

Pradhan

ANNUAL REPORT 2018-19

Outscaling Development Ideas

Transforming Human Condition





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01 02 03

From the Executive Director's Desk

pg 4

Scaling Out Ideas

pg 6

- 2.1. Partnerships with Government and Development Agencies
- 2.2 Partnership with Corporates and Philanthropies
- 2.3 Partnership with Civil Society Organizations (CSOs)
- 2.4 Coming Together of Government, Market, CSOs, and Academia

New Ideas for Future

pg 20

- 3.1 Research
- 3.2 Knowledge Creation

04

Impacting Lives at the Grassroots

pg 25

- 4.1 PRADAN at a Glance: 2018-19
- 4.2 Mobilizing Women-led Collectives
- 4.3 Exploring Better Livelihood Options
- 4.4 Creating Assets for Sustainable Use and Conservation of Natural Resources
- 4.5. Equalizing Women's Status in Farm and in Family
- 4.6. Making Their Voices Heard: Women Addressing Governance and Justice
- 4.7. Enhancing Nutrition Awareness for Healthier Families
- 4.8. Improving Sanitation and Hygiene Practices

05

Organization Systems and Processes

pg 50

- 5.1 Human Resources
- 5.2 Internal Compliance Committee
- 5.3 Development Finance
- 5.4 New Grants During 2018-19
- 5.5 Governing Board Members
- 5.6 Audited Financials
- 5.7 Office Addresses

From the Executive Director's Desk



The country went into election mode toward the close of the 2018-19 financial year. As this report goes to press, we have a newly elected government in place and a clear idea of its priorities. Some of the ideas at the top of its agenda seem to be farm distress, water, climate change and employment generation. The government seeks to catalyze Corporate Social Responsibility (CSR) funds and new social investments to fund these priorities. It has expressed its resolve to push India to be a USD 5 trillion economy by 2024. Based on the intent at display by this dispensation, the country has started making fresh efforts to realize the various development goals, as expectations for a more vibrant society and economy grow.

PRADAN is well poised to work with the State and many other partners to harness the new opportunities and address these problems at scale. The arrangements and partnerships we have been proactively creating, in the past couple of years, have helped build our capabilities to fashion context-specific solutions to some of the major problems facing us today. The farm sector is in deep crisis, and the reasons are complex and interlinked. More than 50% of the Indian population earns its living from farming, but contributes only 17%-18% to the Gross Domestic Product (GDP). Small or marginal landholders, with landholdings of less than two hectares, make up 67% of this population, and landless or tenant farmers manage up to 20% of India's landholding. Nearly 60% of farms continue to be rain-fed and remain dependent on the vagaries of the whimsical monsoon.

The ever-increasing feminization of Indian agriculture, due to high rates of migration by men, poses a different set of challenges for policymakers and practitioners. However, these women – largely untouched by the Minimum Support Price (MSP), and lacking access to institutional credit and markets, irrigation or new farm technologies – have neither the voice nor the wherewithal to make their voices heard where it matters. Add to this, the impacts of climate change, and the trail of misery is complete as it were.

Data on vulnerabilities faced by women in India is stark. Of about 670 million women, an alarming 51% are anaemic. Women's labor force participation rate fell from 36% in 2005 to 26% in 2018. Equally dismal is women's participation in local governance processes and planning for local area development that impacts their lives. On farms, women do most of the work, but they are grossly unrecognized and underpaid and treated as mere farm laborers. Intergenerational poverty gets further entrenched due to this hapless condition of women. For every 100,000 live births, there are still 130 women who die during their pregnancy.

Access to water could be the deal-breaker in mitigating the misery of the millions stranded by stubborn rural poverty. Whether for humans, animals or crops, making available adequate quantities of water remains a massive challenge and a goal that seems to recede as we move forward. Again, the problem is complex, and the solution needs not just technological breakthroughs but also serious resource allocation, political commitment and community involvement.



If India were to pay heed to Gandhi's vision of the idyllic rural society, we would address the structural causes of poverty and inequality that we currently seek to remove. The pace of alleviation of poverty in a poverty pocket is determined by basic resource endowments and complex socio-political relationships mediated through the calculus of caste, class, gender and religion.

India has helped reduce the number of its poor by half between 2006 and 2016, but a considerable section perpetually tends to fall back into poverty and inequality traps. These facets of poverty and environmental challenges have been prioritized globally by the United Nations (UN) through the Sustainable Development Goals (SDGs). India has vouched to meet the SDGs well within the stipulated time frame. But as the gap between the 'haves' and 'have-nots' widens, it is daunting to imagine that we have only another 11 years to realize the SDGs.

Civil Society Organizations (CSOs) endow the marginalized with tools and protocols to systematically raise themselves above poverty and join the social, political and economic mainstream. They must now expand beyond pilot projects, focus on ideas and construct creative partnerships to convert these ideas to reality and impact lives at scale. We realize that cross-sectoral partnerships with the government, business and CSOs is crucial, and this alone will create the base for all-encompassing solutions for complex and persistent problems. PRADAN is an exponent of forging and participating in multi-stakeholder coalitions while respecting the partners' uniqueness. We trust the power of partnerships, and we know that anything else will be inadequate.

Last year, PRADAN spent considerable time in shaping large-scale partnership initiatives in West Bengal (Usharmukti Project), Odisha (Promotion of Agriculture Production Clusters), and Chhattisgarh (a Mega-Watershed Initiative). These partnerships emboldened PRADAN to consider targets and goals that donor-supported projects would not have dared to imagine. We are now setting up a network of partners to expand the scope and reach of these projects.

India has helped reduce the number of its poor by half between 2006 and 2016, but a considerable section perpetually tends to fall back into poverty and inequality traps. These facets of poverty and environmental challenges have been prioritized globally by the United Nations (UN) through the Sustainable Development Goals (SDGs).

PRADAN served as the National Support Organization for the National Rural Livelihoods Mission (NRLM) to add value to their livelihood programs and enable a national outreach. We also continued our state-level partnerships with the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) Cluster Facilitation Team (CFT) program in Bihar and Jharkhand to design a national program based on the CFT idea. We continued exploring new partnership contours with both government departments and CSR initiatives.

Spearheading the idea of collaboration, PRADAN organized two sector-based events in the last year. *Samagam* serves as a potential platform for the state, civil society and market institutions to come together and build a climate of partnership. *Samvaad* is envisaged as a forum aimed at facilitating exchange of ideas aimed at evolving solutions for the pressing problems facing us. We hope that *Samagam* and *Samvaad* have kick-started processes that will contribute purposively toward enhancing the spirit of partnerships.

Years of community engagement and institution building, and building PRADAN as a vibrant organization, has imbued in us the sensitivity and skills needed to nurture processes that build coalitions. We end the year 2018-19 on that high and with the confidence that we have the capabilities to build and nurture coalitions, of a multiplicity of stakeholders, around multiple ideas. We move on to the next year with the hope of energizing communities and stakeholders alike to begin a journey together, of discovering, with each other's help, the answers we have been trying to seek but hesitated to ask each other.

Narendranath Damodaran
Executive Director

Scaling Out Ideas

02

2.1 New Partnerships with Government and Development Agencies

2.1.1 Promotion of Agriculture Production Clusters (APCs) in Tribal Regions of Odisha

Sustainably doubling income of small and marginal farmers requires important input and output factors of agriculture to be converged into clusters, where farmers practice synchronised farming. Agro-climatically, tribal regions provide significant scope for diversified, high-value agriculture. However, irrigation facilities are rare, farm productivity is low, and there is a lack of institutional support to realize a better value for the produce. In 2018, we entered into a four-year partnership with the Government of Odisha and Bharat Rural Livelihoods Foundation (BRLF) to double the income of around 100,000 farmers in 40 tribal-dominated blocks of 12 districts of the state. This is a project of the Department of Agriculture and Farmers' Empowerment in collaboration with the Panchayati Raj & Drinking Water Department, Government of Odisha.

The existing schemes of Directorate of Horticulture, Directorate of Agriculture, Animal Resource Department, Odisha Livelihoods Mission, Odisha Lift Irrigation Corporation, Odisha Agro Industries Corporation Limited, The Agricultural Promotion and Investment Corporation of Odisha Limited, and other relevant departments are being converged for creation of livelihood assets to facilitate the farmers in growing a variety of crops. The livelihood assets include irrigation facilities in 16,000 acres, orchard development in 8,000 acres, farm mechanization access to around 70,000 farmers, and sheds for goats and backyard poultry for 30,000 farmers. The initiative also ensures market linkages for these farmers to help enhance their income. More than 750 market-linked agri-entrepreneurs will be groomed to provide farm-based services in these clusters.



Key features of the project



150

Around 150 Farmers will be organized into one producer group (PG) who would be facilitated to practice synchronized market-linked production of identified horticultural crops covering around 40 acres in a contiguous manner.



100,000

Similar such 20–25 PGs having 3,000 to 5,000 farmers will be aggregated to form the agriculture production cluster/ producers' company (PC) at an appropriate level. Total 30 such producers companies (PCs) will be promoted in 40 Blocks involving around 650 PGs covering 100,000 farmers.



750

Around 750 market-linked agri-entrepreneurs will be groomed to provide farm based services in these clusters.



40,000

To augment the livelihoods of the farmers, livestock (goat, sheep, and backyard poultry) rearing is also planned with around 40,000 families in these clusters.



17

There are 17 partner NGOs including PRADAN who will implement this project in these blocks in collaboration with the departments.



16,000

Livelihood assets like irrigation in 16,000 acres, orchard development in 8,000 acres, farm mechanization access to around 7,000 farmers and shed for goat and backyard poultry for 30,000 farmers will also be created in convergence with the existing schemes.

¹YCDA, VIKALPA, Shramik Shakti Sangha, SHR ISTI, SIDI, Balangir Gramoudyog Samiti, SEWA, Lokadruisti, Janamukti Anusthan, Janasahajya, IDA, Harsha Trust, FES, CYSD, AJSA, ADHIKAR, and PRADAN.

Around 150 farmers are being organized into one Producer Group (PG). The program would facilitate a PG in practicing synchronized, market-linked production of identified horticultural crops covering a contiguous area of around 40 acres. About 20-25 PGs of 3,000-5,000 farmers will be aggregated to form an Agriculture Production Cluster (APC) or Producers' Company (PC) at an appropriate level, and 30 such PCs will be promoted in 40 blocks.

This project will be implemented in these blocks by 17 partner NGOs¹, including PRADAN, in collaboration with the departments.



2.1.2 High Impact Mega Watershed Project in Chhattisgarh

²The CSO partners in the project are Bastar Sewak Mandal, Surguja Gramin Vikas Sansthan, Shamayita Math, Agrocrats Society of Rural Development, Sahabhagi Samaj Sevi Sansthan, Samerth Trust, CARMDAKSH, SRIJAN, Lok Shakti Samiti (LSS), SAMARTHAN, CHAUPAL and PRADAN.

The Government of Chhattisgarh (GoCG), launched the 'High Impact Mega-Watershed Project' in partnership with BRLF and Axis Bank Foundation to improve the livelihoods of its rural communities through investment in water and soil conservation. The initiative also aspires to improve the implementation process of the MGNREGA so that its investments address the livelihood needs of the poorest. The overall goal of the project is to sustainably enhance the income of 100,000 small and marginal households through a four-year initiative beginning October 2018. A consortium of 13 CSOs² is facilitating land



694,500

Water treatment measures over 694,500 hectare (Ha.) of catchments in 26 blocks of 12 districts.



28,000

Plans to cover almost 28,000 households through 10,000 water harvesting structure.



5,000

About 20-25 PGs of 3,000-5,000 farmers will be aggregated to form an Agriculture Production Cluster (APC) or Producers' Company (PC) at an appropriate level.

and water treatment measures over 694,500 hectare (Ha.) of catchments in 26 blocks of 12 districts to improve the cropping intensity in about 350,000 hectares of land.

The MGNREGA cell will fund the physical structures and other departments will provide convergence support. BRLF funds will cover the cost of CSO facilitation, setting up a State Project Management Unit (SPMU), and the capacity-building components of the project.

PRADAN is playing the role of lead CSO. We are responsible for planning and executing the project and providing CSOs hand-holding support through the SPMU constituted for the project.

Since the launch of the project, a series of capacity-building programs have been conducted on watershed principles, Integrated Natural Resource Management (INRM) approach, technical aspects, mapping, Geographic Information System (GIS), Management Information System (MIS), etc.—at state, regional and Gram Panchayat levels.

The CSOs have been involved in the preparation of Detailed Project Reports (DPRs) for on-ground implementation of the project, along with the mobilization and rapport-building activities. A total of 60 DPRs have been prepared by the CSO partners so far, with plans to cover almost 28,000 households through 10,000 water harvesting structures. The DPR planning process was strengthened by providing technical and hand-holding support from the SPMU.

2.1.3 Technical Service Agency to Jharkhand Tribal Development Society (JTDS)

Jharkhand Tribal Development Society (JTDS) has been executing the Jharkhand Tribal Empowerment and Livelihood Project (JTELP), funded by the International Fund for Agricultural Development. The project was initiated in 2016-17 to support approximately 136,000 families in about 1,350 villages of 30 blocks in 14 Tribal Sub-Plan districts, targeting Scheduled Tribes, Primitive Tribal Groups, including matriarchal families and rural youth. JTELP will strengthen community-based institutions, promote improved natural



resource management, enhance productivity and up-scale proven market-oriented production models.

Last year, PRADAN Development Service (PDS), entered into a three-year contract with JTDS to provide technical assistance for livelihood programs undertaken by JTELP. A major task of PDS is to enable state, district and block teams of JTDS to design context-specific interventions, formulate implementation strategies and develop plans to support Field NGOs (FNGOs). PDS is also expected to work with the SPMU to sharpen the result framework and strengthen monitoring systems.

PDS will support the FNGOs in staff training and field accompaniment. In the past five months, the FNGOs have gained the confidence to scale up their interventions around several Kharif crops. There have been discernible changes in planning processes, community training and setting up production support systems in the villages. PDS is facilitating the field teams of JTDS and the FNGOs to jointly work toward building farmers' collectives and establish linkages with markets and credit institutions.

2.1.4 Partnership with BRLPS (JEEViKA) for strategic support in multiple themes

Govt. of Bihar, through its poverty alleviation initiative JEEViKA, is into an agreement with PRADAN for support in strategic interventions across multiple frontiers. PRADAN and JEEViKA, have signed

PRADAN Development Service (PDS), entered into a three-year contract with JTDS to provide technical assistance for livelihood programs undertaken by JTELP. A major task of PDS is to enable state, district and block teams of JTDS to design context-specific interventions, formulate implementation strategies and develop plans to support Field NGOs (FNGOs).

an MoU for the period May 2018 -May 2022 to strengthen self-sustained community institutions (Village Organisations, Cluster Level Federations, etc.) across six blocks of the four selected districts of Bihar. Along with this, PRADAN would also extend its support towards strengthening systems and processes for farm-based livelihoods interventions across 38 districts. In addition, PRADAN has taken the responsibility of orientation of all the key staff, grooming of master trainers and also preparing training materials and modules for JEEViKA.

Further, an MoU was also signed in August 2017 for one year with Bihar Rural Livelihoods Promotion Society (BRLPS), under which PRADAN as the NRLM Support Organisation (NSO) provided support to BRLPS in capacity-building of key functionaries of NRLM and the Block Project Implementation Units in the realm of effective implementation of MGNREGA through CFT program in 25 blocks of 10 districts: Gaya, Nalanda, Nawada, Banka, Jamui, Muzzafarpur, Khagaria, Purnia, Madhubani, and Katihar.

2.1.5 Supporting the State Rural Livelihoods Mission (SRLM), Madhya Pradesh

PRADAN teams in Madhya Pradesh have, over the years, demonstrated quality work around promoting and strengthening women's collectives, building systems and processes for institution-led action and developing livelihood prototypes that can be replicated at scale. The SRLM, Madhya Pradesh recognizing PRADAN's development work entered into a formal partnership with us on March 2, 2019 for a period of four years. As part of the MoU, PRADAN has committed to support action and innovations in areas of social mobilization, livelihood promotion, nutrition, health, education,

social empowerment of women, local governance and institution building. As a support organization, PRADAN is expected to help the Mission in the formation and strengthening of Cluster-Level Federations (CLFs), demonstration of model CLFs, preparation and actualization of livelihood plans, integration of the gender and governance perspective in the entire engagement and the strengthening of access to public services.

PRADAN envisions that this initiative will cover 150 financially sustainable autonomous CLFs with robust systems and practices. It will also double the income of 100,000 poor households with a portfolio of livelihood options (farming, livestock-rearing, enterprises and other off-farm activities)



Photo by Subhashree Pati

2.1.6 West Bengal Accelerated Development of Micro-Irrigation Project (WBADMIP)

Water Resources Investigation and Development Department (WRIDD) of Government of West Bengal has been implementing the World Bank funded WBADMIP since 2013-14. The project emphasizes development of land and irrigation infrastructure to enhance agricultural income in the highland districts of West Bengal. The project prioritizes addressing challenges of rain-fed and single cropped areas, and small and marginal farmers, with special emphasis on development of tribal and backward communities. The key components of the project are building Water Users Associations (WUA) as sustainable institutions for water management, and developing irrigation systems and agricultural support services for improved, market-led farming.

WRIDD had begun this action consultancy with PRADAN Development Services (PDS) in April 2017 to draw support for program implementation under WBADMIP in seven blocks of Purulia, Bankura and Jhargram districts. PRADAN has been supporting WRIDD by ways of community mobilization, formation of women-managed WUAs and promotion of improved farming, including horticulture and tree plantations.



The WUAs have been playing an active role in planning, implementation and project management. PRADAN has worked with WRIDD to detail a guideline document and a Standard Operating Procedure (SOP) for the implementation of WBADMIP. We also influenced the department to adopt a watershed approach to plan land-water conservation structures and set up micro-irrigation systems. This approach has helped to improve the planning processes conducted by line department officials, and the women farmers got the opportunity to include their priorities in the plan for Integrated Natural Resource Management (INRM) structures.

Last year, PRADAN teams were able to mobilize INR 153.3 million (USD 2.2 million)¹ for creating INRM-based assets (e.g, orchard development, Arjuna (Tasar host-tree) plantation, water bodies, soil and water conservation structures, solar-based micro-irrigation systems) in the operational areas. In addition to 200 small irrigation structures, the teams have promoted 100 Ha. of high-value fruit orchards and 95 Ha. of Arjuna plantations benefiting 1,600 households.

PRADAN as National Support Organization

PRADAN has been playing the role of a National Support Organization (NSO)

PRADAN teams were able to mobilize INR 153.3 million (USD 2.2 million)

for DAY-NRLM over the past five-and-a-half years. The journey so far brings in very enriching insights toward the effective grounding of a flagship program like DAY-NRLM.

During 2018-19, PRADAN as NSO studied and documented a 'Compendium of Best Agro-ecological Practices' based on experiences in six operational states. The objective of the study was to identify, assess, compile and disseminate evidence-based best practices that have emerged under Mahila Kisan Sashaktikaran Pariyojana (MKSP).

We conducted action research on comprehensive village livelihoods planning and execution. Several pilots were initiated on comprehensive livelihoods. An inception event was organized by the National Mission Management Unit (NMMU) in New Delhi, in the presence of Ms. Leena Johri, Joint Secretary (Rural Livelihoods), and Ms. Nita Kejrewal, Joint Secretary (RL 2). The concept note, roll-out strategy, planning process, planning tool and the result framework have been finalized. The planning tool has been field tested in Chhattisgarh and Odisha.

¹One US dollar (USD) is about 70 Indian Rupees (INR).



We continued our work in supporting state missions with SRLMs (Tables 1 and 2). The states of Odisha, Chhattisgarh, Bihar and Jharkhand have expressed interest to intensify

our engagement in diverse domains like livelihoods, institution building and human resource development.

Table 1: Outreach Data

	No. of districts	No. of blocks	Families under pilot support	No. of Community Resource Persons (CRPs) groomed	No. of staff / Master Trainers trained
Progress 2018-19	59	97	92,459	5,824	534

Table 2: Progress made around capacity-building

Sr.	Training		Pilot Support	Replicating Support	Total
1	CRP training	No. of AKMs/Community Animal Health Workers trained	2,582	3,242	5,824
2		No. of trainee days	4,592	16,441	21,033
3	Training of master trainers	No. of Master Trainers	46	148	194
4		Trainee days	110	576	686
5	Staff training	No. of Participants	130	210	340
6		Trainee days	640	742	1,382

2.2 New Corporate and Philanthropy Partners



2.2.1 Revitalizing Agriculture through Infrastructure and SHG Empowerment (RAISE)

PRADAN entered into a three-year partnership with Aditya Birla Capital Limited to initiate project RAISE. The project aspires to develop an integrated model of sustainable people-ecology equilibrium in remote tribal pockets of Dindori and Mandla districts of Madhya Pradesh. In these districts, the communities are working with local governance institutions for rejuvenation, enrichment and sustainable usage of natural resources, leading to economic and overall well-being of communities, which can be replicated by civil society and government agencies.

The project entails working with approximately 18,000 women from as many small and marginal farmer households in around 200 villages. By the end of three years, 9,000 women will emerge out of poverty, attain gross annual income levels of INR 60,000 (USD 857), and enter a positive cycle of growth. RAISE will benefit nearly 100,000 people besides creating a vibrant rural ecosystem, which will help others to benefit from the emerging opportunities. The project will support and intensify PRADAN's present engagement in the community by

working on four pillars of development: women's institution building, food security and income enhancement, integrated natural resource management (INRM), and participatory grassroots governance.

The Four Pillars of Development:

Women's Institution Building: Form and nurture women self-help groups (SHGs) for regular savings and micro-credit activities. Foster Village Organizations (VOs) for creating enabling spaces for women and community-based service mechanisms, to ensure sustainable services and input-output linkages.

Food Security and Income Enhancement: Enhance farm productivity by introducing new technologies, crop diversity, and building on women's on-farm skills to ensure food security, enhance value of the produce and income levels.

Integrated Natural Resource Management (INRM): Enhance carrying capacity and productivity of poor people's farmlands.

Participatory Grassroots Governance: Enable isolated and excluded women to build their skills on governance by mobilizing, motivating and training them for accessing entitlements and participating in governance structures like Gram Sabha.



2.2.2 Hatching Hope

Our partnership with Heifer, which began in 2018-19, covers over 97,500 households (536,250 people) in Mayurbhanj district of Odisha. Hatching Hope, a joint initiative of Cargill Animal Nutrition and Heifer International, will help the community increase its awareness and strengthen backyard poultry production and consumption, thereby addressing poverty and malnutrition issues.

The initiative will introduce poultry farming to households currently not involved in the poultry value chain, improve production among small and medium poultry producers and engage other value chain actors. It will establish access to markets and promote the consumption of poultry and eggs by those who are nutritionally most vulnerable, especially young children and women of reproductive age. Hatching Hope will address challenges of poultry production and consumption by:

- implementing high standards of poultry practices and nutrition education initiatives to improve diets and eating habits in targeted communities;
- enabling open source availability of knowledge, resources and technical information on poultry production and consumption and
- creating new business solutions, including low-cost feeding technologies, high-quality low-cost poultry housing solutions, and new models of production, processing and marketing.

2.2.3 Supporting Women to Advance Cleanliness and Hygiene in Households (SWACHH)

Our partnership with Water.org through SWACHH intends to support about 50,000 families in 400 villages of Jharkhand and facilitate the use of toilets to promote good sanitation and health practices. The project is being implemented in five districts of Dumka, Godda, Gumla, Khunti and Ramgarh and will run for two years.

The Swachh Bharat Mission (SBM) has created a large number of toilets in these districts with almost universal coverage. However, a recent research conducted by a third party revealed that only about 52% of the toilets are being used. In many cases, there is only seasonal usage or usage by mainly female members of the households. About 15% of the constructed toilets require repair and renovation, while in about 10% households there is demand for bathrooms. Provision of water supply in the toilets is another area that needs attention. This project is going to create a critical momentum to achieve Open Defecation Free (ODF) villages in these five districts. Families are being supported to improve their existing toilet infrastructure or create new ones, through either credit by SHGs or banks, or entitlements under the SBM. All the 400 villages would undergo intensive training on health and sanitation. About 260 villages are expected to achieve ODF status during the project period.

Photo by Nalini Kant



2.3 Partnerships with Civil Society Organizations (CSOs)

2.3.1 Koraput CSO partnership (Learning Forum)

Koraput Learning Forum is an informal association of seven NGOs³ formed in 2016. The purpose of the Forum is to promote cross-learning of best practices in rural livelihoods and other community development interventions. Also, the Forum strives for strengthening the voice of civil societies in the overall development of Koraput district.

Over the last three years, the Learning Forum has achieved the following:

- Under the Odisha Millet Mission, the Forum revived millet farming in the district for addressing food and nutrition security of small holders. It facilitated improved millet farming in 2,317 hectares of land across six blocks of Koraput. After stocking sufficient grains for their annual consumption, the farmers sold 550 metric tonnes (MT) of finger millets to Tribal Development Co-operative Corporation of Odisha Ltd. ensuring significant income for their families.
- It implemented the *Adarsha Bagicha* (AgroForestry) model in 174 Ha. of land. The project is sanctioned by the district administration and the majority of the funds is being leveraged from the MGNREGS.
- The Learning Forum is also engaged in implementation of Odisha Agriculture Production Cluster (APC) project in eight blocks of the district.

2.3.2 Vikas Bazar Net Foundation

Initiated as an informal forum of NGOs in November 2005, Vikas Bazar Net (VBN) Foundation, is a consortium of 20 NGOs in Jharkhand, registered under Section 8



of the Companies Act, 2013 on November 28, 2016. The forum aspires to be a vibrant, technologically-advanced knowledge hub:

- influencing and mobilizing resources from the government, institutions and individuals, and
- enhancing the ability of member organizations and other stakeholders to help the marginalized farmers to access markets gainfully.

Since its inception, this forum has been instrumental in capacitating its partner NGOs to enhance market-participation of small and marginal producers. During the last year, it organized various events, meetings and capacity-building workshops, including 'Nurturing Entrepreneurial Motivation in our Organizations and Work', and stakeholder consultations for formulating grant applications.

The forum was programmatically engaged with Syngenta Foundation India to strengthen its Agriculture Entrepreneur model to spur livelihoods growth for rural youth. It also worked to ensure quality inputs and services to farmers and the Revitalizing Rain-fed Agriculture (RRA) network⁴ to combat the challenges of drought-prone rain-fed agriculture.

³ Centre for Youth and Social Development, Dhan Foundation, Society for Promoting Rural Education and Development, Foundation for Ecological Security, Harsha Trust, Asha Kiran Society and PRADAN

⁴RRA network is a consortium of CSOs that aims to reconfigure public systems, policy and investments for productive, prosperous and resilient rainfed agriculture by building synergies between diversity of ecosystems and the development aspirations of poor-marginal farmers

2.4 Coming Together of Government, Market, CSOs, and Academia

Samagam 2018: In Pursuit of Social Transformation

On April 18, 2018, PRADAN celebrated the 35th anniversary of its inception with Samagam 2018, an event held at Siri Fort Auditorium, Delhi. It was supported by TATA Education and Development Trusts and Freedom From Hunger. Poverty and other development issues are multidimensional in nature, and addressing them requires long-term commitment and work across multiple themes. It necessitates all stakeholders to collaborate and complement each other's efforts. Samagam is an initiative in that direction.

The day-long event consisted of a keynote address and three panel discussions on CSOs' challenges and achievements, expectations from CSR and expectations from the government. Dr. Pratap Bhanu Mehta, Vice Chancellor of Ashoka University, delivered the keynote address highlighting gender-based discrimination as one of the basic reasons of continued backwardness in India. He also emphasized the need for quality human resources on the ground to catalyze transformational change.

Anurag Behar (Azim Premji Foundation), and Mirai Chatterjee (SEWA) expounded on the issues raised by Dr. Mehta. This session was chaired by Ved Mitra Arya (Srijan). Three panel discussions followed.

Samagam Photos by: Kettle Communications Pvt. Ltd.





The first panel, comprising Aruna Roy (Mazdoor Kisan Shakti Sangathan), Rajesh Tandon (Participatory Research in Asia), Apoorva Oza (Aga Khan Rural Support Programme, India), Amitabh Behar (Oxfam, India), and Gagan Sethi (Janvikas), deliberated on the roles and challenges of CSOs in contemporary times.

The second panel focused on the expectations from corporates to support development work across themes and geographies. The panel consisted of Dhruvi Shah (Axis Bank Foundation), Rajeev Williams (Jindal Stainless Limited Group), Vineet Nair (Sampark Foundation), and Pramath Raj Sinha (Ashoka University).

How can government leverage NGOs' experience and expertise to make development sustainable? This was the key question for the third panel, which included J. R. K. Rao (Ex-Secretary, Minorities Commission), Sandeep Dixit (Ex-Parliamentarian), Reetu Sain (Additional Resident Commissioner, Chhattisgarh Bhawan, New Delhi), Guru Charan Naik (Afghanistan Resilience Consortium at Afghanaid), and Sushil Ramola (B-Able). Summarizing the day's proceedings, PRADAN co-founder Vijay Mahajan pointed out that CSOs, who are making a major contribution to the development

work, deserve a larger share of the development budget to help effect the desired transformational change. Mr. Mahajan said, "the 15th Finance Commission must take into account that if indeed civil society is a legitimate instrument of development and agent of change in this country, then just as we found it okay to tell the corporate sector to put only 2% of their net profits for CSR, then there needs to be an ear-mark for civil society sector for 1% of all government budgets that is spent on development. That is USD 30 billion (about INR two trillion)."



Samvaad: Ideas Exchange for Development Action



Samvaad Photos by: Souparno Chatterjee

In our effort to deepen dialogue with specific development sector stakeholders we launched Samvaad – Ideas Exchange for Development Action on 29th March 2019, in New Delhi. The first edition of Samvaad was a day-long event focused on **CSR–CSO Collaboration for Development of Aspirational Districts**. The key participants were senior CSR officials from public sector undertakings (PSUs), private philanthropies, corporates and guests from academia.



Delegates of the day included distinguished speakers like the noted author Smt. Nandini Sundar, senior IAS officers like Shri Rakesh Ranjan (Adviser, NITI Aayog), Shri N. N. Sinha (Chairman, NHAI), and Shri Madhukar Gupta (Additional Secretary, Department of Public Enterprises).

The day's discussions highlighted the need to study the development requirements at grassroots and align the State policies and programs accordingly. Participants recognized that while growth could be measured in the short term using simple indicators, development is a long haul. Proper utilization of CSR funds must be prioritized. In this regard, the experience of the CSOs in identifying grassroots needs will be crucial to set priorities for CSR interventions.

The participants shared their concern about concentration on quantity of “hardware” installation was taking away focus from the quality, or the “software” part of community development initiatives. Setting

up toilets in rural pockets was mentioned as an illustrative example – where adequate focus was not given on behavioral change, the toilets have remained unused. Focusing on better governance is the need of the hour and that will be possible only when all the stakeholders come together. Dr. Madhukar Gupta, left the participants with certain thought provoking questions – “Are we creating CSR funds for inclusive growth? Whose growth are we talking about? What is the final destination – to train people to earn their livelihoods or to create more and more buildings/ structures/ institutions?” He emphasized that, “If the interventions are not touching the last person in the line, it is not inclusive growth”.



New Ideas for the Future



3.1 Research

Over the years PRADAN has invested in research to generate new ideas for future course of development thoughts and policies, based on its experience of grassroots work. Creating a network of researchers (whether academicians, practitioners or policymakers) helps build this new knowledge. Our research is primarily community driven and intends to deepen our understanding of the efficacy of development thoughts, policies and interventions instrumental in reducing inequalities. In 2018-19, we conducted several research projects to support development thoughts and processes in the country.

3.1.1 Improving Livelihoods with Innovative Cropping Systems on the East India Plateau

This research project was a collaboration among scientists at the Australian Universities of Western Sydney, Queensland, Charles Stuart University and Adelaide, the Advanced Centre for Water Resources and Management, the World Vegetable Center (WorldVeg), and PRADAN. The project was supported by the Australian Council for International Agriculture Research and Department for Foreign Affairs and Trade of the Australian government.

Using a unique, farmer-focused research methodology, this project encouraged women to view themselves not as secondary players in the agricultural sector but as principal farmers, researchers, teachers and active agents of social change. A series of papers and products have emerged from this project. Dissemination through a series of workshops was completed, and papers are in the process of being written/published. Kuntalika Kumbhakar, Sumita Kasana, Ritesh Kumar and Wanborlang Khymdeit (PRADAN staff members) were awarded in the Case Study category at the Azim Premji Story of Change: Case Study Challenge for their case titled 'Collaborative Learning: Unleashing Sustainable and Transformative Development'.

3.1.2 Addressing Gender Inequalities through Self-Help Groups in Gond Adivasi Communities of Kanker in India

Supported by the Atlantic Fellowship Programme and the International Inequalities Institute at the London School of Economics and Political Science (LSE), UK, the project is a collaboration between Professor Naila Kabeer (LSE), and PRADAN. It explores how the idea of gender justice as a critical aspect of social justice plays out among the Gonds, an Adivasi or tribal



Photo by S M Faisal

community in the state of Chattisgarh. The data collection and analysis was completed during the financial year, a number of dissemination events held and a working paper is under publication by the LSE.

3.1.3 To Analyze Gender Norms from a Practitioner/Grassroots Lens, Seeking to Understand the Complexities and Processes Related to Social Norms and Change Processes

Part of the larger Stanford University Lancet Series on the Next Generation of Gender Equality, this project is supported by the Bill and Melinda Gates Foundation. The project is a collaboration between Dr. Soledad Prillaman (Postdoctoral Prize Research Fellow in Politics at Nuffield College at the University of Oxford), and PRADAN. Data collection has been completed.

3.1.4 Development of a Measure of Local Collective Action, part of the larger Evidence-based Measures of Empowerment for Research on Gender Equality at the Centre on Gender Equality and Health at the University of California at San Diego (UCSD), USA

Funded by the Bill and Melinda Gates Foundation (BMGF), this research project is a collaboration of among Dr. Soledad Prillaman, Julia Lowe (Strategy Consultant at The Willows Consulting), and PRADAN. PRADAN's project aims to identify effective, context-specific, cost-effective ways of measuring local collective action and political participation in India using the platform of women's SHGs. In the initial stages of design, this project will also explore innovative and empowering data collection mechanisms (October 2018 to September 2019).

Atlantic Fellows



3.1.5 Transforming India's Green Revolution by Research and Empowerment for Sustainable food Supplies (TIGR2ESS)

The project is funded by the Cambridge Global Food Security Research Centre at the University of Cambridge. Supported by a Global Challenges Research Fund award for cutting-edge research and innovation addressing global issues. Our project is a part of the theme 'Sustainable and Transformative Agriculture and Rural Development Trajectories'. This project will open a new conversation about the future of agriculture in India.

What are the societal choices that will inform the second green revolution, and how will these be negotiated in India's

Photo by Krishna Tiwari



contemporary political economy? What should be the focus of the new agrarian ecosystem, and how should it balance the interests of farmers, agricultural labor, the food industry, distribution networks and supply chains, consumers and those involved in providing support services and inputs to this sector? These are some of the questions that the research will seek to answer.

Stakeholders of the project themes that PRADAN is working on include (but are not limited to) International Crops Research Institute for the Semi-Arid Tropics, Hyderabad; M S Swaminathan Research Foundation, Chennai; IIT Mumbai; University of East Anglia, United Kingdom; University of Cambridge, United Kingdom; Panjab University; and Nabakrushna Choudhury Centre for Development Studies Bhubaneswar.

3.1.6 Gender-Responsive Organizations for Women (GROW)

Project GROW aims to build gender-responsive women's collectives through gender transformative models, evaluation, empowerment, and capacity building of collectives including SHG Federations. The proposed project draws on the PRADAN-Jagori model (Jagori is India's premier gender justice organization) and uses a five-pronged strategy for change. These include creating a local cadre of gender champions, capacity development of women's federations, training and sensitization of SRLM staff, institutionalization of the model within an SRLM, and establishing a repository of curricula, toolkits and manuals. The research unit is leading the action research component, which would design a learning system for concurrent review and reflection.

We intend to explore several broad questions: What is required to engender state (JSLPS) processes while working with women's collectives through economic empowerment? How do women's collectives transform themselves to be gender-responsive? What factors and conditions support women to make such shifts? What practices of intervening organizations would support this change?



Photo by Shreya Singh

3.1.7 Adaptive Skilling Action Research (ASAR)

Agriculture practices focused only on production and income enhancement are characterized by the reckless use of pesticides and fertilizers, which is responsible for degrading soil quality, harming biodiversity, polluting the environment and irreversibly affecting human health. The traditional knowledge and skills of local ecology based farming are waning, whereas the package of practice prescribed by agricultural input dealers or extension workers is being steadily adopted by farmers. This scenario becomes especially significant for the Adivasis in the central Indian plateau, whose life-world is intricately woven with forest and land, involving both farm and non-farm-based livelihoods.

The advent of modernization is changing this intricate relationship and taking away the skills and knowledge Adivasis need to live in harmony with nature. This calls for a set of practices where farmers critically look at new technologies, understand their impact on the ecology and adapt according to their context rather than blindly following the practices proposed by the input dealers in expectation of higher yield. Villagers from Chataniya (Deosar), Ghughri (Amarpur), and Jana (Gumla) along with PRADAN professionals and professors from Azim Premji University have initiated an action research 'ASAR' to come up with more sustainable ways of production. This initiative will not only re-skill farmers and address their livelihood needs but will also make their socio-ecological system more resilient.

3.2 Knowledge Creation

3.2.1 Publications

We collaborated with mainstream journals like Indian Development Review (IDR), and Civil Society and Agriculture World, in which three articles, written by PRADAN professionals were published in Indian Development Review, and many more are slated for publication in the next financial year. An internal board of seven members has been formed to peer-review the articles written for NewsReach, PRADAN's development bimonthly.

A film on sustainable agriculture is being developed. It is a tool for training community resource persons and farmers on the various organic inputs used in farming.

3.2.2 Education Initiative: M.Phil in Development Practice, with Ambedkar University Delhi

In collaboration with Ambedkar University Delhi, we initiated an M.Phil course on development practice in 2012. Presently, there are 29 students in the M.Phil course (13 in the sixth cohort and 16 in the seventh cohort). The 13 students in the sixth cohort were placed in seven different villages where PRADAN and Ekal Nari Sangathan (ENS) work, to complete the final phase of their Action Research.

Photo by Nalini Kant



Apart from the regular M Phil classes, students have attended two more workshops. One is a week-long Workshop on Livelihoods, which Prof Sanjiv Phansalkar (VikasAnvesh Foundation), and Dr. Nirmalya Chaudhuri (TATA Institute of Social Science, Mumbai) had conducted with help from four of our experienced professionals. The second one was on Project Management designed and conducted by us.

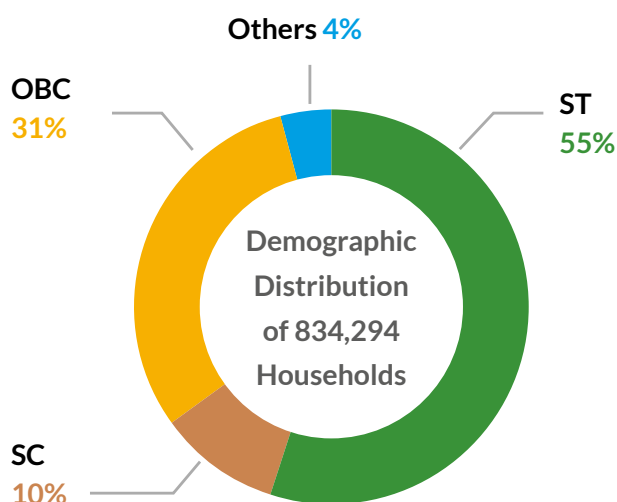
In the last quarter the students of the seventh cohort undertook courses on Understanding the Rural, Philosophy of Development, Experiencing the Self, Introduction to Research Methods and Development Practitioners (DP). The DP course was designed and conducted by our professionals and received encouraging feedback from the students. The students also attended a workshop on 'group processes' organized by AUD.

We visited all the villages where students were placed jointly with members of the AUD faculty. These visits aimed to rekindle the spirit of learning at the level of the teams as the teams were the learning ground in this phase.

Impacting Lives at the Grassroots



4.1 PRADAN at a Glance: Key Numbers 2018-19



Our operations across 11 Development Clusters (DCs) –key numbers and progress highlights

For a diverse and dispersed country such as ours, development approaches and processes to combat inequity cannot be the same across all regions. We have, therefore, developed the concept of a Development Cluster (DC). A

DC, irrespective of revenue boundaries, converges (for our operations) contiguous geographies facing endemic poverty. Each cluster has agro-climatic and socio-cultural similarities that enables contextual and need-based solutions to be planned and executed. The DC is PRADAN's arena for catalyzing all-round change through partnerships with concerned stakeholders responsible for its development.



Lives touched:

**4 million,
and counting**



Villages:

6,521
(>50% coverage)



Blocks:

117



Districts:

37



SHGs:

64,570



VOs:

4,722



Federations of SHGs:

98



Employees:

569

Outreach	March 31, 2019
No. of households	834,294
No. of hamlets	27,067
No. of revenue villages	8,499
Households participating in PRADAN-promoted livelihoods	495,063
Development finance in INR millions (USD Mn)	3,374 (48)

1. Jangal Mahal DC covers districts of Purulia, Bankura, West Midnapore, East Midnapore, Jhargram	
Village	1,129
% of SC and ST	52%
No. SHG	6,501
No. of Women mobilized in SHGs	97,455
SHG members participating in Livelihood program	46,254

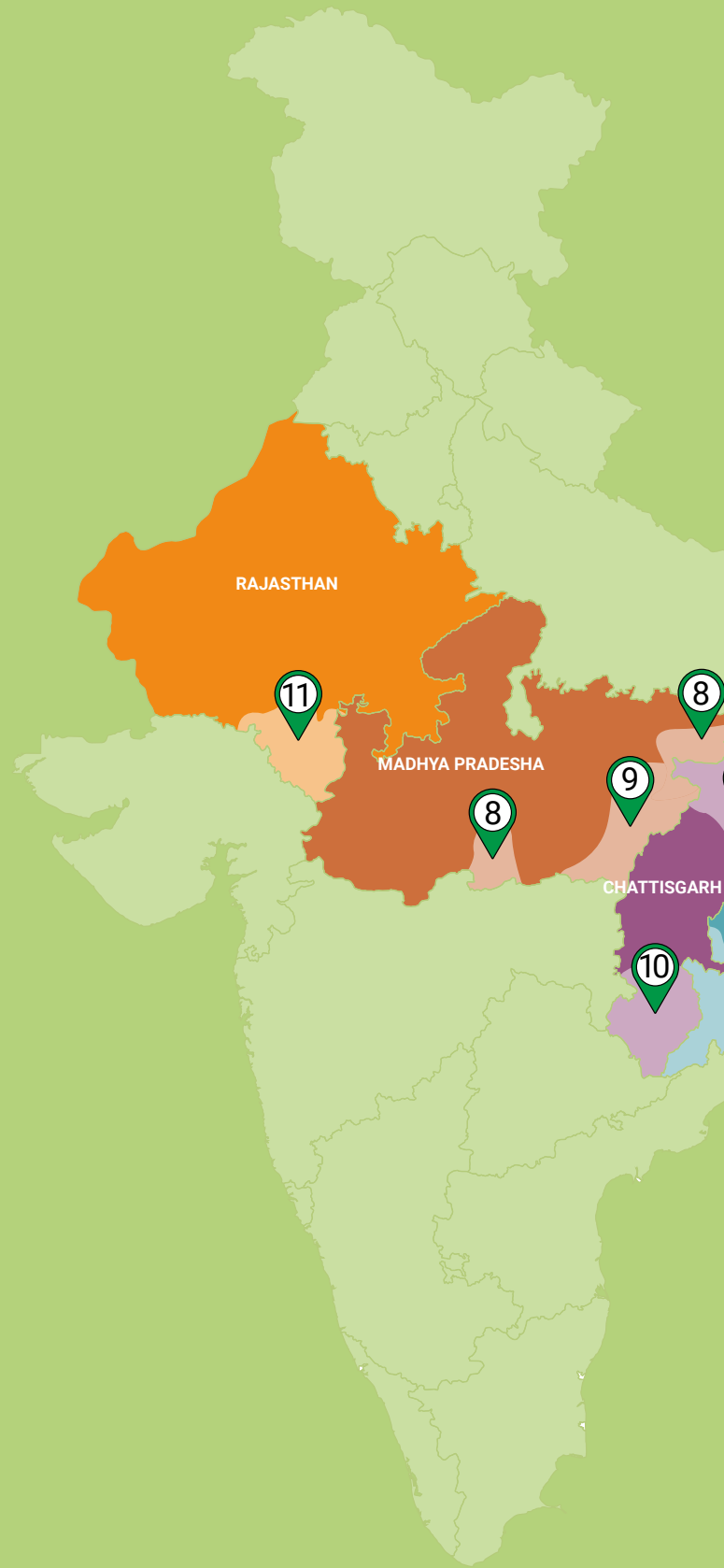
2. South Odisha DC covers districts of Rayagada, Koraput, Kandhamal, Kalahandi	
Village	1,079
% of SC and ST	78%
No. SHG	5,259
No. of Women mobilized in SHGs	60,646
SHG members participating in Livelihood program	43,932

3. Kolhan and North Odisha DC covers districts of West Singhbhum, Mayubhanj, Keonjhar	
Village	816
% of SC and ST	74%
No. SHG	7,138
No. of Women mobilized in SHGs	90,241
SHG members participating in Livelihood program	72,704

4. South Chhotanagpur DC covers districts of Gumla, Khunti, Bokaro	
Village	1,068
% of SC and ST	76%
No. SHG	11,392
No. of Women mobilized in SHGs	149,844
SHG members participating in Livelihood program	94,720

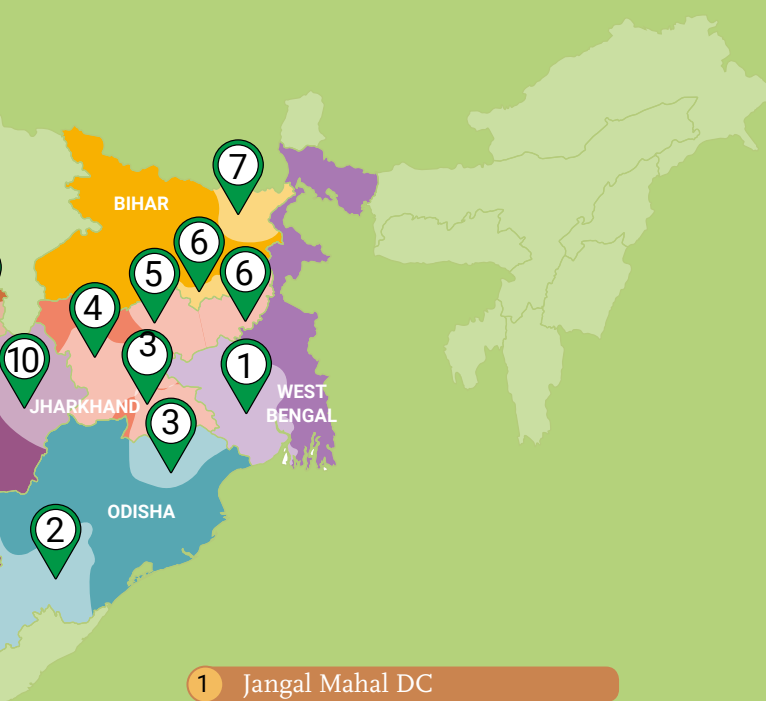
5. North Chhotanagpur DC covers districts of Hazaribagh, Lohardaga, Koderma	
Village	433
% of SC and ST	38%
No. SHG	5,398
No. of Women mobilized in SHGs	69,733
SHG members participating in Livelihood program	39,494

6. Santhal Pargana DC covers districts of Jamui, Banka, Deoghar, Dumka, Godda	
Village	1,763
% of SC and ST	55%
No. SHG	10,482
No. of Women mobilized in SHGs	130,513
SHG members participating in Livelihood program	87,543



Snapshot of Our Geographic and Community Outreach in Each of the DCs

(SC – Scheduled Caste; ST – Scheduled Tribe)



- 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 Baghelkhan & Satpuda DC
- 9 Mahakaushal DC
- 10 North & South Chhattisgarh DC
- 11 Rajasthan DC

11. South Rajasthan DC covers districts of Sirohi

Village	112
% of SC and ST	79%
No. SHG	770
No. of Women mobilized in SHGs	14,219
SHG members participating in Livelihood program	9,405

10. North and South Chhattisgarh DC covers districts of Raigarh, Dhamtari, Kanker, Bastar

Village	770
% of SC and ST	70%
No. SHG	7,291
No. of Women mobilized in SHGs	93,412
SHG members participating in Livelihood program	37,462

9. Mahakaushal DC covers districts of Dindori, Mandla, Balaghat

Village	616
% of SC and ST	75%
No. SHG	4,567
No. of Women mobilized in SHGs	54,174
SHG members participating in Livelihood program	33,027

7. North East Bihar DC covers Araria and Kishanganj

Village	116
% of SC and ST	11%
No. SHG	2,021
No. of Women mobilized in SHGs	24,455
SHG members participating in Livelihood program	4,760

8. Baghelkhand and Satpuda DC covers districts of Hoshangabad, Betul, Sidhi, Singrauli, Shahdol

Village	597
% of SC and ST	87%
No. SHG	3,751
No. of Women mobilized in SHGs	49,602
SHG members participating in Livelihood program	25,762

4.2 Social Mobilization and Building Community Institutions



NRLM has been rolled out throughout the country. The development discourse has led to the universalization of women's SHGs and their linkage with financial institutions (banks). The initiative of collectivizing women, with above 80% coverage of villages, built the foundation of different development interventions like economic, social and political empowerment, improvement in health and nutrition, participation in governance, etc. This has considerably reduced PRADAN's direct engagement with the primary groups at different stages (formation, grooming, and graduation).

The task of building and strengthening these groups is now vested largely with the leadership of the higher tier like Village Organizations (VOs), and Block or Gram Panchayat Level Federations (BLFs/GPLFs). PRADAN facilitated the development of IEC materials for community mobilization. We helped conduct trainings to aid the roll-out process in the community and groom these leaders to form primary groups. We conducted leadership trainings, visioning exercises and perspective-building workshops to strengthen these institutions.

As of March 31, 2019, PRADAN was working with 4,722 VOs. These VOs have been effective in integrating development interventions anchored by various stakeholders (government departments, block officials, health officials and panchayats). They are also able to exercise greater influence than SHGs in ushering in governance and social changes.

In some areas, we continued to work with communities to saturate the Gram Panchayats by mobilizing left-out, marginalized rural households into SHGs. Our efforts led to 134,068 new members forming 8,070 new SHGs. We set up systems for nurturing these collectives and developed a trainers' pool for strengthening SHGs.

We prioritized development of women's knowledge and skills in accounts, norms and processes and on improving women's participation in village planning. Working toward the overall well-being of communities, SHGs accessed bank credit to the tune of INR 724 million (USD 10 million), and mobilized INR 1,482 million (USD 21 million) from government programs.

Photo by S M Faisal



Nathpur Women: Writing Their Own Destiny

The women's SHG Federation in Palkot block of Jharkhand helped women to come out of their homes and raise their voices for equal rights. Jharkhand State Livelihoods Promotion Society recognizing the work of the federation members selected their process of organizing poor families into robust self-run groups, as a building block for designing its key development of MGNREGA-NRLM convergence.

1999

It all started some 20 years ago, when PRADAN professionals went to Nathpur for the first time and after three months of intense persuasion and negotiation, 12 women hesitantly agreed to form the first SHG of their panchayat, Vikas Mahila Mandal. Slowly, but steadily the number of SHGs grew. Women, whose contributions on the farms and inside their homes were being perennially ignored, started gaining visibility as "agents" with potential to bring such "changes" which no one had ever thought of. Change in farming techniques and new set of water harvesting systems transformed the face of agriculture, multiplying the income of hundreds of Nathpur farmers in the next 10 years. Their federation, Mahila Vikas Mandal, Palkot was formed in 2004 with members from 11 SHGs taking up the challenge of changing the socio-economic scenario of the villages. In fact, during the ensuing Panchayat elections, they came together to elect one of their own representatives as *Mukhiya*. Their long pending demand for a properly constructed road in Nathpur was finally met with the new lady *Mukhiya* in place. Nathpur inhabitants experienced the power of a collective, for the first time.

2015

A Village Organisation (VO) named Nathpur Gram Sangathan, Badkitoli came into existence to further the development work with the help of the SHG women.

"Hum khud laabh uthhaye hain group ka... baaki behene kyun pichhe rahengi? Sabko jod lenge group mein" (We have benefitted by being part of the SHGs, we will help include the other women as well, so that they can benefit too!), declared Premabati, one of the leaders of the federation.



"Hum khud laabh uthhaye hain group ka...baaki behene kyun pichhe rahengi? Sabko jod lenge group mein" (We have benefitted by being part of the SHGs, we will help include the other women as well, so that they can benefit too!), declared Premabati, one of the leaders of the federation.

There were a total of 759 households in Nathpur village, and the VO made a detailed plan to mobilise all the left-out families into the SHG fold. To ensure SHG members benefit from robust and functional SHG systems, several monitoring committees, called *Mahilamandal DekhRekh Samiti*, were established by the VO. They conducted a survey to select the hamlets where most of the families were left out. The SHG members took out a rally that moved around every Nathpur hamlet to raise awareness about importance of SHGs. It was also an invitation to attend a SHG awareness camp organized by the village organization in the following week. Various posters highlighting key successes of the SHGs like stopping open grazing, making schools functional, robust Gram Panchayat election campaigns were put up. Specially designed skits, by VO members, brought forth a variety of issues plaguing the society at large. At dusk, as the program drew to an end, several women came forward and consented to form new SHGs. Within a week they had formed approximately 30 SHGs that included close to 400 women.

2018

Another VO, Nathpur Gram Sangathan, Dahudarn had to be formed with the number of SHGs exceeding the permissible limit of SHGs in each VO, by 20! After one year when the VO members realized that many of the newly formed SHGs were underperforming vis-a-vis the aspiration, they planned another camp for strengthening these institutions, and called it an annual *Aam Sabha* (General Assembly). The event reinfused energy among the members of collectives. The SHG members set about planning with renewed zest for the year ahead. With almost 70% SHGs linked to bank credit, finance committees called, *Arthik DekhRekh Samiti* started monitoring timely repayment of loans. Of late, the VO

is also engaged in monitoring management of the local schools under the leadership of *Nyay Ewam Adhikar Samiti* (rights and justice committee).

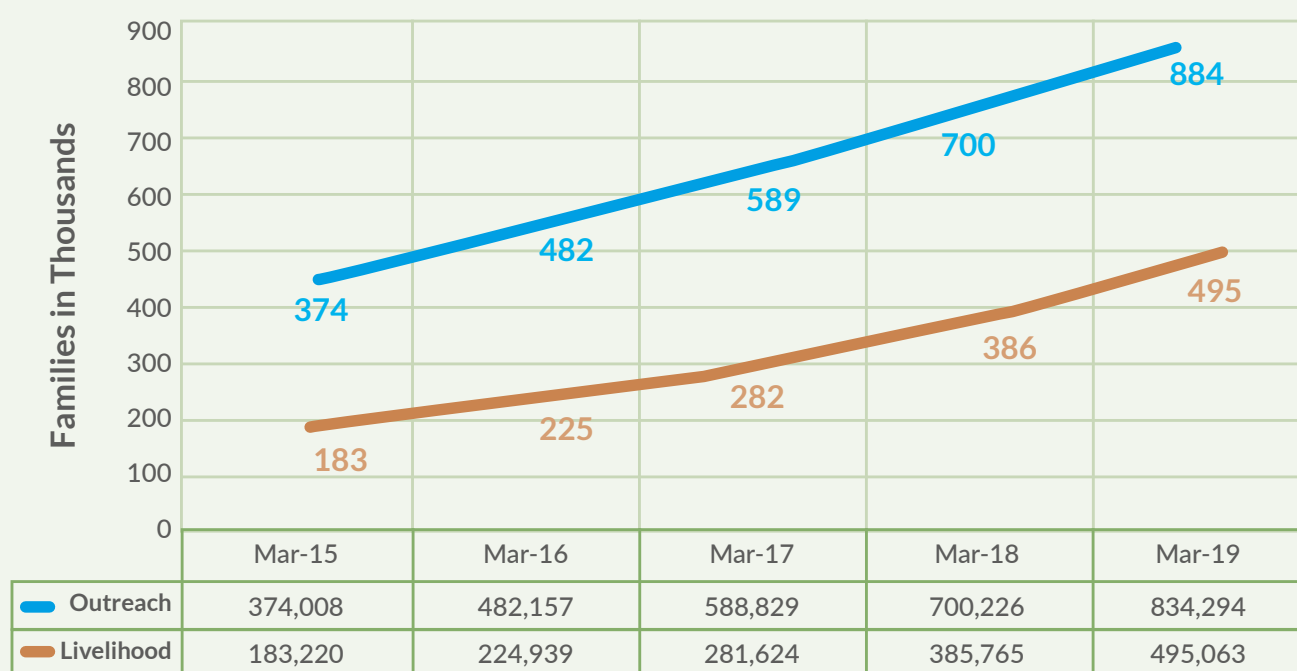
“Nathpur Gram Sangathan Badkitoli ke didion ne milkar har kaam ko aage badhane mein humari madat ki hai. Aaj chahe ghar ka jhagda ho ya phir Ration-paani ka – koi bhi samasya humare liye samasya nahi hai. Dada-log bhi har koi mushkil kaam ke baare mein humko puchne lage hai aajkal” (The members of Nathpur Gram Sangathan Badkitoli facilitated in furthering our efforts. Be it a domestic squabble or issues related to PDS no problem seems unsurmountable. Even the men folk seek our inputs), beams Savitri.

4.3 Livelihoods

In a country where economic disparity coexists with GDP growth, small and marginal farmers continue to grapple with intergenerational poverty. PRADAN works to create sustainable livelihood opportunities for this section of the society. Our livelihood promotion strategies focus on agriculture, livestock-rearing and a combination of

service enterprises and collection and sale of minor forest produce. Resource-poor households are facilitated to adopt a combination of these livelihood options to earn a decent income and lead a life of dignity. During the last financial year, 495,000 households participated in livelihood activities promoted by us.

Outreach and Livelihood Programs Over the Last Five Years



⁴ <https://www.financialexpress.com/budget/india-economic-survey-2018-for-farmers-agriculture-gdp-msp/1034266/>



4.3.1 Agriculture

The agriculture sector in India is in a deep malaise. The growth rate has been very volatile over the last few decades; it has ranged from 5.8% in 2005-06 to 0.4% in 2009-10 and 3.4% in 2017-18. More than 50%⁴ of the population depends on agriculture for their livelihood but, for most farmers, farming is a losing proposition. Farming incomes have stagnated in real terms over the past few years, while production costs have risen significantly.

While various farm inputs are available, as are markets for produced crops, very few farmers have access to any of these. Even if they did, they do not have enough capital to invest, and credit is not readily available. In remote locations, there are no cold storage chains or market yards for aggregation and sorting. The problem is compounded if prices of farm products crash after the harvest, particularly when there is a bumper crop.

Central and state governments undertake procurement operations only in the case of paddy/ rice and wheat and, sometimes,



Photo by Sumendera Punia

sugarcane and pulses, but not for all the states. There are no farm assets to combat the impacts of climate change on crop production or to ensure that resources are used sustainably for the benefit of future generations. These vulnerabilities have been highlighted in the SDGs. These SDGs aim to resolve economic inequalities and related well-being issues by 2030.



Over the past 36 years, PRADAN has directed its effort toward improving these components of rural livelihoods. Our approach of inclusive development in livelihoods has built the foundation of several replicable livelihood prototypes. These prototypes have helped increase farmer

incomes manifold and create sustainable assets for generations to come; they have also helped include communities in the development planning processes.

Not recognizing women's critical role in agriculture is also a cause of the malaise that the sector is affected with. Despite women doing most of the work in the farms, they are still considered agricultural laborers. They work long hours in the field and also take care of every individual in the household. This balancing act is stressful, and it affects their health. Over the years, we engaged with communities to facilitate women get recognized as farmers, and included in decision-making. Today, many women farmers who had never thought of a life outside their mud huts are becoming lakhpati kisaan (millionaire farmers). Their knowledge and techniques are setting examples for other farmers to follow. Many are becoming resource persons for other farmers and providing paid services for improving their agriculture production.

In realizing the best prices for produce, productivity and marketing have been perennial constraints for marginal farmers. To address this, one of our key interventions has been the formation of Agriculture

Production Clusters (APCs) which are self-regulated collectives that synchronize the production of a common basket of commodities to create a marketable surplus and build a system for sustainably providing market-linkage services.

APC triggers growth in farming by supporting farmers in selecting appropriate crops. This institutional mechanism also organizes input-output linkages through a network of local Agri-Entrepreneurs (AE), and various actors of markets. Each APC consists of approximately 3,000-4,000 smallholder farmers in a defined area, preferably a block. In collaboration with PRADAN, the Department of Agriculture, Government of Odisha launched an initiative this year to promote APCs in 14 districts in the highland areas of north-west and south Odisha.

Lack of participation of rural youth is yet another issue agriculture sector is facing over the past few years. Rather than engaging in agriculture, rural youth migrate to faraway cities, work at construction sites and live in harsh conditions. To attract the youth to agriculture, it is imperative to transform subsistence agriculture into a profitable livelihood opportunity. PRADAN promotes and grooms youth to become successful AEs, lead agriculture development in their area and improve the quality and effectiveness of services in the farm sector. This is crucial for smallholders in remote locations to retain their competitive edge in mainstream markets.

The 670 AEs groomed till date, have been supplying quality seedlings or inputs, renting out farm implements, delivering credit, aggregating produce and market fresh vegetables and fruits. About 70% of AEs met their costs within six to nine months of starting their business.

In South Odisha DC, 69 APCs were formed in the past year. More than 2,800 families grew brinjal. About 46 MT of ginger, green chilies and beans have been marketed through the APC channel. Farmers have earned between INR 15,000 (USD 214) to INR 30,000 (USD 429) over the last six months. In total, PRADAN worked with 474,367 women farmers on improved agriculture during 2018-19.

Photo by Akankhya Parida



The Sweet Taste of Bitter Gourd

Photo by Dinesh Jaiswal



“Khubey barak aagey Pasiya (garam paani jon chaur le nikru aaye) uncha sange tetar aur khindik asan lon, uni amcho duno pahar chobhat rahe” (A few years back Pasiya (a hot slimy semi-liquid water from cooked rice) with tamarind and a pinch of salt was our lunch and dinner), recalls Butki.

At the heart of the “Red Corridor” in India, in Bastar, lies Madarkonta, the village of the culturally rich Bison Horn Maria tribe. The tribe gets its name from its colorful headgear, made from the horn of the bison that it wears during festivities and rituals. Dancing and singing form an intrinsic part of their life, but life is far from easy in these tribal hinterlands. Development has largely bypassed this place. During monsoons, the rains used to wash away the only earthen road and cut off the village from the rest of the world. The demand over the years for a concrete road would fall on deaf ears. In this rain-fed region, subsistence agriculture ensured food security for a few months only, and collection of non-timber forest produce (NTFP) provided supplementary income, but only sporadically. Distress migration was

“Khubey barak aagey Pasiya (garam paani jon chaur le nikru aaye) uncha sange tetar aur khindik asan lon, uni amcho duno pahar chobhat rahe” (A few years back Pasiya (a hot slimy semi-liquid water from cooked rice) with tamarind and a pinch of salt was our lunch and dinner), recalls Butki.

high—villagers migrated to urban centers to work at construction sites in the states of Andhra Pradesh, Telangana and Tamil Nadu.

PRADAN helped the Madarkonta women form SHGs in 2014. New livelihood opportunities were identified through these small groups.

The area has spacious upland, and the potential for growing cash crops was immediately visible, but no one was willing to switch from their traditional practice of maize cultivation to a different agricultural production system. Maniram, a school dropout, agreed to undergo training in advanced agricultural techniques facilitated

by PRADAN professionals at the district headquarters. The entire village gathered as Maniram and his family dug the ground and erected a trellis for bitter gourd. Curious neighbors had many questions, while some others helped in building the structure. It seemed like a *Mela or Mandai* (cultural gathering). Maniram invested INR 2,700 (USD 38) in 0.2 acres of upland and earned INR 29,000 (USD 414) by selling his produce at the local market that kharif season. *“Moche aainkh khulli. Gaon ne khube cheez ase jeke aami upyog karun khube sara karuk sakun maatar juge mehnat bale ni lago aur nuwa nuwa tarika cho bale kaam karun”* (It opened my eyes. There was so much we could do from our existing resources in the village! We needed to work not only hard but smart.), reflects Maniram now.

The change that Maniram sparked proved critical; several families took up cash crop cultivation, and by 2018 the entire village was engaged in trellis farming. The villagers had diversified into multiple crops and were using advanced agricultural techniques. Every backyard plot erected a maze of trellis structures. Today, 23 families are engaged in large-scale cultivation of vegetables apart from growing creepers.

Last year (2018), Bijjo sold bitter gourd and long yard beans worth more than INR 50,000 (USD 713). She has lost count of the quantity of beans and gourd she gave away to friends from neighboring villages and relatives. It has been three years since Butki has been engaged in vegetable cultivation; she now applies new agricultural techniques for maize farming. Other women too

have diversified into vegetable crops like cauliflower, ridge gourd and brinjal.

“Gelo barak mucho baadi ne 75,000 cho saag bhaaji bikle” (I sold my farm produce for INR 75,000 (USD 1,070) last year!), Butki beams. She points to a freshly constructed house. A shining new motor cycle stands there. *“Didi man samuh ne milun gaon cho badlav aanla”* (Women’s Samitis (SHGs) have changed this village), she says proudly. *“Aamcho thari cho rang li se, aur ebe har din daal aur saag ase”* (The color of our food plate has changed now and it regularly includes pulses and vegetables), exclaims her mother-in-law Budri.

The Lal Pungar SHG, of which she is a part, has 12 members, and has done business of about INR 355,000 (USD 5,068) selling bitter gourd and other vegetables. This translates to an average of about INR 30,000 (USD 429) per household in one season; a significant amount in these parts where most families are officially below the poverty line.

The news of this ‘bitter green revolution’ spread. Officials from the block, including the CEO of Zila Panchayat Bastar, visited the vegetable plots to draw lessons and explore the potential of out-scaling the practice in other villages. The women of SHGs used this opportunity to engage with the visiting officials on other pertinent issues concerning the village, like the earthen road getting washed away during monsoons.

In the process, the assurances converted into ‘concrete’ action: a new road is finally being constructed!

4.3.2 Small Ruminants: Source of Ready Cash and Nutrition

Since time immemorial, the communities we work with have reared small ruminants as an integral part of their lives and livelihoods. Herds of cows, goats and sheep and flocks of ducks and hens, or livestock, have always been their fall-back option for ready cash income in times of need. But the mortality rates of these animals, especially the kids,

have been rising over the years, as has been disease-led maternal mortality among goats. Maintaining a sizable herd or flock is now a formidable challenge, and therefore, livestock is no longer a potential buffer in times of need. These communities were forced to reduce their dependence on livestock.

We realized that if we could arrest the premature death of small ruminants, livestock would once again become a primary and dependable source of income for these communities. We adopted an integrated

approach of rearing livestock that focused both on goats and backyard poultry. We promoted the concept of mass vaccination of goats and birds. Community Animal Health Workers (CAHWs) were groomed to conduct routine checks on animal health and growth. These CAHWs also deworm and vaccinate animals. When necessary, they refer livestock owners to government veterinary services. The CAHWs also establish market linkages and maintain cold storage chains for goat rearing and backyard poultry.

An institutional mechanism that is emerging to sustain the initiative is a 'livestock rearers group'. Each group is constituted of 30-60 producers in a village and is supported by a CAHW.

If village-level animal health workers can provide critical services to both goats and backyard poultry, these services can become financially self-sustainable. Interventions like deworming and vaccination against certain diseases will be effective only if all the families in a village participate and all the livestock is covered. If the same system can provide services to small ruminants and birds and if both interventions are made together, participating families, especially the landless ones, can earn a substantial income. This model of intervention will help families to use poultry to meet their needs of animal protein, emergency cash needs and support them in increasing the stock of goats to attain business volumes. In hilly, forested and less fertile areas, this intervention is being seen as a major source of livelihood for households once more. Our intervention has restored the faith of 81,400 women farmers in small ruminant and backyard poultry initiatives being a primary income generation opportunity.

4.3.3 Silken Threads

PRADAN's intervention for nearly three decades has made Tasar rearing profitable for thousands of rural poor people in forest areas. Tasar rearing has been an integral part of the lives and livelihoods of these communities for generations. A few



decades ago, however, there were continual pest attacks and market demand issues which the rearers did not know how to address. They gradually stopped rearing Tasar.

In 2013, PRADAN promoted the Tasar Development Foundation (TDF) to carry forward sectoral tasks in Tasar. During 2018-19, the Ministry of Rural Development, Government of India recognized the TDF as a NSO under the DAY-NRLM for the promotion of Tasar sericulture in the country. About 22,000 households are directly associated with TDF. The TDF collaboration with the SRLMs of Jharkhand and Odisha helped them to work with another 4,700 households.

This year, the TDF focused on strengthening the seed vertical to ensure the supply of over 1.8 million high-quality seeds (Disease Free Layings). It also supported large-scale cocoon production and spurred growth in Tasar yarn production, weaving and product development.

The TDF also raised 1,400 Ha. of host tree plantations in wastelands owned by poorer households. This helped silkworm rearers produce more than 71 million cocoons and earn an average income of INR 21,500 (USD 307) from around 65 days of engagement in Tasar rearing.

Two PRADAN teams based in Bhoura and Betul, Madhya Pradesh, are involved in promoting mulberry sericulture. This initiative provides poor farmers an opportunity to earn INR 60,000 (USD 857) to INR 80,000 (USD 1,143) from an acre (0.4 Ha) of land. Last year, around 250 farmers engaged in rearing mulberry silkworms and selling the cocoons.

Cocooning a Dream

Photo by Anshuman Singh



“Kisaan ki jagah to apne khet mein hoti hai, dusron ke ghar ke kaam karne ke liye nahi”
(A farmer belongs to the field and not inside someone else’s household), the sentiments are still strong as Shivkali reflects back.

Within just a few months of her marriage, Shivkali faced an uphill battle to feed her family. The family, with no irrigation infrastructure, was at the mercy of the rain gods. There was a dry spell during that monsoon. Crop failure loomed large. This proud tribal woman had to make a choice or rather had no choice. She found work as a maid in one of the affluent houses in the village.

“Kisaan ki jagah to apne khet mein hoti hai, dusron ke ghar ke kaam karne ke liye nahi” (A farmer belongs to the field and not inside someone else’s household), the sentiments are still strong as she reflects back.

Farming in this village, as in large parts of rural India, was not remunerative enough. Shivkali began engaging as casual laborer, wherever there was work available. Someone, in her neighborhood, informed her about the new SHGs in the village and their effectiveness in meeting credit needs of its members. She joined the Devi SHG in February 2007 and started saving INR 10 weekly.



Life moved on. A well was dug in her farm and new cropping practices were introduced. Agriculture production increased. Her family grew to five, including a son and two daughters. There were now more mouths to feed.

In the summer of 2012, PRADAN team discussed about a magic plant, Mulberry (locally called *shahtoot*). In Churi village of Madhya Pradesh, Mulberry grows in the wild, bearing small and black fruits with sweet juicy pulp. Mulberry sericulture, at that point, seemed a far-fetched venture for the women of Churi, given the technical expertise it entailed.

A visit to another village some 20 kilometers was arranged, where communities were engaged in mulberry sericulture. One thing led to another and soon Shivkali was rearing silkworms. It required technical knowledge and stubborn engagement to take care of silkworms.

“Pehle saal me kuchh 1,400 rupiya hi kamaye the. Humein kaam ka sahi tarika hi nahi aata tha. Dar tha ki log kahenge ki inse to nahi ho payega, aur yeh rasta bhi bandh ho jayega” (In the first year, I could barely earn anything (INR 1,400 or USD 20). I had not yet grasped the technicality very well. I feared people would say I could not do it well and even this option would close forever), she remembers clearly.

During the second year, her SHG members stood firm with her. Jaiwanti and Rampyari supported her in cultivating the plants while Kamla worked with her in the worm rearing process.

“Har training ke baad ghar jaake sikhaye gaye har nayi takneek ke baare mein hi sochti thi. Kyun ki mujhe aage badhna tha. Na seekhne ka anjam dusron ke ghar me kaam karne se bhi bura hota” (At the end of every training session, I used to go home and think about all the technical details. I had to succeed. Failure would be worse than working inside someone else’s household).

Persistence and hard work bore fruit; fruit sweeter than the black and juicy *shahtoot*.

Shivkali, today, earning more than INR 50,000 (USD 714) from Mulberry sericulture, is a source of inspiration for many families in her village. For them, cocoons are an instrument for a better life. In this village 52 women are into sericulture today. Shivkali walks with a proud gait – the demeanor of an empowered tribal woman who did not resign to circumstances.



Photo by Karuna Shankar Tewari

4.4 Creating Assets for Sustainable Use and Conservation of Natural Resources

Over the decades farm production has declined due to high run-off aggravated by deforestation, poor water-holding capacity of soil, and the scarcity of water for irrigation. The impacts of rising temperature and receding groundwater, obvious indicators of climate change, have aggravated the crisis. Through our land and water management interventions we have attempted to make the villages resilient to the effects of climate change and stem denudation. For more than 30 years, our models of integrated natural resource management (INRM) have been instrumental in transforming thousands of hectares of erstwhile fallow uplands and medium uplands into lush green arable tracts and fruit orchards.

However, despite all our preparedness and well-intended, full-fledged efforts to stem the depletion of natural resources, denudation and desertification continue unabated. These result in inconsistent land productivity, uncertain livelihoods and migration of marginal farmers. And the daunting task of meeting SDG 13 looms larger with each passing day.

To make villages resilient to the impact of climate change, practice regenerative agriculture, and improve land productivity, more investment is required in infrastructure. Regenerative agriculture is a constellation of farming principles and practices that improves biodiversity, enriches soil, improves watersheds and enhances ecosystem services.

Recognizing these requirements, and based on our replicable models of sustainable management of natural resources, we entered into a new partnership with the Government of Chhattisgarh, BRLF and Axis Bank Foundation to start an initiative that will improve productivity of about 350,000 Ha. of land and positively impact 100,000 small and marginal farmers.

We continued with 'Usharmukti', a project for rejuvenating natural resources in West Bengal. The project is set to treat 400,000 Ha. upland, irrigate 300,000 Ha. agri-land, covering 500,000 families spread over 6 districts, 55 blocks and 472 Gram Panchayats. About 1,500 micro-watersheds will be created for rejuvenating seven rivers – Ajoy, Mayurakshi, Damodar, Kasai, Silabati, Darakeswar and Subarnarekha. The West Bengal state government and the BRLF are the key partners for this project. By the end of the financial year 1,016 micro-watershed Detailed Project Reports (DPR), were completed in 22 blocks over 500,000 Ha. We intensively engaged in 569 of these DPRs. The interventions covered 284,000 Ha. of land, 102,000 households, and 1,570 villages

Photo by Pandit Arjun Jadhav



in the Jangal Mahal area. From the DPRs, a total of 8,931 schemes estimated at INR 1.54 billion (USD 22 million) have been included in the annual action plan of the MGNREGA.

Overall, we supported 58,528 other poor and marginalized farmers in developing robust, climate-resilient infrastructure to ensure a greater number of sustainable livelihood opportunities, across the seven states that we work in. More than 19,000 of these farmers treated over 9,200 Ha. of land to make it suitable for on-farm activities, and more than 49,500 families set up irrigation infrastructure on 11,600 Ha. of land.

4.4.1 Toward climate resilience: adopting indigenous crops

Crops that match local climatological conditions and food habits and are grown adopting natural farming methods, are generally high-yielding, nutritious, tasty and climate resilient. Promoting indigenous crops is conducive to regenerative agriculture, which offers increased yields, resilience to climate instability and higher health and vitality for local communities.

Regenerative agriculture aims to sequester carbon in soil and aboveground biomass, and reverse the current global trends of atmospheric accumulation of greenhouse gases. The system draws on decades of scientific and applied research by the global researchers of organic farming, agroecology, holistic management and agroforestry.

Several of our teams have been promoting regenerative agriculture, by growing indigenous crops. Professionals in Paraswada block of Madhya Pradesh have facilitated farmers in preserving more than 50 varieties of indigenous paddy seeds. In Kharika Mathani of West Bengal, farmers are adopting aromatic indigenous paddy cultivation.

Last year, the Kharika Mathani team decided to experiment with the practice of cultivating indigenous paddy with a few families and generate awareness about indigenous farming. We worked with 3,500 farmers who adopted indigenous folk rice like Kerala Sundari and Bahurupi. The team



introduced indigenous seeds coupled with organic farming methods and achieved a phenomenal benchmark of average paddy production of 5.5 MT per Ha. This production will take care of the cereal sufficiency of 3,000 families.

Farmers have also grown *Kala* (black) rice, aromatic *Maria Fulo* and aromatic brown rice, which are premium varieties with high market price and nutrition content. With appropriate market linkages, more women farmers will adopt these practices and their annual income will potentially grow by INR 20,000 (USD 286).

4.4.2 Toward climate resilience: using renewable energy

Over the last few years, PRADAN has started focusing on renewable solar-based energy solutions to improve the quality of life of communities in remote hinterlands of the country. Though these regions receive ample sunlight throughout the year, their nights are still pitch dark. Most household activities are minimized at night due to lack of electricity.

On the other hand, in these areas where farmers depend on rainwater for agriculture, assured irrigation holds significant promise and opportunity. In the absence of electricity, the poor farmers have to incur the recurring cost of running diesel-operated pump-sets for irrigation. The use of solar-based solutions for irrigation and domestic purposes emerged as a possible solution in many community interactions. Establishing a community-based model of clean power generation and sustainable usage that is appropriate for wide-scale replication in remote rural areas was recognized as the need of the hour.

As one of the first initiatives, Bank of America and PRADAN began collaborating in 2016, and piloted four solar micro-grids (SMGs) in Raidih block of Gumla district in Jharkhand to generate clean energy for domestic consumption and improve the quality of life. PRADAN brought on board Gram Oorja Solutions, as a technical support organization to set up the micro-grids and power distribution systems. PRADAN mobilized village communities and enabled them to operate and maintain the micro-grids.

To watch the film 'Illuminating Lives', on this partnership, visit <https://www.youtube.com/watch?v=DnRTfr9mKoA&t=179s>

The intervention has raised their per capita income and changed asset-holding status. Many families have acquired irrigation pumps, paddy threshers, hauler machines and television sets. Whereas operating a diesel machine used to cost INR 145 (USD 2) per hour on an average, using solar machines now costs only INR 45 (USD 0.64) per hour, including maintenance cost. We observed that children who used to read by the light of kerosene lamps and women who used to cook food by poor light are now the happiest. The intervention has transformed these villages situated in a very remote part of the country.

The scope of this partnership was expanded beyond access to renewable energy for domestic needs to a larger, more holistic concept of using solar energy-based solutions for livelihoods intensification and provisioning of clean drinking water and sanitation services to households. Under this phase, the project expanded to include Khunti district of Jharkhand. Besides setting up two more SMGs, we also undertook the installation of 15 solar-based irrigation systems in 15 villages to cover 150 Ha. of cultivable land. A total, a SMG capacity of 20 Kilowatt Power has been installed.

The project included installation of piped water supply systems in nine villages and provided 750 households with potable water. The project has also helped in creation of eight fruit plantations. These initiatives and enterprises are being sustained by eight producers' collectives. Overall, the collaboration has touched the lives of 5,263 individuals across 25 villages. We believe these investments are aligned with at least six SDGs.

Photo by Krishna Tiwari



4.5 Equalizing women's status: in farm and in family

Over the past 36 years of our engagement with marginalized communities, aspects of women empowerment have informed all our community-level interventions. Robust CBOs have been promoted and nurtured to help women collectivize, harness the strength of their groups and enhance their understanding of gender discrimination and their ability to take reformative action.

PRADAN is supported by Jagori, India's premier gender justice organization, in developing programs to enhance consciousness of gender equality and in developing strategies and designing interventions to reduce the gender gap. Last year we continued to strengthen community-based organizations (CBOs) in aspects of gender equality and integrate gender in all our livelihood interventions. We strengthened the belief that to bring in change in women's lives, economic empowerment and non-economic empowerment go together; if women are vulnerable 'economic beings' they will also remain subjugated 'social beings'. In fact, in India's tribal-dominated villages, women are fully involved in livelihood and economic activities, but as unpaid workers. Working without pay or at gender-discriminatory wages undermines women's contribution to their farms and families. We aimed to dismantle some of the barriers that perpetuate gender inequality in the economy and society, and not just create better farmers or entrepreneurs. Forming women's SHGs, and building capacity for the adoption of improved livelihood practices, helped women improve their access to credit, adopt gender friendly farm equipment, access market,



enhance income, and get a platform to unite and raise pertinent issues affecting their lives and dignity. Last year, members of more than 8,000 SHGs engaged in discussing and formulating strategies to address these issues.

Empowering Women Farmers Through Promotion of Gender-Friendly Farm Equipment

For farm women, performing backbreaking tasks using traditional methods creates occupational health hazards. Their drudgery and physical exertion peaks during Kharif and Rabi seasons because they usually lack access to women-friendly farm tools and equipment. Well-designed and targeted interventions to introduce women-friendly, ergonomic farm tools and equipment were identified as need of the hour. A project titled 'PRERNA: Empowering Women Farmers through Promotion of Gender-friendly Farm Equipment' was conceived in collaboration among Mahindra and Mahindra, the International Council of Agricultural Research, Central Institute for Women in Agriculture and PRADAN in 2018.

The project was initiated in Mayurbhanj and Koraput districts of Odisha. It was found that most women use a traditional sickle and spade for agricultural operations. Women farmers spent most of their time on farms transplanting, weeding, preparing the land for sowing seeds, and harvesting.

On an average 738.84 hours of work was being put in by each woman during kharif season for paddy cultivation. In order to help reduce women's drudgery in paddy, ragi (millet), and vegetables, gender-friendly farm implements were introduced to increase their work efficiency and income.

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To watch the movie on project PRERNA visit https://www.youtube.com/watch?v=IUa_aLF9swc&t=6s

Mahindra
Rise.

Single, but not Alone



Photo by Shuvajit Chakraborty

For Lilawati, the size of her family had increased: “Mera parivar sirf paanch logon ka nahi raha, poora gaon hi mera parivar ban gaya hai” (My family does not consist five members anymore; the entire village is my family now).

Bahadur Singh, Lilawati’s husband and the family’s principal breadwinner, had died in a car accident in July 2014 in Bokaro city of Jharkhand. He used to work as a driver. In several farmer families of Kusmha village in Chakai block of Bihar, the men migrate for work and their wives take care of their farms.

“Khana kahan se ayega Maa? Kya raat ka khana chhod de? Paisa bachega” (How are we going to get our food now? Should we skip dinners to save money?), asked her daughter Sudha. For the next few weeks, this was the only question haunting Lilawati. She murmured “Mai abhi bhi hun, hum bhukhe nahi rahenge” (I am still there, we will not starve).

The net income from her farm was a scanty INR 6,000 (USD 86) a year. Lilawati, 41, had no clue how to increase her cash flow, but she refused to give in. Staring at the sun setting during one of the most challenging times of her life, she swore “Main haar nahin manungi” (I am not going to accept defeat).

Members of the SHG that Lilawati was a part of, stood by her. In a group meeting, she took up the role of a Village Resource Person (VRP). Lilawati, who had studied till class eight, started collecting data and maintaining records of field activities. As a

VRP, Lilawati earned a remuneration of INR 4,000 (USD 55)—her first cash income! Soon, she became involved in a project—initiated by PRADAN, supported by Lutheran World Relief (LWR)—conceived around livelihoods and nutrition. This was a golden opportunity for her. Lilawati enhanced her skills by participating in various trainings in agriculture and Integrated Livestock-Rearing.

The summer of 2017 saw a different Lilawati emerge. She bought seeds of vegetables (tomato, chili and bitter gourd), and sowed these during the monsoon. Later in the year, she grew green peas too. None of these crops had ever been a part of the crop baskets of Kusmha farmers. Lilawati incurred an expense of INR 7,500 (USD 107) that year and earned a whopping INR 30,000 (USD 429). In the following seasons, she added eggplant and pigeon pea to her crop basket. Additional income from this helped push her savings to around INR 15,000 (USD 214)! Her work as a village-level nutrition-trainer, as part of the LWR project, further added to her income. Slowly but steadily, Lilawati was bringing stability to her life. In a country where more than 70% of the rural population survives on less than INR 40 (USD 0.6) per person per day, Lilawati was making substantial financial strides.

Her success enthused her fellow villagers. They, too, wanted to transform their farms and earn a similar cash income. They invested in tomato, chili and eggplant farming using the advanced agricultural tools and techniques Lilawati had adopted. When the local Mandi agents expressed their surprise at seeing a set of new vegetables, the farmers replied *“Lilawati didi ne hi sikhaya hai, ab isme hi humara fayda hai”* (Lilawati has helped us learn how to cultivate these crops, these are profitable for us).

What started as a small step by Lilawati soon became a movement. Dozens of Kusmha families adopted large-scale cultivation of cash crops. For Lilawati, the size of her family had increased: *“Mera parivar sirf paanch logon ka nahi raha, poora gaon hi mera parivar ban gaya hai”* (My family does not consist five members anymore; the entire village is my family now).

The ever-rising needs of her villagers made her start an agricultural farm tool bank at her village under the LWR project. This helped other farmers to access farm tools (plows, axes, hand cultivators, cutters) at an affordable rate. She also went on to donate her share of her ancestral family land (seven decimals) to support the building of a dedicated ‘sorting and grading’ centre of cocoons in the village.

Until 2017, Lilawati was living each day in great anxiety, with none of the villagers ever expecting a widow to emerge as a successful farmer. Today, as she sees the entire fraternity accessing the tool bank and the grading and sorting centre, a radiant smile adorns her face. After all, she has not only ensured food for her family, but for most of the other families of Kusmha.



Photo by Shuvajit Chakraborty

4.6 Making Their Voices Heard: Women Addressing Governance and Justice

Abject poverty exposes marginalized communities, living at the intersectionality of class, caste, and gender, to innumerable vulnerabilities. Women are the worst hit. Most of them have never experienced emancipation from patriarchal dominance in decisions related to their own lives and families, or, actively participated in public meetings to enhance their broader socio-political well-being. This has deprived women from a sense of citizenship and led them to consider the State as their patron, and, themselves as subjects. There has never been any investment in making the state–citizen interface efficient or in enhancing the technical and managerial capabilities of Gram Panchayat officials.

Our association with women-led SHGs made us aware about the need to develop mechanisms to facilitate community members get their rights, to actively participate in local governance. Also, it was of crucial importance that Panchayati Raj institutions play a supportive role in helping women to participate in planning processes and access their rights. Over the years, we have helped communities to concretize their understanding of local governance, and their rights as citizens to influence the developmental agenda of their local area and propose relevant development schemes.



Photo by Akash Kaushik

To watch the film 'The Right Direction', on our governance and citizenship initiative, please visit <https://www.youtube.com/watch?v=5230TxmMGq0>

To impact local governance, we focused on people, institutions, processes, and policies/programs at the same time. This was made possible by our partnership with Anode, an organisation that works toward strengthening governance and enabling public institutions to function effectively, under 'Partnerships for Women's Empowerment and Rights (PoWER)', a project supported by the Bill and Melinda Gates Foundation. The partnership involved engagement with and among the State, CBOs, CSOs and Gram Panchayats and launched a process ushering in socio-political changes among rural communities.

In another recent initiative, we are working in partnership with the Azim Premji Philanthropic Initiative to improve civic literacy and engagement of communities in governance issues. The project aspires to enhance the institutional capacities of Gram Sabhas and associated tiers of the Panchayat.

Overall, our interventions over the last two years have led to several promising tangible and intangible outcomes that enhance our belief in the institutions and the appropriateness of our processes. Some of the tangible outcomes include – Gram Panchayat Bhavans opening and Gram Panchayat Executive Committees meeting regularly,

agendas being set, minutes and decisions being recorded and the requisite registers being maintained. Women's participation in Gram Sabhas has increased. For example, in the Sabha of Raksa Panchayat in Poraiyahat Block of Jharkhand, 130 women attended the proceedings as opposed to 35 men. The intangible changes for women include collaborative decisions around recurring issues, enhanced negotiation skills while engaging with block and district Panchayats, and enhanced skills of efficiently conducting the Gram Sabha. Women are also attending and facilitating regular School Management Committee Meetings and interacting with principals and teachers of schools to ensure quality of education and allied services in schools.

4.6.1 Streamlining Implementation of MGNREGS

The MGNREGA aims to enhance livelihood security in rural areas by providing 100 days of wage employment in a financial year to people residing below poverty line. We were intensely engaged in Basia block of Jharkhand for bridging the gaps in administering MGNREGS activities and

streamlining them further as per the Act. As per the guidelines and circulars of the Scheme, the Gram Panchayat is the primary node of implementation once the Gram Sabha and Gram Panchayat Executive Committee approve the scheme and also generate the Mate allocation and work order. But there is no system for Gram Panchayats to oversee MGNREGS activities such as resolving issues concerning performance of Mates, Labor payment regularity, material management, generating and filling muster roll and the like.

Overall, this streamlining process facilitated collaboration among CBOs, Gram Panchayat, and members of VOs to resolve the issues of MNREGS. Representatives of Gram Panchayat, VOs, Mates, and Labors agreed to conduct Mate Sahayog & Samiksha meetings regularly. Meetings were also conducted to understand the roles and responsibilities of Mates in MGNREGS and how incorporation of SHG Mates helps in solving problems in MGNREGS work implementation. To address citizens' concerns about their entitlements, several initiatives like Gram Panchayat Help Desk, Gram Panchayat Accounting and Budgeting, and *Kaam Mango Abhiyan* were undertaken. MGNREGA *Sahayata Kendras* were established in some areas to help job card holders in all aspects of the employment guarantee scheme.

Another mechanism that was institutionalised in several of our operational areas is the *Aam Sabha*, where representatives share their experiences of ongoing work, get their progress reviewed and deliberate on annual plans. The *Aam Sabha* is designed on the principles of downward accountability, where each tier is accountable to the lower tiers.

During the last year, across our operational areas, more than 21,000 SHGs pursued agenda related to women's participation in public forums like Gram Sabha and members from nearly 2,300 VOs actively participated in Gram Sabhas.

4.6.2 Naari Adalat

In Telaiya block of Koderma district in Jharkhand, a unique justice delivery mechanism was established by the local

women SHG members. The *Naari Adalat*, or women's court, is a gender-sensitive, informal alternative dispute resolution platform. The court issues verdicts in cases of crimes against women and also tries to propagate legal literacy at the grassroots level. The court proceedings are anchored by the women members of the local SHG federations who have been oriented in various aspects of law and justice.

Sticking to its integrity, the courts in Jharkhand handled 15 cases of domestic squabbles and effectively resolved 12. The rest three involved incidences of severe violence on the woman concerned where divorce seemed to be the only option. Cases have been lodged with the local police and await final judgement.

4.7 Enhancing Nutrition Awareness for Healthier Families

PRADAN realizes that income gains are not automatically translated into health or nutritional gains at the individual level. To address this challenge, a comprehensive intervention framework has been developed in consultation with the International Food Policy Research Institute, BMGF and Public Health Resource Society (PHRS). This includes nutrition-sensitive agriculture,

Photo by Kaustav Kr. Datta





With the help of well-developed tools in the form of pictorial handbooks and contextual stories, knowledge is imparted by Mentors-CVs and discussions are generated helping in absorption of new perspectives.

behavior change communication about Infant and Young Child Feeding, reproductive health, diet diversity, access to safe drinking water and sanitation, and strengthening public systems meant to deliver health services in the rural areas.

We have incorporated nutrition-sensitive agriculture across our areas of intervention. Increased women's participation in decision-making in agriculture facilitated nutrition-sensitive crop planning. Our interventions included awareness about importance of balanced diet to meet nutrition deficiency. This resulted in considerable increase in families opting for pulses, vegetable, and finger millets cultivation. The tri-colored food plate is something that women promptly identified with to improve their regular diet. We continued to popularize 'kitchen garden' as an easy solution to grow papaya, drumsticks, lemon and some leafy vegetables to enrich

their daily diet, and combat malnourishment to reduce incidences of anaemia, diarrhoea and partial blindness.

Our partnership with expert institutions like PHRS and Child In Need Institute helped establish a Mentor-Change Vector (CV) combination. The model worked effectively in foregrounding knowledge and community actions at the grassroots. With the help of well-developed tools in the form of pictorial handbooks and contextual stories, knowledge is imparted by Mentors-CVs and discussions are generated helping in absorption of new perspectives. Currently, there is a pool of 618 CVs and 40 Mentors to guide community actions around nutrition and health, and 316 CVs for education. We partnered with Transform Rural India Foundation and other thematic organisations for training and nurturing of Mentors-CVs. An upsurge has been seen in women's awareness on iron deficiency and its related problems leading to increased use of the iron-wok for cooking vegetables. Women are attending school management committee meetings to ensure that the children are served with all the nutritive elements they are entitled to, in their mid-day meals.



4.8 Improving Sanitation and Hygiene Practices

Efforts to build a robust community that meets key health indicators is destined to fail if major supporting factors are not strategized along with the nutrition initiatives. PRADAN has tried to address major health issues and improve preventive care training processes, with able guidance from Gram Vikas, India's leading sanitation and hygiene organization. The right set of hygienic behaviors and practices help mitigate chances of illness and therefore ensure optimum absorption and retention of nutrition.

We continued facilitating the communities to:

- adopt the practice of washing hands properly before and after having food and after defecating, by arranging awareness generation camps and spreading the message through their collectives;
- access safe and piped drinking water at the doorstep—our interventions are directed toward reduction of and the drudgery of women covering long distances on foot carrying multiple pitchers of water; and

- stop open defecation by constructing toilets inside or close to the premises of their dwellings.

Several of our operational teams in Jharkhand and Odisha worked on water, sanitation and hygiene. Five villages of Jaykaypur in Odisha, covering 159 households, were helped to set up piped-water supply. There is complete use of bio-toilets in these five villages and these are Open Defecation Free. The initiative has considerably reduced women's drudgery. This model has attracted government officials from the Centre, State and District. Overall, more than 24,000 families have toilets inside their own premises, nearly 2,700 have access to safe drinking water at their doorstep and more than 2,100 households have installed piped water supply.

The Long Walk ... To Relief

Photo by Jayashree Mohanta



“Un dino pet gadbad hone se raat ko khana nahi khatay the, kahan jayenge raat ko? Jaanwar ya bhut-pret ka dar nahi, Gents se dar lagta hai,” shared Manjura.

Women in Bandih village were able to defecate only at dawn and after dusk. The nearest bushy area where they could get some respite from the onlookers’ intrusive eyes and pervasive remarks, was three kilometers away from their huts.

“Un dino pet gadbad hone se raat ko khana nahi khatay the, kahan jayenge raat ko? Jaanwar ya bhut-pret ka dar nahi, Gents se dar lagta hai. Teen kilometer chalna bhi padta tha. Gents ko kabhi yeh samajh nahi ayega – woh to kahin bhi baith jaatey hain!” (Earlier, if we used to have an upset stomach, skipping dinner was the obvious choice as we could not think of defecating at night. No, we were not afraid of animals or ghosts – but feared the men! We had to walk three kilometers to relieve ourselves. Men would never understand this, they can defecate anywhere, anytime!), shared Manjura.

For the women, including young girls, the waiting time for the right hour of the day to defecate would seem like years.

In fact, women like Manjura and Aasujan from this small village of Bokaro in Jharkhand were in a position to establish the link between defecating in the open and incidence of diarrhoea. But they did not have any solution. The problem would peak during the monsoons as the number of flies would multiply with each downpour. Manjura recalls her uncle-in-law succumbed to diarrhoea few monsoons back, leaving her sister-in-law, Ludhaki, all alone. Seeing her guardian-less, Ludhaki’s husband deserted her and married another lady. Not being able to withstand the serial shocks, Manjura’s sister-in-law lost her mental stability.

The incident sounded an alarm for the rest of the women in Bandih. If there was a toilet, would Ludhaki have landed in such a state? Perhaps not.

Members of the local SHG Mehendi Ajeevika Sakhi Mandal seemed to be suffering from the same menace of defecating three kilometers away, in the open.

“Latrine karne jaatey to time ka koi andaza nahi hota tha, phir dada log aa jaatey to uthh jana padta tha. Der honey par ghar mein pati ya sasur gussa ho jaatey they” (We could hardly keep time while going out to defecate and in case we got delayed, the men-folk back home would scold us), shared Asha.

“Jab mai pehli baar maa banne wali thi to mujhe bar bar utni dur jana padta tha... har bar wapas aakey so jaati thi, thakan ke kaaran” (During my first pregnancy I used to get fatigued walking so long to defecate. I could barely move after returning home), added Sugia.

All this was happening at a strange juncture, when a Village Water & Sanitation Committee (VWSC) had been formed in Bandih under the *Mukhiya*’s leadership. They had a target of constructing 300 toilets in the area. But that was progressing at a snail’s pace. And there were rumors that the team was playing truant with the finances allocated for the work.

The SHG women created a ruckus about the VWSC’s ineffectiveness. The Block Development Officer intervened. Seeing the Mehendi SHG members’ efficiency in running the SHG and associated development work, he took away the responsibility of toilet construction from the VWSC and entrusted members of Mehendi and five more SHGs of the village with the job.

The *Mukhiya*, along with some of the husbands of the SHG women passed sexist jibes at the women, but these were too minor to deter the women. The SHG members along with people from the VO took up the task of toilet construction. With INR 468,000 (USD 6,600) from the District Waters and Sanitation Department, the SHG brigade set off to construct toilets for 39 households in their village in June 2017. But their initial excitement of constructing toilets stumbled against an obvious roadblock. None of the SHG members had any masonry skill to construct toilets!

“Humara Samuh kaun banaya? PRADAN ne na? To PRADAN ke dada-didi ko hi boltey hai toilet banane ki training dene ke liye”



Photo by Jayashree Mohanta

(Who created our groups? It was PRADAN. Let’s approach them to help us learn masonry), opined Seema.

For the next six months, trainings were organized on masonry, and awareness on sanitation, hygiene, and implication of open defecation on health and women’s dignity.

What started as a toilet construction drive, gathered a larger momentum with aspects of women’s dignity ingrained in its purview. Every individual came together, mobilizing manual labor and raw materials. In fact, few members like Sugia, invested an extra amount of INR 5,000 (USD 72) for their toilets. The work took the shape and vibrancy of some festivity in the village as it transcended the scope of a mere project. Finally, the women successfully completed 39 toilets and submitted the fund utilization certificate to the block administration, perfectly on time.

In the context of the larger spectre of open defecation and the associated health hazards, this is a tiny drop in the ocean. There are still miles to go before Bandih or thousands of others like Bandih become free from open defecation.

Sugia is pregnant for the second time. She is finding it hard to believe that she can relieve herself whenever the need arises. She has a beautiful toilet with tiled walls, right next to her hut!

Organization Systems and Processes



Photo by Piyush Kanta Burnwal



5.1 Human Resources

During the year, PRADAN's Human Resource Development Unit focused on developing a better work environment in the organization and ensuring personal and professional growth by establishing a 'Team and Work Unit Review System' and building a 'Climate of Learning and Development'. Considering the pattern of PRADAN's development engagement, a person's psychosocial development at different life stages and the learning trajectory of a professional in general, the HRD Unit articulated the expected performance, competencies and motivation required from a PRADAN professional at different levels of experience. We initiated the process of feedback to teams and other work units to strengthen the existing review process and standardize it across the organization.

We continued to conduct regular staff development programs and Quality Development Apprenticeships. During the year, 186 apprentices participated in the program to make an informed choice of pursuing

grassroots development; 61 graduated to become executives in PRADAN; and 55 are currently pursuing their Apprenticeship as on March 31, 2019. More than 100 professionals attended different training programs to broaden their perspectives on development, process awareness and livelihoods.

Table 3: Staff Details (including those on leave)

Particulars	Men	Women	Total
Professionals	272	113	385
Assistants	87	20	107
Staff on contract	70	7	77
Total	429	140	569
Development apprentices (on board)	27	28	55
Grand Total	457	170	627

March 31, 2019



5.3 Development Finance

This year, we continued to leverage more funds per rupee donated to PRADAN. We worked to mobilize four times investment from the government, banks and communities' own resources against every rupee we received as Development Support Cost (DSC). During 2018-19, the DSC increased by INR 37 million (USD 0.5 million) over the last financial year.

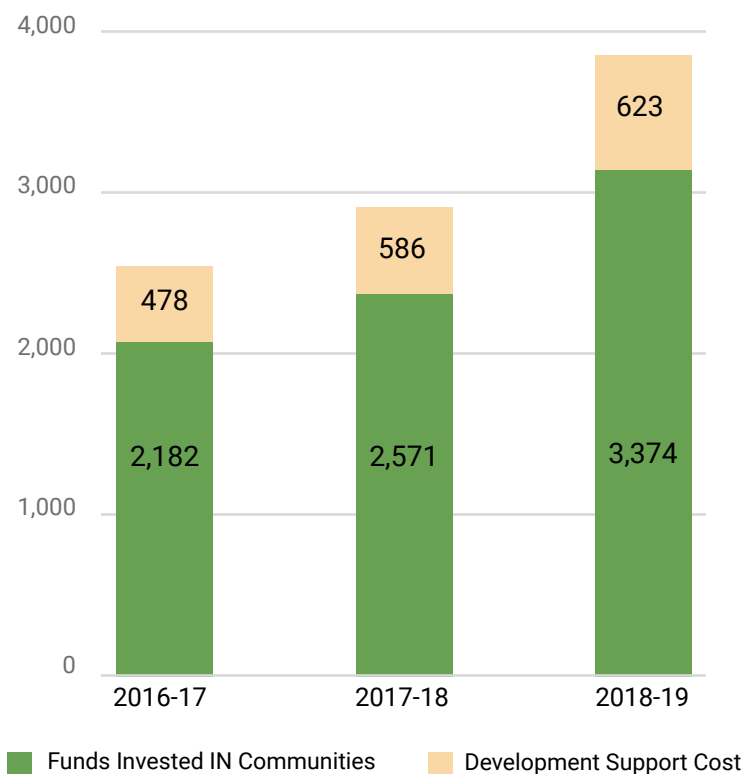
In 2018-19, INR 3,374 million (USD 48.2 million) was leveraged from various sources to invest in community development. This is an increase of INR 803 million (USD 11.4 million) over last year. Communities were successful in leveraging INR 1,482 million (USD 21.1 million) from various government schemes.

5.2 Internal Complaints Committee

PRADAN is committed to making the workplace conducive for women. Our Internal Complaints Committee (ICC) has been empowered to record complaints of sexual harassment and take necessary action. Also, whenever required, the ICC is reconstituted; new members are introduced to and updated on the provisions and procedures for handling complaints. During the last calendar year, the Internal Complaints Committee of PRADAN was reconstituted as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013.

Sensitization workshops were conducted for staff in many DCs. An organization-wide gender audit was conducted to create more space for discussion on issues faced by women colleagues and to build a conducive environment for all staff. During the calendar year 2018, two cases of sexual harassment were lodged, and both were disposed of within the stipulated time of 90 days.

Funds Invested in Communities VS. Development support cost (INR mn)



5.4 New Initiatives with Existing Partners

Holistic Rural Development Program (HRDP), Shikaripara

HDFC Bank Limited and PRADAN entered into a year-long partnership for triggering growth in the farm sector through investments in natural resource management and improving quality of life in 10 villages of Shikaripara block in Dumka district of Jharkhand, through investments in basic amenities. People in these villages, belonging to tribal communities, suffer from various dimensions of poverty. Incidences of malnourishment, lack of proper sanitation, inadequate access to mainstream support services or entitlements are rampant in these areas. The project seeks to address these gaps for 1,000 poor families by strengthening the community collectives, and helping women farmers build their capacities and knowledge of improved livelihood practices and government entitlements. HRDP will lay equal stress on enhancing women's access to livelihood assets, infrastructures, and markets and improving their ability to take decisions about selection of crops and making food choices in their families. By the end of the project, all the 1,000 families are envisaged to enjoy a better quality of life with the provisioning of some basic services. This will also demonstrate a model for Corporate-CSO-Government partnership where corporate philanthropy can be utilized for convergence leading to holistic development of villages.

Facilitating livelihood resilience and quality of life of indigenous communities in rural Jharkhand through solar energy-based solutions

The collaboration between Bank of America and PRADAN is into its third year. By the end of 2017, 16 SMGs were made fully functional to benefit 677 households resulting in lifestyle betterment and income enhancement of a population of 3,400. During the fourth year of the partnership, the project would be implemented in 10 blocks of Khunti (three blocks), Gumla (five blocks) and West Singhbhum (two blocks) districts, and benefit 80,000 households and a population of 400,000. The initiative is designed to ensure geographical expansion of the project, which includes SMG installation and solar based piped drinking water and irrigation facilities, in order to achieve scale and significance.

Chhattisgarh SRLM MoU with PRADAN for implementation of NRLM in six blocks

The two-year partnership between Chhattisgarh SRLM and PRADAN will support SHGs and their associative tiers to implement NRLM initiatives in the villages of Darbha block of Bastar district, Nagri block of Dhamtari district, Bhanupratappur block of Kanker district, and Raigarh, Tamnar and Lailunga blocks of Raigarh district. The partnership will strengthen SHGs, Federations and VOs to help women visualize these as 'development spaces' to influence societal norms, in order to realize a just and equitable society. It will also help the women to set goals for growth and development of their villages and work toward achieving them. The trained resource persons from SHGs, their associative tiers and VOs would help in facilitating the change process by integrating the planning and implementation of various community programs meant to bring in the desired changes. The endeavor will also facilitate convergence of funds from various government flagship programs, especially MGNREGA, to create private and common assets for the SHG members. Overall, the project implementation blocks will be developed as "Resource Blocks" and grounds to demonstrate the purpose of expansion of NRLM activities in other parts of the state.





Special Programme for promotion of millets in Tribal Areas of Odisha

The tripartite project has been signed among Agriculture Technology and Management Agency (ATMA), Watershed Support Services and Activities Network (WASSAN) and PRADAN with a goal to cover 1,000 Ha. with improved agronomic practices of millets over five years. The overall objectives of the initiative are:

- Increasing household consumption of millets by about 25% to enhance household nutrition security and create demand for millets.
- Promoting millet processing enterprises at Gram Panchayat and Block levels.
- Improving productivity of millets and making them profitable.
- Developing millet enterprises and establishing market linkages to rural/urban markets with focus on women entrepreneurs.
- Inclusion of millets in State nutrition programs and the Public Distribution System.

Sustainable Livelihoods in Kanha Pench Corridor

The three-year project in collaboration with RBS Foundation India visualizes that by end of 2022, there would be vibrant women's collectives in two blocks of Balaghat district of Madhya Pradesh, impacting the lives of 14,000 women. The project focus is on developing a basket of conservation aligned livelihoods that support the long term harmonious coexistence of communities residing in the Kanha Pench wildlife corridor. These livelihoods are in the areas of back yard poultry, commercial vegetable cultivation and crops like cereals, pulses and oilseeds. These will be augmented by enhanced carrying capacity of land and water resources. The women collectives would be working on creating a strong organization of the marginalized, focusing on issues of gender, caste, and class. They would help enhance livelihoods of 9,000 members leading to reduced vulnerabilities and increased incomes for women enabling them to play an equal part in decision making and exercise control over income. The overarching purpose of the partnership is to facilitate women's access to rights and entitlements, inculcating a spirit of citizenship thereby leading villages to become a place of hope, opportunity, and growth.



Internet Saathi: Training and Implementation in Abu Road, Rajasthan

The objective of the program, in partnership with Centre for MicroFinance, is to empower rural women and their communities by enabling them to use Internet in their daily lives. The program aims to provide basic training on the usage of Internet and its benefits by use of Internet-enabled devices including mobiles and tablets. These devices help the women appreciate the importance of digital education and how it helps in making the daily life more convenient and productive. Google India through their vendor PMG Integrated Communications Pvt. Ltd procure and supply internet enabled devices directly to the identified implementing partners. During the six-month project period, a total of 28 Internet Saathis will be groomed in this region.

Strengthening Local Democracy for Transforming Gender Relations, Livelihoods and Service Delivery

PRADAN entered into a three-year partnership with Azim Premji Philanthropic Initiatives Pvt. Ltd, 'Strengthening local democracy for transforming gender relations,

livelihoods and service delivery through PRI-CBO collaboration and wider partnerships', in Jharkhand. The partnership is a part of APPI's larger initiative of Local Democracy Program led by PHIA (?). PRADAN's work includes:

1. Strengthening local democracy using the Panchayati Raj Institution Act (73rd CAA) and Panchayat Extension of Scheduled Areas (PESA) Act in the Basia block of Gumla district, working closely with the tribal, women and other vulnerable groups in the community,
2. Community mobilization and capacity building activities to empower community and Panchayati Raj Institution with support from implementing partners and other community groups,
3. Strengthening existing CBOs and networks like Gram Sabha and other community led groups, to strengthen the voice of the marginalized and vulnerable communities,
4. Being a part of the Program Advisory Committee, formed to steer the policy level advocacy of Jharkhand APPI Local Democracy Program, and work in sync with the District/State.



Photo by Shilpi Roy

Promoting Nutri-Garden integrated with Goat and Backyard Poultry rearing

We signed another three-year agreement with APPI, under which APPI agreed to support the implementation of the livelihoods enhancement projects for the poorest of the poor in rural areas of South and West Odisha. The agreement entails “A partnership effort to achieve nutrition sensitive goal by promoting Nutri-Garden integrated with Goat and Backyard Poultry rearing”.

PRADAN is one of the three Resource NGOs (Harsha Trust and Living Farms being the other two) being supported by APPI to provide resources to the Odisha Livelihoods Mission (OLM) under the programme, primarily for:

- creating prototypes for nutri-garden, backyard poultry and goat rearing,
- conducting modules for weekly SHG meetings and related IEC materials for different cadres of OLM, and
- ensuring placement of Block Level Resource Persons (BRLPs) in selected districts/blocks to provide technical and handholding support to the OLM field teams.

The agreement supports the MoU signed by APPI with the Government of Odisha, in December 2015, to reduce malnutrition in the State by 20-25% in 8-10 years.

Market Solutions for Accelerating Agriculture Growth in “Stranded” India

STICHTING IKEA FOUNDATION (IKEA Foundation) is partnering with us to strengthen the farm-based livelihoods of 50,000 households from 1,000 villages in the state of Jharkhand and Madhya Pradesh. The project through its ‘Transforming Rural India’ initiative aims to develop new models and a market ecosystem, attracting the existing enterprises, and leverage government schemes for sustained access to goods, services, and market, for continued agriculture growth.

The project focuses on developing innovative working solutions toward doubling farm income of the small-holder families. The interventions include climate-resilient technologies, high-value agriculture, animal husbandry and related fields, and developing alternative market channels for agriculture inputs, linkages with new output markets, temporary storage, and new-age finance options.

Collective led Action for Empowerment of Women through Farm and Non-farm-based Livelihoods in the state of Jharkhand

Share and Care Foundation is partnering with us in Hazaribagh district of Jharkhand to strengthen the collective-led action by women to enhance their livelihoods and participation in the political and social space. The project would build capacities of poor women, strengthen their collectives to act on issues of poverty, food and nutrition security, and gender equality by engaging with the State in a spirit of ‘active citizenship’. Such concerted action would create a transformative impact in the lives of 9,200 women from as many households benefitting a population of 50,000. Establishing women’s identity as a farmer, pro-active engagement with public duty bearers, and improved productivity for enhanced incomes through diversified farm and non-farm-based livelihoods will be the three core components of this project.

Development Practice: A Collaboration to Strengthen Capacity for the Development Sector

NSDL e-Governance Infrastructure Limited is supporting us in the MPhil Programme on Development Practice, a joint initiative of AUD and PRADAN. The project supports the cost of the MPhil students of sixth (August 2017- May 2019) and seventh cohorts (August 2018 – May 2020). A total of 24 students from both the cohorts are provided with stipend support along with educational cost that facilitates the field-based studies of the MPhil program.

5.5 Governing Board Members

Anshu Vaish, Chairperson

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

Sushma Iyengar, Vice-Chairperson

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

Pramath Raj Sinha, Member

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

Mirai Chatterjee, Member

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

Biswajit Sen, Member

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

Sanjay Upadhyay, Member

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

Kirti Bhusan Pani, Staff Member

Kirti Bhusan Pani has been with PRADAN since 1997. He is a B.Tech in Agricultural Engineering from Orissa University of Agriculture & Technology, Bhubaneswar. He lives in Bhubaneswar with his family.

Smita Mohanty, Staff Member

Smita has been with PRADAN since 1997. She was earlier with Oil Orissa, a subsidiary of National Dairy Development Board. She has a Post Graduate Diploma in Management from Xavier Institute of Management, Bhubaneswar. She lives in Ghaziabad with her family.

Narendranath Damodaran, Ex-officio Member-Secretary and Executive Director

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



5.6 Audited Financials

PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

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BALANCE SHEET AS AT MARCH 31,		2019	2018
	Sch.		
SOURCES OF FUNDS			
Corpus Fund	1	386,385,538	382,763,217
Other Funds	2		
Capital Assets Fund		30,070,273	33,264,757
Community Projects Fund (WIP)		2,749,333	10,885,872
Un-restricted Fund		147,069,464	127,916,621
Revolving Fund	3	2,633,232	2,539,565
LIABILITIES			
Restricted Project Fund	24	671,523,589	694,918,503
Secured Loan	4	15,470,448	18,266,916
CURRENT LIABILITIES AND PROVISIONS			
Current Liabilities	5	31,863,572	41,214,416
Provisions	6	33,764,019	65,627,591
Total		1,321,529,468	1,337,139,033
APPLICATION OF FUNDS			
FIXED ASSETS	7		
Owned Assets		29,248,070	31,977,809
Community Assets		822,203	1,286,948
CORPUS FUND INVESTMENTS	8	380,273,086	379,918,768
CURRENT ASSETS, LOANS AND ADVANCES			
Stock of Material in hand (at Cost)		11,128,579	771,570
Cash & Bank Balances	9	802,724,863	846,958,962
Loans and Advances	10	13,412,686	24,179,211
Expenditure against Grants awaiting reimbursement	24	52,875,092	12,154,485
Income Tax Refund Due		28,295,556	29,005,408
Work-in-Progress on Community Projects to be transferred to Beneficiaries	11	2,749,333	10,885,872
Total		1,321,529,468	1,337,139,033

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

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

(M. S. BALACHANDRAN)
Partner

M. No. 24282 : Firm Regn.No. 109208W
UDIN: 19024282AAA944969

Chairperson

Executive Director

Members of Governing Board

New Delhi,
Date: July 31, 2019

PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

₹

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,

		2019	2018
	Sch.		
I N C O M E			
Donations	12	198,100	120,000
Income from Investments/ Deposits	13	45,027,071	54,728,957
Other Receipts	14	4,526,591	3,494,891
Total		49,751,762	58,343,848
E X P E N D I T U R E			
Rural Livelihood Promotion Programme	15	779,867,356	765,590,589
Livelihood Programme Support	16	186,367,317	170,097,139
Human Resource Development	17	48,919,873	50,779,272
Research & Documentation	18	26,336,351	28,076,423
Administration	19	65,381,409	64,181,083
Total		1,106,872,306	1,078,724,506
Non-Cash Charges			
Depreciation for the year (See note no.2.5 & 3.1 of Sch-26)		7,708,634	9,685,649
Less: Met out of Capital Assets Fund		(7,708,634)	(9,685,649)
Unrecoverable Advances/ Unusable Stock	20	120,336	220,160
Total		1,106,992,642	1,078,944,666
Less: Met out of and deducted from Restricted Grants	23	(1,080,533,068)	(1,042,952,813)
Excess of Income over Expenditure for the year		23,292,188	22,351,995
		49,751,762	58,343,848
Surplus/(Deficit) brought forward		23,292,188	22,351,995
Appropriated to/ (from)			
Corpus Fund		3,254,696	4,486,998
Capital Assets Fund		509,288	192,832
Transferred to/(from) Restricted Fund		375,365	(1,240,499)
Unrestricted Fund		19,152,839	18,912,664
Natural Head -Wise-Income and Expenditure Account	22		
Accounting Policies and Notes on Accounts	26		

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

(M. S. BALACHANDRAN)

Partner

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

UDIN: 19024282 AAAA GL 4969

Chairperson
Chairperson

Executive Director
Executive Director

Members of Governing Board
Members of Governing Board



New Delhi,
Date: July 31, 2019

5.7 Office Addresses

North Chhotta Nagpur

Development Cluster

PRADAN, NCDC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar
Dist: Ranchi – 834 002
Jharkhand
Contact No.: +91-651-2244116, 2241117,
+91-7004741990

South Chhotta Nagpur

Development Cluster

PRADAN, SCDC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar
Dist: Ranchi – 834 002
Jharkhand
Contact No.: +91-651-2244116, 2241117,
+91-7004741990

Kolhan & North Odisha

Development Cluster

PRADAN, KNODC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar
Dist: Ranchi – 834 002
Jharkhand
Contact No.: +91-651-2244116, 2241117,
+91-7004741990

South Odisha Development Cluster

PRADAN, SODC Office

MB 36
Bada Gada
Brit Colony
Bhubaneswar – 751018
Odisha
Contact No.: +91-674-2314140

North & South Chhattisgarh

Development Cluster

PRADAN, NSCDC Office
H/o Shri A.L. Daharia
2nd Floor, Guru Ghasidas Colony
New Rajendra Nagar
Dist: Raipur – 492 001
Chhattisgarh
Contact No.: +91-771-4046261

Jangal Mahal Development Cluster

PRADAN, JMDC Office
Ground Floor
132, Kabi Nabin Sen Road
Chitagaon Colony, Kazipara
P.O. & P.S. Dumdum
Kolkata – 700 028
West Bengal
Contact No.: +91-33-5480161,
9123680826

Baghelkhand and Satpuda Development Cluster

PRADAN, BSDC Office
H/o Mr. Manish Varma
Bungalow No.12
Dutt Bungalows
Tilhari
Dist: Jabalpur – 482 021
Madhya Pradesh
Contact No.: +91-9893506365

Mahakausal Development Cluster

PRADAN, MKDC Office
H/o Mr. Manish Varma
Bungalow No.12
Dutt Bungalows
Tilhari
Dist: Jabalpur – 482 021
Madhya Pradesh
Contact No.: +91-9893506365

North East Bihar

Development Cluster

PRADAN, NEBDC Office
C/o Mr. Nagendra Tiwary
House No. 23/1
New Patliputra Colony
Church Road, Road No. 1
Patna – 800 013, Bihar
Contact No.: +91-612-2276543

Santhal Pargana Development Cluster

PRADAN, SPDC Office
Flat No. 1, Chetna Apartments
Opposite DC's Residence
P.O. B. Deoghar
Dist: B. Deoghar – 814 112
Jharkhand
Contact No.: +91-6432-231355

South Rajasthan Development Cluster

PRADAN, SRDC Office
Manokamana Apartment
Flat No: 402
Above State Bank of India
Hiran Magri Road, Sector: 4
Udaipur – 313 002
Rajasthan
Contact No.: +91-7970924136

Delhi Office

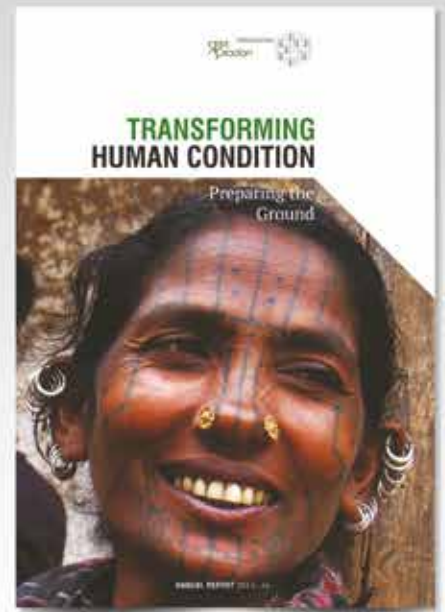
Registered Office
PRADAN
#3, Community Shopping Centre
Niti Bagh, New Delhi - 110 049

Mailing Address

PRADAN
A-22, Second Floor, Sector 3
NOIDA – 201 301
Uttar Pradesh
Contact No.: +91-120-4800800



Photo by Akash Kaushik



PRADAN

Professional Assistance for
Development Action

Registered Office

#3, Community Shopping Centre
Niti Bagh, New Delhi - 110 049

Mailing Address

A-22, Second Floor, Sector 3
NOIDA - 201 301
Uttar Pradesh
Contact No.: +91-120-4800800



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