



# 30 YEARS OF TRANSFORMING LIVES

PRADAN ANNUAL REPORT 2012-13

# 30 YEARS OF

working to change lives  
of rural communities in  
India by enabling them  
and building sustainable  
livelihood opportunities

# TABLE OF CONTENTS

PRADAN turns 30	3
Outreach	4
Mobilising self-help groups (SHGs)	5
Building livelihoods	8
Improving agriculture	10
Developing land and water resources	15
Promoting forest-based activities	16
Improving livestock	17
Building micro enterprises	18
Ensuring drinking water and sanitation facilities	19
Empowering women	20
Knowledge management and policy advocacy	24
Working with NGOs	30
Mobilising resources	32
People at PRADAN	36
Governance	39
Financials 2012-13	41
Acknowledgements	43



# PRADAN TURNS 30

PRADAN turned 30 this year.

For the past three decades, PRADAN has worked with the poorest communities in rural India, inspiring them to dream of a better life and helping them realise that dream by facilitating new livelihoods. We work with communities at the grassroots – living among them, interacting with them and dreaming with them of a better tomorrow. Our work goes beyond individual success stories. PRADAN has created new models of development for entire communities – towards change, and towards a life of dignity.

This year was a time for reflection and, simultaneously, a time to look ahead. Change in leadership marked the beginning of this next phase of PRADAN's work. The Governing Board appointed a new Executive Director from April 1, 2012, for the next five years.

An impact study conducted during the year found that access to credit, food security and incomes had significantly improved in the villages where PRADAN works. The study also reported an enhanced position of women in their families and in the villages. This was a validation of our strategy in working with women's groups, and in enabling them to think about and to take decisions that concern their well-being. However, the study indicated that PRADAN needs to pay more attention to areas such as participation by villagers in local self-governance and their access to mainstream services. The study also pointed out the need for more rigorous focus on environmental sustainability.

The year also witnessed an effort by the senior management in re-envisioning the future direction of PRADAN. We launched this by taking stock of the five years of Vision 2017, an initiative we began in 2007.

In the series of consultations, PRADAN reiterated its intent to bring about large-scale, self-sustaining change in the material, social, psychological and spiritual condition of the people with whom we work. This objective goes beyond asset creation and increasing incomes. It involves a change in the way communities perceive their own worth, aspire to a better life, and pursue it by building links with the world around them. Community collectives, therefore, are primarily responsible for orchestrating change. PRADAN builds awareness and supports the community to do this, by enabling linkages with various stakeholders.

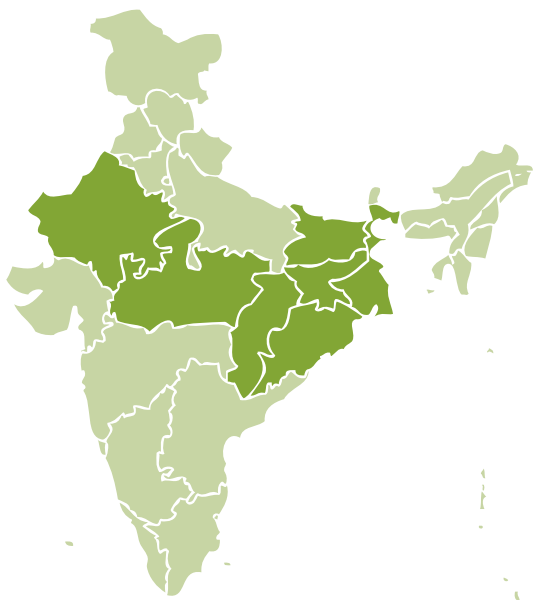
We have witnessed several positive experiences across the villages we support, where the collectives deal with a variety of issues far beyond the livelihoods agenda that they set out with. This has given us the confidence that the women are more than capable of taking charge. PRADAN is therefore now adopting a change in stance, moving the main focus from just economic aspects, to building the collectives of poor women as strong institutions. In the coming year, the senior management will detail out how this change in stance will be brought to life on the ground.

In another new development, PRADAN has initiated a Capital Campaign to approach unreached stakeholders and increase contributions to our core funds. We expect this to provide us with the institutional stability and risk-taking ability to continue to innovate and push frontiers. Raising funds, building the capacities of our staff and bringing on board different stakeholders: these are the challenges that confront us now.

PRADAN has helped change the lives of one million people in the poorest districts of India. It is now time for us to break new ground.



# PRADAN'S OUTREACH



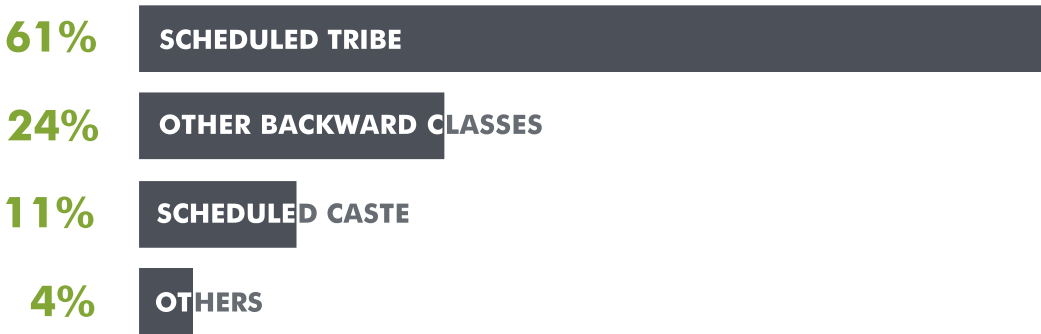
**32** teams,  
**7** states,  
**2,71,921** families

**70** NGO-partnerships,  
**6** states,  
**45,000** families

In 2012-13, we helped transform the lives of **2,71,921 families** in **Rajasthan, Madhya Pradesh, Chattisgarh, West Bengal, Jharkhand, Bihar and Orissa** – a 10 per cent growth from the number of families we reached out to the previous year.

We worked in **10,309 hamlets** under **5,159 revenue villages** in **135 blocks** spread across **41 districts** in the seven states. We also worked with **70 non-governmental organisations (NGO)** in **six states** to help **45,000 families**.

Figure 1. Outreach demographic composition in 2012-13



# 30 YEARS OF MOBILISING SELF- HELP GROUPS (SHGs)

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 starts by putting in place the processes and systems for these activities, and gradually helps the SHGs function and thrive on their own.

**2,52,070 LIVES  
TRANSFORMED**

In 2012-13, we worked with 18,736 SHGs with 2,52,070 women as members. Of them, 73 per cent belong to the highly vulnerable Scheduled Castes & Scheduled Tribes communities. We reached out to 9,649 hamlets in 4,783 revenue villages.

**Table 1.** The SHG programme outreach and financial information for the year 2012-13



**Financial information (in INR million)**

Net owned funds of the SHGs (savings + retained earnings)	1,231
Total internal credit generated (loans from own funds)	355
Total outstanding loans	313
Total credit leveraged from banks	95
Percentage of SHGs linked to banks as on Sept 2012	15

## SUPPORT: TRAINING AND PLANNING

To help SHGs set up financial management systems, we trained young people, many among them women, in the villages as group accountants. The young people are selected by SHG members. We provided 2,56,418 days of training and 16,381 days of technical inputs this year.

We enable SHGs to plan and take decisions pertaining to their lives and livelihoods. With our support, the mature SHGs hold planning meetings to discuss ways to increase and strengthen livelihood options, most of which are agriculture-based. In the last year, 68,059 women from 5,764 SHGs participated in their respective Gram Sabhas – that is 27 per cent of the total SHG membership. This reflects a growing awareness among the community about political participation.



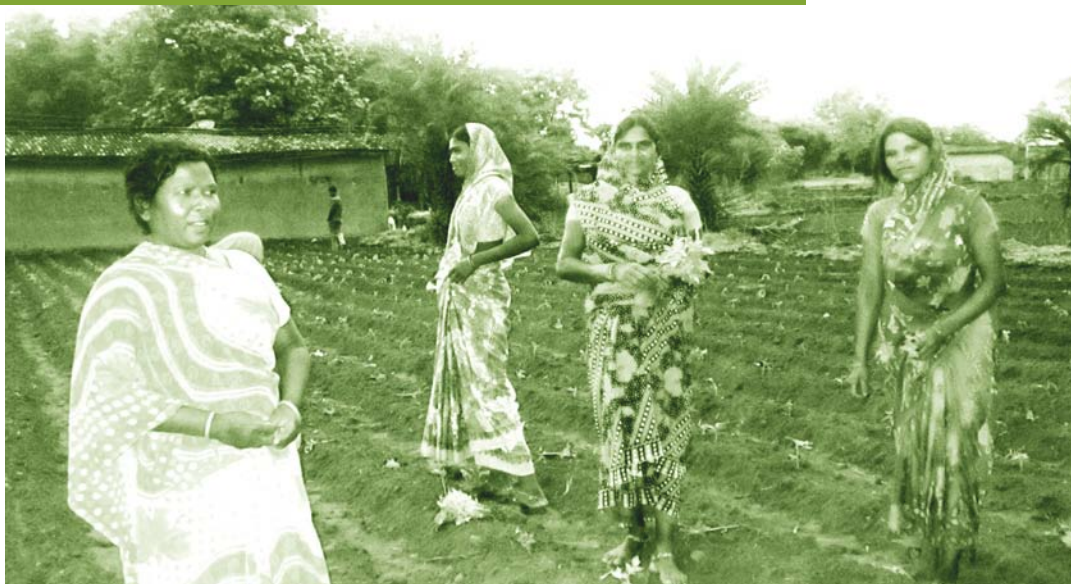
*Sumitra Singardar of Berada village in Barabazar block of West Bengal, is now able to write and maintain basic records in her SHG cash book*

**Table 2.** Impact indicators of SHG support programme in 2012-13

Regularity of weekly group meetings	80%
Attendance of group members in meetings	84%
Percentage of groups with able accountants (as on March 31, 2013)	75%
Percentage of groups with computerised accounts	65%
Percentage of groups with functional systems of financial information flow	51%
Number of groups that conducted livelihood planning during the year	8,593



## 'NETA DIDI' IS BORN



*Janki Devi is an inspiration to other women in her village*

Janki Devi lives in Karma village in Hazaribagh district of Jharkhand. She is a board member of the Damodar Mahila Mandal and a Panchayat ward member. She is now on her way to owning her first piece of land. Janki's story of success is also the story of her struggle as a single parent in a patriarchal society.

Eighteen years ago, Janki, a landless widow, used to work as a farm labourer, but her earnings were barely enough for two meals a day. She joined the Damodar Mahila Mandal as a last resort to support herself and her two-year-old son.

With a strong desire to see the SHG succeed, Janki worked hard to get more women from her village to join. Soon, the village had three SHGs. Janki was nominated the cluster representative. Training opportunities and exposure to the workings of SHGs in other villages helped sharpen her skills as a leader.

Janki encouraged her fellow members to take up agriculture-based activities, as opposed to home-based ones that were not as commercially viable, and to adopt modern practices in agriculture. She started an enterprise to supply agriculture inputs to farmers, in partnership with fellow member, Sunita Devi. She took a loan of Rs 5,000 from the SHG and added her own savings to the capital. Her returns were Rs 7,000 in a single season.

During Kharif 2012, Janki's SHG had sought a loan of Rs 1.1 lakh from a State Bank of India branch. When the bank delayed sanctioning the loan without a valid cause, Janki took the issue up with the manager. The loan was immediately released. This prompted women in the village, as well as the bank staff, to start calling her 'Neta didi'. Backed by the women from her cluster, Janki contested the Panchayat elections from her Ward and won!

Janki now plans to introduce a literacy program in her village, as the first step to empowering all women.

# 30 YEARS OF BUILDING LIVELIHOODS

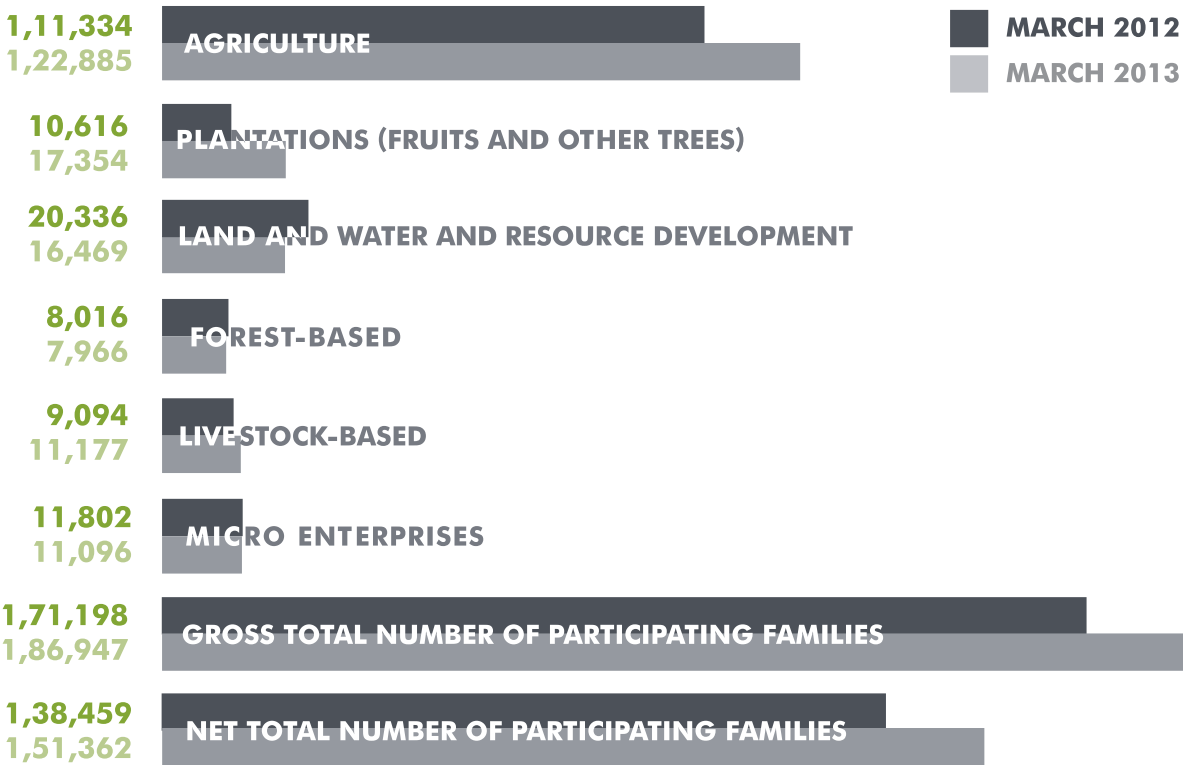
PRADAN helps build sustainable income opportunities for poor communities especially Adivasis living near forests, who are forced to find alternative livelihoods due to dwindling forest cover and resource protection-oriented public policies. Our initiatives to build livelihoods include improved agriculture

around the cultivation of food and cash crops; forest-and-tree-based activities such as tasar cocoon production, lac cultivation and Siali leaf plate-making; Integrated Natural Resource Management through development of land and water resources, and plantation of fruit and other trees; livestock; and, micro enterprises.

## REACH

In 2012-13, we helped 1,51,362 families build better livelihoods – that is a 9 per cent growth from the previous year. Eighty-one per cent of the families were engaged in agriculture.

**Table 3.** Comparative figures for number of families participating in different livelihood activities, for year ending March 2012 and year ending March 2013





SHG members create nursery beds in a commonly-owned net house for growing tomatoes and other vegetables in Shivrajpur village, Gumla, Jharkhand

**Table 4.** Sector-wise participation of families in different livelihood activities, 2012-13

Families participating in income generation activities	1,36,254
Families participating in infrastructure creation activities such as plantation, land & water management, shed construction, etc.	30,087
Families participating in welfare activities such as education, health, water, sanitation, etc.	38,639



# IMPROVING AGRICULTURE

**1,22,885** farmers with  
**3,22,626** tonne-productivity  
and **Rs 2,083 million** in income

Through agriculture, PRADAN aims to ensure food security through the year. Agriculture is the main source of livelihood in the areas where we work. Our focus is to increase productivity of food crops through improved practices and management of natural resources, and diversification into cash crops such as pulses, oil seeds and vegetables.

This year, 1,22,885 farmers were part of our agriculture programme. Of them, 72 per cent belonged to the Scheduled Tribes and Scheduled Castes communities and 26 per cent to the Other Backward Classes.

We produced 1,75,380 tonnes of food crops valued at Rs 1,088 million and 1,47,246 tonnes of cash crops valued at Rs 1,536 million. The net income of the farmers was Rs 2,083 million. Of the Rs 432.7 million mobilised for the programme, 89 per cent was working capital.

We provided 4,17,889 days of training on better farming practices, of which 2,88,006 days were for SHG women farmers. We also trained 1,905 community service providers (CSPs) based on our new modules, in 18,000 days.

## FOOD CROP PRODUCTION

We helped 89,739 families adopt improved practices in cultivation of rice, maize, millets and wheat.

**Table 5.** Figures for improved practices in food crop production over different cropping seasons in 2012-13

	Participating SHGs	Participating families	Farmland covered (in ha)	Per family coverage (in sq m)
Improved paddy cultivation		61,195	14,993	2,449.99
System of Rice Intensification (SRI)		28,899	4,288	1,483.86
Improved wheat cultivation		21,198	4,213	1,987.47
Improved maize cultivation		25,825	2,670	1,033.81
Improved millets cultivation		4,158	1,365	3,282.35
NET TOTAL*	9,676	89,739	26,046	2,902.36

\*covered under programme; there are overlaps between the different activities

## *In Dhamtari, Chattisgarh*

Dhamtari district in Chattisgarh is one of the places where PRADAN is promoting improved agriculture. During 2012-13, the average area cultivated by a family with support from PRADAN was 0.91 acre. About 62 per cent of participating families took up improved farming in over 0.5 acre of land. About 76 per cent of them cultivated more than two crops. The average additional income of the families was Rs 13,514 from a single season.

A good monsoon supplemented by new soil and water conservation infrastructure, favoured our work in Dhamtari. Village development planning and execution through government programmes not only further boosted productivity but also helped introduce biogas plants and toilets. If not for a slight delay in initiating the planning with SHGs, we would have covered more area. Next year, we will help the SHGs start the planning well-ahead of season and help one another in doing so in order to hasten the process.

Figures 3, 4 & 5 illustrate land covered, crops cultivated and income earned with help of PRADAN's improved agricultural practices in Dhamtari during 2012-13.



*SHG members grow vegetables in a low cost net house containing individual nursery beds*

Figure 3. Land covered (in acres) per family

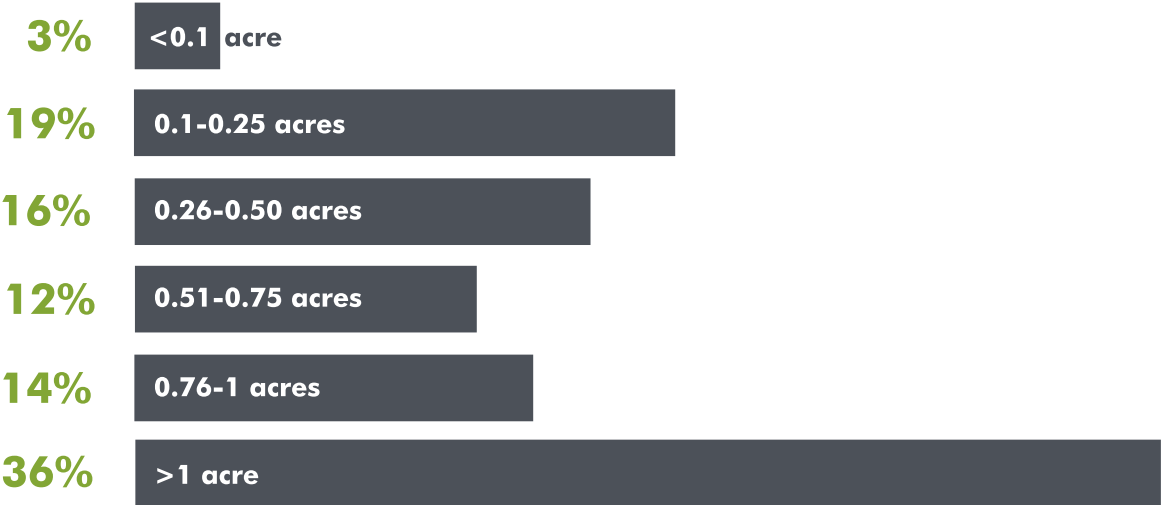
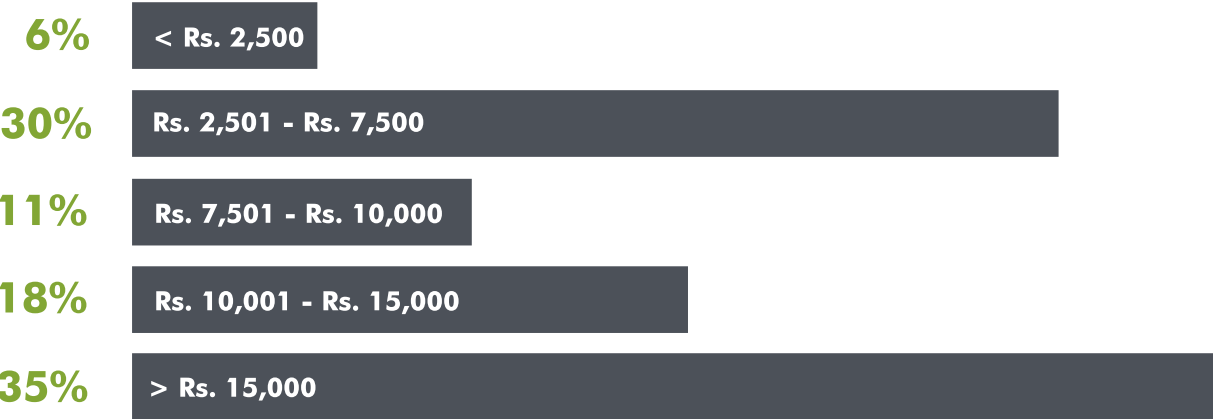


Figure 4. Number of crops cultivated per family



Figure 5. Additional income from improved agriculture





## HOW AMARBATTI SECURED FOOD FOR HER FAMILY



*Amarbatti has more than doubled her income in just a year*

Meet Amarbatti Sori, a 48-year-old farmer from Keremuda village in Dhamtari district and a member of Jai Maa Laxmi Swa Sahayata Samooh.

Until a year ago, Amarbatti was able to cultivate enough food to feed her family of five for just eight months in a year. For rest of the time, the family worked as agricultural labourers or under MGNREGS, or collected and sold non-timber forest produce. Food from the Public Distribution System (PDS) was a big help. In 2012-13, with PRADAN's help, Amarbatti's agricultural productivity jumped by 78 per cent and she doubled her yearly income.

Amarbatti owns three-and-a-half acres of undulated land which was low in productivity, owing to the lack of any source of irrigation. She cultivated paddy on two acres, while the remaining land lay fallow. In 2012-13, Amarbatti, with support from Sir Dorabji Tata Trust (SDTT), dug a well on the fallow upland and started growing vegetables on half an acre there. She paid 30 per cent (Rs 34,790) of the total cost of the well construction. From the Rs 27,000 that she had earned as a labourer through the programme, she bought a motor pump for the well.

Amarbatti also learned and adopted new techniques to improve paddy productivity on the two acres. She took up SRI (System of Rice Intensification) for paddy on half an acre, and improved paddy cultivation on another acre. She used cow dung, jeevamrit, handi dawa and handi khaad regularly, and organic applications to protect the crop from any disease or pest attack. At the end of the season, she had reaped nine quintals of SRI paddy from the half acre – the previous year, it was three quintals from one-and-a-half acre of the same land. Similarly, the paddy productivity from the one acre was 16 quintals, as opposed to 11 quintals from one-and-a-half acre the previous year. Her total income was Rs 41,500, more than double of what she earned the previous year (Rs 17,000).

Amarbatti now plans to dig a new well on her mid-upland and grow vegetables.

# CASH CROP PRODUCTION

We adopted innovations to increase the production of cash crops so that it would generate higher incomes. One such innovation was the development of production clusters around different crops.

**Table 6.** Figures for cash crops production over different cropping seasons in 2012-13

	Participating families	Farmland covered (in ha)	Per family coverage (in sq m)
Pulses	31,823	3,795	1,192.45
Oilseeds	23,534	2,578	1,095.24
Vegetables			
Kharif (Monsoon)	64,997	4,007	616.53
Rabi (Winter)	51,342	3,314.06	645.49
Summer	17,050	662.76	388.72
Other crops	7,882	339.1	430.22
NET TOTAL*	91,701	13,535.13	1,476

\*covered under programme; there are overlaps between the different activities

## Pumpkin cultivation in Keonjhar, Odisha

Keonjhar district in Odisha is one of the places where PRADAN is promoting diversification into cash crops. During 2012-13, pumpkin cultivation in the area scaled a new level of success. We had introduced pumpkin cultivation the previous year during Kharif among nine farmers on the uplands in Turumunga. This year, we scaled it up to 180 farmers across 48 hectares. The crop has garnered much interest from the farming villages in Keonjhar. We are now working towards forming production clusters for pumpkin cultivation, and towards connecting the farmers with new markets.



Dhruba Charan Mahanto from Patna block, Keonjhar, sells his pumpkin crop to traders from Bhubaneswar

# DEVELOPING LAND AND WATER RESOURCES

**3,120** SHGs with  
**Rs 388.650 million** in assets

PRADAN helps women’s self-help groups (SHGs) develop farmlands and water resources for agricultural productivity alongside their conservation. We help them set up plantations of fruit trees, tasar and lac host plants, mulberry, and trees for timber; take up land treatment to improve soil moisture and for soil rejuvenation; and install water storage systems for protective and assured irrigation, including conveyance systems for both lift and flow irrigation.

During 2012-13, we worked with 3,120 SHGs from 1,850 habitations in 1,173 revenue villages. In most locations, we helped SHGs access funds under MGNREGS for improvement of farmlands. PRADAN helped mobilise Rs

396.26 million. Of this, the communities used Rs 388.65 million to build community-owned assets such as micro-lift irrigation systems, water harvesting tanks, small dams and common grazing land development, and family assets such as private plantations, individual dug-wells and improved farm lands. The sub-programme was supported by 666 community service providers (CSPs) who underwent 3,971 days of technical training.

Creation of assets under MGNREGS is still a bottleneck in many locations because of the administration’s reluctance to execute the development plans prepared by the community and failure to pay wages on time.

Activities to develop land and water resources

Activity	Land covered (in ha)	Families covered
Plantation of mango tree	2,285	11,190 families (86% ST & SC)
Plantation of other fruit trees	464	3,004 families (90% ST & SC)
Plantations of other products of economic value	3,207	4,804 families (86% ST & SC)
Land treatment (across different locally suited models)	3,278	10,424 families (83% ST & SC)
Irrigation	2,317	10,330 families (81% ST & SC)
NET TOTAL*	10,899	28,094 families (85% ST & SC)

\*covered under programme; there are overlaps between the different activities



# PROMOTING **FOREST BASED ACTIVITIES**

**6,849** tasar farmers with  
**Rs 56.345 million** in income,  
**1,117** lac farmers with  
**Rs 8 million** in income

Tasar silk rearing and lac cultivation are the main activities under PRADAN’s forest-based livelihoods programme.

This year, 6,849 farmers were engaged in tasar silk rearing. A total of 1.24 million disease free layings (DFLs) were produced from 6.3 million seed cocoons processed by 195 decentralised grainages. The grainages stored 0.8 million nuclear seed cocoons during the year. We continued basic seed production in the villages, supported by community service providers (CSPs). The quality of the seeds has matched those produced by the Central Silk

Board. We produced enough seeds to cover the entire year’s requirement in the previous year. The seed-crop rearers produced 7.04 million seed cocoons, taking the total commercial crop production to 34.1 million cocoons.

Lac cultivation was taken up by 1,117 farmers from over 250 SHGs. We trained them on better techniques for over 4,800 days. With an investment of around Rs 5.1 million, the farmers produced 26.6 tonnes of lac from 5,881.4 kg of brood lac. The estimated yield was Rs 13 million, ensuring them a net income of Rs 8 million (approximately).

# IMPROVING LIVESTOCK

**4,712** dairy farmers trained in better practices,  
**6,168** goat farmers with better services

PRADAN’s livestock-based activities primarily comprise dairy farming and goat rearing.

Our dairy farming programme, currently running in Rajasthan, helps families adopt better rearing practices for higher productivity. We focus on reducing the inter-calving period; increasing milk yield; reducing calf mortality; better animal health service support (both preventive and curative) through trained para-veterinary workers; better market choices and credit access to buy animals. This year, we trained 4,712 dairy farmers in Dholpur, Rajasthan, with the help of CSPs.

Through goat rearing, we help families create a buffer income source. We focus on reducing kid and adult mortality and creating awareness on better rearing practices. We train local youth to carry out para-veterinary services such as weekly health check-ups, door-step delivery of medicines, routine vaccination against PPR (Peste des petits ruminants) and enterotoxaemia, and de-worming. These services are run and managed by the community, and informal producers’ groups ensure their timely delivery. Goat rearing is growing as a potential livelihood option in forest fringe villages. We worked with 6,168 goat farmers this year.



*Punjungi Digal, an SHG member from Kateribhata village in Odisha feeds fig leaves to her herd of goats*

# BUILDING MICRO ENTERPRISES

12,476 families turned entrepreneurs

This year, 12,476 families built micro-enterprises in smallholder poultry, tasar silk reeling and spinning, vermi-composting and Siali leaf plate-making.

The year, however, was not a good year for the tasar crop. The winter depression over eastern and south-eastern India during November washed away the crop in Odisha, Jharkhand and West Bengal. This resulted in a crisis in availability of tasar cocoons, pushing their prices up by over 30 per cent. The reelers and spinners were unable to procure sufficient cocoons. Production of tasar yarn during the

third and the fourth quarter came to a halt due to non-availability of the cocoons. Consequently, the annual production of yarn dipped to 8,006 kg, compared to previous year's production of 9,626 kg. The average income of the producer too went down to Rs 400 per kg from the previous year's Rs 500 per kg.

Poultry farming, on the other hand, recorded a good year with 750 more farmers joining in, taking the total number to 6,017. They formed 19 cooperatives. The annual turnover was Rs 1,830.70 million, securing a margin of Rs 107 million to the producers.

Families engaged in micro-enterprises in 2012-13

Smallholder poultry	6,017
Tasar reeling and spinning	700
Vermi-composting	3,642
Siali leaf plate-making	950
Others	1,167
TOTAL FAMILIES	12,476

# ENSURING DRINKING WATER AND SANITATION FACILITIES

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Over **300** families with access to clean drinking water and sanitation

PRADAN's drinking water and sanitation programme aims to improve the quality of living in the villages where we work. The three pilots in Purulia in West Bengal, Koderma in Jharkhand and Kandhamal in Odisha were streamlined and strengthened. These pilots were initiated after a series of interactions and deliberations with the community, especially the women.

Our discussions with SHGs revealed that many households spent a large portion of their income (some as high as 50 per cent) on treatment of illnesses arising from a lack of potable water and sanitation. Diminishing finances as a consequence, and the direct impact on health and quality of life were major obstacles to achieving high productivity in livelihoods. The teams decided to take up systematic intervention in the sector beginning with awareness creation. We interacted with the villagers on drinking water and sanitation through street plays, audio-visual shows and PRA (participatory rural appraisal) exercises. Some women spoke about the inconvenience and shame in not having toilets, and others about the drudgery of walking long distances for water.

In Purulia, we started by creating awareness on cleanliness and hygiene through safe drinking water, storing water, washing hands, etc. and improved sanitation, in two villages. Two hundred households have already constructed latrines which are in regular use and maintained by them.

In Koderma, we set up a mini-pipe water supply system in Belkhara village which supplies water to 125 families, with support from Damodar Valley Corporation (DVC). It is managed and governed by the women's groups. Each family contributes Rs 75 a month towards maintenance, and receives 150 lpcd (litre per capita per day) of water in return. This was followed by construction of toilets in Belkhara and Charkipehri villages. We have sought the district administration's support to construct latrines for families below the poverty line.

In Kandhamal, a gravity-based water flow system in Shrambukia village provides irrigation to every household. A portion of the water supply has been diverted through a pipeline to a stand-post near every house, for household consumption. The spring water is purified through a filter unit of sand, pebble and water in an intake tank. We have also collaborated with Gram Vikas for technical support to provide drinking water and sanitation in the OTELP (Odisha Tribal Empowerment and Livelihood Programme) villages.

Our focus now is to scale up the programme to other locations and develop a comprehensive drinking water and sanitation model in line with national and international principles and standards. To this effect, we have commissioned an expert study to understand the systems and processes in the three pilot locations.



# 30 YEARS OF EMPOWERING WOMEN

The Gender Equality project is a pilot that PRADAN is implementing in nine project locations with 80,000 women in partnership with UN-WOMEN and Jagori. Unlike the rest of PRADAN's programmes that work for economic development, the Gender Equality project aspires for larger social and political empowerment led by women. Over the next two years, the programme is expected to cover all of our project locations.

Over a period of time, PRADAN has realised that it is not enough to focus on income generation for families while women, who are equal stakeholders in the family, face violence or discrimination. It is important to see how our work puts women in charge of their lives. This

shift is based on the belief that women are equal stakeholders in the development process. It calls for women to work together on a large scale as collectives and strive to bring about a cultural change in the patriarchal society.

Mass rural poverty and the marginalisation of women results from imbalanced interactions between and within the three broad constituents: People (individuals, groups and communities), institutions (social, political and economic) and resources (natural and financial). Thus, PRADAN's approach to livelihoods now focuses on not just creating assets and enhancing income but also re-configuring the dynamics between people, institutions and resources, leading to a more equitable and just society.

## HOW WE WORK

The Gender Equality programme enables women to access, achieve and sustain equity and justice. We do this at the level of individual women, their families, the community and local social and political institutions.

**Mobilising women:** We help women come together as a group through which they are better equipped to work towards their well-being, including livelihood security. The self-help groups, in turn, are supported by group clusters and federations, widening their network of support.

**Networking with local institutions:** We connect the self-help groups, clusters and federations with local social and political institutions and governing bodies, to support and facilitate their work.

**Asserting self-worth:** We work to transform women's perception about themselves from 'I cannot' to 'I can'. We inform and counsel them about gender discrimination and about their social and legal rights, through workshops and similar events.

**Opening up spaces and initiatives for public participation:** We encourage women to participate in public meetings such as the Gram Sabha, and in policy making decisions at local social and political institutions.

**Enhancing livelihood capacities:** We make financial and natural resources available and accessible to the self-help groups. We connect them with the market and facilitate production support services.

## THE IMPACT

### *In daily life*

The project locations have recorded an increased participation of women in the Gram Sabha and at public hearings. SHGs have sent their members to meet departmental officials regarding better functioning of the PDS, Anganwadi, health facilities, electricity supply, jobs under MGNREGA and even corruption by lower level functionaries. Many a time, these are thankless exercises and demotivating, but the women keep their spirits high with the help of the groups. Violence against women is being recognised and addressed. Several SHG federations have set up *nari adalat* (women's courts) and *nyaya samiti* (justice organisations). Many women have been trained as para-legal workers.

The SHGs are also addressing broader areas of discrimination. They are ensuring that all girls attend school. They regularly discuss equal work division between boys and girls at home, increasing marriageable age for girls, nutrition for pregnant women, alcoholism, domestic violence, rape and witch-hunt. They are campaigning for bank accounts and registration of property for women.



*Women farmers get trained in improved agricultural methods at Rajpur in Raigarh district, Chhattisgarh*

### *A renewed approach*

Our teams undergo regular training to better equip and update themselves to work with gender issues. Observations on the ground and close interactions with the women's groups in the villages have helped evolve our approach to not only the Gender Equality project locations but to all our projects locations.

We are helping women understand their contribution to family income and promote their access and control over livelihood resources. Now, women are extensively involved in farming as owners and decision-makers and not as unpaid labourers. We have also assisted in this process by bringing in new technologies such as cono weeders to reduce drudgery and increase productivity.



## HOW RUKUNA RECLAIMED HER LAND



*The women in her village quoted clauses in the law to help Rukuna get her land back*

Rukuna Mutuka is a 65-year-old tribal woman who lives in Badachampia village in Odisha with her youngest daughter, Jyoti. Her two older daughters have married. Rukuna's husband Gindiri died three years ago. She lives on the one and a half acres of land left to her by him. One day, Gindiri's older brother, Dharamrao encroached on the land, claiming it belonged to him since she did not have any sons to inherit it. Knowing Rukuna to be illiterate and far from pursuing legal action against him, he threatened Rukuna with violence when she asked him to vacate the land.

Rukuna informed her self-help group about the issue. The group took it up with four other SHGs in the village. When their collective attempt to dissuade Dharamrao failed, the SHGs informed their federation, Jagatjanani. The federation called a meeting with its SHG members, elderly men from the area, the Gram Panchayat and Dharamrao. The meeting decided in favour of Rukuna. When Dharamrao refused to abide by this, the women told him that they would approach the women's protection cell at the district head-quarters; they even quoted a few clauses in the law to support their case. Realising he had finally been defeated, Dharamrao relented and restored Rukuna's land back to her.

“Though we work with women’s groups, I always saw the women as little more than a medium to reach out to the family. Once, a teenage girl was raped by a relative in Sindhubai village. The SHG members raised the matter in a meeting. I ignored it because it was a sensitive issue and I thought it was beyond my brief.

But subsequent discussions and training on gender issues have changed my perspective. Today, I pay more attention to women’s issues, even outside of livelihoods. I listen to their stories. The change in my approach has also made them more forthcoming. My experiences here have made me realise my own mother’s sacrifices for us. I now understand how men have controlled every aspect of a woman’s life for years.

As a team, we realise that it is not enough for a family to have an income of Rs 15,000 – it is equally important to ensure the woman has equal control over it as the man. That is true development.

**–Jagat Jyoti Barik, PRADAN team, Rayagada, Odisha**

## *In perceptions*

Women SHG leaders meet with government officials to make them aware of problems faced by them. This is helping change perceptions slowly but gradually. The women have started seeing self-help groups as a space of solidarity and support. They insist the meetings also discuss personal problems faced by the members, along with plans for savings and credit. They now have a greater sense of ownership in the group. They are also taking their first step into defying stereotypes and challenging male perceptions of women.





## WHERE WOMEN FEARED TO TREAD



*A first-of-its kind gram sabha meeting in village Pondi, Madhya Pradesh, which was called by women and attended by men and panchayat leaders on invitation*

Koylari in Madhya Pradesh is one of the villages we work in. Once, a Dalit boy and a tribal girl fell in love and got married against their family's wishes. The matter was taken up by the Jaati (caste) Panchayat, a strong patriarchal institution with an overwhelming presence in rural India.

The women SHGs in the village decided to participate in the discussions of the Jaati Panchayat. Traditionally, women are not allowed in the Jaati Panchayat. Gyarsibai, an SHG leader, spread the word around. On the day of the meeting, only nine women turned up with Gyarsibai. The rest were scared to defy the Panchayat.

The 50 men, including Gram Panchayat members, assembled for the Jaati Panchayat, were shocked to see the women there. They started shouting at them to leave, even threatening them with dire consequences. The women were unfazed. Then, some of the men, including the Block Panchayat president, threatened to leave. The women quietly got up and went and sat by a poultry shed just outside the venue. From here, they were able to listen to the entire proceedings. Each one of them realised that day that they had broken an age-old tradition. And it was only the first step. "Next time, we will make sure we get to participate in the meeting too!" says Gyarsibai.

The Koylari incident has spurred similar defiance in other villages. About 40 women walked into a Jaati Panchayat in Polapatthar village and did not leave till their opinions were heard out.

## *The way forward*

Experiences from the Gender Equality project are having a strong impact on the evolution of PRADAN's development processes and grass-root engagement to make it more effective and far-reaching. The engagement, as before, still begins with mobilising women's self-help groups, but the content and processes are different.

We are now working to build initiatives and resources of the women, as opposed to delivering services and implementing projects. While earlier a PRADAN team member led an initiative in providing ideas, now, she facilitates the process for the group to lead instead.

The groups draw up their own agenda which often include women's issues, along with livelihood plans. Sometimes, it is not possible for us to respond to such issues, but that is no deterrent to the issue being discussed and resolved by the group. The women have shown tremendous courage and wisdom in helping their fellow members cope with problems and resolving them. These problems include those around domestic violence, sexual abuse and trafficking and access to entitlements.

Women have come together under the SHG banner, irrespective of geographical and social diversities. Their reputation for taking up women's issues in a systematic manner and resolving them has prompted even non-SHG members to approach them.



*Training of trainers in Parsa village of Gumla, Jharkhand*



# 30 YEARS OF KNOWLEDGE MANAGEMENT AND POLICY ADVOCACY

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## DOCUMENTATION

### *NewsReach*

PRADAN's livelihoods journal *NewsReach* continued to document our work, with contributions from our field teams and other stakeholders. The newsletter is now issued bi-monthly, to ensure quality of content.

### *Documentation studies*

We conducted a study on the possibilities and hindrances in a small farmer's journey towards prosperity. The study, guided by senior people at PRADAN, has put forth important lessons to fine-tune our approach towards small farmers. The report was presented at the International Water Management Institute (IWMI) workshop.

As a part of its role in the National Consortium on SRI, PRADAN commissioned a study on the scaling up of SRI processes adopted by the Bihar, Jharkhand, Tripura, Chhattisgarh and Odisha governments. The study compared the processes and identified gaps. The report will assist the Consortium in policy advocacy with these governments to streamline their processes.

### *Training modules*

The UN Women-supported Gender Equality programme created training materials in the form of booklets, flip books, flash cards and posters. A series of booklets on 'What is Gender?', 'What is Patriarchy?', 'The Role of a Facilitator', 'Gender and Health', 'Gender and Violence', 'Gender and Livelihood', 'Gender and Governance' and 'Sexuality' were developed for meetings and trainings at SHGs and clusters to aid group leaders and community service providers.

Training of Trainers is being conducted to help them effectively use these modules. Flip books, posters, and flash cards have also been created on Public Distribution Scheme, Anganwadi, National Rural Health Mission, Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), National Social Security Assistance Programme and Right to Education. The toolkits and manuals have been well-received. In particular, there has been high demand for our toolkit on Integrated Natural Resource Management. We are currently translating this toolkit into Hindi for wider reach.

## ***System setting initiatives***

The new accounting software for self-help groups, HISAB, is in advanced stages of piloting. Another initiative to provide near real time weather information to our farmers, in collaboration with Skymet, is in progress. A mobile phone-based module for capturing real-time data from the field to aid timely monitoring of progress is being piloted in many locations with technical assistance from Dimagi.

## **RESEARCH**

### ***PRADAN Impact Assessment Study***

The PRADAN Impact Assessment Study by Indira Gandhi Institute of Development Research (IGIDR) professors Nirmal Sengupta and Srijit Mishra was completed this year. The report highlighted PRADAN's outreach to very poor communities, empowerment of women through the SHGs, increased incomes through agriculture, increased access to technology, improved linkages with external stakeholders such as the government and banks and a heightened sense of autonomy among the communities.

The report has raised concerns of receding ground water levels and declining returns from forest resources and commons. It also points out the need to increase local participation in governance and political processes and a focus on improving living conditions in the villages.

### ***Baseline studies***

As part of PRADAN's Impact Monitoring and Learning Unit, we launched an initiative to systematically gather baseline data from new locations. Studies were carried out in seven locations where PRADAN started working in the past one year, and the report is being prepared. Experts from Institute for Financial Management and Research (IFMR), Chennai, and Centre for Policy Research (CPR), Delhi, have been involved in the studies.



## *Study on performance of indigenous paddy varieties under SRI*

PRADAN conducted a study to review the performance of over 80 indigenous paddy varieties under System of Rice Intensification (SRI) in Odisha, Chattisgarh, Tamil Nadu, Andhra Pradesh, Jharkhand and Meghalaya. The study threw up surprising discoveries. For instance, age-old varieties have shown productivity as high as 11 tonnes per hectare under the SRI method. Their average productivity is about six tonnes per hectare. However, the study has to be followed up in the coming seasons to arrive at a concrete conclusion.

## *Impact study of MGNREGA in West Midnapore*

PRADAN assisted the District Administration of West Midnapore in West Bengal to conduct a study of the performance and the impact of MGNREGA. The report is expected to open dialogues with CSOs to improve the effectiveness of MGNREGA implementation in the district.

## *Study on adoption and dis-adoption of SRI*

This is a multi-year multi-location study taken up by PRADAN in collaboration with SRI Consortium partners in select locations in Bihar, Odisha, Tamil Nadu and Uttarakhand. Data collection, where over 900 farmers were surveyed through a detailed questionnaire, has been completed.



*Farmers learn how to treat seeds for SRI paddy cultivation in Dumdumi, West Bengal*

## POLICY ADVOCACY

### *Discussion on setting up a National Resource Organisation on livelihoods for NRLM*

Upon PRADAN's invitation, Union Minister of Rural Development Jairam Ramesh presided over a discussion on how PRADAN's expertise can better serve the agenda of the National Rural Livelihood Mission (NRLM) in the states where we work. The discussions mooted the idea of a National Resource Organisation on Livelihoods being set up by PRADAN, which will undertake knowledge management on livelihoods, policy research and advocacy and training for NRLM.

### *Partnership between NRLM and CSOs*

PRADAN was involved in discussions at multiple levels on working out a protocol for building partnerships between non-governmental organisations and NRLM. So far, there has not been any response from NRLM on the draft documents on the protocol. We are concerned that unless these guidelines are disseminated soon, the NGOs will have no legitimate way of participating in the flagship programme.

We are also actively pursuing the idea of initiating the Bharat Rural Livelihood Foundation that was mooted at a policy workshop organised by PRADAN two years ago. The Foundation is aimed at providing space to NGOs to operate in the poorest territories in India. There are concerns being raised by senior members in the government, yet we hope that the Foundation will soon see light.

### *Workshop on Panchayats and livelihoods*

In November 2012, PRADAN organised a national policy workshop on strengthening Panchayats for livelihoods. It was attended by policy makers, including a Member of the Planning Commission and Secretary and Joint Secretaries of Panchayati Raj and Ministry of Rural Development, and well-known representatives from CSOs and Panchayati Raj Institutions.

### *Policy consultation on SRI*

In collaboration with the National Consortium on SRI, PRADAN organised a policy consultation on System of Rice Intensification (SRI) to attract more mainstream scientists to SRI. The workshop highlighted the need for agriculture universities and Indian Council of Agricultural Research (ICAR) institutions to engage in more systematic research on SRI. It was attended by a number of scientists from Indian Agriculture Research Institute (IARI), ICAR, National Academy of Agricultural Sciences (NAAS), Directorate of Rice Research (DRR) and other reputed institutions in India, CSO representatives and policy makers.

# WORKING WITH **NGOs**

At PRADAN, we believe our work to help alleviate poverty among India's rural communities can best be achieved by working with like-minded people and institutions. At every level of our work, we evolve collaborations and draw support from our stakeholders.

There are many non-governmental organisations in our programme locations who are committed to making a difference to the lives of the people they work with, but who struggle to overcome hurdles in scaling their work or building external linkages. PRADAN

believes that a strong and thriving civil society sector is a key part of the social infrastructure for development of a region. With this in mind, we have been working to build vibrant NGO networks by playing the role of a participant and influencer. We share our knowledge and expertise to build on their local rapport and network. Our partnership with these NGOs has helped us reach out to a large number of communities.

In 2012-13, we partnered with 70 NGOs across different locations.

## ***Bundelkhand***

Our partnership with NGOs in Bundelkhand is an example of PRADAN's outreach in locations where we do not have a direct programme. We worked with 19 NGOs for Integrated Natural Resource Management (INRM) based livelihoods and helped build their capabilities in livelihood planning and implementation. Of them, 10 were new partners while nine have been working with us for three years. The organisations are from Chitrakoot, Tikamgarh, Lalitpur, Mahoba, Jhansi, Chhatarpur and Banda districts in Uttar Pradesh and some are based in Bundelkhand, Madhya Pradesh.





## Jharkhand

In Ranchi, our partnership with Vikas Bazar.Net, an NGO network of 15 organisations, focuses on joint implementation of programmes, scaling-up of established models and building new livelihood sectors. We trained and conducted exposure programmes for members of the network to build capabilities for scaling up. The Vikas Bazar.Net partners, excluding PRADAN, worked with 17,819 households in vegetable cultivation, SRI (System of Rice Intensification) paddy and smallholder poultry. As a result, each household earned Rs 9,000 as net additional income on an average during the year.

The achievements of the Vikas Bazar.Net network in 2012-13 include:

1. Seven partners submitted project proposals to the State Rural Livelihood Mission (SRLM) in Jharkhand for consideration under Mahila Kisan Sashaktikaran Pariyojana (MKSP). Five partners got through the initial screening.
2. The network hosted a meeting of 70 NGOs with the Union Minister of Rural Development, Jairam Ramesh, at Dumka, and discussed common grounds to engage with the government.
3. The network organised a consultation on the challenges facing farmer producers' organisations in Jharkhand, in collaboration with the Small Farmers Agri-Business Consortium (SFAC).
4. The network conducted exposure visits for partners to established production /marketing clusters for better insights into sector and value chains.
5. Ten partners responded to an EoI (Expression of Interest) sought by the Water Resource Department of the state government to take part in an up-scaling initiative for micro-irrigation systems under the Accelerated Irrigation Benefit Programme (AIBP) of GoI. Five partners have been enrolled for the initiative.

## Odisha

PRADAN has been working with the NGO network, South Odisha Development Initiative (SODI), since 2009. The network comprises seven organisations, namely Chetna Organic, Harsha Trust, Madhyam Foundation, Orissa Professional Development Service Consultants (OPDSC), Pragati, Regional Centre for Development Cooperation (RCDC) and PRADAN. The network works to improve quality of life of the rural poor in South Odisha through improved agriculture. Its main initiatives this time were on value chain development of pigeon pea and turmeric.

## Madhya Pradesh

We worked with 11 NGOs on the Tejaswini project of the state government's Department of Women and Child Development. Our teams in Balaghat, Mandla and Dindori worked with partners to reach out to 4,500 families for SRI-based livelihoods. We provided support to 20 SHG federations and mentored 50 SHGs. We also trained 3,600 SHG members on gender issues.

## Chhattisgarh & Bihar

We worked with 12 NGOs in Chhattisgarh and eight NGOs in Bihar, to promote SRI among 12,500 families. Most of our partners in Chhattisgarh want to extend the partnership for development of land and water resources for increasing agricultural productivity.



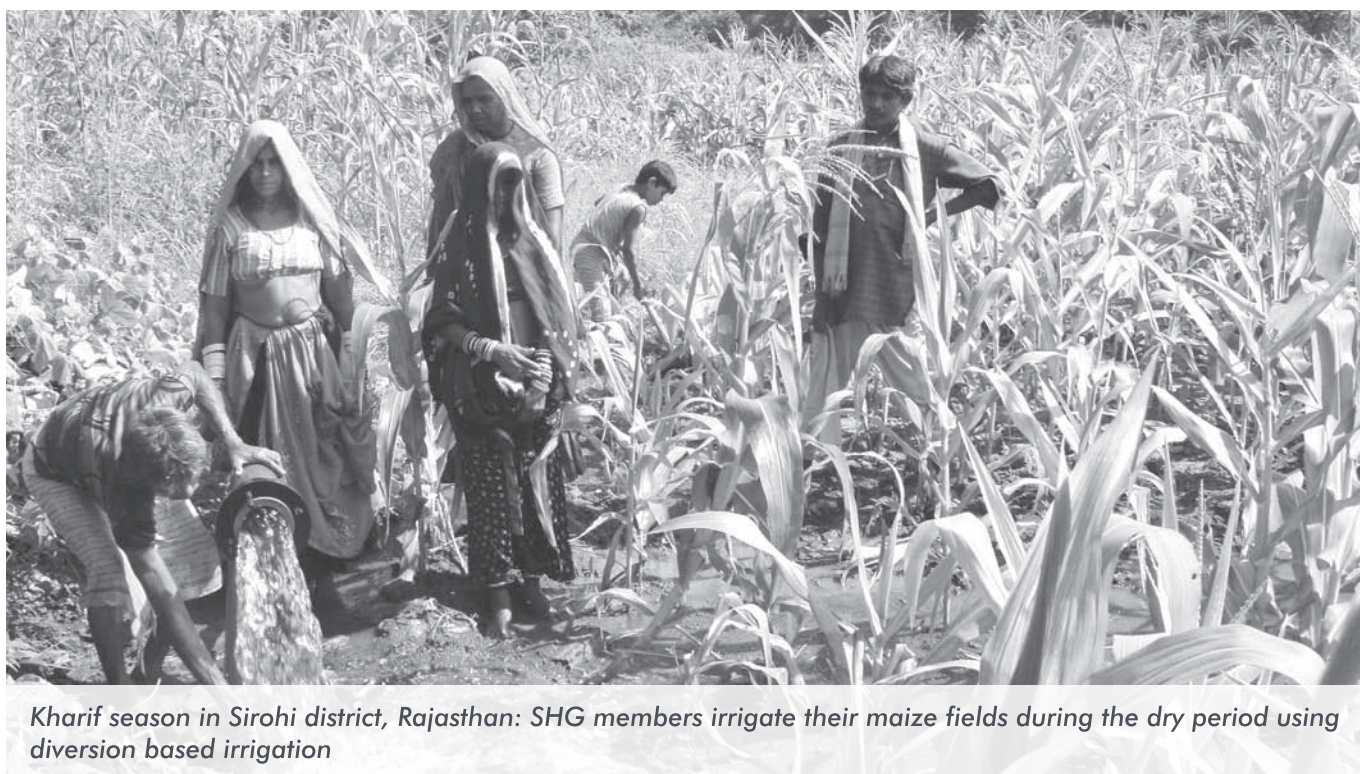
# 30 YEARS OF MOBILISING RESOURCES

During 2012-13, PRADAN mobilised Rs 1,685.81 million for different livelihood development and income generation activities. Of this, Rs 1235.17 million was invested solely in building livelihoods. The remaining Rs 450.64 million was used by the SHGs for ongoing activities independent of PRADAN's support.

The main sources of funds were the six special Swarnajayanti Gram Swarojgar Yojana (SGSY) projects in West Bengal and Jharkhand, the Mahatma Gandhi National Rural Employment Guarantee Act in all the states, the Integrated Tribal Development Programme in Jharkhand and the International Fund for Agricultural Development (IFAD)-supported

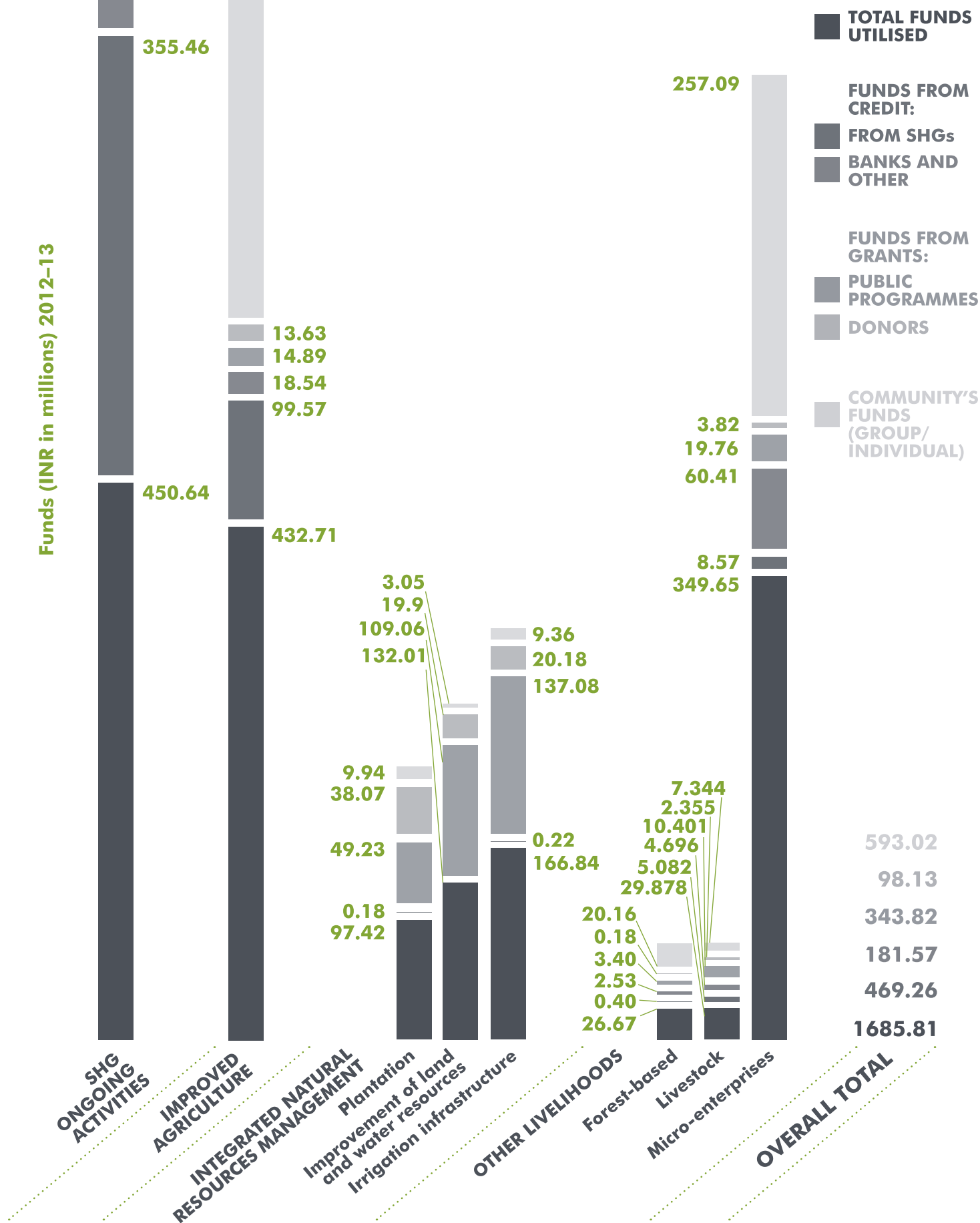
Odisha Tribal Empowerment and Livelihood Programme (OTELP) in Odisha. Funds were also mobilised under other government programmes such as the Mahila Kisan Sashaktikaran Pariyojana (MKSP) and the Integrated Action Plan (IAP).

The National Bank for Agriculture and Rural Development (NABARD) supported a number of land and water resources development programmes, and specifically, orchard promotion in Odisha, Chhattisgarh, Bihar, West Bengal, and Jharkhand. Like in the previous years, the Damodar Valley Corporation (DVC), ACC Ltd and Rabo Bank Foundation supported our work this time too.



*Kharif season in Sirohi district, Rajasthan: SHG members irrigate their maize fields during the dry period using diversion based irrigation*

Table 10. Utilisation of funds from different sources for different programmes in 2012-13



Of the total funds utilised, about 60 per cent was used for working capital requirements, 30 per cent for individual assets and 10 per cent for developing community infrastructure.

Table 11. Utilisation of funds for different programmes in 2012-13

Programme	FY 2012-13	Working capital	Individual assets	Community assets
Improved Agriculture	431.27	385.73	41.74	3.80
Integrated Natural Resources Management (INRM)				
Plantation	97.42	7.78	68.08	21.56
Improvement of land and water resources	130.7992	1.415	114.6302	14.754
Irrigation Infrastructure	160.4366	3.41	83.566	73.4606
Other livelihoods				
Forest-based	23.5025	17.7325	5.695	0.075
Livestock	29.705	15.021	14.304	0.38
Micro-enterprises	328.52	291.47	35.55	1.50
Livelihoods investment (sub-total)	1,201.65	722.56	363.57	115.53
Ongoing activities by SHG members	450.64	450.64		
TOTAL	1,652.29	1,173.20	363.57	115.53



Women learn how to grow tomatoes in a nursery at the Farmers’ Field School, Tamakbera village of West Bengal



## CAPITAL CAMPAIGN

During 2012-13, we focused on preparing adequately for our capital campaign through marketing, while promoting our existing donation mechanisms.

### *Marketing*

- We launched the micro-site 30.pradan.net that presents PRADAN's key value propositions to potential donors.
- We used social media to keep donors informed about our work.
- We published print ads in 9dot9 Media magazines such as CFO India and Digit which are circulated among business leaders across India.

### *Donation mechanisms*

- Our website's CC Avenue gateway – an online payment portal – enables domestic donations.
- 'Friends of PRADAN Fund' was established with CAF America for tax exempt donations from US-based donors (this includes an online donation portal).
- PRADAN now has a presence on global fundraising platforms such as Global India Fund and Samhita.

### *India outreach*

- Corporates: We initiated discussions with 10 direct donors and/or intermediaries; talks with Omidyar Network have advanced significantly. We have also put forth two new ideas – DA (Debtors Anonymous) sponsorship and Women-for-Women – to seek support from corporate entities.
- Foundations: We established contact with five new foundations; advanced discussions are in progress with the Coca Cola and Ikea foundations.
- Public sector units: We collaborated with the National CSR Hub on initiatives to build visibility among public sector units (PSUs) and to be recommended as the implementing agency for PSU CSR programmes in the locations we work.

### *USA outreach*

- Our first visit to the US in February 2013 has given us an idea of potential donors as well as a few promising leads. We are in discussions with individuals there who will help us take our campaign forward.
- A proposal to fund our capital campaign, both in India and the US, is being developed and we are scoping for potential partners.

# PEOPLE AT PRADAN

There are 637 people driving PRADAN’s work and vision across India. Of them, 326 are professionals, 89 are assistants and 222 work on a short-term contract as technical support staff, field help and office assistants. We also have 49 development apprentices.

In 2012-13, 76 new executives and nine new assistants joined PRADAN. Of the 46 regular employees who left PRADAN, 37 were executives and nine assistants. Currently, 11 staff members are on a sabbatical – 10 executives and one assistant. Six employees who were on a sabbatical the previous year re-joined this year.

Table 12. Comparative figures for staff strength for years 2011-12 and 2012-13

PARTICULARS	March 31, 2012			March 31, 2013		
	M	F	T	M	F	T
Executives	240	50	290	256	70	326
Assistants	71	18	89	71	18	89
Staff on Contract	199	23	222	205	17	222
TOTAL	510	91	601	532	105	637
Development apprentices (on board)	60	30	90	35	14	49
GRAND TOTAL	570	121	691	567	119	686



Development apprentices look forward to their foundation course at Kesla, Madhya Pradesh

## FOCUS AREA

PRADAN's human resource development broadly comprises recruitment and selection, development apprenticeship, staff development, internal systems and education initiative.

### *Recruitment and selection*

The two main areas of focus this year were increasing the pool and quality of new apprentices and creating awareness among young people on rural poverty.

We had 112 people joining PRADAN as development apprentices against a plan for 100. We had visited 35 campuses and made job offers to 215 candidates. The joining rate of 53% is one of the highest we had had recently. We collaborated with IRMA (Institute of Rural Management, Anand), AUD (Ambedkar University, Delhi) and TISS (Tata Institute of Social Sciences) among others, to host their students and expose them to grass-roots work. We also collaborated with PRAVAH to set up self-sustaining processes on college campuses to orient students on rural issues, through their SMILE programme.

### *Development apprenticeship*

We began the year with 93 development apprentices (as on April 1, 2012). During the course of the year, 112 more joined. Of the total 202 development apprentices, 75 graduated out, 78 dropped out or were asked to leave, and 49 are on-board, as on March 31, 2013.

We also streamlined the development apprentice curriculum. In particular, we focused on renewing the spirit of apprenticeship, increasing ownership of the field teams, and strengthening the relationship between the guide and the apprentice.

### *Training & development*

We have developed an inventory of inputs for different levels of professionals to help them work effectively in their current and future roles.

We organised 14 programmes to train 419 professionals at PRADAN. Apart from two batch-training on Process Awareness Sensitivity Modules and Field Guide Development Programme under Executive Development programmes, we also conducted a Livelihood Promotion Programme. We also conducted a refresher programme for recruiters.

Several Training of Trainers programmes for community service providers were designed and piloted at the field level. Programmes such as 'Development as Transformation: Perspective and Practice', Team Leader Development Programme, Programme for Group Facilitators and livelihoods training programme for experienced professionals were conducted by experts. A second round of livelihoods programme conducted for partner organisations had 29 participants.





*Development apprentices and executives get trained in the field on SRI in Lailunga, Raigarh, Chhattisgarh*

## *Internal systems*

Personnel and administration work continued to grow with our staff strength. We are working on strengthening the system for Individual Reflection and Feedback.

## *The Education Initiative*

In 2012-13, we launched the unique two-year inter-disciplinary praxis-based MPhil programme in Development Practice in collaboration with Ambedkar University, Delhi (AUD). The programme received 223 applications of which 25 were selected. The first batch of 24 students joined in July 2012. The course is being conducted by School of Development Studies (SDS) and the School of Human Studies (SHS) of AUD. Faculty from AUD and PRADAN along with Field Guides from PRADAN, are working together to teach and supervise the MPhil students, both within the university setting as well as in their immersion in field work in rural areas. The first batch has completed its first field immersion and is currently in its second semester.

# GOVERNANCE

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During 2012-13, the PRADAN Society General Body met once, while the Governing Board met thrice.

A founding member of the PRADAN Society, Col. B L Verma, passed away during the year. The members of the Society and the staff of PRADAN convey their deepest condolences to Mrs. Verma and her family.

Dr. Nirmala Laxman completed her three-year term as a Governing Board member of PRADAN, while banking professional Ms. Meera Sanyal joined our Governing Board and the General Body, in March 2013. The Governing Board nominated Mr. D Narendranath and Mr. Arnab Chakraborty from among the employees of the Society, to join the Board for three years.

Professors Nirmal Sengupta and Srijit Mishra of IGIDR (Indira Gandhi Institute of Development Research) presented the findings of the Impact Assessment Study of PRADAN's work, conducted by them, to the Governing Board. The members observed that the study indicated food sufficiency, income and women empowerment as the clear impacts.

Ms. Manisha Gupta, the lead researcher from Start Up, also presented the findings of a

tracer study she had conducted, on behalf of PRADAN, on the PRADAN alumni. The members congratulated PRADAN for its high retention of alumni in the development sector.

The Board approved a proposal to form an entity to address the institutional gap in realizing the growth potential of the tasar sector by resolving critical sectoral issues such as supply of quality silkworm eggs, establishing support systems for yarn production, etc.

The General Council and the Stewardship Council met once during the year to discuss the future direction of PRADAN.

The General Council, comprising of all PRADAN executives with over four-year tenure, is responsible for executing PRADAN's mission. The nine-member Stewardship Council has the responsibility of guiding this execution of our mission.

Both the councils agreed and resolved that PRADAN now needs to focus on improving the living conditions of the communities it works with and facilitate their movement towards a just and an equitable society. They have entrusted the management to prepare a roll-out strategy to reform our practices on the ground to this effect.

PRADAN GOVERNING BOARD

Name of member	Designation	Affiliated Organization
Ms. Bharti Gupta Ramola	Chairperson	Pricewaterhouse Coopers Pvt. Ltd
Mr. Ashoke Chatterjee	Vice-chairperson	Formerly of the National Institute of Design (Ahmedabad)
Prof. Kanchan Chopra	Member	Formerly of The Institute of Economic Growth, Delhi University
Ms. Anshu Vaish	Member	Department of School Education & Literacy, New Delhi
Mr. Ravi Narain	Member	National Stock Exchange of India Ltd
Ms. Meera Sanyal	Member	Country Executive, RBS Group (India)
Mr. D. Narendranath	Staff Member	PRADAN
Mr. Arnab Chakraborty	Staff Member	PRADAN
Mr. Manas Satpathy	Ex-officio Member Secretary & Executive Director	PRADAN

\*As on March 31, 2013

PRADAN FINANCE AND AUDIT COMMITTEE

Name of member	Designation
Mr. Ravi Narain	Chairman
Mr. Ashoke Chatterjee	Member
Mr. Manas Satpathy	Member
Auditors: Messrs V. Shankar Aiyar and Co	



# FINANCIALS 2012-13

## BALANCE SHEET FOR YEAR ENDING MARCH 31, 2013

PARTICULARS	2013	2012
	Amount (Rs)	Amount (Rs)
Corpus funds	9,69,08,633	9,22,27,445
Other funds		
-Capital assets	4,84,36,678	4,65,31,114
-Community projects fund	5,84,00,848	7,18,91,389
-Restricted project fund	25,93,95,130	30,84,23,561
-Unrestricted fund	5,73,01,645	5,08,82,546
Sub-total	42,35,34,301	47,77,28,610
Revolving funds	1,19,67,448	88,13,706
Secured loan	84,33,101	3,22,86,133
TOTAL	54,08,43,483	61,10,55,894
Fixed assets		
-Owned assets	3,89,12,417	3,84,50,307
-Community assets	95,24,261	80,80,807
Sub-total	4,84,36,678	4,65,31,114
Investments (at cost)	8,52,02,476	9,23,80,745
Current assets, loans and advances (A)		
-Stock of material in hand (at cost)	1,05,04,939	68,32,909
-Cash & bank balances	31,81,49,095	34,60,33,884
-Loans and advances	4,49,12,886	6,91,30,183
-Work-in-progress on community projects pending transfer to beneficiaries	5,84,00,848	7,18,91,389
Sub-total	43,19,67,768	49,38,88,365
Current liabilities and provisions (B)		
-Current liabilities	1,00,85,856	1,55,39,370
-Provisions	1,46,77,583	62,04,960
Sub-total	2,47,63,439	2,17,44,330
Net current assets (A-B)	40,72,04,329	47,21,44,035
TOTAL	54,08,43,483	61,10,55,894

## INCOME & EXPENDITURE FOR YEAR ENDING MARCH 31, 2013

PARTICULARS	2013	2012
	Amount (Rs)	Amount (Rs)
<b>Income</b>		
-Contributions/ grants received	60,77,52,939	62,07,79,050
-Income from investments/ deposits	3,29,29,457	2,57,54,563
-Other receipts	65,38,764	38,06,671
<b>Total</b>	<b>64,72,21,160</b>	<b>65,03,40,284</b>
<b>Expenditure</b>		
-Rural Livelihood Promotion Programme	51,03,66,916	43,67,78,002
-Livelihood Programme Support	7,82,29,372	7,34,62,387
-Human Resources Development	2,76,43,825	2,97,41,377
-Research & Documentation	2,13,89,003	1,75,13,694
-Administration	3,10,32,739	2,30,66,909
<b>Sub-total</b>	<b>66,86,61,855</b>	<b>58,05,62,369</b>
<b>Non-cash charges</b>		
-Depreciation for the year	70,86,257	67,97,222
-Less: met out of capital assets fund	(70,86,257)	(67,97,222)
-Provision for contingencies	30,00,000	-
-Unserviceable assets and unrecovered advances/ assets returned	9,71,253	7,98,474
<b>Total</b>	<b>67,26,33,108</b>	<b>58,13,60,843</b>
<b>Excess of expenditure over income</b>	<b>2,54,11,948</b>	<b>6,89,79,441</b>
<b>Surplus/ (deficit) brought forward</b>	<b>2,54,11,948</b>	<b>6,89,79,441</b>
<b>Appropriated to/ (from):</b>		
-Corpus fund	4,75,188	6,19,747
-Revolving fund (women tasar yarn promotion fund)	32,77,177	
-Capital assets fund (net)	81,91,770	1,00,54,409
-Community projects fund	(1,34,90,541)	1,86,50,980
-Restricted fund	(3,02,84,645)	2,97,84,570
-Unrestricted fund	64,19,103	98,69,735

The above financial information has been derived from the audited financial statements of PRADAN for the financial year ending March 31, 2013, which was audited by Messrs V. Sankar Aiyar & Co. A complete copy of the audited accounts is available upon request.

# ACKNOWLEDGEMENTS

**PHILANTHROPIES**

Aga Khan Foundation  
Axis Bank Foundation  
Bill & Melinda Gates Foundation  
Caritas India [PACS Programme, DFID]  
Centre for microfinance (CmF)  
Coca-Cola India Foundation  
Global Alliance for Livestock Veterinary Medicines (GALVmed)  
GOAL India  
Humanist Institute for Cooperation (Hivos)  
Indian Grameen Services [VCD, ICCO]  
Institute of International Education  
Interchurch Organisation for Development Co-operation (ICCO)  
J.R.D. Tata Trust  
Jamsetji Tata Trust  
Lutheran World Relief  
Madhyam Foundation [VCD, ICCO]  
Monsanto Fund  
Narotam Sekhsaria Foundation  
Navajbai Ratan Tata Trust  
Oxfam (India) Trust

Paul Hamlyn Foundation  
Practical Action  
Rabobank Foundation  
Sir Dorabji Tata Trust  
Sir Ratan Tata Trust  
Society for Technical Action for Rural Advancement [SPEED, Rockefeller Foundation]  
Syngenta Foundation India  
The Ford Foundation  
The Resource Foundation [Pfizer]  
Water for People  
Welthungerhilfe

**DEPARTMENTS OF GOVERNMENT OF INDIA**

Central Silk Board, Ministry of Textile  
Centre for Development of Advance Computing (DeitY)  
Department of Science & Technology, GoI  
National Institute of Rural Development (Spl SGSY, GoI)

**DEPARTMENTS OF STATE GOVERNMENTS**

Department of Agriculture and Food Production, GoWB  
Department of Sericulture, GoMP

Directorate Farmer Welfare & Agriculture Development, GoMP [under ATMA]  
Forest Department, GoC  
Jharkhand Watershed Mission, GoJ  
MP Rajya Ajeevika Forum (MKSP, GoI)  
Tribal Welfare Commission, GoJ

**STATE CORPORATIONS/ AGENCIES**

Department of Cooperation, GoJ  
Department of Rural Industries, Chhattisgarh  
MPower, GoR

**DISTRICT LEVEL AGENCIES**

Agriculture Technology Management Agency  
District Rural Development Agency  
District Supply Officer - Lohardaga  
DRDC, Purulia  
DRDC, West Medinipur (MGNREGS)  
Watershed Cell cum Data Centre (WCDC), Purulia  
Zila Panchayat, Madhya Pradesh



**EXTERNALLY AIDED  
PROJECTS**

Bihar Rural Livelihoods  
Promotion Society

Jharkhand State Livelihoods  
Promotion Society - Special  
SGSY Project

Jharkhand Tribal Development  
Society

M.P. Rural Livelihoods Project

Odisha Tribal Empowerment  
and Livelihood Project

Tejaswini Project Mahila  
Arthik Vikas Nigam, Madhya  
Pradesh

**MUTILATERAL AGENCIES**

European Union

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

United Nations Children’s  
Fund - UNICEF

**DEVELOPMENT FINANCE  
INSTITUTIONS**

National Bank for Agriculture  
and Rural Development

**CORPORATE**

ACC Limited

Damodar Valley Corporation

DSM Anti Infectives India Ltd

Glenmark Pharmaceuticals  
Ltd

Scatec Solar India Pvt. Ltd

SRF Ltd

**RESEARCH  
INSTITUTIONS/  
PROGRAMMES**

AVRDC - The World  
Vegetable Centre

Ambedkar University

Australian Centre for  
International Agricultural  
Research

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

International Water  
Management Institute

WASSAN- Revitalising Rainfed  
Agriculture

**INDIVIDUAL  
DONATIONS**

Dave Galloway

**PRADAN ENDOWMENT  
FUND**

Deep Chandra Joshi

Bharti Gupta and Ramola  
Family

Venketchalam Krishnakumar

# PRADAN'S LOCATIONS

## JHARKHAND

### Ranchi PRADAN

Rukmini Tower, 3rd Floor, Harmu Road  
Ranchi – 834 001, Jharkhand  
Tel: 0651- 3292870, 2284257, 2281678  
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  
Jharkhand – 814 112  
Tel: 06432-231355  
deoghar@pradan.net

### Lohardaga PRADAN

Raghutoli,  
Lohardaga – 835 302, Jharkhand  
Tel: 06526-224358  
lohardaga@pradan.net

### 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  
Rampurhat Road, Near Police Line  
Dumka – 814 101, Jharkhand  
Tel: 06434-224194, 08084999432  
dumka@pradan.net

### Gumla PRADAN

2nd Floor, Narsaria Complex, Jashpur Road,  
Gumla – 835 207, Jharkhand  
Tel: 06524-223807  
gumla@pradan.net

### Koderma PRADAN

C/o Mr. Kishore Chatterjee  
Devi Mandap Road, Jhumri Telaiya  
District Koderma  
Jharkhand – 825 409  
Tel: 06534-225533, 224427  
koderma@pradan.net

### Hazaribagh PRADAN

M.K Villa  
Matwari House Compound, Matwari  
Hazaribagh - 825 301, Jharkhand  
Tel: 06546-272522  
hazaribagh@pradan.net

### Chaibasa PRADAN

Gandhitola New Colony  
Chaibasa – 833 201, Jharkhand  
Tel: 06582-257679  
westsinghbhum@pradan.net

### Bokaro PRADAN

C/o Dr. Ranjit Kumar  
Plot No. 42, Government Officer's Colony  
BIADA Housing Colony – 827 009  
Bokaro Steel City, Jharkhand  
Tel: 06542-258799, 09234455295  
bokaro@pradan.net

## BIHAR

### Kishanganj PRADAN

H/o Mr. Matiur Rahman  
Village: Nehal Satal Bagh  
PO & PS 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  
raigarh@pradan.net

### Dhamtari PRADAN

Kailashpati Nagar, Rudri Road,  
District Dhamtari, Chattisgarh - 493 773  
Tel: 07722 - 236543, 09893536079  
dhamtari@pradan.net

### Raipur PRADAN

H/o Shri A L Daharia , 2nd Floor, Guru  
Ghasidas Colony, New Rajendra Nagar  
Raipur – 492 001, Chhattisgarh  
Tel: 0771-4046261

### Bastar

H/O-Mr. S. B. Singh  
73, Narayan Adarsh Sindhu Nagar Colony,  
Aghanpur, Jagdalpur  
Bastar - 494 001, Chhattisgarh  
Mob: 09977701496, 07782239110  
bastar@pradan.net

### Kanker PRADAN

C/O Mr. Vikas Thakur, Karmachari Colony  
At & P.O. Bhanupratappur  
District Kanker - 494 669, Chhattisgarh  
Tel: 07850-252108  
kanker@pradan.net

## MADHYA PRADESH

### Sironj PRADAN

Above Majdoor Bedi Works  
Talkies Lane, At & P. O. Sironj  
District: Vidisha, Madhya Pradesh - 464 228  
Tel: 07591-253963  
sironj@pradan.net

### Betul PRADAN

C/O - Mr. Anil Atulkar, Old World vision  
Office, Chandrashekhar Ward, Ward No -15  
Behind Little Flower School  
Sadar Betul, MP - 460001  
Tel - 07141-23287

### Bhopal PRADAN

House No. B-30/A  
Sahyog Parisar, E-8, Arera Colony  
Bhopal – 462 039, MP  
Tel 0755-2561183, 2560311  
bhopal@pradan.net

**Dindori  
PRADAN**

Khanuja Colony  
(Opp. Seva Bharti Hostel)  
Dindori - 481 880, Madhya Pradesh  
Tel: 07644-234665  
dindori@pradan.net

**Mandla  
PRADAN**

Narmada Colony  
Padav (Near Post Office)  
Mandla - 481 661, Madhya Pradesh  
Tel: 07642-250975  
mandla@pradan.net

**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,  
Balaghat, Madhya Pradesh - 481 001  
Tel: 07632-243506  
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**

MB 36, Bada Gada, Brit Colony  
Bhubaneswar - 751 018, Odisha  
Tel: 0674-2314140  
bhubaneswar@pradan.net

**Keonjhar  
PRADAN**

Gourtota Sahi  
Near Telephone Exchange  
Keonjhar - 758 001, Odisha  
Tel: 06766-253066  
keonjhar@pradan.net

**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  
Chudiharipara, Bhawanipatna  
District Kalahandi - 766 001, Odisha  
06670-231999  
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  
Tel: 03242-244323  
bankura@pradan.net

**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  
3rd Floor, 83/71 Dumdum Road  
Mallick Bagan  
Kolkata - 700 074  
Tel: 033 - 25480161  
kolkata@pradan.net

**RAJASTHAN****Dholpur  
PRADAN**

1/363 Anand Nagar  
Saipau Road  
Dholpur - 328 001, Rajasthan  
Tel: 05642-223671  
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  
1st Floor, 4 - Vasudev Vihar  
Near J. K. Hospital, Shivpuri Road,  
Jhansi, UP 284 003  
Tel: 8765709601



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