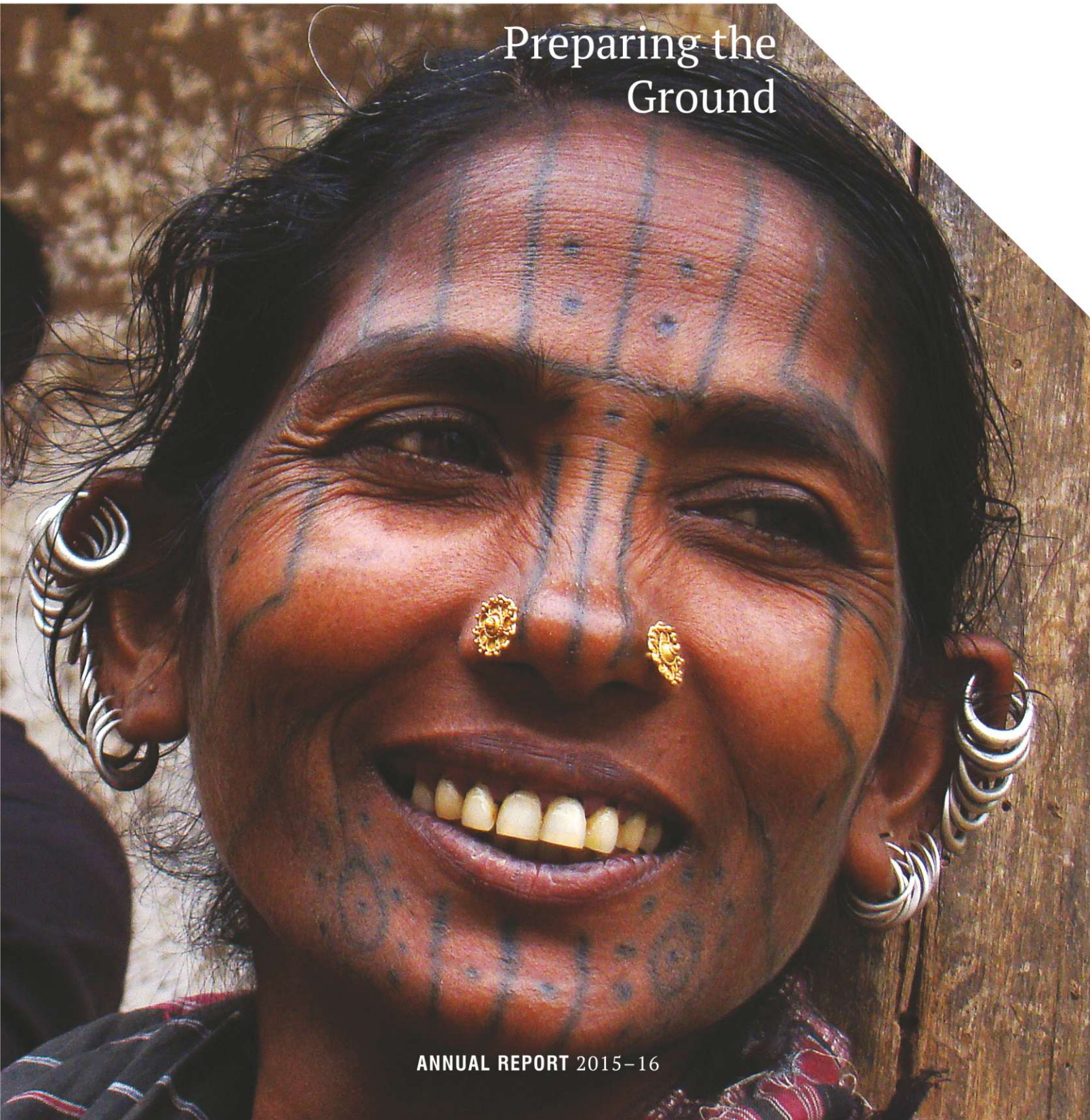


# TRANSFORMING HUMAN CONDITION

Preparing the  
Ground



Our aim is to stimulate and enhance the sense of agency of poor communities, especially women's collectives, who being at the bottom of the cross section of class, caste and gender, are the most vulnerable.



# TRANSFORMING HUMAN CONDITION

## Preparing the Ground

PRADAN AT A GLANCE	02
PREPARING THE GROUND	03
AREAS OF OPERATION	04
EXECUTIVE DIRECTOR'S NOTE	08

### WOMEN 10

*Drivers of Change*

### STRATEGIC INITIATIVES 26

*Pursuing Possibilities*

### PROFESSIONALS 40

*Catalysts of Change*

### NEW INITIATIVES 48

### VISITORS GALLERY 50

### DEVELOPMENT FINANCE 53

### AUDITED BALANCE SHEET 54

### ACKNOWLEDGMENTS 56

### PRADAN OFFICES 58



# PRADAN AT A GLANCE

## 2015-16

### OVERALL OUTREACH

#### INDIVIDUALS

## 2.4 million

#### SOCIO-ECONOMIC PROFILE

## 80%

of the individuals we work with belong to Scheduled Castes (SCs) and Scheduled Tribes (STs) from the economically weakest sections in rural and tribal India.

#### HOUSEHOLDS

## 482,157

(direct reach)

#### REVENUE VILLAGES

## 6,780

#### STATES

## 7

Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan & West Bengal.

#### DISTRICTS

## 37

are among the poorest 100 districts in the country.

#### ADMINISTRATIVE BLOCKS

## 116

#### WOMEN'S SELF-HELP GROUPS (SHGs)

## 37,617

#### VILLAGE ORGANIZATIONS

## 2,731

#### FEDERATIONS OF SHGs AND OTHER COLLECTIVES

## 80

### HIGHLIGHT

Across seven states, village communities led by their women's SHGs mobilized more than

## ₹ 300 million

under MGNREGS to create individual as well as common infrastructure for the villages.

#### PRADAN TEAM

## 690

#### DEVELOPMENT APPRENTICES

## 145

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

#### PARTNERS

Foundations & Multilaterals

## 31

Corporates

## 6

Government Departments (Central & State)

## 33

Research Institutes

## 6

Civil Society Organizations

## 61

### BUDGET

## ₹ 959 million



# PREPARING THE GROUND

**W**e are here to transform the human condition in India's villages, to end poverty and discrimination in the poorest and most marginalized regions of the country.

Transformation involves restructuring power relationships for the marginalized to have greater control at every stage of the development process. This transformation in communities must be driven by communities themselves, for it requires attention to their prevalent beliefs, values, norms and practices, to be sustainable. Our aim, therefore, is to stimulate and enhance the sense of agency of poor communities, especially women's collectives, who being at the bottom of the cross section of class, caste and gender, are the most vulnerable.

Our specially trained professionals work in villages with women-led collectives and their networks to trigger change. To enhance the sense of agency and ability among women's collectives, we facilitate confidence

Pilots to reposition women and communities at the center of social mobilization, livelihood enhancement, and community participation in governance and grassroots democracy were the priority

and competence building processes for them. We make this possible by recruiting qualified human resources who are committed to rural development, and engaging them directly with communities at the grassroots. Their engagement helps trigger the innate wisdom and potential people have to take charge of their own transformative journey.

Strategically, this year we realigned our work to ensure multi-dimensional change, facilitating integration and convergence of different aspects of the women's lives by acknowledging their interconnectedness. Pilots to reposition women and communities at the center of social mobilization, livelihood enhancement, and community participation in governance and grassroots democracy—the mission of our new approach to deal with rural poverty—were the priority.

To realize our vision of creating a just and equitable society, we partner with a range of stakeholders and influence development frameworks, programs and practices. Case to point is our effort to strengthen gender equality and interlinked issues such as land rights, water and sanitation, and nutritional security. These are all supported through multi-stakeholder engagements.

To create an organizational climate that nourishes our energies as we transition into our new approach—grooming rural women's collectives to lead change—and redefine roles and responsibilities, internal reflections and discourse comprised a large part of our work processes this year.

## MEMBERS OF PRADAN'S GOVERNING BOARD

### CHAIRPERSON

—  
**Mr. Ravi Narain**

*Vice Chairman, National Stock Exchange of India*

### VICE-CHAIRPERSON

—  
**Ms. Anshu Vaish**

*Retired IAS officer, GOI*

### MEMBERS

—  
**Ms. Sushma Iyenger**

*Development Activist*

**Mr. Pramath Raj Sinha**

*Managing Director, 9.9 Media*

**Dr. Mirai Chatterjee**

*Coordinator of Social Security, SEWA*

**Mr. Vineet Nayar**

*Former Chief Executive Officer, HCL & Founder, Sampark Foundation*

### STAFF MEMBERS

—  
**Mr. Saroj Kumar Mahapatra**

*Integrator, PRADAN*

**Ms. Smita Mohanty**

*Integrator, PRADAN*

### EX-OFFICIO MEMBER-SECRETARY

—  
**Mr. Manas Satpathy**

*Executive Director, PRADAN*



# AREAS OF OPERATION

A Development Cluster is a region with groups of people and villages that have a shared history, similar socio-cultural profiles, agro-climatic and institutional landscape. This grouping allows development efforts to multiply and accelerate

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

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

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

## PRADAN's 11 DEVELOPMENT CLUSTERS (DCs)

### 1

#### Jangal Mahal (JMDC)

##### *Districts*

Purulia, Bankura & West Midnapur

##### *State*

West Bengal

*Households:* 42,482

*Blocks:* 12

*Villages:* 744

##### *Profile*

Has the lowest per capita food grain consumption in the state because of low productivity of cereals and oilseeds. 95.64% of the population resides in rural areas and about 90% of the population belongs to Scheduled Tribe (ST), Scheduled Caste (SC) and Other Backward Class (OBC) communities.

### 2

#### South Odisha (SODC)

##### *Districts*

Kandhamal, Kalahandi, Koraput & Rayagada

##### *State*

Odisha

*Households:* 33,463

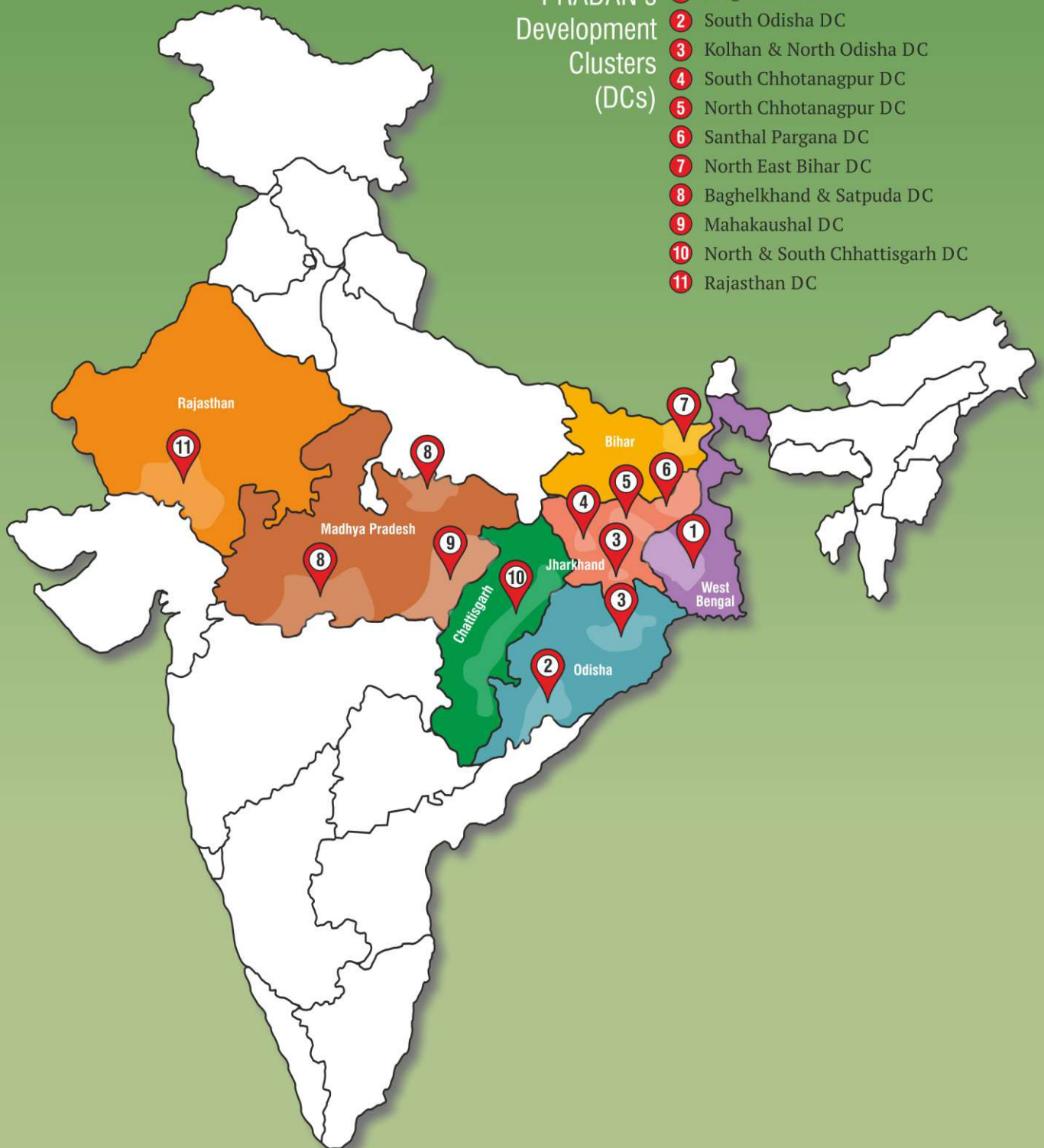
*Blocks:* 11

*Villages:* 837



PRADAN's  
Development  
Clusters  
(DCs)

- 1 Jangal Mahal DC
- 2 South Odisha DC
- 3 Kolhan & North Odisha DC
- 4 South Chhotanagpur DC
- 5 North Chhotanagpur DC
- 6 Santhal Pargana DC
- 7 North East Bihar DC
- 8 Baghelkhand & Satpuda DC
- 9 Mahakaushal DC
- 10 North & South Chhattisgarh DC
- 11 Rajasthan DC





*Profile*

Rich in mineral reserves such as chromite, nickel ore, graphite, bauxite, iron ore, manganese and coal. Yet, it is one of the most poverty stricken regions of India. There are 32 different tribes including 9 Particularly Vulnerable Tribal Groups (PVTGs) living in this cluster.

**3****Kolhan & North Odisha (KNODC)***Districts*

West Singhbhum, Mayurbhanj & Keonjhar

*States*

Jharkhand & Odisha

*Households:* 56,921

*Blocks:* 12

*Villages:* 740

*Profile*

Comprises south-eastern part of Jharkhand and northern part of Odisha. Presence of rich minerals in this region and ever expanding mining initiatives have, on one hand, created job opportunities for the rural youth and on the other created huge exploitation. Capitalist ventures are damaging the local ecosystem.

**4****South Chhotanagpur (SCDC)***Districts*

Gumla, Lohardaga & Khunti

*State*

Jharkhand

*Households:* 100,978

*Blocks:* 15

*Villages:* 930

*Profile*

Rural inhabitants of south Chhotanagpur have historically been marginalized. They are the least educated, they are poorly organised, and, therefore, least able to demand for their rights and entitlements. Weak governance and weak institutions both at the grassroots and above are key reasons for the failure of development service delivery to them.

**5****North Chhotanagpur (NCDC)***Districts*

Hazaribagh, Ramgarh, Bokaro & Koderma

*State*

Jharkhand

*Households:* 35,456

*Blocks:* 13

*Villages:* 384

*Profile*

A primarily caste-based society with SCs living in dire poverty. There are industrial belts for e.g., districts such as Hazaribagh and Koderma, which are known for coal and mica respectively. Bokaro and Dhanbad form the major industrial area with steel, mining, heavy manufacturing and power being key industries. However, local people, hardly get any employment at these industries.

**6****Santhal Pargana (SPDC)***Districts*

Dumka, Godda, Jamui & Banka

*States*

Jharkhand & Bihar

*Households:* 79,454

*Blocks:* 15

*Villages:* 1,361

*Profile*

Around 92% of total households live in rural areas, where the availability of basic amenities of drinking water, road connectivity, electricity, health facilities and transport are very poor.

**7****North East Bihar (NEBDC)***Districts*

Kishanganj & Araria

*State*

Bihar

*Households:* 5,446  
*Blocks:* 6  
*Villages:* 84

#### *Profile*

Average annual rainfall varies from 1,200 to 1,800 mm. High rainfall coupled with a wide network of rivers, rivulets and streams in the region makes the region flood-prone. There is a huge landlessness (around 73% people are landless) here with migration for work being one of the highest in India.

## 8

### Baghelkhand & Satpuda (BSDC)

#### *Districts*

Betul, Hoshangabad, Shahdol, Sidhi & Singrauli

#### *State*

Madhya Pradesh

*Households:* 22,800  
*Blocks:* 9  
*Villages:* 392

#### *Profile*

Overwhelmingly casteist. Recognition of 'higher' castes and neglect of SCs in all spheres ranging from opportunities, access and redress is rampant. The situation is worse for women. They, per se, have no land, resources, money, or ownership. And lower caste women are deprived not only of all the above but also their self-confidence, status and respect in the village.

## 9

### Mahakaushal (MKDC)

#### *Districts*

Dindori, Mandla & Balaghat

#### *State*

Madhya Pradesh

*Households:* 29,153  
*Blocks:* 7  
*Villages:* 472

#### *Profile*

Entirely overlaps with the Mahakaushal Maikal Hill Agro-ecological Region. The geography has undulating terrains, eroded uplands and forests. The region can be identified as an agrarian subsistence economy with a significant dependency on forest products. This area is still affected by what is called 'poor area' diseases such as malaria, diarrhea, and tuberculosis. It also suffers from a high maternal mortality rate (MMR) and malnutrition.

## 10

### North & South Chhattisgarh (NSCDC)

#### *Districts*

Damtari, Kanker, Bastar & Raigarh

#### *State*

Chhattisgarh

*Households:* 28,904  
*Blocks:* 11  
*Villages:* 455

#### *Profile*

Presence of left wing extremism in a majority of these mineral-rich pockets is a critical developmental challenge. It not only affects economic activities in the state but also forces it to adopt an imbalanced model of growth.

## 11

### Rajasthan DC (RDC)

#### *Districts*

Sirohi & Dholpur

#### *State*

Rajasthan

*Households:* 47,100  
*Blocks:* 5  
*Villages:* 381

#### *Profile*

A water-scarce, rocky and hilly region. The condition of women is very poor with their literacy rate at 10%, the lowest in India.



# PROSPERITY FOR ALL IS POSSIBLE

**D**ehumanizing poverty and misery among billions of people across the globe—the most painful paradox in our modern-day prosperous society—has undeniable links to the inequitable distribution of power and wealth by the familial, social and economic institutions we have built. Discrimination based on caste, class and gender restricts the poor and the marginalized access to economic opportunities and fundamental needs for basic living. Their low economic status becomes the base for further discrimination leading to a vicious cycle of discrimination and poverty.

Business as usual of increasingly allocating state resources for delivering a variety of services has not made much difference to the human condition, especially for the poorest. At PRADAN, our experience suggests that the most effective strategy to break this cycle is to create collectives of poor people to work together to confront the unjust arrangements of privilege, access what is due and create their own solutions to live a life of dignity.

In many ways, the year marks a turning point on how we conceptualize our role in dealing with rural poverty. Over the past few years we have seen the limits of trying to be an 'implementing' organization. It is not an easy task to achieve scale, which is an imperative to alleviate poverty, through direct implementation of projects with its associated systems and structures.

The development agenda has to be owned and driven by communities themselves and we can only be the facilitators. Accordingly, we have

resolved to work with women's collectives, build their capabilities to change the destinies of rural poor, and sustain it by influencing values, beliefs and norms of society.

To understand this idea better and evolve practical ways of moving towards this end, an organization-wide exercise was carried out to prepare a Perspective Plan for the period 2015-22. The Plan describes the changes we want to see, and puts across priorities, goals, strategies, major activities and resources needed to work towards the vision. It is expected to guide our actions in the coming years.

Building internal climate and capacity to effectively pursue our articulated approach, facilitating women's collective-led change processes, mobilizing multi-stakeholder partnerships to build synergy, and strengthening internal systems for critical appraisal and reporting are our immediate priorities. Designing and strategizing exit processes for areas that have developed self-sustaining community based institutions is also another priority.

Action on the ground focused on helping the existing collectives of women envision a society worth living in and plan steps towards that. The first step they came up with was to include all the women who were still left out into the fold of the collective, in their journey to become more influential in bringing about the desired change. We organized the necessary training for them and they took charge of mobilizing unreached women in the vicinity. Outreach to the unreached increased by 29% because of women's efforts as compared to an

Mobilizing educated and empathetic youth to work directly with the underprivileged in the rural areas is an essential feature of our approach

average growth in outreach of 13% in the previous four years.

Women learnt more about Panchayati Raj Institutions (PRIs) and the governance spaces available to them to influence decisions affecting their lives. There is a significant increase in the participation of women in village assemblies (Gram Sabhas). On many occasions, they have prepared village development plans and have got them approved by the Gram Sabha.

With improved skills and capabilities in farm and non-farm-based livelihood activities and easy access to capital, women's influence within and outside families is on the rise and their identity as an equal partner in the family is gaining strength.

This report presents the results and a few success stories of our efforts, which confirm that with support from a peer group and access to necessary knowledge and linkages, even the most deprived can successfully pursue their dreams.

Knowing quite well that the Herculean task of improving human condition in rural India needs many actors to collaborate, we proactively forged partnerships with NGOs, thematic resource organizations, corporates and governments to achieve impact on a large scale and around multiple dimensions of gender, WASH (water and sanitation), health and nutrition, access to land by all, education and so on. In fact, we launched the Transforming Rural India (TRI) initiative this year along with other stakeholders to strengthen the coalition of all actors to accelerate human development in rural India.

Women's influence within and outside families is on the rise and their identity as an equal partner in the family is gaining strength



Mobilizing educated and empathetic youth to work directly with the underprivileged in the rural areas is an essential feature of our approach. However, it is increasingly becoming difficult to attract well-educated youth to live and work in villages. PRADAN's Development Apprenticeship program and the higher education initiative with Ambedkar University, Delhi, are two well-known endeavors aimed at building young professionals for the sector. We have begun sharing our work on pertinent online platforms, and are offering internships to pre-final year students in reputed institutions to increase outreach among interested youth.

We strengthened our engagement in view of our renewed vision and approach to build women's collectives as change agents. We need to now improve our systems in the coming years to rightly capture the results in different dimensions, document lessons and share them widely with relevant stakeholders. Scaling up

impact, strengthening partnerships and supporting institutions of women to relentlessly strive to influence prevailing cultures towards a more inclusive and just society are our priorities in the coming years.

I am grateful to our supporters and institutional donors for trusting us, letting us experiment and helping us learn effective ways to address rural poverty through long-term engagements. Together, we have been able to impact the lives of millions of people and the lessons confirm our belief that a better society ensuring prosperity for all is possible. We are now encouraged to keep going, seek more partnerships and multiply the impact in the coming years. I would also like to acknowledge the effective oversight by our Governing Board in making ourselves accountable.

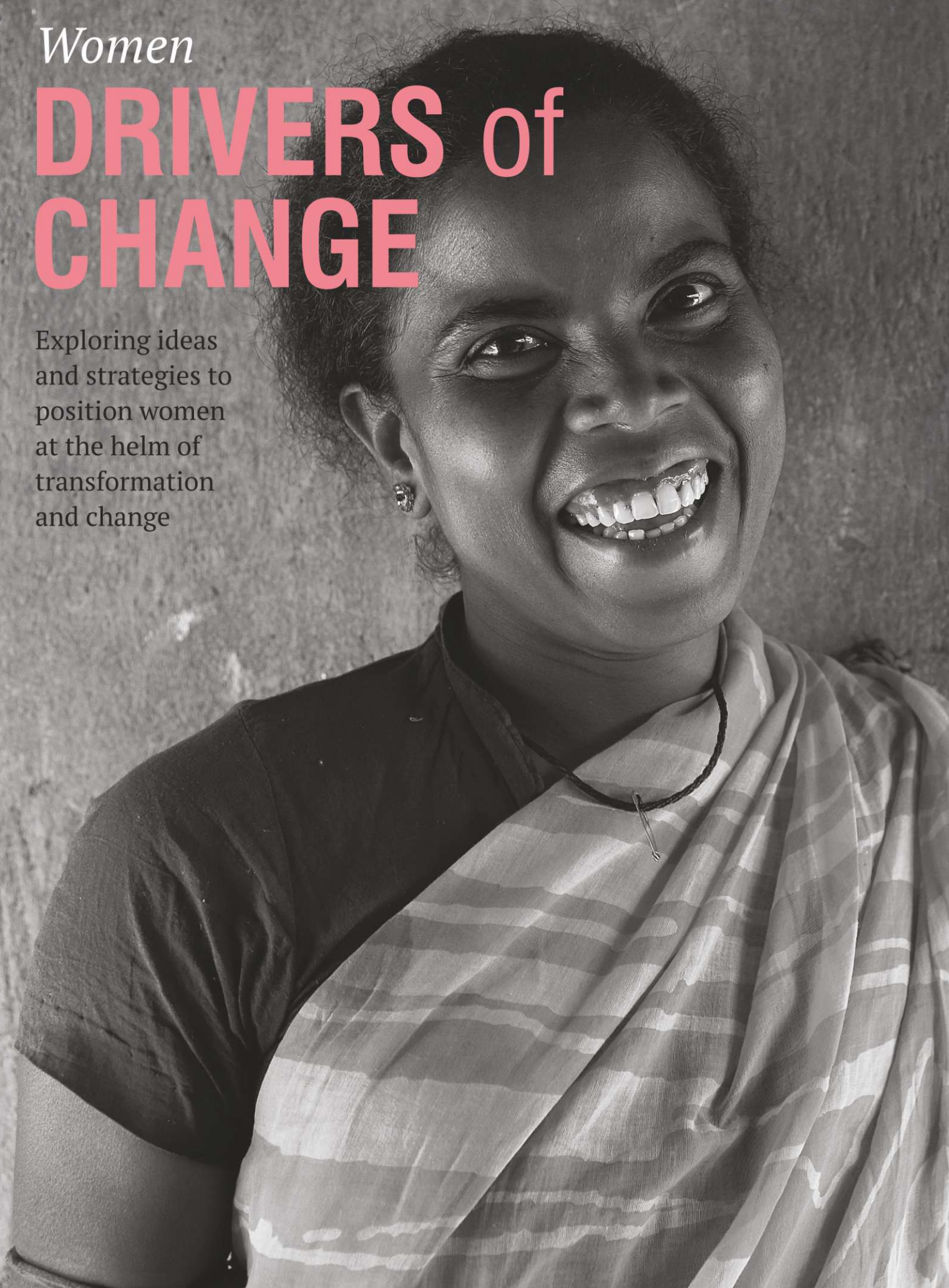
—  
*Manas Satpathy*  
 Executive Director, PRADAN



*Women*

# DRIVERS of CHANGE

Exploring ideas  
and strategies to  
position women  
at the helm of  
transformation  
and change





**O**ur vision of a just and equitable society relies on individuals and their collectives having an enhanced 'sense of agency'. And ensuring that the usually excluded voices of women, dalits and tribals are heard.

Sense of agency is the ability to take action, make choices and influence one's own life; it arises from understanding the significance of self, and the belief that 'I matter'.

In our work, we engage with women's collectives on issues of gender, caste and class, governance, discrimination, violence, and self identity. This strengthens their belief in their own ability to influence and control their lives.

This year, together with women's collectives we actively explored ideas and strategies to position them at the helm of the transformation agenda and change processes.

The action on ground included expanding the leadership pool of women to spread the concept and the creation of self-help groups (SHGs) to newer areas. We also helped create and build village organizations to facilitate more women's access to public forums, such as Gram Sabhas and other statutory committees, to demand their rights.

A significant aspect of the change process was their continually evolving self-identity, where women acknowledged and asserted their role as farmers and citizens in their own right, and identified areas of development for their own selves and their communities.

#### **Outcomes of Our New Approach**

This year, SHG members themselves proactively mobilized 108,000 women to form 9,025 SHGs marking a 29% annual growth as compared to an average growth of 13% over the last 4 years.

#### **INSIDE**

Reaching the Unreached	12
Bolstering Governance	14
Recognizing Women as Farmers	18
Towards Economic Empowerment	20



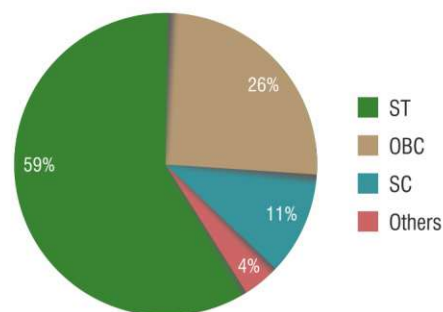
# REACHING THE UNREACHED

With our shift in approach of working at the grassroots, we have:

- Stepped back from playing the role of change makers and have, instead, taken up the responsibility to groom women themselves to lead the change;
- Reduced the number of 'paid' community service providers (CSPs) involved in inclusion and strengthening the SHG network. This was to let people's own initiative and sense of responsibility towards their community come forth.
- Begun building and strengthening associative SHG tiers at various levels.

Village organizations (VOs), comprising members of SHGs as well as non-members, responsible for bringing all eligible families into the SHG network, were set up. The commitment and initiative of a large number of SHG members ensured saturation in many villages on a mission mode.

To spread the SHG concept to new areas multiple opportunities were created for non-SHG members to see and experience the dynamic of SHGs in action. Additionally, *Mahadhivesans*—they are annual congregations of women's collectives—brought all women in the SHG network together, to celebrate their journey and achievements. *Mahadhivesans* had gatherings of up to 10,000 women, with cultural events, exhibitions, and technical sessions.



Overall Outreach FY 2015–16: **482, 157 Households**

The year witnessed a total outreach to 482,157 poor households in 116 blocks across 6,780 villages in 37 districts across 7 states







The year witnessed a total outreach to 482,157 poor households in 116 blocks across 6,780 villages in 37 districts across 7 states.

Representatives from VOs and SHGs formed Gram Panchayat level federations (GPLFs)/ cluster level federations (CLFs), some of which developed into block level federations (BLFs) – the next tiers of association, to work with the local government at their levels.

A total of 2,731 VOs were formed or reorganized from existing clusters, as a platform for women to congregate on village development issues.

The total number of GPLFs and BLFs were 80 at the end of the year. The following table gives comparative growth figures of SHGs and their associative tiers including financials and group health.

SHG & ASSOCIATED TIERS	Mar-14	Mar-15	Mar-16
Number of SHGs	22,618	28,669	37,617
Number of clusters	2,526	2,003	696
Number of village organizations	–	–	2,731
Number of block and panchayat level federations	78	85	80
SHG DETAILS			
Net owned funds (in ₹ millions)	799	1,015	1,399
Cumulative credit disbursed till date (₹ millions)	455	494	1,831
Loan outstanding (₹ millions)	346	431	928
SHGs with satisfactory quality of book keeping (cash book, passbooks, minutes)	16,094	21,458	25,570
SHGs with annually audited accounts	–	–	20,452
SHGs with computerized data maintenance	13,390	19,456	21,596
Number of SHGs with savings bank accounts	–	–	27,760
Cumulative number of SHGs that are credit linked (cash credit or term loan)	3,335	2,800	6,125



BLF



GPLF / CLF



VO / Cluster



SHG



Women

Structure of a Women's Federation from grassroots upwards



# BOLSTERING GOVERNANCE

Women's collectives took the initiative to demand for their rights and entitlements under different government programs

The year saw women influencing local governance through concerted efforts to improve the functioning of public institutions and their functionaries. Women have influenced decisions affecting their lives through increased participation in Gram Sabhas, *Jati* Panchayats (informal caste-based groups) and local administration.

There is a shift in the way women regard themselves today. They see themselves less as 'beneficiaries' and more as key stakeholders at all stages of implementation of government programs created for their benefit.

A critique and analysis of public institutions opened up better means to contribute in improving their functioning and mapping ways of engagement.

Women's collectives took the initiative to demand for their rights and entitlements under different government programs such as the Public Distribution System (PDS), employment under the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and for better nutrition and child health under the Integrated Child Development Services (ICDS).

Apart from expanding the SHG network, VOs played a significant role in supporting women's participation at various village level committees (VLCs) as members, and facilitated their access to information on government schemes and programs.

Through the women, communities proactively addressed the problems they faced. Approximately 2,000 VOs and multiple VLCs sorted out various delivery



## Growing Community-based Institutions

Some geographic areas, where women's collectives have reached a level of maturity, were identified and 8 teams were dedicated to these places to build a federation structure and groom office bearers. The teams' focus was to strengthen and facilitate these mature federations in their management and governance processes.

This model of SHG federation, which focuses on women's socio-economic development and empowerment to claim their rights and entitlements, has not been worked upon by many organizations. There are also very few existing institutions to learn from, making the task much more challenging. In the coming years the focus will be on the process of organization development.



issues in MNREGS, Panchayati Raj Institutions (PRIs), PDS and Right to Education (RTE).

People asserted themselves during the Rozgar Diwas, demanding for redressal camps, and also to link them to relevant office bearers to address different issues. They actively participated in the Integrated Participatory Planning Exercise (IPPE - II), the flagship initiative of the Ministry of Rural

Development (MoRD), Government of India. Besides influencing local institutions from the outside, at least 6,000 SHG members contested elections held for the local self-governance (LSG) institutions across our development clusters. In Jharkhand alone, 350 women candidates were elected to LSG institutions.

Mainstreaming women's role in the public sphere and rights-based action for

Besides influencing local institutions from the outside, at least 6,000 SHG members contested elections held for the local self-governance institutions across our development clusters





citizenship engagement is a goal of the NRLM-MGNREGS-CFT (National Rural Livelihoods Mission-Mahatma Gandhi National Rural Employment Guarantee Scheme-Cluster Facilitation Teams) initiative, developed by the MoRD. It intends to enhance the quality of MGNREGS processes in the 250 most backward blocks of the country. The plan has immense potential for generating wage employment, asset creation, livelihood enhancement and strengthening local governance.

In Jharkhand, Odisha and Chhattisgarh, women's collectives actively took part in several government sponsored initiatives aimed at promoting decentralized planning, and participatory processes of monitoring and engagement with PRIs to strengthen development planning for village and panchayats. For example, the IPPE-II, and Gram Panchayat Development Planning (GPDP) were the major programs that saw large-scale participation of women collectives to improve planning around natural resources, livelihoods, well-being

services and, more importantly, to bring marginalized and excluded households into mainstream development processes.

Decentralized planning exercises were further reinforced through convergence of public investments through flagship programs such as the NRLM-MGNREGS-CFT to trigger large-scale assetization around land, water and tree resources.

In our project areas, SHG collectives spearheaded the initiative to facilitate the inclusion of small and marginal farm households to access public investments to create durable assets. Decentralized planning and participatory monitoring by SHG collectives contributed greatly to the quality of plans, the community's access to mainstream services, and efficiency of program delivery by the system. These efforts have also facilitated stakeholder alignment to sustainably improve governance at the lowest tier, and the responsiveness of public systems to their needs. Across 7 states, communities

Across 7 states communities mobilized more than ₹ 300 million from MGNREGS to create individual as well as common infrastructure for their villages







mobilized more than INR 300 million from MGNREGS to create individual as well as common infrastructure for their villages.

In Jharkhand, PRADAN as a resource organization has facilitated collectives to participate at all stages of MGNREGS' implementation in 18 blocks.

In Balaghat district, Madhya Pradesh, 23 special Gram Sabhas were organized by SHG members on different issues. Women participated in various events related to rights of women farmers, women's land rights, and articulated and placed a charter of demands to the administration in the Mahakaushal development cluster.

In other areas of the state, VLCs created interface between the community, office bearers and frontline workers for different services. These collaborations with the local administration have grown visibly with women monitoring Anganwadi Centers, PDS shops and other activities in schools. Scaling this up across all villages is the next challenge for the federations.

In Chhattisgarh, women's cluster level federations (CLFs) have been involved in preparing village development plans. A grievance redressal camp, demanded by the women in the cluster, was organized by the

Zila Panchayat under the chairpersonship of CEO, Zila Panchayat. It was a significant achievement where approximately 530 SHG members submitted 406 applications related to MGNREGS, opening of bank branches in the area, safe drinking water, toilets, irrigation infrastructure, agriculture assets, etc. to different departments. Out of these, 386 cases were resolved on the same day.

In another instance, during the Rozgar Diwas, the collectives demanded employment under the MGNREGS, discussed issues related to payment of wages, and organized meetings to demand linking Aadhar cards with job cards and account numbers for smooth payment. They also demanded for increased number of labor days by ensuring an increase in the labor budget in their Gram Panchayats.

Through their action, ₹ 92 million was mobilized from MGNREGS out of which ₹ 84 million was invested to create individual assets like irrigation infrastructure and other land and water interventions.

Women across 45 blocks in Jharkhand participated in the Yojana Banao Abhiyaan-YBA (a local name for IPPE-II) to make village development plans with the government.

Overall, women have influenced different government programs and helped create a large number of physical assets aiding livelihoods, with support from our teams, for integrated natural resource management (INRM).

—  
Nearly 35,000 families participated in asset creation to develop land and water resources.

—  
More than 7,500 infrastructure facilities: water harvesting structures and seepage tanks for irrigation were created, irrigating a command area of 5,000 hectares (ha).

—  
More than 6,000 ha of land was treated and improved through bunding, leveling and terracing.



# RECOGNIZING WOMEN AS FARMERS

Despite their active engagement in agricultural activities, women are rarely regarded as farmers in their own right; they are treated more as farm laborers.

Helping women explore and practice roles beyond conventionally defined boundaries is one of PRADAN's primary mandates. It is a long journey of self-awareness and evolution that begins with acknowledging deeply held beliefs about one's 'self' and moves to recognizing one's value and consequently asserting oneself as an 'equal decision maker'. Our engagement continued with women and their collectives in this journey of evolving identities.

In the sphere of farm-based activities, women expressed interest in developing skills and technical know-how to reinforce their position as decision makers in crop planning, implementation and marketing. In response, basic training modules that encouraged reflection and strengthened



their confidence as trainers and progressive farmers were developed. These not only contributed to a shift in perception of their own 'selves' but also helped them extend themselves to impart knowledge and provide services to other local farmers.

Helping women explore and practice roles beyond conventionally defined boundaries is one of PRADAN's primary mandates





## Earning Respect as a Farmer

### *Nilai Hikaka*

Nilai, a tribal woman of Gopikankubadi village, Odisha, never had a formal education. With a family of 6 and a sick husband, she was surviving on wage labor as a stone crusher. She earned ₹ 15,000-16,000 a year, which provided the family with only 3-4 months of food.

It was impossible for her to provide even the most basic of necessities to her family – food on the plate, education for her children, and medical care for her husband and children. Her 3-acre undulating

agricultural land remained unproductive for many years, till she connected with the local self-help group. This was the start of a new journey for her.

Through the SHG, Nilai gained information and experience which allowed her to question and think of possibilities that could make life more comfortable. She began medical care for her husband through small loans from the SHG.

She and her husband then mobilized funds under MGNREGS to treat their land with various soil and water conservation measures under integrated natural resource management. Today, they earn more than ₹ 100,000 a year, having adopted improved agriculture practices.

They are food sufficient all year round; the younger children go to school while the older son is enrolled at an ITI to become an electrician after the diploma.

Nilai saves money in her own bank account and considers herself an accomplished farmer today.

They earn more than ₹ 100,000 a year, having adopted improved agriculture practices. Nilai considers herself an accomplished farmer today





# TOWARDS ECONOMIC EMPOWERMENT

Today, vegetable cultivation is considered a vital engagement; almost 70% of the households involved in agriculture are cultivating a wide range of vegetables

Since poor households depend on multiple avenues for secure income enhancement, livelihood support is centered on five broad categories: agriculture and horticulture, forest based livelihoods, livestock and micro enterprises.

Over the years, our teams have developed different livelihood prototypes calibrated for local areas with varying resource endowments.

Women's collectives, this year, worked with 224,939 women in livelihood activities; which comprised 47% of the total families in the SHG network.

### Farm-based Livelihoods

Our approach to farm-based livelihoods includes promoting integrated natural resource management (INRM), ensuring food sufficiency round the year from one's own land, and earning cash incomes sufficient for the family to sustain itself in the village without being forced into distress migration.

Agricultural interventions for the year were planned through a consultative process involving women farmers, volunteers, CSPs, professionals, technical experts, government officials of line departments, etc. Cluster level *melas* were held to bring in many members to engage in improved farm-based activities.

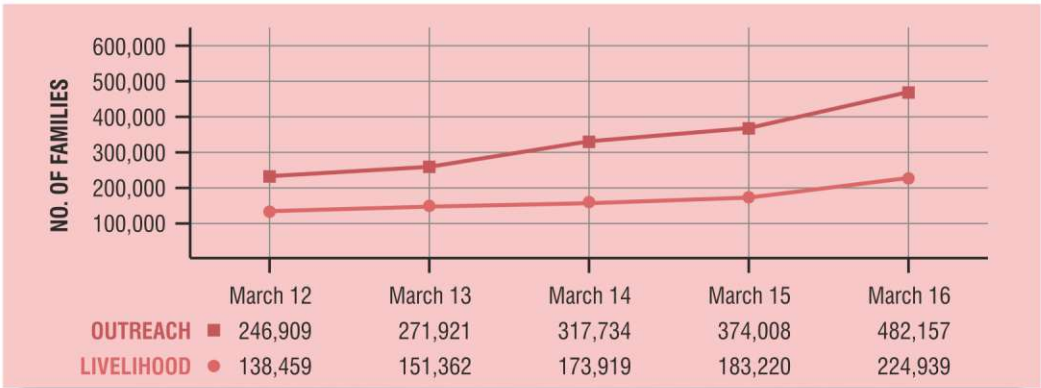
During the year, 214,715 families worked on agriculture, horticulture and floriculture covering 76,478 ha of cultivable land.

Adopting improved practices of using new and better quality seeds, treating old seeds for increased productivity, setting up short duration nurseries, following line planting with adequate spacing, System of Rice Intensification (SRI), Direct Seeded Rice (DSR) and using agriculture implements such as weeding machines and markers have resulted in better returns on investment.

Communities diversified cultivation by using different types of locally adapted vegetables on their tracts of land. This addressed nutritional security and economic viability, which often gets ignored in monoculture farming practices. Today, vegetable cultivation is considered a vital engagement for them; almost 70% of the households involved in agriculture are cultivating a wide range of vegetables. Some new techniques such as grafting tomatoes were introduced along with improved practices of raised-bed nurseries for vegetables, use of nylon threads and bamboo for staking tomatoes, use of insecticides and fungicides during nursery preparation, mosquito net and transparent polyethylene, and preparing *machan*/trellis for creepers.

With each family, an average of 3 varieties of crop interventions was made during the year.

>  
Total Outreach  
vis-a-vis Families  
in Livelihoods



ON-FIELD INTERVENTIONS	CULTIVATED AREA (ha)		PARTICIPATING FAMILIES	
	<i>Kharif</i>	<i>Rabi</i>	<i>Kharif</i>	<i>Rabi</i>
Cereal Crops	46,158	7,460	180,812	35,474
Pulses	3,609	889	49,413	13,046
Oilseeds	1,132	2,604	19,764	25,841
Vegetables	7,971	3,581	120,122	65,050
Vegetables (summer)	411		12,328	
Floriculture	56		1,283	
Fruit Orchards	2,606		12,099	

Details of farmers' on-field interventions are given in the table above.

Agriculture Production Clusters (APCs) aimed at intensifying crop production in a given geography (cluster of 4-6 villages,

200-400 families) and facilitating strong linkages with the markets, became more active in many areas. By improving information dissemination, the intervention has enabled farmers to make better use of opportunities available in the market.



**Production Increases by 3 Metric Tonnes (mt) per Hectare (ha).**

Across different locations, paddy has shown increase from 2 mt per ha to 4.5 - 5 mt per ha. The DSR technology saw large-scale introduction and acceptance in various communities given its increased tolerance to drought conditions. Increased yield was noticed in the following crops:

- Improved maize cultivation (from 1.5 mt per ha to 3.5 to 5 mt per ha).
- Yield of wheat increased 2.5 times by changing the cultivation methodology coupled with availability of irrigation.





### Highlights from Agriculture Production Clusters

— 200 families joined an APC to cultivate cucumber and tomatoes in the Khunti block, Khunti district, South Chhotanagpur development cluster (SCDC), Jharkhand.

Sowing cucumbers and raising tomato nurseries were done at the same time to ensure produce harvest and marketing coincided. Despite a poor monsoon, households producing cucumber earned an average net income of ₹ 6,000 to 8,000 while tomato farmers earned an average of ₹ 15,000 to 20,000.

— The Gumakia APC spread across 4 villages (Gumakia, Dalapata, Bondaguda and Gaglimaha) in Balliguda block, Kandhamal

district, South Odisha development cluster (SODC), supported 80 families with technical support and farmer training. Trainings focused on strengthening bean cultivation for bulk marketing through quality seeds, addressing working capital requirements, and coordinated sowing, all of which generated a substantial income enhancement for farmers. Average income of the participating families was ₹ 11,250, of which 26 families earned a net income of over ₹ 20,000.

— Banana cultivation began in collaboration with the horticulture department. Thirteen women from 3 SHGs planted Grand Nain (G-9), a high yielding variety of banana across 10 hectares in Ghagra block, Gumla district in the SCDC.





The productivity of tomato plants went up to 15-20 kgs per plant from 2-3 kgs, a five-fold increase

#### **Optimizing Tomato Yields: Adopting Innovations**

Tomato cultivation was introduced for small and marginal farmers to get better returns from small pieces of land, especially in the rainy season. Although tomato plants can grow under a wide range of climatic conditions, they are extremely sensitive to heat and humidity.

Over the last few years, researchers and farmers of Bangladesh have made an innovation in tomato production technology. It is widely known as 'Summer Tomato Cultivation' or 'Poly Tunnel Technology'.

We adopted this technology two years ago at our Jangal Mahal development cluster (JMDC) in Purulia, Bankura and Paschim Midnapore districts of West Bengal. The experiment, yielding mixed results, was a learning experience that demonstrated the potential of this technology. To address gaps and adapt the technology to India, our teams have been adjusting the model and building in more rigor to achieve desired productivity and income.

They have successfully demonstrated the practice of this technique to more than 200 small and marginal farmers in both rain-fed and dry land areas. It is called 'Rain-shelter Tomato Cultivation'.

The productivity of tomato plants went up to 15-20 kgs per plant from 2-3 kgs. A five-fold increase.

This protective practice has emerged as a better alternative to conventional tomato cultivation, not only in terms of higher returns on investment but also in terms of reducing both physical drudgery as well as worry about the success of the plantation.



\*With support from PRADAN, NSPDT was formed as a separate for-profit organization to take forward the agenda of promoting smallholder poultry in the country.

NSPDT's support helped producers rear 28,065 metric tonnes of live birds and generated a turnover of ₹ 2,869 million

### Other Major Livelihoods Interventions

Apart from farm-based livelihoods, members participated in forest based activities and micro enterprises to enhance incomes. These included broiler farming, goat rearing, tasar rearing, lac cultivation and mulberry sericulture. Fish rearing has also come up as a new initiative in many areas.

### Broiler Farming

For continued income throughout the year, 9,183 women producers were encouraged to take up broiler poultry rearing. This has emerged as a powerful livelihood activity accounting for robust incomes for families. Through techno-managerial guidance from the National Smallholder Poultry Development Trust (NSPDT)\* poultry producers were grouped into cooperatives and trained to set up broiler units.

The poultry producers' cooperatives, supported by NSPDT, marketed live birds to serve the growing needs of small towns and urban markets.

NSPDT's support helped producers rear 28,065 metric tonnes of live birds and generated a turnover of ₹ 2,869 million.

### Goat Rearing

A smallholder goat rearing model has been standardized across locations. It includes proper shed construction, improved breeding through the induction of good quality bucks, etc. In the initial stages, groups of women were promoted to implement different activities through peer learning and support. However, as the scale of operation increased, nearly 300 Community Animal Health Workers (CAHW) were introduced to take responsibility of follow up, timely deworming, vaccinations, first aid and good management practices. Increased income generation has been the primary reason for the growing interest in the activity.

8,185 families have been involved in goat rearing, in more than 300 villages. Of the families involved, nearly 50% had an income of more than ₹ 10,000 per annum.







### Tasar Rearing

Tasar Development Foundation (TDF), a sectoral organization worked with 9,750 farmers/ rearers in tasar silk rearing during the year. Farmers were supported by grainage entrepreneurs for seed rearing. At par in quality with the Central Silk Board's standards, the seed cocoons produced by these farmers were enough to cover the entire year's requirement.

A total of 1.3 million disease-free layings (DFLs) and 60 million cocoons were produced, helping rearers earn an income of ₹ 161 million.

### Mulberry Sericulture

The outreach of mulberry sericulture increased two-fold, covering 726 farmers in 50 villages (Madhya Pradesh).

PRADAN has helped set up a for-profit organization of mulberry sericulture producers, called Samuha. It is planned to be registered as a company under the Companies Act.

It is currently operating in 7 *chawki* (silkworm rearing areas) rearing centers to get quality DFLs for its farmers, which is an important factor for productivity and production. There has been significant growth in production and income during the year. Currently 70% farmers earn more than ₹ 40,000 (annually). The producer's collective had a gross turnover of ₹ 26 million, earning a profit of ₹ 3.5 million.

### Cultivating Lac

Lac rearing and cultivation is a traditional occupation and an important source of income for tribal families residing in forest fringes. To help families get more support in this venture, our teams helped establish links between the families and officials of the forest department.

There are 6,380 families who have taken up lac rearing and cultivation across our development clusters. In Mayurbhanj district, Odisha, 533 families in 14 villages began this activity this year and each family, on an average was able to earn an income of ₹ 15,000 annually.

### Fish Rearing

Fishery is fast emerging as a livelihood option in many communities. Presently 609 families are participating in this effort in certain geographies. In Churchu block, Hazaribagh district, a group of about 100 fish farmers collectively known as Kisan Matshya Utpadak Samuh, have found this to be a sustainable livelihood option considering the demand for fresh fish in the local markets of Jharkhand.

Teams have expanded their focus in this activity by providing training on improved rearing practices along with direct inputs such as fingerlings, feed and medicines.

8,185 families have been involved in goat rearing in more than 300 villages, of whom nearly 50% had an income of more than ₹ 10,000 per annum





*Strategic Initiatives*

# Pursuing POSSIBILITIES

## INSIDE

Collaborations with Civil Society Organizations 28

Collaborations with Thematic Resource Organizations 31

Partnerships with Governments 35

Transforming Rural India (TRI) 38





**A**s we embark upon a much wider transformative engagement with rural and tribal communities, we strongly believe that bringing change in the human condition is a collective responsibility, one beyond the scope of just a singular entity. For more effective ways to evolve, different actors must join hands and bring in their respective competence to tackle multiple challenges. We continue to hold the idea of partnerships as valuable in this process.

We pursue partnerships at two levels: to roll out development tasks to effectively transform a large geography at the grassroots, and to create coalitions and associations with cross-sectoral organizations for knowledge and expertise. Towards this, we forged new partnerships and strengthened existing ones with civil society organizations (CSOs), thematic resource organizations, corporates and governments, both at the development cluster level, and as an organization.



## COLLABORATIONS WITH CIVIL SOCIETY ORGANIZATIONS

Our CSO partnerships are focused on building mutual capacities and strengths to increase effectiveness and efficiency of systems and processes

Our Civil Society Organization (CSO) partnerships are focused on building mutual capacities and strengths to increase effectiveness and efficiency of systems and processes (including human processes), tools and techniques, and institutional models for large-scale impact. Following are the collaborations underway at PRADAN's different development clusters.

### **Vikas Bazar.Net across 4 Development Clusters in Jharkhand**

Vikas Bazar.Net (VB.Net), a network of 15 CSOs, was formed in November 2005 for joint and coordinated efforts in accelerating the participation of small and marginal producers in the market. It works across 4 of our development clusters (DC) namely the South Chhotanagpur DC, North Chhotanagpur DC, Santhal Pargana DC and Kolhan & North Odisha DC.

This year, the focus was to enable farmers to adopt improved farm and forest-based livelihood practices to ensure food security and increased cash incomes. The farmers, through the MGNREGS-NRLM-CFT programs, enhanced their understanding of Integrated Natural Resource Management (INRM) practices and participatory planning methodologies. Various training and capacity building exercises were conducted to strengthen livelihoods, monitoring and evaluation systems and market linkages.

VB.Net facilitated collaborations between partner agencies and the Department of Rural Development, Government of Jharkhand for village level planning exercises under IPPE-II, sponsored by the Government of India.

### **South Odisha Development Cluster (SODC), Odisha**

Two partnership consortia were formed in Koraput and Kandhamal districts of SODC. The 'Koraput Consortium' comprising Chetna Organisation, Harsha Trust and PRADAN. And

the 'Kandhamal Consortium' comprising Kalpabrikshya, SWATI, ORRISSA, Harsha Trust and PRADAN.

While the Government of Odisha's Tribal Empowerment and Livelihood Project (OTELP Plus) formed the immediate context of these partnerships, the broader purpose of building these forums was to address large-scale poverty and influence development practices in south Odisha, one of the poorest regions of the country.

Through OTELP Plus, the consortium promoted more than 2,000 SHGs in the project areas. Apart from imparting training on participatory planning for MGNREGS, initiatives to expand livelihood coverage and build linkages with the Department of Agriculture were also undertaken. The linkage was to support farmers' access to improved varieties of seeds. An annual work plan budget (AWPB) was submitted to the Integrated Tribal Development Agency (ITDA) to leverage finance for livelihood activities.

We are also a member of another partnership forum, the 'South Odisha Development Initiative' (SODI). The forum comprises seven CSO partners in the south Odisha region. The collaboration aims to scale up work for pigeon pea cultivation in 6 districts of south Odisha.

### **Mahakaushal Development Cluster (MKDC), Madhya Pradesh**

Since 2008, the partnership engagement in the Mahakaushal region has grown, with us playing the role of a 'Resource NGO', under the Tejaswini program. We have been successful in promoting our model of building women's collectives at a large scale with 6 CSO partners: 3 in Mandla district (Tejaswini Ekta Mahila Sangh, Tejaswini Sangwari Mahila Sangh and Sahara Manch), 2 in Dindori district (Bhopal Yuwa Paryavaran Shikshan & Samajik Sansthan-



BYPASS), All India Society for Electronics & Computer Technology-AISECT) and 1 in Balaghat district (Baihar Nari Utthan).

For the first time, as many as 6,000 SHGs, along with higher tier collectives, were formed and nurtured in this partnership. Apart from being involved in micro-finance and livelihood planning, several collectives promoted under the program have undertaken issues of gender parity and better governance. A project management unit (comprising Tejaswini District Project Manager, PRADAN professionals, and Sangh Mitra -Federation CEOs), monitors the

larger agenda of holistic village development (women's empowerment through strengthening community institutions, livelihood opportunities, gender-based development, etc. as per the state's guidelines) along with project activities and outputs.

#### **Baghelkhand & Satpuda Development Cluster (BSDC), Madhya Pradesh**

In this development cluster, our engagement with Pararth Samiti, a CSO, has been to build capacities of the field staff in livelihood planning interventions to demonstrate agriculture and mulberry cultivation in the area.





About 73% families who adopted SRI principles in their paddy fields have achieved almost double the traditional yield

Teams in Betul and Bhoura are exploring the setting up of primary education initiatives in partnership with Eklavya and Samavesh. Initial rounds of discussions and field visits have been made and work will start in the coming year.

North & South Chhattisgarh Development Cluster (NSCDC), Chhattisgarh

In collaboration with 13 NGO partners, the System of Rice Intensification (SRI) method of paddy cultivation was introduced through pilots across different poverty endemic regions of Chhattisgarh. This was to demonstrate and prepare for large scale replication.

This partnership has resulted in setting up a state level forum called the 'SRI Manch' to share learnings from SRI and other initiatives i.e., community mobilization, convergence, community forest rights, etc.

The SRI Manch has been influencing the state to promote SRI technology in paddy, pulses, millets & vegetables. Significant efforts are also being made to nurture SRI Manch as a leadership forum.

During the year the main focus of the partnership was to support *Kharif* paddy using SRI and DSR methods along with vegetable and millet cultivation in 752 villages with 35,872 households in 12 districts. About 73% families who adopted SRI principles in their paddy fields have achieved yields  $\geq 4$  mt/ha, which is almost double the traditional yield, the state average being 2.2 mt/ha.

North East Bihar Development Cluster (NEBDC), Bihar

We supported the establishment of a civil society organization called 'Preservation and Proliferation of Rural Resources and Nature (PRAN)' in 2010. PRAN promotes improved agriculture among small farmers to enhance farm productivity and income. It works in the districts of Gaya and Nalanda. In the partnership with PRAN, our efforts intensified farm-based livelihoods in central Bihar and made inroads into the north eastern districts of Kishanganj and Araria, where we have direct operations.

Members of both organizations have met regularly to share experiences. PRAN professionals visited communities in our areas of operation to help conceptualize farming models appropriate to their context. Jointly, several meetings were held with the Bihar Rural Livelihood Promotion Society (BRLPS) to familiarize officials about our methodologies of livelihood promotion.

OUTREACH THROUGH PARTNER CSOs			
No.	Development Cluster	NGO/Network	No. of Families Reached
1	NEBDC, Bihar	PRAN	26,149
2	SODC, Odisha	OTELP	14,600
3	KNODC, Jharkhand & Odisha*	SODI	5,200
4	SCDC, NCDC, SPDC & KNODC, Jharkhand, Bihar & Odisha**	Vikasbazar.net	20,364
5	NSCDC, Chhattisgarh	SRI Manch	35,872
6	Mahakaushal, MP	Tejaswini	14,200
7	BSDC, MP	Pararth Samiti	2,000
Total			113,788

\* KNODC includes part of Jharkhand and part of Odisha state  
\*\* SPDC includes part of Jharkhand and part of Bihar state



# COLLABORATIONS WITH THEMATIC RESOURCE ORGANIZATIONS

Continuing with efforts to support emerging development needs in our project areas, reputed resource organizations in governance, health and education were identified. This was done while strengthening associations with existing organizations whom we are already working with on issues of gender, water and sanitation, land rights and nutrition.

New partnerships have been formed with Prajayatnam, Vidya Bhawan, Eklavya and Vikramshila in the primary education domain while Chetna, Public Health Resource Society (PHRS), Child in Need Institute (CINI) and Ekjut have agreed to collaborate on rural healthcare issues.

## Gender Dimensions:

### Partnership with Jagori

To integrate gender dimensions in our work on rural transformation with women and rural communities, our partnership with Jagori has been greatly instrumental in bringing women to the forefront of change in their communities.

The partnership involves building perspectives, moving towards consensus building and conviction, evolving methodologies for facilitating change

### Highlights of PRADAN - Jagori Partnership

- Perspective building on gender for 150 PRADAN professionals.
- A two-phased Training of Trainers (TOT) of 40 professionals.
- 16 leadership camps covering 600 women leaders and community resource persons for gender sensitization.
- Training members of 3,018 SHGs and 434 VOs on different aspects related to gender and discrimination.
- Documentation and compilation of easy-to-comprehend tools and kits for the professional in the field to engage communities around gender discussions.

## Agri-nutrition Further Strengthened

- A baseline study was conducted with support from International Food Policy Research Institute (IFPRI).
- Subsequently, 14 teams piloting the agri-nutrition program have developed plans for nutrition-sensitive interventions.
- Two teams (Chakradharpur and Kathikund) took initiatives in areas of 'Public Health' and 'Women & Child Development', developed linkages with the government system and facilitated interactions between government functionaries and SHG leaders.
- 7,610 women were made aware about planning for nutrition sensitive agriculture in the Kathikund block. Our efforts were acknowledged by the Jharkhand State Livelihood Promotion Society (JSLPS).

within communities and creating specific skills internally in the organization to steer the change process.

## Health & Nutrition:

### Partnership with PHRS

Our partnership with PHRS is to develop and implement a comprehensive strategy that interlinks health and nutrition with agriculture and other livelihood practices.

The pilot project underway in a few development clusters, is exploring contextual solutions in an attempt to develop a standard model for thematic integration of nutrition with the bigger development agenda. It aims to bring positive changes towards health and nutrition of women and children by linking it with agricultural practices and livelihood interventions.

PHRS' support is in the form of improving capacities of our professionals and sharpening their understanding of nutrition-sensitive engagements with communities. PHRS is helping us work with identified SHG members, develop processes to be implemented in the community and build leadership and expertise around nutrition in the various tiers of collectives such as VOs, Gram Panchayat level federations (GPLFs) and block level federations (BLFs).



State Swachh Bharat Mission (SSBM) in Jharkhand has expressed interest to work with SHG federations to reach remote areas

#### **Water and Sanitation:**

##### **Partnership with Gram Vikas**

To facilitate women's access to hygienic sanitation facilities and safe drinking water, and to unleash community-led processes to make villages open defecation free (ODF), we are partnering with Gram Vikas.

Interventions are on in 3 development clusters; SODC in Odisha and NCDC and SCDC in Jharkhand. A number of trainings in the ODF villages have been conducted to convince the elderly to use toilets and demonstrate their use. Construction of new toilets, levying fines on people who willfully defecate in the open, etc. are all significant achievements within the community to sustain the ODF status.

The program is also trying to influence and activate the Village Water and Sanitation Committees (VWSCs) and state governments at the macro level to make the ODF initiative successful.

#### **Land Rights:**

##### **Partnership with Landesa**

To ensure women are able to get their rightful land rights, with support from Landesa we deployed a two-pronged strategy that included:

- Building awareness about land rights and land security issues such as access, control and ownership over land; nuances of land issues affecting the poor and different knowledge and intervention frameworks to grapple with the problem, for members of women's federations and our team.
- Research: Macro and micro analyses of the situation related to land rights were conducted to help in joint advocacy with mainstream institutions; and to adopt and scale-up emerging solutions.

Using these two approaches, we began pilots in partnership with Landesa in select blocks at 3 development clusters in Bihar, Jharkhand and Odisha.

These pilots have resulted in a deeper orientation, better understanding and a focused study (macro and micro) of the land rights issues in Odisha, both for our professionals and for women's federation.

During the year, two macro studies in Kandhamal and Rayagada districts were conducted on issues of women's land security, inheritance and control, and implementation of the Forest Rights Act (FRA) in the state. The findings were further dealt with in micro-studies in 3 villages of Rayagada, Mayurbhanj and Kandhamal districts. It included 100-160 families from each village. The findings were shared with block level federations in Rayagada and Mayurbhanj and the Gram Panchayat level federations in Kandhamal district. Subsequently, an orientation program was organized for federation members on land issues.

#### **The Water and Sanitation (WASH) Program**

- 3,445 families identified in 45 villages for implementation of the project.
- Construction of toilets has been completed for 765 households in 14 villages. Another 1,301 families have begun construction.
- 7 villages were declared ODF by the district administration in Odisha.
- 1,379 families have been trained and motivated to start construction of toilets at their homes.
- ₹ 0.75 million has been mobilized from user households for toilet maintenance.
- Piped water supply systems were installed in 7 villages to cover 405 households. Additionally, in 6 villages, installation works are underway to cover 327 additional households.
- State Swachh Bharat Mission (SSBM) in Jharkhand has expressed interest to work with SHG federations to reach remote areas.



Additionally, a macro study in Bihar for analyzing the historical evolution of land governance processes in the state was carried out. The focus was to understand the socio-political structure; policy and legislative processes; and assess different types of land tenure arrangements. It also highlighted best practices focusing on agricultural tenancy (homestead and farm land), women's land rights, and current approaches in land governance with

emphasis on revenue infrastructure and administration. It proposed recommendations and designed a joint intervention plan to improve land tenure security for the poor and landless in the north east Bihar development cluster (NEBDC).





### Efforts to Promote Land Rights In Odisha

- The block level federation in Rayagada was supported to participate in a program by the Government of Odisha to enumerate landless farmers and distribute land titles to identified homestead-less households.
- Federation members identified and prepared a list of 1,946 landless households (including 660 single women) from 70 villages and submitted it to the government for further action.
- The federation identified 46 women for land titles out of which 9 were single women.
- The federation is taking up the enumeration initiative in another 50 villages.
- In Mayurbhanj, the federation was supported under the Women Support Centre (WSC), a government program to assess land security of single women. The program involved livelihoods counseling/ assessment of single women identified under WSC.
- Thirty trained community service providers (CSPs) were involved in collecting information regarding the status of single women in the community, their livelihoods and available options.
- About 5,073 single women were identified through WSC in Karanjia, who will be covered by the CSPs in a phased manner for livelihood counseling.
- CSPs have completed counseling 2,600 single women. Their data will be analyzed and shared with the government departments to facilitate better livelihood options through convergence.





# PARTNERSHIPS WITH CENTRAL AND STATE GOVERNMENTS

PRADAN's approach always has been to influence and work on different government programs with departments that are working in and for poverty regions. Accordingly, we have worked with the government at all levels—local bodies, district government, line departments as well as with the relevant ministries of the central government—across all our development clusters.

## **With Ministry of Rural Development / State Rural Livelihoods Missions as NSO**

PRADAN is an NRLM Support Organization (NSO) to the Government of India on livelihoods. We are the only organization in the country to be designated an NSO.

As NSO we have been engaged with the Ministry of Rural Development (MoRD) since August 2013. Our role as a knowledge and capacity building partner has been instrumental in developing training modules and materials to groom community resource persons (CRPs) in agriculture, livestock and non-timber forest product (NTFP) themes. These modules are now used across the country by different State Rural Livelihoods Missions (SRLMs).

We developed a 'Handbook on Sustainable Agriculture' this year by studying and compiling practices and experiences of different NGOs and organic farmers across the country. A manual is under development to help district and block mission units to identify and implement appropriate pro-poor livelihood prototypes in their areas.

We intensified our work with SRLMs of Odisha, Bihar and Jharkhand to help these state missions to initiate livelihood pilots to draw lessons and incorporate them in their livelihoods strategy and national missions. Over the year, we have piloted large-scale livelihood programs (mostly around agriculture) in 6 blocks of Jharkhand, 4 blocks of Odisha and 8 blocks of Bihar, reaching about 12,000 farmers.

A Memorandum of Understanding (MoU) was signed with the Jharkhand State Livelihoods Promotion Society (JSLPS) in May 2015 and with Odisha Livelihoods Mission (OLM) in August 2015. The MoU with Bihar Rural Livelihoods Promotion Society (Jeevika) was signed in December 2014. The key engagement domains at the SRLM level were to:

- Concretize vision, approaches and strategies on livelihoods (through training programs) for key mission staff and develop systems for learning and knowledge management.
- Demonstrate comprehensive bottom-up livelihoods basket identification (drawing support from knowledge and experience of local community resource persons-CRPs) and its implementation by following a production cluster approach.
- Develop knowledge products that can be used across all states.

In Odisha, significant changes were brought about in the identification processes, grooming and engagement for CRPs. In Jharkhand, the model of grooming local experienced farmers from nearby areas as CRPs was established. This model can be replicated to upscale different livelihood activities in the future.

As the central government increased its focus on convergence, we, as NSO, were made a member of the working group on Integrated Participatory Planning Exercise (IPPE - II), and undertook the following activities.

- Brought an enhanced focus on livelihoods, and put mechanisms for convergence between NRLM, MGNREGS, National Social Assistance Programme (NSAP), Indira Awas Yojana (IAY) and Din Dayal Upadhyaya-State Skill Development Mission (DDU-JKY).
- We were also involved in developing training manuals, tool kits, a film on INRM-based planning process, and a ready reckoner

PRADAN is the only organization in the country to be designated an NRLM Support Organization (NSO) to the Government of India on livelihoods





### > North East Bihar Development Cluster

To reach out to marginalized households, as NSO, we supported project facilitation teams of the Bihar government's Rural Livelihoods Promotion Society (also called Jeevika) program in the districts of Saharsa and Khagaria to build robust livelihood initiatives on existing community platforms. The aspiration of the women to embark on livelihood ventures was palpable in both the districts as they were now better organized and had access to mainstream credit.

We supported Jeevika in ideation, training their cadres from districts to villages and provided on-field support to enable them to engage with farmers to begin interventions in livelihoods. We also placed an experienced professional at Khagaria to support livelihood initiatives in both the districts.

Our engagement with the Jeevika staff centered specifically on a large number of training events to prepare them for improved practice around *Rabi* crops. Crops of mustard, potato, field peas, brinjal and chili were promoted.

We supported 6,031 families, and most farmers were able to earn in the range of ₹ 8,000 to 20,000 (income from one season only). In the summer season, a total of 2,226 families took part in the cultivation of cucurbits (bitter gourd, bottle gourd, sponge gourd, and ridge gourd), cow pea and okra. The crop is progressing steadily.

As per our MoU with Jeevika we began strengthening livelihood promotion efforts among marginalized households in Kishanganj and Araria districts. In the project areas, the Jeevika team has been supporting our efforts to introduce common formats for setting up and operationalizing SHGs and VOs; and supporting women's groups to access revolving funds under the NRLM and credit from banks on fairer terms.

to ensure participatory livelihoods focused plans in all the 2,532 backward blocks across the country.

- Played an instrumental role in mobilizing large-scale CSO partnerships in the process of developing participatory livelihoods focused plans.

We trained 300 national trainers and shared ready reckoners, training kits and tool kits for this trainers' pool to further train 6,300 block level trainers and about 145,000 planning team members, along with MoRD and NRLM officials.

The total budget approved for the whole process from the Center was ₹ 16.35 million for the financial year 2015-16, which was almost 10 times that of the previous year. As a result, significant shifts were observed in this IPPE-II process vis-à-vis IPPE-I.

This time, the plans incorporated natural resource-based livelihoods support activities besides ensuring a huge participation of women at all stages. In most states, both NRLM and MoRD machineries have worked together. A large number of CSOs were engaged, both in the training of planning team members as well as during the planning process in their respective operational areas.



In the Jeevika project areas, our teams worked directly with selected SHGs and VO's to undertake livelihood pilots to create strong demonstrations.

In these 2 districts, we worked with 535 farmers in the *Rabi* season growing wheat and maize (using improved practices), tomato, potato, chili and brinjal. Most farmers achieved over a 40% increase in wheat and maize productivity. Further, cash incomes from vegetables were in the range of ₹ 11,000 to 18,000 from around 12 decimals of plots.

#### > Kolhan & North Odisha Development Cluster

We are working with the Odisha Livelihoods Mission (OLM) to support implementation of programs under the NRLM. The focus has been on institution and capacity building, social development, micro-finance and livelihoods. Our association is to train OLM staff on livelihood planning, strengthening SHGs, improving agriculture and other livelihoods, facilitating exposure visits to locations, and capacity building of local CRPs. As part of the association, 565 women farmers are being supported in Angul district while 1,300 more are being supported in Mayurbhanj district.

#### Collaboration with Chhattisgarh Government: An Experience from North and South Chhattisgarh DC (NSCDC)

In Kanker, Dhamtari, Raigarh and Bastar districts of the NSCDC we played an active role as part of the facilitation team to orient a group of 137 government and CSO staff from 16 states on participatory planning and implementation processes. The group visited and interacted with the women's federation in the Nagri block of Dhamtari district. The women shared their process of planning with the help of a map and other documents. They also shared their learnings and experiences on the labor budget planning process and systems for orchestrating multiple stakeholders to impact life and livelihoods. Apart from this, the teams engaged with block level resource teams and Gram Panchayat level planning teams in their respective blocks and districts.

We engaged with collectives, PRI members and the MGNREGS cell for intensive participatory planning exercise. The purpose

of this exercise was to include the poorest of the poor under convergence of NRLM, DDU-JKY, IAY, Pradhanmantri Krishi Sinchai Yojna (PMKSY), 14<sup>th</sup> finance and the National Social Assistance Program (NSAP).

Altogether, we are facilitating blocks to prepare Gram Panchayat Development Plans (GPDP) for a more holistic development in all the 70 Gram Panchayats in our operational areas. This is being done after proper needs assessment exercises. We helped the Janpad (block level) Panchayats to form block resource teams (BRT). The BRTs helped the Gram Panchayat teams to prepare the GPDPs. This planning process is helping women's collectives identify the socially excluded and marginalized such as the poorest of the poor, the homeless, the destitute and single women in the village, and include them in the development landscape.

Most farmers achieved over a 40% increase in wheat and maize productivity, cash incomes from vegetables were in the range of ₹ 11,000 to 18,000 from around 12 decimals of plots



# TRANSFORMING RURAL INDIA

Transforming Rural India (TRI), jointly conceptualized by PRADAN and the TATA TRUSTS, is an ambitious program to make villages places of equal opportunity where residents can meet their aspirations and lead a life of dignity.

This independent initiative will seek the partnership of state governments, corporates, civil society groups, thematic resource organizations and all actors interested in transforming rural India.

The initiative intends to build upon the agency of mobilized rural communities who will take ownership of their own development, thus, creating a higher chance of sustaining it.

The initiative aims to reach targets in all key spheres of life: income, education, and health. Success of the initiative lies in its ability to attract partners, mobilize

investments, knowledge, adoption of best practices, and in the creation of an ecosystem that supports village development.

The focus in the first year has been on foundational activities such as:

- Clarifying and articulating the value proposition, strategies and activities.
- Setting up the team, basic systems and communications.
- Building partnerships and engagement platforms.
- Mobilizing resources and commitment for block pilots.

The TRI core team, comprising 2 members from PRADAN and a senior member from TATA TRUSTS, has been stewarding the initiative and establishing multiple partnerships. Teams have been established for the central office in New Delhi, and in the focus states of Jharkhand and Madhya Pradesh.

Transforming Rural India (TRI) is an ambitious program to make villages places of equal opportunity where residents can meet their aspirations and lead a life of dignity





# PRADAN Global

PRADAN Global was set up to drive resources to our team in India to accelerate impact and share our vision, values and evidence base with partners.

In 2016, we built a small team of staff and advisors in the United States who are working to drive technical and financial resources to our teams in India in order to support innovation, scale programs and expand capacity in research, communications and advocacy.

PRADAN Global's focus is to:



## **Build Recognition of PRADAN's Work Outside of India**

Develop platforms of influence that create an understanding of PRADAN's work and recognition of its leadership in social development outside India.



## **Strengthen PRADAN's Internal Systems**

Invest in data, information and knowledge management systems to strengthen the quality and consistency of PRADAN's work, allow for more rigorous research, and enable further scale.



## **Drive Evidence-informed Policy and Advocacy in India**

Share PRADAN's development models and outcomes as evidence to influence global development partners, donors and governments' perspectives on social development.



## **Develop Strategic Partnerships**

Drive financial and technical resources to PRADAN to expand programs in India and advance PRADAN's vision within the development community.



## **Expand Capacity for Measurement, Evaluation and Research**

Build evidence of PRADAN's efficacy, refine models and value proposition and strengthen institutional research partnerships to expand PRADAN's influence.



*Professionals*

# CATALYSTS of CHANGE





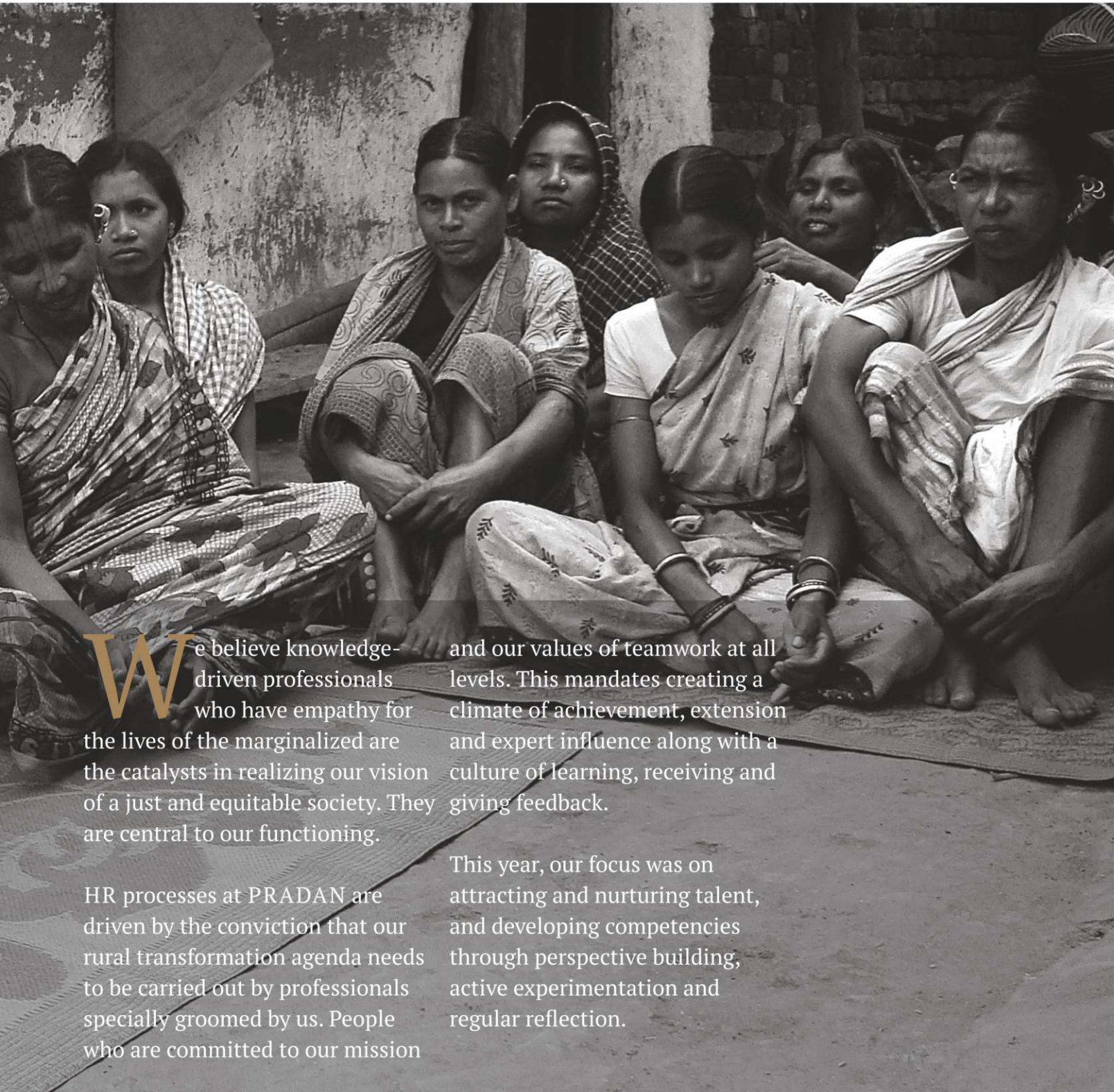
## INSIDE

Building a Community of Young Leaders 42

The Higher Education Initiative 43

Building Relationships with the Larger Fraternity 45

Developing Competencies for Effectiveness 46



**W**e believe knowledge-driven professionals who have empathy for the lives of the marginalized are the catalysts in realizing our vision of a just and equitable society. They are central to our functioning.

HR processes at PRADAN are driven by the conviction that our rural transformation agenda needs to be carried out by professionals specially groomed by us. People who are committed to our mission

and our values of teamwork at all levels. This mandates creating a climate of achievement, extension and expert influence along with a culture of learning, receiving and giving feedback.

This year, our focus was on attracting and nurturing talent, and developing competencies through perspective building, active experimentation and regular reflection.



# BUILDING A COMMUNITY OF YOUNG LEADERS

We continued to reach out and build a community of young leaders, connecting them with communities and rural poverty

Nurturing people who can actively choose and create a life that is meaningful to the individual as well as the larger society has always been our focus. During the year, we continued to reach out and build a community of young leaders who are seeking to explore their inner calling in life - a journey from the inner to the outer world that inspires a connect with communities and rural poverty.

We designed and facilitated experiences that helped build sensitivity to issues of rural poverty, and reflect on the choices one could make as responsible young citizens.

## Development Internship

To engage with the larger community of educated young people we created structured experiences in the form of internships. These were short-term engagements in development at the grassroots.

Development internships were offered to 13 students from India's premier institutes. The Indian Institutes of Management (IIMs), Indian Institute of Forest Management (IIFM), Institute of Rural Management, Anand (IRMA), Xavier Institute of Management, Bhubaneswar (XIMB), Tata Institute of Social Sciences (TISS) and Azim Premji University (APU).

Internships were followed by interventions at campuses to share and consolidate students' learnings with peers. These engagements generated interesting ideas and suggestions of how to move forward in building partnerships with these institutions.

## Development Apprenticeship

This year, PRADAN's Development Apprenticeship (DA) program had 57 young professionals graduating after completing their year-long apprenticeship.

A new batch of 88 graduates and post-graduates from different disciplines and institutions joined this program for an opportunity to understand the realities of a development professional's life and work.

By the end of the year-long DA program, an apprentice develops a threshold of competencies required to directly engage with women collectives in the spirit of citizenship. And also understand the causes creating oppression in the human condition. These skills enable them to function effectively as PRADAN's on-field executives.

The curriculum of the DA program was revised based on our past experiences, and also to incorporate PRADAN's new approach to development where rural women are seen as transformation drivers.

## Connecting with Campuses

- Total placement offers made: 152; joined: 88.
- Female apprentices comprised 42% of the total batch, as against 33% in 2014-15.
- Increase in percentage of students from the Social Work discipline.
- Re-established relationships with IRMA, and Presidency College and Jadavpur University in Kolkata.

To strengthen our focus on the concepts of 'person', 'group' and 'making informed choice', a three-phase module on Process Awareness and Sensitivity (PAS) was included in the apprenticeship design.



# THE HIGHER EDUCATION INITIATIVE

PRADAN and the Ambedkar University Delhi (AUD), in 2012, established a professional course in rural development that blends practice and theory organically to transform the human condition.

The endeavor was for 'development practice' to emerge as a socially meaningful and legitimate arena of work. The course institutionalized, in a university setting, the professionalization of rural development practice. It also served to build capacities in terms of developing and increasing the pool of quality human resource in the development sector.

## M.Phil. in Development Practice

The M.Phil. in Development Practice with AUD was a first step in the journey. During the year three cohorts of students were on board. The second cohort completed the program in May; the third cohort was in the second year; and the fourth cohort joined in August.

This program has been supported by the TATA TRUSTS, Rohini Ghadiok Foundation, Help Your NGO, and National Securities Depository Limited e-Gov (NSDL e-Gov).

An external review of the M.Phil. program, commissioned by the AUD, commended the uniqueness and success of the collaboration between AUD and PRADAN. It observed that setting up an M.Phil. in Development Practice was a strong beginning with 'potential to emerge as an important prototype, indeed as a pioneer, for the field of development practice.'

Programs like this have a long gestation period to gain recognition, credibility, and legitimacy, mainly because it takes the alumni and faculty some years to make their mark. The challenges as articulated in the review are to be 'confronted through robust institutional calibrations among all of the stakeholders' and included broadening the institutional base of the program; faculty

The M.Phil. in Development Practice that PRADAN established with the Ambedkar University has institutionalized the professionalization of rural development practice





An external review of the M.Phil. program commended the uniqueness and success of the collaboration between AUD and PRADAN

recruitment, faculty sharing and faculty development; building an ecosystem in the university and longer-term financing.

The University also underwent a National Assessment and Accreditation Council (NAAC) review during this period.

**Towards Improving Development Practice**

To enrich and build the discipline of development practice at AUD, a Center for Development Practice (CDP) was set up at the campus in July 2013.

The CDP is envisaged to be a center for collaborative research, documentation, and capacity building for development sector scholars and agents. It is to provide an engagement with development practice in active participation with communities. And bridge inherited divides between theory and practice, natural and social sciences, self and group, and individual and collaborative research.

The focus this year was on establishing the newly set-up CDP as a vibrant platform for dialogue between development practitioners and academics, and perhaps even communities we intend to serve, in the longer run.

Key activities during the year were:

- Organizing a series of summer schools (held for the first time) on Development Practice for PRADAN executives who also function as 'field faculty' for M.Phil. students. The idea was to update the faculty with new developments and field realities to enrich their guidance of students.
- Two research projects were initiated on the topics of 'Caste and Class: Need for a Theoretical and Empirical Re-examination' and 'Unlocking the potential of non-timber forest produce in creating value across the chain'.
- A collaborative symposium and workshop, supported by the Australia India Council,

This year, students graduating from the M.Phil. program joined organizations such as TATA TRUSTS, Harsha Trust, Khemka Foundation and MAMTA Health Institute for Mother and Child.

Graduates from the first cohort continued in organizations which included Self Employed Women's Association (SEWA), AZAD Foundation, Tata Steel Rural Development Society, Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP), TATA TRUSTS and PRADAN.

Two initiatives of students from the first cohort to set up new community-based initiatives are being supported by the Rohini Ghadiok Foundation and Price Water House Coopers Foundation.

was held in April 2015. The objective was to advance mutual understanding and cooperation for rural development. This is now envisaged to be an annual symposium titled 'Transformation for Rural Development' (TRD).

- A virtual hub for rural transformation was initiated. The idea is to build a membership-based platform, collaboratively initiated between researchers, practitioners and members of the communities we serve eventually.



# BUILDING RELATIONSHIPS WITH THE LARGER FRATERNITY

We advocate an inclusive community of organizations committed to working with young people on social issues, for sharing ideas, content, approaches and expertise that upholds the spirit of co-creation. With this outlook, we began collaborations with youth organizations.

Nine such organizations met to generate and develop ideas of working with young people on a diverse development issues. Participants included student organizations such as AIESEC and ENACTUS.

We partnered with Youth Ki Awaz, an online platform for youth with more than 2 lakh viewership to showcase 'professionals against poverty' and PRADAN's model.

PRADAN was invited to 'Kaizen', a social mobilization event organized by the National Service Scheme (NSS) at IIT-Delhi to showcase the organization and its work among IITians.





# DEVELOPING COMPETENCIES FOR EFFECTIVENESS

Building supportive norms and climate to make PRADAN a better place for women to work has been an important area of focus

PRADAN expects all its teams to enhance their own sense of agency, develop interdependence and establish facilitating norms. This includes setting high standards of performance, valuing expertise, supporting fellow members, making decisions through consensus, encouraging leadership, reflective practice, professional orientation, and giving and receiving feedback. All to make PRADAN an effective and a supportive place to work in.

The focus of our professional development efforts this year was to build team and group processes, strengthen development perspectives, field guiding competencies, and communication skills of team members.

Based on our experience of conducting the Development Apprenticeship programs, our in-house training for new recruits and insights we gained from our collaborative work with AUD; we further developed a three-phase program on Development Perspective. It is conducted by the faculty from AUD.

In the process of building more internal faculty for the programs related to group processes and PAS, a program on Group Facilitation was designed and developed. Seven PRADANites and 2 external participants participated in the first phase last year and an intermediate feedback event during the reporting period.

For meaningful collaborations with stakeholders, PRADAN field executives are expected to be the organization's goodwill ambassadors. They are also expected to attract the best talent to join the development sector. These asks require team members to have effective public speaking skills among others. To equip our executives with effective public speaking skills, 9 senior PRADAN executives participated in a program titled 'Inspirational Ambassador'.

The knowledge of English language and skills to communicate effectively are critical for professionals to learn from and share information and experiences with local and global audiences. To improve our teams' skills a three-phase program was developed with the help of a language training organization. Twenty PRADAN executives participated in this program. For continuous improvement an online facility has been provided for the participants.

In all, through the year, 319 professionals participated in 18 training programs covering 1,834 training days.

**Towards a More Gender-sensitive Work Place**  
Building supportive norms and climate to make PRADAN a better place for women to work has been an important area of focus. Gender mainstreaming is being institutionalized through concrete steps, mechanisms, and processes in all parts of the organization.

STAFF STRENGTH	2014 -15			2015 -16		
	M	F	T	M	F	T
PROFESSIONALS	270	81	351	289	93	382
ASSISTANTS	79	16	95	84	19	103
STAFF ON CONTRACT	130	14	144	126	16	142
Total	479	111	590	499	128	627
DA (on board)	45	23	68	38	25	63
Grand Total	524	134	658	537	153	690





Following the recommendations of a scoping study, as a first step, we prioritized the formation of a women's caucus, introduction of gender audit in the organization, and a new curriculum on gender in the Development Apprenticeship program.

As per the requirement of 'The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013', members of PRADAN's Internal Complaints Committee (ICC) underwent a training to enhance their understanding and efficiencies required for the role. Two rounds of orientation workshops

were conducted for members of the ICC in January 2016. New members replaced those who had either moved out or were transferred to a different state.

PRADAN's new policy on prevention of sexual harassment at the workplace was widely disseminated and shared with all new recruits. IEC materials and staff training workshop will be our focus in the coming period.

No complaints were received during the year.



# New Initiatives

New associations and partnerships began this year, a summary of which is given below.

## 1. Large-scale Rural Transformation in Central Indian Adivasi Regions

Bharat Rural Livelihood Foundation (BRLF) has extended its support to improve livelihood conditions of 100,000 *adivasi* (tribal) families across 3 states (Jharkhand, Rajasthan and West Bengal) over a period of 5 years. It is anticipated that 70,000 families would receive multiple livelihood interventions and another 30,000 would be covered under large government entitlements and other economic activities leading to an improvement in the living conditions of these families.

## 2. Electrifying Off-grid Tribal Hamlets in Gumla District, Jharkhand

Bank of America is supporting the electrification of 500 households in more than 10 hamlets in Raidih block, Gumla district, Jharkhand. The funding will help install micro-grids based on solar photovoltaic technology to connect these households, and empower the hamlets to use this energy productively.

## 3. STAR Project, Rajasthan

B-Able is partnering with us to train approximately 3,000 women dairy farmers in Dholpur, Rajasthan. The training will be in alignment with the National Occupational Standards as defined by Apni Saheli Producer Company Ltd.

## 4. Integrated Water and Sanitation Model for Rural India, Jharkhand

The Collective for Integrated Livelihood Initiatives (CInI) is partnering with us to implement the Integrated Water and Sanitation program for improved access to safe drinking water, and achieve an open defecation free (ODF) status for 50 habitations covering about 5,000 households in Koderma district, Jharkhand. This is to be achieved along with developing institutional infrastructure to ensure sustainability. The project will be implemented over 30 months.





### **5. Achieving Objectives of the National Rural Livelihood Mission (NRLM), Chhattisgarh**

Chhattisgarh Grameen Aajeevika Samvardhan Samity (CGSRLM) is partnering with us to implement the activities of NRLM through women's collectives in the following blocks under the intensive block strategy: the Darbha block, Bastar district, Nagri block, Dhamtari district, Bhanupratappur block, Kanker district and Raigarh block, Raigarh district. In this, 2-year-old SHGs and their associative tiers will be strengthened in terms of effectiveness around various aspects of self-esteem development, societal norms and livelihoods generation.

### **6. Improving Gender-equitable Household Nutrition, Rajasthan**

Freedom from Hunger is supporting us to reduce hunger and malnourishment with a special focus on women and children from the poorest families in Abu Road block of Sirohi district, Rajasthan.

### **7. Strengthening Women's Broiler Poultry Producers' Company, West Bengal**

General Insurance Corporation of India Limited (GIC) is partnering our support to the Panchakot Mahila Poultry Producer Company Limited (PMPPCL). To kick-start production of broiler poultry by 160 low-income women producers in Kashipur block, Purulia district, West Bengal. The grant from GIC will be used by PMPPCL as working capital, for institution building, and to train producers and production supervisors.

### **8. Catalyzing Large-scale Transformation in Central India Adivasi Regions, Jharkhand**

HDFC Bank Limited is supporting our work with women's collectives across

40 villages (6,400 population) in Dumka district, Jharkhand. The project is to stimulate and enhance the sense of agency of these collectives, which would lead to increased income, better physical status of the household, and women asserting their position as equals in the society.

### **9. Enhancing Knowledge, Productivity and Incomes of 1,000 Women Farmers, West Bengal**

H T Parekh Foundation is supporting our efforts to enhance the knowledge of scientific agricultural production, productivity, and incomes of 1,000 women farmers in the Nayagram block, Paschim Medinipur district, West Bengal. The project will bring 300 hectares of underutilized land under agricultural production, both during the *Kharif* and *Rabi* seasons. This will improve cereal, vegetable, pulses and oilseed production and increase incomes of each household by ₹ 10,000 to 15,000.

### **10. Partnerships for Rural Integrated Development and Empowerment (PRIDE)**

IKEA Foundation partners our project PRIDE, which is underway across 12 districts in 6 states (Jharkhand, Odisha, Chhattisgarh, West Bengal, Rajasthan and Madhya Pradesh). The 5-year project focuses on triggering a comprehensive change process based on building capacities of women and their collectives. The project will pilot and demonstrate a constructive interplay between empowered citizens, a responsive state and engaged markets.

The project aims at collaborations between PRADAN and thematic partners to create a transformative impact in the lives of 100,000 women

and their children (~250,000) around multiple well-being dimensions. For PRIDE, PRADAN will be actively supported by the 'Transforming Rural India' initiative around issues of partnership building, protocol creation, upstream engagement with public systems and in attracting new age market-based social enterprises.

### **11. Promoting Safe Spaces for Adolescent Girls, Rajasthan**

International Centre for Research on Women is supporting our work with married and unmarried adolescent girls in age group of 12-19 years. The initiative involves engaging with their parents, in-laws, husbands, schools, the community, the health system and other key stakeholders through an integrated program that enhances safe spaces for them, delays age at marriage and improves sexual and reproductive health of adolescent girls. The project covers 3 blocks in Dholpur, a high priority district of the National Health Mission, Rajasthan.

### **12. Improving Evidence of Early Intervention: Using Cohort Research to Improve Policy in Ethiopia and India**

Institute of Fiscal Studies (IFS) is supporting PRADAN in India along with an Ethiopian organization in leveraging unique research findings to address child marriage in these countries. The objective is to provide a stronger evidence base by identifying key evidence gaps to strengthen policy and programs, and support the Ministry of Health and Family Welfare (MoHFW) and other key actors to use this evidence to inform the implementation of the National Adolescent Health Strategy.



# Visitors Gallery

Mr. Bharat Yadav, District Collector of Balaghat, Madhya Pradesh, inaugurating the office of Nari Shakti Mahila Sangh, a women's federation.



Mr. Darren Walker, President, Ford Foundation accompanied by other senior Ford Foundation officials and Ms Larissa Macfarquhar (reporter from The New Yorker) visited Gumla district in Jharkhand to meet with community members and see our work. After the visit Mr. Walker mentioned "In 1998, PRADAN helped the village of Teliya began its transformation from a remote village with a bleak future—severe food insecurity, malnutrition, and almost no cash—to a thriving place with year-round cash crops and other products that are sold to markets nationally."



Dr. B. K. Ray, Programme Director, Vigyan Ashram Jabalpur, Mr. Mithun Shah, District Coordinator, Arya Sanskriti, Organic-Natural-Traditional Farming Centre, Ahmedabad and Mr. Seetaram Dhurvey, Sr. Agriculture Development Officer, Paraswada Block participated in the *Jaivik Kisaan Mela*, organised by the Paraswada team at Madhya Pradesh.







Mr. N. Thirumala Naik, District Collector, Kendujhar, Odisha and Mr. Pranabjyoti Nath, Director, Odisha Livelihoods Mission conducted a village level consultation with the self-help group cluster members to develop a convergence strategy for development in the Baragoda village of Banspal block, Odisha.



Ms. Melinda Gates, Co-Chair and Trustee, Bill and Melinda Gates Foundation visited a tribal village in Torpa block, Khunti district, Jharkhand to understand the role of community organisations in supporting livelihoods for women through SHGs. After her visit, the Gates Foundation stated "The Jharkhand visit of Melinda Gates... was an opportunity to learn more about self-help groups as a platform for supporting those who depend on agriculture for their livelihoods."



Shri Shivraj Singh Chauhan, Hon'ble Chief Minister of Madhya Pradesh, attended the 16<sup>th</sup> annual meeting celebrations - *Mahadhivesan* - of Narmada Mahila Sangh organised by women from Hoshangabad and Betul districts, Madhya Pradesh. He was thrilled by the achievements of the women's collectives.



Shri Raghubar Das, Hon'ble Chief Minister of Jharkhand visited community members at Raghoi village in Chakradharpur to ensure their participation in framing development plans at the panchayat level.



Mr. Praveen Chaturvedi, President, PRADAN-USA visited the Dhamtari team in Chhattisgarh to learn more about our work.





# Development Finance

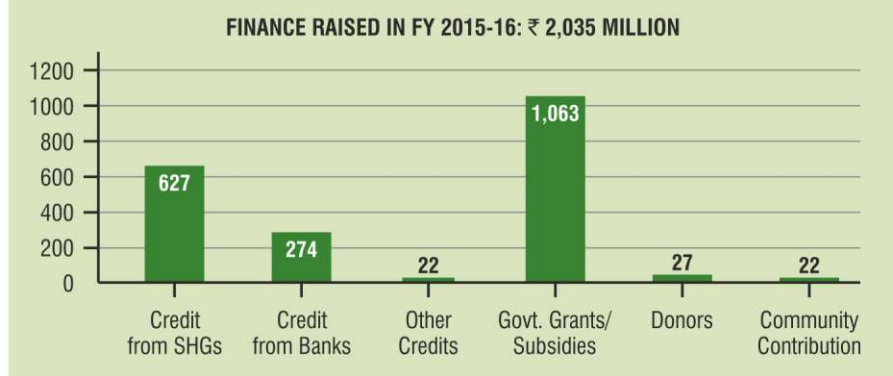
We work with poor and marginalized communities living in intractable poverty pockets of India. For their transformation we draw investments and partnerships from a wide set of stakeholders such as the government, banks, private and corporate philanthropies to support grassroots action.

Our program investments (PI) are principally leveraged from mainstream development agencies (governments and banks), as well as from beneficiaries' own contributions. These funds typically flow directly to the community (and are, therefore, not reflected in PRADAN's books of accounts).

This approach of facilitating communities to mobilize PI funds is a conscious choice, in line with our objective of strengthening the capabilities of communities to deal effectively with development agencies and to manage development activities themselves.

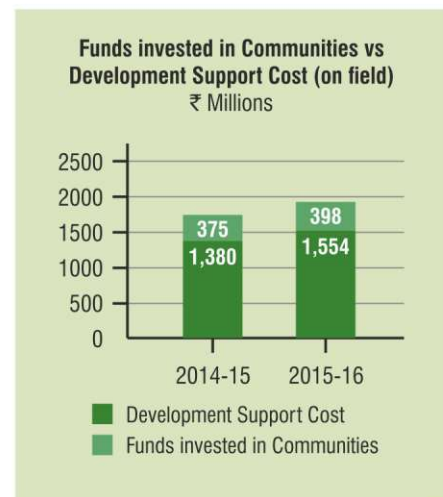
During the year ₹ 2,035 million was mobilized from various sources for investment in community development work. It is an increase of ₹ 653 million over last year. Communities were successful in leveraging ₹ 1,063 million from the government, showing a five times increase in government contribution in comparison to last year.

As in previous years, we continue to maintain standards of efficiency and the leverage factor of 4 times mobilization vis-à-vis investments on PRADAN professionals to carry out development tasks. This signifies that for every rupee our donor invests in supporting PRADAN professionals



A snapshot of funds leveraged and invested in communities with their sources (includes both on and off the PRADAN books)

(development support cost), we ensure that 4 times the investment is leveraged from the government, banks and communities' own resources for investments to train and equip the community, to build their institutions and create assets for them to have a better quality of life and livelihoods.





# Audited Balance Sheet

## PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN) ₹

BALANCE SHEET AS AT MARCH 31,		2016	2015	
		Sch.		
SOURCES OF FUNDS				
Corpus Fund	1	369,148,818		339,522,371
Other Funds	2			
Capital Assets Fund		47,640,266	60,477,744	
Community Projects Fund		15,053,347	46,845,538	
Un-restricted Fund		91,823,804	84,175,127	191,498,409
Revolving Fund	3	4,486,611		4,719,577
LIABILITIES				
Restricted Project Fund	24	625,234,298		301,020,864
Secured Loan	4	18,077,437		9,018,775
CURRENT LIABILITIES AND PROVISIONS				
Current Liabilities	5	18,529,614	27,310,634	
Provisions	6	9,138,032	27,667,646	39,752,054
Total		1,199,132,227		885,532,050
APPLICATION OF FUNDS				
FIXED ASSETS	7			
Owned Assets		34,550,110	35,861,334	
Community Assets		13,090,156	24,616,410	60,477,744
CORPUS FUND INVESTMENTS	8	347,308,724		309,337,453
CURRENT ASSETS, LOANS AND ADVANCES				
Stock of Material in hand (at Cost)		1,570,583	1,426,967	
Cash & Bank Balances	9	728,133,840	406,473,435	
Loans and Advances	10	59,425,467	60,970,912	
Work-in-Progress on Community Projects to be transferred to	11	15,053,347	46,845,539	515,716,853
Total		1,199,132,227		885,532,050

Natural Head based Income and 22  
Accounting Policies and Notes on Accounts 25

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

New Delhi  
Date: July 30, 2016

  
**(M. S. BALACHANDRAN)**  
Partner

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

  
Chairperson

  
Executive Director

  
Members of Governing Board





# PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN) ₹

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,

		2016	2015
<b>INCOME</b>			
Donations	12	150,000	-
Income from Investments/ Deposits	13	38,022,371	34,917,771
Other Receipts	14	2,516,462	4,251,962
<b>Total</b>		<b>40,688,833</b>	<b>39,169,733</b>
<b>EXPENDITURE</b>			
Rural Livelihood Promotion Programme	15	532,884,016	519,761,776
Livelihood Programme Support	16	146,725,170	119,947,323
Human Resource Development	17	38,149,247	38,104,806
Research & Documentation	18	17,363,663	22,438,706
Administration	19	44,360,053	39,920,736
<b>Total</b>		<b>779,482,149</b>	<b>740,173,347</b>
<b>Non-Cash Charges</b>			
Depreciation for the year (See note no.2.5 & 3.1 of Sch-25)		8,272,167	8,726,842
Less: Met out of Capital Assets Fund		(8,272,167)	(8,726,842)
Unrecoverable Advances/ Unusable Stock	20	153,042	328,991
<b>Total</b>		<b>779,635,191</b>	<b>740,502,338</b>
<b>Less: Met out of and deducted from Restricted Grants</b>	<b>23</b>	<b>(751,019,242)</b>	<b>(717,354,366)</b>
Excess of Income over Expenditure for the year		12,072,884	16,021,761
		<b>40,688,833</b>	<b>39,169,733</b>
Surplus/(Deficit) brought forward		12,072,884	16,021,761
Appropriated to/ (from)			
Corpus Fund		3,644,677	3,379,143
Revolving Fund (Women Tasar Yarn Promotion Fund)		-	(3,277,177)
Capital Assets Fund		691,839	383,208
Transferred to/(from) Restricted Fund		87,692	4,118
Unrestricted Fund		7,648,676	15,532,469
Natural Head -Wise-Income and Expenditure Account	22		
Accounting Policies and Notes on Accounts	25		

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

New Delhi,  
Date: July 30, 2016



  
**(M. S. BALACHANDRAN)**  
Partner

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

  
Chairperson

  
Executive Director

  
Members of Governing Board





# Acknowledgements

In alphabetical order

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1. Mr. Anil Kumar
2. Ms. Bharti Gupta Ramola
3. Mr. David Kiel
4. Mr. Deep Joshi
5. Ms. Gopika Pushpangadan
6. Mr. Manish Khanna
7. Mr. Manoj Pandey
8. Mr. Manoj Patkar
9. Mr. Rohit Dhall
10. Mr. Sajid Hakim
11. Mr. Sharad Bhosle
12. Ms. Vertika Pandey

*\* includes many more well-wishers  
who choose to remain anonymous*

## FOUNDATIONS & MULTILATERALS

1. Axis Bank Foundation (ABF)
2. Bharat Rural Livelihood Foundation (BRLF)
3. Bill & Melinda Gates Foundation (BMGF)
4. Bank of America
5. Caritas India (PACS Programme, DFID)
6. Centre for microFinance (CmF)
7. Collectives for Integrated Livelihood Initiatives (CInI)
8. Ernst & Young Foundation
9. European Union of India
10. Freedom from Hunger
11. Give India
12. Hindustan Unilever Foundation (HUF)
13. H T Parekh Foundation
14. Humanist Institute for Cooperation (Hivos)
15. ICCO & Kerk in Actie
16. IKEA Foundation
17. Indian Grameen Services (IGS)
18. Jamsetji Tata Trust (JTT)
19. Lutheran World Relief (LWR)
20. Madhyam Foundation
21. Monsanto Fund
22. Navajbai Ratan Tata Trust (NRTT)
23. Paul Hamlyn Foundation (PHF)
24. Rabobank Foundation
25. RBS Foundation India
26. Sir Dorabji Tata Trust (SDTT)
27. Sir Ratan Tata Trust (SRTT)
28. Syngenta Foundation India
29. Ford Foundation
30. United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
31. Welthungerhilfe

## CORPORATE

1. Basix Academy for Building Lifelong Employability Ltd. (B-ABLE)
2. General Insurance Corporation of India (GIC)
3. Housing Development Finance Corporation Limited (HDFC)
4. L&T Finance Limited (LTF)
5. NSDL e-Governance Infrastructure Limited (NSDL e-Gov)
6. SRF Limited



GOVERNMENT

- 1. Bihar Rural Livelihood Promotion Society (BRLPS)
- 2. Central Silk Board, Ministry of Textiles (CSB)
- 3. Centre for Development of Advance Computing (C-DAC)
- 4. Chhattishgarh Grameen Aajeevika Samvardhan Samiti (CGSRLM)
- 5. Department of Agriculture and Food Production, Govt. of West Bengal
- 6. Department of Sericulture, Govt. of Madhya Pradesh
- 7. District Rural Development Agency (DRDA)
- 8. District Rural Development Cell (DRDC), West Medinipur
- 9. Jharkhand State Livelihoods Promotion Society (JSLPS)
- 10. Jharkhand State Watershed Mission (JSWM)
- 11. Mahila Vitt evam Vikas Nigam, Madhya Pradesh (IFAD supported Tejaswini Programme)
- 12. Mitigating Poverty in Western Rajasthan (Mpower), Govt. of Rajasthan
- 13. MP Rajya Ajeevika Forum (MKSP, Govt. of India)
- 14. National Bank for Agriculture and Rural Development (NABARD)
- 15. National Institute of Rural Development (NIRD)
- 16. Odisha Livelihood Mission (OLM)
- 17. Odisha Tribal Empowerment and Livelihood Project (OTELP)

- 18. Panchayati Raj Department, Govt. of Odisha
- 19. Panchayati Raj Department, Govt. of West Bengal
- 20. Rajasthan Gramin Ajeevika Vikas Parisad (RGAVP)
- 21. Small Farmers Agribusiness Consortium (SFAC)
- 22. The Rural Development Department, Govt. of Jharkhand
- 23. Tribal Development Department, Govt. of Madhya Pradesh
- 24. Tribal Welfare Commission, Govt. of Jharkhand
- 25. Watershed Cell cum Data Centre (WCDC), Purulia, West Bengal
- 26. West Bengal State Rural Livelihood Mission (WBSRLM)
- 27. Zila Panchayat, Bastar, Chhattisgarh
- 28. Zila Panchayat, Dhamtari, Chhattisgarh
- 29. Zila Panchayat, Dindori, Madhya Pradesh
- 30. Zila Panchayat, Kanker, Chhattisgarh
- 31. Zila Panchayat, Mandla, Madhya Pradesh
- 32. Zila Panchayat, Raigarh, Chhattisgarh
- 33. Zila Panchayat, Vidisha, Madhya Pradesh

RESEARCH AND ACADEMIC INSTITUTIONS

- 1. Ambedkar University Delhi (AUD)
- 2. Australian Centre for International Agricultural Research (ACIAR)
- 3. International Center for Research on Women (ICRW)
- 4. International Food Policy Research Institute (IFPRI)
- 5. Landesa Rural Development Institute
- 6. The Institute for Fiscal Studies (IFS)





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669  
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Swaroopganj – 307 023  
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## PRADAN

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