

# The University of Change.

Chapter 2019-20





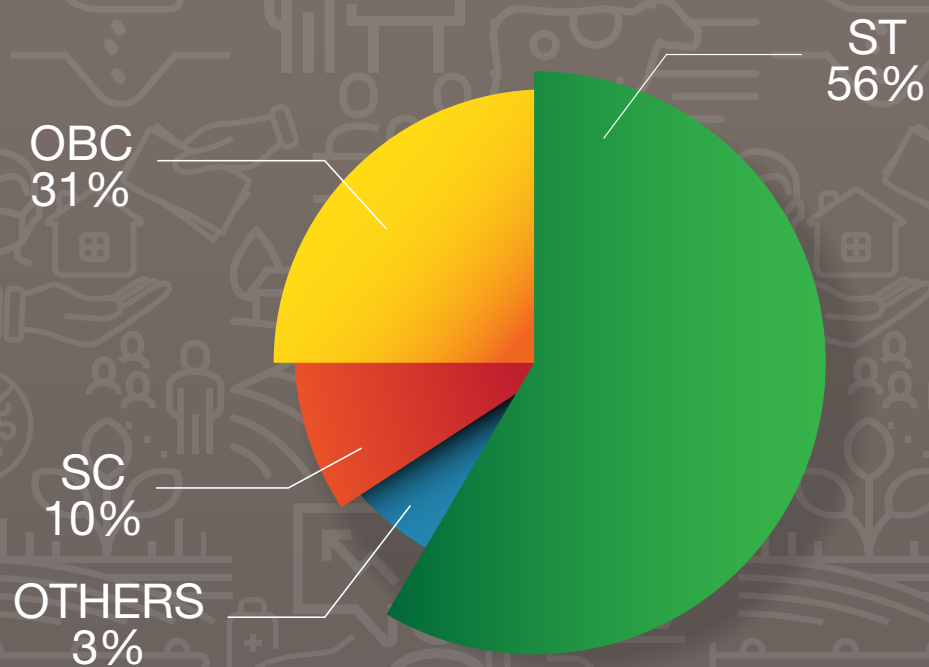


You could call us the University of Change.  
Because that, fundamentally, is what we do.  
Touching lives. Transforming communities.  
Seeding knowledge. Reaping knowledge.  
Changing mindsets and attitudes.  
Empowering women. Holding hands.  
Building partnerships. Creating livelihoods.  
Opening markets. Awakenning human potential.  
Come, be a part of this movement for change.  
Contribute. Time. Ideas. Effort. Money.  
Of all the things we can do with our lives, of all  
the things we can make, nothing comes even  
close to making a real difference.



	Progress 31st March 2019	Progress 31st March 2020
OUTREACH	834,294	862,360
TOTAL VILLAGES	8,499	8,648
VILLAGE (>50% Household Covered)	6,521	6,813
DISTRICT	36	36
BLOCK	117	117
SHGs	64,570	65,698

## DEMOGRAPHIC DISTRIBUTION: 862,360 HOUSEHOLDS



7 states where PRADAN works: Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, West Bengal



### From the desk of the Executive Director

The last year ended on a sombre note, with COVID19 creating havoc all around, spreading a carpet of gloom in the villages. The pandemic brought with itself a triple setback for the rural poor –the fear of catching the virus, and a total loss of incomes further compounded by the return of the migrants. The immediate days got hectic as all of us at PRADAN plunged into the thick of action, making available relief to the stranded people and also mobilising communities on disease prevention. Long years of assiduously building social capital, stood us in good stead, as we reached out to the neediest people with critical help.

Our community outreach last year touched 862,000 poor households spread out in 8,600 villages. The SHGs of women from these households led the change process. PRADAN worked on a Comprehensive Livelihoods approach, which sought to create sustainable livelihoods; put incomes in the hands of the women, at the same time ensuring that no poor person is left out. We also initiated big-time partnerships with the government to unlock large finances. In fact, opening up many avenues of such partnerships marked the year for us, which brought into focus PRADAN's convening abilities. Through these multi-stakeholder partnerships, we touched the lives of another 8 million households where we worked hand-in-hand with the government staff. Extensive linkages with the market through producers' institutions ushered in livelihoods prosperity that helped the women's groups to focus on better nutrition, better drinking water and sanitation and better schooling for children. The very poor households were helped to link with the block governments and Panchayats to access food and cash entitlements.

Even as we continued to innovate and broaden the scope of our community engagement, internally we continued our efforts to make PRADAN a more democratic and gender-egalitarian organization. We spent the year incessantly reviewing and evaluating PRADAN's space in the larger world, as we voyaged on towards creating a just and equitable society. In the following pages, we open a few facets of that journey as an invitation to all our friends to come and join us – to make the journey more soulful, more meaningful.

Narendranath Damodaran



# PARTNERSHIPS



## Indian Partners

### Corpus Institutional Donors for Corpus

- HDFC Limited
- ICICI Bank Limited
- IDBI Bank Limited
- IFCI Limited
- Interchurch Organisation for Development Co-operation
- Jamsetji Tata Trust
- L & T Finance Ltd
- Navajbai Ratan Tata Trust
- Paul Hamlyn Foundation
- RBS Foundation
- Sir Dorabji Tata Trust
- Sir Ratan Tata Trust
- The Ford Foundation



## Individual Partners

- Vijay Mahajan

### Corporate

- Aditya Birla Sun Life AMC Limited
- Axis Bank Foundation
- Azim Premji Philanthropic Initiatives Pvt. Ltd
- Bajaj Allianz General Insurance Co. Ltd.
- DSP Merrill Lynch
- E. I. DuPont India Private Limited (Corteva)
- HDFC Bank Ltd.
- Infibeam Avenues Ltd
- InterGlobe Aviation Limited
- NSDL e-Governance Infrastructure Ltd.
- Oil and Natural Gas Corporation Limited
- Scatec Solar India Pvt. Ltd.

### Development Finance Institutions

- National Bank for Agriculture and Rural Development

### District Level Agencies

- District Rural Development Agency
- ITDA, Chaibasa
- Odisha Tribal Empowerment and Livelihood Project
- Tejaswini (Mahila Arthik Vikas Nigam, Madhya Pradesh)
- Watershed Cell cum Data Centre (WCDC), Purulia
- Zila Panchayat

### Departments of Government of India

- Bharat Rural Livelihoods Foundation (BRLF)
- Central Silk Board, Ministry of Textiles
- Centre for microFinance (CmF)

### International Agencies

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

### Philanthropies

- Asian Venture Philanthropy Network India Foundation
- Child In Need Institute
- GivelIndia
- HT Parekh Foundation
- ICICI Foundation for Inclusive Growth
- Jamsetji Tata Trust
- Navajbai Ratan Tata Trust
- Others
- Polaris Foundation

- Retail Donations

- Rohini Nilekani

- Schneider Electric India Foundation

- Sir Dorabji Tata Trust

### Research/ Academic Institutions

- Ambedkar University

- International Food Policy Research Institute

- Vertiver Private Limited

### Departments of State Governments

- Agriculture Technology Management Agency, GoO
- Bihar Rural Livelihood Promotion Society
- Chhattishgarh Grameen Aajeevika Samvardhan Samiti (CGSRLM)
- Jharkhand State Livelihoods Promotion Society
- MP Rajya Aajeevika Forum (MKSP, GoI)
- Odisha PVTG Empowerment and Livelihood Improvement Programme (OPELIP)
- Odisha State Rural Livelihood Mission
- Panchayati Raj Department, GoWB
- Pradhan Mantri Krishi Sinchayee Yojna
- Small Farmers Agribusiness Consortium
- The Rural Development Department, GoJ
- West Bengal State Rural Livelihood Mission



## Foreign Partners

### Government of India

- Bharat Rural Livelihoods Foundation (BRLF)

### Philanthropies

- Bank of America
- Bill & Melinda Gates Foundation
- Cadasta Foundation
- Foundation for Ecological Security
- Give US
- Heifer Project International
- Hindustan Unilever Foundation
- IKEA Foundation
- Imago Global Grassroots
- Lutheran World Relief
- Monsanto Fund
- Paul Hamlyn Foundation
- Rabobank Foundation
- RBS Foundation India
- Retail Donations
- SELCO Foundation
- Share & Care Foundation
- Syngenta Foundation India
- The Ford Foundation
- Water.org

### Programme/Bilateral/Multilateral Agencies

- European Union

### Research/ Academic Institutions

- Australian Centre for International Agricultural Research
- Institute for Financial Management and Research
- The Regents of the University of California, San Diego
- The University of East Anglia
- WASSAN- Revitalising Rainfed Agriculture





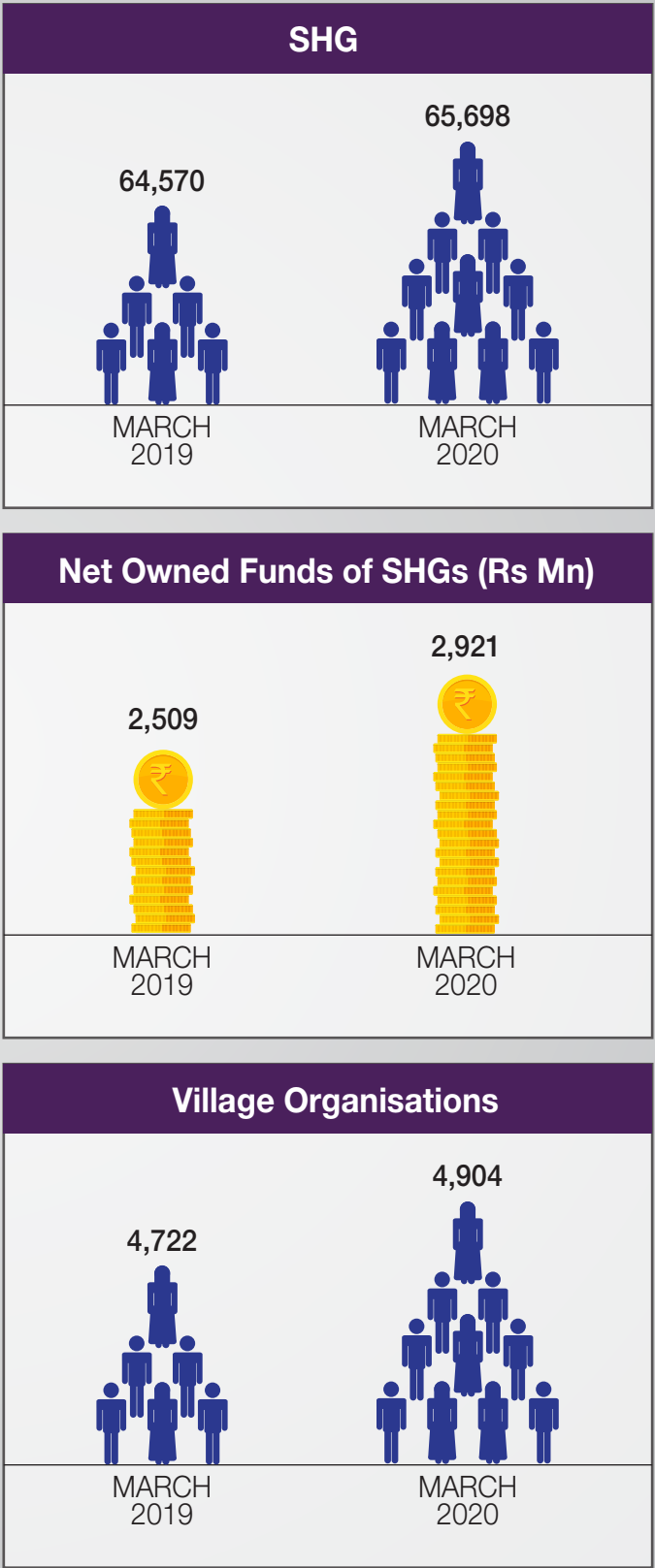
# SOCIAL MOBILISATION

Social mobilization is central to PRADAN’s engagement with the rural community. Our teams are engaged with four tiers of community institutions at different levels i.e. SHGs of 13-15 women at hamlet level, Village organizations (VO) at the level of up to 2 villages, Cluster level federation (CLF) at the level of 4-6 Gram Panchayats and Block Level Federation (BLF) at the block level. The leadership training imparted in SHG with nurturing processes, have been key to the development of members as community leaders,

enabling them to visualise and plan for the community’s holistic growth and empowerment. The concept of a Marg Darshika was also floated with the federation in Santhal Pargana Development Cluster, that enabled higher tiers like CLF and BLF in getting guidance from experienced community leaders, who shared learnings and insights, and helped the Mandal identify certain common agendas, on which they later planned to work together.



**S**ocial mobilization happens effectively only when you engage with the community and its institutions. Pradan teams do this at multiple levels. There is a focus on creating community leaders who are empowered to envision and plan for the holistic growth and development of their communities, and drive change. Many of the groups fostered by Pradan, and many of the processes we initiated, are being taken up by the Government. In all that we do, there is a focus on reaching out to vulnerable sections like single women, women, and households with health issues. But there is a lot that remains to be done. We need you to help us drive this change.



With increasing expansion of SRLM in several of our operational areas, we did not directly engage with SHGs for their savings and credit activities. This has put forth for us a challenge of the integration of systems already in practice, and newer systems laid by DAY-NRLM programs. Our engagement with institutions is increasingly built and strengthened basis livelihood, gender and other issues of well-being. The VOs and CLFs/BLFs are increasingly becoming our contact points. The social mobilisation investments are now focused on strengthening these supra-institutions of SHGs. We facilitated VOs in articulating a long-term vision of their villages. The teams strengthened the sub-committees of the VOs to broad-base its leadership and concurrently worked on different aspects, to move towards that vision. About 10%-15% of the households continue to remain outside the fold of the SHGs. These include vulnerable sections such as single women, widows, and households having ailing members. The VOs reached out to these sections. There was also special emphasis on improving performance around financial inclusion and livelihoods. There was a spurt in the inclusion of vulnerable household across 70% of the villages, where the members became more aware about social security schemes. With help from their respective VOs/Federations, they accessed several of these benefits.

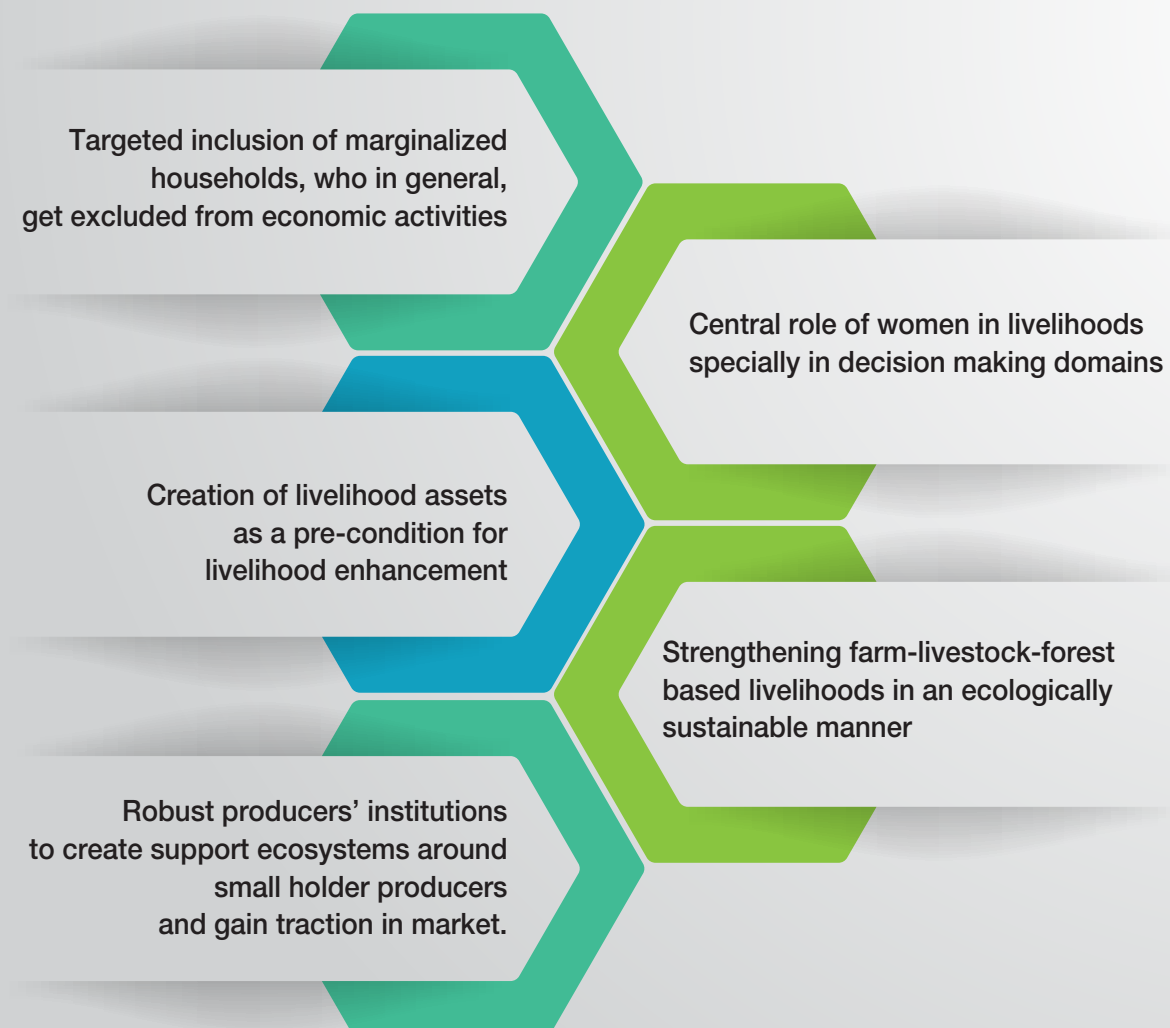




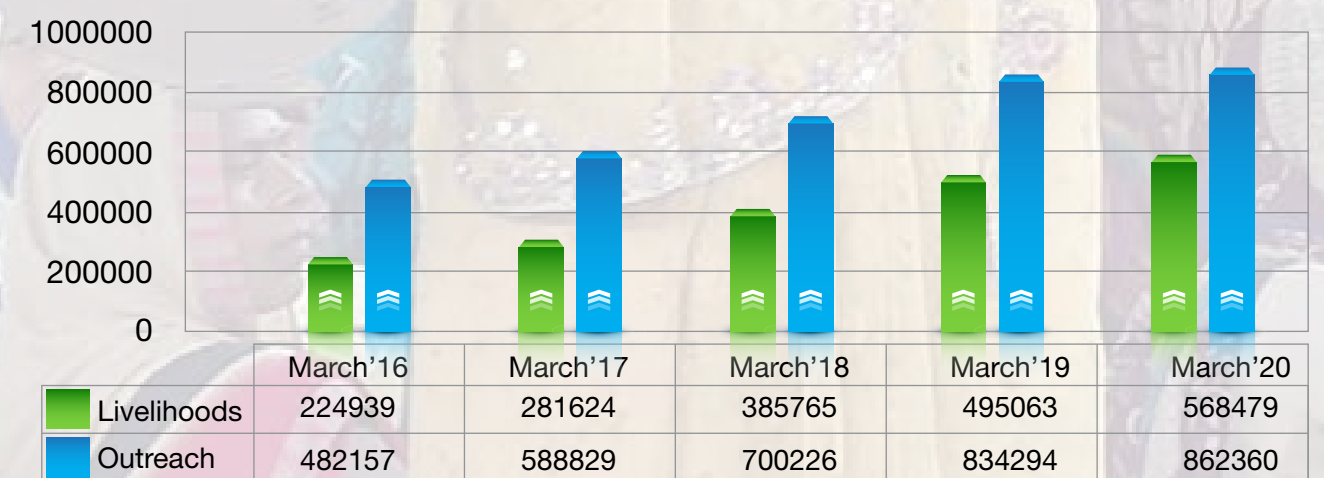
# LIVELIHOODS

Food. Water. Shelter. Clothing. These are basics that one needs to live. Yet, these are a challenge for many. To earn a livelihood, you need to engage in economic activity. We make this possible in a planned manner. We focus on marginalized house-holds and women. We help create assets that enhance livelihoods. We try to do this in an ecologically sustainable manner, and with support systems. We invite you to be a part of this movement.

We have articulated a Comprehensive Livelihoods approach to guide our engagement. The approach has the following key facets.



Outreach & Livelihoods Programs: Five Year Trend





# AGRICULTURE

*Around 90% of the farmers are categorized as small and marginal land holders (owning around 1 Hectare of land). Irrigation coverage is just about 10% of the Net Sown Area, rendering a vast majority of farmers to practice rainfed farming.*

Over the years, there have been efforts towards evolving a model of intervention to integrate women's identity as 'farmers', 'owners', and 'entrepreneurs. Women's role as decision makers, especially in agriculture, has witnessed significant

shifts. Increasingly, a gender empowering approach to livelihoods is the new norm across PRADAN teams and collectives. Our interventions for improving crop production techniques have resulted in enhancing the productivity (on an average of 1.5 MT/ha to 3.2 MT/ ha) as well as the area per family (around 20 decimal increase per family). On an average, per family food grain production had increased to 4-5 quintals, which was around additional 3-4 months of food grain requirements.



**This is not just about the fact that 90% of our farmers have small holdings and there is just about 10% irrigation coverage. This is about a belief that we should never allow a drought of ideas to set in, and that we need to constantly ensure a rain of initiatives. We ask you to help us plant new seeds, that grow into innovative ideas, ideas that'll transform the lives of small farmers, and create new hopes, new markets and new opportunities.**



## New interventions through regenerative agriculture

Better land husbandry, augmented moisture regime and access to irrigation offers great potential for diversified farming and support to farmers in adopting sustainable practices towards higher productivity and income. The definition / understanding of regenerative agriculture in the given context would have to evolve over time through action-reflection cycles. However, it is important to align interventions around four essential goals.

A). Rebuilding soil organic matter to enhance its water and nutrient holding capacity

B). Maintaining diversity of crops and other organisms (soil biota)

C). Reducing cost of production

D). Sustainable increase in crop productivity and climate resilience.

Basis our hardcore, on-farm experience, we have created a farm vertical within PRADAN to bring about a shift towards scaling up commercial agriculture for economic prosperity by creation of farmer aggregation mechanisms, conducive conditions for farmers to make the shift to high-value agriculture by creation of livelihood





assets and organizing farmers into Farmer Producers Organizations (FPOs) across our working areas to mitigate the above-mentioned challenges. In recent years we have been promoting Agriculture Entrepreneurs (AE) for extension of technology as well as market linkages, as a major strategy for the promotion of farm-based livelihoods. Until a couple of years back, Community Service Providers used to provide services to local resource-poor farmers. But now, AEs are providing services, and that is a remunerative business model, further boosted by the Agriculture Production Cluster (APC) model.



The AEs were enabled by the way of training, building business plans and provided with linkages for credit, technology and markets. We identified 722 Micro Production Arrangement (MPA) clusters (about 100 farmers) involving 81,112 farmers adopting winner crops. AEs were trained accordingly for extension of technology and establishing linkages with the market. Several teams planned to promote MPAs under APC approach and a result of that, the quality of agriculture interventions has increased significantly, like in Odisha where more focus was on APC due to our commitment under the APC Project with GoO and Bharat Rural Livelihoods Foundation (BRLF).

This synchronised crop cultivation and collective marketing concept is proving out to be extremely beneficial for small and marginal farmers to jointly procure farm-inputs, raise their group-nurseries, grow crops as per market demand, and sell their

produce at a remunerative and competitive price at their doorsteps. Grading, sorting and packaging of the produce have resulted in around 15-30% additional margin. This concept, already tried and tested for the past few years, seems to be the future model for prosperous agricultural practices in remote rural India and helps marginal farmers multiply their incomes. The APC project has also helped to bring government focus as well for revival and initiation of new irrigation infrastructures. Collectivization and institutionalization of producers is critical for the success, sustainability and expansion of livelihood programmes e.g. promotion of Producer Groups (PGs) around promotion of MPA and APC of farmers for High Value Agriculture, goat and backyard poultry rearing etc. The positive experiences have generated energy, confidence and excitement among teams to take the system and process further. Promotion of entrepreneurs like Agriculture Entrepreneurs, Pashu Sakhis for livestock

etc., were found to be useful in supporting and sustaining livelihood initiatives. Cadres and PRADAN staff, were educated regarding various technical and management nuances of production and market linkages to help farmers experience a seamless and hassle-free cropping.

In most of the places, traders were linked with the AEs or PGs so that they can reach directly to the villages. In a few cases, AEs have taken the product to the Mandi for direct selling. Exposure of market actors helped to build the assurance of buying with a check on the quality. So far markets in the range of 150-250 Kms are being reached. In very few cases it has been sent to distant markets like Dubai and Kolkata. Total volume of produce sold is around 147,000 tonnes. In millet, the farmers were able to sell around 620 tons in the Government Mandi as per MSP. This helped farmers in getting a better price for their produce. .





# NUTRITION

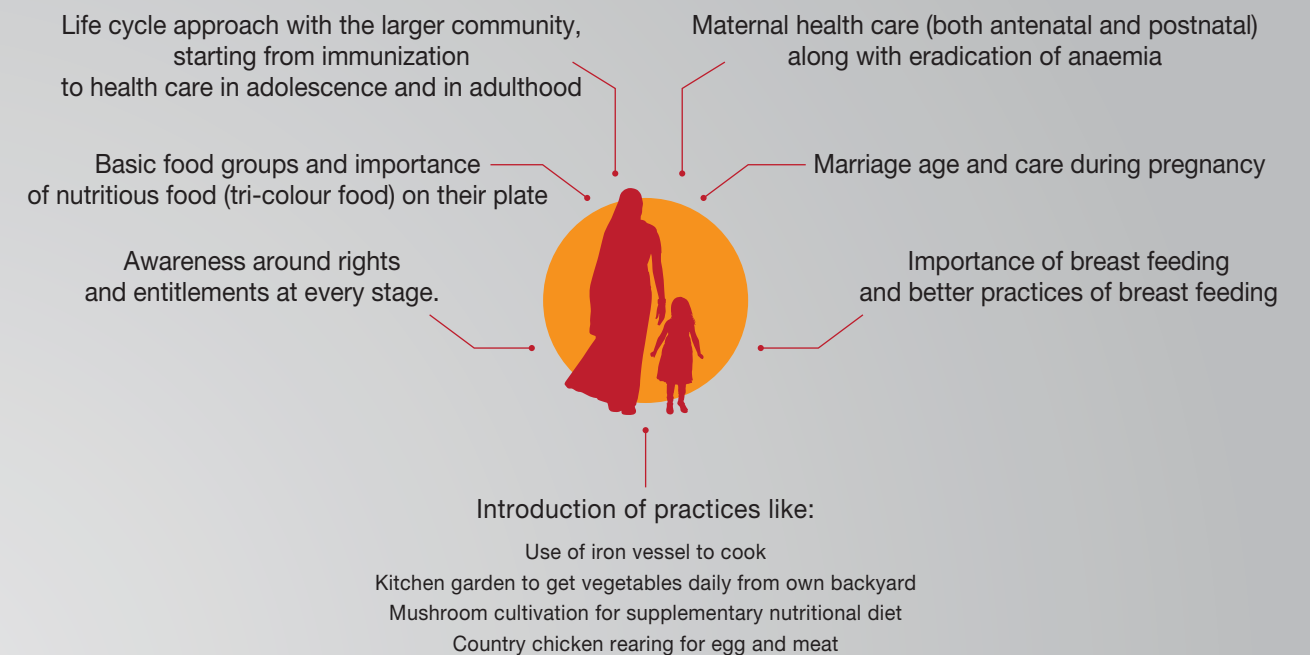
With improved techniques of crop production, they could produce not only for their own consumption but also started earning a decent income by selling surplus produce. However, that incremental income did not translate to nutritional and health gains for these communities, especially the women and children. Therefore, over the past few years, we have started focusing on nutrition sensitive

agriculture, that enables farmers to re-plan their crop basket at the beginning of each cropping season to ensure they are producing diverse crops that are high in nutrition and apart from just producing the crops, these farmers consume a portion of the harvest for their own health benefit, thereby meeting those challenges that are outlined under SDG 2.



**Imagine a mother selling milk, but not being able to provide nutritious food to her own child. Imagine a farmer growing cotton to sell, but not being able to give healthy food to his own family. We are helping farmers plan their crop-basket in such a way that they not only sell to earn, but also have access to healthy food. If you think, this is food for thought, join us and help in surmounting the challenge of nutrition.**

## Women SHG members who came forward to plan for more nutritious and healthy food habits, started the process by discussing all key issues.



A 3-fold strategy is in place for nutrition-sensitive and nutrition-specific interventions. First, working with women's groups through Change Vectors (CVs), who act as community catalysts. The CV conducts monthly meetings on nutrition, health, and other larger issues affecting health and nutrition such as social determinants, gender, early marriage, etc. Second, working with systems by engaging with frontline workers and government departments, as well as building a movement around rights and entitlements in the community. Last, leveraging agricultural and livelihood practices towards improving the health and nutrition of families, especially among women and children.

There is a significant shift in the crop diversity, adoption of the kitchen garden and dietary diversity where the teams have integrated nutrition with

agriculture interventions. Moreover, there is a visible change in the institutional deliveries, immunisation of children and increased health camps and change in the BMI and Hb levels. In a dipstick done during the reporting period (April 2019) for the IKEA FOUNDATION's PRIDE project, there is a statistically significant improvement in Food Sufficiency and Food Diversity of the target community. The data shows doubling of the "Acceptable" category, from a baseline of 35% to midline 70% of respondents under acceptable FCS score. Similarly, there is a significant shift in the increasing diversity of food consumption within homes. In the 5 or more-food category, the baseline of 62% has increased to 86% of the respondents in the midline.

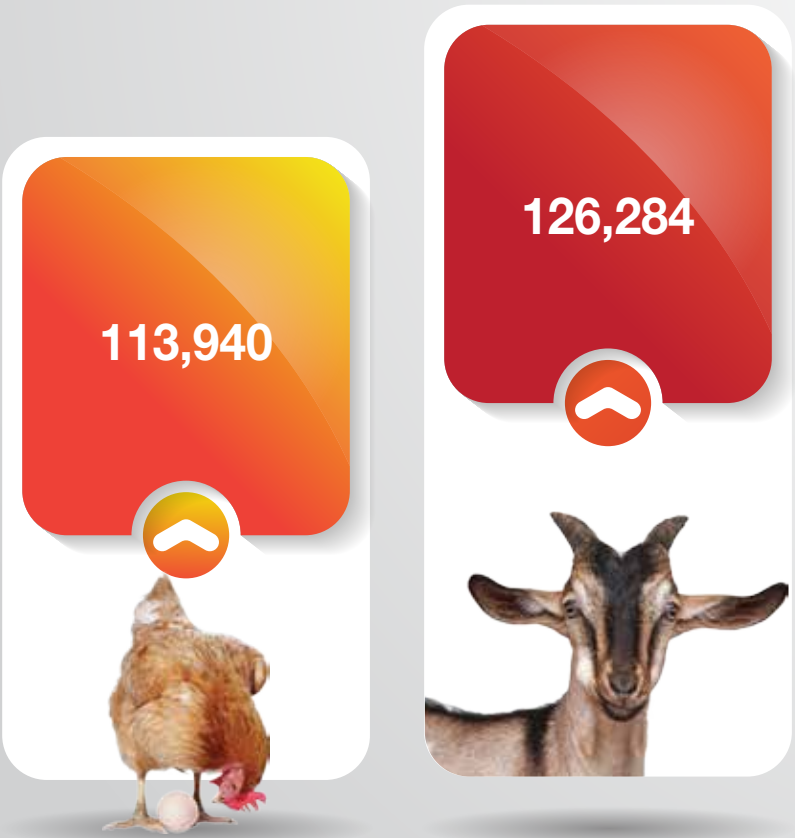




# Small ruminants means ready cash and nutrition

Integrated Livestock Rearing (ILR) is a part of the farming system of smallholders. Livestock rearing provides the buffer to absorb economic shocks. PRADAN has developed an integrated livestock model combining rearing of country fowl and goats. Goat and backyard poultry (BYP) as an 'integrated livestock model' is now initiated by most of the teams. This activity is largely accepted by small holders and landless farmers in most of our operational regions and has the potential to bring an incremental income of Rs 30,000 annually, to each of the participants. We have formed internal resource groups for this activity who are working

towards developing a proper prototype and standards for the activity which would be in place by next year. 126,284 households are engaged in goat rearing activity and 113,940 households are engaged in BYP. All the families rearing poultry are now accessing the vet care services like de-worming, vaccination, first aid services, castration etc., from trained CAHWs (Community Animal Health Workers). Across all teams, BYP addressing nutritional needs of women and their families has been one of key motivating factors for engagement of professionals and community cadres.



Households engaged in Integrated livestock rearing

## LAND & WATER MANAGEMENT

Over the decades, farm production has declined due to deforestation, high run-off in undulated topography leading to vast tracts of barren lands; 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 processes leading to denudation. For more than 30 years, our models of integrated natural resource management 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 full-fledged efforts to stem the depletion of natural resources, denudation and desertification continues unabated. This results in inconsistent land productivity, uncertain livelihoods and migration of marginal farmers. And the spectre of climate change symbolised by SDG 13 looms larger with each passing day. To make villages resilient to the impact of climate change and in order to improve land productivity, we are channelizing more resources to develop infrastructure for regenerative agriculture. Regenerative agriculture is a constellation of farming principles and practices that improve biodiversity, enrich soils, improve watersheds and enhance ecosystem services.

**L**and and water. Two of the most precious resources for farming. Both are under humungous pressure. We are engaged in a massive effort to transform thousands of hectares of fallow land into fertile farm land and orchards. Together, we can transform what is barren today, into lush green land. Together, we can change despair into optimism.





PRADAN has devised a number of measures to help farmers to combat the effect of climate change.



**Large scale land husbandry to check soil erosion:** This work was undertaken in 11,762 ha of area. The aim was to treat the erosion-prone uplands by ways of land levelling, bunding, contouring and construction of staggered trenches. Such interventions checked water run-off, thereby preventing soil erosion. These interventions supported 25,193 households.



**Creation of decentralized water harvesting tanks (WHT):** This helped in storing excess water from precipitation, allowed water recharge, improved the hydrology of the area and reduced the risk of crop failure, as the farmers used the stored water to provide emergency irrigation to cereal crops during drought spells. Over 25,604 irrigation infrastructure projects were undertaken to support about 55,645 farmers, in order to save their crops.



**Promotion of alternative land use system:** A total of 602 ha. of mango, guava and cashew orchards were promoted in the fallow uplands. PRADAN has supported the farmers in growing a number of vegetables; tomato, brinjal, cabbage, chilli, pulses etc as intercroops to promote multi-tier cropping system. Such a cropping system performs even under deficient / irregular monsoon and increases the productive potential of land.

# RENEWABLE ENERGY

PRADAN has started focusing on renewable solar-based energy solutions to improve the quality of life of communities in remote hinterlands of the country since past few years. Though these regions receive ample sunlight throughout the year, darkness at night is a problem. The government aims to provide electricity to all the villages of the country, but it remains a distant dream. Most household activities, therefore, are minimized at night, and children find it quite difficult to read in the dim, flickering light of kerosene lamps. In 2016, PRADAN collaborated with Tata Trusts, and Bank of America Merrill Lynch with the objective of creating a viable model of community engagement, for improving livelihoods and wellbeing of marginalized communities through solar energy. Gram Oorja, our technical support partner in the

project, helped set up the micro-grids, distribution systems and power systems, and PRADAN's role was to organize and enable the community in the villages to take the responsibility of operation and maintenance of the micro-grids. In 2019-20, in addition to Bank of America, PRADAN also partnered with Schneider Electric India Foundation (SEIF) for promoting large scale irrigation using solar energy. Drawing funds from different donors such as Bank of America, IKEA Foundation, HDFC, and with technical support from SEIF, PRADAN facilitated implementation of solar irrigation systems in more than 100 villages and SMG in three new villages, impacting a population of over 10,000 and bringing more than 2000 acres of land, under round the year irrigation.

**Where there is darkness, we are infusing the goodness of the sun. With renewable solar energy, we are lighting up lives in the remotest parts of the company. Imagine, children being able to study at night. Imagine families getting more out of life, simply because they have access to electricity. Now imagine, you playing an important role in making this happen.**





# GENDER EQUALITY

Last year we continued to strengthen community-based organizations (CBOs) in different aspects of gender equality. Gender mainstreaming (an approach to policy making that takes into account both women's and men's interests and concerns, as defined by 1985 Nairobi World Conference on Women) has taken up steam and its integration in all our livelihood interventions



**W**omen can be everything they want to be. We are helping surmount the obstacles in the way. We are trying to create an environment where the hopes, aspirations, and the potential of women finds fulfillment. Where women can lead and inspire. Where women can overthrow the shackles of tradition and patriarchy. Where women can own assets and decide what to do with their money and their lives. And you can be a enabler in this endeavour.



- We have continued with the systemic modular training at SHG level and saturating some identified patches with all four modular SHG level training on 4 different aspects.
- Gender based discrimination
  - Work division and control over assets
  - Patriarchal restrictions
  - Gender based violence

is increasing. Across PRADAN, teams are designing livelihood programmes and strategies keeping women's role and participation in mind. Training modules are prepared with a focus on ensuring women's participation in livelihood planning, agriculture, livestock etc. The gender integration facilitates enhancing her role and her say in agriculture issues, reducing drudgery through introduction of appropriate farm mechanization suitable for women, and creating linkages for women with input suppliers, technology providers, and markets. It also involves establishing women as technology providers and entrepreneurs, creating assets in her name, such as orchards in MGNREGS, opening bank accounts in the name of women, and ensuring women have control over income. We are working towards ensuring that women understand their economic contribution to the household, thereby increasing a sense of agency and enhancing the ability to negotiate for decision making space in the family.

Women are now taking decisions regarding production and are also getting engaged in marketing of produce, thus challenging many spaces which were hitherto male dominated. Nearly 5500 SHGs and 300 VOs/GPLFs were provided in-depth orientation on gender-based discrimination across various walks of life and members of more than 7,800 SHGs discussed these issues and formulated strategies to address them during FY 2019-20.





# WORKING WITH ADOLESCENT GIRLS

Working for the cause of women empowerment is not going to be transformational, if the intervention strategies do not focus on problems that women face at 'all stages' of their lives. In SHG meetings and other community interactions, issues of adolescents keep surfacing as a major concern. We had started pilot initiatives to strengthen and

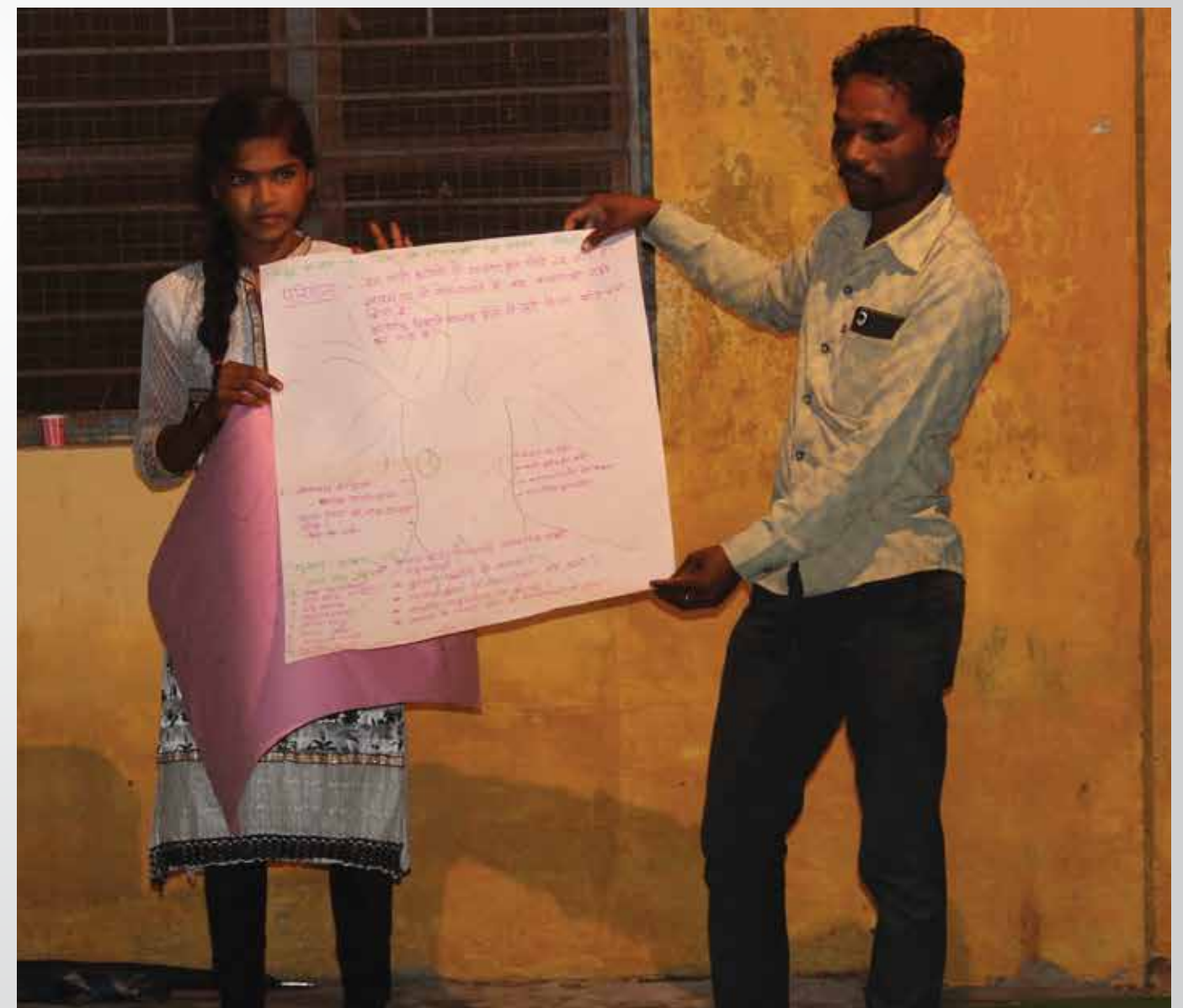
systematize our engagement with adolescent girls by forming and nurturing hamlet / village level adolescent girls' groups in a couple of our locations. Interventions around menstrual health of women and adolescent girls in Narharpur in Chhattisgarh deserve mention. The team has decided to address issues of female wellness due to societal taboos



**T**he best way to begin something, is to begin early. When it comes to the issue of empowerment of women, we have figured out that focusing on adolescent girls is important. Nutrition. Menstrual issues. And so much more. If we empower adolescent girls, we create a movement that changes attitudes, changes practices, changes things on ground. If you want to see things change, become a part of this change.

around menstrual hygiene. Volunteers have been oriented and trained around menstrual health. The team has initiated a project to organise menstrual health awareness camp in 124 middle and higher secondary school in next quarter. A plan has been made in coordination with the State Education Department. The training has been planned in 2 phases. In phase-1, we are conducting lectures on nutrition and menstrual health. Phase 2 revolves around practical demonstration of kitchen gardens in middle schools. Our Narharpur team has also helped around 1000 women farmers adopt kitchen gardens. Sanitary napkin vending initiatives have

been undertaken by Vos. Finance has been mobilized from the district and NRLM/District Mineral Foundation funds. The VO's have sold around 5000 sanitary napkins to SHG members of different villages. Trainings and workshops have been organised in the villages around societal norms and its impact on health and dignity of women and girls. Menstrual Hygiene Day was celebrated in the block as well as all the CLFs with support of ICDS, health dept and SRLM. In Jharkhand and West Bengal too, teams have been engaged with adolescent girls under Health & Nutrition programme.





# WATER SANITATION AND HYGIENE (WATSAN)

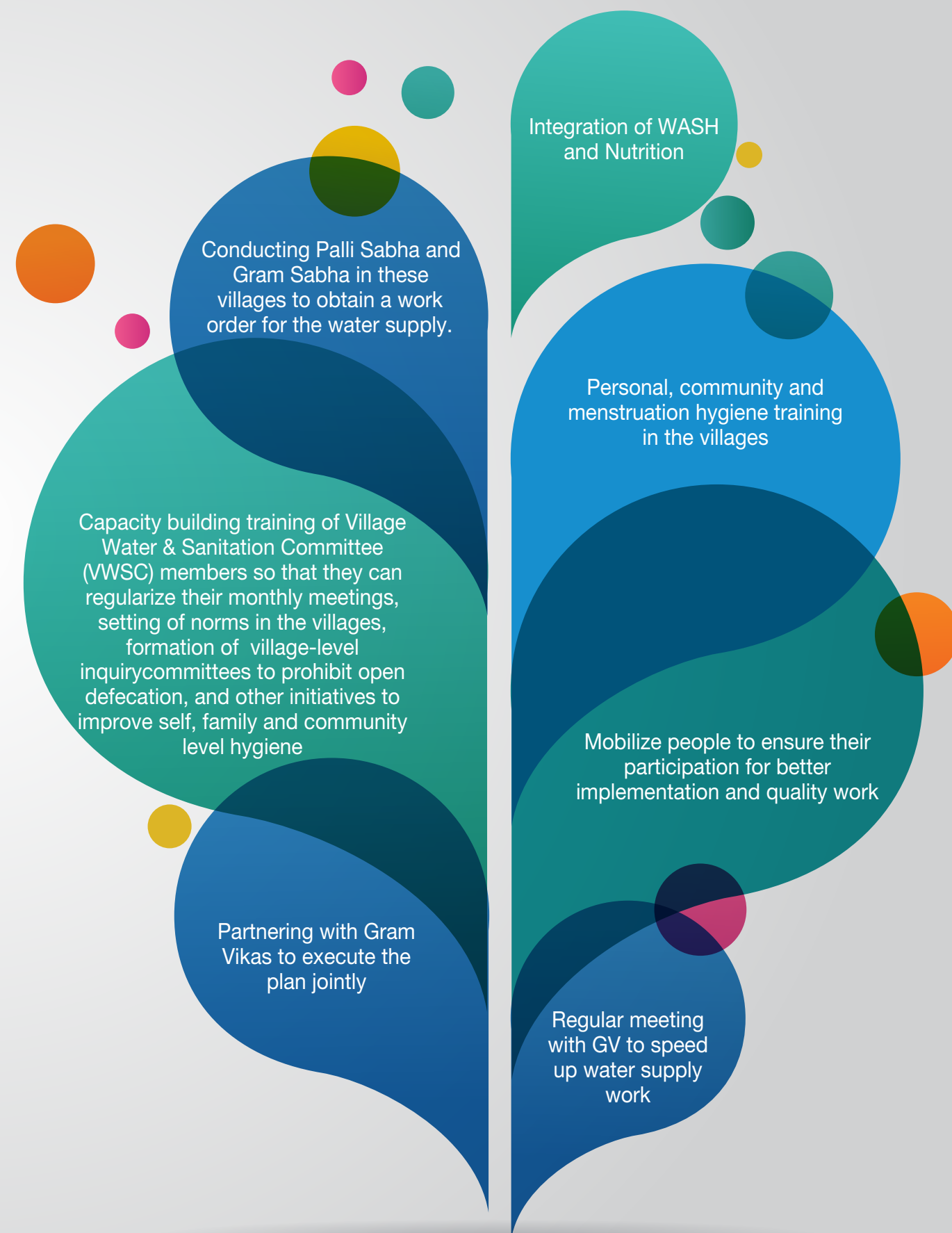
PRADAN has partnered with Gram Vikas for construction of toilet-cum-bathrooms along with a community piped water supply system so as to make the village completely open-defecation free and reduce women's drudgery. Village Water and Sanitation Committee (VWSC) have been formed to take care of water and sanitation infrastructure. With a community owned and managed approach, a piped water supply system is established after all participating households in the village build their toilets and bathing rooms. However, one of the major drawbacks of the construction of toilets

under the Swachh Bharat Mission has been the exclusion of the families who do not figure in 2011 census data. As per the existing census data, the construction of toilets has reached saturation. Therefore, need for additional financial support was felt. We entered a partnership with Water.Org which has floated a loan-based model for households that have been left out. Also, this loan-based model covers those toilets which remained unused since construction and therefore needed repair and renovation.



**H**uman dignity often hinges on basics. Access to a toilet and bathroom. Access to piped water. We are at work to ensure that this isn't a dream for people living in the villages. We are at work to ensure that women don't have to wait till it turns dark. We are at work to abolish the drudgery involved in fetching water. This is satisfying work. Interested?

**During the last financial year, 2,301 new households got toilets and 806 households got piped water supply across 18 villages in Jharkhand. The multi-faceted strategy for safe drinking water and sanitation work has been put in place.**





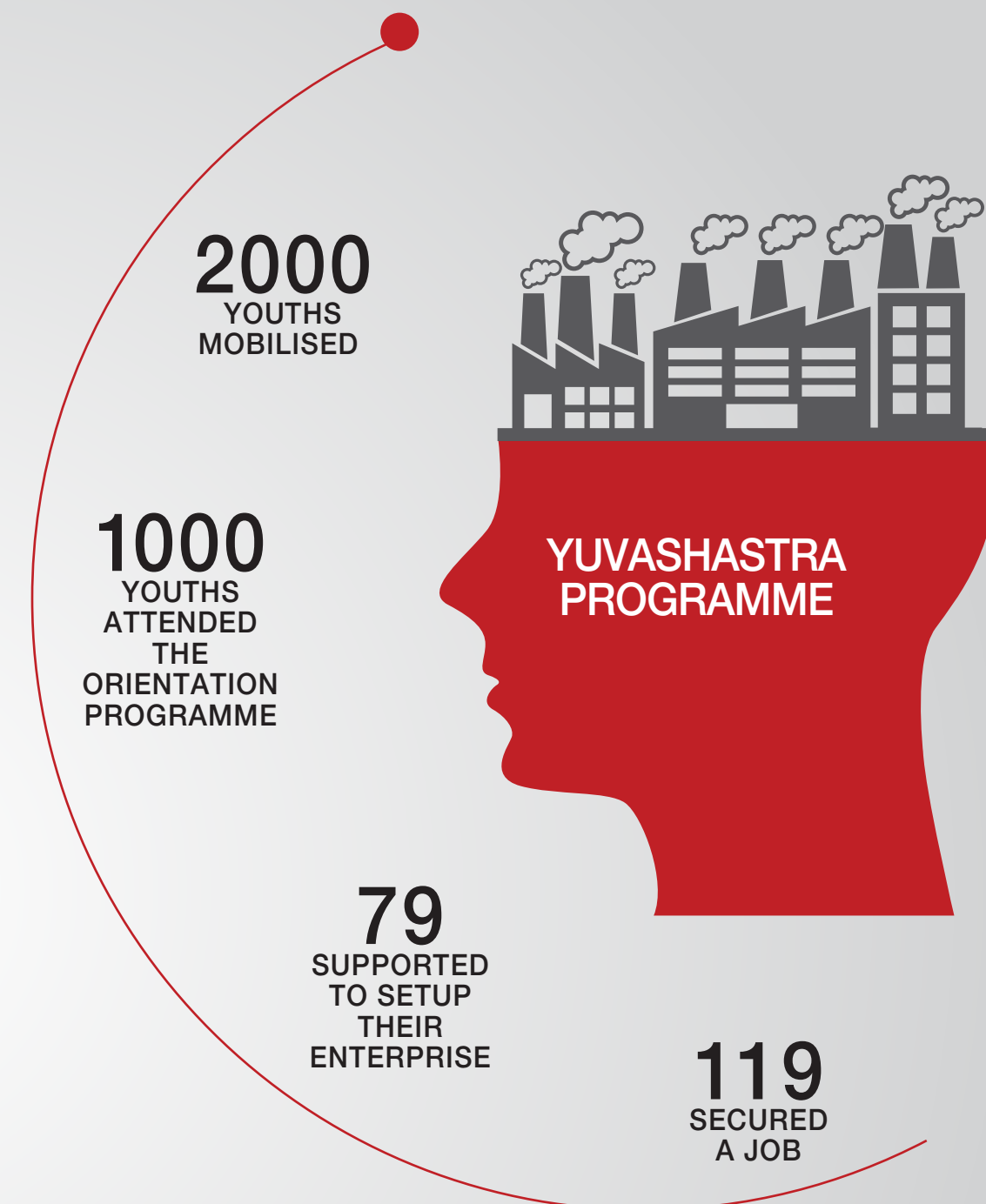
# YOUTH INITIATIVE

We are working with youth on enhancing their skill for better employability. Under the Yuvashastra programme in Madhya Pradesh, we mobilised more than 2000 youths during the year. Around 1000 youth attended the orientation programme, out of whom 119 secured a job after completing their vocational training and 79 were supported to set up their enterprises. Based upon our learnings, we have planned to focus more upon major livelihood choices like progressive farming, local enterprises, higher education and competitive exams for

government jobs, industry oriented modern vocational training with job opportunities nationally as well as locally. In addition to this, we have planned to focus on developing workable linkages with higher education institutions, scholarship granting agencies and tuition centres, enterprise incubation funding and training agencies for developing and promoting local enterprises, and industry linked modern vocational training and placement agencies.



**A** key issue for youth today is the issue of employability. We are training young people to have the competitive edge to get better jobs. But not just jobs, we are helping young people chase dreams, start ventures and create jobs. And you can help us do this better.





## LOCAL SELF-GOVERNANCE

In 2019-20, efforts were made to acquire a perspective about powers and responsibilities of the Gram Sabha and Panchayats. With States devolving financial and administrative powers to the Panchayats, there is now a realization that the Gram Panchayat is a significant unit for decision making, for various public services.

A comprehensive assessment tool for the functioning of Gram Panchayats was developed last year and the same is now ready for wider adoption. The pilot initiatives also focus on enhancing civic literacy and citizenship engagements around public services like ICDS, PDS, NRHM.

We took up various programmes towards enhancing in-house capacity to organize Gram Panchayat Organisation Development and Civic literacy trainings. ANODE Governance Lab helped us in

documenting the process of Panchayat Organisation Development. With support from Anode, we were able to build our own competencies in the domain of governance.

PRADAN partnered with We the People (WTP) to enhance the understanding of civic rights and entitlements in communities, and to facilitate the development of institutions who can engage around civic issues under the constitutional framework. In the Betul region of MP, eight women SHG members were groomed as Samvidhan Sathis, bare-foot 'Constitution Evangelists.' They helped ordinary citizens access their entitlements, by reaching out to the GPs, block offices, schools, CDPO, MO etc. These Sathis helped the members write applications and also supported them in following up with the relevant authorities.



**If communities can be empowered to play an effective part in self-governance, they will become a serious catalyst of change. Change that is driven by knowledge. Knowledge of rights. Knowledge of processes. Knowledge of how things work, and how they ought to work. You too could help catalyse change. Talk to us.**



## LAND RIGHTS FOR WOMEN

PRADAN has been piloting land rights work with the aim of ensuring secure land rights of Women Federation members across 11 blocks of Odisha, Jharkhand, and Bihar. Working with women's groups in strengthening livelihoods, PRADAN realized that secure land rights for women are essential to enhance the security and dignity of women. Pilots on FRA and homestead land have been standardized and are ready for expansion in other operational areas.

In Jaykaypur area of South Odisha 1,000 single women received Land-patta in their names, 1,000 Individual Forest Rights applications got submitted on behalf of women, and 30 community forest right claims were submitted. Our team members, along with the women claimants liaised with the forest department for a speedy sanction of each claim.

With the processes to claim land under FRA getting standardized, we are planning to replicate it in other parts of our operational area. There is need to take up proper management of these forest resources, so as to sustainably harvest food, fodder and other minor produce from these resources. We hope this activity can transform the life and livelihoods of these forest fringe villages.



**The right to own land. For many women, land rights are becoming a reality. Security is becoming a reality. Dignity is becoming a reality. The right to forest resources is becoming a reality. You could play an important role in this transformation.**



# PARTNERING FOR IMPACTING A LARGER POPULATION

The last few years saw a surge in our partnership initiatives with state governments and other agencies. Government departments such as that of Agriculture and Farmers Empowerment, Government of Odisha, Department of Rural Development in West Bengal and Chhattisgarh as well as Tribal Development Authority in Jharkhand, are collaborating with PRADAN for improving the effectiveness of their programmes. In most of the states, we have now set up embedded Project Management Cells or undertaken the role of

Technical Service Agency (TSA). In order to help a larger number of marginal communities gain better access to mainstream programs by virtue of our expanded outreach, we have been building capacities of other CSOs and Government stakeholders. These initiatives further embolden the ties between cross-sectoral partners. The idea is to work with networks of NGOs to build staff as well as organizational capacities. Many of the grassroots NGOs are putting honest efforts to make a difference to the lives of the communities

they are engaged with, but are struggling around issues of livelihoods promotion or scaling up successful pilots. There is lack of staff capacities and management and governance systems. The key interventions by PRADAN have been to work closely with local NGOs to engage regarding farm and livestock-based livelihoods. In addition to creating a positive impact on the lives of community members, PRADAN helps these NGOs to take stock of and improve management and governance systems. We work with existing networks of these NGOs and also aid in developing new networks. These seek to focus on institutional development in addition to acquiring new skills and knowledge around promotion of sustainable livelihoods.

This is the core of PRADAN's work, playing the role of a University, enabler, collaborator, and pathfinder. In promoting farm-based livelihoods and rejuvenating land-water resources, in partnership with CSOs and SRLM teams. we have been following two approaches. A). Through an intensive model of direct action by placing field teams on the ground by PRADAN. B). Through technical support by PRADAN to other agencies on the ground. In this non-direct approach, PRADAN builds on and strengthens its existing relationship with NGOs. In view of the increasing presence of NRLM, their teams were also selected for provision of technical support.

**We don't compete. We partner. We partner with communities, stakeholders, and village organisations. We partner state governments. We partner with CSOs. We partner to share knowledge and build communities. We partner across different sectors. Why don't you partner with us?**



PRADAN's engagement with communities and other stakeholders over the last 37 years is based on the principle of learning by doing, and documenting the learning to create a knowledge-pool, which can be shared. Our grass-roots engagement mostly focuses on 4 major areas of community intervention that generates learning.

Strengthening SHG collectives such as Village Organizations and Cluster Level Federations that take charge and lead the development process involving economic empowerment, gender, governance, nutrition, WASH, education, skilling and land rights

Livelihoods intensification with a focus on piloting of Comprehensive Livelihoods approach and promotion of Farmer Producer Organizations (FPOs) for agriculture, horticulture and livestock

Large scale outreach and impact through partnership with government departments and other Civil Society Organizations (CSOs)

Collaborations with academic institutions for praxis-based higher education and research



# PARTNERSHIPS IN GOVERNMENT

## Chhattisgarh

The Mega Watershed Project is a collaborative venture between the government of Chhattisgarh and CSOs. It seeks to capacitate and strengthen the MGNREGA department in areas it has conventionally struggled, such as mobilizing the community, participatory planning, ensuring quality of assets created, and livelihoods. PRADAN runs the State Project Management Unit and we are also the lead agency providing hands-on support to the selected CSO partners and SRLM teams.

NGGB, is another high profile-high visibility programme of the Chhattisgarh government. NGGB stands for “Narwa Garuwa Ghuruwa Badi”, all of which are Chhattisgarhi terms meaning Rivulet or Stream, Cattle, Compost and the Homestead respectively. The programme, through its implementation, ultimately aims at making the villages economically resilient. PRADAN has been nominated as a lead CSO in this programme. All the Mega-watershed project areas and the partners CSOs also have been invited to participate in this prestigious programme of the Government.

## West Bengal

Our experience in integrated natural resource management resulted in us being invited for a nodal role in multi-partner projects like ‘Usharmukti’ and West Bengal Accelerated Development of Minor Irrigation Project (WBADMIP) in West Bengal. Usharmukti scheme that was launched in 2017, leveraging the Mahatma Gandhi National Rural Employment Guarantee Scheme, in collaboration with the Government of West Bengal and the Bharat Rural Livelihoods Foundation (BRLF). The main objective is to bring in positive change in districts with water scarcity in Purulia, Bankura, Jhargram, Birbhum, Paschim Medinipur, Paschim Bardhaman.

Interventions include water conservation to increase moisture retention capacity of the soil which in turn will help rejuvenate barren lands and eventually enable cultivation. Horticulture plantation, social forestry, and building water harvesting structures are some of the main activities under Usharmukti. On the other hand, WBADMIP is about utilisation of livelihood assets created to ensure steady income to families. Vegetable cultivation, mango orchards, fishery etc are activities that have been initiated under the programme

## OPELIP – Odisha PVTG Empowerment and Livelihoods Improvement Programme

PRADAN was engaged as a Resource Agency (RA) in the OPELIP programme in Odisha, and was engaged in capacity building of CSOs involved in implementation of the project for facilitating bottom-up planning approach. With local community institutions at the heart of the project, the project focuses on scaling-up activities that have already been tested and proven to be successful in Odisha. The programme adopts an integrated approach, involving support for improved access to land and water resources, introduction of new technologies, such as solar powered irrigation systems, and establish linkages with financial services, markets, and essential social services. Given the extremely severe malnutrition situation in PVTG villages, the programme has also piloted an approach of mainstreaming ‘nutrition sensitive agriculture’ across all project areas.





## CSO PARTNERSHIP

### South Odisha Development Initiative (SODI)

South Odisha Development Initiative (SODI) was started in the year 2010-11 by seven prominent CSOs of the state, with an objective of bringing about large-scale change in poverty-stricken villages of South Odisha. This is a loose network which has also led to emergence of many partnership arrangements in large programmes like the OTELP, OTELP +, and so on.

### Koraput Learning Group

This is a consortium working in Koraput on one platform. Members are CYSD, Dhan Foundation, SPREAD, FES, Koraput Farmers Association, Harsha Trust, COFA, Asha Kiran Society and PRADAN. Major areas of engagement by the group are as below.

- Odisha Millet Mission

The consortium participated in the Mission with the objective of enhancing productivity of finger millets, an important traditional crop in the area, with the objective of enhancing food and nutrition security as well as work on the market for millets

- Replicating Adarsha Bagicha (Agro- Forestry)

The consortium collaborated with the District Administration to scale up the Adarsh Bagicha, which is a 50-decimal agro- forestry model

- Partnering with IRRI in the introduction of drought and flood tolerant paddy seed and multiplication programme

- Partnerships with Odisha Agro Industries Corporation Ltd (OAIC) and Odisha Lift Irrigation Corporation Ltd (OLIC) to implement irrigation schemes

- Participation in the high-profile Agriculture Production Cluster (APC) project of Government of Odisha

In all these programmes, the Learning Group partners have participated and received financial support individually. The group actively shared knowledge and helped each other perform better.

### VB Net Foundation (VBN), Jharkhand

PRADAN with various other prominent CSOs of Jharkhand initiated Vikas Bazar.Net in 2005 which functioned as an informal forum for 11 years. VB Net Foundation (VBN) has been registered under Section 8 of the Companies Act, 2013 on 28th November 2016, as a not-for-profit company working in

Jharkhand to accelerate the participation of small and marginal producers in the market for their benefit. A large number of collaborative projects were taken up by the network and successfully completed. These include initiation of farm and livestock value chain development activities, supporting members in building capacity for advocacy with the state, running of Agriculture Entrepreneur (AE) programme, installation of solar based lift irrigation schemes, and so on.

All the CSO partnership initiatives, reported above, have contributed significantly to PRADAN's learning.

Today partnership with CSOs has been considered as one of the major approaches for our non-direct actions. In the recent past, PRADAN has been engaged in multiple mega projects with Government. One of the major ways to ensure effective on-field implementation and achieve scale in in terms of outreach, is to work as a group with other CSOs in the state. Alone we can do little, but together we can do a lot more. It is realised, across geographies, that PRADAN will have to proactively engage with other CSOs in a partnership approach without diluting the rigour and intensity of direct action.





## DEVELOPMENT CLUSTER FORUMS

We initiated Development Cluster Forums (DCFs) as platforms for reputed NGOs working in the project geographies where PRADAN is also working. These NGOs, working on livelihoods, education, forest rights, youth etc., are mobilised by PRADAN to come together to build a sense of solidarity and tackle various challenges together. This has provided opportunities to CSOs to better understand each other's programmes, interest areas and intent. The DCFs have formulated goals, codes of conduct, work strategies, annual plans, and held regular meetings to learn from best practices and share experience, and formulate better business strategies.

### Madhya Pradesh

Madhya Pradesh Sustainable Development Initiative, a network of 21 CSOs was initiated last year. Among them 15 are regular in meeting. The goal of network is to 'orchestrate' our endeavours with rural communities- especially STs and SCs, women & girls, small-holders and vulnerable sections to develop natural resources and promote climate resilient and sustainable development. The MPSDI has engaged with Department of Rural development, Government of MP to create space for CSOs. As a result, RD has created a space for smaller NGOs to implement CFT projects in partnership with bigger NGOs that have been short-listed.

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### Jharkhand

SPDI (Santhal Pargana Development Initiative) an informal network of 13 voluntary agencies of the Santhal Pargana region where capacity building trainings were conducted by PRADAN for SPDI partners with specific focus to help them adopt our tested model of integrated livestock rearing (ILR).

### North Odisha

Some initial steps have been taken for bringing together a DCF in this region comprising parts of North Odisha and the adjoining districts of Jharkhand.

- A). Identification of CSOs and organising a meeting to share the concept and idea of DCF
- B). Perspective building of the DCF with support from some experts or people who have already worked on building such a consortium
- C). Prioritizing some areas of common interest where the DCF can converge
- D). Initiating a process of mutual learning and support.

There is willingness from the NGOs to co-create a forum like this, but a long-term vision needs to be jointly developed.

## ADVOCACY & RESEARCH

### ADVOCACY

Our regular engagement with National Mission Management Unit (NMMU) and State Mission Management Units (SMMU), to build the capacity of their staff in livelihoods promotion, have been productive. Our MOU with the NMMU got renewed in July 2019 for another three years. We initiated collaborative projects in most states and our experienced colleagues were deputed to devote their time fully to shape these initiatives.

We were included in the two sub-committees

formed by the NITI Aayog, one on Rural Livelihoods where we convened the committee, and the other on Financial literacy and inclusion of Women. They invited us to participate in the process of developing training modules for the Centre for Advancement of Digital Financial Inclusion (CADFI) to pursue the agenda of financial literacy across the nation. We shared our best practices and most of them were incorporated.

**The message has to go out. The message has to engage and involve people in our cause. The message has to resonate. The message has to evoke support. The message has to lead to commitment and action. The message has to result in partnerships. Got the message?**





MoRD had launched the NRLM-MGNREGS-CFT project in 2014 for a period of three years to enhance rural livelihoods through MGNREGS in India's 250 backward blocks. The efforts in Jharkhand were considered most successful under the initiative, where we had collaborated with the experienced NGOs in the state to work jointly with the rural development department for its effective implementation. We documented the experience and shared the lessons with the MoRD for continuation of the program. The guidelines for the

new Cluster Facilitation Project (CFP) came out in April 2020. The guidelines emphasise GIS based planning and allow engagement of NGOs at the block level, whereas our recommendation was to involve experienced NGOs at district, state and central level as well. We have submitted our recommendations with the Secretary, MoRD, for making the necessary changes in the guidelines to make the project more effective. We plan to take part in the project in all the blocks of our presence.

### Engagement with the RRA network

As a member of the RRA network, we have regularly participated in its activities to strengthen livelihoods in the rainfed areas of the country. We had engaged in their events including the follow up events of the national convention on 'integrated livelihoods in rain-fed areas' to shape the action strategy of the network. As a member of the network, we also participated in developing the draft policy note on 'integrated livelihoods in rain-fed areas' and 'water policy.'





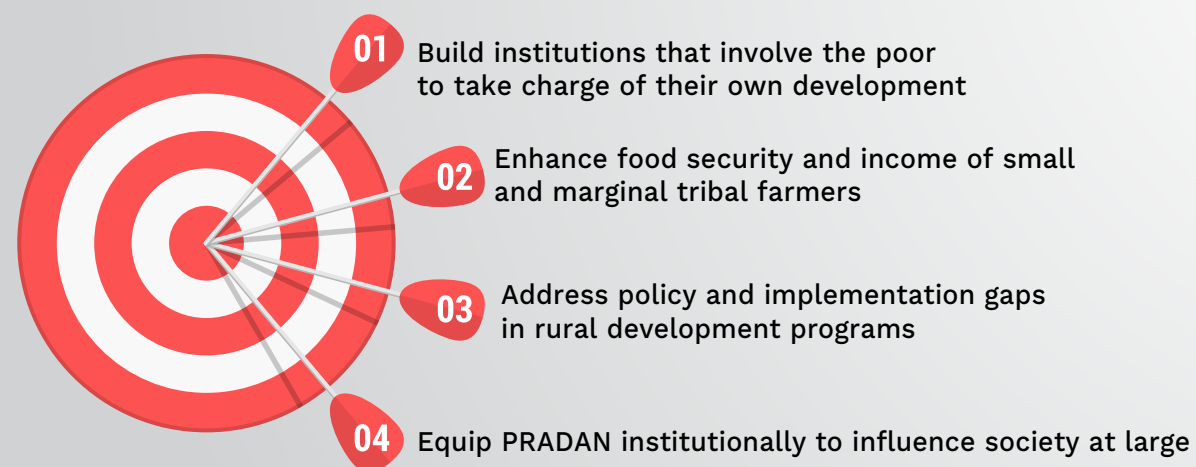


## Knowledge management:

After around two years, the online knowledge portal of PRADAN named Sampark.net (<http://www.pradan.net/sampark/>) has taken shape during this year. In addition to NewsReach, knowledge repository and discussion forum, the portal has a page to highlight research work undertaken by PRADAN in partnership with several reputed institutions. As part of our efforts to develop knowledge materials, we have prepared two flip books and one training manual on CFT project for the SMMU in Bihar. A manual on integrated livestock rearing has been prepared and published. A movie on sustainable farming is nearing completion.

## The BUILD project:

Under the Building Institutions and Networks (BUILD) initiative of Ford Foundation, PRADAN has received support for 5 years in January 2020, to build its institutional capacity and sustainability, so it can be more efficient in pursuing its mission. PRADAN's efforts at being effective in transforming the lives of the poor on a large-scale, requires institutional shifts. It demands change in strategy, building coalitions, accessing resources, forging strategic partnerships with all stakeholders, changes in MIS, influencing policies and so on. We have undertaken projects in Jharkhand and Odisha with the clear long-term goals.



In the first year, we are expected to assess the ground situation and formulate the objectives, strategies and metrics for the coming four years. The organization has placed an experienced professional in each of these states to pursue the project goals in collaboration with our colleagues and other actors. Our unit integrates the initiative and works closely with our colleagues in these two states. We have drawn the plans for the first year to build a coalition of CSOs in each of these states to engage meaningfully with the state administrations for successfully addressing the distress of poor, especially the tribal families.

## RESEARCH

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. The research objective is primarily community driven and therefore it intends to deepen our understanding of the efficacy of development thoughts, policies and interventions instrumental in reducing inequalities. Our Research wing has undertaken several projects during 2019-20. These are in different stages of completion.

### Group Rights and Gender Justice: Exploring tensions within the Gond community of India

This project investigated how rural Gond women and men in Kanker, Chhattisgarh, understand and experience gender inequality, and examines the extent to which the current interventions around SHGs by PRADAN and the NRLM have impacted gender inequality. The project was supported by the Atlantic Fellowship Programme and the International Inequalities Institute at the London School of Economics (LSE), UK, in collaboration with Professor Naila Kabeer. The project is at a post-completion publication stage. A working paper has been published by LSE as well.

([http://eprints.lse.ac.uk/101873/1/Kabeer\\_group\\_rights\\_and\\_gender\\_justice\\_wp33.pdf](http://eprints.lse.ac.uk/101873/1/Kabeer_group_rights_and_gender_justice_wp33.pdf))

### Gender Responsive Organisations for Women (GROW)

Funded by the Bill and Melinda Gates Foundation and the Initiative for What Works to Advance Women and Girls in the Economy (IWWAGE), this project builds on the PRADAN-Jagori model to help the Jharkhand State Rural Livelihoods Mission to build gender responsive women's federations. PRADAN's implementation team, along with JAGORI and TRIF, has developed, piloted and established gender awareness and empowerment processes within SHGs and their Federations; and engaged with JSLPS to integrate gender transformative approaches in situ. The project is currently being piloted in 2 districts of Jharkhand. PRADAN's research team works alongside, exploring changes that are engendered, documenting processes unleashed, providing concurrent feedback to the implementation team and synthesizing lessons for future use. The project began this year and data collection is underway.





## Analysing Gender Norms from a Practitioner/Grassroots lens

Based in Betul district of Madhya Pradesh, this project aims to understand the complexities related to social norms and change processes due to women's participation in public life and political institutions. The project is funded by the Bill and Melina Gates Foundation and the larger Stanford University Lancet series on Next Generation of Gender Equality. Data has been collected during this period and the project is currently in the data analysis stage.

## Qualitative study on Sustainability of SHGs

The focus of this short-term study undertaken in Guna district of Madhya Pradesh was to explore the factors responsible for the success and failure of the NRLM SHGs to sustain. Additionally, it also investigated the role of SHG federations in determining SHG functioning and sustainability. The study was supported by the International Initiative for Impact Evaluation (3ie) and BMGF, and was undertaken in collaboration with IMAGO Global Grassroots. The Institute for Social Studies Trist (ISST) partnered with us for data collection and analysis. The project was conceptualised, designed, data was collected and analysed during this period.

## Improving livelihoods with Innovative Cropping Systems on the East India Plateau

The overall aim of this project is to identify ways in which farmers with small holdings could develop flexible and responsive cropping systems that built resilience to climate change/variability at the

household level. The project was supported by the Australian Council for International Agricultural Research (ACIAR) and Department of Foreign Affairs and Trade (DFAT) and undertaken by field teams in West Bengal and Jharkhand. Manuscripts are being prepared for publication currently.

## Unlocking the Value Potential of Tasar Sericulture

The research project was conducted with the Tasar Development Foundation and the Department of Botany at Delhi University. Our papers were selected for presentation at two conferences. The first paper was presented at the fifth Forest Livelihoods Conference, FLARE 2019 in Ann Arbor, Michigan. The second paper was at the Sustainability and Development Conference at Ann Arbor, Michigan. Daba-BV, a semi-domesticated tasar-silkworm race, is dominant today, with systematic introduction by the Indian Government since the 1960s, leading to the near or full extinction of other indigenous eco-races. Their extinction has adversely affected livelihoods of forest-dwellers who gather and sell cocoons and there is a need to identify the way forward. The dissemination of these results has been supported by Bharti Ramola Gupta and the Tasar Development Foundation.

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

To open a new conversation about the future of agriculture in India, the project aims to explore several questions around Sustainable and Transformative Agrarian and Rural Trajectories that

would inform India's second Green Revolution. Supported by Cambridge University, the sub-project PRADAN is a part of, is undertaken in collaboration

with University of East Anglia, ICRISAT and MSSRF. Data collection was completed and analysis of the data commenced in the financial year.





Creative Hub for Innovation and Reciprocal Research and Action for Gender Equality (CHIRAG)

CHIRAG is a community-led platform for knowledge generation and exchange around sustainable food systems through Interactive Voice Response System Technology. The project is supported by the UK Research and Innovation and GCRF-Global Research Translation Award and undertaken in collaboration with UEA, Kalinga Institute of Social Sciences, Gramvaani and PRADAN. The past year involved a stakeholder consultation meeting designing the platform and programming, photography training in the community and other activities to facilitate CHIRAG outreach.

Organisational Life Cycle study

Supported by the Indian School of Development Management (ISDM) this study is aimed at contributing to the theoretical framework of studying lifecycle stages in non-profit organizations. A working paper titled “The Five Phases of Growth and Decline in Non-Profit Organisations and a case study are in process to be published and used by ISDM in their curriculum.

Adaptive Skilling Action Research (ASAR)

This collaborative research of PRADAN, APU and the community, focuses on coming up with a set of practices in the given contexts to maximise the outputs of all production systems without any ecological damage. Villagers from Chataniha (Deosar), Ghughri (Amarpur) and Jana (Gumla) are participating in this. A baseline study has been done in the first year. In all the three research villages,

the importance of rejuvenating the natural cycle of organic carbon and nitrogen was discussed and the villagers have started preparing and using bio-fertilizers to increase the organic carbon, nitrogen and phosphate content in the soil.



THE EDUCATION INITIATIVE

PRADAN has partnered with Ambedkar University Delhi (AUD) to establish Development Practice as a professional course that blends theory and practice organically for preparing transformative practitioners. In 2012, an M Phil course in Development Practice was launched with support from Tata Trusts and jointly offered by PRADAN and AUD. The past seven years have been quite productive which saw 66 students completing their M Phil, and the submission of 87 research papers.

During this year, PRADAN and AUD decided to review and reflect on the initiative and build the road ahead. The reflections have laid out different possibilities on how the education initiative can be positioned going forward. Basically, two types of pathways can be imagined. One is to set up the Education Initiative as a programme aimed at creating a large number of development practitioners, who would in turn join grassroots development organisations and work directly with the community to facilitate change. Another choice is to mould the initiative to create a smaller number of Development Teachers who can in the longer term, train more Development Practitioners. Both options hold promises and currently we are deliberating on both of them, and possible combinations as well. The options are laid out in the following table in a little more detail

Purpose	Establishing Development Practice as a respectable professional course to prepare transformative grassroots practitioners	Creating a body of knowledge and building people to conduct the course throughout India
Strategy	Establishing integrated MA and Ph.D	Strengthening M.Phil., Ph.D. and establishing integrated Ph.D.
Output	Large number of Development Practitioners every year	A small number of Action Researchers cum academicians as thought leaders
Outcome	Graduates joining Development Sector organisations, or setting up their own organisations	■ After doctorate fellows are conducting Action Research, helping others in Action Research ■ Body of knowledge
Benefit (for the society)	Large number of Development Practitioners are working directly with the marginalised sections of the society	Development Practice course has been started in different Institutes/Universities in India/abroad. Fellows started working there as faculty

Due to the onset of COVID-19, the next academic year will be a gap year. This time is to be used for consultations and deliberations around the Initiative.



## COMMUNICATIONS



Sampark.net knowledge portal launched on 1st October 2019, aims to provide visitors a one-stop solution for all publications PRADAN has ever done. In terms of our social media engagement we initiated a campaign called “Judte Jao Badlo Haalaath” to celebrate International Women’s Day on 8th March 2020. This was scheduled to be a 15-day long video-based campaign depicting how joining SHGs and associated tiers actually contributed to transformation in women’s lives in the rural pockets of India. We started shooting for The Transformers - Season II, our conversation series with Sector Leaders.

A lot of time was spent on organising Samagam 2019/2020 but the efforts did not fructify due to outbreak of COVID-19 and the process got stalled at the invitation stage. We will try to organise it using virtual platforms during the 2020-21 financial year.

## HUMAN RESOURCES

For the 2019-20 Development Apprenticeship batches, we had planned for recruiting only 40 Development Apprentices considering the financial situation. We recruited from selected campuses and one batch started in July 2019. Later, with an improvement in the financial situation, we added another small batch in September 2019. A total of 52 candidates (50% men and 50% women) joined as Development Apprentices this year. For the 2020-21 batches, the selection till March 31, 2020 was 164 Development Apprentices (51% men and 49% women) from 35 selected campuses. We are expecting 100 Apprentices to join in two batches i.e. in July and August 2020.

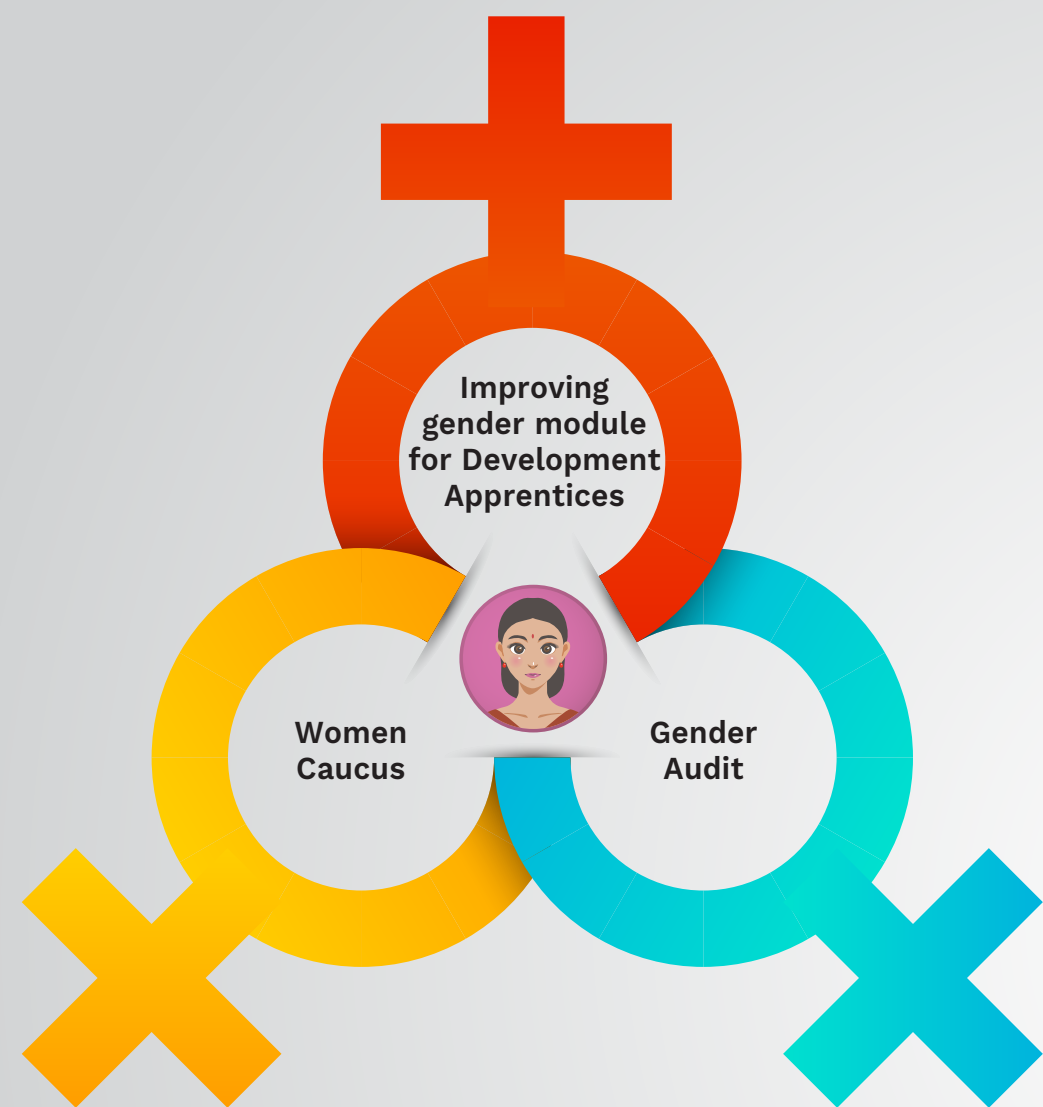
Keeping in sight PRADAN’s development engagement, we have articulated the performance expectations, competencies, and motivation required from a PRADAN professional at different experience levels. We visualize, a number of

components that would facilitate learning and development of professionals, the foremost being ‘building conducive team climate’ to facilitate growth of its members. We facilitated Cluster of Team (CoT) events for each professional to participate across the organisation twice during the year. These events were meant to deepen trust and acceptance among colleagues, facilitate self-presentation, create a conducive climate for seeking and giving feedback, and pursuance of shared inspiring goals, and being guided by chosen mentors. Also, System for Individual Reflection and Feedback (SIRF), a formal online system for reflection and feedback, was re-launched where almost all staff participated. After going through the feedback report generated through SIRF all colleagues have to articulate challenging and meaningful individual goals which they would like to pursue in the coming one year.





The other core focus area for the unit has been developing PRADAN as a women-friendly workspace. We worked on three initiatives to make PRADAN a better place to work for women.



The gender module for Development Apprentices was conducted for 86 Apprentices this year, with 37 Apprentices attending Module I and 49 attending Module II. Apart from sporadic efforts, women caucus was mostly dormant for a few years. This year, discussions across different field locations have led to re-initiation of Caucus meetings in almost all locations except in Jharkhand and Delhi offices. We plan to initiate the process in these DCs too in the coming year. These caucus meetings really helped in bringing out issues/concerns of women, more confrontation and assertion. The second cycle of Gender Audit was conducted in

the last quarter of the year. Before initiating the cycle, there were discussions and interviews to understand the changes after the first cycle and generate inputs for the second cycle. A new pool of 33 gender auditors (14 men and 19 women) was selected in consultation with the Integrators and a refresher for all the auditors was conducted in three batches across three locations before initiation of the process. The process was formally initiated on December 16, 2019. There were 67 work units to be audited, out of which by March 15, 2020, the gender audit process of 66 work units were completed with support from 61 auditors (33 men and 28 women).

Internal Complaints Committee

PRADAN is committed to make a workplace conducive for women. Our Internal Complaints Committee (ICC) has been empowered to record complaints of sexual harassment and take the 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. Sensitization workshops were conducted for staff in many DCs. During the calendar year 2019, no cases of sexual harassment were lodged.

Development Finance

In 2019-20, INR 3,958 million (USD 48.2 million) was leveraged from various sources to invest in community development. This year, 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 2019-20, our DSC amounted to INR 611 million (USD 8 million).





# PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

BALANCE SHEET AS AT MARCH 31,		2020	2019
Sch.			
<b>SOURCES OF FUNDS</b>			
Corpus Fund	1	390,931,550	386,385,538
<b>Other Funds</b>			
Capital Assets Fund	2	33,685,660	30,070,273
Community Projects Fund (WIP)		22,569,568	2,749,333
Un-restricted Fund		158,237,826	147,069,464
		214,493,054	179,889,070
Revolving Fund	3	3,075,697	2,633,232
<b>LIABILITIES</b>			
Restricted Project Fund	24	614,772,189	671,523,589
Secured Loan	4	8,222,865	15,470,448
<b>CURRENT LIABILITIES AND PROVISIONS</b>			
Current Liabilities	5	53,646,258	31,863,572
Provisions	6	19,140,431	72,786,689
		33,764,019	65,627,591
<b>Total</b>		<b>1,304,282,044</b>	<b>1,321,529,468</b>
<b>APPLICATION OF FUNDS</b>			
<b>FIXED ASSETS</b>			
Owened Assets	7	31,949,680	29,248,070
Community Assets		1,735,980	822,203
		33,685,660	30,070,273
<b>CORPUS FUND INVESTMENTS</b>	8	278,337,532	380,273,086
<b>CURRENT ASSETS, LOANS AND ADVANCES</b>			
Stock of Material in hand (at Cost)		15,134,133	11,128,579
Less: Provision for obsolescence		3,195,718	11,938,415
		-	-
Cash & Bank Balances	9	848,477,285	802,724,863
Loans and Advances	10	42,919,898	13,412,686
Expenditure against Grants awaiting reimbursement	24	40,108,829	52,875,092
Income Tax Refund Due		24,117,057	28,295,556
Income Tax Deposit		2,127,800	-
Work-in-Progress on Community Projects to be transferred to Beneficiaries	11	22,569,568	980,320,437
		2,749,333	900,057,530
<b>Total</b>		<b>1,304,282,044</b>	<b>1,321,529,468</b>

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

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: 20024282 AAAAEV9897

New Delhi,  
Date: August 29, 2020

Chairperson

Executive Director

Members of Governing Board



# PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

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

		2020	2019
Sch.			
<b>INCOME</b>			
Donations	12	300,000	198,100
Income from Investments/ Deposits	13	48,931,240	45,027,071
Other Receipts	14	11,084,025	4,526,591
<b>Total</b>		<b>60,315,265</b>	<b>49,751,762</b>
<b>EXPENDITURE</b>			
Rural Livelihood Promotion Programme	15	750,682,600	779,867,356
Livelihood Programme Support	16	197,326,817	186,367,317
Human Resource Development	17	25,229,157	48,919,873
Research & Documentation	18	29,821,547	26,336,351
Administration	19	65,237,883	65,381,409
<b>Total</b>		<b>1,068,298,004</b>	<b>1,106,872,306</b>
<b>Non-Cash Charges</b>			
Depreciation for the year (See note no.2.5 & 3.1 of Sch-26)		5,575,251	7,708,634
Less: Met out of Capital Assets Fund		(5,575,251)	(7,708,634)
Provision for obsolescence (Stock)		3,195,718	-
Unrecoverable Advances/ Unusable Stock	20	-	120,336
<b>Total</b>		<b>1,071,493,722</b>	<b>1,106,992,642</b>
<b>Less: Met out of and deducted from Restricted Grants</b>	23	<b>(1,025,879,392)</b>	<b>(1,080,533,068)</b>
Excess of Income over Expenditure for the year		<b>14,700,935</b>	<b>23,292,188</b>
<b>Total</b>		<b>60,315,265</b>	<b>49,751,762</b>
Surplus/(Deficit) brought forward		14,700,935	23,292,188
Appropriated to/ (from)			
Corpus Fund		3,492,512	3,254,696
Capital Assets Fund		40,061	509,288
Transferred to/(from) Restricted Fund		-	375,365
Unrestricted Fund		11,168,362	19,152,839

Natural Head -Wise-Income and Expenditure Account  
Accounting Policies and Notes on Accounts

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: 20024282 AAAAEV9897

New Delhi,  
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Chairperson

Executive Director

Members of Governing Board





# LIST OF BOARD MEMBERS



**Mr. Biswajit Sen**  
Chairperson



**Ms. Mirai Chatterjee**  
Vice-Chairperson



**Mr. Sanjay Upadhyay**  
Member



**Dr. Rukmini Banerji**  
Member



**Mr. Kirtti Bhusan Pani**  
Staff Member



**Ms. Tamali Kundu**  
Staff Member

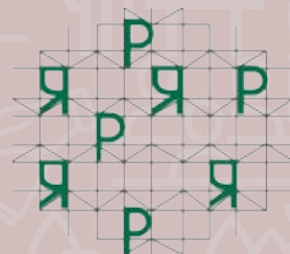


**Mr. Narendranath Damodaran**  
Ex-officio Member-Secretary  
and Executive Director





PROFESSIONAL ASSISTANCE  
FOR DEVELOPMENT ACTION



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Conceptualized and designed by Ajoy Bhan & Sujit Das