapport with a network of community vets in the area. Apart from Goats, Bameswar has also begun treating cattle and initiated cattle vaccination in his cluster. Today he earns about 1000 rupees a month from the veterinary services he provides. Due to his efforts, the goats in the community are healthier and there are fewer instances of disease outbreak. Goat rearing is more productive now with reduced risks and improved efficiency, and the villagers today have an additional source of income apart from agriculture.

worming. All these services are run and managed by the community. In different project locations, the community has come up with informal producer bodies to deal with the system for delivery of these services. Sample data from Gumla show an annual increase of 28–30 kg of live-weight (per goat body weight – pure breed would weigh 28–30 kgs annually and the local breeds show a weight of 20–21 kgs per goat on a per annum basis) in case of pure breed and 20–21 kg in case of locally procured goats. In both cases, it is on a semi-stall-fed mode.

RURAL MICRO-ENTERPRISES

Table 12 summarises the distribution of participants across different micro-

Table 12: Micro-enterprises	
Smallholder poultry	7,061
Tasar reeling and spinning	1,148
Vermi-composting	2,517
<i>Siali</i> leaf plate-making	950
Others	126
Total families	11,802

enterprises.

The major micro-enterprises promoted by PRADAN in scale are smallholder poultry and tasar yarn making. Another promising micro-enterprise being piloted is *Siali*-leaf plate making. This livelihood activity uses the leaf of the *Siali* creeper, abundant and available throughout the year in some forests of Odisha. PRADAN works in Kandhamal district, where over 70 per cent of the tribal women are engaged in this activity. The focus of the intervention is around training producers to stitch

plates of finer quality and produce a wider range of products, either manually or machinery aided, providing inputs, and marketing support. This is aimed at helping women increase incomes by around Rs. 6,000 per year. The producers have organized themselves into a co-operative. The co-operative provides for aggregation of produce and marketing to distant markets. It had a turnover of Rs. 5.2 million in 2011–12. The progress of the activity across the years is presented in Table 13.

Table 13: <i>Siali</i> -leaf Plate Activity		
Year	Families	Turnover (Rs. in Millions)
2007-08	400	2.85
2008-09	688	3.00
2009-10	931	3.00
2010-11	955	5.64
2011-12	950	5.20

PRADAN-promoted tasar yarn producers are organized into MASUTA Producer Company Ltd. The company procures required inputs such as cocoons and production chemicals and makes it available at competitive rates to the producers. Once the tasar silk yarn is produced, the company markets the yarn in distant markets. During the year, the company faced severe financial stress on account of the need for a large amount of funds for procuring and storing cocoons for round-the-year production. The company has not defaulted on loan repayments during the year; however, its financial health is under strain and it needs debt restructuring to continue and grow in future.



Smallholder Poultry: The small-holder poultry outreach has now over 7,000 producers, organized into 19 primary co-operative societies. The cooperatives were further federated into two state-level secondary organizations, namely Jharkhand Women Self-Supporting Poultry Cooperative Federation Limited (JWSPFL) and MP Women Poultry Producers' Company Limited (MPWPCL). During 2011–12, these cooperatives cumulatively sold 17,463 metric tonnes of live birds worth Rs. 1,320 million. The cooperatives have maintained production efficiency at par industry and have earned a profit of Rs. 76.7 million.

The details of this intervention are summarized in Table 14

Table 14: Details of Smallholder Poultry

Number of families involved	7,061
Number of cooperatives	19
Live bird sales (in tonnes)	17,463
Revenue (Rs. in Million)	1320
Producer's margins (Rs. in Million)	76.7

RESOURCE MOBILIZATION

We continued with our past strategy of supporting the communities in mobilizing resources from mainstream agencies for

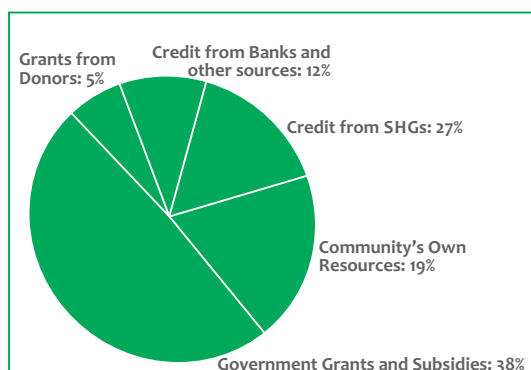


Figure 6: Finance Mobilized (Source-wise)

investment in PRADAN-promoted livelihoods. PRADAN helped community organizations access government funds from various mainline poverty alleviation programmes. This was the major source of grant for livelihood finance, followed by credit from SHGs and Banks, and then by investments from people's own resources.

Credit from own savings in SHGs contributes significantly, especially towards on-going livelihood activities not supported by PRADAN, and to meet contingencies. SHGs are able to leverage significant sums from commercial banks. Figure 6 provides the source-wise details for the funds mobilized during the year.

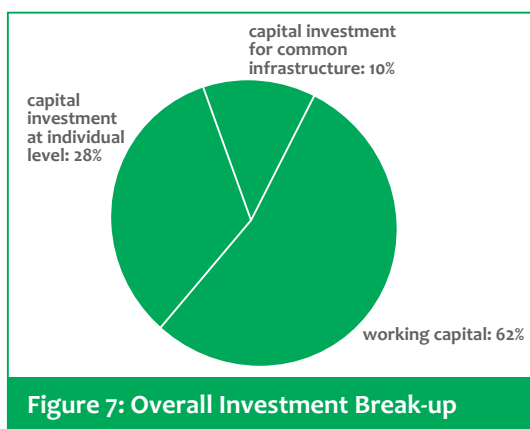
Of the total Rs. 1.062 billion mobilised from different sources, Rs. 821.5 million was invested in PRADAN-promoted livelihood activities; the remaining was invested by the community in their existing on-going activities, without active support from PRADAN. The Special SGSY projects in West Bengal and Jharkhand, MGNREGA in various districts across all states, Integrated Tribal Development Programme in Jharkhand and IFAD-supported OTELP in Odisha were among the major sources of funds. NABARD supported a number of projects on land and water development, specifically



Table 15: Funds Mobilized

Programmes	Sources (INR in Million) 2011-12					
	Total	Credit		Grant		Investment from People's Own Resources
		Credit from SHGs	Banks and Other Credits	Public Programmes	Donors	
Improved Agriculture	290.67	84.49	84.49	30.72	10.49	148.04
INRM						
Plantation	97.50		0.60	83.41	8.55	4.95
Improvement of land and water resources	153.18		-	130.60	17.52	5.06
Irrigation infrastructure	128.00		-	115.55	7.22	5.23
Other Livelihoods						
Forest-based	17.10	1.52	0.40	0.41	0.70	14.08
Livestock	26.69	5.43	9.60	5.36	4.67	1.62
Micro-enterprises	108.38	2.50	46.16	35.61	3.68	20.43
<i>Livelihood investment (sub-total)</i>	821.51	93.94	73.68	401.66	52.83	199.41
Ongoing activities by SHG members	240.37	188.59	51.77			
Total	1061.88	282.5	125.5	401.7	52.8	199.4
% Break-up		27%	12%	38%	5%	19%

orchards promotion in Odisha, Chhattisgarh, Bihar, West Bengal and Jharkhand. Support from corporate



bodies is emerging as a new window for poor people. Corporate Social Responsibility (CSR) wings of Axis Bank, HUL, Pfizer, Monsanto, Syngenta, have either supported us or have expressed interest in helping our initiatives. Collaboration with Damodar Valley Corporation (DVC), ACC Ltd. and Rabo Bank Foundation are on for a significant period of time. Table 15 above provides programme-wise, source-wise details for finances mobilized during the year.

PRADAN supported the community in investing the mobilized funds along with



Table 16: Programme-wise Investment Deployment

Intervention	Total in 2011-12	Working Capital	Private Capital Assets	Communi- ty Assets
Improved agriculture	282.45	234.40	42.11	5.93
INRM				
Plantation	97.25	10.23	65.08	21.94
Improvement of land and water resources	151.45	0.05	132.62	18.78
Irrigation infrastructure	127.79	2.65	57.33	67.80
Other Livelihoods				
Forest-based	17.31	16.26	0.77	0.29
Livestock	97.79	87.00	9.94	0.85
Micro-enterprises	202.15	156.55	40.48	5.12
<i>Livelihood investment (sub-total)</i>	976.17	507.14	348.33	120.71
Ongoing activities by SHG members	271.95	971.95		
Total	1,248.1	779.1	348.3	120.7

the unutilized amount carried-forward from previous year. The total investment made thus was Rs. 1,248.1 million. 62% of the funds were spent on meeting the 'working capital' requirement in the various activities undertaken by the households, 28% for investment at the

individual level and 10% for developing community infrastructure. Table 16 provides details of the investments in different sectoral interventions.



PARTNERSHIP ACTION WITH OTHER NGOS

PRADAN has now entered into partnerships with around 70 NGOs working in areas outside its operational area. These initiatives are supported by ICCO of the Netherlands, Sir Dorabji Tata Trust and various government programmes.

In Jharkhand, PRADAN and 15 other NGOs, working to promote effective, market-led solutions, came together to create a network called Vikas Bazar Net. Together the network benefited around 13,000 families last year through poultry and improved cultivation of paddy, potato, chilli and tomato. In the Bundelkhand region, we supported 8 NGOs in six districts in taking up land and water resource development activities. The NGO staff members were trained and together they implemented the activities in 23 villages, to benefit nearly 300 families.

In Chhattisgarh and Bihar, we supported 12 and 8 NGOs respectively, to promote SRI with nearly 12,500 families. In many villages, all the families participated in the programme and more than 80% of the families doubled their paddy yields from the SRI plots. In Chhattisgarh, around 1,000 families began cultivating SRI paddy during rabi season whereas in Bihar 1,200 families were supported by our partners to take up wheat, following similar principles. Most of our partners in Chhattisgarh are now interested in extending the partnership to learn how to develop land and water resources for

increased agricultural productivity in the area.

In Madhya Pradesh, 12 NGOs were supported in three districts under the state-run Tejaswini Rural Women's Empowerment Programme. The objective was to build their capacity to promote strong women's SHGs and their apex organizations, to access microfinance services and improved livelihood opportunities. So far, the partners have been able to promote around 4,500 SHGs, covering 55,000 families.. Last year, our major focus was to help them organize SHGs into Clusters and Federations, and facilitate bank linkages. Additionally, the staff members of partner organizations were trained to promote paddy cultivation through SRI method among SHG members. They helped 750 families to adopt the improved practice of paddy cultivation and double their yield.





In Kandhamal district of Odisha, we supported seven partners in preparing land and water resource development plans for the villagers and executing them under MGNREGA. This effort helped 1,200 families in 140 villages to create assets to support agriculture. In the year 2011-12, PRADAN also formed a consortium with three other NGOs in Koraput district of Odisha, to participate in the OTELP Plus programme of the State. The programme intended to empower the community to develop watersheds through a convergence of ongoing schemes, primarily MGNREGA. As the lead NGO of the consortium, PRADAN is responsible for building the capacity of the partner NGOs for the successful implementation of the programme. PRADAN, along with five other NGOs, have recently commenced intervening in the value chain of pulses, for better returns to target communities.

Overall, the partnership engagement is focused on building capacities of NGO personnel in social mobilisation, livelihoods promotion and strengthening programme or institutional strategies. The majority of the partners acknowledge the

improvement in their capacity to achieve their development objectives. Broadly, PRADAN's engagement so far can be categorized into three broad areas:

1. Providing technical assistance as with our SRI partners
2. Providing assistance for implementing a comprehensive programme aimed at enabling community
 - as a resource organisation as in the Tejaswini Programme in Madhya Pradesh
3. Facilitating network of well meaning organizations as in our work with Vikas Bazar. Net in Jharkhand

Though each such engagement has merits, there is need to develop more clarity about the end goals of these partnerships. Accordingly, inputs, processes, outputs (at the level of changes in us as partner organizations) and outcomes (at the level of impact on poor communities) of all these initiatives have to be defined and tracked. There is need now to define the purpose, methodology and set up a monitoring system for this pattern of engagement, based on experience so far.

RESEARCH AND RESOURCE CENTRE

The routine activities of the Research and Resource Centre (RRC) in terms of documentation, research and dissemination showed regular progress. The house journal, NewsReach, has been brought up to date and is now being published regularly. The journal reaches out to about 700 recipients now and we plan to increase the number of copies circulated. We had commissioned a documentation of the longstanding relationship between ICCO and PRADAN, which is now complete. The document highlights the importance of evolving longer term institutional partnership with NGO partners rather than short-term project funding. One round of the process documentation of the tasar promotion programme of PRADAN has been completed. A documentation of PRADAN's achievements under the UNDP-supported pilot project on MGNREGA in Kandhamal is now complete. The participatory documentation of How to Promote Community Based Organizations (CBOs) is now available to readers.

In the realm of research, we completed the first round of research on SRI Dis-adoption carried out in two field locations. The results highlight the problems that SRI farmers face due to erratic monsoons.

We, along with other stake-holders, carried out sustained engagement with the MoRD, for evolving a proper mechanism to support Civil Society Organizations

(CSOs). This resulted in the announcement of the Bharat Rural Livelihoods Foundation (BRLF) that has been specially mandated to support the work of CSOs in central Indian districts. Simultaneously, we were also closely involved with preparing NGO partnership guidelines for the National Rural Livelihood Mission (NRLM). Our participation with the National Consortium on SRI (NCS) continued in the last year. We were involved in a series of meetings with the Planning Commission and ICAR scientists regarding this. It helped create more appreciation of the technology at the policy levels. We also continued our participation in the Revitalising Rainfed Agriculture (RRA) network of NGOs, research institutions and donors interested in addressing issues of rainfed farming in India. The Network now is in discussion with the Planning Commission and the Ministry of Agriculture (MoA), to provide more recognition of the needs of rainfed areas. PRADAN is also part of a small resource group that advises the Small Farmers' Agri-business Consortium, an entity under the MoA, in assisting farmer's collectives through capacity building programmes.

Year ending negotiation with the Ford Foundation was in advanced stage for support to the RRC as against activity based support from different sources. This can be used to build the Centre's portfolio in order to respond to the knowledge building needs of the sector.

HUMAN RESOURCES DEVELOPMENT

OVERALL STATUS

The current full time professional staff strength of PRADAN at the close of the year was 290. In addition, there were 90 Development Apprentices.

In 2011–12, 44 new Executives (including 6 direct Executives) joined the organisation while 19 Executives left. The status of human resources in PRADAN as on March 31, 2012 is presented in Table 17.

Key Focus Areas

PRADAN's HRD agenda is broadly divided as follows:

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

The key focus for each area and period were defined through consultative processes with Team Leaders and Programme Directors. Summarized below are the focus areas and broad activities undertaken during the reporting period.

Recruitment and selection: We strategized the process of recruitment, keeping in view the changing environment, aiming to strengthen relationships with campuses, to ensure 120 DAs joining and to bring in 15 Executives with prior experience (of 2–6 years) into PRADAN in the year 2011–12. We finally made a total of 290 offers for joining in four batches of Development Apprenticeship programme. We increased the number of batches to four, as compared to two in the previous year. This was to reduce the time gap between graduation and joining. Also, we made 6 offers to professionals to join as direct Executives. We continued to build awareness about our work, positioning PRADAN and grass-roots work as a viable and promising career option.

Development Apprenticeship: A major highlight of this year was the joining rate of 52 % of the Development Apprentices. In an effort to reach out to the students, who were given offers to join in August

Table 17: Human Resources in PRADAN

Particulars	31st March 2011			31st March 2012		
	Total	Men	Women	Total	Men	Women
Executives	273	217	56	290	240	50
Assistants	91	72	19	89	71	18
Staff on contract	200	181	19	222	199	23
Total Staff	564	470	94	601	510	91
Apprentices	60	49	11	90	60	30
Grand Total	624	529	105	691	570	121



and September batches, we decided to approach them formally prior to their joining. Through this process, we reached out to some 200 students from the selected pool of 290. This helped us understand their plans and interests, clarify their doubts and, eventually, improve conversion of offers to joining. In all, 151 apprentices joined the Development Apprenticeship Programme during the reporting period and as on 1 April 2011, there were 60 DAs on board from the previous batches. Among them, 37 Apprentices graduated after successfully completing the 12-month apprenticeship, 83 DAs dropped out or were asked to leave or defer. 90 DAs are on board as on 31 March 2012. We also piloted a learning management software for the DAs.

Staff Development: Staff development programmes are designed to enhance the job performance as PRADANites through introducing mechanisms to help professionals make role transitions while in PRADAN and to enable them acquire necessary capabilities to play current roles more effectively. Our efforts, in 2011–12, went into defining, reviewing, developing and conducting appropriate programmes. Under the Executive development

programme, we conducted a three-phase process awareness sensitivity module for 40 participants and a three-phase field guides' development programme for 21 participants. The livelihoods training programme underwent review with the help of our resource persons. Also, a workshop to prepare take-to-implementation business plan was organized. Thematic training as well as TOT for grooming CSPs was conducted jointly by HR and the Operations unit. Thematic training on 'Structural measures for 'INRM' and 'Agronomy' was conducted with support from the thematic group. The key challenges in staff development are to support professionals to take time out for their growth and development and to develop appropriate programmes through creating a comprehensive experiential learning and rigorous pedagogies.

Internal Systems: Ongoing work, relating to personnel and administration, continued as the staff strength of PRADAN grew. The System for Individual reflection and Feedback (SIRF) was put in place, and the automated software is in use. Two cycles of SIRF were administered during the reporting period.

THE EDUCATION INITIATIVE

The founding inspiration for PRADAN—that educated people need to engage in community development—has come to life in the past 29 years. This journey has ushered in over a thousand young people into a vocation they had perhaps not imagined they would pursue. To achieve this, PRADAN systematically evolved processes and curricula that enable such transformation. These experiences also led us to recognize the need for an educational programme that will institutionalize, legitimize and bring rigour to such community-based practice. The creation of a new profession of rural development practice will create a valued social identity for such a profession and will draw well-educated youth to take up the challenge of transforming rural India. It will also enhance research excellence and contribute to the building of new knowledge. However we are also clear that PRADAN cannot do this by itself. As a place where practice can be designed, refined and rooted, it can be a champion but it needs an academic partner to

collaborate in this endeavour. After a long journey, Dr. B.R. Ambedkar University Delhi (AUD) and PRADAN are going to start a two-year, inter-disciplinary, praxis-based MPhil Programme in Development Practice, beginning 2012–13. The School of Development Studies (SDS) and the School of Human Studies (SHS) of AUD will offer the course. In-house AUD Faculty and Visiting Faculty and Field Guides from PRADAN will work collaboratively to teach and supervise M. Phil. Students, both within the university setting and in the actual and everyday field of development practice in rural India. The course curricula for 64 credits have been developed with AUD, based largely on PRADAN's experience in the field. Mobilizing and managing financial resources, adopting strategies for mobilizing students, detailing out the components, developing synergy among the field and classroom faculties are the immediate focus for AUD and PRADAN. This initiative is being supported by Sir Dorabji Tata Trust.



GOVERNANCE AND FINANCIAL STATEMENTS 2012

GOVERNANCE

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

Ms. Bharti Gupta Ramola took over from Dr. Ravi Chopra as the Chairperson of PRADAN. Professor Ashoke Chatterjee replaced Ms. Ramola as its Vice Chairperson. The Governing Board appointed Mr. Manas Satpathy as the Executive Director of PRADAN to take over from Mr. Soumen Biswas on April 1, 2012 on completion of his five-year term.

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

The Stewardship Council met thrice during the year and the General Council met twice.

Auditors: Messrs V. Sankar Aiyar and Co

Members of PRADAN's Governing Board (as on April 1, 2012)

	Name of the member	Designation
1	Mrs. Bharti Gupta Ramola	Chairperson
2	Mr. Ashoke Chatterjee	Vice-chairperson
3	Prof. Kanchan Chopra	Member
4	Dr. Ravi Chopra	Member
5	Dr. Nirmala Lakshman	Member
6	Ms. Anshu Vaish	Member
7	Mr. Ravi Narain	Member
8	Mr. D Narendranath	Staff Member
9	Ms. Madhu Khetan	Staff Member
10	Mr. Manas Satpathy	Ex-officio Member-Secretary & Executive Director

Members of the Finance and Audit Committee

	Name of the member	Designation
1	Mr. Ravi Narain	Convenor
2	Mr. Ashoke Chatterjee	Member
3	Mr. Manas Satpathy	Member



V. SANKAR AIYAR & CO.
CHARTERED ACCOUNTANTS

1. We have examined the attached the Balance Sheet of the PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN) as at 31st March, 2012, and the Income & Expenditure Account for the year ended on that date. These financial statements are the responsibility of the institution's management. Our responsibility is to express an opinion on these financial statements based on our audit.
We conducted the audit in accordance with auditing standards generally accepted in India. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
2. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of the audit. In our opinion, proper books of account have been kept by the above named institution so far as appears from our examination of the books.
3. The balance sheet and the income and expenditure account dealt with by this report are in agreement with the books of account;
4. In our opinion and to the best of our information, and according to the information given to us, the said accounts, read with other notes given in Schedule-23, give a true and fair view:-
 - i) in the case of the Balance Sheet, of the state of affairs of the above named institution as at 31st March, 2012 and
 - ii) in the case of the Income & Expenditure Account, of the surplus of its accounting period ended on 31st March, 2012.

Place: New Delhi
Dated: June 30, 2012

for V. SANKAR AIYAR & CO.

Firm Registration No.109206W


(M.S.BALACHANDRAN)

Partner

Membership No.024282



PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

INR

BALANCE SHEET AS AT MARCH 31,	2012	2011
SOURCES OF FUNDS		
CORPUS FUNDS	92,227,445	91,607,698
OTHER FUNDS		
Capital Assets Fund	46,531,114	43,273,927
Community Projects Fund	71,891,389	53,240,409
Restricted Project Funds	308,423,561	273,363,028
Un-restricted Funds	50,882,546	41,012,812
REVOLVING FUNDS	8,813,706	6,122,048
SECURED LOAN	32,286,133	15,314,296
Total	611,055,894	523,934,218
APPLICATION OF FUNDS		
FIXED ASSETS		
Owned Assets	38,450,307	38,414,345
Community Assets	8,080,807	4,859,582
INVESTMENTS (at cost)	92,380,745	86,556,301
CURRENT ASSETS, LOANS AND ADVANCES (A)		
Stock of Material in hand (at Cost)	6,832,909	2,711,018
Cash & Bank Balances	346,033,884	296,315,675
Loans and Advances	69,130,183	72,569,780
Work-in-Progress on Community Projects pending transfer to Beneficiaries	71,891,389	53,240,409
	493,888,365	424,836,882
CURRENT LIABILITIES AND PROVISIONS (B)		
Current Liabilities	15,539,370	15,868,566
	6,204,960	14,864,326
	21,744,330	30,732,892
NET CURRENT ASSETS (A-B)	472,144,035	394,103,990
Total	611,055,894	523,934,218

Fund Based Receipts and Payments Accounts
Natural Head based Income and Expenditure
Accounting Policies and Notes on Accounts

New Delhi,
Date: June 30, 2012

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



PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

INR

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,		2012	2011
INCOME			
Contributions/ Grants Received		620,779,050	529,417,828
Income from Investments/ Deposits		25,754,563	17,705,627
Other receipts		3,806,671	3,270,315
Total		650,340,284	550,393,770
EXPENDITURE			
Rural Livelihood Promotion Programme		436,778,002	320,848,489
Livelihood Programme Support		73,462,387	62,379,200
Human Resource Development		29,741,377	20,788,590
Research and Documentation		17,513,694	15,452,849
Administration		23,066,909	22,567,575
Total		580,562,369	442,036,703
Non-Cash Charges			
Depreciation for the year (See note no. 2.5 & 3.1 of Sch-23)		6,797,222	19,027,638
Less: Met out of Capital Assets Fund		(6,797,222)	(19,027,638)
Provision for contingencies			3,000,000
Unserviceable Assets & Unrecoverable Advances/ Assets Returned		798,474	1,339,573
Total		581,360,843	446,376,276
Excess of Income over Expenditure for the year		68,979,441	104,017,494
		650,340,284	550,393,770
Surplus brought forward		68,979,441	104,017,494
Surplus transferred to/ (from)			
Corpus Fund		619,747	226,303
Capital Assets Fund (Net)		10,054,409	8,540,874
Community Projects Fund		18,650,980	46,058,077
Restricted Funds		29,784,570	44,475,385
Unrestricted Funds		9,869,735	4,716,855

Fund Based Receipts and Payments Accounts
Natural Head based Income and Expenditure
Accounting Policies and Notes on Accounts

New Delhi,
Date: June 30, 2012

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



Significant Accounting Policies

(Followed in framing the financial statements for the year ended March 31, 2012)

SIGNIFICANT ACCOUNTING POLICIES

- 1. BASIS OF ACCOUNTING:** The Accounting Standards issued by the Institute of Chartered Accountants of India are applicable to non-profit entities, only if any part of the activities of the entity is considered to be commercial, industrial or business in nature. The Society is not carrying on any activity in the nature of commercial, industrial or business. Therefore, the Accounting Standards are not mandatory and have been followed to the extent practicable or relevant. The financial statements have been prepared under the historical cost convention and on accrual basis except stated otherwise. The accounting policies have been consistently applied by the Society.
- 2. REVENUE / EXPENDITURE RECOGNITION:** All grants are recognized on cash basis and expenditure and liabilities are recognized on accrual basis. In the case of a programme undertaken with the support of some government and other agencies, though the funds received are in the nature of Program Execution Charges under a contract, the same is reported as grant in view of the restriction on the expenditure and its nature as reimbursement of expenses.
- 3. FORMAT OF ACCOUNTS:** The Income and Expenditure has been classified based on the cost of activities carried out by the organization, while natural head wise Income and Expenditure account is provided in Schedule 22, forming part of Society's accounts. The activity-based costs are identified and each expense is classified and recorded in the books based on a documented process including detailed classification of cost centres and sub-cost centres, by the Management.
- 4. CLASSIFICATION OF EXPENSES:** Of the various activities carried on by the Society, expenses incurred directly in working with and rendering services to the poor rural communities have been treated as Rural Livelihood Promotion Programmes - these include grants in creating livelihood assets and infrastructure, formal or informal training and exposure of beneficiaries, expenses of community based service providers, salaries and related costs of Society's staff working directly with the communities; whereas Livelihood Programme Support - relates to expenses incurred in management of field projects and integration of field operations; and are so stated in the accounts.
- 5. TREATMENT OF FIXED ASSETS:** Fixed assets held by the Society are classified in following broad categories namely;
 - a. Owned Assets: These are owned by the Society and used for activities and rendering services.
 - b. Community Assets: Assets created for the benefit of the beneficiaries to be ultimately transferred to them. All such assets are recognized at cost and charged to respective funds as expenses in consonance with applicable laws. Though these assets are held in the books of the Society, no depreciation has been charged.

Fixed assets are stated at Cost, after reducing accumulated depreciation. Depreciation is provided on written down value method, on pro-rata basis at rates considered appropriate by the Management.

Acquisitions of assets, though, charged to the Funding Agency's grants, are retained in the books by creating Capital Asset Fund. Depreciation charge is met from the Capital Fund so created.
- 6. Work-in-Progress:** Community Projects created out of donor funds for the benefit and ultimate use by the community has been classified as work-in-progress under current assets (refer Schedule 9) keeping in view its nature and purpose. On transfer to the beneficiary community, these are charged off to income and expenditure account.

7. TREATMENT OF SUBSIDIES AND GRANTS TO BENEFICIARY GROUPS: In the case of informal producers groups of the rural poor promoted by the Society and income generation activities flowing there from, the Society provides donations /capital grants in the form of subsidy to undertake micro business ventures to individuals through groups or business associations. These grants are charged off and treated as application of funds for the objectives of the Society. The recipients are persuaded to utilize the funds by pooling the same into their apex bodies of such groups or associations of such groups, which would revolve the same for the benefit of themselves, other members of the same group or other groups.

8. VALUATION OF INVESTMENTS: All investments are held at cost and are valued at market price or cost, whichever is lower, except long term investments made out of Corpus and other specified Funds which are valued at costs.

9. TREATMENT OF RESTRICTED FUNDS, BUDGET BASED EXPENDITURE ACCORDED BY FUNDING AGENCIES AND FUNDS DIRECTLY FACILITATED TO THE BENEFICIARY GROUPS:

a. The expenditure on projects taken up with the support of donor agencies is, as far as possible, incurred according to the plans and budgets agreed upon. However, deviations sometimes occur at the time of project execution depending upon various circumstances, such as location, awareness among the beneficiaries, local customs, availability of inputs, legal restrictions, etc. such variations, monitored regularly, are generally intimated to the donor in advance.

b. In respect of specific funded activities under the directions of donors, such as revolving fund grants, working capital loans, loan funds to be passed on to the beneficiaries and administered by the Society, the same are separately accounted for, held in trust and administered in terms consonant with the objects of the Society. All other grants, including capital grants, are taken as revenue of the Society in the year of receipt to meet the local tax law requirements.

c. In the course of implementing rural development projects the Society also leverages substantial resources from various rural development schemes of the government and banks and through beneficiaries' own contribution, which are directly channeled to the beneficiaries and are not reflected in the Society's books of accounts. This is in keeping with the Society's policy of progressively strengthening the capability of the weaker sections to deal effectively with development agencies and to manage development activities themselves.

10. Employee Benefits:

The Society provides following benefits to its employees as per the term of employments with them namely;

10.1 Provident Fund: The Society has established a Staff Provident Fund which is recognized and approved by the Income Tax Department. Liability towards the fund is paid or provided on monthly basis.

10.2 Gratuity: The Society has entered into an arrangement with Life Insurance Corporation of India and liability on account of gratuity benefits is calculated and provided based on actuarial calculation provided by Life Insurance Corporation using "Projected Unit Rate" method. The plan provides for a lump sum payments to vested employees at retirement, death while on employment, or on termination of employment of an amount equivalent to fifteen days basic salary payable for each completed year of service, vesting occurs upon completion of five years of services. Employees who have completed ten years of continuous service in the organization twenty days basic salary is payable for each completed year of service, this includes provision of life cover payable on death of the employee.

10.3 Leave Encashment: The Society has entered into an arrangement with Life Insurance Corporation of India and liability on account of Leave Encashment benefits is calculated and provided based on actuarial calculation provided by Life Insurance Corporation using "Projected Unit Rate" method. The plan provides for a lump sum payment to vested employees at retirement, death while on employment, or on termination of employment of

an amount equivalent to number of days of accumulated leave subject to certain limits on the basis of per day basic salary. Vesting occurs upon completion of two years of services. The liability is provided based on number of days of unutilized leave as on balance sheet date.

10.4 Medical Benefits: The Society provides monthly liability based on fixed contribution for employees and Society, credited to a separate fund provided for this purpose within Society's books. Society has entered into an arrangement with National Insurance Company Ltd. to process cases of domiciliary hospitalization.

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

Chartered Accountants

New Delhi
June 30, 2012


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




Chairperson


Executive Director


Members of the Governing Board



ACKNOWLEDGEMENTS

Indian Funding Agencies

Philanthropies

J.R.D. Tata Trust
Jamsetji Tata trust
Narotam Sekhsaria Foundation
Navajbai RatanTata Trust
Sir Dorabji Tata Trust
Sir Ratan Tata Trust

Government of India

Central Silk Board, Ministry of Textile
Department of Science and Technology
Ministry of Rural Development

Departments of State Governments

Department of Sericulture, Government of Madhya Pradesh
Water Resources Department, Government of Odisha
Department of Farmer Welfare and Agriculture Development, Government of Madhya Pradesh
Department of Women and Child Development, Government of Odisha
Tribal Welfare Commission, Government of Jharkhand
Jharkhand State Watershed Mission

State Corporations/Agencies

Basic Tasar Silkworm Seed Organisation
Department of Rural Industries, Chhattisgarh
Tribal Cooperative Marketing Development Federation of India Limited (TRIFED)

District Level Agencies

Agriculture Technology Management Agency
Centre for Development of Advanced Computing
Departments of Agriculture and Food Production
District Rural Development Agencies
District Supply Office, Lohardaga
District Rural Development Council, Purulia
District Rural Development Council, West Medinipur (MGNREGS)
Forest Department, Chhattisgarh
MPOWER, Government of Rajasthan
Zila Panchayat

Externally Aided Projects

Bihar Rural Livelihoods Promotion Society
Jharkhand State Livelihoods Promotion Society
Jharkhand Tribal Development Society
Madhya Pradesh Rural Livelihoods Project
Madhya Pradesh Mahila Arthik Vikas Nigam
Madhya Pradesh Rajya Ajeevika Forum
Odisha Tribal Empowerment and Livelihood Project

International Agencies

UN Women-United Nations Entity for Gender Equality and the Empowerment of Women
United Nations Development Programme
United Nations Children's Fund

Development Finance Institutions

National Bank for Agriculture and Rural Development

Corporates

ACC Limited

Axis Bank Foundation

Damodar Valley Corporation

Glenmark Pharmaceuticals Limited

Scatec Solar India Private Limited

SRF Limited

Research Institutions/Programme

AVRDC - The World Vegetable Centre

CInI-Community Based Groundwater Management Initiative

International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)

Australian Centre for International Agricultural Research

David Galloway

DSM New Business

Paul Hamlyn Foundation

Monsanto Fund

Water for People

Madhyam Foundation

Caritas India

Christian Aid

Institute of International Education

Syngenta Foundation for Sustainable Agriculture, India

The Resource Foundation

Welthungerhilfe

Revitalizing Rainfed Agriculture Network

International Water Management Institute

Foreign Funding Agencies**Philanthropies**

Aga Khan Foundation

Bill and Melinda Gates Foundation

European Union

GOAL, India

Interchurch Organisation for Development Co-operation (ICCO)

Lutheran World Relief

Oxfam India Trust

Rabobank Foundation

RBS Foundation, India

The Ford Foundation

Individual/Corporate/Research

Global Alliance for Livestock Veterinary Medicines

PRADAN Offices

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BIHAR

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C/o Pradeep Kumar Yadav
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GUMLA

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DINDORI

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BETUL

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Housing Board Colony
Behind Avatar Singh's House
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BHOPAL

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SHAHNOL

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WEST MEDINIPUR

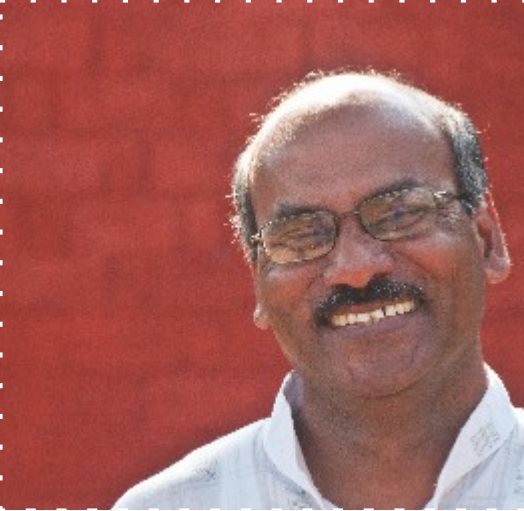
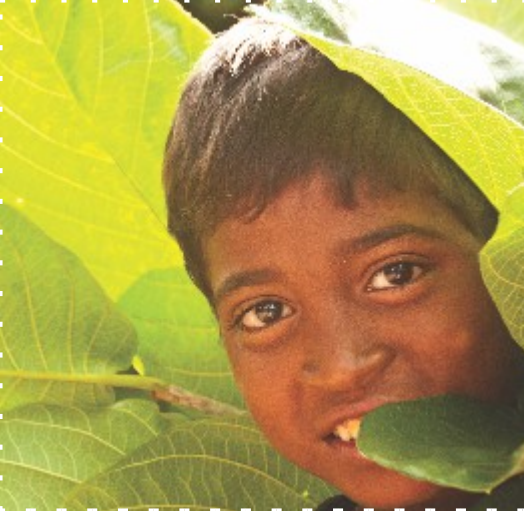
House of Mr. Binoy Bhushan
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annual report 2011-12