

प्रदान Pradhan

Annual Report 2021-22



Transforming Human Condition

1,947,979

Rural families

102,899

SHGs including partnerships

1,453,127

Families in livelihoods

Alone is Good

Together is Great

#JudteJaoBadloHaalaat

प्रदान Pradhan

Annual Report 2021-22



Photo Credit: Sourangshu Banerjee

Transforming Human Condition

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i. List of Abbreviations

| | |
|-------|---|
| AE | Agriculture Entrepreneur |
| APC | Agriculture Production Cluster |
| ASAR | Adaptive Skilling Action Research |
| BCM | Block Community Mobilizer |
| BRLF | Bharat Rural Livelihoods Foundation |
| CBO | Community-Based Organization |
| CD | Community Development |
| CHC | Community Health Center |
| CLAP | Comprehensive Livelihoods Adaptation Pathways |
| CFR | Community Forest Rights |
| CLF | Cluster Level Federation |
| CSO | Civil Society Organization |
| CSR | Corporate Social Responsibility |
| DAY | Deendayal Antyodaya Yojana |
| DC | Development Cluster |
| DCF | Development Cluster Forum |
| DPR | Detailed Project Report |
| DSC | Development Support Cost |
| FPO | Farmer Producer Organization |
| FPORC | FPO Resource Center |
| FRA | Forest Rights Act |
| GHG | Greenhouse Gas |
| GP | Gram Panchayat |
| GPDP | Gram Panchayat Development Planning |
| ha | hectare |
| IEC | Information, Education and Communication |
| IFC | Integrated Farming Cluster |
| IFR | Individual Forest Rights |
| ILR | Integrated Livestock Rearing |
| INRM | Integrated Natural Resource Management |
| IRG | Internal Resource Group |
| ISDM | Indian School of Development Management |



| | |
|--------|--|
| JSLPS | Jharkhand State Livelihoods Promotion Society |
| MGNRGS | Mahatma Gandhi National Rural Employment Guarantee Scheme |
| MOIC | Medical Officer in-Charge |
| MoU | Memorandum of Understanding |
| MPA | Micro Production Arrangement |
| NCNF | National Coalition for Natural Farming |
| NFHS | National Family Health Survey |
| NFSA | National Food Security Assistance |
| NGO | Non-Governmental Organization |
| NMMU | National Mission Management Unit |
| NRETP | National Rural Economic Transformation Project |
| NRLM | National Rural Livelihoods Mission |
| NSAP | National Social Assistance Program |
| NTFP | Non-Timber Forest Products |
| PG | Producer Group |
| PHC | Primary Health Centre |
| PMMVY | Prime Minister Matritya Vandana Yojana |
| PRADAN | Professional Assistance for Development Action |
| PRI | Panchayati Raj Institution |
| RCRC | Rapid Rural Community Response |
| RRA | Revitalizing Rainfed Agriculture |
| SECURE | Software for Estimate Calculation Using Rural rates for Employment |
| SCE | Second Chance Education |
| SDG | Sustainable Development Goal |
| SDIA | Sustainable Development Initiative Association |
| SDLC | Sub-Divisional Level Committee |
| SHG | Self Help Group |
| SPDI | Santhal Pargana Development Initiative |
| SPMU | State Program Management Unit |
| SRLM | State Rural Livelihoods Mission |
| VO | Village Organization |
| VPRP | Village Poverty Reduction Planning |
| WASH | Water, Sanitation and Hygiene |



ii. Our Partners

INDIAN

PHILANTHROPIES

- A.T.E. Chandra Foundation
- Azim Premji Foundation
- Bharat Rural Livelihoods Foundation
- FICCI Socio Economic Development Foundation
- GiveIndia
- Jamsetji Tata Trust
- Navajbai Ratan Tata Trust
- PEHEL Foundation
- Polaris Foundation
- RG Manudhane Foundation for Excellence
- Sir Dorabji Tata Trust
- Sir Mathuradas Vissanji Foundation

CORPORATE- CSR

- ACC Trust
- Aditya Birla Capital Foundation
- Aditya Birla Sun Life AMC Limited
- Axis Bank Foundation
- Bajaj Allianz General Insurance Co. Ltd.
- Bharat Heavy Electricals Ltd.
- BofA Securities India Limited
- Corteva Agriscience India Private Limited
- Dharampal Satyapal Limited
- DSP Merrill Lynch
- E. I. DuPont India Private Limited
- Experian Credit Information Company of India Private Limited
- HDFC Bank Ltd.
- Hindustan Unilever Foundation
- ICICI Foundation for Inclusive Growth
- INDUSIND Bank Limited
- Infibeam Avenues Ltd
- InterGlobe Aviation Limited
- JAMIPOL Ltd
- Mahindra & Mahindra Ltd.
- Malabar Investment Advisors Pvt.
- Marubeni India Private Limited
- NABARD Consultancy Services Pvt. Ltd.
- Oil and Natural Gas Corporation Limited
- Pioneer Hi-bred Private Limited
- RBL Bank Limited
- Reliance Foundation

- Schneider Electric India Foundation
- Society for Promotion of Road Safety and Safe Driving
- Wallace Flour Mills Co. Pvt. Ltd.

MINISTRIES, DEPARTMENTS, SOCIETIES AND AGENCIES (GOVERNMENT)

NATIONAL

- Central Silk Board, Ministry of Textiles
- Centre for Development of Advance Computing
- Department of Biotechnology, Ministry of Science and Technology
- National Agricultural Cooperative Marketing Federation of India Ltd.
- National Bank for Agriculture and Rural Development
- National Cooperative Development Corporation
- Science for Equity Empowerment and Development Division
- Small Farmers Agribusiness Consortium

STATE

- Bihar Rural Livelihood Promotion Society
- Chhattishgarh Grameen Aajeevika Samvardhan Samiti
- Directorate of Horticulture, Odisha
- Jharkhand State Livelihoods Promotion Society
- MP Rajya Aajeevika Forum
- Panchayati Raj Department, West Bengal
- The Agriculture Promotion and Investment Corporation of Odisha Limited
- West Bengal State Rural Livelihood Mission

DISTRICT

- Agriculture Technology Management Agency, Koraput
- Department of Deputy Commissioner, Lohardaga
- District Magistrate and Collector, Jamui
- District Rural Development Agency, Kalahandi
- Integrated Tribal Development Agency, West Singhbhum

UN AND INTERNATIONAL AGENCIES

- International Crops Research Institute for the Semi-Arid Tropics
- International Food Policy Research Institute
- UN Women - United Nations Entity for Gender Equality and the Empowerment of Women
- UNICEF - United Nations Children's Fund

RESEARCH AND OTHER AGENCIES

- Foundation for Ecological Security
- Indian Institute of Millets Research

INDIVIDUAL DONORS

FOREIGN

PHILANTHROPIES AND CORPORATES

- Bank of America
- Bill & Melinda Gates Foundation
- British Asian Trust
- Charities Aid Foundation of America
- CInI-Collectives for Integrated Livelihood Initiatives
- Fidelity Asia Pacific Foundation
- Give US
- Heifer Project International
- IKEA Foundation
- IN Covid Support FZE LLC
- Livelihood Carbon Fund
- MENASA Asset Management
- NatWest Group plc
- NetWest (RBS SIPL)
- New Venture Fund
- Omidyar Network Fund, Inc
- Oxford South Asian Society
- Share & Care Foundation
- Silicon Valley Community Foundation
- Syngenta Foundation India
- The Ford Foundation
- Walmart Foundation
- Water.org
- Welthungerhilfe

RESEARCH AND OTHER AGENCIES

- Australian Centre for International Agricultural Research
- Individual Donations
- Institute for Financial Management and Research
- Masters and Scholars of the University of Cambridge
- The Regents of the University of California, San Diego
- The University of East Anglia

INDIAN

CORPUS DONOR

- ICICI Bank Limited
- IDBI Bank Limited
- IFCI Limited
- Individual Donors
- Jamsetji Tata Trust
- L & T Finance Ltd.
- Navajbai Ratan Tata Trust
- Sir Dorabji Tata Trust
- Sir Ratan Tata Trust

FOREIGN

CORPUS DONOR

- Every Good Thing, LLC
- HDFC Limited
- Individual Donors
- Interchurch Organisation for Development Co-operation
- NatWest Group
- Paul Hamlyn Foundation
- RBS Foundation
- Silicon Valley Community Foundation
- The Ford Foundation

iii. Governing Board Members



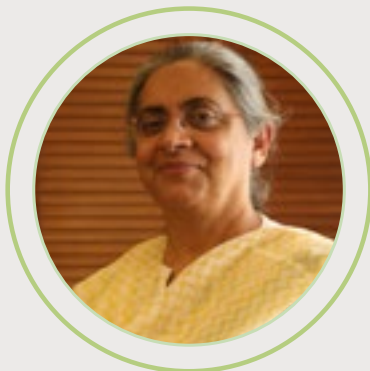
Mr. Biswajit Sen
Chairperson



Ms. Mirai Chatterjee
Vice Chairperson



Mr. Sanjay Upadhyay
Member



Dr. Rukmini Banerjee
Member



Mr. S. M. Vijayanand
Member



Ms. Bala Devi Ningthoujam
Staff Member



Mr. Alak Kumar Jana
Staff Member



Mr. Saroj Kr. Mahapatra
Ex-Officio Member Secretary
and Executive Director

iv. New Projects: April 2021 - March 2022

| S. No. | Project Name | Donor Agency | Project Period | Location |
|--------|--|--|----------------|-------------------------------|
| 1 | Ground Water Monitoring | Foundation for Ecological Security | 2021 | Rajasthan |
| 2 | COVID-19 prevention and control in Sirohi district of Rajasthan | Experian Credit Information Company of India Private Limited | 2021 | Rajasthan |
| 3 | India COVID-19 Relief | IN COVID-19 SUPPORT FZE LLC | 2021 | Across PRADAN |
| 4 | COVID-19 relief support in Bihar (Jeetenge Hum Dobaara) | A.T.E. Chandra Foundation | 2021 | Bihar |
| 5 | Jeetenge Hum Dobaara COVID-19 Prevention and response through CSOs in 4 districts of Jharkhand | UNICEF | 2021 | Jharkhand |
| 6 | Jeetenge Hum Dobaara (COVID-19 Wave II Response Project) | Dharampal Satyapal Limited | 2021 | Jharkhand |
| 7 | Intervention to fight against COVID-19 second wave | JAMIPOL Ltd | 2021 | Jharkhand |
| 8 | Support to tackle COVID-19 Second wave | Share & Care Foundation | 2021 | Jharkhand |
| 9 | Support to tackle COVID-19 Wave-2 | Azim Premji Foundation | 2021 | Jharkhand & West Bengal |
| 10 | Tackling the 2nd wave of COVID-19 pandemic in rural India | Bank of America Securities India Limited | 2021 | Madhya Pradesh & Chhattisgarh |
| 11 | Provide COVID-19 relief work with district administration in four blocks in Bihar State | Axis Bank Foundation | 2021 | Bihar |
| 12 | COVID-19 relief work in Bihar (Jeetenge Hum Dobaara) | RG Manudhane Foundation for Excellence | 2021 | Bihar |
| 13 | Donation - Unrestricted | Silicon Valley Community Foundation | 2021 | Across PRADAN |
| 14 | Revitalising the Rural Economy as a response to the COVID-19 Pandemic | Dharampal Satyapal Limited | 2021 to 2022 | Jharkhand |
| 15 | Implementing Holistic Rural Development Program HRDP Shikaripara | HDFC Bank Ltd | 2021 to 2022 | Jharkhand |

| S. No. | Project Name | Donor Agency | Project Period | Location |
|--------|---|---|----------------|--------------------------------|
| 16 | COVID-19 Hospital Project | Corteva Agriscience India Private Limited | 2021 to 2022 | Jharkhand |
| 17 | Bolstering Rural economy and Addressing COVID-19 Exigencies (BRACE) | British Asian Trust | 2021 to 2022 | Odisha, Jharkhand, West Bengal |
| 18 | ICRISAT + WF | ICRISAT | 2021 to 2022 | Jharkhand, Odisha, West Bengal |
| 19 | Rural women and Girls attaining access to digital technology by breaking the socio cultural barriers | Reliance Foundation | 2021 to 2022 | Bihar |
| 20 | Livelihood Support to Women and Returnee Migrant Labourers of Nayagram Block to cope with the COVID-19 Pandemic | Charities Aid Foundation of America | 2021 to 2022 | West Bengal |
| 21 | COVID-19 Response for Medical Emergencies of participating families | Heifer International | 2021 to 2022 | Odisha |
| 22 | Doubling Income of rural women in Kondagaon & Raigarh districts of Chhattisgarh | HDFC Bank Ltd | 2021 to 2022 | Chhattisgarh |
| 23 | Sustainable Intensification of Livelihood in the Bundelkhand Region of Madhya Pradesh | HDFC Bank Ltd | 2021 to 2022 | Chhattisgarh |
| 24 | Doubling income of women farmers in Bastar region | HDFC Bank Ltd | 2021 to 2022 | Chhattisgarh |
| 25 | Individual for Chhattisgarh Livelihood Pilot Projects | HNI Grant (Indian) | 2021 to 2022 | Chhattisgarh |
| 26 | Welfare Project | Azim Premji Foundation | 2021 to 2022 | Jharkhand, Odisha |
| 27 | Mango Grafting | Minor Irrigation, WB | 2021 to 2022 | West Bengal |
| 28 | PAHAL-Pathways for augmenting life in a holistic approach and women's Leadership | Indusind Bank Limited | 2021 to 2022 | Bihar |
| 29 | 100% Vaccination | Azim Premji Foundation | 2021 to 2022 | Jharkhand, Madhya Pradesh |
| 30 | 100% Vaccination | Azim Premji Foundation | 2021 to 2022 | Bihar |
| 31 | 100% Vaccination | Azim Premji Foundation | 2021 to 2022 | Odisha |
| 32 | 100% Vaccination | Azim Premji Foundation | 2021 to 2022 | Madhya Pradesh |
| 33 | Agriculture Production Clusters | Ford Foundation | 2021 to 2022 | Odisha |
| 34 | Individual Grant | Chhattisgarh Livelihood Pilot Projects | 2021 to 2022 | Jharkhand |

| S. No. | Project Name | Donor Agency | Project Period | Location |
|--------|--|-----------------------------------|----------------|---------------------------|
| 35 | Usharmukti Plus | BRLF | 2021 to 2023 | West Bengal |
| 36 | Organization Development | Fidelity International | 2021 to 2023 | PRADAN |
| 37 | Green Transformation Pathways | IKEA Foundation | 2021 to 2023 | Jharkhand, Madhya Pradesh |
| 38 | Comprehensive Livelihoods Adaptation Pathways (CLAP) | Azim Premji Foundation | 2021 to 2024 | Jharkhand, West Bengal |
| 39 | NatWest Forest in Mandla & Betul | NatWest Group | 2021 to 2024 | Madhya Pradesh |
| 40 | FLIGHT – Funding and Learning Initiative for Girls in Higher Education and Skills Training | UNWOMEN | 2021 to 2024 | Maharashtra |
| 41 | Evergreen in East | HUF | 2021 to 2024 | West Bengal |
| 42 | Expanding Usharmukti Horizon in West Bengal (CFP) | HUF, West Bengal | 2021 to 2024 | West Bengal |
| 43 | Carbon Sequestration | NatWest Foundation | 2021 to 2024 | Madhya Pradesh |
| 44 | Setting up of State Project Management Unit (SPMU) at Department of Rural Development (Panchayati Raj), Govt. of Jharkhand | Polaris Foundation | 2021 to 2024 | Jharkhand |
| 45 | BUILD Phase-II | The Ford Foundation | 2021 to 2025 | Odisha & Jharkhand |
| 46 | APC Project | DMF Sundargarh | 2021 to 2026 | Odisha |
| 47 | APC Project | DMF, Jharsuguda, Odisha | 2021 to 2026 | Odisha |
| 48 | APC Project | DMF, Keonjhar, Odisha | 2021 to 2026 | Odisha |
| 49 | Promotion of Comprehensive Livelihoods for Brining Transformational Change in Lives of People | Motivation for Excellence | 2021 to 2026 | Rajasthan |
| 50 | Esnuring Food Security of Vulnerable Communities of Rural India | Sri Mathuradas Bisanji Foundation | 2022 | Odisha & Madhya Pradesh |
| 51 | Women Empowerment through the strengthening of Women FPOs and Enterprise Promotion | Mahindra & Mahindra | 2022 | Madhya Pradesh & Bihar |
| 52 | Income Generation Schemes in Rural Areas | Wallace Flour Mills | 2022 to 2023 | Jharkhand |
| 53 | Farm to Plate | Marubeni India Private Limited | 2022 to 2023 | Jharkhand |
| 54 | Organizational Change Initiative for Evolution Learning & Nurturing (OCEAN) | BRLF | 2022 to 2023 | PRADAN |
| 55 | Agriculture Production Clusters | BRLF | 2022 to 2023 | Odisha |
| 56 | Holistic Rural Development Program, Jhallara (Udaipur) | HDFC Bank Ltd | 2022 to 2024 | Rajasthan |

| S. No. | Project Name | Donor Agency | Project Period | Location |
|--------|---|----------------------|----------------|-------------------------------|
| 57 | Focussed Rural Development Progam, Purulia, WB | HDFC Bank Ltd | 2022 to 2024 | West Bengal |
| 58 | FPC | NABARD, Odisha | 2022 to 2025 | Odisha |
| 59 | EOI for Integrated Farming in Tribal Areas of Odisha under Special Programmes | SPPIF | 2022 to 2025 | Odisha |
| 60 | Udyame | HDFC Bank Ltd | 2022 to 2025 | Jharkhand & Bihar |
| 61 | Holistic Rural Development Program, Sundarpahari, Godda | HDFC Bank Ltd | 2022 to 2025 | Jharkhand |
| 62 | Farm Rural Development Progam, Bankura, WB | HDFC Bank Ltd | 2022 to 2025 | West Bengal |
| 63 | Restoring Eco-System by Promoting Nature Sensitive Endeavor - RESPONSE | HCL | 2022 to 2025 | West Bengal |
| 64 | Doubling farmers income in Nagri block of Dhamtari | HDFC Bank Ltd | 2022 to 2025 | Chhattisgarh |
| 65 | Transforming Rural Poverty Pockets in Central-Eastern India | Axis Bank Foundation | 2022 to 2027 | Madhya Pradesh & Chhattisgarh |
| 66 | Setting up PMU for supporting Cluster Facilitation Project | Axis Bank Foundation | 2022 to 2027 | West Bengal |
| 67 | Integrated Tribal Development Programme - Thakurmunda | NABARD, Odisha | 2022 to 2028 | Odisha |



A look back

Founded in 1983, PRADAN has evolved over the past four decades as one of the prominent Indian NGOs working on poverty alleviation, having adopted a people-centric approach rather than taking a prescriptive route. To that end PRADAN undertook the strategy of placing high quality human resources in the villages, as facilitators of comprehensive change. Deep Joshi and Vijay Mahajan founded PRADAN with the belief that for the young people who have had the benefit of good education, there is nothing better to do than to attempt to solve the intractable problems of poverty and inequality in society. PRADAN emerged as a platform to cater to the needs of the bright young people who were interested in dedicating themselves to the cause of hastening social change.

PRADAN's work today touches 10 million people in 9,127 villages, across 40 poorest districts in seven states. In the villages, a variety of community institutions have come into existence, with the community ready to take charge of their own lives and livelihoods. PRADAN's work has created multi-level impacts.

Rural community level

Community mobilisation: PRADAN's most important contribution in the realm of rural poverty alleviation has been introduction of the women's Self Help Groups (SHGs). Women are the most deprived among the poorest sections of the population and thus need special focus. Organising into small collectives and facilitating them to start saving, access credit, and adopt improved means of livelihood opportunities, has become the spring board for the women to emerge out of poverty and move towards prosperity.

Enhanced access to finance for wellbeing and working capital: The ultra-poor communities PRADAN works with, lack reliable avenues of finance whether it be the development assistance from the State or credit finance from banks. PRADAN promoted SHGs overcome this challenge by first building their own financial corpus through micro-savings, and then mobilising additional capital from banks. During the financial year 2021-22, the SHGs reported net owned funds of Rs. 3,570 million, and Rs. 7,209 million credit

disbursed. The SHGs also through their federations build pressure on the local government for enabling access to state development funds.

Livelihood finance: In order to provide a substantial thrust to the family economy, a higher influx of capital investment becomes necessary to build livelihood assets and provide ongoing handholding and mentoring support around agriculture, micro-enterprises and market processes. Mobilization of finances for such livelihoods needs, from multiple sources, is an important task at this stage. For every Rupee spent on PRADAN staff, Rs. 4 or more are mobilized from different sources – state programs, donors, banks and community's own contribution - for investment in the villages. During 2021-22 financial year, a total investment of Rs. 6,602 million was mobilized on a base of about Rs. 776 million invested in PRADAN professionals.

Increase in incomes: Data from studies estimate that PRADAN's interventions help communities create additional net incomes worth ~Rs. 22.8 billion annually. A third party impact assessment by Deloitte, in 2021-22 revealed 149% increase in annual incomes from farm based agricultural interventions and increase in micro-nutrient intake from own farms. In comparison to 2020-21, the percentage of households in the lowest income bracket has been reduced from 19% to 11%, and the percentage of households in the income bracket of Rs. 100,001-300,000 has increased from 25% to 35%.

Reimagining Women's roles and position: PRADAN provides focus and prominence to centrality of women in its program interventions and ensures that the benefits that accrue from the programs in terms

of knowledge, assets and incomes reach the women in the households. This has created unprecedented positive externalities with the women having far enhanced say in household decision making, the girl child accessing better nutrition and education, and women becoming prominent in public life as well. A study by the UNWOMEN says 80% of the women, now disagree to accept gender-based discrimination in wage-payments in their areas of work. In many of the project locations women are actively participating in the local governance council elections and getting elected. This gives them an opportunity to better influence the flow of mainstream resources into programs and activities more in tune with the needs of the excluded communities.

Development sector level

Human Resource: Adhering to its vision of bringing in large number of bright young people into the development sector, since inception, PRADAN has given joining offers to over 5,000 eligible people for apprenticeship/ full time jobs, and provided training to nearly 3,000 professionals who took up the offers. PRADAN has institutionalised a year-long Development Apprenticeship program which is a systematic way to nurture and bring professionals into rural development. PRADAN has an intake of over 100 Development Apprentices in a year. About half graduate into roles within PRADAN as Development Executives. Even after leaving PRADAN, over 80% of our alumni are now found in positions of importance in organisations across the spectrum in rural development, including NGOs, CSR organisations, and government programs and institutions.

Prototypes: It will be no exaggeration to say that several of these models and prototypes in the livelihoods promotion area in India that have found place of prominence in government programming have been inspired by ideas piloted by PRADAN. Some examples of these prototypes that have been replicated at large scale across India include:

- The Self Help Groups that PRADAN pioneered way back in 1987, in the northern states in India is now a universal approach to community mobilisation across organisations in India. The flagship program of the Government of India on self-employment, the National Rural Livelihoods Mission has adopted organisation of rural poor women into SHGs as their mission approach. There are about 67 million women in 6 million SHGs as per a World Bank report of April 2020.
- PRADAN's experience with reinvigorating natural-resource based livelihoods with a comprehensive natural resource management perspective became one of the contributing factors for sustainable livelihoods under Mahatma Gandhi National Rural Employment Guarantee Schemes and other State government watershed development programs. Large programs of State Governments based on models of natural resource management are –Usharmukti (a program to rejuvenate seven decaying rivers) in West Bengal, and High Impact Mega Watershed Project in Chhattisgarh. PRADAN's innovation of promoting small-holder farming in micro-production arrangements, called Agriculture Promotion Clusters (APC), has been adopted by the Department of Agriculture and Farmers' Empowerment, Govt of Odisha, in partnership with other state departments. The APC approach is now been adopted by the Chhattisgarh government also.

PRADAN also has worked to promote sub-sector value chains in order to support a large number of small holders engaged in the same livelihood source. The value chains to develop are identified on the basis of its potential to benefit rural poor women socially and economically. Two sub-sectors developed by PRADAN are:

- **Small-holder Broiler Poultry:** This program adapts industrial poultry for a small woman farmer in a remote village. It does this by organising women into collectives, creating systems and processes for them to attain industry competitive production and scale efficiencies. The enterprise gives the woman

farmer an income for her labour while giving her the dignity and negotiation power of an owner. PRADAN has promoted the Small Holder Poultry Development Trust (NSPDT) as a sector development organization that now is engaged in providing various services to the cooperatives and also mobilizing resources and technology for expanding the sector. With 14,000 women producers who are members of the 27 producer organizations in Madhya Pradesh, Jharkhand, Maharashtra, and Assam, the Trust recorded sales turnover of Rs. 6 billion during 2021-22.

- **Tasar Sericulture:** Tasar sericulture is a natural occupation of hundreds of thousands of tribal families in the forest-fringe villages of central India. Over the past 30 years we have revived Tasar sericulture and helped it emerge as a profitable income generation option for these indigenous people. In 2013, PRADAN promoted Tasar Development Foundation (TDF) to support the growth of the Tasar sub-sector. More than 11,000 households are now engaged in Tasar sericulture. The income generated from silkworm rearing approximated Rs. 188 million during the financial year 2021-22.

Partnerships

A consistent track-record of efficient project implementation, coupled with the experience of innovating new avenues and approaches of development makes PRADAN the 'go-to partner' for the Central Government, the State Governments, and other CSOs, for addressing rural poverty and related development issues on scale. In 2013, PRADAN became the National Support Organization (NSO) to the Government of India as a knowledge and capacity building partner for the National Rural Livelihoods Mission. PRADAN has also been implementation and capacity-building partner in many multi-stakeholder partnership programs where the State agencies recognise PRADAN as the lead NGO.

PRADAN's thematic partnerships with Jagori, 'We, The People', Gram Vikas, Anode Governance Lab, Public Health Resource Society and several others have enabled PRADAN to integrate issues related to gender, governance, nutrition, water, sanitation and hygiene to enrich and expand the depth of work on the ground. Many donors and philanthropies are partners of PRADAN, which includes the Bill and Melinda Gates Foundation, the IKEA Foundation, Ford Foundation, Bank of America, Azim Premji Philanthropic Initiatives, and many other donors and CSR organisations in India.

There have been several coalitions that PRADAN has initiated or has been an integral part of. These can be seen in two levels – regional and national. Regional Coalitions such as VikasBazar.Net in Jharkhand, Koraput consortium in Odisha, SRI Manch in Chhattisgarh have enabled farm-based and market-led livelihoods promotion. National coalition with Sa-Dhan promotes community development finance and that with Revitalising Rainfed Agriculture (RRA) Network focuses on issues affecting farmers practicing rainfed agriculture. We are also members of different CSO forums such as Rapid Rural Community Response (RCRC), Jharkhand CSO forum, National Coalition of Natural Farming, etc., that gives the members a platform to share their experiences and learnings from their projects and programs.

PRADAN collaborated with Ambedkar University Delhi in 2012 to launch the praxis-based M.Phil. program in development practice in order to build an academic discipline around transformative social change practice. PRADAN has partnered with the Azim Premji University on a program to sharpen development perspectives of mid-career professionals. PRADAN has also collaborated with the Australian Centre for International Agricultural Research and London School of Economics for research projects on agricultural practices and gender dynamics. There are ongoing partnerships with universities like Stanford, MIT, Cornell, Delhi School of Economics, University of Namur (Belgium), etc.

Awards

In 2006, PRADAN became the first NGO to be awarded the NGO of the Year recognition by Nand and Jeet Khemka Foundation and Resource Alliance Group. PRADAN's co-founder Deep Joshi was awarded the Ramon Magsaysay Award in 2009 for his contribution in bringing professionalism to the development sector. The following year he was awarded with the Padma Shree (the fourth highest civilian award) by the Government of India. The same year PRADAN received the Rozgar Jagrookta Puraskar from Government for its work on MGNREGA. It was ranked No. 1 in the NGO category in the Great Places to Work survey. In 2013 PRADAN was awarded the Microfinance India Award for its work on SHGs, by Access Development Services and HSBC. In 2016, PRADAN received the TIMES Social Impact Award for Livelihoods Promotion. In 2017 we received the Spirit of Humanity Award. In 2018, we received the Business Standard Best NGO Award. In 2021 we received the CSR Impact Award under environment category, and, also the Water. Org & Sa-Dhan Awards 2021, for excellence in water and sanitation financing in 2021. In 2022, the HCL Grant 2022 was conferred on PRADAN under the environment category.



From the Executive Director's Desk

The economy which had begun to open up by January 2021 was again impacted by the second surge of the COVID-19 pandemic in April-May 2021 and a third wave in January 2022. Lives and livelihoods were severely impacted. Although a complete lockdown was not declared by the Government of India, there was uncertainty about economic activities with many sectors remaining affected by restricted mobility or curtailed production. Medium, small and micro enterprises, the largest employers in the informal sector, were significantly impacted. During the second wave of the pandemic, the incidence of disease loomed close to our communities, with many of our staff members also

contracting the infection. Health services were stretched to their limits in metro cities and smaller towns. Being located in some of India's remotest pockets, we had first-hand knowledge of how bad the situation was in terms of health facilities, and awareness levels of the communities about safeguards against the rapidly spreading infection. Medicines, hospital beds, oxygen, and awareness on getting vaccinated, all required additional support from Non-Governmental organizations (NGOs) like ours. **We worked in close collaboration with the district administration and NGO partners to reach out to all our community members with essential aids and awareness drives.** Collaboration has always been central to PRADAN's outreach initiatives. The response to the COVID-19 crisis reiterated our faith in the 'collaborative approach' for development work. Even the **union and the state governments, in several forums, acknowledged the collaborative role played by several NGOs in providing support at the last mile at the time of this unprecedented crisis.**

Besides the unprecedented national and global health emergency, the pandemic continued to create economic difficulties for a majority of the rural poor. The massive setback the Indian economy received during 2020-21 resulted in weakened prices of kharif crops and loss of jobs for migrant laborers in urban areas, besides other debilitating effects on the rural economy.

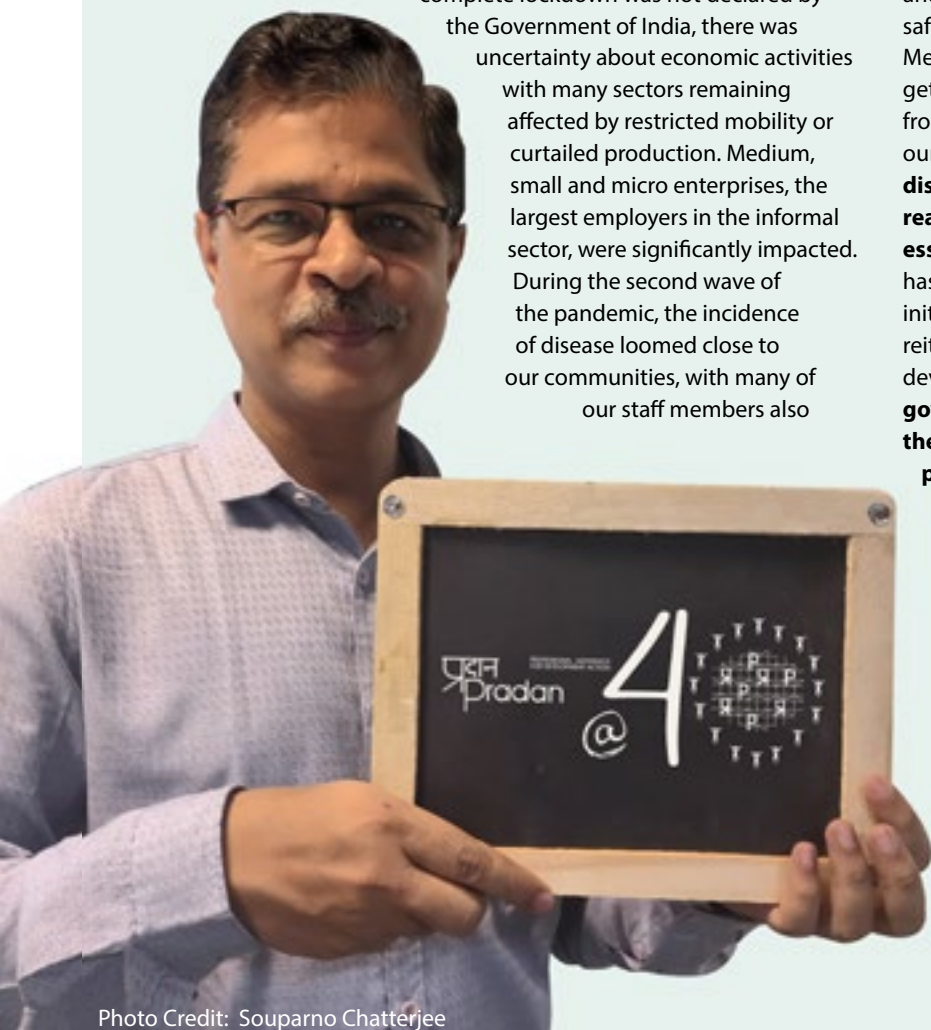



Photo Credit: Souparno Chatterjee

We continued to focus our efforts on revitalizing the rural economy in partnership with the local administration, various government departments, our donor partners and community members. We strengthened our efforts to infuse cash in the hands of households through an integrated approach of promoting farming of high-value crops and kitchen gardens, and facilitating initiation of wage income works under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), communities' access to various scheme entitlements, and generation of private asset creation activities on scale such as horticulture, Tasar sericulture, farm forestry, lift irrigation, farm ponds creation, and small ruminants / livestock rearing. We also helped link young women and men to skilling and employment opportunities as well as enterprise opportunities in the allied and non-farm sectors. Significant resources were mobilized particularly from MGNREGS and National Rural Livelihoods Mission (NRLM) which further contributed to building the resilience of the local economy.

Our Commitment to a collaborative approach for development has resulted in burgeoning partnerships – existing and new - with various government departments, private philanthropies, and Corporate Social Responsibility (CSR) initiatives, and Civil Society Organizations (CSOs). We work in partnership with the Department of Rural Development, Panchayati Raj, Agriculture, and Horticulture at the state level in Odisha, Chhattisgarh, West Bengal, Madhya Pradesh, Jharkhand, and Bihar. CSO collaborations are being formed in Odisha, Madhya Pradesh, West Bengal, and Rajasthan, building on our efforts in Jharkhand and Chhattisgarh where similar coalitions have already been formed in the past. New strategic relationships with philanthropies such as the Asia Pacific Fidelity Foundation were also built for organizational renewal and perspective building. PRADAN was one of the few organizations in India to receive untied grant support from the Silicon Valley Community Foundation. Our efforts on direct engagement with communities received a fresh impetus with seven new teams being initiated in Bundelkhand, Chhattisgarh, Bihar, and Rajasthan.



“ We worked in close collaboration with the district administration and NGO partners to reach out to all our community members with necessary aids and awareness drives. ”

We worked with 1,947,979 total outreach in eight states through partnership engagement, across 79 districts, 408 Community Development (CD) blocks, touching approximately 9.7 million individuals. On the other hand, our direct-action teams, spread across 40 districts, 115 CD blocks in seven states, engaged with 963,324 smallholder farmer households, impacting almost 5 million individuals.

This year, PRADAN enters its 40th year of its operations. We continued with our tradition of rotational leadership with Mr. Narendranath Damodaran (Naren) demitting the office of Executive Director after completion of his five-year term in March 2022. I am deeply honored to have been chosen as the Executive Director for the next five-year term by my colleagues and the Governing Board. Even as the country seeks to contribute effectively to the achievement of the global Sustainable Development Goals (SDGs), and there are growing aspirations of a better life and means of livelihoods among various sections of the society, PRADAN is well placed to grow its influence in the development sector and help impact the lives of a larger population of the rural poor and marginalized. Even as we go into print, we have completed an organizational renewal exercise with the help of McKinsey



& Co. The new Management Unit has identified key areas of organizational focus as we move to realize our aspiration of transforming the lives of 50 million rural people in poverty regions of the country by 2027. Strategic interventions to realize this ambition will include:

- A systems-change approach by leveraging partnerships and multistakeholder orchestration;
- Developing sustainable models of comprehensive livelihoods (broad components being economy, food and nutrition security, ecology, gender, inclusion of ultra-poor, and vulnerable communities);
- Organization restructure to unlock growth by empowering talent;
- Research and evidence building for monitoring, reporting, and learning; and
- Use of technology across impact journey to improve process management and impact on scale.

Besides the strong base of social capital and a deep understanding of the grassroots needs and challenges that we have developed over time, we are very fortunate to have had long standing support from many corporates, foundations, and other donor partners to invest both in our engagement with communities and in our organizational development efforts. As we embark on our next phase of the development journey, I would like to thank all our government, corporate, foundation, civil society, knowledge and academia and media partners for their unstinting support over the years, and invite them to be our co-travelers going forward too.

Saroj Kumar Mahapatra
Executive Director



PRADAN's Response to the Second Wave of the Pandemic

2

Story 1

Tab We Must

Anupam & Shuvajit Chakraborty, Chakai, Bihar

SARS-CoV-2, a virus, has become a milestone in human history. It has robbed people of their peace of mind and freedom of movement. In rural India, even home isolation could not ensure enough safety for the inhabitants since most huts are devoid of proper ventilation and room to allow physical distancing. Infection was spreading in these pockets faster than in urban centers. Getting every person vaccinated had become extremely crucial. Far flung villages of Chakai block in southern Bihar were no exception.

To help the Health Department, Referral (Government) hospital of Chakai, PRADAN staff, along with the frontline workers, started going all out to propel the vaccination drive, including registration. But convincing people in the villages of Chakai proved to be more difficult than anyone had thought it would be. Most villagers were extremely doubtful about whether to get the vaccines in the first place. In fact, they were afraid of doing so.

The Fear

So, what's the fear all about? Simply put, death or infertility. Within a period of one-and-a-half months, there were some incidences of death after taking the vaccine shots. Some of these cases had fever, a few others had diarrhea when the shots were administered. Soon after taking the vaccines, they died. The mystery behind their deaths could not be solved and the obvious reason therefore was the vaccine shots. Some of the respected folks in the village community professed the following: "One would die anyway due to the virus. There's still a possibility to survive if you take safeguards. But what's the use of injecting poison in your body and inviting death?"

For another section of the community, vaccination seemed to be a means to control birth! For them it was a deliberate attempt by the administration to make them infertile to stop reproduction. Vaccination against COVID-19 was just a pretext.

Murmurs, discussions, lectures, diktats – opinion against the vaccine was becoming definite and firm. In the villages, on the one hand, people were falling sick with symptoms clearly indicating COVID-19 but no one was willing to undergo tests. On the other, the vaccine was a strict no-no, especially for people in the 18 to 45 years age group.

Jeevan Marshal Members Stepped In

Understanding the gravity of the situation and the necessity for immunization, members of the federation, Jeevan Marshal Mahila Sangh of Chakai, came forward and decided to reach out to every household of the block. Since its inception in 2012, the federation has undertaken several awareness generation programs – on issues of domestic violence, illegal sale of country liquor, deferred payments of MGNREGS work, on voting in elections, etc. Jeevan Marshal federation members have always borne the torch and made people aware about their rights and duties. This time things were taken up on a war footing.

Keeping people safe from the deadly virus and convincing a totally unwilling population to get vaccinated seemed like a mission quite impossible to accomplish. Staff members of PRADAN and the Public Health Centers joined the Jeevan Marshal rallies. Vans equipped with banners and loudspeakers were deployed to spread best practices to safeguard against COVID-19. The Medical Officer in-Charge (MOIC) and Block Community Mobilizer (BCM) along with federation members gave a green signal to three vans hired from Chakai block town, with financial support from ATE Chandra Foundation.

The lanes of every village started resonating the messages, loud and clear. The women knocked on each and every door to talk to the villagers. Not only that, but they also volunteered to set an example for the people, by getting their shots first. "If we didn't die, why will you?"; they questioned.

Let the numbers grow

The challenge was tough. While the process began in May 2021, until June 10th, 2021, only 200 people had actually registered themselves for vaccination and got their shots.

However, with more and more examples of successful vaccination, the women of Jeevan Marshal federation were convinced that they would be able to turn the wheels from 200 to 2,000, 5,000, 7,000, and ultimately almost all the 12,000 inhabitants of the Chakai villages.

The second wave of COVID-19 hit the country very hard and forced the government to impose strict restrictions at state and regional levels to control the spread of the virus. The situation was compounded in rural areas by limited healthcare facilities, high morbidity, unavailability of vaccines, people's resistance to getting vaccinated, and hand-to-mouth existence of the ultra-poor and vulnerable families due to depleted reserves at the household level. The administrations at the district and block levels

were not fully prepared to address the situation especially with the rapid spread of cases in villages. There was widespread shortage of hospital beds as well as lack of sufficient oxygen availability and intermittent medicine shortages which added to the woes. Upgrading health infrastructure and ensuring oxygen availability thus became the priority. Once the availability of vaccines was ensured midyear, the next challenge was to educate communities on the need to take the shots, and to remove misconceptions.



PRADAN, working with women's collectives, the local administration and line departments identified local area challenges and the support required at different levels to combat the spread of the pandemic. We reached out to different funding agencies with the proposed response plan. Many of our existing and new partners came forward in support. We are grateful to the Bank of America, ATE Chandra Foundation, Axis Bank Foundation, CORTEVA Agriscience, Michael and Susan Dell Foundation, Share and Care, Experian LLC, Dharampal Satyapal Group, UN Women, Azim Premji Foundation, Crypto Relief Foundation, RG Manudhane Foundation for Excellence, Heifer International, JAMIPOL Ltd., GiveIndia, British Asian Trust and many individual donors for their support. Other agencies such as PRATHAM supplemented the response with support of Piramal Swasthya Management and Research Institute to provide oxygen concentrators to the district hospitals, Community Health Centers (CHCs) and Primary Health Centers (PHCs).

The activities were executed at two levels. Awareness drives were undertaken with key messages being broadcast in around 100 blocks of 32 districts reaching around 550,000 families. Direct support activities such as distribution of ration kits, medical kits, medical equipment, etc., were undertaken with around 150,000 families in around 26 districts of 54 blocks in seven states.

Awareness generation

The need for awareness creation was critical because of the rapid spread of the disease. We supported the efforts of the administration in remote rural areas to spread the right message about the infection and suggested precautionary measures. We were able to reach around 4,000 villages of 100 blocks in 32 districts of seven states of our working area. The tools used for spreading the messages were announcement vehicles, LCD displays on mobile vehicles, wall-paintings, flex and hoardings installation at key public places, etc. Besides, volunteers addressed specific concerns about vaccines and vaccination, while maintaining COVID-19 protocols. The efforts helped in increasing the awareness levels about the disease, which led to communities adopting COVID-19 appropriate behavior and checking the spread of the pandemic in these blocks. Around 180,000 families were facilitated to take the first dose of vaccine and around 80,000 families took both doses.

Setting up community help desks and 'COVID-19 Dekh-bhal Kendras'

Hospitals and the available medical staff were unable to attend to the number of patients coming for treatment of COVID-19 symptoms. People with suspected COVID-19 symptoms were struggling for guidance and minimum support in the villages. Misinformation and spread of rumors were discouraging villagers from visiting hospitals or even CHCs. Given the situation, it was decided to set up community help desks with trained volunteers at the village level. These volunteers visited different villages to generate awareness about the importance of vaccines and achieve maximum vaccination by removing doubts from people's minds. Each volunteer was provided with a thermometer and an Oximeter. They visited people with COVID-19 symptoms, and advised them to take medicines and/or get hospitalized in severe cases, as per COVID-19 protocols. These initiatives helped in achieving maximum vaccination and supporting people who were in critical phases. Eighteen COVID-19 *Dekh-bhal Kendras* were established (mostly in Jharkhand) to help patients isolate and receive medical support.

Attending to the vulnerable

PRADAN, in collaboration with the panchayats, arrived at a list of the vulnerable families – families that were dependent on labor, elderly people, the destitute, COVID-19 impacted families, etc. Essential items were distributed through panchayats and volunteers to the identified people. Around **35,000 families were provided with dry ration kits.**

Protection of our community cadres

The pandemic infused a sense of fear, confusion, and panic among the communities. Community cadres and volunteers (in addition to all the departmental frontline staff) stepped in bravely and selflessly to assist vulnerable sections of the community, correct misinformation and address rumors, and support frontline health workers. While they adopted safety measures such as sanitization and use of masks, they were clearly at a high risk of exposure to infection. Most of the **4,000 volunteers** engaged in these



Photo Credit: Souparno Chatterjee

activities **were given training** on safety measures and protocols; around **900 were covered under insurance schemes** since they were not insured beforehand. All volunteers were provided with safety kits such as personal protective equipment , N95 masks, etc.

Availing social entitlements

Due to limited resources and dependency on rain-fed agriculture, people in these regions were mostly dependent on labor-based work under MGNREGS and Non-Timber Forest Products (NTFP) collection. The vulnerability of ultra-poor and landless households was very high during this period. We supported **1,553 such vulnerable families in availing their entitlements through schemes such as National Food Security Assistance (NFSA), National Social Assistance Program (NSAP),**

Prime Minister Matritya Vandana Yojana (PMMVY) and MGNREGS. In areas where work was not available under MGNREGS in the panchayat, necessary documents were submitted through Self-Help Group (SHG) volunteers. Engagement around expediting the application process, the sanction process, and creation of individual household assets under MGNREGS, at village level, was facilitated.

Support in agriculture

Immediately after the lockdown, there was a huge challenge in accessing inputs such as seeds (for millets, pulses, and vegetables), fertilizers and pesticides during kharif season. **Around 68,000 families were provided with either cash subsidy or input support** in the form of nutrition garden preparation kits so that families could resume their nutritious food intake.

Collaborating with block and district administration

PRADAN teams were in direct touch with the state, district and block administrations and regularly updated the officials on the interventions carried out, through WhatsApp messaging and physical meetings. Our teams also participated in the meetings on strategy formulation, planning and rolling out activities. Working with the government led to a more effective and efficient COVID-19 response. It also helped us to strengthen our relationships and build mutual trust with different government institutions.

Reaching Out to more Rural Households



A. Enhancing Outreach

During the year 2021-22, we impacted 1,947,979 households through direct interventions and partnerships. In terms of our direct-action outreach, we had planned to reach more than 1 million households through our on-field teams –a 13% growth in our outreach. Despite the COVID-19 challenges on the ground, we achieved an 8% growth in our outreach. Seven new districts and seven new blocks have been added to our direct-action plans during this period. A large percentage (65%) of the outreach comprises the most vulnerable sections of *adivasis* and *dalit* communities.

Table 1: Direct Outreach

| Headings | Mar. 2021 | Mar. 2022 |
|------------------|-----------|-----------|
| Revenue Villages | 8,605 | 9,127 |
| C.D. Blocks | 103 | 115 |
| Districts | 33 | 40 |
| Households | 889,472 | 963,324 |

We had articulated the following key engagement areas for the year 2021-22

- Strengthening SHG collectives such as Village Organizations (VOs) and Cluster Level Federations (CLFs);
- Piloting of a comprehensive livelihoods approach, and standardizing it for wider adoption;
- Livelihoods intensification with asset creation and promotion of Farmer Producer Organizations (FPOs) for agriculture, horticulture and livestock to ensure better end-to-end services;
- Developing Panchayati Raj Institution (PRI)-Community-Based Organization (CBO) collaboration, strengthening the local governance system to enable large-scale systems change;
- Strengthening engagement on gender, nutrition, forest and land rights; and
- Large-scale outreach and impact through partnership with government departments and CSOs.

Story 2

The Inner Strength – Siyabati

Late Pandit Arjun Jadhav, Paraswada, Madhya Pradesh

The local quack pulled up Fulchand's right eyelid and stared at it for a few seconds. There was no sign of life. The quack swung his head in negation and silently left the hut. Siyabati's vision blurred. That a day would come in her life when the hands she depended upon blindly will no longer be there for her was something that Siyabati had never imagined. Things changed quite fast and overnight, Siyabati found her role changing from a that of a homemaker to that of head of a family of seven.

Siyabati Marskole had never attended school. As a child, she used to run errands of her parents and would gleefully participate in some regular agriculture tasks. After marriage with Fulchand, Siyabati completely focused on her family and the farm at Amoli village in Paraswada block of Madhya Pradesh. Never did Siyabati think of attending the panchayat meetings or of going to the district headquarter to place a demand for an entitlement or of raising her voice against injustice. And why would she? Fulchand was there to take care of everything!

Fulchand was a schoolteacher. Along with his death, a monthly income of Rs. 15,000 dried up. The family owned 2 hectare (ha) of agriculture land. Fulchand never grew anything on it apart from paddy which produced an income of only Rs. 40-45,000, annually. It meant that now Siyabati had only about Rs. 3,500 per month to meet all the expenses of her family. She started borrowing money from anyone and everyone in the village.

The money lenders would ask Siyabati about how she would return the loan considering she had not cleared previous loans but she would promise to return in next month and beg for the new loan.

Two years after Fulchand's death, his brother Gopal was killed in a local feud. his wife Sattobai, all alone in the world, became an additional member of Siyabati's household.

In early 2010, a couple of PRADAN staff came to Amoli and discussed the need to form SHGs. Ma Lakshmi SHG was formed, and Siyabati joined the group. Poverty, discrimination, and humiliation were common areas of despair that enhanced the bond between each group member.

"I did not know where Balaghat district town was located until I joined this group. But, over the last 10 years, I have been to the district headquarter and very many other locations countless times – not for myself but to meet administrative authorities to voice the grievances of our group members. On more than one occasion, I had led a whole group of women to the Police Station to register



complaints about gender-based violence involving women of Amoli or some of the nearby villages. The Siyabati who had hardly stepped out of her courtyard is meeting police officers and demanding justice, This was something that would leave me baffled at times when I would recollect the day's events at night."

Each time an insult was hurled at a woman in the village, Siyabati would protest. Siyabati was one of the most ardent listeners in the gender training sessions. Her life had taught her that no woman was any less than a man. She was convinced that desperate attempts to curb women's space should be dealt with firmly. As a member of a local theatre group that spreads awareness on discriminatory practices, she staged thought-provoking skits on issues such as panchayat elections, violence against women, various entitlements, and so forth. Siyabati would play the role of a man in most of these skits leaving the audience amused!

Siyabati's involvement in public life grew over time. Be it voicing demands in the village level meetings or working as a Governing Board member of the SHG

federation, Siyabati became the main face of the community's women.

Siyabati reached a stage where every Amoli woman started looking up to her as their messiah! She stood for the Farmers' Society's election for the post of Vice Chairman in 2017. Members of the opposition camp, not being able to tolerate the rise of a woman, planned to kidnap her. But with help from her close aides, Siyabati escaped the trap and gained an edge in the election to become the Vice Chairman.

Siyabati says that any woman can do anything and everything, just like a man. If women come out of their shells and fight for their existence, the world would become a better place for them. "Look at me. Could the people who used to lend me money a decade back ever imagine that someday I would become the Vice President of the society? But I believed in my inner strength."

And it's not Siyabati Marskole alone. Under the abled guidance of PRADAN teams, women from 5,500 SHGs are being trained regularly on gender equality perspectives to help the rural society evolve as a more humane and just space for all community members.

This story is a tribute to Late Pandit Arjun Jadhav, our beloved colleague and a visionary, whom we lost in April 2021.

PRADAN has been facilitating women from marginalized communities to form SHGs since 1987. We continued our journey towards establishing and nurturing these community-based units of transformation in all 9,000 villages we are working in. Also, we have been the on-ground implementation partner of State Rural Livelihoods Missions (SRLMs) for forming and nurturing VOs and CLFs which are the secondary and tertiary collective of these women. With the maturity of the three-tier community collectives, SRLMs are now directly engaging with and supporting these collectives on aspects of

institution building and financial intermediation, as well as capital infusion and bank linkages. PRADAN supported the SHGs and their tier organizations on various development programs such as livelihood intensification, gender consciousness, nutrition and health, water and sanitation, grassroots governance, access to various kinds of rights and entitlements. SHG collectives are gradually emerging as social infrastructure being promoted by the state with which various agencies – CSOs, public systems and market actors – are collaborating on several issues of common interest.

Table 2: Social Mobilization (direct outreach)

| Headings | Mar. 2021 | Mar. 2022 |
|---|-----------|-----------|
| Total Number of SHGs | 74,956 | 79,367 |
| Number of members | 889,472 | 963,324 |
| No. of Village Organizations | 4982 | 5236 |
| No. of Cluster Level Federations | 122 | 128 |
| No. of Block Level Federations | 48 | 49 |



C. Technical Support to NRLM on Model CLF Program

PRADAN provided technical support to Deendayal Antyodaya Yojana – (DAY)-NRLM on strengthening CLFs. As on date, there are close to 32,000 such CLFs across the country and 1,000 CLFs are proposed to be built as Model CLFs under the National Rural Economic Transformation Project (NRETP) (600 Model CLFs) and NRLM (400 Model CLFs). In NRETP states (Assam, Gujarat, Karnataka, Maharashtra, Odisha, Rajasthan, Tamil Nadu, West Bengal, Bihar, Jharkhand, Chhattisgarh, Madhya Pradesh and Uttar Pradesh), a handful of CLFs – 50 to 100 -- have been identified by the SRLMs to be nurtured as Model CLFs as demonstration and learning ground, with financial support under the World Bank-supported NRETP. PRADAN is involved in an initiative supported by the Bill & Melinda Gates Foundation (BMGF), to provide technical support to National Mission Management Unit (NMMU) and SRLMs on the Model CLF program as well as build 10 such CLFs in each of the five states (Bihar, Jharkhand, Chhattisgarh, Madhya Pradesh, Uttar Pradesh) as outlier CLFs. The work is of strategic significance as the learnings can impact the rollout across 1,000 and, eventually 32,000 CLFs. As part of this initiative, two senior PRADAN professionals are placed in each of the states to support the SRLM and build 10 CLFs per state as Model CLFs. Additionally, at the NMMU level, a three-member embedded team consisting of PRADAN staff is also a part of this initiative. This set-up is working in close association with NMMU to develop a prototype that is bottom-up and member-responsive. In FY 2021-22, the team has worked on several aspects such as the visioning module, financial management training, Community Managed Training Centre advisory, training of CLF staff, CLF-level digital accounting system, improving governance of the financial intermediation function at the CLF level and integration of livelihoods enhancement within the functioning of the CLFs.

D. Building CLFs as Gender-responsive Organizations

After decades of working with women collectives, we have realized that working with these collectives may not necessarily lead to a reduction in gender-based discrimination, exclusion and subjugation at the family level and also society at large. To address these issues, some focused interventions would be required for which the Gender Equality Program was designed and executed. We took up a systematic pilot from 2011 to 2015 to work on gender equality. NRLM, instituted in 2011, and having arrived at the same realization, has commissioned a four-state pilot to build women's collectives as gender-responsive organizations. In each state, a CSO is involved in taking forward the initiative in partnership with the SRLM. PRADAN is partnering with the Jharkhand State Livelihoods Promotion Society (JSLPS) since June 2019 on this front. Interventions include development of processes to trigger gender consciousness, bottom-up processes of visioning, strengthening of institutional forums to respond to gender-based violence and entitlement access issues, and integration of a gender perspective in livelihood promotion activities. System and process interventions have also been designed to integrate gender indicators in management information system (MIS), refreshing the gender operational strategy document, and development of a gender core group within JSLPS. After a pilot with six CLFs in two blocks in two districts, the learnings are now being scaled up by JSLPS and supported by PRADAN, to 300 CLFs spread across 24 districts and 104 blocks. A memorandum of understanding for scaling up has also been signed with JSLPS.

PRADAN's experience of integrating gender in this program in a systematic manner has been one of tremendous learning, reflection, and action. We are now working to foreground this agenda in various community and stakeholder forums PRADAN

professionals are engaged with, across our work geographies. In the Central Tribal Region where PRADAN works, rural women's lives and livelihoods are impacted by risk and vulnerability in the rural economy, diminishing ecologically resources and gender inequality; these are influenced by the local cultural context. We have strategized our interventions in addressing gender gaps based on these differences in sociocultural contexts.

Overall interventions made on gender integration can be captured under the following heads:

1. Gender consciousness building

To broaden the pool of gender change agents in villages, 176 centralized Gender Learning Camps were organized covering 6,874 women leaders and gender cadres. In continuation of the gender sensitization training drives (many SHGs have already received trainings in the past), 3,727 SHGs participated in the program through various modular training sessions this year.

2. Building gender-responsive institutions

Across DCs, efforts are being made to provide handholding support to integrate the gender lens in SHG federations. To streamline this, a cadre of 338 dedicated gender trainers have been groomed and a system of handholding support is being created to roll out the gender interventions in NRLM promoted women's collectives' structures. A webinar on 'Gender Integration Strategy of NRLM' was organized to align the efforts of all the gender thematic anchors with the NRLM gender action plan. A pilot on Gender-responsive Panchayats is being initiated in 10 Gram Panchayats (GPs) to develop a roadmap around gender integration in panchayat institutional and leadership development framework.

3. Gender integration in livelihoods:

We revisited our livelihood training curriculums and incorporated gender analytical tools in them to highlight the issues related with women's identity as

farmers, gendered work division, decision-making, etc. Such focused efforts are slowly helping SHGs to support women and girls in breaking the stereotypes in livelihood choices. Last year, 659,309 women and girls were reportedly taking up new economic and civic roles. Building women's competency and breaking barriers for women's participation in various value-chain development roles has created a momentum and broadened women's visibility in the rural economic sphere; however, we are yet to carve out strategies for large-scale impact over control and access over resources.

4. Promoting mechanism for gender-specific interventions:

a. Women's land rights: In South Odisha Development Cluster, intensive efforts have been made to advance women's land rights in general and in forest rights in particular. So far, our teams can support 2,661 women in submitting applications for joint land title and of that 781 women could receive the land tenure title; and

b. in 14 CLFs, women support centers or *Nari Adalats* are being promoted and, last year, they received 204 cases of which 174 cases have been addressed. An online workshop on *Nari Adalats* was organized for cross-learning and revisiting our strategies to make them more responsive to the survivors' needs.

5. Collaborative efforts for building a network of gender expert organization system:

In our quest to make PRADAN a gender-responsive organization, both inside and outside, we have worked in partnership with organizations such as JAGORI, UN Women, ANANDI, NAWO, MARG, and networks like MAKAAAM, and Ekal Nari Sangthan, and Working Group for Women and Land Ownership. Most of these partnerships are still active, formally or informally, to further intensify our work with women's collectives.

Livelihood Interventions



4

The significance of livelihood interventions has increased during the current economic distress. PRADAN had articulated three different approaches to livelihoods enhancement during this year:

- A community-led extensive approach (pursuing livelihood interventions through trained cadres and community-institution leaders). In this approach of productivity enhancement building upon area-specific or contextualized agriculture and livestock-based prototypes were focused upon.
- An intensive market-oriented approach of high-value crops accompanied by collectivization of farmers into FPOs; and
- A comprehensive livelihoods approach hinging on the five pillars of ecology, gender, inclusion of vulnerable, nutrition and income enhancement.

As on March 31, 2022: Outreach vs. Livelihoods Direct Action Trend

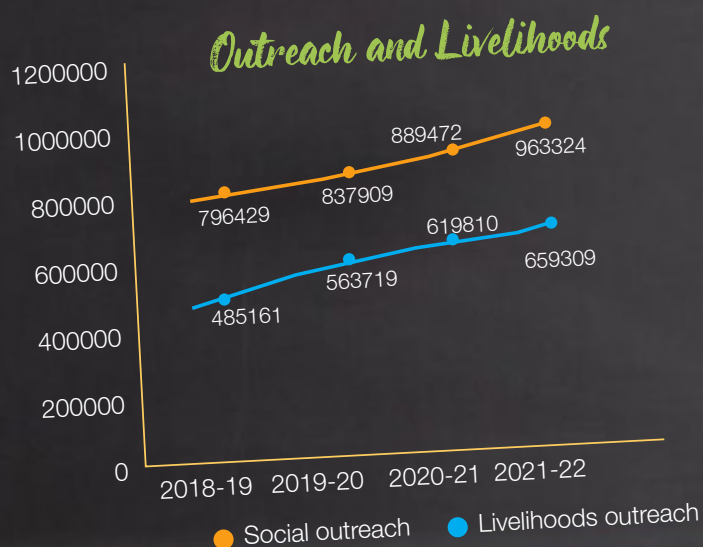


Table 3: Outreach vs. Livelihoods Direct Action Trend

| Outreach of all livelihood interventions | Mar. 2021 | | Mar. 2022 |
|--|-----------|--|-----------|
| Number of Women (without overlap) in Livelihoods | 619,810 | | 659,309 |
| Agriculture and Horticulture Activities | 601,845 | | 625,250 |
| Enterprises | 21,087 | | 25,286 |
| Livestock Rearing | 232,573 | | 232,175 |



Photo Credit: Rahman Ansari

Story 3

When Life Gives You Lemons, Make Lemonade

Rashmiranī Bhoi, Karanjia, Madhya Pradesh

Rashmi got married when she was barely 17. There was a lot of excitement among her family members, in-laws, neighbors and relatives to see her as a new bride. Rashmi was assured that she would continue with her education even after marriage. A year went by and she gave birth to a baby daughter and along with that came new responsibilities of nursing and taking care of all that a new-born needs. By the time Rashmi was 20, she was a mother of two children. Her life started revolving around regular household chores and her two young kids. The desire to continue with her studies faded like the morning star.

Still, Rashmi was happy. Each time her toddlers giggled and she cajoled them, the world around her, in Senguda village of Dindori district in Madhya Pradesh, looked beautiful. In fact, her husband and the kids became her whole world. But this happiness was destined to be short-lived.

"My husband, Dinesh, would never pay any attention to the family. He would remain aloof and would get irritated if I would ask for anything from him. We were living under the same roof but would barely talk to each other."

She would work as a daily wage-labor in agricultural plots and collect tendu leaves from forests to earn her own money. But the income was so meagre that,



at times, she wouldn't have even Rs. 50 to visit her maternal home. She wasn't left with any alternative but to ask Dinesh for the money which meant a compromise of her self-respect – something that Rashmi would never accept.

Struggling to make ends meet, Rashmi dreamt of doing something fulfilling and dignified. She joined the Jagriti SHG in 2015. For the first time ever, Rashmi stepped out of her regular boundaries. The bank and DAY-NRLM offices became her new destinations and she aspired to become the bookkeeper and the Sachiv (Secretary) of her SHG. In 2018, she attended several agriculture training programs organized by PRADAN, and, slowly but steadily, evolved to become an expert in this domain. By 2021, Rashmi had engaged and motivated 150 farmers from several villages to grow vegetables.

A flurry of events followed that dramatically changed Rashmi's life. She didn't restrict herself to just knowledge dissemination and training. She went on to demonstrate what these workshops were promoting, by growing cowpeas on her 0.028 ha land. She earned Rs. 6,000. On any homestead land, people usually grow maize meant for their own consumption. However, when people saw that, from such a small piece of land, a woman farmer earned Rs. 6000, they believed in Rashmi. By following Rashmi's footsteps, Tulsi Bai earned Rs. 11,000 the next season. This changed the game. The following year 65 farmers used their homestead land for commercial farming. In 2020, when lockdown plagued the lives of every individual across the length and breadth of the country, Rashmi was seen helping 150 farmers grow cash-remunerative crops; most of them earned Rs. 12,000 to 15,000 each. Seeing Rashmi's enthusiasm, panchayat functionaries approached her to work as a mate in one of the MGNREGS sites.

"I could never imagine that a day would come when the panchayat would show this much faith in my abilities. You can say it doubled my confidence. I worked at two farm ponds, seven land bunding and five land leveling activities. No other woman of this Senguda village had ever supervised 14 MGNREGS work sites simultaneously."

As Rashmi was learning to fly, life tried to crush her wings again. Dinesh passed away. True, her husband wasn't the ideal companion she had thought of, but the pain was unbearable for her, she couldn't sleep for two months.

"The very thought that now I am completely alone and raising my kids is my soul responsibility was haunting me every day and night. But, simultaneously my responsibilities towards 12 files that I had submitted for land and water management activities before Dinesh's death overpowered the sense of void. I stepped out of that dark room and headed towards the panchayat office with the official papers in my hands. It was time to get back to work."

Rashmi was selected as a social auditor for the entire Karanjia block in February 2021. In the selection test, she scored 71 out of 100, the highest among 92 participants in the selection. She has completed the audit of 14 panchayats so far till March 2022.

"Rashmi's team picks up and communicates even the smallest details from our panchayat to the Gram Sabha. We want anyone but Rashmi's team to audit us," is a common sharing by almost all the 42 panchayat duty bearers about Rashmi Dhurvey. She says, "But I feel empowered after hearing about this fear because people will remember me for my knowledge, honesty and bravery." She has also influenced many more women to participate in the Gram Sabhas.

Being a social auditor and an agriculture resource person, Rashmi is a self-reliant woman and undoubtedly an icon for Karanjia block now. Being a single mother, she takes care of her children. Rashmi proudly rides her own scooty and strongly believes that "women should be financially independent because, if you ask someone for Rs.100, they will lend you only 50 assuming that, being a woman, you won't be able to return it. So you take that Rs. 50 and add Rs. 50 from your savings and get the work done."

E. Productivity Enhancement of Major Crops

Smallholder women farmers are supported in making livelihood plans based on their resources and land types, considerations of food and nutrition security, aspired cash incomes and agriculture-labor availability in their respective households. Community Resource Persons (identified farmers who can provide training and on-field assistance) support SHGs and VOs to make household-level crop plans, which are then aggregated at VOs to procure farm-materials such as seeds, fertilizers, pesticides, either from local traders or directly from seed and fertilizer agencies, or from the block administration at subsidized rates, or from Agriculture Entrepreneurs (AEs). The AE model was initiated based on the need for small and marginal farmers to have a skilled person interact with market actors, on the one hand, and local youth seeking a means of livelihoods beyond agriculture, on the other. The AEs provide various kinds of services to smallholder farmers like access to good quality inputs such as seeds, fertilizers, pesticides, quality sapling supplies through their nurseries, farm-mechanization services and output aggregation and market linkages, helping the farmers to focus on adopting newer and improved agricultural practices. Due to the second wave of pandemic, this year also, crop-planning had to be done remotely, using online meeting apps, to avoid physical meetings.

For all categories of crops, we experienced a negative growth of output in Kharif over last year. The downturn was an outcome of the second wave of COVID-19 due to which the entire preparatory phase for the season was undertaken during lockdown. However, in Rabi, there was partial revival because of the reduced impact of COVID-19 and since most of our locations received good rainfall. For cereal, pulses, oil seeds and vegetables our farmers experienced positive growth over last year. In case of all major crops such as cereals, pulses, oil seeds and vegetables, in Kharif, the average land area coverage for each of the participating families has decreased. For example, the per family area for cereal crop in Kharif has come down from 0.48 ha in 2020-21 to 0.44 ha in 2021-22. However, in Rabi, the average land area for each category of crops increased to 0.29 ha as compared to 0.26 ha per family in 2020-21. This clearly indicates the community's priority to take up particular categories of crops such as cereal, oil seeds, vegetables, which promise remunerative cash income, to overcome the stressful situation posed by the COVID-19 pandemic.



Table 4: Intervention Outcome 2021-22

| Particulars | FY 2020-21 | FY 2021-22 |
|--|------------|------------|
| Number of Women in Agriculture and Horticulture | 601,845 | 625,250 |
| Total Intervention Area (In ha) | 381,591 | 332,444 |
| Cereal Crops – Kharif | 509,496 | 480,855 |
| Intervention Area (in hectare) | 245,741 | 211,951 |
| Pulses – Kharif | 190,365 | 130,371 |
| Intervention Area (in hectare) | 23,891 | 14,422 |
| Oilseeds – Kharif | 96,970 | 64,430 |
| Intervention Area (in hectare) | 10,058 | 6,079 |
| Vegetables – Kharif | 237,002 | 213,566 |
| Intervention Area (in hectare) | 14,708 | 11,855 |
| Cereal Crops – Rabi | 109,422 | 114,359 |
| Intervention Area (in hectare) | 29,562 | 33,391 |
| Pulses – Rabi | 106,995 | 138,688 |
| Intervention Area (in hectare) | 17,405 | 21,529 |
| Oilseeds – Rabi | 108,657 | 152,207 |
| Intervention Area (in hectare) | 8,413 | 13,250 |
| Vegetables – Rabi | 208,072 | 272,006 |
| Intervention Area (in hectare) | 16,901 | 22,177 |

Table 5: Achievement on AE Promotion. (We started tracking from this FY)

| Particulars | FY 2021-22 |
|---|------------|
| Number of AEs existing | 484 |
| AEs that have undergone prescribed training of 45 days | 484 |
| Number of AEs that have initiated following services | 331 |
| Quality seedling nursery | 167 |
| Input supply | 283 |
| Mechanization services | 21 |
| Market linkage services | 57 |
| Credit access service | 21 |
| Total Turnover of the AEs (Rs. million) | 44 |
| Total Gross Margin of the AEs (Rs. million) | 12 |

Once Rupees Eleven, Now Forty Million: Aamon

Sourangshu Banerjee, Kharika Mathani, West Bengal

Farmers of Nayagram block of West Bengal would work with all their might round the year to earn Rs.60,000 or so. That was all to meet their family expenses. Their crop looked exotic, but could never fetch handsome cash income from the local market. Parul Mahata, Swarnaprava Mahata, Panchabati Baskey, Rekha Sing were some of the farmers, who would dream to sell their magical aromatic rice to markets far away from their hamlets and make a fortune.

"Who would understand its value here? There are people who are well-read in towns and cities – they have money too. Am sure they would buy at a much higher price, than the INR 11-12 a kg which the dealers pay us" – Swarnaprava would murmur to Laxman, her husband, at night. All she would hear in response from him is a sigh, a sigh of disbelief, soon lost in the darkness among four walls of their hut.

Nayagram block in Jhargram district of West Bengal, is predominantly inhabited by tribal marginal or small farmers. There are large tracts of fallow lands while almost each household has some homestead land. Some of these farmers have been growing some local varieties of paddy for decades, but couldn't sell their produce in far-away urban markets to fetch better prices.

Paddy is the major crop grown in Nayagram villages. High-yield variety (HYV) paddy seeds as well as chemical fertilizers and pesticides were being provided at farmers' doorsteps by the local input dealers, rather intermediaries, at quite a high cost. While a handful of farmers could afford to pay in cash, for a larger section credit remained the preferred option. The intermediaries would collect their due payments after harvest. Some of the dealers who are also millers, would double up as procurement agents to buy the harvested paddy at INR 11-12/ kg, almost 30% less than the government procurement rates, giving farmers a margin of roughly INR. 900 for 6.25 quintals from roughly an acre of land. So, growing paddy always remained a loss-making proposition.

"We had no choice but to accept the minimal price that the intermediaries offer, since we remain indebted to them and never had the resources to sell our produce at the Kisan Mandis", recalls Parul.

Closely observing the farmers' plight, a pilot was initiated in 2016 to strengthen livelihoods by regenerating local variety of paddy production coupled with sustainable agronomic practices, with **500 women farmers** in 15 Ha of land. In just



a period of three years the outreach increased 10 times. **Nearly 5,000 women farmers** came forward to practice economically remunerative, regenerative agriculture and form their own farmer producer company (FPC) – '**Aamon**' in 2019.

Through a series of discussions and intensive training on various dimensions of indigenous paddy production *Aamon* members decided to strengthen the existing indigenous paddy value chain across three main pillars:

- regenerating the local paddy seed varieties,
- the sustainable agronomic practices, and
- marketing of produce.

To replace the HYV paddy, PRADAN staff members facilitated Nayagram farmers to adopt Kalabhat (Black Rice), Mallifulo (Aromatic Brown Rice) and Red Rice (Shathia) –local varieties which would be compatible with the local agro-climactic conditions. The farmers witnessed 10-15% enhancement in production while their input costs reduced significantly. In 2020, 4900 women-farmers grew paddy in around 1500 ha of land.

Aamon was registered as a legal body in the month of October in 2020 under the aegis of project LEAP. Preserving seeds from their annual harvest and using them every year, controlling seed quality and marketing the produce to far away urban markets have been ensured through this project. In terms of marketing, project LEAP has helped in building long-term relationship with the institutional buyers who will regularly place large orders to *Aamon*. To reach out to a larger customer base *Aamon*'s website has been launched and their products are registered on Amazon and India Mart.



"Women farmers now have enhanced control over agriculture practices as all inputs including seed, fertilizers and pest repellents which are now either sourced locally or produced at our homes", shares Panchabati.

During 2021-22 almost 2000 small and marginal women farmers are producing for *Aamon*. Laxman, Swarnaprava's husband, has witnessed how *Aamon* steadily became a pedestal of solidarity for marginal farmers of Nayagram, turning his wife's dream into reality.

"INR 60,000 is all we used to earn in a year by growing paddy. And this year, we have aimed to do a business of INR 40 million. Without Aamon and project LEAP my dream would have never been fulfilled!!" exclaims Swarnaprava.



Table 6: Achievement on PG/MPA Promotion

| Particulars | FY 2021-22 |
|---|------------|
| No. of PGs/FIGs/MPA promoted by the Team | 2,286 |
| No. of villages covered by PGs / FIGs/MPA | 3,365 |
| No. of members under PGs / FIGs/MPA folds | 124,844 |
| Percentage of women as members | 96 |
| Percentage of small/ marginal farmers covered as PG members | 74 |
| PGs / FIGs having bank account | 799 |
| No. of PG / FIG with quarterly trial balance prepared | 130 |

PRADAN has been selected as Cluster Based Business Organization for Bihar, Jharkhand, Chhattisgarh and Madhya Pradesh, under the '10,000 FPO promotion scheme' of the Government of India and has been given the mandate to help form and groom 36 FPOs in Jharkhand, Bihar, and Chhattisgarh for the first year. We have undertaken this initiative in partnership with NABARD, Small Farmers' Agri-Business Consortium, NAFED, and National Cooperative Development Corporation. We are supporting FPOs on various aspects including market connect, agriculture technologies, agriculture infrastructures, and finance. Currently, we are partnering with the Indian Council of Agricultural Research, Krishi Vigyan Kendras, and Indian Agricultural Research Institute to bring in expert knowledge on agriculture technologies and infrastructures. Funding support for irrigation infrastructure, has been mobilized from Schneider Electric India Foundation, Bank of America, and Sustain+ (CInI-Collectives for Integrated Livelihood Initiatives). The capacity building module for FPOs is being developed with support from Genpact's Better World Initiative. For finance and marketing support, we are in partnership with Samunnati, Kheyti, HarvestPlus, eNAM, and S4S. Currently, FPORC is also in the process of planning with NAFED around provision of Minimum Support Price for these FPOs.

The FPORC is providing support for business plan development of FPOs, capacity building of teams and FPO HR management, preparing standard documents (standard operating procedures/ manuals/training modules), agriculture training, business monitoring/ evaluation, managing accounts and finance compliance, etc.

Currently, 64 agricultural FPOs are functioning with 29,722 shareholders.

The FPORC is working to seek outcomes related to promotion and nurturing of women-led economic collectives (FPOs), addressing challenges/service gaps of smallholder farmers, the inclusion of distressed populations in the FPO fold, integration of eco-sensitive approaches (such as promotion of renewable energy, adoption of regenerative practices, reduction of the use of chemical fertilizers, proper soil management, water harvesting, etc.), creation of identity (branding) of these collectives in bigger markets and making more partnerships with government departments and other stakeholders to ensure sustainable income enhancement of small-marginal farmers.

Till March 2022, the outcomes were as follows:

- Total agri-input sold through FPOs: Rs. 62 million against the plan of Rs. 49 million (117%)
- Total output sold: Rs. 74 million against the plan of output turnover of Rs. 422 million (16%)
- Achievement of membership against the business plan: around 25%

F. Climate smart, regenerative and sustainable agriculture

Story 5

Spicing Up their Crop Baskets

Ishita Dixit, Shilda, West Bengal

How it started

Lakhimani Murmu, is an active member of Maniyardi Kadamjharna SHG in Maniyardi Village of Binpur II block of West Bengal. An ever-smiling Lakhimani, lives in a mud-house surrounded by forest, with her husband and two sons. Like most of the smallholder farmers belonging to the Scheduled Tribes, Lakhimani had very little land for growing crops. So, producing for their own needs was the first priority and planning for any other crop than paddy was a luxury for her. A couple of years ago smallholder farmers like Lakhimani began to take hesitant steps towards vegetable farming to supplement their income. "What if the new crops fail? And how do we protect the farm from elephants – after all this is a forested place and an elephant corridor", thought Lakhimani. On the other hand, high price-fluctuations of tomato, green chili and brinjal led farmers to incur losses. Looking for higher-price markets would either leave the crops to rot, or the farmers would have to sell them at the price available in the local market. When PRADAN introduced collective green chili cultivation, in 2019, Lakhimani showed courage to come forward to grow it on a 0.1 acre land and earned Rs. 4000 profit.

The process of bringing change

PRADAN organised an exposure visit to Gumla in Jharkhand and Guntur in Andhra Pradesh in late 2019, to gain insights on vegetable farming and marketing directly from farmers there. It was felt that Guntur's dry red-chili was very apt for this black soil region, especially the Tejaswini variety which could help farmers overcome the challenges of crop damage, price fluctuation and loss of crop (due to its longer shelf-life). The aim was to connect with the spice market to avail a good price for the produce in the monsoons.



Lakhimani was hesitant to take the risk to cultivate a new crop. Despite her concerns, she prepared her 0.1 acre of fallow land for the red-crop, seeing the recent green chili success in the area. To reduce her risk she sowed turmeric seeds in another 0.09 acre of land, as per the guidance from PRADAN. "If I'll lose my money in chili, then turmeric will be my fall-back option". In the month of June 2020 she transplanted 1200 dry red-chili saplings and 135 kg of turmeric. After 40 days of transplantation, flowers bloomed in her red-chili plants and in two months' time she took to plucking and sold them after drying the chilies. A second plucking followed after three weeks. At the time of second plucking, due to unavailability of water and pest attack she plucked the chilies while they were still green. Thereafter, at the time of third plucking she wasn't able to collect a handsome yield from the same piece of land. By this time, to mitigate impact of price fluctuations on farmers, a farmer producer organisation (FPO) named Jungalmahal Sabujsathi Mahila Producer Company Ltd. was formed under project 'Livelihoods Enhancement through market Access and women emPowerment' (LEAP), supported by the Walmart Foundation. The FPO helped in negotiating the price for Lakhimani's dry red-chilies.

From a capital investment of Rs. 2500, Lakhimani's

profit was nearly Rs.10,000. "I brought red-chili cultivation into my village and people started recognising me as a progressive farmer!"

Red-chili was the beginning; she had her turmeric plants waiting to be harvested. After a period of 10 months, she harvested 104 kgs from 20 kgs of seeds. She sold half of her harvest to the FPO at the rate of Rs. 38/kg and kept the remaining plants for next year to be harvested. Lakhiman's income reached Rs. 60,000.

Besides harvesting the remaining turmeric, she along with other farmers of Maniyardi village will be growing red-chilies and tomatoes in 0.19 acre of her land this year with support from the FPO. The FPO has already procured 2.3 tonnes of turmeric seeds. Eight Agriculture Entrepreneurs (farmers who have come forward as an entrepreneur to raise healthy saplings) have raised 50,500 Tejaswini saplings with the aim of providing healthy and disease-free saplings to its farmers. Ten entrepreneurs raised 181,250 green chili and brinjal saplings too. "Jungalmahal Sabujsathi Mahila Producer Company Ltd. is the symbol of our trust and with more farmers growing spices in our village, everyone will profit!" – Lakhimani's smile is broadening.

Continued use of chemical inputs on farmlands to enhance production in the face of depleting arable plots and natural resources has adversely impacted the quality of land over time. Also, along with the adverse impacts of chemical inputs, certain varieties of indigenous crops which were grown earlier in specific geographies gradually faced extinction due to predominance of commercial varieties of seeds in the market. Having realized these problems, there is a conscious effort to facilitate climate resilient, regenerative and sustainable agriculture, including the use of indigenous seeds and natural farming techniques. The goal is to ensure farmers' prosperity, a

healthy produce, healthy consumers, and rejuvenated farms. Although many promising regenerative models exist both in the country and overseas, we needed to create evidence-based models in the context of smallholder farmers for which we created a strategy and pathway. In that context, adopting multi-layer farming in the monsoons has proved to be an impactful model for helping smallholders earn about a minimum annual additional income of Rs. 50,000 from about 0.08 ha of land. To facilitate the plan, trees such as papaya, drumstick, banana and mango were planted, and trellises have been constructed in several areas.

We are continuing to engage with networks such as the National Coalition on Natural Farming, Revitalizing Rainfed Agriculture Network, as well as state livelihood agencies in Odisha, Jharkhand and Bihar for promotion of regenerative agriculture.

About 50 PRADAN staff were provided exposure to promising regenerative farms in Delhi, Haryana, Panjab, Maharashtra and Madhya Pradesh during the reporting period. Staff members were trained on perspective, science and pathway of regenerative agriculture. A four-day extensive training program was organized in May with more than 200 PRADAN staff. We have initiated training on regenerative agriculture where at least one professional from each team will be skilled to spearhead this aspect of agriculture, both within and outside PRADAN. We have started an action pilot in the Jainamore team in Jharkhand, where a whole range of regenerative agriculture models will be tried in a hamlet covering about 100 households in a saturation approach to monitor the overall impact of adoption of the regenerative approach in the community.

Overall, there is a greater appreciation of regenerative farming across our work location and teams. Some large-scale projects such as the Azim Premji Foundation-supported livelihoods response in Madhya Pradesh, Jharkhand and Odisha, and the Agriculture Production Cluster project in Odisha have been key in promoting the cause. We remained actively involved in integration of regenerative approaches in the existing projects. Under the Ford Foundation supported BUILD project, PRADAN

is attempting to focus on sustainable farming as an approach to generate livelihoods for tribal communities, both in Jharkhand and Odisha. In Jharkhand, a status paper on regenerative farming has been developed by the Jharkhand CSO Forum.

Under the Azim Premji Foundation supported Comprehensive Livelihoods Adaptation Pathways (CLAP) project, activities such as initiation of regenerative agriculture in Jharkhand and West Bengal, establishment of Bio Resource Centers, grooming of entrepreneurs and running of farmers' field schools have taken place. We have also mobilized inputs for regenerative demonstration through the Department of Agriculture Department.

Outcomes:

- 32,944 women farmers have gained perspective on regenerative farming
- Included regenerative farming in their Village Development Plans
- 24,362 actually adopted 2-3 such identified practices in an area of 6,090 ha
- 5,905 ha soil and water conservation

Information, education and communication material has also been developed to support community-based and farmers' organizations. A film has been produced on sustainable agriculture. In addition, we have developed few booklets on: multi-layer farming; bio-inputs; nutri-garden; and on principle and practice of regenerative farming.



Photo Credit: Souparno Chatterjee

G. Rearing Small Ruminants: For Better Health and Income

| | | |
|--|---|---|
| | Number of Women in Livestock Rearing 232,175 | Backyard Poultry 166,872 |
| Goat Rearing 167,921 | Integrated Livestock Rearing – PGs Formed 1,093 | Households under Integrated Livestock Rearing PGs 38,601 |
| Producer Collectives (Livestock as Core) 1,929 | Registered entity - FPO (Livestock as Core) 7 | Members in the Registered Entity 13,440 |
| Functional Cold Chain Unit (Medicine stockists/ Institutions/PRADAN) with Vaccine Carrier Arrangement 77 | Feed/Fodder Production Unit 59 | Goat Breed Unit 25 |
| Backyard Poultry Breeding Unit 16 | Collective Marketing of Birds (Amount Sold in Rs. Mn) 2.3 | Collective Marketing of Goats (Amount Sold in Rs. Mn) 7.6 |



As per the National Family Health Survey (NFHS)- 5 (2019-20), in India, an overwhelming 83.4% of men and 70.6% of women in the 15-49 age group eat non-vegetarian food. The central Indian tribal region contributes to significant production of fish, mutton, goat, pig, and poultry. Mostly small and marginal farmers, landless communities, and single-women headed households depend on goat, backyard poultry, and other small livestock for their livelihood. The Santhal Pargana region in Jharkhand is the biggest supplier of goat meat and backyard poultry to adjoining states. However, primitive practices followed by rearers lead to high mortality and morbidity, so the households can rarely increase the herd size. Also, non-existent veterinary services and informal market arrangements make it further complicated for small rearers.

During 2021-22, we piloted a prototype on Integrated Livestock Rearing (ILR) model which has the potential of being replicated at scale. It focused on two major outcomes – establishing a community-paid service delivery system to ensure vaccination and deworming of livestock at the doorstep by Pashu Sakhis (women para-vets) and maintaining a cold chain system. Six cold chain/vet-medicine supply units have been set up, each providing para-vet services to more than 13,000 households within a radius of 15-20 kilometers. We piloted an intensive livestock rearing model with 40 families around improved rearing practices such as supplementary feeding and goat-sheds, etc., to ensure extra annual income of Rs. 30,000 from ILR. The pilot was later scaled up with 30,000 farmers in more than 10 PRADAN teams in Jharkhand, Odisha and Madhya Pradesh; and also adopted by multiple CSOs and SRLMs through PRADAN's support.

In the larger context, PRADAN engaged with 232,000 livestock rearers across the seven states of its operations. Timely and assured vet-care services and ethno-vet practices were initiated through the pashu-sakhi model. The vet care services are mostly aimed

at vaccinations, deworming and other medicines. The ethno-veterinary practices include adoption of effective local or traditional methods for curing diseases and rearing small ruminants. PRADAN is partnering with SRLMs Jharkhand, Bihar, Chhattisgarh, and Odisha to build the livestock rearing activities. PRADAN is also partnering with Krishi Vigyan Kendra, Simdega under the aegis of Birs Agriculture University to establish Livestock Resource Center to build livestock as a robust livelihood activity in Jharkhand.

The pandemic has accentuated the dependence of smallholder farmers on livestock. Collectivizing them to take up the activity at scale to enhance their incomes has thus been an area of increased focus. Apart from regular vet-care services, adaptation of production technologies and collective marketing were identified as necessary steps for the success of livestock rearing. Lack of quality inputs such as green fodder, breeder units, nutrients and chicks were identified as major gap areas. Appreciating the potential of the ILR model, and the gaps that needed to be addressed, the ICICI Foundation for Inclusive Growth and HDFC Bank Ltd. have partnered with PRADAN to support the livestock work and promotion of ILR FPOs. Seven livestock FPOs have been promoted across Jharkhand, Odisha, Madhya Pradesh, and Rajasthan; they have been registered as FPCs under the Companies Act during 2021-22. A total of 38,601 households are organized into 1,093 PGs and 13,440 households have come under seven registered FPOs. In addition, livestock entrepreneurs have been supported to provide services and production technologies such as goat heat synchronization, artificial insemination services, promotion of goat breed farm, chick-rearing centers, backyard poultry breed farms, and super napier, azola, and barseem cultivation, silage and hay fodder production and storage for feed production. The following are the key achievements during the year:



38,601 livestock rearers have been incorporated in **1,093** livestock PGs

Seven FPOs were registered in FY 2021-22; **13,440** livestock rearers included in the FPOs to assure sustainable income from livestock activity

59 feed/fodder production units, **25** goat breed units and **16** backyard poultry breed units have been promoted to strengthen the production system

Goat and backyard poultry collective marketing have begun in six of our DCs for fair trading and securing income of women livestock rearers

Multiple pilots have been initiated to strengthen production technologies such as synchronized breeding of goats, silage preparation and impact of concentrated feed on different animal age groups



Some of the major learnings for goat rearing and backyard poultry are:

1. Availability of feed in different seasons varies, therefore the cultivation of Super Napier is necessary to ensure regular production. Super Napier is a perennial crop and could easily be adopted as a green feed. It can also be stored as silage.

2. Improvement of the goat breed in a village set-up is important for better weight gain of goats

3. Market demand for goats varies state-wise. Madhya Pradesh, Uttar Pradesh, and Rajasthan are great suppliers, while demand is higher from eastern states such as Jharkhand and West Bengal.

4. Low investment backyard poultry is a viable income generation option for the ultra-poor communities.

G.i. Rearing fishes to address malnutrition and top-up the household income

In Central Indian Tribal Regions, people usually have access to two or three community ponds on an average in every Gram Panchayat. Farm pond construction and community tank renovation works are being taken up under MGNREGS and other watershed programs, especially for in-situ moisture conservation and irrigation. Considering high market-demand for fishes and people's popular dietary choice, especially in the eastern parts of the country, small-scale fisheries have been initiated in these waterbodies to enable farmers to get an income in addition to their farming income. Fish rearing is also an effective way to address concerns of malnutrition. In terms of nutrition, fish contain low-fat but provide high-quality protein. They are a rich source of Omega-3 fatty acids, Vitamin D and B2 (riboflavin), calcium and phosphorus and a great source of minerals such as iron, zinc, iodine, magnesium, and

potassium. Thus, eating fish can address various kinds of nutrient deficiencies found among communities we work with. Besides, given lower levels of fish production in tribal areas, farmers realize better prices for their produce compared to their coastal counterparts.

Considerable work has been done in West Bengal, Jharkhand, Odisha, and Chhattisgarh to develop fisheries suitable for farm ponds. We, in fact, partner 12 NGOs from Chhattisgarh on this through a knowledge-sharing platform. Interventions are made on nursery rearing and supply of fingerlings, capacity building and linking of women farmers' groups with the Department of Fisheries, Integrated Tribal Development Agencies, and Zilla Panchayats involved in pond construction and other fishery activities. Species cultivated are rohu, catla, mrigal, grass carp, common carp, silver carp, tilapia, pacu, and freshwater prawn. By March 31, 2022, in the four states, the following outcomes were seen:

7,324 women farmers had taken up fish farming

- In 5,181 ponds covering 631 ha water spread area
- Per pond area 0.12 ha

On an average, from 0.04 ha farm pond, a women-farmer was able to produce 70-80 kgs fresh fish,

- Of which 20-25 kgs she kept aside for consumption at household level and sold the rest to earn an extra income of Rs. 7,500-10,000 on an average per rearing cycle



H. Comprehensive Livelihoods Approach

Having intervened in various kinds of income generation and wellbeing initiatives, to broaden the spectrum and improve opportunities for rural communities for four decades, we realized that the impact of those interventions has not helped bring in a holistic development in people's lives. In 2021-22, we started adopting a comprehensive approach to promote livelihoods on a mass scale, in which the interventions around various aspects of livelihoods have been conceived as a whole, and not treated as a bunch of semi-separate individual thematic interventions. This approach will impact every individual holistically, across multiple dimensions of lives and livelihoods.

The major aspects of the comprehensive livelihoods approach are:

Ecology: Increased water level, rate of increase of organic carbon in soil, percentage of area under green cover/perennial vegetation, zero synthetics;

Nutrition: Number of women with dietary diversity score with first 1000 days' nutritional care, body mass index score, percentage of women with anemia;

Gender: Income in the hands of women, women in production systems, women in public sphere and decision-making roles, role parity;

Inclusion of smallholder farmer families:

Social and economic exclusion barriers reduced, vulnerabilities reduced, increased access to entitlements, participation in forums of decision-making, access to insurance; and

Income: Farmers earn a gross income of Rs. 120,000 per annum, including all sources, with scope for 10% growth in income every year. In this, the average gross income from PRADAN-promoted interventions will be Rs. 50,000.

Aligned to this idea, in 2021-22, we worked in 1,036 villages following a comprehensive livelihood approach. A working group of PRADAN staff members was formed to roll out the approach. It involved building a perspective on this model for the PRADAN staff using our own experience of contextually suitable models, spanning almost four decades. A strategy to roll out the implementation process emerged towards the end of this year which we plan to scale-up in the coming years.



Photo Credit: Souparno Chatterjee

Progress till 31st of March 2022 is summarised



With support from project CLAP, we have adopted this approach in Jharkhand and West Bengal, beginning in April 2021. Through this three-year program, we have plans to reach out to 178,000 smallholder women farmers to focus on creating systems to expand people's capabilities, assets, activities, and income required to live a dignified life without depleting the natural resources. Strengthening women's collectives to play a central role in their development by actively promoting civic literacy and participating in local governance is a core offering. CLAP is facilitating dietary diversity of women and children through nutrition, sensitive agriculture and

multichannel behavioral change communication. The project is expected to bring in significant income enhancement by developing irrigation infrastructure, orchards, lands, livestock, and agriculture. Most significantly, regenerative farming will help conserve natural resources and increase the productivity and development of the most marginalized households that are food insecure, have few or no assets, lack education, and suffer from poor health which are the five facets of the approach. We are actively engaging with government at different levels in this journey to accelerate the process of rejuvenation of rural economy by making the best use of its resources.

I. Better quality of life

Health - WASH - Nutrition

In most of our work areas, public healthcare is a critical life support system. NFHS-5 data have revealed significant gaps around all critical health indicators for the communities of these areas. The state governments' intensive efforts over the last few years have helped improve the situation but, in most of the maternal and child health indicators, and curative healthcare infrastructure, our operational areas continue to lag behind the national averages. COVID-19 exacerbated the situation and posed a new set of challenges. So, in addition to our regular preventive healthcare and nutrition interventions, we focused on building community awareness, capacities of the local leadership, and facilitating awareness on nutrition and health entitlements of the communities, especially of women and children. We also helped improve delivery of health services and governance on the ground.

I.i Nutrition

We focused on grooming and sensitizing a pool of women leaders on the promotion of nutrition-sensitive food practices in the collectives. Initiating kitchen gardens and encouraging women to have a balanced diet (rangeen thali), including mushrooms, moringa, pulses, oilseeds and finger millet, and using an iron wok for cooking are some of the interventions adopted to ensure that the nutritional needs of the villagers are met. The nutrition garden is promoted in the backyard of the house and women mostly use kitchen wastewater for irrigating the garden. A total of 14 different types of vegetables, besides papaya and moringa, are being promoted under the nutrition garden concept, as part of the nutrition-sensitive agriculture approach. Seeing the success of the nutrition garden initiative, the Jharkhand government launched the Didi Wadi ('didi' means women and wadi means garden in Hindi) Yojana in 2020 October and linked it with MGNREGS. Creation of nutrition gardens has now been included under MGNREGS. This is a very affirmative policy level change enabling women to get paid through MGNREGS wages for the construction of nutrition gardens in their backyard. The promotion of nutrition gardens has also been scaled up by NRLM in convergence with MGNREGS. According to a news article, nearly 3 million women have set up agri-nutrition gardens under NRLM. Presently, we are engaging with communities, SHG

leaders and panchayat members to strengthen local health delivery systems, and generate awareness on nutrition-sensitive practices and entitlements.

We worked with women's collectives to help in building their perspective around an intergenerational cycle of malnutrition and achieving dietary diversity through nutrition-sensitive agriculture planning. Engagement with frontline workers and mainstream institutions has helped to bridge the supply side gaps and increase the effectiveness and reach of the initiatives.

Key highlights:

- About 24,039 SHGs and 220,000 women were trained through various modular training and nutrition-sensitive agriculture planning processes;
- A total of 123,000 families adopted kitchen gardens intervention and many also participated intensively in pulses, millets, mushrooms and livestock interventions;
- Groomed 3,667 women volunteers as nutrition change vectors (*poshan sakhi*); and
- Mo Upakari Bagicha promoted by the Government of Odisha for developing nutrition gardens played a critical enabling role in channelizing the energy of all partners (government + CSOs + donors) to reach out to vulnerable sections at scale and create a larger impact.

I.ii Awareness and change of behavior towards Water, Sanitation and Hygiene (WASH)

Since 2019, in collaboration with water.org, WASH initiatives have been taken up in Shikaripara, Poraiyahat, Gumla, Torpa and Peterbar teams in Jharkhand, under the PRIDE project supported by the IKEA Foundation. During the baseline survey, conducted in 2019, it was found that 44% of the surveyed population still use open wells as a source of drinking water of which 35% were devoid of any alternative. At least 78% of the surveyed population, primarily farmers or wage laborers, did not have own water sources though 55% reported a willingness to take a loan to create their own water sources. Over 60% family members were affected by water borne diseases in the previous year. The money spent on treating them ranged from Rs. 15,000-20,000 per family. The study also revealed that 50% still defecated in the open, 41% because of they had no capital for toilet construction, and 50% was willing to take loan

for toilet construction. So, in 2020, a joint meeting of the PRADAN team and women's federation representatives was held on the status of WASH activity in the areas to analyze the progress, deliberate on the gaps identified and plan a way forward.

The federation members took up the responsibility of identification of new villages where WASH activities would be scaled up. Exercising different tools such as social mapping and preparation of sanitation maps of the area at villages/hamlets were adopted to trigger the existing gaps in WASH practices of the villagers. This was also helpful in collecting basic information on the newly identified villages from the Gram Sabha or VOs around the existing facilities/situation of WASH, understanding gaps and solutions, and identifying change vectors as volunteers who shall extend themselves in creating awareness around WASH in their SHGs. We also conducted different modules on WASH, such as WASH credit or loan process and products for sanitation, different components of WASH at the hamlets in association with SHGs or Tola Sabha people and facilitated creation of sanitation committees at the villages. Indents were generated for those households that planned to build or renovate toilets and/or bathrooms, improve drinking water systems with support from the sanitation committee. Deliberations took place on different sources of loans at SHG/VO meetings for constructing toilets and monitoring of the construction of infrastructure and loan repayment. During this period, we felt that the WASH implementation process needed demonstrations based on scientific findings to trigger people around bad WASH practices and how they impacted their health. For example, testing the total dissolved solids in their drinking water helped them realize how bad the quality of water they were drinking was as well as in arranging finances to buy water filters.

The impact that our intervention could visibly create so far:

- 85% of households have toilet unit (this was 48% in 2019);
- 93% of these toilet units are functional;
- In 97% functional toilet units, 100% family members use the toilet unit for defecation;
- 70% households showed interest in improving the present toilet condition, among them only seven households are still expecting 100% subsidy for improving/constructing the toilet unit; the remaining households used their own contribution through savings and credit along with any possible subsidy;

- 73% households showed interest in taking a loan for improving the sanitation system in their households against 55% during baseline in 2019;
- 78% households treat water before drinking against 56% during baseline;
- 83% households have a specific space for hand washing;
- 51% households said no members of their family fell ill in last 12 months against 39% during baseline;
- 93% reported that they included the WASH agenda in their SHG/VO meetings; and
- 32% responded that either both women and men or only men fetched water from sources for household use against 13% in 2019.

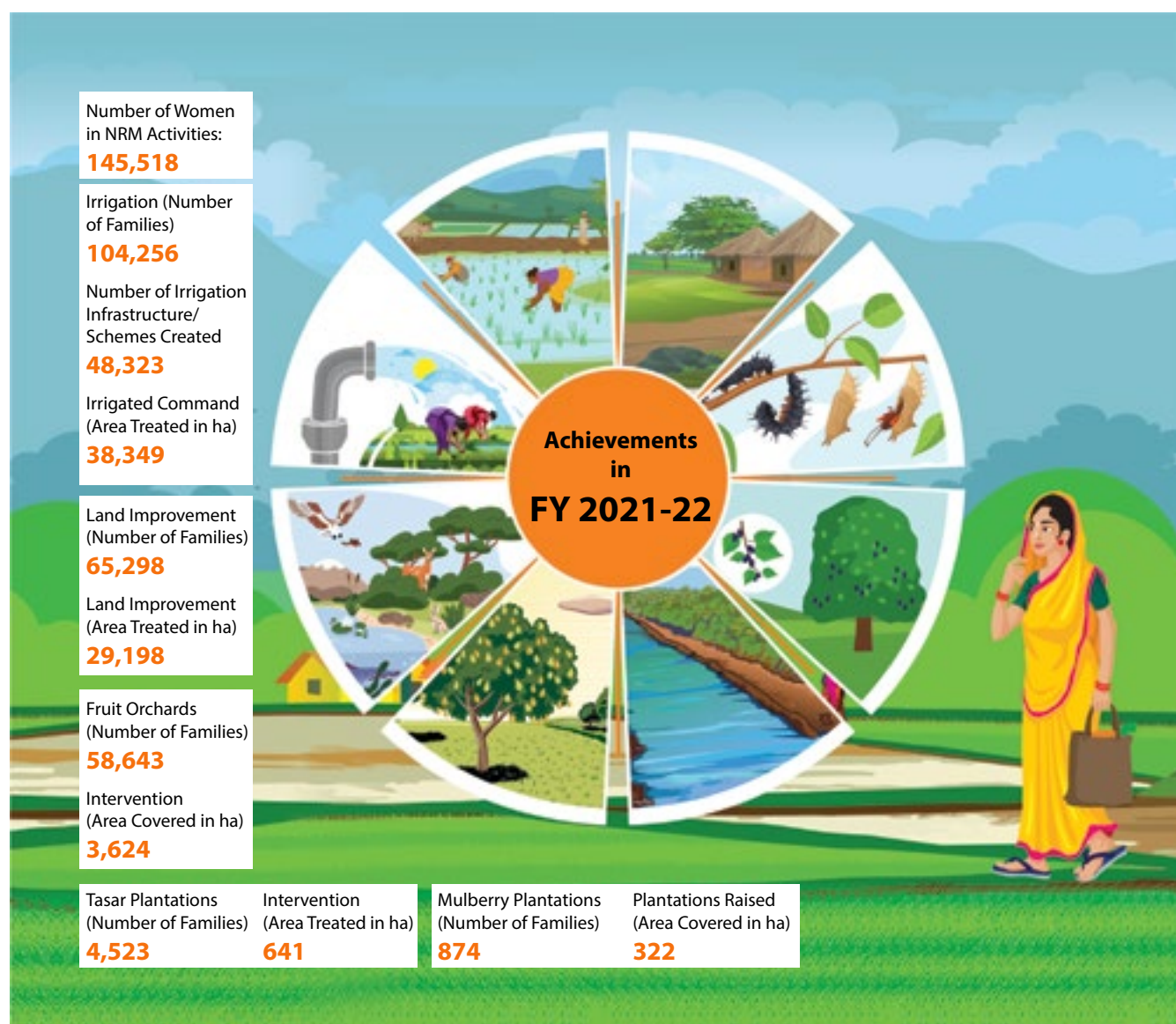
J. Strengthening Ecology and Livelihoods through Land And Water Management: Smallholder Irrigation and Plantations on Private Lands

To avoid the catastrophic effects of climate change which include, but are not restricted to, a rise in temperature, shrinking of ice cover, corresponding rise in sea water levels, and changing patterns in rainfall, there is a global need to end our dependence on fossil fuels and pursue the path of development that is low in terms of greenhouse gas (GHG) emissions. Nature-based solutions such as forest conservation, agroforestry, sustainable land management, and restoration of ecosystems can contribute considerably to emissions mitigation required by 2030 to meet the goal of keeping global warming below 2.0°C. Also, rising temperature and erratic rainfall patterns create havoc for the smallholder farmers with whom we work because they are mostly dependent on rains for growing crops. As an organization, we support a set of practices to address climate change that also ensures income generation for the communities, creation of farm-based assets and adoption of sustainable farming practices, such as regenerative farming.

We focus strongly on interventions that help develop land and water resources. These efforts received a boost during 2020-21 with the returning migrants taking up such work under MGNREGS. This continued in the last financial year as well. In the states where we are present, about 18 million ha of land area (nearly 40% of the total area) is degraded, requiring urgent restoration through extensive soil-water conservation work and support to farmers on adopting regenerative farming practices.

In Usharmukti (West Bengal) and Mega Watershed Project (Chhattisgarh), we have undertaken large-scale land and water conservation activities in partnership with the respective state governments under MGNREGS, with the support of Bharat Rural Livelihoods Foundation (BRLF) and other donor-partners. In Jharkhand, building on the strength of women's collectives, PRADAN has facilitated large-scale Integrated Natural Resource Management (INRM) and livelihood planning in the villages, by creating a pool of over 1,500 mates (village level cadres to carry out the MGNREGS work). They are identified and appointed by the Gram Sabha/Palli Sabha (at the village level) and paid by the Gram Panchayat. The mates engage with Gram Panchayat bodies to implement the plans. As on March 31, 2022, 3,624ha of mango orchards have been promoted, land development has been carried out in 29,198 ha of

degraded lands, and 48,323 irrigation schemes have been promoted with a command area of 38,349 ha, for 104,256 households. This has been done by mobilizing investments from MGNREGS, the horticulture department, District Mineral Foundation as well as from new emerging opportunities such as carbon sequestration projects supported by partners such as Livelihoods Funds through project 'Arjuna'. Project 'Arjuna' aims to reduce GHG emission by 1.80 million metric tons by 2040. Forest conservation, agroforestry, sustainable land management, and restoration of ecosystems are the other interventions taken up to mitigate emissions to help achieve our SDGs by 2030. Restoration of 3,000 ha of fragile uplands through husbandry and Tasar host tree raising, creating sustainable livelihoods for 10,000 families from Tasar silkworm rearing, are also integrated in the plans.



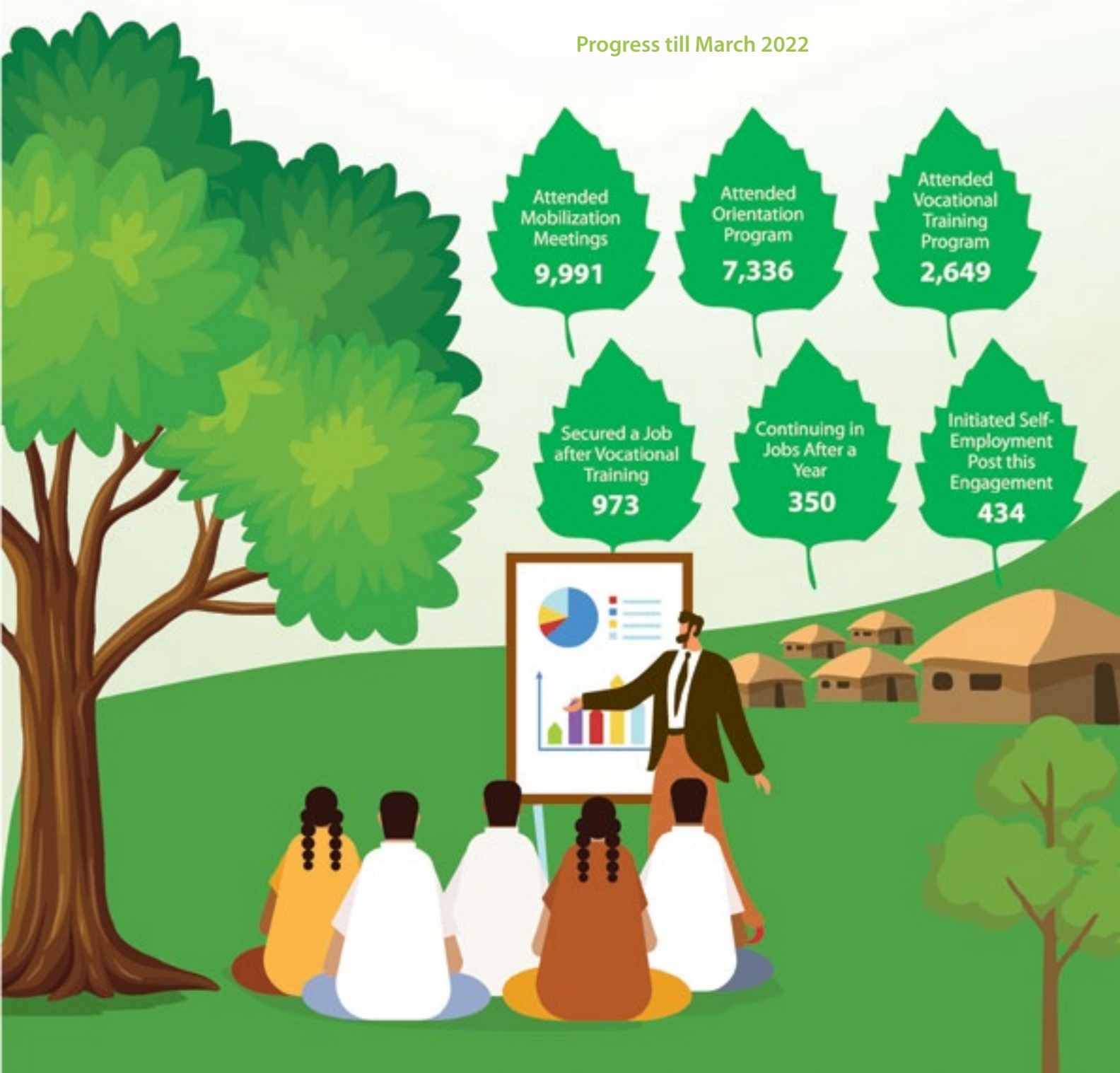
K. Youth, Skill Development and Employment

K.i Yuva Shastra in Madhya Pradesh

With reduced landholding size and higher education levels, the aspirations of the young generation have changed; it is seeking livelihood opportunities beyond agriculture and allied sectors, through skilling and

employment in the urban areas. The Yuva Shastra program was started in Mandla district of Madhya Pradesh in 2012 to respond to the aspirations of young persons as picked up in community meetings. Yuva Shastra involves a seven-day engagement with youth to understand their aspirations; thereafter they are supported by providing skilling through our partners and linked with potential employers. The program has now spread to many areas across Madhya Pradesh as well as Chhattisgarh.

Progress till March 2022



K.ii Second Chance Education Program

Typically, a large number of girls drop out of school in classes 10 and 12 due to reasons such as distance of school from village, issues of safety and security, economic hardships in family, prioritization of boys' education in a context of limited resources, and inadequate infrastructure for girls such as separate washrooms, and lack of joyful learning in the classroom. In a vast majority, girls still get married at 18 years of age. Thereafter, for most women, marital life implies an immersion in domestic affairs, with additional pressures of bearing a child shortly after marriage. In such a scenario, motivating women, who may have dropped out of school many years ago, to start education once again seemed like a far-fetched idea. However, when the concept was introduced in the community with women, it drew immediate interest and response. Women have come forth in large numbers to enroll and pursue completion of their schooling.

Secondary data also indicate that India's female workforce participation rate has been dipping year on year, even though both women and men migrate from rural areas in distress, seeking livelihood opportunities in urban areas. Figures for participation in skilling also remain heavily skewed in favor of male candidates. The skilling ecosystem is characterized by a male dominated training infrastructure and faculty. Therefore, a thorough scanning of training infrastructure, faculty, trades that are suitable for women being offered, and employment linkages was the need of the hour, to make all of it conducive for women to participate.

Our own reflection is that this offers immense possibilities for women's empowerment. Unlike agriculture which tends to be a joint or household enterprise, skilling and employment is essentially an individual endeavor and can contribute significantly to her individual agency and empowerment. There were numerous examples of women from minority communities overcoming difficult hurdles to move out and complete her training amidst the lockdown and then seek employment in the Delhi NCR and beyond, far away from the remote district in Bihar. Of course, there are many barriers that would need

to be surmounted such as opposition from family and neighbors, social norms restricting women's mobility, stereotyping of women-oriented trades, employers' reluctance to engage more women due to the perceived notions of lower efficiency, inability to demand performance, higher costs of infrastructure for women employees, high cost of living in urban areas, safety of women and girls, negotiation abilities with employers, and growth opportunities for women. All these would require upstream work in specific industries simultaneously.

With these kinds of experiences and concerns about the status of education of women and adolescent girls, and the possibilities that do not get unleashed, we engaged in an innovative program called the Second Chance Education (SCE), with support from UN Women, with young women over the last two years. This is a two-year pilot initiative, implemented in four states of Bihar, Maharashtra, Odisha, and Rajasthan by PRADAN in a multistakeholder consortium. This has demonstrated a multi-faceted approach to women's economic empowerment, encompassing not only multiple career pathways, but also addressing cultural factors hindering women's participation in the workforce. The focus was equally on women's access to education, their right to livelihoods through enterprise development, skilling, and placement, as well as on creating an enabling environment through multisectoral policy and financing frameworks to scale SCE solutions. With an ambitious reach across 12 districts, the SCE program leveraged the strength of existing women's collectives to mobilize 55,957 women and girls. It worked closely with stakeholders such as job providers, skilling institutions, communities and families to change attitudes by addressing women's safety and providing support at critical junctures in terms of economic resources needed for skilling and education and by bringing skilling and education to the doorstep of women, thus enabling them to better balance responsibilities of their careers and homes. Other critical strategies that the program employed included building partnerships with agencies with requisite expertise and leveraging government program resources to provide women access to inputs, technology, markets, credit and other forward and backward linkages essential for enterprise development.





Photo Credit: Aditya Kushwaha

Women who underwent dialogues on gender discrimination and patriarchy and importance of education and employment

32,791

Net Number of Women Covered 16,886

- Education
 - Enrolled in class 10, 12 3,865
 - Cleared examinations 2,146
- Employment
 - Trained 2,969
 - Placed in job 825
 - Farm Enterprises 8,252
 - Non-farm Enterprises 1,800

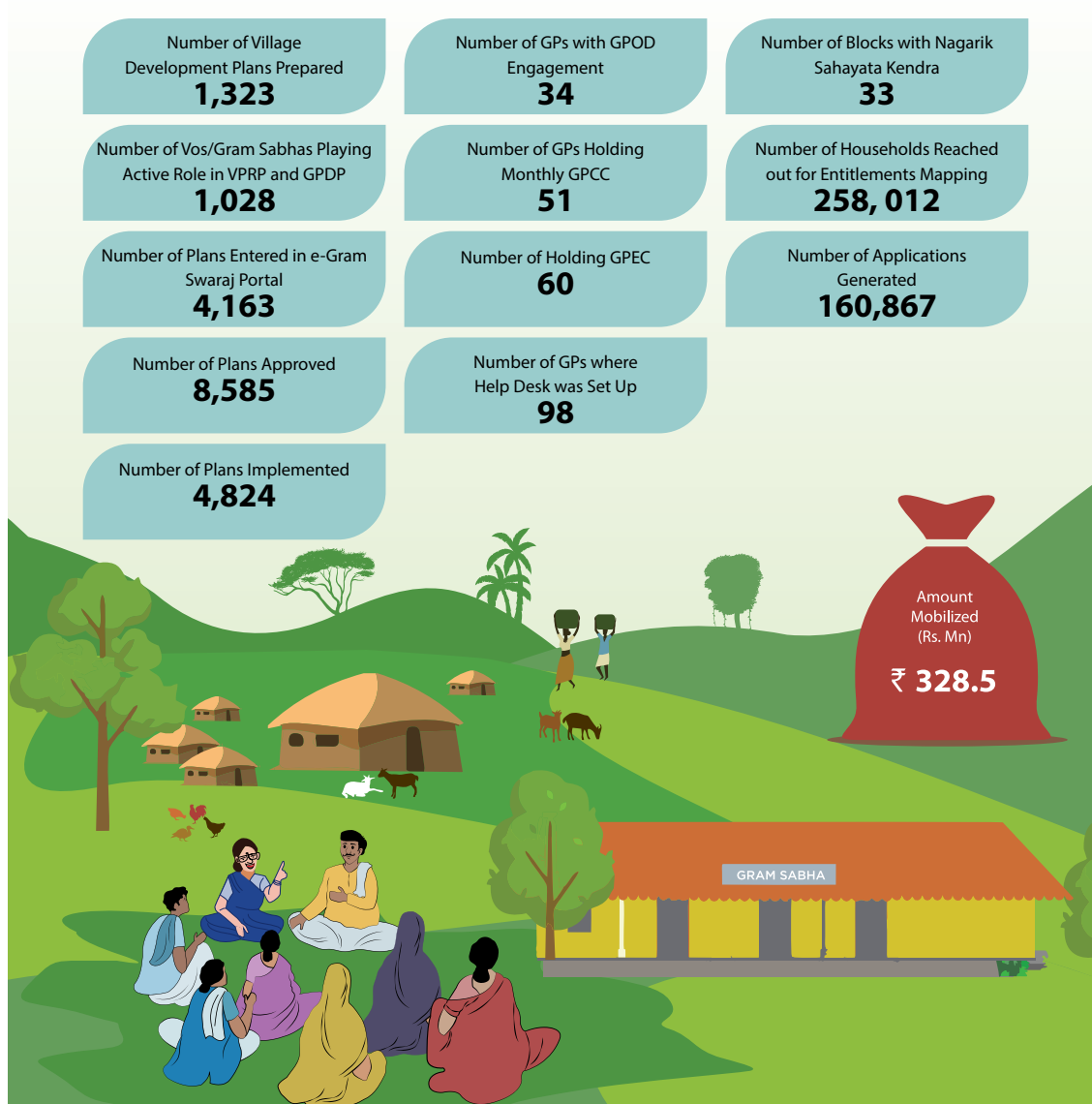


L. Improving Grassroots Governance and Access to Entitlements

Increased awareness among rural community members and their growing self-confidence generally lead to action on their felt needs. Women's collectives have voiced the need for better delivery of services and access to entitlements assured by various government programs. Over the years, better representation and participation of women at local governance forums emerged as important areas of work with women's collectives' enhanced sphere of influence. This led to better appreciation of the larger context of grassroots democracy and the need to strengthen PRIs so as to garner better response to local issues and citizen demands. An emerging model of promise is the creation of a help desk embedded in the Gram Panchayat, accountable to them, with the specific mandate of responding to citizen's queries

and applications for various services and entitlements. The model was experimented within a few GPs and then piloted with UNICEF support across 40 GPs spread across four districts in Jharkhand and Odisha. The results have been quite positive as studied by Xavier University, Bhubaneswar through a separate research study of the initiative. Based on this, a scale up is being discussed with UNICEF in both states. Another project on local governance and democracy supported by APF is also underway in Gumla district in Jharkhand. A Project Management Unit has also been set up in Department of Panchayati Raj in Jharkhand to facilitate the process. NRLM has also initiated a process – Village Poverty Reduction Planning (VPRP) – to legitimize the role of SHG collectives in Gram Panchayat Development Planning (GPDP), an innovative example of inter-ministerial cooperation and convergence. Based on this emerging model, the plan for this year involved setting up of GP Help Desks and work on access to various entitlements needed by citizens.

Progress during FY 2021-2022



L.i Facilitating claim under Forest Rights Act

Land is the biggest asset in the lives of smallholder farmers. However, they lack legitimate right on the lands. Absence of land rights compels them to live in fear of losing the land and they do not invest much on its development neither do they get linked with government programs and schemes. When a woman is in a functional household it does not matter who owns the land but when the household breaks (such as due to widowhood, polygamy, abandonment, etc.), she is excluded. Even though she knows many technical aspects of livelihood promotion, she barely gets an opportunity to use that knowledge due to lack of land and falls back to the vicious cycle of poverty. However, when women have ownership on their lands, every other thing falls into place. Their decision-making abilities increase, they get better access to agricultural inputs and credits, their possibility of falling prey to violence reduces, and their investment in the family's wellbeing increases significantly.

PRADAN, with support from BMGF, had initiated a pilot on promotion of women's land rights through a project titled "Partnership for Women's Empowerment and Rights" in 2013. The macro- and micro-level field

studies conducted during 2014-15 revealed that, many a time, due to lack of secure land rights, tribal and poor people were unable to raise their voices against unfair eviction and displacement. Absence of land rights of women has restricted food security, education, health, and overall socioeconomic development of the women and their families. Single women with a lack of secured land ownership are the worst sufferers.

Based on the study findings, the key interventions prioritized through community consultation for piloting were: (i) having rights on homestead lands for women-farmers; (ii) helping people access benefits under Forest Rights Act (FRA) in a saturation approach; (iii) facilitate transfer of ownership over ancestral land to the current legal heir (iv) Private 'patta' for occupation of landless on government and common land.

Based on the priorities set forth by communities, initially PRADAN piloted interventions to promote homestead land for those who do not have them lands focusing on women and single women, in particular. However, from the work experience in tenure security, it was identified that FRA, 2006 is a very progressive act to address the issues of land



Photo Credit: Sankar Behra

ownership in tribal concentrated pockets of the forest fringe villages. The potential for FRA implementation was identified to be very high as forest coverage in these areas is very high and the community depends on forest for many requirements related to their life and livelihoods.

Under FRA 2006, recognition of Individual Forest Rights (IFR) supports household-level tenure security which leads to land development as well as sustainable and potential land use and results in livelihoods security and enhanced income. Similarly, under Community Forest Rights (CFR), the traditional rights of Gram Sabhas regarding collection, use and sale of NTFPs (uncultivated food, fodder, and others) as well as right of protection and management of community forest is recognized. As per the act and rule, there is also provision for convergence of implementation of the post-claim management interventions.

Technology adoption for land mapping, demarcation, documentation, and MIS, in collaboration with CADASTA Foundation, was further customized for FRA 2006. It proved to be a unique tool to expedite field implementation of FRA and was appreciated by revenue and forest department officials. The tool is a mobile application and a web-based platform has made operations easy.

PRADAN found that end-to-end implementation of FRA supports food security, income enhancement and contributes to protection of the forest ecosystem in the form of soil and water conservation, groundwater recharge, perennial flow of river and streams, and carbon sequestration, etc.

The overall engagement during the period covers the following:

Capacity building of Van Sathis

Resource persons from the community were identified and groomed as Van Sathis to support the community in claiming their rights;

Concept seeding

Meetings were organized with women collectives around FRA, process of making claims and its prospects, FRC constitution/reconstitution and the role of Gram Sabha in the entire process;

Dispute resolution

For minimizing complications among neighboring villages, various meetings were organized involving villages, beat guards, deputy rangers and rangers who provided valuable inputs with technical interpretations;

Uses of technologies

Use of QGIS, ARCGIS for demarcation of the boundary with proper photos and location helped in increasing the accuracy in demarcation and land mapping. Other than this, RoR data collection was done which helped in studying the baseline of IFR; and

Engagement with stakeholders

Officials from the forest department and district administration were informed on the entire process and emerging issues on a regular basis. An area-wise plan was finalized in the meeting which helped in timely submission of claim documents in Sub-Divisional Level Committee (SDLC). Teams also engaged with the Tribal Department to minimize the rejection of claim documents. Collaboration with the Tribal Department helped to engage in its various other initiatives.



Photo Credit: Sankarsan Behera

Number of IFR Claims
Submitted to SDLCs

3,198

Number of IFR Claims
Approved by SDLCs

1,124

Number of CFR Claims
Submitted to SDLCs

648

Number of CFR Claims
Approved by SDLCs

406



Photo Credit: Sankarsan Behera

Amount of Area
Recognized under CFR
(Ha.)

81,214

Number of CFRMPs and
Gram Sabhas Taken Effort to
Implement

18

Number of Households
under Livelihood
Programs

2,228

L.ii Annual Income of Households Participating in Improved Livelihoods

We surveyed 40,654 households to track the income they earned over the past one year from improved livelihood activities in which PRADAN's field-based teams were directly involved. The survey findings are provided in Table 8. In comparison to 2020-21, the percentage of households in the lowest income

bracket has gone down from 19% to 11%, and the percentage of households in the income bracket of Rs. 100,001-300,000 has increased from 25% to 35%. This eight percent reduction in the economically-deprived category and the ten percent jump in the category of additional annual income between Rs. 100,001-300,000 despite COVID-19 setbacks indicates the effectiveness of our livelihood intervention methods, followed to enhance productivity, efficiency and self-reliance among the communities.

Table 7: Survey Results on Income Earned in 2021-22

| Categories of Annual Income | | | | | |
|-----------------------------|--|--|---|--|----------------------------|
| | < Rs. 40,000 (economically deprived) | Rs. 40,001- 60,000 (some progress out of poverty) | Rs. 60,001- 100,000 (significant progress out of poverty) | Rs. 100,001- 300,000 (towards escaping vicious cycle of poverty) | > Rs. 300,000 per annum |
| 2020-21 | 7,838 (19%) | 8,643 (20%) | 14,292 (34%) | 10,511 (25%) | 906 (2%) |
| 2021-22 | 4,440 (11%) | 6,444 (16%) | 14,557 (36%) | 14,275 (35%) | 938 (2%) |



Photo Credit: Shubham Fulmali

Partnership for Large-scale Livelihood Programs



5

Alone you could be good, together you are far better. Alone you may go faster, but together you will go much further. And that is the belief PRADAN has developed and nurtured since its inception. Development work is a complex process because it involves challenging stereotypes and perhaps changing the socio-political order that has been deeply ingrained over centuries. Inequalities and behavior patterns cannot be changed by a single intervention or by any one entity. There needs to be a concerted effort among the three pillars of a society, viz., the civil society, the government, and the market

(*Samaaj-Sarkaar-Baazaar*) to facilitate creation of what is 'just and equitable'. In this section, we share our key initiatives in partnership with the government and various CSOs.

A. Partnerships with Government Departments

Over the last five years, PRADAN has made a concerted effort to bring about large-scale change by forging strategic partnerships with government



Photo Credit: Ajit Kumar Gautam

departments, building on decades of work done at the grassroots, blueprints and prototypes created, and expertise gained. This reporting period, we continued with our partnership with government departments and other CSOs on large-scale projects. The objective was to bring into focus endemically poorer geographies that needed priority intervention by the state, and create ways to enhance the impact of public investments in alleviating mass poverty. Salient features of our involvement were:

- First, we engage with relevant departments of the government (rural development, tribal welfare, agriculture, water resources) to bring public investments and policy support for developmental initiatives at the grassroots and facilitate convergence of other actors to synergize those initiatives;
- Second, reconfigure existing programs of the government, if required, and build capacity of local bodies/government functionaries who would be responsible for implementation;
- Third, playing a nodal role in the program design, and laying out the result framework;

- Fourth, involve other CSOs in grassroots mobilization, and planning, and for techno-managerial support to the community, local bodies and frontline functionaries; and
- Fifth, bring in public and private philanthropies to support CSO involvement at the grassroots and for setting systems for overall coordination of the project.

Central and state governments have allocated considerable resources to their multiple departments for the administration of various development schemes. CSOs can collaborate with the government to provide strategic design and implementation support to different government programs to achieve quality outcomes. We have forged collaborations with state departments across all administrative nodes in government flagship programs such as MGNREGS and NRLM. This has helped in scaling up the programs and building a supportive ecosystem for better access to public schemes and entitlements.



Photo Credit: Ashutosh Nanda

A.i Usharmukti Project in West Bengal

Over the years, several rivers in our country have either dried up or virtually fallen off the map due to blatant interference with nature by human habitation, coupled with climatic change, depletion of aquifers, lack of recharging mechanisms, and collapse of watershed ecosystems. This has severely impacted the rivers, terrain and agriculture practices, livelihoods and, finally, the economy of the river.

Usharmukti (emancipation from barrenness) is a unique initiative of CSO-Government collaboration, supported by BRLF, Hindustan Unilever Foundation, WABAG, and Ford Foundation, which was envisioned to address this issue. The participating CSOs, apart from PRADAN are TSRD, DRCSC, LKP, SM, RDA, and PRASARI. The project targeted treating a vast catchment area (54 blocks in western parts of West Bengal) spanning seven major dying rivers, to revive underutilized or unutilized natural resources through MGNREGS. The three major pillars that the project was built on were partnership, participation, and convergence. It sought to create sustainable livelihoods for poor women, and tribal and other vulnerable households in the intervention blocks through appropriate land and water treatment measures undertaken on a watershed basis, by leveraging funds from MGNREGS. And in the process redefine the perspective of MGNREGS from only 'wage employment' to 'today's wages tomorrow's livelihood'.

In a nutshell, the major outcomes of the project were:

- Restore 400,000 ha of upland areas, checking soil erosion and reducing runoff by at least 50%;
- Increase flow in rivers and rivulets in the sub-basin areas and prolong water flow in the downstream areas by at least three additional months;
- Bring at least 50% area (350,000 ha) under 150%-200% cropping intensity;
- Effect at least 50% increase in household income; and
- Enhance social capital-- strong and mutual relationship among people, PRIs and public systems.

The program was implemented by 12 teams of technical staff to capacitate and facilitate the MGNREGS functionaries to plan watershed activities and ensure active participation of women's collectives. Across all blocks, the program has been implemented

under the leadership of a Project Management Committee (PMC) involving SHG women members, job card holders and elected members of that block. After four years of concerted effort, the following output has been achieved:

- Almost 100,000 ha of degradable land treated in the project;
- Durable assets developed for almost 200,000 marginalized households;
- Perspective building of the administration, PRIs (members and functionaries) and PMCs across all 472 GPs of 54 blocks; around 2,600 rural youth trained on watershed principles;
- 2,053 Detailed Project Reports (DPRs) prepared with active participation of the community, especially women members of SHGs;
- Established a robust system of watershed-wise data management jointly with the government;
- Leveraged Rs. 12 billion from MGNREGS funds for INRM (69% of the total mobilization);
- Convergence with the other line departments - Water Resources Investigation & Development (West Bengal Accelerated Development of Minor Irrigation Project), Agriculture, Soil and Forest - Rs. 1.5 billion; and
- During the pandemic, with the return of migrants, around 112,000 new job cards opened across operational blocks.

A.ii Mega Watershed Development Project in Chhattisgarh

The High Impact Mega Watershed Project is a collaborative initiative by the Government of Chhattisgarh, Axis Bank Foundation and BRLF aimed at improving livelihoods of rural citizens through investment in soil and water conservation initiatives. Under this project, which was started in 2018, land and water treatment measures covering approximately 690,000 ha of catchment area are being undertaken in the upper ridges in 26 blocks of 12 districts under MGNREGS. This four-year project aims to increase the income of 100,000 small and marginal households on a sustainable basis through watershed management and increased farm productivity with the community at the forefront of planning and implementation activities. The project also has additional components supported by the Ford Foundation which focus on livelihoods, especially agriculture, NTFP, and livestock value-chain development.



Some major achievements of the project are:

- **Outreach:** The project reached an additional 44 new GPs and 91 villages during the reporting period. Thus, the cumulative outreach of the project since initiation is 776 GPs and 1,493 villages; livelihood interventions have been undertaken with 111,817 households;
- **Capacity building initiatives:** 91 state and regional-level and 1,297 block-level capacity building and coordination initiatives have been undertaken on watershed principles, technical aspects, participatory planning, GIS-based tools and techniques and on-farm and non-farm livelihoods. The State Program Management Unit (SPMU) also provided support to the state MGNREGA cell in terms of technical support, implementation and grounding Narwa (rivulets and streams in local language) Rejuvenation Plan in the whole state;
- **INRM and GIS-based planning:** Different maps were derived from Bhuvan Portal and Google Earth Pro; activity maps, land use maps and resource maps were prepared in project villages through a participatory approach;
- **DPR preparation:** 18 new DPRs were finalized and support was extended for planning and implementation in 44 additional GPs; 13 DPRs and 13,300 structures were approved in Gram Sabhas/GPs in the FY 2021-22;
- **Sanctioning of planned activities:** 3,234 new structures have been planned and administrative sanctions received for an additional 10,435 structures during the period;
- **Key livelihood interventions:** Livelihood interventions have been made with 72,924 households which mostly included agricultural activities during Kharif season; and
- **Funds invested:** Finance invested (leverage) during the period totaled Rs. 2.5 billion with the cumulative amount invested (finance leveraged) under the High Impact Mega Watershed Project touching Rs. 4.86 billion till September 2021 (intensive blocks Rs. 3.93 billion and non-intensive blocks Rs. 920 million).

A.iii Engagement with MGNREGS Cell in Chhattisgarh

Two members of the PRADAN SPMU team have regularly engaged in providing technical support to the state MGNREGA Cell and the districts team of Chhattisgarh. The broad contours of the engagement include:

- **Support for implementation and usage of SECURE software in the state:** Software for Estimate Calculation Using Rural rates for Employment (SECURE) is implemented in all 28 districts of Chhattisgarh since 2018-19. The SPMU team is providing regular handholding support to district teams in working with SECURE and liaising with the Ministry of Rural Development, National Informatics Centre and National Remote Sensing Centre to resolve day-to-day technical issues encountered by district teams and incorporating new provisions in SECURE as per the requirements of the state;
- **GIS-based planning:** The SPMU team is providing regular support in capacity building of the district teams for GIS-based planning, and developing training material for field level staff to learn and work with GIS planning tools;
- **INRM-based planning:** Orientation of the district teams about watershed concepts and different interventions to facilitate INRM has been undertaken. Regular support has been provided to the field-level teams in planning and implementation of the state flagship program of Narwa. Excel files for developing designs, drawings and estimates of different INRM works have been developed and shared with district teams and field staff of MGNREGA for

ease of planning. Information, Education and Communication (IEC) and training materials on INRM-based planning under MGNREGA have been developed. District-level technical experts of BRLF supported CSOs have been providing active support in DPR preparations for Narwa projects of respective districts; and

- **As a member of State Narwa Cell:** Participating and working through 'State Narwa Committee' as a key partner with an objective of grounding the Narwa rejuvenation plan in 146 blocks of the state and helping in influencing and supporting the ground initiatives of MWSP project.

A.iv Agriculture Production Cluster (APC) Project in Odisha:

Under the aegis of the Government of Odisha, the APC approach was taken up as a cohesive initiative involving multiple departments in November 2018 with the launching of the 'Promotion of Agriculture Production Clusters in Tribal regions of Odisha' project. This is a collaborative effort of several departments of the state government such as the Departments of Agriculture and Farmers' Empowerment, Panchayati Raj & Drinking Water, Mission Shakti, and organizations such as BRLF, BMGF, and 14 NGO partners including PRADAN. The available schemes of the Directorate of Horticulture, Agriculture, Odisha Livelihoods Mission, Mission Shakti, ST & SC Development, Minorities & Backward Classes Welfare Department, AH & VS, APICOL, OAIC, OLIC and other departments are being converged for institution building and creation of livelihood infrastructures required for women farmers in the APC blocks.

Initially the project covered 40 blocks in 12 highland districts of the state. Considering the project's positive impacts, the Government of Odisha decided to expand it to 31 more blocks with support from the District Mineral Foundation. At present the project covers 71 blocks across 14 districts of the state, covering 213,000 women SHG members.

The project focuses on empowering small and marginal women farmers by doubling their income sustainably through collectivization and synchronized production. It employs strategies to diversify the cropping system focusing on high-value crops, set up critical livelihood infrastructures, maximize production by ensuring improved package of practices, adopt non-pesticide management practices, introduce improved livestock rearing practices to diversify and augment income, and institutionalize input and marketing processes to provide better return to its members.



By March 2022, 145,022 small and marginal women farmers were mobilized to form 1233 PGs. All the 30 planned producer companies have been formed and, so far, 38,151 shareholders have been mobilized with share capital worth of Rs. 15 million. Further, 97,471 women farmers have been engaged in high-value crop cultivation, covering 34,973ha, out of which 9,065 ha. of land has been covered under non-pesticide management practices. 5,177 ha have been covered under fruit tree plantation. The project has also successfully demonstrated improved farming technologies such as soil-less nursery, cultivation through drip irrigation and polythene mulching, improved trellis, multilayer farming, solar fencing, and solar drying of crops like ginger.

The project has created 10,201 ha of irrigation potential, covering 23,260 PG farmers by converging various schemes from OAIC, OLIC, MGNREGS, etc. Further, 27,168 farmers are adopting improved livestock rearing; 265 AEs are actively engaging with women farmers across project areas.

During 2021-22, PG farmers sold 19,345 tons of vegetables amounting to Rs. 435 million. Before selling the final produce, PG farmers ensured primary sorting, grading and packaging at the individual and PG level, which gave them an additional 10-20% return.

A.v Western Odisha Migration Project

To arrest distress migration in a cluster of 20 identified blocks of four western districts, the Government of Odisha had initiated a special project called "Arrest Distress Migration by Strengthening Agri-based Livelihoods through INRM under MGNREGS". In this project, PRADAN is playing the role of a resource NGO to facilitate INRM-based durable asset creation under MGNREGA. This is a three-year project that started in November 2019. Around 392,000 households are being reached out to. ICICI Foundation is supporting the cost of PRADAN. For the first time in the entire country, the Government of Odisha has provisioned for an additional wage of Rs. 93 and additional wage days of 200 days over and above the existing provision

of 100 days under MGNREGA. The total estimated cost of the project is around Rs. 20 billion. Till FY 2021-22, an investment of Rs 14 billion had already been made. PRADAN has deputed a dedicated three-member team to work closely with MGNREGA Society of the Panchayati Raj & Drinking Water Department. A senior professional has also been deputed to work with the district administration to facilitate and provide handholding support for the implementation of this project.

Overall progress at a glance:

- 60,130 vulnerable households have been identified and included in the project;
- 298,000 households have been provided with an average employment of 67 days per household;
- 67,263 households have been provided with 100 days of employment; 13,205 and 517 households have been provided with 200 and 300 days of employment, respectively;
- Rs. 6 billion was invested in FY 2021-22 of which 76% investment was made in asset creation related to INRM (against the state and national average of 68.44% and 65.15%, respectively). Cumulatively, Rs. 14 billion has been invested against the targeted budget of Rs. 20 billion;
- For the first time, GIS-based village-level INRM plans were prepared for 50 model INRM villages and will be implemented on a priority basis;
- Field-level training was provided to field functionaries and technical staff on INRM and its implementation; and
- A third-party midterm assessment of the project was conducted by the Xavier Institute of Management, Bhubaneswar. Six hundred randomly selected households, from 20 intervention as well as control blocks, were interviewed. Moreover, 27 focus group discussions and interviews of 134 key informants were conducted to assess the benefit of the project, especially the impact of INRM-related assets created to provide alternate employment. Major findings of the study are given in Table 9:

Table 8: Assessment of the Western Odisha Migration Project

| Sl. No. | Particulars | In Intervention Blocks | In Non-intervention Blocks |
|---------|--|------------------------|----------------------------|
| 1 | Work Participation | 83.0% | 47.6% |
| 2 | Asset Creation (Community + Individual) | 59.9% | 20.2% |
| 3 | Households Increased their Income | 61.0% | 11.9% |
| 4 | HHs Utilized their Assets | 58.2% | 14.2% |
| 5 | Improvement in Access to Water in Well, Pond, Pump and Groundwater | 59.5% | 8.9% |
| 6 | Total Income Enhanced | 56.7% | 7.1% |
| 7 | Increase in no. of Non-migrant Households | 20.8% | 2.2% |

The success of the project has prompted the department to propose an extension of the project for two more years, and expand it to 10 more migration prone blocks.

A.vi Engagement as NRLM Support Organization (NSO)

PRADAN started its journey as a NRLM Support Organization in 2013 to support the Mission in developing strategies and approaches for livelihood interventions and building capacities of staff to manage livelihood programs at scale. Over the last eight years, we have worked jointly with the NMMU and SRLMs of Bihar, Jharkhand, West Bengal, Odisha, Chhattisgarh, and Madhya Pradesh. In the ongoing phase, there is a plan to support SRLMs in five states (Chhattisgarh, Madhya Pradesh, Odisha, Jharkhand, and Bihar) to facilitate livelihood enhancement of 250,000 families. Additionally, NMMU has sought our assistance to implement comprehensive livelihoods with the SRLMs in three states and to help document best practices.

NRLM has recently included livestock as one of the livelihood interventions which required us to engage

with different SRLMs to work out contextualized rolling out of strategies. The planned interventions are being implemented in Jharkhand, Chhattisgarh and Odisha. Apart from livestock, we focused significantly on scaling up the regenerative farming initiative across PRADAN's locations.

A.vii Collaborating with Department of Panchayati Raj, Government of Jharkhand

For the last six years, there have been many experiments towards decentralization and strengthening the local governance in Jharkhand. Prominent among them are the Yojana Banao Abhiyaan and the Beacon Gram Panchayat project. The idea was to form a SPMU under the Department of Panchayati Raj, Government of Jharkhand, to trigger large-scale transformative work towards democratic decentralization. A group of professionals

Table 9: Cumulative Achievements in All Intervention States

| Achievement as on March 31, 2022 | Bihar | Chhattisgarh | Jharkhand | Madhya Pradesh | Odisha | Total |
|--|--------|--------------|-----------|----------------|--------|---------|
| No. of Districts | 38 | 15 | 7 | 9 | 9 | 78 |
| No. of Blocks | 11 | 31 | 50 | 22 | 33 | 147 |
| No. of Staff Trained | 2,400 | 175 | 85 | 130 | 116 | 2,906 |
| No. of Master Trainers Trained | 62 | 1,319 | 0 | 45 | 40 | 1,466 |
| No. of Community Resource Persons Trained | 0 | 963 | 55 | 270 | 1,180 | 2,468 |
| No. of Households Impacted through Intensive Support | 34,557 | 128,530 | 141,215 | 6,400 | 82,500 | 393,202 |

and experts in the field of local governance under the leadership of the Secretary, Department of Panchayati Raj, Government of Jharkhand, could be on a game-changing strategy to begin this journey.

During the past few years, PRADAN has been able to provide some concrete inputs to strengthen local governance, and develop functional relationships with various other organizations and individuals who are well recognized for their contributions in this field.

A.viii Memorandum of Understanding (MoU) with JSLPS for Integration of VPRP and GPDP across Our Areas of Operation in Jharkhand to Strengthen Pro-people Planning and PRI-CBO Collaboration

GPs have been mandated to prepare the GPDP for economic development and social justice. The Ministry of Rural Development initiated the concept of VPRP two years ago which has been spearheaded by NRLM. This has been taken up as a step prior to the GPDP. In the process, the SHG collectives have been given a legitimate space in the whole planning

process, and provided an avenue to prepare a community demand plan to integrate it with GPDP.

PRADAN's engagement and experience

Last year, PRADAN field teams at Bokaro were involved with the teams of JSLPS in facilitating the process in the blocks of Jaridih and Petarwar. This has resulted in some early successes and a few critical learnings. PRADAN, having decades of experience in working with SHG federations and the local GPs, found it relevant to adopt a collaborative approach between the PRIs and CBOs. Thus, all the SHGs from 42 villages, and 17 GPs in the block actively participated in this process which was facilitated by PRADAN, along with the block level team of SRLM. The SHG-led village-based planning process with active support of GPs got all the plans accommodated in the Gram Sabha registers and, of 422 collective schemes in Jaridih, 256 were uploaded on the e-Gram Swaraj Portal for implementation.

PRADAN signed an agreement with JSLPS to replicate the same process in all 31 operational blocks of PRADAN across eight districts of Jharkhand.



Photo Credit: Ajit Kumar Gautam

Major activities carried out during FY 2021-22:

- No. of block and cluster level federations oriented: 53; 1,074 leaders attended the orientation program;
- Joint orientation of PRI and block and cluster level federations: 27 events; 535 participants attended;
- Orientation of the VPRP cadres: 42 events; 1,363 participants attended;
- Orientation of Block Resource Teams: 18 events; 339 participants attended;
- Awareness building camps: 85 events; 243 GPs participated;
- A total of 2,835 SHGs/VOs oriented;
- Orientation of BMMU staff: 20 events; 176 staff trained; and
- Block coordination meetings organized in 29 blocks; district coordination meetings organized in eight districts.

Some positive outcomes in the intervention areas could be observed in terms of inclusion of plans by VOs in the GP's action plan in 10 blocks. To substantiate these findings, block wise data were collected. Data from Peterbar block:

- 78% of the plans around the entitlement schemes by the VOs approved by GPs;
- 92% of the plans around livelihood schemes by the VOs approved by GPs; and
- 86% of the plans around public goods and services approved by GPs.

A. ix MoU with MP State Employment Guarantee Council

PRADAN has signed an MoU with Madhya Pradesh State Employment Guarantee Council (MPSEGC), Panchayat and Rural Development Department (GoMP) to function as its 'Knowledge Partner'. The collaboration seeks to create space for knowledge management unit within the MPSEGC entrusted with the responsibility to provide support to enhance effectiveness of MGNREGS implementation and its impact to strengthen rural livelihoods. Three key domains of engagement are:

- Knowledge through direct on field engagement
- Creating knowledge repository and informing process of MGNREGS implementation
- Dissemination and Capacity building of the systems

So, PRADAN has supported the MPSEGC to:

- Develop and implement the concept of "Sanjha Manch": a consultative and systemic intervention to create a platform of all stakeholders comprising of CLF leaders, SRLM BMMU members and Janpad Panchayat staff to build synergy in planning, implementation and drawing learnings in an appreciative manner.
- Draft guidelines for effective usage of playgrounds created in rural areas, documentation of successful experiences, inclusion of additional works set

PRADAN is working to develop a road-map for planning process that helps the Block and District level MGNREGS functionaries to prioritize Livelihood prototypes in scale for each of the blocks and streamline it with the planning and implementation process along with capacity building of related MGNREGS staff.

B. Partnerships with CSOs

We are part of Development Cluster Forums (DCF) as a network of CSO partners for learning, sharing and scaling-up of successful prototypes of partners. Santhal Pargana Development Initiative (SPDI), a network of 13 CSOs in Santhal Pargana Development Cluster, is registered as a Trust. In Madhya Pradesh, Sustainable Development Initiative Association (SDIA), a network of 22 CSOs, is registered as a Society. PRADAN is committed to create a space for the growth of the DCFs and supports the local CSOs in capacity building, knowledge sharing, jointly formulating project proposals and implementing projects. We are also members of different CSO forums such as Rapid Rural Community Response (RCRC), Jharkhand CSO forum, National Coalition of Natural Farming, etc., which provide a platform to actively share experiences and learnings by its members.

B.i SDIA, Madhya Pradesh

There are 25 CSOs with a total outreach of 320,000 households from 3,500 villages in SDIA. During the second wave of COVID-19, collaborative efforts of the agencies helped to reach out to over 100,000 families

with financial and medical aid provisions. Capacity building events around enhancement of thematic knowledge, communications and project framing were organized for the members. Over 240 ground staff participated in these events. To intensify the programmatic engagement along with uniformity of intervention, the network collaborated with Water Resources Institute on the Restoration Opportunities Assessment Methodology.

B.ii Santhal Pargana Development Initiative

SPDI, established in 2018, has a network of 13 voluntary organizations working in the Santhal Pargana region. It was registered in January 2021 and it has been meeting on a bi-monthly basis, with 80% meeting regularity and 90% attendance of members. SPDI has set goals, objectives, a code of conduct, work strategy, annual planning and budget planning.

Progress made by SPDI:

SPDI, in collaboration with the Jharkhand CSO Forum, has continued to build capacity on livelihood interventions and nutrition and health and contributed with their recommendations, in the state level workshop on pre-budget consultations. Till March 2022, together with the CSO Forum, it has conducted 40 knowledge building events – on thematic areas including INRM, agriculture, forest-based livelihoods, nutrition, ILR, and organization development. Alongside, six organizations are engaged in ILR with 13,446 households. Some of the SPDI members met the Hon'ble Minister of Agriculture and Hon'ble Minister of Rural Development, Government of Jharkhand, and updated them on the functions and purpose of the initiative to explore the scope of future collaborations.

B.iii Revitalizing Rainfed Agriculture (RRA) Network

PRADAN is an active member of Revitalizing Rainfed Agriculture (RRA) Network (www.rainfedindia.org) is a platform of over 600 CSOs, researchers, academicians and policy makers. The RRA Network aims to reconfigure public systems, policy and investments, to promote regenerative, climate resilient and prosperous rainfed agriculture by synergizing the diversity of ecosystems and development aspiration of the rainfed farmers in India. The Network has a presence in 11 states (having more than 60% areas under rainfed, tribal and development shadow regions) and more than 300 CSOs are actively

pursuing rainfed agenda on the ground and at the policy level. RRA Network is a knowledge partner with the National Rainfed Area Authority, and collaborated with the National Institute of Agricultural Extension Management (MANAGE) and Indian Council of Agricultural Research.

During 2021-22, PRADAN remained actively involved in RRA Network's initiatives. The following were major engagement areas:

- State level networks consolidation;
- National Coalition for Natural Farming (NCNF) formation at the state levels – Madhya Pradesh, Odisha, Jharkhand (in collaboration with the CSO Forum) and Rajasthan;
- Support to NABARD in developing the framework of planning of the JIVA project (Transforming Watershed/TDF through agro-ecological approach). Of the 25 pilots of the JIVA project, in 13 pilot projects, RRA Network members were selected as implementing partner of NABARD in Andhra Pradesh, Telangana, Karnataka, Tamil Nadu, Rajasthan, Maharashtra, Madhya Pradesh, Jharkhand, Himachal Pradesh and Odisha; and
- Develop collaboration possibilities of RRA Network and NCNF with MANAGE for designing and delivery of training of master trainers and GP Pradhans by involving members of the networks experienced in natural farming, agro-ecology, living soils, crop system and livestock crop integration. (The discussion is on-going and a collaboration MoU between MANAGE, RRA Network and NCNF is expected soon.)

B.iv Rapid Rural Community Response (RCRC) to COVID-19: Major Progress Indicators during 2021-22

- Founded in March 2020, RCRC was the result of an increased need for effective last mile service delivery and provision of grassroots insights to the government on COVID-19 response and relief actions. RCRC members actively participated in COVID-19 mitigation and relief during the second wave. The members facilitated about 2.5 million vaccinations, COVID-19 awareness amongst 7.2 million population and provided protective kits to about 15,000 frontline workers. RCRC continues to gain momentum and credibility amongst NGOs. Twenty-nine new members were onboarded, taking the total to 84. PRADAN is a working committee as well as a governing board member of the coalition.

Human Resource and Personnel



Table 10: PRADAN's Total Staff Strength as on March 31, 2022

| Particulars | M | F | T |
|------------------------------------|-----|-----|-----|
| Professionals | 292 | 134 | 426 |
| Assistants | 108 | 20 | 128 |
| Staff on Contract | 175 | 51 | 226 |
| Total | 575 | 205 | 780 |
| Development Apprentices (on board) | 32 | 37 | 69 |
| Grand Total | 607 | 242 | 849 |

During the first quarter of the last financial year, the Human Resource Development unit focused on attending to the needs of our colleagues who were affected, exposed to high risk of infection due to continued work in the community and anxious about back home situation due to the havoc created by COVID-19. We conducted rounds of orientation and informative sessions by organising conversations with a health expert and reaching out to colleagues across Development Clusters (DCs) to deal with the situation and taking preventive measures. In addition, a series of webinars on mental health were conducted for colleagues to create awareness about emotional and mental health in the uncertain times.

In the later part of the year, we focused on conducting virtual training events, and worked towards establishing on-line as a platform for learning and development, and work unit review. Another focus area during this period was the selection process for leadership roles. Our routine work in placement of professionals for direct and partnership engagement continued as per requirement.

A. Development Apprenticeship and Placement of Professionals

- **Graduation of 72nd batch:** 70 (40 men and 30 women) apprentices graduated as executives in the year, by successfully completing Development Apprenticeship. The graduates were primarily from engineering (36%) and social work and allied (44%) disciplines. The pandemic and ensuing lockdown impacted the learning agenda. We could not conduct the central event except a two-day virtual event on learning and development in December 2021.
- **Initiation of 73rd batch:** We had planned for 100 apprentices joining this year. The recruitment and selection processes were on hold because of the pandemic for a considerable period of the recruitment and selection period. We finally had 105 selections (51 men and 54 women) from 30 campuses; 86 apprentices (41 men and

45 women) of the 73rd batch joined during September-October, 2021.

- **Selection of lateral executives and apprentices:** We initiated a process in January 2022 to bring in women executives and selected five from a pool of around 300 applications. Apart from this, till March 31, 2022, we had made 48 (21 men and 27 women) offers for our Development Apprenticeship program.
- **Internships:** We continued to respond to the internship need of the campuses. We took it as an opportunity to provide an exposure to PRADAN and the context of rural India. Around 50 students from campuses across disciplines and regions participated in internship projects during the review period.
- **Placement of professionals:** During this period 24 executives (nine women) assumed their responsibility as team coordinators.
- **Selection for leadership roles:** We conducted processes for empanelment of team coordinators and also supported the selection process for the Executive Director.

attended different training/orientation programs. The training events and workshops included: a) training of new Internal Compliance Committee members (41) around the Act, rules and processes to deal with the case of sexual harassment; b) program for new team coordinators (19) to help them manage organizational systems and processes related to accounts, finance, personnel, staff-development and apprenticeship; c) workshop on reflective writing (33) to strengthen the level of competency of professionals so that every PRADAN professional is able to write and publish her/his work; d) women's leadership program: two cohorts of field women team coordinators (11+8) participated in a three-month (July-September 2021 and March-June 2022) online course on 'Women's Leadership Program' offered by Harappa Education.

The program was aimed at providing toolkits, frameworks, principles and approaches to navigate the demands and challenges of their role; and e) two phases of Myers Briggs Type Indicator were organized as part of the Field Guide Development program during (November 2021-January 2022) with 46 participants.

A.i Centrally Organized Training Events and Workshops

Efforts were focused on conducting virtual training events, which were required or could be offered to a segment of participants. Around 160 participants

A.ii Engagements to Create Conducive Climate and Support

- **Listening to the internal world:** A series of four webinars on mental health awareness were organized with Dr. Neetu Sarin and Ms. Prachi Agrawal, which exposed PRADANites

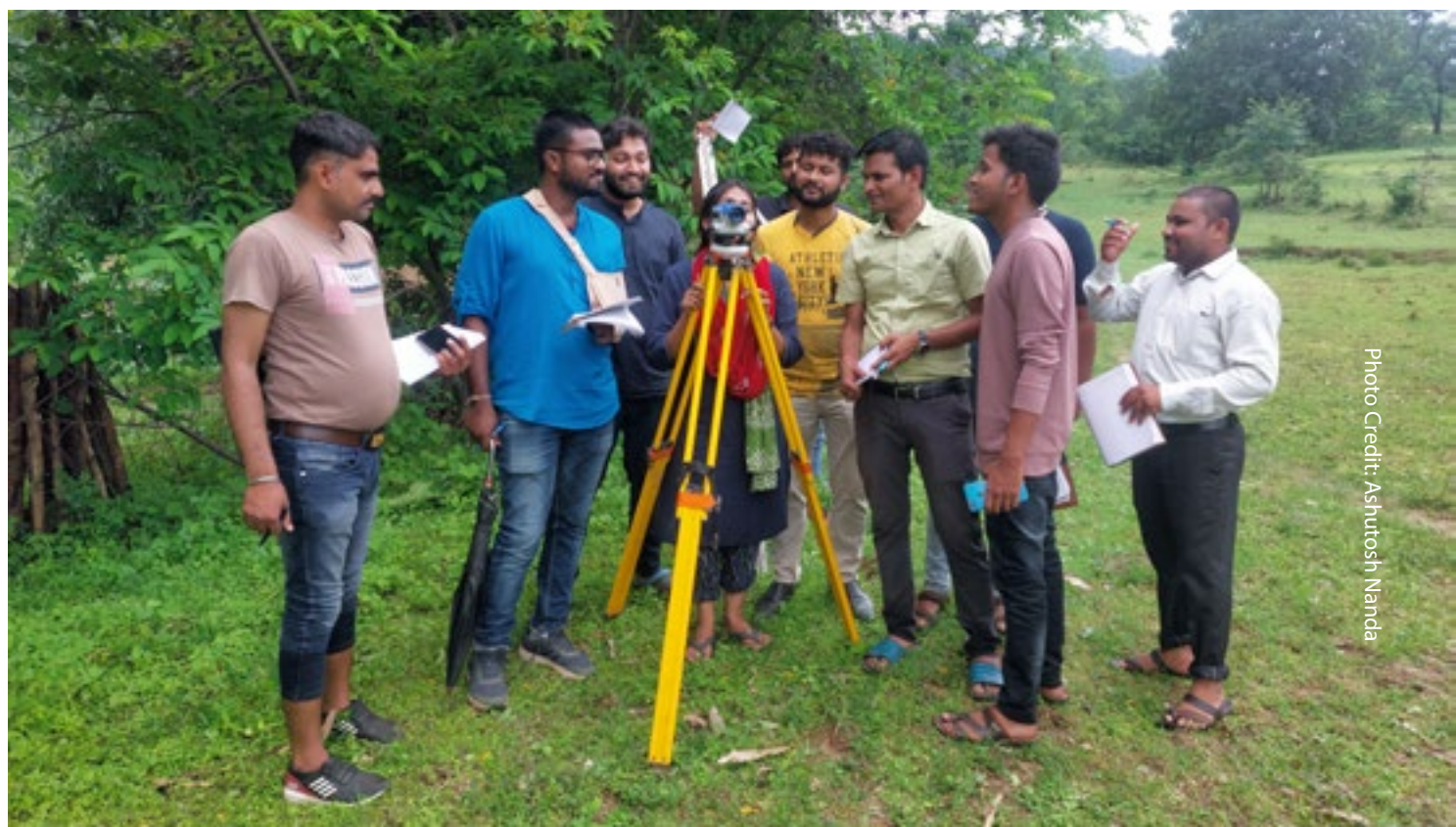


Photo Credit: Ashutosh Nanda

Story 7

All the little wonders!!

Thriti Dās, Churchu, Jharkhand

"Aap kabhi kendo nahi khaaye ho didi? Hum aaj tod ke khilaate hai aapko kendo." ("You haven't had Kendo yet? We will pluck some for you to eat today.")

"Thora sa dudh pee lijiye didi- ghar ka gai ka hai. Accha lagega aapko." ("Try this milk- it is from our home. I am sure you will like it.")

To be honest, ever since I began my academic journey post schooling, I wanted to lead the professional life I am leading right now- to explore, learn about and work with the rural communities and grassroots in India- as if it has always been my calling!

My journey to rural India started with getting placed as a Development Apprentice (DA) in PRADAN. Every little and most common fact of rural hinterland mesmerized me, like "KHET" and "BAARI" are practically different land types. It was the first time I was having food like Konar flower, corn cripes, tur and kendo and I loved to explore different local tastes as I have never had the chance to see this side of the world- the rural rawness.

As the months passed by, I realised that the moments I am happiest are when I have the most informal interactions with Didis in the village.

Radhika didi and Yashoda didi took me to the forest hinterlands in Sariya and plucked Kendo fruits from the trees as they wanted me to try these "Dehati" fruits. Nagina didi welcomed me the first time I went to her home with a glass of warm milk from their cattle which they have kept solely for the purpose of

feeding the children in the house. Ailin didi showed me Sarhul paintings which I had always been curious about.

This year's Eid was particularly special as I was invited to Sewai at Rubina Didi's house. I celebrated Eid with community women whom I had not met earlier- talked to them about their lives and family. Everytime I went to Sonam Didi's house late in the afternoon, they knew I must be super hungry. They gave me the special mixture that her husband sent her from Maharashtra.

One day, Sonam di's Mother-in-law asked, "Kitna bhai behen hai? Ghar se itna door rehti ho, gharwale kuch kehte nahi?" ("How many siblings do you have? You stay so far from home, don't your parents don't say anything about it?") I replied, "Mai eklauti bacchi hu, bhai behen nahi hai. Mummy Papa toh khush hi hai ki khud se kamaa rahi hu." ("I am a single child, I don't have any siblings. My parents are happy that I am earning on my own now"). To which she replied, "Ye toh sahi baat hai. Ghar ke log madat nahi karenge, toh kaise adki bahar jaake kaam karegi? Bahar nikalna zaroori hai apna samajh badhaane



ke liye. Yaha Sonam bahar jaati hai meeting me, toh hum hi uska baccha ko rakhte hai.” (“This is right. Unless we support our daughters, how can they go out to work? Going out of home is important for increasing their knowledge about the outer world. When Sonam goes out for her meetings, I look after her child at home.”) I loved how supportive and open-minded she is of Sonam Didi’s work and that she looks at her as her own daughter rather than “a daughter-in-law with the obligations of one that she must partake in.

In the village of Hatwe, women communicate with you only if they trust you and feel that you would genuinely contribute to their wellbeing. I remember the time, when I started visiting the village, initially, I felt like I was being shunned by the community as not a single soul would come to talk to me. But after several attempts and visiting them, now Didis in Hatwe, trust me enough to sit and talk to me, and most importantly, they talk in Hindi in front of me even when their native language is Santhali so that I can understand them better.



This journey of DAship has been a ride full of all sorts of thoughts, emotions and experiences. But all these little experiences and wonders are what keep me sane, grounded, and humble. The community understands that I still do not know a lot about rural ecology but they accept me for who I am and they acknowledge the fact that I am trying my best to know their ways too.

Receiving all this love from the community made me realise that it is the little things, little gestures, little moments, and **‘little wonders’** that matters the most.

I feel, in the rat-race of life, we forget about gratuitous giving and innocuous sharing. These experiences are motivating me to be more humane, loving, and caring- without any expectations in return- bringing-out sides of me that I seem to have lost. These villages and the villagers are teaching me the ways of life which I could never have learnt in big cities. This will be my biggest take away from the journey as I sit in anticipation of what awaits me in the future in my life as a development practitioner.

to the canvas of mental health, and addressed their concerns. More than 200 PRADANites participated in these webinars.

- Following the above events, in consultation with experts, a proposal was shared with the Management Unit to foster a climate of nurturing and support which includes proposed interventions at organization, group and individual level. It was accepted by the Management Unit.
- **Interaction with health experts on COVID-19 support:** With a surge of COVID-19 cases, interactions across DCs were conducted with Dr. Jeevan, a health expert, to deal with the situation and take preventive measures. Also, it provided a platform for discussions to understand what we were doing to support each other as well as what kind of support was required from the

organization. Almost 90% of the organization staff attended the interactions. Post these sessions, consultation facilities were provided to the individuals with the doctor to seek support for self, community, family and friends.

A.iii Executive Development Program to Build Expertise in Thematic Area (EDP)

This is a new initiative for systematically building the expertise of professionals in different thematic areas. In collaboration with Internal Resource Groups (IRGs) of different themes, the program was launched for two themes: (a) Local Democracy; and (b) Small Livestock Rearing. Forty-seven participants have enrolled and a few modules have already been

conducted. The program constitutes orientation and immersion in the theme; development of knowledge and practice through training, exposures, readings, action learning project; and strengthening of connections with oneself and one's practice through reflection over experiences. Experienced colleagues from PRADAN also provide mentoring support for mutual enrichment. Communities of practice enhance mutual learning. Assessments are planned at different points of time in the program.

A.iv Reviewing, Strengthening, and Implementing Internal Systems for Review and Feedback

System and Process for Individual Reflection and Feedback and Action towards Learning and Development: It has two components: (a) individual reflection and feedback; and (b) action for learning and development (planning and reviewing).

(a) Individual reflection and feedback: This was administered across the organization during the period of August-September 2021. The cycle was closed on September 16, 2021 with 93% completion.

The professionals were then expected to go through the feedback, prepare a summary report and discuss in their work groups. The summary reports have been prepared by 94% of the individuals as compared to 49% during the last cycle.

(b) Action for learning and development (planning and reviewing): Post closure of the first component, we initiated the introduction to this phase. This is the first time we introduced this component to facilitate action post the feedback cycle. It includes setting a challenging and meaningful goal, planning for the learning and development network, reading, writing, reflection, seeking and giving feedback and nurturing a team climate; 78% of the participants prepared their learning and development plan.

System and Processes for Self-Assessment, Review and Reflection of Work Units (SPARROW):

The third cycle of work unit review was administered during the January-March 2022 period. A total of 71 work units participated in the review process with 99% (including project teams) providing feedback, 90% completing their review process based on the inputs received and preparing their consolidated report and review reports.



B. Efforts Towards Making PRADAN a Better Place for Women

Apart from different activities shared above, we continued to make efforts to help women colleagues to stay, learn and grow by prioritizing and ensuring that all women empaneled as team coordinators were placed first.

We initiated a learning group of the women team coordinators to facilitate mutual learning and growth of women leaders in PRADAN. Women in leadership positions (in PRADAN and, for that matter, most organizations) face certain struggles, including internal (such as hesitation to use space and influence) and external factors (such as acceptance by other colleagues, dealing with expectations from family members, etc.). Thus, this group provided a space for the leaders to share and reflect on their experiences and learn from each other. There were 16 members and they met once a month, over a period of six months.

The Women's Leadership Program offered by Harappa Education was explored, based on the need expressed by the members. Eventually two cohorts comprising 19 participants each went through this program.

In addition, we have been working on making PRADAN a better place to work for women by: (a) improving the gender module for development apprentices; (b) developing women's caucuses; (c) carrying out a gender audit; and (d) promoting men gender champions. Caucus meetings are being held in all DCs, helping to bring out issues/concerns of women employees.

C. Contributing to the Sector and Strengthening Engagement with Stakeholders

In an endeavor to contribute to the sector, a two-year partnership with BRLF to conduct Organization Development Training of 12 CSO partners working in the APC project in Odisha was initiated. A MoU was signed in December 2021 and OCEAN (Organizational Change Initiative for Evolution leArning and Nurturing) was launched in January 2022.

Three programs were conducted under the aegis of OCEAN:

1. Virtual interactions with internal resource group members from each CSO in January-February 2022.
2. A group process laboratory, as part of the group functioning program, was conducted for six days from March 13-18, 2022, in Sambalpur.
3. A training session of Prevention of Sexual Harassment (POSH) at workplace, was conducted for 22 members of Ajeevika Bureau Basic Health Services, and Samarth Saathi in Udaipur.

Internal Complaints Committee: During the calendar year 2021, four cases of sexual harassment were lodged. Three were disposed of within the stipulated time of 90 days and one case is pending.



Photo Credit: Vishal Kumar



Resource Mobilization, Communication and Partnerships

A. Resource Mobilization

During 2021-22, we mobilized Rs. 3,060 million which is a 79% growth over 2020-21 (Rs. 1,710 million). Of the Rs. 3,060 million, almost 48%, i.e., Rs. 1,470 million is Development Support Cost (DSC).

A few highlights of resource mobilization this year:

- PRADAN has been selected for the Co-Impact design grant through a rigorous selection process. We are among the 11 organizations worldwide that have been supported to develop a full-fledged proposal around our idea of impact on scale.
- We also received a grant from Silicon Valley Community Foundation. We are one of the 14 high-impact agencies that were shortlisted from India for this grant.
- There has been an increased demand for plantation-related activities primarily for carbon sequestration. Large corporations such as NatWest Group, Marubeni India Private Limited and Climate Capital are in discussion with us to take up large-scale plantation projects to meet their carbon offset requirement. We have been shortlisted for a GBP 10 million (Rs. 1,160 million) carbon sequestration project by NatWest Group.
- Almost all the projects which ended in FY 2021-22 were renewed; major among them being those supported by the IKEA Foundation, Azim Premji Foundation Axis Bank Foundation, BRLF, Hindustan Unilever Foundation, etc.
- This year, we received the HCL Grant VII in the environment category.
- The Resource Mobilization IRG, which consists of one integrator from each DC and a few integrators from central office as members, was reinitiated.
- Our focused efforts for funds mobilization for Rajasthan and Bihar resulted in highly positive outcomes. While we signed up with RG Manudhane Foundation, Experian, NABCON, HDFC Bank Ltd. for Rajasthan programs, we could mobilize Mahindra & Mahindra, HDFC Bank Ltd, and IndusInd Bank for Bihar. This fresh funding will provide the much-needed support for strengthening and expanding our operations in these two states.

B. Communication

PRADAN's concerted efforts to increase its visibility among its stakeholders and followers continued through social media and mainstream media publications. This year, for the first time, regional Samagams were organized in partnership with other CSOs to further the spirit of Samaaj-Sarkar-Baazaar collaborations to take forward development programs. Samvaad, our initiative to have deeper donor conversations, was also organized. Here are a few highlights of our initiatives to increase visibility and salience of our work during FY 2021-22:

Social media and third person e-mailers:

- More than 170 posts covering various activities of PRADAN were published on our social media channels including Facebook, Twitter, LinkedIn, Instagram, and YouTube to share stories of success and impact;
- A special social media campaign was released for recruiting women professionals; and

- 'Monday Motivation' stories, covering inspirational journeys of our community members and staff members, were published on PRADAN's website, and shared with our staff and alumni through e-mails.

We conducted and/or co-convened various events round the year, to celebrate our work with the communities and further the spirit of collaboration and partnerships among the development sector stakeholders. Some of the key events held during the year were:

- PRADAN's 38th Foundation Day event was organized in April 2021 with a special effort from some of our younger staff members who designed and conducted the event.
- Samvaad was organized in July 2021 to initiate deeper conversations with CSR and other prospective donors to support development programs in Rajasthan. The design was developed in partnership with the Tribal Area Development Department, Govt. of Rajasthan, and some of our partner CSOs.



FEMINA

Meet Agri Entrepreneur Foolmati Panika Who Transformed Her Village In MP

by Gayatri Gurnani March 1, 2022, 12:12 IST



- We co-convened four regional Samagams between October and December 2021: North-East Samagam in collaboration with SeSTA, Pashchim Samagam with Sahayog Foundation, Himalayan Samagam with Social Development for Communities Foundation, and Dakshin Samagam with Mission Samriddhi. We provided ideation and communication support to each of the organizing partners. The events focused on local area development challenges and helped bring forth some of the on-ground collaboration issues that needed addressing by various stakeholders.

Crowdfunding for COVID-19:

- We launched 'Jeetenge Hum Dobra' crowdfunding campaign on our website donation page 'iSTART' to mobilize donations from individuals to help rural poor communities combat the impact of the COVID-19 second wave. Twelve social media WhatsApp graphics/videos were created, posted and widely circulated to popularize the campaign, and express our gratitude to the donors who extended support for the cause. The campaign encouraged individuals to support the COVID-19 response initiatives among the marginalized communities in rural India, and found favor with a cross section of people.

Compendium:

- A compendium of impact stories from, and media coverage of, the STaRTuP and PRIDE projects supported by the IKEA Foundation was published online and shared widely with our followers on various social media channels.

Films:

- We produced a film on INRM and regenerative agriculture for the IKEA Foundation supported program. We also produced 12 other short documentaries highlighting the impact of programs supported by the Walmart Foundation, FICCI Aditya Birla CSR Centre for Excellence, RBL Bank Ltd., Bank of America, and Schneider Electric India Foundation. Three of these films were published on our social media channels during the International Women's Day week and the rest are scheduled to be published in the next financial year.

The Transformers, Season 2:

- We produced and published long-form and short episodes covering interactions with Dr. Saurabh Garg (then Principal Secretary, Department of Agriculture and Farmers' Empowerment, Govt. of Odisha), Mr. Srinivasan Iyer (Ford Foundation), and Ms. Shanta Vallury Gandhi (then Head of CSR, HR and Internal Branding, RBL Bank Ltd.) in the Transformers Series, Season 2. The episodes with Dr. Purvi Mehta (Deputy Director, Agriculture-Asia, BMGF) were published in April 2021, though they were produced during FY 2020-21.

Awards:

- PRADAN was presented the CSR Impact Award for the BLESS project in West Bengal under the Environment category.

Media Engagement:

- Mainstream media including Femina, Financial Times, and NDTV online news portal covered news featuring women farmers supported by PRADAN and the breakthroughs achieved by them in their lives; and
- Forty-six articles written by our staff members or by our partners covering PRADAN's work were published in journals, magazines, and online portals; 15 articles were published on the NewsReach page of Sampark.net platform.



Photo Credit: Souparno Chatterjee

Research and Knowledge Management



The broad purpose of the unit is to facilitate creation of a supportive development ecosystem by engaging with important stakeholders (CSOs, multilateral agencies, academics, government, etc.) to catalyze community-led change towards a just and equitable society. Furthering PRADAN's mandate of working as an institution for societal transformation, the unit focuses on strengthening engagement with academic institutions to establish the discipline of development practice, and undertakes research and advocacy in partnership with reputed institutions (national/international), to build new knowledge and inform policies, programs and practices both outside and inside the organization.

The unit pursues the following strategies to work towards its purpose:

- Building people for the sector by initiating academic programs in government and private universities, and by initiating a DAship program in collaboration with established universities/academic institutions;
- Building knowledge of the sector underlying 'development practice' by creating a collaborative space for researchers, practitioners and policy makers;
- Building or participating in relevant networks for dissemination and cross-learning; and
- Generating evidence on scale on the status of livelihoods of tribal communities.



Photo Credit: Ashutosh Nanda



The key activities and accomplishments of the unit for the year 2021-22 are captured herein:

A. Building Knowledge for the Sector

a) Organizational 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. The study, titled 'The five phases of growth and decline in non-profit organizations', is the first paper in the working paper series launched by ISDM. The study was also presented in our Sampark.net webinar series which was attended by PRADAN staff. A case study has been prepared and shared with ISDM for feedback, and final publishing.

b) Adaptive Skilling Action Research (ASAR): This joint action research with Azim Premji University is continuing in three villages and is to be completed in 2023. The research question that it aims to address is around the context-specific pathways to facilitate adaptive skilling of the Adivasi farmers. The underlying assumption is that adaptive skilling will lead to enhanced production, ecological sustainability, and reduced vulnerability. In the last three years, researchers including representatives from communities in the villages articulated some guiding principles, known as ASAR principles, for adaptive skilling. These are:

- Villagers decide their desired life, and pathways to reach the same;
- Their decisions are based on their experiments and experiences rather than hearsay and promises by dealers and extension workers;
- The community governs their resources; conserving and rejuvenating them while giving priority to community wellbeing over individual progress;
- Self-reliance of the village community; and
- Collective thinking leads to collective and individual action.

The research team is working to complete the process paper on ASAR. Meanwhile, 20 articles have been published in different magazines and journals on stories and learnings from ASAR.

The ASAR principles, shared with our teams in Jharkhand, were found relevant for strengthening the Gram Sabha under the APF-supported program on local democracy. In South Chhotanagpur DC, three more teams have started working on the idea. Some of the articles published on the research last year are:

- A story of an Adivasi village in India, Policy Matters (IUCN Commission on environmental, Economic and Social Policy), pp 40-43; and
- Collapse of Adivasi self-governance system in Jharkhand: Need to implement PESA in letter and spirit, DownToEarth.

c) **Transforming India's Green Revolution by Research and Empowerment for Sustainable Food Supplies:** To start 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 that PRADAN is a part of, is undertaken in collaboration with University of East Anglia, ICRISAT and MSSRF. It will develop and strengthen alliances across a wide-ranging network of UK and Indian experts in crop science, hydrology, social science and policy, creating a two-way knowledge exchange partnership. As part of the project, we have prepared and submitted manuscripts on various pertinent themes, namely: *'Building equity and inclusivity through the power of scale: The emergence of FPOs in India'*; *'Understanding migration from a gendered work burden perspective: Applying a social transformational lens'*; *'Resilience as well-being: A case of rural migrants in eastern India'*. Another manuscript on 'Seasonality' is currently work-in-progress. We have also presented the knowledge generated from this research at various national and international forums.

d) **Creative Hub for Innovation and Reciprocal Research and Action for Gender Equality:** This is a community-led platform for knowledge generation and exchange around sustainable food systems through IVRS technology. The project is supported by the UK Research and Innovation and GCRF-Global Research Translation Award and undertaken in collaboration with the University of East Anglia, Kalinga Institute of Social Sciences, Gramvaani and PRADAN. We launched four campaigns (or programs) in Santali, Odiya and Hindi on our IVRS platform—CHIRAG Vaani - which had a listenership of around 13,000 unique users between January 2020 to March 2022. Users who also recorded over 18,000 messages and experiences on the IVRS. We also ran COVID-19 awareness programs on the platform.

Our team launched two courses in the past year: a) a free four-credit MOOC on creative communication, extension and community resource management for sustainable development in collaboration with TIGR2ESS and IGNOU on the Government's SWAYAM platform, specifically for frontline workers. The course was launched in two languages, English and Hindi,

and b) at the local level, a piloted and ready-to-use health and nutrition curriculum for Santhal youth and school students. Another highlight was our participation in an independent dialogue organized by University of East Anglia and Norwich Institute of Sustainable Development during the United Nations Food Systems Summit 2021. At the local level, we organized dissemination workshops at the implementation villages and with the Santal Academy at the Sido Kanhu Murmu University in Dumka, Jharkhand. We generated multiple creative outputs from this piece of work for the Santal population and for people of different ages. Some of the key outputs are three Santali comic books on sustainable food practices, over 40 participatory films made by the trained local Santal youth to generate awareness on food and nutrition, a nutritionally assessed recipe book on Santali food items for a balanced and healthy diet, and policy briefs. This research translation work was presented at multiple forums and policy roundtables to explore scaling of the model and the processes. Several manuscripts highlighting diverse research questions are under preparation with two published in peer-reviewed journals.

e) **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 and BMGF, and was undertaken in collaboration with IMAGO Global Grassroots. The Institute for Social Studies Trust partnered with us in data collection. During the last year, we submitted a final report and presented the results of this paper in national and international forums. Currently, a working paper is being prepared for publication in the Centre for Policy Research working paper series.

f) **Gender Responsive Organizations for Women:** Funded by BMGF and the Initiative for What Works to Advance Women and Girls in the Economy, this project builds on the PRADAN-Jagori model to help the Jharkhand State Rural Livelihoods Support Organization to build gender responsive women's federations. PRADAN's implementation team, along with Jagori and TRIF, has developed pilots and established gender awareness and

empowerment processes within SHGs and their federations; and engaged with JSLPS to integrate gender transformative approaches in situ. PRADAN's research team worked alongside, exploring changes that are engendered, documenting processes unleashed, providing concurrent feedback to the implementation team and synthesizing lessons for future use. Data collection, analysis and documentation was completed last year. A case study for the NRLM Newsletter, the theme for which was women's empowerment, has been submitted. In addition, a blog was published on Sampark.net titled, 'Mujhe Nyay Chahiye, Paise Nahi: A collective's fight for justice'. A report was prepared based on the focus group discussions with CLF members, Block Resource Persons and NRLM staff at the block level of selected blocks after the completion of the pilot phase of the Gender Responsive Organizations for Women project. This report presents a review of the strategies and actions to explore what worked well, the challenges and critical gaps in the operational strategy. The learnings from this study are supposed to be incorporated into the new guidelines for gender integration in the programs of JSLPS.

g) 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 examined the extent to which the current interventions around SHGs nurtured by PRADAN and NRLM have impacted gender inequality. The project was supported by the Atlantic Fellowship Program and the International Inequalities Institute at the London School of Economics, UK, in collaboration with Professor Naila Kabeer. The project is at a post-completion publication stage. Our team members were involved in preparing a manuscript emerging from this piece of work which was accepted for publication in the "Poverty" issue of Social Philosophy and Policy journal.

h) Evidence-based Measures of Empowerment on Research on Gender Equality: Implemented in Betul district of Madhya Pradesh, the project aimed to identify context-specific, cost-effective ways of measuring local collective action using the platform of women's SHGs. The project was funded by BMGF and is undertaken in collaboration with Dr. Soledad



Photo Credit: Souparno Chatterjee

Prillaman, Julia Lowe (Strategy Consultant at The Willows Consulting), and PRADAN. In the previous year, as the project came to a close, a manuscript titled "Measuring Women's Political Empowerment" has been submitted to the University of California, San Diego. A blog had been published too and an academic paper is under preparation.

i) Research with IKEA Foundation-PRIDE

Project: Our team was involved in monitoring organic carbon, nitrogen, phosphorous, potassium, and pH of the soils in different seasons to inform the farmers about the impact of regenerative agriculture on the soil. The data have been analyzed and soil quality maps have been produced. Thematic maps of water resources, land use, land cover and soil quality have been created for the study sites and the data are being published on a website for the organization's documentation and application.

j) Improving Livelihoods with Innovative Cropping Systems on the East India Plateau:

The overall aim of this project was to identify ways in which smallholder farmers 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 and undertaken by field teams in West Bengal and Jharkhand. Last year an article was published in a peer-reviewed journal: *Voluntas*. The article is titled *Inquiring Systems and Development Led Inquiry: Uniting the Efforts of Farmers, Development Professionals, and Researchers*. It highlights an alternative approach to conduct agricultural research - development-led inquiry - that emerged from around 10 years of collaboration between the small-scale farmers on the East Indian Plateau, Australian Council for International Agricultural Research, PRADAN and other partners and reflections of one of the project investigators on applying the approach in another Australian Council for International Agricultural Research supported (currently running) project in Pakistan.

k) Developing a Learning Framework for CLAP:

PRADAN has articulated Comprehensive Livelihood promotion as a strategy to pursue its mission. Azim Premji Foundation-supported CLAP project is the first initiative to put the idea into action. The unit is supporting teams involved in this project to develop a learning

framework to facilitate continuous learning and program development. Several action research initiatives are being planned, by the executives involved in the CLAP project, for the next two years. Our unit will integrate all the action research projects and their lessons to enable effective change.

l) Initiating a Process to Enhance the Perspectives of Executives on Adivasi Development:

The initiative is part of the Ford Foundation supported BUILD project. A process to help PRADAN professionals develop a deeper understanding of the Adivasis that may change the way the former engage with the latter for their socioeconomic development, has been initiated. Last year, we organized a two-phase lecture session for the Management Unit members on Adivasi identity, development, politics and state's response. Subsequently, we engaged with a group of scholars and organized a workshop with them to decide our future course of action. An engagement framework has been developed by us following the principles in the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and the legal enactments in India.

A webinar was hosted to celebrate *Adivasiyat* on International Indigenous People's Day (August 9, 2021). Adivasi intellectuals and people from villages spoke about different aspects of the Adivasi worldview, celebrated the values they uphold and discussed what the rest of the world could learn from them to make the world a better place to live.

B. Facilitate PRADAN's Engagement in Regenerative Agriculture, the Emerging National Priority

PRADAN has adopted regenerative agriculture in its interventions to promote farm-based livelihoods. Our colleagues, as well as the communities, had the following questions and concerns that had to be addressed to facilitate the shift:

- What package and approaches need to be followed to make the shift from chemical to regenerative practices of crop production without affecting the financial returns to the farmers?
- What and how different supporting systems can be established to ensure easy, affordable and timely access to different bio-inputs for the farmers?



- What systems and processes need to change to make this shift at scale both within and outside PRADAN areas?

We engaged with the teams to come up with responses to these questions and, in the process, encouraged them to promote regenerative agriculture without inhibition. Knowledge around regenerative farming is scattered and varies widely depending on its propagators and is often contradictory. We explored different models followed both within the country (about 10) and outside (five).

Based on the knowledge that we gathered, we developed a strategy and helped around 40 teams to experiment these along with the farmers. A four-day extensive training program on perspective, science and pathways of regenerative agriculture was organized in May 2021 that was attended by more than 200 professionals from PRADAN. We even helped SRLMs and JTDS to promote the practice and 10 other NGOs to try it out. In most cases (potato, green pea, brinjal, watermelon, cucumber, bottle gourd, bottle gourd, tomato, chilli, cabbage, paddy, etc.), productivity did not reduce even in the first season of adoption of regenerative agriculture. In addition, there were many other benefits such as longer shelf-life, improved smell and taste, and resilience to different climate stresses (high rainfall, storm, pest attack, etc.). The soil health visibly improved and earthworms reappeared within a year.

We assessed what worked well and what did not and why. We then came up with six models with defined inputs, practices, etc., for the farmers to choose from depending on the land type, their needs, and so on.

We have now initiated an executive development program on regenerative agriculture to build one professional in each team to spearhead the theme both within and outside PRADAN. We have developed some IEC materials including a movie on sustainable agriculture to be used widely by our colleagues and partners. In addition, we have developed a few booklets on: 1) multi-layer farming; 2) bio-inputs; 3) nutri-garden; and 4) principles and practices of regenerative farming.

While most of the bio-inputs required to adopt regenerative agriculture can be produced locally by the farmers themselves, it is not practically feasible to ensure timely access to these inputs by all in required quantity and quality. The idea of establishing Bio-input Resource Centers was thus taken up and individual entrepreneurs were trained and supported to establish them. About 100 such entrepreneurs have been identified and trained and about 30 such entrepreneurs have started producing different bio inputs in Odisha, West Bengal, Madhya Pradesh and Jharkhand. Exclusive dependence on certain raw materials such as cow urine, excessive farmyard manure/cow-dung, etc., have been avoided to help large-scale production of these inputs. Some FPOs have also been oriented and supported to establish Bio-input Resource Centers and promote regenerative agriculture.

We have shared our experiences in different networks such as RRA, NCS, Star Network and NCNF to encourage others to also promote this idea. Our involvement in NCNF has gradually increased and we participated in most of their seminars/webinars. We have started taking a leadership role in the state

chapters of NCNF in Odisha, Jharkhand, Madhya Pradesh, and Rajasthan. We plan to play this role in other states such as Chhattisgarh, West Bengal and Bihar as well.

As an active member of NCNF, we worked with NABARD to help conceptualize and launch a new project called JIVA to promote natural farming with a financial outlay of Rs. 5,000 million. We have also organized several training programs for the students of IIFM, Bhopal and KSRM, Bhubaneswar where about 70 students participated.

C. Generate Evidence on Scale on the Status of Livelihoods of Tribal Communities

The first report on the Status of Adivasi Livelihoods (SAL) 2021 was developed during the last year by talking to around 5,000 households in Odisha and Jharkhand, conducting focus group discussions in selected villages and interviewing intellectuals about tribal life world. It was released in April 2022 in the presence of Shri Arjun Munda, Honorable Minister for Tribal Affairs, Government of India. Subsequently, a

webinar was conducted to disseminate the findings among our colleagues and stakeholders. The report is also widely circulated. The SAL 2021 report and other related publications and media activities are available on the micro-site on Sampark.net. We plan to come up with such reports periodically to inform citizens about the status of Adivasi in the country and enhance accountability of the stakeholders responsible for the development of Adivasi communities.

Another study was carried out with the support of XIMU to assess and analyze the status of livelihoods of the forest-dependent communities in the operational areas of PRADAN especially after the COVID-19 crisis. A household survey was conducted in 141 villages of 47 Adivasi dominated blocks (blocks with the highest percentage of tribal communities) in 24 districts across seven states. A total of 2,258 households were surveyed, 86% of whom are Adivasi including Particularly Vulnerable Tribal Group, 8% Scheduled Caste households, 3% Other Backward Caste households and the rest were general and minorities. Forty-one focus group discussions and 23 key stakeholder interviews were also conducted to understand different factors affecting the lives of Adivasis. The draft report is ready for an internal discussion prior to publishing.



Development Finance and Balance Sheet



Mobilization and Utilization of Finance

In FY 2021-22, around Rs. 6,046 million was raised from different sources such as credit from SHGs, banks, government grants/subsidies and grants from donors. Of this Rs. 3,154 million was invested at individual level and Rs. 1,145 million was used to create common infrastructure.

Table 12: Source-wise Details of Finance Mobilization, Investment Propositions, Achievements

| Finance Mobilized / Invested | FY 2021-22 |
|---|--------------|
| Finances raised by / for Communities for Livelihood and other Activities Break up Source-wise (Rs. in Million) | 6,046 |
| Credit from SHGs (total) | 828 |
| Credit from Banks (through SHGs) | 747 |
| Credit from Banks (other than through SHGs) | 0.6 |
| Credit from any other source | 3 |
| Government Grants/Subsidies | 4,247 |
| Grants from Donors | 189 |
| Community Contribution for Infrastructure (like Toilets) | 31 |
| Finances Invested in (Rs. in Million) | 5,679 |
| Working Capital | 1,378 |
| Capital Investment at Individual Level | 3,154 |
| Capital Investment for Common Infrastructure | 1,145 |
| Others (like Relief) | 1.7 |



PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

| BALANCE SHEET AS AT MARCH 31, | | 2022 | 2021 | |
|---|----|-------------|---------------|---------------|
| | | | | ₹ |
| | | Sch. | | |
| SOURCES OF FUNDS | | | | |
| Corpus Fund | 1 | | 517,829,961 | 403,750,392 |
| Other Funds | 2 | | | |
| Capital Assets Fund | | 220,155,418 | 159,573,054 | |
| Community Projects Fund (WIP) | | 45,992,468 | 33,044,538 | |
| Un-restricted Fund | | 199,439,901 | 162,510,775 | 355,128,367 |
| | | | | |
| Revolving Fund | 3 | | 3,031,774 | 2,907,682 |
| LIABILITIES | | | | |
| Restricted Project Fund | 24 | | 604,304,126 | 751,223,832 |
| CURRENT LIABILITIES AND PROVISIONS | | | | |
| Current Liabilities | 4 | 40,335,192 | 53,317,437 | |
| Provisions | 5 | 46,304,163 | 86,639,355 | 84,255,631 |
| | | | | |
| Total | | | 1,577,393,003 | 1,597,265,904 |
| APPLICATION OF FUNDS | | | | |
| FIXED ASSETS | 6 | | | |
| Owned Assets | | 43,141,069 | 33,964,939 | |
| Community Assets | | 177,014,358 | 126,608,115 | 159,573,054 |
| | | | | |
| CORPUS FUND INVESTMENTS | 7 | | 512,478,578 | 384,531,905 |
| CURRENT ASSETS, LOANS AND ADVANCES | | | | |
| Stock of Material in hand (at Cost) | | | 1,674,888 | 6,293,605 |
| | | | | |
| Cash & Bank Balances | 8 | 711,132,211 | 924,634,359 | |
| Loans and Advances | 9 | 29,363,886 | 31,304,008 | |
| Expenditure against Grants awaiting reimbursement | 24 | 23,154,324 | 28,613,802 | |
| Income Tax Refund Due | | 31,313,450 | 27,742,832 | |
| Income Tax Deposit | | 2,127,800 | 2,127,800 | |
| Work-in-Progress on Community Projects to be transferred to Beneficiaries | 10 | 45,992,468 | 843,084,119 | 1,046,867,339 |
| | | | | |
| Total | | | 1,577,393,003 | 1,597,265,904 |
| Natural Head based Income and Expenditure Account | | | | |
| Accounting Policies and Notes on Accounts | 26 | | | |

As per our Report of even date
for V. SANKAR AIYAR & Co.,
Chartered Accountants
Firm Regn. No. 109208W

(M. S. BALACHANDRAN)
Partner
M. No. 24262


Chairperson

S.K. Mahapatra
Executive Director


Member of Governing Board



New Delhi,
Date: 30/07/2022

Audited Financial Statements for the year ended March 31, 2022

PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

₹

INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED MARCH 31,

| | | 2022 | 2021 |
|---|------|------------------------|------------------------|
| | Sch. | | |
| INCOME | | | |
| Donations | 11 | 37,305,200 | 31,600 |
| Income from Investments/ Deposits | 12 | 44,012,739 | 44,346,871 |
| Other Receipts | 13 | 4,100,802 | 6,684,332 |
| Total | | 85,418,741 | 51,062,803 |
| EXPENDITURE | | | |
| Rural Livelihood Promotion Programme | 14 | 1,222,560,919 | 829,242,341 |
| Covid-19 Relief and Rehabilitation Programme | 15 | 115,673,052 | 295,135,642 |
| Livelihood Programme Support | 16 | 260,583,966 | 222,859,386 |
| Human Resource Development | 17 | 20,093,938 | 22,369,096 |
| Research & Documentation | 18 | 47,002,400 | 40,409,773 |
| Administration | 19 | 78,684,912 | 66,249,397 |
| Total | | 1,744,599,187 | 1,476,265,635 |
| Non-Cash Charges | | | |
| Depreciation for the year (See note no.2.5 & 3.1 of Sch-26) | | 9,451,102 | 6,571,591 |
| Less: Met out of Capital Assets Fund | | (9,451,102) | (6,571,591) |
| Unrecoverable Advances/ Unusable Stock | 20 | 4,395,711 | 7,335,264 |
| Total | | 1,748,994,898 | 1,483,600,899 |
| Less: Met out of and deducted from Restricted Grants | 24 | (1,703,480,789) | (1,442,072,396) |
| Excess of Income over Expenditure for the year | | 39,904,632 | 9,534,300 |
| | | 85,418,741 | 51,062,803 |
| Surplus/(Deficit) brought forward | | 39,904,632 | 9,534,300 |
| Appropriated to/ (from) | | | |
| Corpus Fund | | 3,099,769 | 3,085,852 |
| Capital Assets Fund | | 1,043,075 | 1,030,391 |
| Transferred to/(from) Restricted Fund | | (1,167,333) | 1,145,108 |
| Unrestricted Fund | | 36,929,121 | 4,272,949 |

Natural Head -Wise-Income and Expenditure Account
Accounting Policies and Notes on Accounts22
26

As per our Report of even date
for V. SANKAR AIYAR & Co.,
Chartered Accountants
Firm Regn No. 109208W



(M. S. BALACHANDRAN)
Partner
M. No. 24282



Chairperson

S.K. Mahapatra
Executive Director



Members of Governing Board



New Delhi,
Date: 30/07/2022



Audited Financial Statements for the year ended March 31, 2022

Office Addresses



PRADAN – New Delhi

PRADAN
#3, Community Shopping Centre
Niti Bagh, New Delhi – 110049
Tel: +91-11-46560330

PRADAN
A-22, second floor, Sector 3,
Gautam Buddha Nagar
NOIDA – 201301
Uttar Pradesh
Tel: +91-120-4800800

North Chotanagpur Development Cluster (NCDC)

PRADAN, NCDC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar – 834 002
Dist: Ranchi
Jharkhand
Tel: 0651-2244116, 2244170

PRADAN, Churchu

PRADAN
C/o Sahodri Devi
Near Maheshra High School
Village: Jonhea
P.O. Maheshra - 825 313
Dist: Hazaribag
Jharkhand

PRADAN, Jainamore

PRADAN
H/o Mr. Jay Kishore Singh
Phusro Road, Near Electricity Office
Jainamore – 829 301, Bokaro
Jharkhand

PRADAN, Petarbar

PRADAN
H/o Ms. Anita Verma
Behind Red Chilly Hotel
Opposite Krishi Vigyan Kendra
Petarbar - 829 121
Jharkhand

PRADAN, Chatra

C/o- Mr. Naresh Vishwakarma
Ward No- 10
Nagwa Colony
P.O + P.S. – Chatra
Jharkhand
PIN- 825401

South Chotanagpur Development Cluster (SCDC)

PRADAN, SCDC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar – 834 002
Dist: Ranchi, Jharkhand
Tel: 0651-2244116, 2244170

PRADAN, Ghagra

PRADAN
H/o Mr. Mahabir Yadav
Kotamati Road, Pakartoli
Ghaghra – 835208
Dist: Gumla
Jharkhand
Tel: 0652-3299913

PRADAN, Gumla

PRADAN
2nd Floor, Narsaria Complex
Jashpur Road
P. O. & Dist: Gumla – 835 207
Jharkhand
Tel: 06524-796206

PRADAN, Palkot

PRADAN
C/o- Rajendra Prasad Kehri
Near-Pampapur College Line
Simdega Road, Palkot- 835220
Dist-Gumla
Jharkhand 835220

PRADAN, Khunti

PRADAN
Near Check Post, Torpa Road
Khunti – 835 210
Dist: Ranchi
Jharkhand
Tel: 0652-8299952

PRADAN, Torpa

PRADAN
C/o Isaak Surin
Near Diyankel Chowk
Main Road Torpa
P.O. & P.S. Torpa – 835 227
Dist: Khunti
Jharkhand

PRADAN, Lohardaga

PRADAN
Raghutoli
P. O. Lohardaga – 835 302
Dist: Lohardaga
Jharkhand
Tel: 0652-295017/224358

Kolhan Development Cluster

PRADAN, KDC Office
Besides Durian Furniture Showroom
Near Gate No.5
P. O. Ashok Nagar – 834 002
Dist: Ranchi
Jharkhand
Tel: 0651-2244116, 2244170

PRADAN, Chakradharpur

At-Bhaliakudar, Ward No.1,
Beside Honda Showroom,
Chakradharpur-Ranchi Main Road,
PO- Chakradharpur, PIN- 833102
Dist- West Singhbhum
Jharkhand

PRADAN, Chaibasa

PRADAN
Building Name-Sarjam Umbul,
1st Floor, In front of Jollywood
Electricals
P.C Birua Path (Nehru Chowk), Tungri
Chaibasa, West Singhbhum
Jharkhand-833201

North Odisha Development Cluster

PRADAN, NODC Office
MB 36
Bada Gada – 751 018
Brit Colony
Bhubaneswar
Odisha

PRADAN, Jashipur

PRADAN
Near Indian Oil Petrol Pump
Jashipur Hata Podia
Jashipur-757 034
Dist: Mayurbhanj
Odisha

PRADAN, Keonjhar

PRADAN
C/o Durga Charan Patra
Near Collectors Residence
Park Line
Keonjhar – 758 001
Odisha
Tel: 06766-356992

PRADAN, Thakurmunda

PRADAN
Jena Sahi
Anandapur Road
Thakurmunda – 757 038
Dist: Mayurbhanj
Odisha

South Odisha Development Cluster Bhubaneswar

PRADAN, SODC Office
MB 36
Bada Gada – 751 018
Brit Colony
Bhubaneswar
Odisha

PRADAN, Ambodala

PRADAN
H/o Mr. G Shankar Das
Near Post Office
P.O. & P. S. Ambodala – 765 021
Dist: Rayagada
Odisha
Tel: 06863-244537

PRADAN, Balliguda

PRADAN
H/o Mr. Abhimanyu Panda
Patra Street
Near Kali Temple
P.O. & P. S. Balliguda - 762 103
Dist: Kandhamal
Odisha

PRADAN, Jaykaypur

PRADAN
C/o A. S. Rao
Infront of Pentecostal Church
At & P.O. Jaykaypur – 765 017
Dist: Rayagada
Odisha

PRADAN, Lamtaput

PRADAN
C/o Mr. Niniguru Khora
P.O. Lamtaput - 764 081
Dist: Koraput
Odisha

PRADAN, Nandapur

PRADAN
Near Shiva Temple
At & P.O. Nandapur – 764 037
Koraput, Odisha

PRADAN, Phulbani

PRADAN
H/O Gobind Chandra Parida
At – Nadikhandi Sahi,
Near Old LIC Colony,
Phulbani, Kandhamal - 762001
Odisha

North & South Chhattisgarh Development Cluster

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

PRADAN, Bhanupratappur

PRADAN
C/o Mr. Vikas Thakur
Karmachari Colony
At & P.O. Bhanupratappur - 494669
Dist: Kanker
Chhattisgarh

PRADAN, Dhamtari

PRADAN
2 B- 20 Kailashpati Nagar
Near Radhaswami Satsang Vyas,
P. O. Rudri - 493 776,
Dist: Dhamtari,
Chhattisgarh

PRADAN, Lailunga

PRADAN
H/o Mrs. Titiksha Bhagwat
Junadih Road
Lailunga - 496 113
Dist: Raigarh
Chhattisgarh
Tel: 9754744333

PRADAN, Narharpur

PRADAN
Vishram Bhawan
Halba Road
Near Gopal Auto Mobile
P.O. Narharpur - 494 333
Dist: Kanker
Chhattisgarh

PRADAN, Raigarh

PRADAN
Vinobhanagar
Boirdadar Chowk
Raigarh – 496 001
Dist: Raigarh, Chattisgarh

PRADAN, Tokapal

PRADAN
Near Deepti Convent School
Village: Parpa
P.O. Tokapal – 494 442
Dist: Bastar
Chhattisgarh
Tel: 07782-299855

PRADAN, Kondagaon

PRADAN
Collectorate Road Kondagaon,
Chhattisgarh
PIN-494226

Jangal Mahal Development Cluster

PRADAN, JMDC Office
132, Kabi Nabin Sen Road
Chitagaon Colony, Kazipara
P.O. & P.S. Dumdum 700 028
Kolkata
Tel: 033-5480161, 9123680826

PRADAN, Baghmundih

PRADAN
H/o Mr. Bhabatara Mehta
Village: Pratapur
Radha Gobindapur
P.O. Baghmundi – 723 152
Dist: Purulia, West Bengal

PRADAN, Bangla

PRADAN
Joint More
Bankura Manbazar Road
Bangla, P. O. Indpur - 722 136
Dist: Bankura
West Bengal
Tel: 09434070537

PRADAN, Jhalda

PRADAN
H/o Mr. Sadhan Chandra
At: Bandhaghat, Namopara
P.O. Jhalda – 723 202
Dist: Purulia
West Bengal

PRADAN, Kharika Mathani

PRADAN
H/o Shri Rohit Sau
At & P. O. Kharika Mathani – 721 159
P.S. Nayagram
Dist: Paschim Medinipore
West Bengal
Tel: 09002010276

PRADAN, Khatra

PRADAN
H/o Padma Sahu, Vidyasagar Pally
Near Kangsabati School
P.O. & P. S. Khatra – 722 140
Dist: Bankura
West Bengal

PRADAN, Silda

PRADAN
H/o Susanta Kumar Sen
2nd Floor
Vill & P.O. Silda - 721 515
(Near Police Camp)
Jhargram, West Bengal

PRADAN, Lalgarh

PRADAN
H/O: Kishore Singha Roy
1st Floor
Vill+PO: Lalgarh (Babu para)
Dist: Jhargram
PIN: 721516
West Bengal

Mahakaushal Development Cluster

Professional Assistance for
Development Action (PRADAN)
House Number 51, SAGE HERITAGE
Bawadia Kalan
Bhopal (Madhya Pradesh) – 462026

PRADAN, Narayanganj

PRADAN
C/o Mr. Seeta Ram Sharma
Janpad Panchayat Road
Narayanganj – 481 662
Dist: Mandla
Madhya Pradesh

PRADAN, Paraswada

PRADAN
C/o Mr. Uttam Kumar Bithale
In front of Bodh Vihar
Baihar Lamta Road
Paraswada – 481 556
Dist: Balaghat
Madhya Pradesh

PRADAN, Amarpur

PRADAN
C/o Moh. Habib Khan
In front of State Bank of India
Main Road
Amarpur - 481 880
Dist: Dindori
Madhya Pradesh

PRADAN, Samnapur

PRADAN
Near Saraswati Uchhtar
Madhyamik Vidhyalay
Village & P.O. Samnapur – 481 778
Dist: Dindori
Madhya Pradesh

PRADAN, Karanjia

PRADAN
H/o Haider Ali, Main Road,
Niche Tola, Karanjia
District- Dindori 481884 M.P.

PRADAN, Mohgaon

PRADAN
Near Old Janpad Office
Bus Stand Road
Mohgaon – 481 663
Dist: Mandla
Madhya Pradesh

Baghelkhand and Satpuda Development Cluster

Professional Assistance for
Development Action (PRADAN)
House Number 51, SAGE HERITAGE
Bawadia Kalan
Bhopal (Madhya Pradesh) – 462026

PRADAN, Betul

PRADAN
C/o Mr. Anil Atulkar
Old World Vision Office
Chandrashekhar Ward, Ward No. 15,
Behind Little Flower School
Sadar Betul – 460 001
Madhya Pradesh

PRADAN, Bhoura

PRADAN
Behind Lalwani Photo Framing Store
Railway Station Road
Tehsil: Shahpur
Bhoura - 460 440, Dist: Betul
Madhya Pradesh

PRADAN, Deosar

PRADAN
H/o Md. Yusuf Kotedaar
Near Old Bus Stand Noudhiya
Block: Deosar
P.O. Jiyawan – 486 881
Dist: Singrauli
Madhya Pradesh

PRADAN, Jaisinghnagar

PRADAN
H/o Mrs. Vimla Gupta
Ward No.1
Janakpur Road
Jaisinghnagar – 484 771
Dist: Shahdol
Madhya Pradesh

PRADAN, Sarai

PRADAN
H/o Mr. Umakant Namdeo
Station Road, Sarai - 486 881
Dist: Singrauli
Madhya Pradesh

PRADAN Ajaigarh

House of Geeta Tiwari
New Dakbangla, Kachhiyana Mohalla
Block - Ajaigarh, District- Panna
MP 488220

PRADAN, Rajnagar

PRADAN
Opposite Sunshine Public School
Vidyadhar Colony, Khajuraho
Rajnagar Block, Chhatarpur Dt.
Madhya Pradesh
Pin: 471606

PRADAN, Sihawal

PRADAN
NH 39, Sidhi-Singrauli, Road,
Near Sonanchal Degree College,
Village: Chandwahi,
Post office: Bahari,
District Sidhi,
Madhya Pradesh- 486675,

Bihar Development Cluster

PRADAN, Patna
A/2, Engineers Colony,
P.O - Ashiana Nagar,
Ramnagri More,
Patna - 800025 (Bihar)
Ph. - 0612-2584343

PRADAN, Kishanganj

PRADAN
H/o Mr. Matiur Rahman
Nehal Satal Bagh
P. O. Bahadurganj – 855 101
Dist: Kishanganj
Bihar

PRADAN, Begusarai

PRADAN
C/o Saket Thakur
Satish Chandra Road, Ashok Nagar
Pokharia
Ward No. 36, Traffic Chowk,
Near Ranjit Hotel,
Begusarai (Bihar)- 851101

PRADAN, Nawada

H/o - Vikash Kumar
3rd Floor
Narendra Nagar, Sector A
Gaya Road, Nawada
Pin - 805110 (Bihar)

PRADAN, Kishanganj

PRADAN
H/O Matiur Rahman
Opposite Reshmi TVS
Satal Nehal Bagh
Bahadurganj, Kishanganj
Bihar-855101

Santhal Pargana Development Cluster

PRADAN
Flat No. A3, 3rd Floor,
Kaleshwaram Apartment,
Beside Chhoti Masjid,
Parmeshwar Dayal Road, Barmasiya,
Deoghar, Jharkhand- 814112
Tel: 8340313213 (O)

PRADAN, Chakai

Ms. Anita Shil
PRADAN
C/o Mithilesh Kumar Ray
1st & 2nd Floor, Jayprakash Chowk
Near Bihar Gramin Bank
Chakai Bazaar
P.O. Chakai – 811 303
Dist: Jamui, Bihar

PRADAN, Godda

PRADAN
C/o Mr Sahdev Mandal
In front of Aaloo Godam,
Pathra Road,
Sarkanda,
Godda (Jharkhand)-814133
Tel: 7321819813

PRADAN, Kathikund

PRADAN
H/o Mr. Hemant Kumar Bhagat
Near Post Office, Kathikund Bazar
P. O. & P. S. Kathikund
Dist: Dumka - 814 103
Jharkhand

PRADAN, Katoria

PRADAN
H/o Mr. Satya Narayan Yadav,
Banka Road, Opposite UCO Bank
Near Airtel Tower
Katoria – 813 106
Dist: Banka
Bihar

PRADAN, Mahagama

PRADAN
C/o Dr. Tusan Prasad
Near Referral Hospital
P.O. P.S. & Block Mahagama-814 154
Dist: Godda
Jharkhand

PRADAN Poraiyahat

Main Road Poraiyahat
Near Govt. Middle School Poraiyahat
At+PO+PS- Poraiyahat
District- Godda
State- Jharkhand 814153
Tel.: 9142064922

PRADAN, Shikaripara

PRADAN
H/o Mr. Arun Prasad Sah
At & P.O. Barmasia - 816 118
Block: Shikaripara
Dist: Dumka
Jharkhand

South Rajasthan Development Cluster**PRADAN Abu Road**

PRADAN
C/o Mr. Ainash Singh Umat
Plot No.25-26, New Ambika Colony
Near Railway Lane, Tartoli Road
Abu Road – 307 026
Dist: Sirohi
Rajasthan

PRADAN, SALUMBER

PRADAN Office,
Behind Ashirwad Garden,
Near Sanwariya College
Salumber
District: Udaipur, Rajasthan
Pincode: 313027

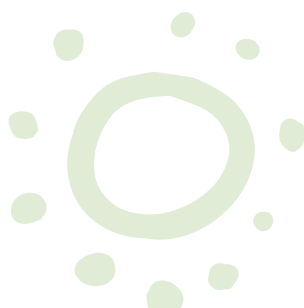




Photo Credit: Ashutosh Nanda

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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Professional Assistance for Development Action (PRADAN)

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