

**PRADAN (Professional Assistance for Development Action) works to enable collectives of the rural poor in India to improve their quality of life.**

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# 2013-14 at a glance

## Communities for change

The year 2013-14 was marked by the focus of PRADAN's efforts on developing a more nuanced understanding of our new vision and stance. Building a community-led movement to reach out to more people was at the heart of this understanding.

Self-help groups (SHGs) were a primary focus. We worked with 22,618 SHGs to reach out to 2,97,683 families. We continued to support SHGs and associated groups by acquiring resources to build livelihoods promoted by PRADAN – of the total Rs 186 crore acquired this year, Rs 130.7 crore was invested in such livelihood activities.

Livelihoods, gender issues, governance and citizenship were other focus areas this year. Establishing a more women-centric approach to strengthen livelihoods was one of our main initiatives. We encouraged women's participation in decision-making processes, access to resources and control over their income and assets, and helped them increase their knowledge of production technology. We also launched a new initiative, the National Rural Livelihoods Mission (NRLM) Support Organisation or the NSO, to provide knowledge and protocols on livelihoods to the NRLM.

The two-year inter-disciplinary praxis-based MPhil programme in Development Practice that we launched last year in collaboration with Ambedkar University, Delhi (AUD) entered its third batch this year. Our first batch of graduates is set to join social initiatives across the country.

Relationships with organisations that support us in expanding our competencies and in sharing our expertise of the last three decades were strengthened. We resolved to build holistic partnerships with the 70 partner NGOs and to focus on institutional systems and processes, rather than just on technological transfer.



# Impact

In 2013-14, PRADAN worked with **3,17,734 families** in **5,577 villages** – a **16 per cent** increase in our impact from the previous year.

Our network of 33 teams worked in the states of Rajasthan, Madhya Pradesh, Chhattisgarh, West Bengal, Jharkhand, Bihar and Odisha. In addition, 40,000 families were directly benefited by our partnership with 70 non-governmental organisations (NGOs). Over 95 per cent of the people we worked with belong to marginalised communities.

As in the past years, direct engagement with communities was our predominant model for reaching out to more people this year too. We are currently working on increasing impact and encouraging community-led expansion in existing project locations.



## PRADAN crosses the Ganges: New team in Kishanganj

After years of focusing on core strength areas of hilly undulating tribal dominated areas, PRADAN took up the challenge for a minority-dominated area tackling developmental issues such as unequal land distribution, gender-based discrimination and flooding of agricultural lands. Our new team in Kishanganj, Bihar, is also at the tri-junction of India, Nepal and Bangladesh, faced with challenges of cross-border illegal activities. We plan to develop a working model of gangetic Bihar based on women's groups in the team.

## A first for SHGs: Recognition as NRLM partners

For the first time in India, 14 self-help group (SHG) federations in Jharkhand, promoted by PRADAN, were recognised as partners of the National Rural Livelihoods Mission (NRLM), for large-scale social mobilisation and livelihood generation. The 14 block-level federations have registered under the Society Registration Act, 1860. About 70 per cent of 1,266 SHGs in Jharkhand are promoted by SHG federations.



Figure 1. Comparative figures of impact of PRADAN's work for the years ending March 2013 and March 2014

# Mobilising self-help groups

Self-help groups (SHGs) are the primary units of social mobilisation at the grassroots. They enable women from marginalised communities to come together, express themselves, dream of a better life, and work towards social and economic improvement through small but tangible activities such as small savings and credit. PRADAN promotes SHGs by putting in place the processes and systems for such activities, to gradually help them function and thrive on their own.





Overall impact in 2013-14	
SHGs	22,618
SHG clusters*	2,526
SHG federations*	78
Households benefited	2,97,683
<b>Lives changed</b>	<b>1.5 million</b>

[\* The SHGs are organised into clusters, which function as their second-tier organisations. The clusters in turn form federations.]

**Figure 2. Impact of PRADAN's work with SHGs in 2013-14**

This year, we focused our efforts on supporting SHGs towards increasing their participation in local governance and timely access to entitlements such as resources, income and assets. We helped them bring women to the centre of all livelihood processes, including production systems and markets. SHG clusters and federations are now playing a bigger role in mobilising the community and creating access to government social welfare and social security programmes.



PRADAN helped SHGs make the transition from offline to online finance and accounting with the launch of the new software HISAB. Linkages with banks continue to be a challenge across the country, with only 15 per cent of SHGs obtaining active loans from banks by the end of the financial year.

Financial information	(in INR crore)
Net owned funds of the SHGs (savings + retained earnings)	79.94
Total internal credit generated (loans from own funds)	45.46
Total outstanding loans	34.61
Total credit leveraged from banks	9.79
Percentage of SHGs linked to banks	15%

**Figure 3.** Financial information for SHGs in 2013-14

## In governance and social mobilisation

We encouraged SHGs to select and train representatives for greater awareness and participation in access to entitlements and social protection schemes such as ICDS (Integrated Child Development Services), PDS (Public Distribution System), MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) and pensions and scholarships.

We encouraged office-bearers to take on greater responsibility for community welfare as citizens and build partnerships with district officials; in Dindori, the SHG federation leaders developed the citizens' report on health services and met the district officials to discuss measures for improvement.



We encouraged SHG leaders to participate more actively in planning and review processes. We helped them form working groups to collaborate with government officials on social campaigns, increase participation in Gram Sabha and oversee the functioning of anganwadis, PDS shops and schools.

Regularity of weekly meetings	79%
Attendance of members in meetings	82%
Groups with satisfactory accountants as on March end 2014	71%
Number of SHGs with livelihood planning	11,432

*Figure 4. Indicators around systems and processes in SHGs in 2013-14*



## On gender issues

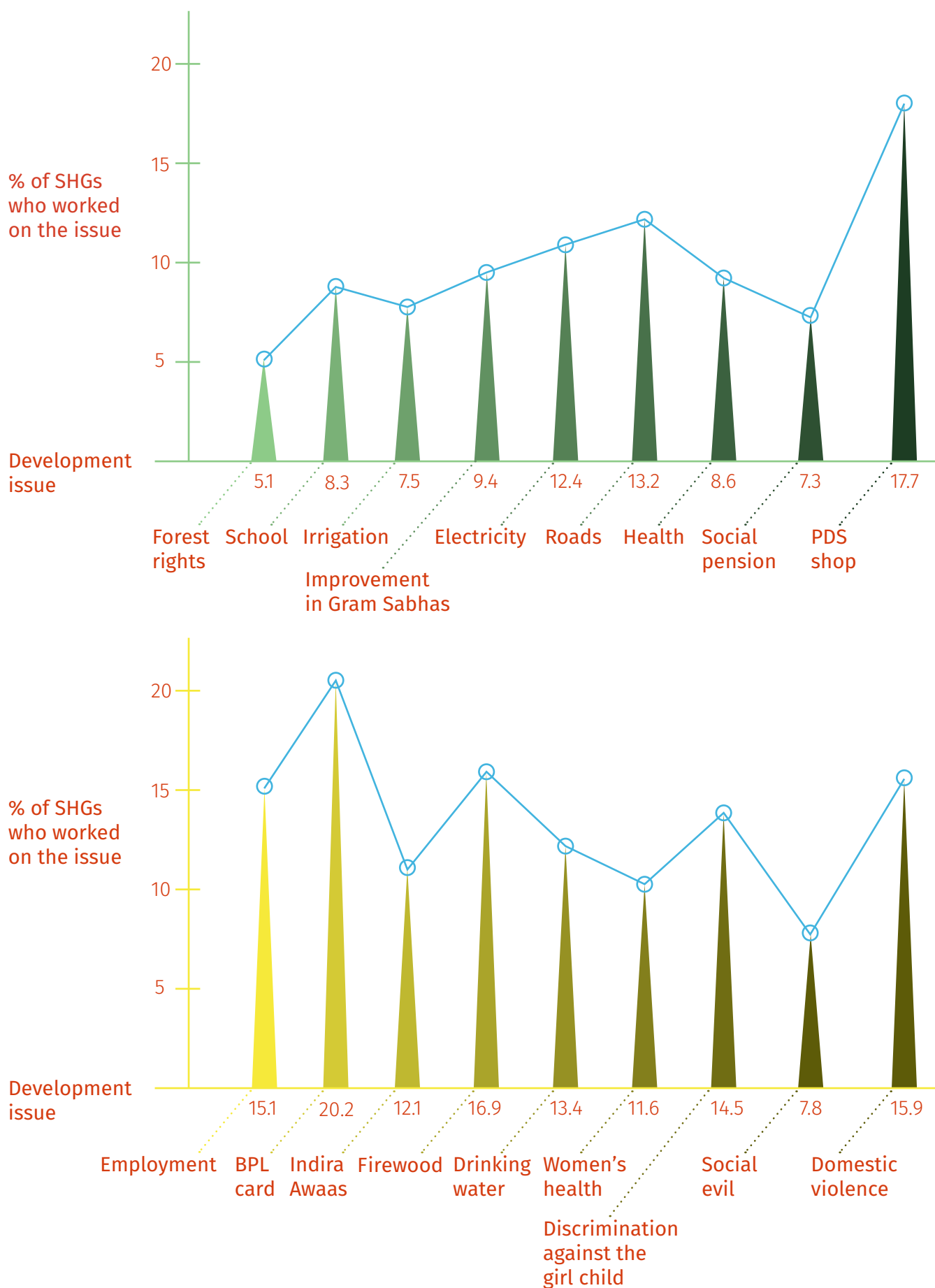
With the help of our partner organisation Jagori, we trained women leaders to create more awareness on gender-based discrimination and violence against women. We encouraged them to meet regularly to initiate discussions on these issues. We introduced campaigns and organised street plays to reach out to more women.

## SHG collective in Dindori

An internal study with a random sample of 92 SHGs out of a total of 682 SHGs was conducted to assess the collective action conducted by SHGs in Dindori district, Madhya Pradesh. There, the SHG federation leaders met with district officials to talk about development.



**Figure 5.** The Dindori study showed the following results of a year-long effort for enhancing Gram Sabha participation and influence.



**Figure 6.** The following chart shows the percentage of SHGs that worked on the various issues discussed at the Dindori meeting.





## Women say NO to liquor, in Purulia

Illegal brewing and sale of liquor in Purulia district of West Bengal has been the cause of much disquiet not only among authorities but also among the women living in rural communities, many of whom are victims of domestic violence and abuse.

In Jhalda 2 block, nine SHG clusters have made several attempts to stop illegal brewing and sale of liquor over the last five years. They have destroyed illegal shops, organised rallies and approached the police, but all to no avail.

In November 2013, during a monthly meeting of the SHG federation, a member from Supurdi village narrated an incident where the Kotshila police had released liquor shop owners within a few hours of their arrest.

At the suggestion of a Kangsabati Nari Maryada Mahasangha member, all SHGs in the area organised a massive rally. Nearly 2,300 women congregated at the Kotshila police station, demanding the police's assistance in shutting down the liquor shops. They also presented a list of illegal liquor shops at the Block Development Office (BDO).

Under the pressure, the police and the BDO were compelled to expedite the shutting down of illegal shops. Immediately, the Excise Department started raiding villages. The SHG leaders also met with the Minister for Self-Help Group & Self-Employment in West Bengal for his support.

With our partner Jagori, we have designed a training module to help the women build the anti-liquor campaign and increase awareness on violence against women.

# Pilot initiatives

Over the last few years, PRADAN has broadened its focus areas to include drinking water and sanitation, education, and nutrition, aimed particularly at improving the quality of life for women in the villages we work in.

*2013-14 marked the launch of our initiatives for better nutrition and adult literacy.*





## Ensuring drinking water and sanitation

PRADAN's drinking water and sanitation programme was launched with three pilots in Purulia in West Bengal, Koderma in Jharkhand and Kandhamal in Odisha over the last two years. The pilots have been designed within the framework of the Panchayati Raj Institution (PRI), where planning, implementation, operation and maintenance are taken up by the Village Water and Sanitation Committee. We've also developed a strategic framework for the State Drinking Water and Sanitation Department (DWSD) to invite NGOs to help implement the National Rural Drinking Water Programme.

We continued to streamline and strengthen these pilots for further expansion, this year.

We developed a comprehensive programme focused on Open Defecation Free (ODF) habitations with safe drinking water, based on an expert study. We also entered into institutional partnerships with Gram Vikas, Tata-Cornell Initiative (TCi), UNICEF, and the DWSD of various state governments, to implement the National Rural Drinking Water Programme and Nirmal Bharat Abhiyan (NBA). PRADAN's teams in Odisha and Jharkhand have now successfully piloted piped water supply schemes. Additionally, Gram Vikas in collaboration with PRADAN, plans to implement a comprehensive programme to have 150 ODF villages with piped water supply reaching every house, in Odisha and Jharkhand.







In Jharkhand, PRADAN has collaborated with the Drinking Water and Sanitation Department (DWSD), Government of Jharkhand, and UNICEF. Discussions with the DWSD and UNICEF to scale up the pilot in Jharkhand saw notable developments this year. Among them is collaboration with AguaClara, a US-based action research firm rooted in Cornell University, under the Tata-Cornell Initiative (TCi) to develop the technology for water filter and standardized chlorine dosing. The technology is undergoing field trials in two villages in Khunti, with initial results holding promises for wider adoption. A MoU between the DWSD and CInI (Collectives for Integrated Livelihood Initiatives) of Sir Ratan Tata Trust was also signed. Under this, the DWSD will provide financial support for piped water supply and toilets in homes in 100 villages in PRADAN's project areas, while the CInI will finance training, administration costs and policy advocacy.

## Ensuring nutrition through agriculture

This year PRADAN launched eight pilots spread across different agro-ecological zones in different states, to primarily change women's attitudes and perspectives towards better nutrition choices for them and their families. The pilots aim to develop strategies, processes, toolkits, knowledge material, and communication strategies, to help women modify their cropping plan to include more diverse and nutritional crops. In this regard, PRADAN has collaborated with McGill World Food Forum, International Food Policy Research Institute (IFPRI), Public Health Resource Network (PHRN) and UNICEF and individual experts. We are also working to include bio-fortified crops (pearl millets) and nutritious mix of indigenous varieties in the cropping plan.



## Ensuring education

This year also marked our pilot initiative on education. In Purulia, West Bengal, we have introduced a functional literacy programme for women. In the Ajodhya Hills of Purulia, our team has also started a non-formal education programme for children.

In Khunti, Jharkhand, we are working with the CInI to implement the School and Community-based Quality Improvement Programme in Education (SCQuIP). As part of the sub-committee, Shiksha Samiti, women regularly meet school teachers and visit the schools to assess services such as cleanliness, hygiene and availability of safe drinking water. Women are also raising issues related to quality of education directly with district officials and school committees.







## Women supervise men now, in Mayurbhanj

Until 18 months ago, the residents of Gopalpur in the Mayurbhanj district of Orissa would never have imagined that a woman would be supervising men at work!

Sunamani (third from left in picture above) does exactly that as a mate under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) for the Gopalpur Gram Sabha. She supervises and monitors people working under the Act, including disbursing their wages.

Sunamani lives with her husband and two daughters. Their only source of livelihood used to be a tiny piece of land they owned. They brewed rice liquor to supplement the meager income from farming.

In October 2012, Sunamani was at a three-day workshop on MGNREGA organised by PRADAN when she stepped forward to apply for a mate's job. She was immediately ridiculed by most of the men and even some women present. Since she had studied till Class X and was among the few educated people in the village, Sunamani was nominated and selected. Even then, many had low confidence in her ability to manage the technical details about the work and wages.

With PRADAN's support, Sunamani worked hard and consistently to understand the process and the tasks assigned to her. Initially, only 10 villagers stepped up to work for her. When the ten started talking about how they were being paid in a timely and efficient manner, more people signed up. Today, she has 30 people working with her.

Sunamani earns Rs 5,100 a month and has built a concrete house from her savings. She no longer brews liquor. Sunamani has also inspired 36 women from 36 villages to train with PRADAN for similar roles. Of the women we trained, 16 have received their work orders.

# Building livelihoods

This year, PRADAN concentrated its livelihoods efforts on putting women at the core of the discussions and development plans.

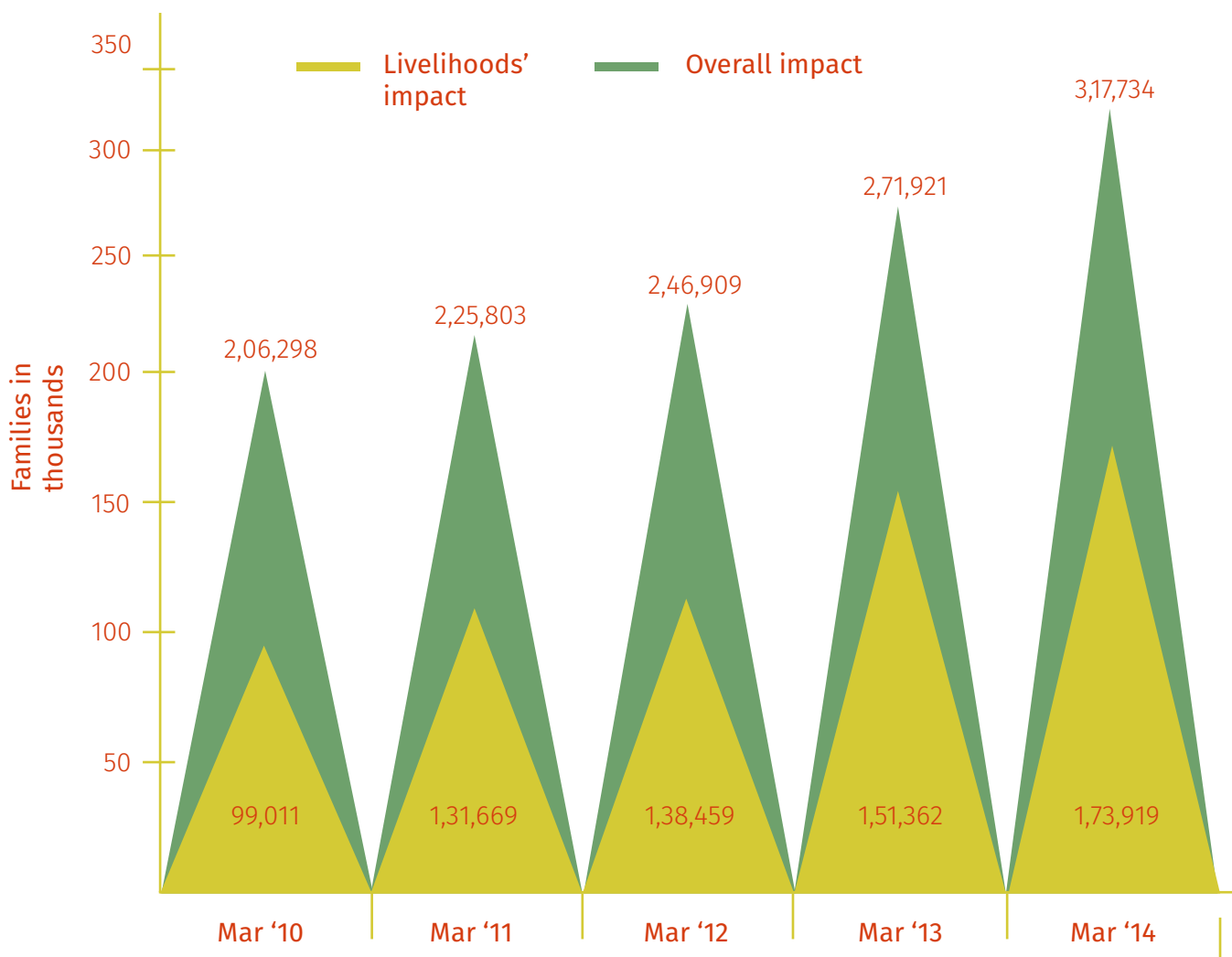
We re-invented our approach and action plan to encourage women leaders and their groups to enter spaces that are conventionally male-dominated. These include making decisions regarding household livelihood, access and control of assets and income, knowledge of production technology and participation in local governance. In several project locations, self-help groups (SHGs) set up sub-committees known as Rozgar Samitis or Ajeevika Samitis to promote greater involvement of women in livelihood efforts and governance.

**In 2013-14, we helped 1,73,919 families build better livelihoods – a 14 per cent growth from the previous year.**

	Participating families	
LIVELIHOOD ACTIVITY	2012-13	2013-14
Improved agriculture	1,22,885	1,56,592
Plantations (fruits and other trees)	17,354	24,482
Land and water resource development	16,469	13,831
Forest-based activities	7,966	11,053
Livestock	11,177	9,750
Micro-enterprises	11,096	13,796
<b>Gross total of number of participating families*</b>	<b>1,86,947</b>	<b>2,29,504</b>
<b>Net total of number of participating families</b>	<b>1,51,362</b>	<b>1,73,919</b>

\*Women from same household may participate in multiple activities.

**Figure 7. A comparative illustration of number of families participating in PRADAN's livelihood activities for years ending March 2013 and March 2014**



**Figure 8.** A comparative illustration of number of families benefited by PRADAN's overall impact and livelihood efforts through years 2009-10 to 2013-14.

Number of families in livelihood activities	1,73,919
Number of families in livelihood activities & welfare programmes	1,85,241
Number of families in income generation activities	1,64,936
Number of families in infrastructure creation activities such as plantation, land & water management, shed construction, etc.	33,494
Families participating in welfare activities such as education, health, water, sanitation, etc.	51,131

**Figure 9.** Participation of families in livelihood and related activities, 2013-14



## Improving agriculture

Agriculture is the main source of livelihood for majority of the women PRADAN works with. Over 90 per cent of the families we worked with this year were engaged in agriculture.

The primary focus of our programme is on adequate food production for consumption. Once the security for staple food is achieved, we then help the families diversify their farm production to include cash crops such as vegetables, oilseeds and pulses, to supplement nutrition and bring in sustainable incomes.

The 1,56,592 women farmers we worked with produced 1,51,416 tonnes of food crops valued at Rs 160.6 crore and 1,84,689 tonnes of cash crops valued at Rs 198 crore.

*We worked with  
**1,56,592 women**  
farmers who had a  
collective net income  
of **Rs 286 crore.***





Of the Rs 66.8 crore mobilised for the programme, 85 per cent was used as working capital. We trained families on better farming practices for a period of 6,19,038 days, of which 65 per cent was exclusively for women farmers from self-help groups. We also trained 1,950 community service providers on our new modules for 26,187 days.

We also promoted mixed cropping among farmers with an emphasis on cash crops. This meant that farmers had an additional cash income while ensuring a year's requirement of food crops. Farm mechanisation for promotion of advanced crop and reduction of drudgery were promoted in many locations.



## Women redefine their roles in building livelihoods

A well-thought out strategy in Mayurbhanj, Odisha, gives an insight into how our teams reinvented themselves to help empower women through our livelihood programme.

This year, the Mayurbhanj team marked the onset of the agriculture season with the 'Mahila Krusak Mela' that brought SHG members at the cluster level together to talk about their role in the upcoming season. The women explored their identity as a farmer, their role in household decisions and their knowledge of better production techniques. They also mapped out their control and access over productive assets and income.

Around 60 per cent of the women said they worked as unpaid labourers, while 20 per cent could not define their role. About 15 per cent of the women said that they had always worked as 'bonded labourers' within their household. The sharp realisation of these results compelled the women to decide on collective actions to change the status quo.

Planning the kharif crop with their families was one of the first things they did. The women helped each other. Those whose opinions were not heeded by their families set up a common nursery at the SHG level to cultivate vegetables in small land holdings. Such acts of independence, however small, is gradually helping the women gain confidence to seek equal space and opportunity.



## Food crop production in 2013-14

We worked with 1,86,276 families for improved practices in paddy, wheat, maize and, in some places, millets, and System of Rice Intensification for paddy.

	Number of SHGs involved	Gross number of families	Farm land covered (in hectares)	Per family coverage (in square metres)
Paddy crops (improved practices)		86,013	24,154	2,808.17
Paddy crops (System of Rice Intensification)		25,989	3,947	1,518.90
Wheat (improved practices)		32,927	5,888	1,788.32
Maize (as food crop)		51,500	5,386	1,045.90
Millets (improved practices)		10,764	3,164	2,939.78
<b>Net total for food crops</b>	<b>13,777</b>	<b>1,86,276</b>	<b>39,888</b>	<b>2,141.33</b>

*Figure 10. The crop-wise participation of families and land covered for food crops*

### Cash crop production in 2013-14

We supported 1,59,822 families to cultivate over 23,530 hectares of land with pulses, oilseeds, vegetables (kharif, rabi and summer) and several other varieties of crops grown primarily for cash income.

	Number of SHGs involved	Number of families	Farm land covered (in hectares)	Per family coverage (square metres)
Pulses		49,457	7,009	1,417.27
Oilseeds		35,855	3,878	1,081.65
Vegetables				
Kharif (Monsoon)		83,144	4,754	571.80
Rabi (Winter)		76,450	4,804	628.41
Summer		20,024	747	373.11
Other crops		5,792	310	535.86
<b>Net total for cash crops</b>	<b>12,821</b>	<b>159,822</b>	<b>23,530.11</b>	<b>1,472.27</b>

**Figure 11.** The crop-wise participation of families and land covered for cash crops



## Experiments & new initiatives for cash crops in Jharkhand

In Godda, we promoted the Ajeevika Krishak Sahelis at the Panchayat level clusters. These groups provided technical support to women farmers and developed a system for direct payment against services rendered. Over 78,000 women participated in large scale agricultural activities in Jharkhand. Among them, 65,000 took up vegetable cultivation.

In Hazaribagh, SHG federations took up the initiative to plan and follow-up the year-round agriculture activities through fortnightly meetings. Such planning helped increase the average income of over 3,000 families to Rs 40,000, with each family growing as many as three crop cycles.

In Bokaro and West Singhbhum, more than 250 farmers cultivated long-duration vine tomatoes under rain-shelters, with support from Asian Vegetable Research and Development Center (AVRDC). The average yield per plant was nine kilos. This holds an exciting proposition for small farmers during kharif.

Experiments with Direct Seeded Rice (DSR) to ensure rice production under unpredictable monsoon have show great potential. In West Singhbhum and Bokaro, direct seeding of 100 days and 120 days durations attained a yield of three to four tonnes per hectare. This also creates an opportunity for rabi crops, using residual moisture after DSR.



## Developing land and water resources

We worked with 3,563 SHGs from 2,311 habitations in 1,392 revenue villages. We helped them access Rs 28.74 crore under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) for improvement of farmlands. Of this, the communities used Rs 28.46 crore to build community-owned assets such as micro-lift irrigation systems, water harvesting tanks, small dams and common grazing land, and family assets such as private plantations, individual dug-wells and improved farmlands. The programme was supported by 730 community service providers (CSPs) who underwent 4,064 days of technical training.

In Purulia, West Bengal, 800 families have taken up mango cultivation. With most of their mango orchards having reached the fruiting stage, these farmers are regularly in touch with the markets to discover the best buyers.

*We helped **3,563 SHGs** mobilise **Rs 28.74 crore** for improving farmlands for better productivity.*



Activity	Hectares covered	Number of families* covered
Mango plantation	2,729	13,000
Other fruit trees' plantation	567	3,884
Other plantations of economic value	4,011	9,356
Land treatment (Different locally suited models)	2,606	7,738
Irrigation	1,801	8,035
<b>Net total (as there are overlaps in the above categories)</b>	<b>10,970</b>	<b>33,159</b>

\*Over 70% of the families covered are from marginalised communities.

**Figure 12.** Number of families and land covered by different activities under the land and water infrastructure development programme in 2013-14

## Improving forest based activities

The focus of PRADAN's forest-based livelihoods programme is tasar silk rearing and lac cultivation.

This year, we worked with 5,674 tasar farmers. Supported by community service providers (CSPs), the farmers produced enough seeds to cover the entire year's requirement while matching up to the Central Silk Board's standards of the quality of silk. A total of 0.7 million disease-free laying (DFLs) were produced from 3.8 million seed cocoons processed by 161 decentralised granaries. The granaries stored 1.4 million nuclear seed cocoons during the year. Seed-crop rearers produced two million seed cocoons, taking the total commercial crop production to 31 million cocoons.





**5,674 tasar farmers earned a total of Rs 6.6 crore, while 4,694 lac farmers earned Rs 1 crore.**

Through the Mahila Kisan Sashaktikaran Pariyojana (MKSP), under which the Union Ministry of Rural Development has sanctioned projects to support tasar sericulture based livelihoods in Jharkhand, Bihar, West Bengal, Odisha and Chattisgarh, and through our sectoral organisation, Tasar Development Foundation (TDF), we hope to expand to new locations and anchor development initiatives. These include building producers' collectives, research, scaling production, policy advocacy and increasing trained personnel.

Lac cultivation was taken up by 4,694 farmers from over 528 SHGs. We trained them on better techniques for over 7,625 days. With an investment of around Rs 89 lakh, the farmers produced 99.5 tonnes of lac from 5,459 kg of brood lac. The total value of yield was Rs 1.7 crore, ensuring them a net income of Rs 1 crore.



## Improving livestock

PRADAN's livestock-based livelihoods programme primarily comprise of dairy farming and goat rearing in Rajasthan. This year, we trained 5,039 dairy farmers and 4,260 goat farmers in better practices.

Our dairy farming programme helps families adopt better rearing practices for higher productivity. Through goat rearing, we help families create a buffer income source.

This year, we focused our efforts to streamline livestock activities as part of the overall farming system. Farmers were made to understand that agricultural waste and inclusion of fodder crops are essential inputs for success and sustainability. Senior practitioners identified successful models in certain locations. Well-known experts reassessed our approach, model, and technical details, for improvement. We also partnered with Goat Trust and GALVmed. Goat Trust is training women para-veterinarian and PRADAN staff as 'Pashu Sakhi'. Almost half of the PRADAN teams are involved in livestock-based activity at present. Setting up an effective support system has revitalised the effort.



Abu Road in Rajasthan is in the process of promoting over 1,300 women as goat rearers. We helped SHGs mobilise funds from government-supported MPOWER (Mitigating Poverty in Western Rajasthan) programme to build better sheds and feeding equipment. Our team has detailed plans for quality service, vaccines and medicines and training of the para-vets. We have identified para-vets to be trained by BAIF Development Research Foundation. They are supported by four local veterinary centers.

***5,039 dairy farmers and  
4,260 goat farmers were  
trained in better practices.***

### **Changes in goat-rearing activities during the year**

- Change in growth parameters for both adult goat and kid – six-month growth of buck up from 6 kg to 10 kg
- Significant reduction in goat mortality rate, from 25%-30% to 5%-7%
- Standardisation of preventive services provided by the paravet on a user-fee basis
- Stabilisation of routine preventive services like vaccination, deworming and castration at the community level
- Increasing enthusiasm towards goat-rearing – goat rearers in hamlets have formed activity groups that meet twice a month.
- The program was extended to two new clusters – a total of 1,253 families will invest Rs 3 crore on goat sheds, of which MPOWER will provide Rs 1.69 crore.





**15,915 families  
turned  
entrepreneurs  
this year.**

### **Improving micro enterprises**

This year, a total of 15,915 families built micro-enterprises in smallholder poultry, tasar reeling and spinning, vermi-composting and Silai leaf plate making.

While there were fewer families taking up tasar reeling and spinning this time, 1,791 new families have taken up vermi-composting and 557 more families have taken up smallholder poultry.



Micro-enterprise	Number of families
Small-holder poultry	6,575
Tasar reeling and spinning	623
Vermi-composting	5,433
Siali leaf plate making	950
Others	2,957
<b>Total number of families</b>	<b>15,915</b>

*Figure 13 Number of families who set up micro-enterprises in various sectors*





# Mobilising resources

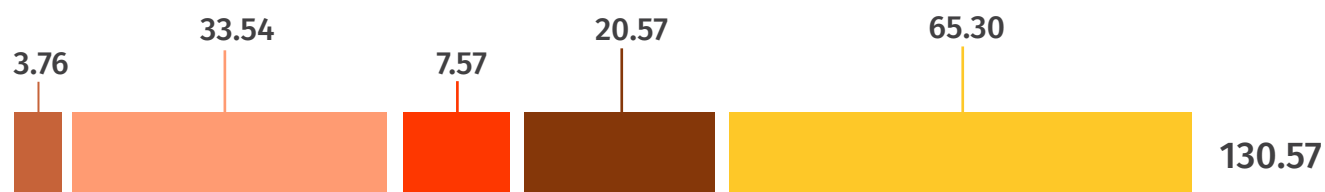
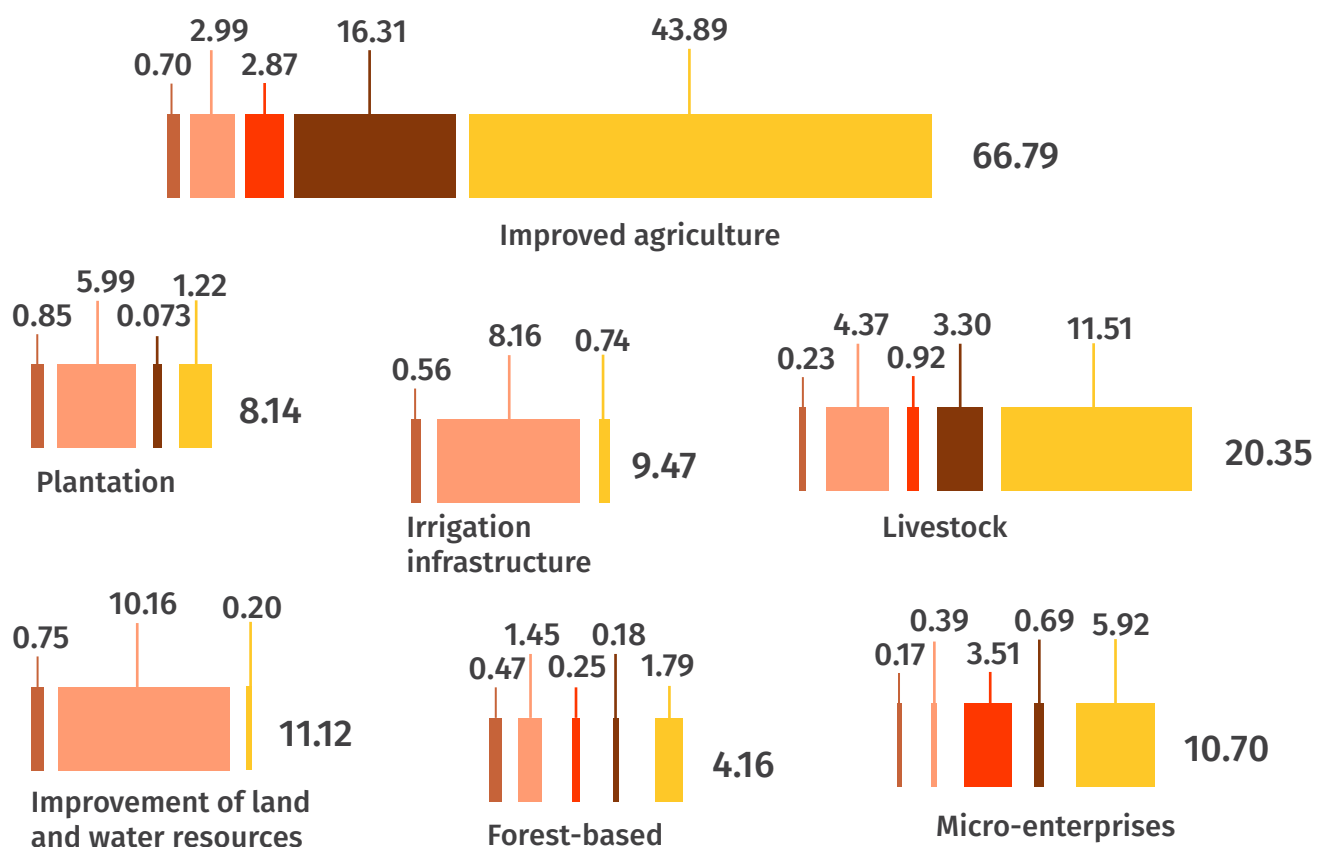
During 2013-14, PRADAN helped SHGs access funds of Rs 186 crore for livelihood development and income generation activities.

Of the total funds mobilised, Rs 130.75 crore was invested solely in building livelihoods. The remaining Rs 55.2 crore was used by SHGs for ongoing activities independent of PRADAN's support.

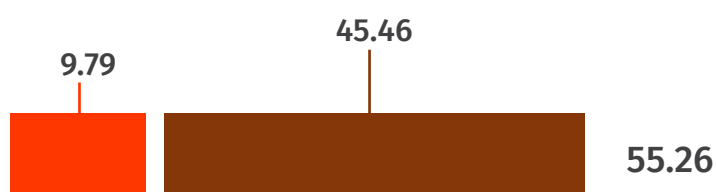
The main sources of funds were the six special Swarnajayanti Gram Swarajgar Yojana projects in West Bengal and Jharkhand, the Mahatma Gandhi National Rural Employment Guarantee Act in all seven states, the Integrated Tribal Development Programme in Jharkhand and the International Fund for Agricultural Development-supported Odisha Tribal Empowerment and Livelihood Programme in Odisha.



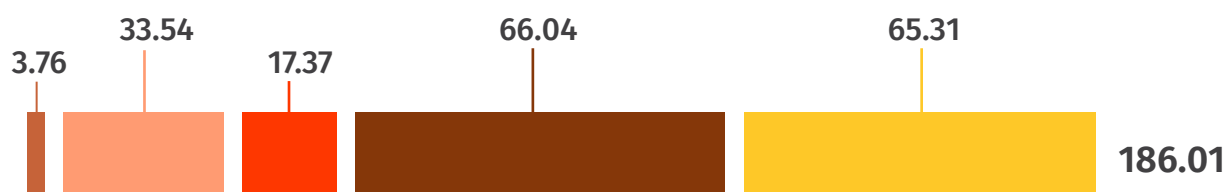
## Funds mobilised, source-wise (INR in crore) 2013-14



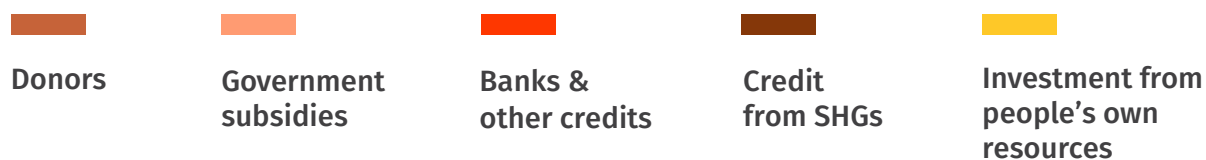
### Livelihood investment (sub-total)

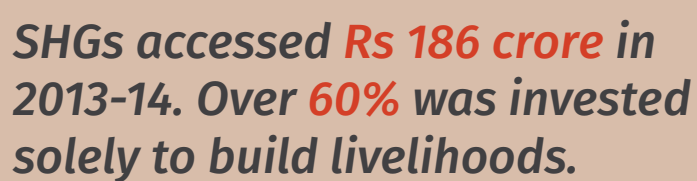


### Ongoing activities by SHG members



### Total





32

	Total Funds (in INR crore)			
Programme	2013-14	Working Capital	Pvt. Capital Assets	Community Assets
Improved agriculture	66.87	57.72	7.68	1.46
Plantation	7.87	2.27	5.12	0.46
Improvement of land and water resources	11.11	0.084	10.12	0.90
Irrigation infrastructure	9.47	0.018	5.42	4.03
Forest-based	3.48	2.04	1.03	0.40
Livestock	20.34	19.39	0.93	0.013
Micro-enterprises	10.70	9.90	0.714	0.085
Livelihood investment (sub-total)	129.87	91.45	31.05	7.36
Ongoing activities by SHG members	55.26	55.26		
Total	185.14	146.72	31.05	7.37

Figure 14. Break-up of utilisation of funds in 2013-14





# Working with NGO partners

Thriving partnerships within a vibrant network of non-government organisations (NGOs) in project locations form a core part of PRADAN's work. We evolve collaborations and draw support from our stakeholders for maximum impact and optimum use of resources.

## In Odisha

In Odisha, PRADAN is a part of two consortiums – Kandhamal and Koraput – that work for implementation of Odisha Tribal Empowerment and Livelihood Programme (OTELP).

### *Kandhamal consortium*

Apart from PRADAN, the Kandhamal consortium comprises SWATI, Kalpavriksh, ORRISSA and Harsha Trust. The consortium works in three new blocks of Kandhamal district. SWATI and Kalpavriksh are local organisations in Kandhamal, while ORRISSA and Harsha Trust are state-level organisations. Each organisation has undertaken ten micro watersheds covering 5,000 hectares within a specified area. The consortium functions as a support forum for the field NGOs (FNGOs). Each FNGO is directly funded by the Integrated Tribal Development Agency (ITDA) and is responsible for outputs in their area. Over time, the partner NGOs have become better skilled at working with the local communities – they produce well-structured village development plans, standardised systems and processes are being followed and accounting systems have been streamlined.

### *Koraput consortium*

Similar in nature and its purpose to Kandhamal consortium, the Koraput consortium comprises Harsha Trust, Chetna Organic Farmers' Association, PRAGATI and PRADAN. The partner organisations have come to find the engagement meaningful and mutually enriching. Senior members meet regularly and at the same time, provide strategic guidance to their field teams. The Consortium members are now also engaging in building institutional learning.

### *Challenges*

The key challenges include pursuing a shared vision that is beyond task delivery, building on the strengths of each organisation, creating a balance between building consensus and pressures of timely project delivery and ensuring institutional focus.

## **In Madhya Pradesh**

In Madhya Pradesh, PRADAN continued to support 11 NGOs working on the Tejeswini Project under the State Department of Women and Child Development. Over the past years, PRADAN helped them develop effective systems and strategies for development of the SHGs. Thereafter, we now support them on various livelihood initiatives. This year, we supported 20 SHG federations.

## **In Jharkhand**

PRADAN is a founding member of Vikas Bazar.Net (VBN), a network of NGOs in Jharkhand. PRADAN also holds the secretariat for this network. The focus of the network has been on knowledge exchange and learning from best practices of different organisations. The network has also taken up a few coalition projects around a select few, local agriculture and livestock value chains. These projects are currently in the pilot stage. Many of the partner organisations have taken up large scale livelihood programmes after gaining confidence through capacity building and lessons from pilots.

In 2013-14, VBN partnered with several donor institutions such as Sir Dorabji Tata Trust (SDTT), Bill & Melinda Gates Foundation, Ford Foundation, National Bank for Agriculture and Rural Development (NABARD), Central Silk Board, National Rural Livelihoods Mission (NRLM), Reliance Foundation, Tribal Welfare Commissioner (TWC), Jharkhand State Water Resources Department (WRD), Krishi Gram Vikas Kendra (KGVK) Agro Limited.

### *Key focus areas of VBN during the year*

- **Building capacity:** Intensive training and on-field support was provided to network partners for a value-chain development perspective.
- **Action, research and documentation:** A two-day write-shop was organised for 21 participants from network partners during the submission of the new proposal for Mahila Kisan Sashaktikaran Pariyojana (MKSP) to NRLM. The write-shop documented four cases on tomato cultivation, potato cultivation, vegetable cultivation and the VBN as a network. These case studies will help the partners analyse and understand effective engagement in a particular subsector, and serve as a learning tool for effective partnership approach in Odisha and Bihar.
- **Pilots and experiments:** VBN launched several initiatives that seek to either test new ideas or scale up proven ones. Some such key initiatives of 2013-14 were:
  - All partners scaled up chilli cultivation.
  - Three of the partners completed their third year of a tomato coalition in the tomato sub-sector, reaching out to 3,000 farmers.
  - The third value chain initiative by the network is the first and sole initiative on potato seed production in Jharkhand. A potato coalition will now set up a value chain initiative in potato seed multiplication with four of the partners.
  - Two new initiatives – elephant foot yam cultivation and creeper crops with trellis (machaan) – were taken up during the kharif season among 200 farmers supported by 13 network partners.

## **In Bihar & Chhattisgarh**

In Bihar, PRADAN supports PRAN in building institutional capacity. PRAN primarily focuses on farm sector development, introducing new technologies and practices to enhance productivity for small and marginal farmers in Gaya, Nalanda and Munger districts. PRAN is currently pioneering promotion of practices around System of Root Intensification (SRI) across multiple crops. During 2013's kharif season, PRAN worked with 10,281 farmers covering 3,300 acres of land despite the year seeing drought conditions. We also support seven other NGOs in Bihar.

In Chattisgarh, we work with 13 NGOs working on scaling up SRI (System of Rice Intensification) for paddy and MGNREGA for land and water development. PRADAN and partner NGOs have formed a state level forum called 'SRI-manch' to share SRI and other initiatives, and advocate for a community-based developmental cluster model. There have been several interactions between partner organisations on community mobilisation and organisational development. Our partnership covers 21,402 families at the moment.



# People at PRADAN

A total of 634 people comprised PRADAN's staff strength this year. Of them, 329 were executives and 83 were assistants. The rest are development apprentices (DAs) and those working on contract basis.

The key focus of PRADAN's Human Resources (HR) unit this year was to revisit the HR processes in light of our new vision and stance, to evolve a more holistic and comprehensive strategy for building competencies among development professionals.

A total of 46 executives joined our team, including seven who returned from a long leave. Of the 44 people who left the team, 33 were executives and 11 assistants. Currently, 14 executives and one assistant are on a sabbatical.

	Year 2012-13			Year 2013-14		
Particulars	Male	Female	Total	Male	Female	Total
Executives	256	70	326	252	79	329
Assistants	71	18	89	66	17	83
Staff on contract*	205	17	222	157	14	171
Total	532	105	637	475	108	583
Development apprentices (on board)	35	14	49	36	15	51
Grand Total	567	119	686	511	121	634

\*We made efforts to reduce the number of contractual staff - from 222 the previous year to 171 this year.

**Figure 15.** An overall summary of PRADAN's human resources status during years ending March 2013 and March 2014

## Focus areas and activities

### Recruitment and selection

We continued to focus on increasing the pool and quality of apprentices. The focus of our recruitment strategy remains on National Institutes of Technology (NITs), top agriculture and social science universities, and good management institutes. We stopped approaching local private institutes and universities. We visited 38 campuses and made job offers to 218 candidates of whom 94 joined us, giving us a joining rate of 43 per cent. During the summer of 2013, we hosted interns from Azim Premji University, IIT (Indian Institute of Technology)

Madras, IRMA (Institute of Rural Management Anand) and Jamia Millia Islamia, Delhi, in our continued effort to expose them to work at the grassroots.

### *Development apprenticeship*

Our main focus was to increase the ownership of apprenticeship across the organisation. We held discussions with the Stewardship Council and the General Council on renewing the spirit of PRADAN's development apprenticeship (DAship). We also discussed on how the new approach can be translated into the DAship curriculum and we plan to review and revise the curriculum in line with the requirement.

We started the year with 48 development apprentices with 95 more joining later, giving us a total of 143 apprentices. Of them, 37 graduated after completing the DAship, 55 left the programme and 51 were on board by the end of the financial year.

### *Training and Development*

The development plan for the staff focused on four areas of functioning: within the organisation, with the village community, with other organisations, and with other stakeholders. We also developed internal faculty and learning forums.

We conducted 17 programmes that saw 209 people from PRADAN and 82 people from partner organisations participate. A major initiative this year was the Livelihood Promotion programme for our partners in which 74 senior members from other NGOs participated.

We conducted a new programme for personal counseling by counselors from the Carkhuff model for 16 people from PRADAN who can be trained as internal faculty for field guides. Another new at PRADAN was a programme on making the transition to general management, including fundraising, for 12 leaders from PRADAN.

### *Internal systems*

Work with the personnel and administration continued this year. We now have a system for Individual reflection and Feedback in place.

### *Issue and Challenges*

Some of the challenges currently faced by the HR unit at PRADAN are:

- The HR approach needs to be realigned with the new vision and stance.
- New skill sets need to be mapped for executive effectiveness.
- To be able to attract the best and the brightest, as well as strengthen our selection process, including skill sets of our recruiters remains a challenge.
- We need to reduce the attrition rate of apprentices by focusing on grooming and mentoring.



# Special initiatives: Education and NRLM Support

## The Education Initiative

The year marked the second year of our collaboration with Ambedkar University, Delhi, to launch the unique two-year inter-disciplinary praxis-based MPhil programme in Development Practice. The programme received 144 applicants of whom 24 joined the second batch. About 60 per cent of the students are from Social Sciences discipline, such as Literature, Sociology, Development Studies, Gender Studies, History and Psychology. They have finished their first field immersion and are now into their second semester.

The first batch of the students is conducting their action research projects in the field. They are slated to finish the programme in July 2014.



## NRLM Support Organisation (NSO)

The National Rural Livelihoods Mission (NRLM) Support Organisation or the NSO was a significant development for PRADAN this year.

PRADAN was invited by the Ministry for Rural Development, Government of India, to set up the NSO in partnership with the NRLM at the national and state levels to add value to the Mission's initiatives through PRADAN's expertise and experience. The NRLM and PRADAN signed a Memorandum of Understanding to this effect on August 6, 2013.

The NSO is a national level partnership with NRLM to work together in building knowledge and capacity of professionals in the NRLM. PRADAN sees the NSO as an opportunity to reach out to more people – people it may not have been able to reach directly – through a national flagship programme. The NRLM's promotion of the approach of working with women's collectives is similar to PRADAN's own. We hope that PRADAN's approaches, methodologies and technologies evolved over the past decades will benefit the Mission in developing its own programmes and action strategies.

### *Roles*

As the NSO, PRADAN will be a knowledge and capacity building partner to the NRLM at the national level. The NSO's roles include:

- Knowledge management in building on lessons from successful practices, standardising approaches and processes to help scale up and help evolve livelihood prototypes in different agro-climatic zones;
- Creating mechanisms for learning and training professionals with the Mission; and
- Support to State Missions to develop strategies for scaling up livelihood programmes.

PRADAN has deputed a dedicated team to carry out these roles and functions at the national level. The team is working closely with the Mission's national team. PRADAN also works closely with the Mission's state teams in places where we have a presence. There, we are trying to engage with them on providing support to develop the state's own livelihoods action strategies.

In addition to studying the NRLM livelihood programmes, the NSO is also working to map and standardise successful livelihoods approaches and strategies that PRADAN and its partner NGOs have evolved so that the respective State Missions can adopt them.

# Governance

In 2013-14, the PRADAN Society General Body met once and its Governing Board thrice.

Prof. Kanchan Chopra retired from the Board as a member, while the membership of Mr. Ravi Narain and Ms. Anshu Vaish were renewed for a second term of three years.

On invitation from the Chairperson, Ms. Sushma Iyengar accepted the membership of the General Body and the Governing Board of the Society. Ms. Iyengar is the founder of Kutch Mahila Vikas Sangathan (KMVS), the first network of rural women in Gujarat for livelihood and empowerment. Though she is no longer a part of KMVS, she continues to work for rural women from Bhuj where she is based.

The Gender Equality Project (GEP) team at PRADAN presented the objectives, methodologies and findings of their mid-term assessment of the programme to the Governing Board. Members suggested that PRADAN must build strong networks with others working on similar issues for a national-level exchange of knowledge and experiences towards policy change. They also recommended for the management to have a clear stance on poverty and be an active participant in important policy debates.

In order to enable a strategic capital base for PRADAN to grow responsibly without concern for long-term viability, the Board approved the setting up of a separate entity, 'Friends of PRADAN, USA' to raise funds in the United States in support of PRADAN's work in India.

Salaries and compensation packages of PRADAN staff were revised with effect from April 1, 2014, in view of inflationary pressures. The revision was done as per the management's recommendation following a comprehensive salary survey conducted by a staff committee with support from external experts. The General Council, comprising all PRADAN executives with over four years of experience, met once to review and adopt strategic change initiatives proposed by the management. The nine-staff member Stewardship Council, responsible for guiding the execution of our mission, met four times last year.

# Financials 2013-14

## Balance sheet of PRADAN for the year ending March 31, 2014

PARTICULARS	2013 (in INR)	2014 (in INR)
<b>SOURCES OF FUNDS</b>		
Corpus funds	9,69,08,633	30,14,81,477
Other funds		
- Capital assets	4,84,36,678	5,01,57,731
- Community projects fund	5,84,00,848	2,49,74,387
- Unrestricted funds	5,73,01,645	6,86,42,669
<b>Sub-total</b>	<b>16,41,39,171</b>	<b>14,37,74,787</b>
<b>Revolving funds</b>	<b>1,19,67,448</b>	<b>61,45,652</b>
<b>Liabilities</b>		
- Restricted project fund	25,93,95,130	588,606,460
- Secured loan	84,33,101	15,62,544
<b>Sub-total</b>	<b>26,78,28,231</b>	<b>59,01,69,004</b>
<b>Current liabilities and provisions</b>		
- Current liabilities	1,00,85,856	1,02,23,369
- Provisions	1,46,77,583	1,60,85,239
<b>Sub-total</b>	<b>2,47,63,439</b>	<b>2,63,08,608</b>
<b>TOTAL</b>	<b>56,56,06,922</b>	<b>1,06,78,79,528</b>



<b>PARTICULARS</b>	<b>2013 (in INR)</b>	<b>2014 (in INR)</b>
<b>APPLICATION OF FUNDS</b>		
<b>Fixed assets</b>		
- Owned assets	3,89,12,417	<b>3,81,33,493</b>
- Community assets	95,24,261	<b>1,20,24,238</b>
<b>Sub-total</b>	<b>4,84,36,678</b>	<b>5,01,57,731</b>
<b>Corpus fund investments</b>	<b>8,52,02,476</b>	<b>30,19,92,208</b>
<b>Current assets, loans and advances</b>		
- Stock of material in hand (at cost)	1,05,04,939	<b>45,30,308</b>
- Cash and bank balances	31,81,49,095	<b>64,34,04,667</b>
- Loans and advances	4,49,12,886	<b>4,28,20,227</b>
- Work-in-progress on community projects to be transferred to the community	5,84,00,848	<b>2,49,74,387</b>
<b>Sub-total</b>	<b>43,19,67,768</b>	<b>71,57,29,589</b>
<b>TOTAL</b>	<b>56,56,06,922</b>	<b>1,06,78,79,528</b>

## Income & Expenditure of PRADAN for year ending March 31, 2014

PARTICULARS	2013 (in INR)	2014 (in INR)
<b>INCOME</b>		
- Donations	48,436,678	500,000
- Income from investments/ deposits	15,838,537	21,408,289
- Other receipts	6,526,465	5,313,091
<b>TOTAL INCOME</b>	<b>22,365,002</b>	<b>27,221,380</b>
<b>EXPENDITURE</b>		
- Rural Livelihood Promotion Programme	394,667,394	434,406,500
-Livelihood Programme Support	78,229,372	86,093,111
- Human Resource Development	27,643,825	23,352,088
-Research & Documentation	21,389,003	22,624,016
- Administration	31,032,739	30,178,628
<b>Sub-total</b>	<b>259,395,130</b>	<b>596,654,344</b>
<b>Non-cash charges</b>	<b>8,433,101</b>	<b>1,562,544</b>
- Depreciation for the year	7,086,257	8,574,937
- Less: met out of capital assets fund	(7,086,257)	(8,574,937)
-Provision for contingencies	3,000,000	3,000,000
- Unserviceable assets and unrecovered advances/ assets returned	971,253	764,343
<b>TOTAL</b>	<b>556,933,586</b>	<b>600,418,687</b>
Less: met out of and deducted from restricted grants	(543,569,971)	(583,029,579)
<b>TOTAL EXPENDITURE</b>	<b>13,363,615</b>	<b>17,389,108</b>

<b>PARTICULARS</b>	<b>2013 (in INR)</b>	<b>2014 (in INR)</b>
Excess of income over expenditure	9,001,387	9,832,272
Surplus/ (deficit) brought forward	9,001,387	9,832,272
Appropriated to/ (from):		
- Corpus fund	475,188	1,144,396
- Revolving fund (women tasar yarn promotion fund)	3,277,177	-
- Capital assets fund (net)	2,400,874	(1,533,457)
- Transferred from restricted fund	(3,570,955)	(1,119,692)
- Unrestricted fund	6,419,103	11,341,025

*The above financial information has been derived from the audited financial statements of PRADAN for the financial year ending March 31, 2014, which was audited by Messrs V Sankar Aiyar & Co. A complete copy of the audited accounts is available upon request.*



# Acknowledgements

## Philanthropies

Sir Dorabji Tata Trust  
Sir Ratan Tata Trust  
Axis Bank Foundation  
Navajibai Ratan Tata Trust  
Jamsetji Tata Trust  
Centre for microFinance (CmF)  
JRD Tata Trust  
Narotam Sekhsaria Foundation  
Coca-Cola India Foundation  
Bill & Melinda Gates Foundation  
The Ford Foundation  
Monsanto Fund  
Rabobank Foundation  
Syngenta Foundation India  
GOAL India  
Lutheran World Relief  
ICCO & Kerk in Actie  
RBS Foundation India  
Welthungerhilfe  
Paul Hamlyn Foundation  
Caritas India [PACS Programme, DFID]  
Humanist Institute for Cooperation (Hivos)  
IKEA Foundation  
Practical Action  
Madhyam Foundation [VCD, ICCO]  
Oxfam (India) Trust

Oxfam (India) Trust  
Centre for microFinance (CmF)  
Indian Grameen Services [VCD, ICCO]  
Society for Technical Action for Rural  
Advancement [SPEED], Rockefeller  
Foundation

## Government of India

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

## State Governments

MP Rajya Ajeevika Forum (MKSP, Government  
of India)  
Tribal Welfare Commission, Jharkhand  
Directorate Farmer Welfare & Agriculture  
Development, Madhya Pradesh  
Tribal Development Department  
Department of Sericulture, Madhya Pradesh  
Department of Agriculture and Food  
Production, West Bengal  
Odisha State Rural Livelihood Mission  
(MKSP, Odisha)

## State corporations/agencies

MPower, Rajasthan  
Jharkhand Watershed Mission, Jharkhand

## District level agencies

Zilla Panchayat (Betul, Singrauli in Madhya Pradesh)  
DRDC, Purulia (Spl. SGSY Project, Government of India)  
DRDC, West Medinipur (MGNREGA)  
District Rural Development Agency in Jharkhand, Odisha & West Bengal  
Watershed Cell cum Data Centre (WCDC), Purulia  
Agriculture Technology Management Agency in Bihar & Odisha  
Small Farmers Agribusiness Consortium

## Externally aided projects

Jharkhand State Livelihood Promotion Society  
Odisha Tribal Empowerment and Livelihood Project  
Tejaswini Project in Madhya Pradesh  
Integrated Tribal Development Agency

## International agencies

UN Women - United Nations Entity for Gender Equality and the Empowerment of Women

## Development finance institutions

National Bank for Agriculture and Rural Development

## Corporates

Glenmark Pharmaceuticals Limited  
Ambedkar University  
Damodar Valley Corporation  
SRF Limited

## Research institutions/programmes

Collectives for Integrated Livelihood Initiatives (CInI)  
International Crops Research Institute for the Semi-Arid Tropics  
AVRDC - The World Vegetable Centre

## Programmes/bilateral or multilateral agencies

European Union of India

## Individuals/corporates/research institutions

Australian Centre for International Agricultural Research  
International Water Management Institute  
David Galloway

# PRADAN locations

## JHARKHAND

### Ranchi PRADAN

Rukmini Tower, 3<sup>rd</sup> Floor, Harmu Road  
Ranchi - 834 001, Jharkhand  
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ranchi@pradan.net

### Godda PRADAN

Near Christ Raja Mission Hospital,  
Gandhi Nagar  
Godda - 814 133, Jharkhand  
Tel: 06422-222503, 09334648954, 9931538574  
godda@pradan.net

### Deoghar

#### PRADAN, Banka

Flat No.1, Chetna Apartments, Opposite  
DC's Residence, P.O. & District B. Deoghar  
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deoghar@pradan.net

### Lohardaga PRADAN

Raghutoli,  
Lohardaga - 835 302, Jharkhand  
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### Khunti PRADAN

Near Check Post, Torpa Road  
Khunti - 835 210  
District: Ranchi, Jharkhand  
Tel: 06528-220164  
khunti@pradan.net

### Dumka PRADAN

C/o Pradeep Kumar Yadav  
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Dumka - 814 101, Jharkhand  
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dumka@pradan.net

### Gumla PRADAN

2nd Floor, Narsaria Complex, Jashpur Road,  
Gumla - 835 207, Jharkhand  
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### Koderma PRADAN

C/o Mr. Kishore Chatterjee  
Devi Mandap Road, Jhumri Telaiya  
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koderma@pradan.net

### Hazaribagh PRADAN

M.K Villa  
Matwari House Compound, Matwari  
Hazaribagh - 825 301, Jharkhand  
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### Chaibasa PRADAN

Gandhitola New Colony  
Chaibasa - 833 201, Jharkhand  
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### Bokaro PRADAN

C/o Dr. Ranjit Kumar  
Plot No. 42, Government Officer's Colony  
BIADA Housing Colony - 827 009  
Bokaro Steel City, Jharkhand  
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bokaro@pradan.net

## BIHAR

### Kishanganj PRADAN

H/o Mr. Matiur Rahman  
Village: Nehal Satal Bagh  
P.O. & P.S. Bahadurganj - 855 101  
Dist: Kishanganj, Bihar  
Tel: 06456-296498  
kishanganj@pradan.net

## CHHATTISGARH

### Raigarh PRADAN

Vinobha Nagar,  
Boirdadar Chowk, P.O. Boirdadar  
Raigarh - 496 001, Chattisgarh  
Tel: 07762-225887, 325983  
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### Dhamtari PRADAN

Kailashpati Nagar, Rudri Road,  
District Dhamtari, Chattisgarh - 493 773  
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### Raipur PRADAN

H/o Shri A L Daharia , 2<sup>nd</sup> Floor, Guru  
Ghasidas Colony, New Rajendra Nagar  
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Tel: 0771-4046261

### Bastar PRADAN

H/O-Mr. S. B. Singh  
73, Narayan Adarsh Sindhu Nagar Colony,  
Aghanpur, Jagdalpur  
Bastar - 494 001, Chhattisgarh  
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bastar@pradan.net

### Kanker PRADAN

C/O Mr. Vikas Thakur, Karmachari Colony  
At & P.O. Bhanupratappur  
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kanker@pradan.net

## MADHYA PRADESH

### Sironj PRADAN

Above Majdoor Bedi Works  
Talkies Lane, At & P.O. Sironj  
District: Vidisha,  
Madhya Pradesh - 464 228  
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sironj@pradan.net

### Betul PRADAN

C/O - Mr. Anil Atulkar,  
Old World vision Office,  
Chandrashekhar Ward, Ward No -15  
Behind Little Flower School  
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Tel: 07141-23287



**Bhopal  
PRADAN**

House No. B-30/A  
Sahyog Parisar, E-8, Arera Colony  
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bhopal@pradan.net

**Dindori  
PRADAN**

Khanuja Colony  
(Opp. Seva Bharti Hostel)  
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**Mandla  
PRADAN**

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Padav (Near Post Office)  
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**Deosar  
PRADAN**

R.S. Public School Building  
Block - Deosar  
District Singrauli - 486 881, Madhya Pradesh  
Tel: 07801-282438

**Balaghat  
PRADAN**

HIG – 04, Sai Builders Colony  
Behind Cavin Hospital, Gaykhuri Road,  
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balaghat@pradan.net

**Shahdol  
PRADAN**

H/of Mr Abhimanyu Pandey  
Behind Banganga Petrol Pump,  
Rewa Bypass Road  
Shahdol – 484 001, Madhya Pradesh  
Tel: 07652-240218

**ODISHA****Bhubhaneshwar  
PRADAN**

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**Keonjhar  
PRADAN**

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**Mayurbhanj  
PRADAN**

At Karadia (Ward No.2), Thakurmunda Road  
Karanjia – 757 037, Mayurbhanj, Odisha  
Tel: 06796-221201  
mayurbhanj@pradan.net

**Kandhamal  
PRADAN**

Patra Sahi, Balliguda  
District Kandhamal, Odisha - 762 103  
Tel: 06846-243119  
balliguda@pradan.net

**Rayagada  
PRADAN**

C/o A. S. Rao  
At & P.O. Jaykaypur - 765 017  
Infront of Pentecostal Church  
District Rayagada, Odisha  
Tel: 06856-233075  
rayagada@pradan.net

**Kalahandi  
PRADAN**

House of Mr. Naresh Das  
Chudihari para, Bhawanipatna  
District Kalahandi - 766 001, Odisha  
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kalahandi@pradan.net

**Koraput  
PRADAN**

Plot No. 37  
College Road, Satya Nagar  
P.O. Semiliguda - 764 036  
District - Koraput, Odisha  
Tel: 06853-225657

**WEST BENGAL****Purulia  
PRADAN**

Lal Mohan Trivedi Lane, Nilkuthi Danga  
Purulia - 723 101, West Bengal  
Tel: 03252-223144  
purulia@pradan.net

**Bankura  
PRADAN**

H/o Mr. Bidyut Nandi, Kathjuridanga,  
Uttarayan Pally, P.O: Kenduadih,  
Bankura – 722 102, West Bengal  
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**West Medinipur  
PRADAN**

H/of Mr.Vinay Bhushan Majumder  
Tatigeria, P.O.- Vidyasagar University  
Paschim Medinipur, West Bengal - 721 101  
Tel: 0322- 2265306, 09474510480  
westmidnapore@pradan.net

**Kolkata  
PRADAN**

C/o Sanchay Pal  
3<sup>rd</sup> Floor, 83/71 Dum Dum Road  
Mallick Bagan  
Kolkata – 700 074  
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**RAJASTHAN****Dholpur  
PRADAN**

1/363 Anand Nagar  
Saipau Road  
Dholpur – 328 001, Rajasthan  
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dholpur@pradan.net

**Sirohi  
PRADAN**

Choudhury Colony  
Near B.S. Memorial School  
Plot No.4 Abu Road  
District Sirohi, Rajasthan - 307 026  
Tel: 02974-220048, 09982153889  
aburoad@pradan.net

**UTTAR PRADESH****Jhansi  
PRADAN**

C/o Mr. Amit Tiwari  
1<sup>st</sup> Floor, 4 - Vasudev Vihar  
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