



ANNUAL REPORT

2022-23

प्रदान Pradhan

Annual Report 2022-23



Transforming Human Condition

Photo courtesy: Anit Kumar Mishra, Kuru, Jharkhand



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Our partners who made it possible

INDIAN

Philanthropies

- Azim Premji Foundation
- Bharat Rural Livelihoods Foundation
- Education for Employability Foundation
- FICCI Socio Economic Development Foundation
- GiveIndia
- Jamsetji Tata Trust
- Navajbai Ratan Tata Trust
- Polaris Foundation
- Rainmatter Foundation
- RG Manudhane Foundation for Excellence
- Sir Dorabji Tata Trust
- Sir Mathuradas Vissanji Foundation

Corporate - CSR

- Aditya Birla Capital Foundation
- Axis Bank Foundation
- Bajaj Allianz General Insurance Co. Ltd.
- Bajaj Housing Finance Limited
- Bharat Heavy Electricals Limited
- Capri Global Capital Limited
- Corteva Agriscience India Private Limited
- Dharampal Satyapal Limited
- E. I. DuPont India Private Limited
- Experian Credit Information Company of India Private Limited
- HCL Foundation
- HDFC Bank Limited
- Hindustan Unilever Foundation
- ICICI Foundation for Inclusive Growth
- India Panchayat Foundation
- IndusInd Bank Limited
- Infibeam Avenues Limited
- InterGlobe Aviation Limited
- JAMIPOL Limited
- Mahindra & Mahindra Limited
- Marubeni India Private Limited

- NABARD Consultancy Services Private Limited
- 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
- Department of Biotechnology, Ministry of Science and Technology
- Indian Micro Enterprises Development Foundation
- 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

- Deputy Director Horticulture, supported by District Mineral Foundation (DMF), Keonjhar, Sundargarh, Angul, and Jharsuguda districts of Odisha
- MP Rajya Ajeevika 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
- Office of Deputy Commissioner, Lohardaga
- 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
- Self-Reliant Initiatives through Joint Action (SRIJAN)

Individual Donors

FOREIGN

Philanthropies and Corporates

- Bank of America
- Bill & Melinda Gates Foundation
- Charities Aid Foundation of America
- CInI-Collectives for Integrated Livelihood Initiatives
- Co-Impact Philanthropic Funds, Inc.
- Commonland Foundation
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Fidelity Asia Pacific Foundation
- Give US
- Heifer Project International
- IKEA Foundation
- Livelihoods Funds
- MENASA Asset Management
- NatWest Group plc
- NatWest (RBS SIPL)
- New Venture Fund
- Oxford South Asian Society
- Sequoia Climate Foundation
- Share & Care Foundation
- Ford Foundation
- Walmart Foundation
- Water.org
- Welthungerhilfe



INDIAN

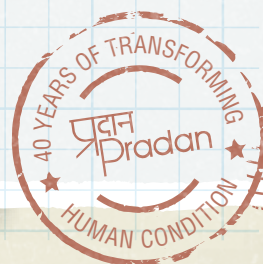
Corpus Donor

- Azim Premji Foundation
- ICICI Bank Limited
- IDBI Bank Limited
- IFCI Limited
- Individual Donors
- Jamsetji Tata Trust
- L & T Finance Limited
- 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
- Ford Foundation



Projects Sanctioned

GiveIndia	Funding and Learning Initiative for Girls in Higher Education and Skills Training (FLIGHT)
United Nations Childrens Fund (UNICEF)	SHG Collectives - PRI Collaboration towards Better Social Protection
National Bank for Agriculture and Rural Development	Livelihood and Enterprise Development Programme (LEDP)
Axis Bank Foundation	NRLM's livelihood promotion structure
Water.org	SWACHH (Supporting Women to Advance Cleanliness and Hygiene in Households)- Phase 2
Aditya Birla Capital Foundation	Revitalizing Agriculture through Infrastructure and SHG Empowerment (RAISE)
Capri Global Capital Limited	Agro Ecological Practices based Comprehensive Livelihoods with Smallholder Women Farmers in the states of Chhattisgarh
InterGlobe Aviation Limited	Women collectives led Action Towards Environment Rejuvenation (WATER)
National Bank for Agriculture and Rural Development	Central Sector Scheme for Formation and Promotion of FPO
Bajaj Housing Finance Limited	IGNITE (Income Generation & Nutrition Interventions for Tribal Empowerment)
Walmart Foundation	PROWFIT (Prowess of organized ResOurces & Women-farmers for transforming FPOs into Independent insTitutions)
Rainmatter Foundation	Triggering large scale transformation in the lives of tribal and marginalized communities in Central & Eastern regions of India achieving a long-term sustainable economy through a strong integration between ecological, social and economic factors
Bill & Melinda Gates Foundation	Building sustainable model CLFs for promotion of women's livelihoods
Silicon Valley Community Foundation	Unrestricted Fund
The Directorate of Horticulture (Agriculture and Farmers' Empowerment Department, Government of Odisha)	Promotion of Ginger based Enterprise in Koraput district of Odisha
Bank of America	Empowering small and marginal Women Farmers through Renewable Energy Access and promotion of Economic Institutions
Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH	The Initiate Agro-ecological transformation with Farmer Producer Companies (FPCs)
National Bank for Agriculture and Rural Development, Jaipur	Livelihood Enhancement through Livestock Dairy activities
National Bank for Agriculture and Rural Development, Jaipur	Livelihood Enhancement through Livestock Dairy activities
National Bank for Agriculture and Rural Development, Jaipur	Livestock Farmer Producer Organization in Sirohi
Bill & Melinda Gates Foundation	Women's economic empowerment initiative in Madhya Pradesh
Co-Impact Philanthropic Funds Inc.	AWARE (Access to Water for Rejuvenating Rural Economy)
IndusInd Bank Limited	Making a Sustainable Impact Among Marginalised Communities Through Integrated Holistic Approach accross Aspirational District-Begusari,Bihar

Commonland Foundation	Central Highlands Restoration Program
Sequoia Climate Foundation	Advancing Climate Resiliency in Agriculture Systems
IndusInd Bank Limited	Making a Sustainable Impact among Marginalized Communities through Integrated Holistic Approach across Aspirational District- Virudhunagar, Tamilnadu
UN Women - United Nations Entity for Gender Equality and the Empowerment of Women	Women Collectives Anchored Integrated Second Chance Education and Vocational Learning Program
Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH	Agro-ecologically Driven Production, Market & Marketing Scheme Development for MP
Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH	Enhancing Rural Resilience Through Appropriate Development Action (ERADA)
Heifer Project International	Hatching Hope India - Phase 3
Mahindra and Mahindra Ltd.	Women Empowerment through FPO and enterprise strengthening
Reliance Foundation	Womens economic empowerment in Madhya Pradesh
Education for Employability Foundation (E2F)	Facilitating the Implementation of Integrated Farming Cluster (IFCs) in 10 State in India
Share and Care Foundation	Self reliant Grampanchayat model of "SDG Localization" (LSDG) through PRI-CBO collaboration
Bajaj Finserv Limited	Sustainable livelihood through improved farming ecosystem and supported enterprise-Phase II
Education for Employability Foundation (E2F)	Facilitating the implementation of Integrated Farming Clusters (IFCs) in 10 States in India
The Agriculture Promotion and Investment Corporation of Odisha Limited (APICOL)	Promotion of Agri-Entrepreneurship under the World Bank assisted Project-OIIPCRA of WR department
India Panchayat Foundation	Strengthening of State project Management Unit (SPMU)
Bharat Rural Livelihoods Foundation	Extension of High Impact Mega Watershed Project in partnership with Department of Rural Development, Govt. of Chhattisgarh and Bharat Rural Livelihoods Foundation
National Agriculture Cooperative Marketing Federation of India Ltd.	Formation & Promotion of FPOs
National Bank for Agriculture and Rural Development	Formation & Promotion of a New Farmer Producer Organisation (FPO) in Thakurmunda Block of Mayurbhanj District
National Co-operative Development Corporation	Central Sector Scheme for Formation and Promotion of FFPOs
Small Farmers Agribusiness Consortium	The Formation and Incubation cost of CBBO
Indian Micro Enterprises Development Foundation	Tasar- A way forward to Transform lives in Jungal Mahl Cluster, Jhargram and Bankura District, West Bengal
National Bank for Agriculture and Rural Development	Livelihood and Enterprise Development Programme (LEDP)
Bank of America	Accessing Renewable Energy 4 Women's Economic Empowerment (ARE 4 WEE)
Wallace Flour Mills Co. Pvt. Ltd.	Income Generation Schemes in Rural Areas



Governing Board Members



Mr. S. M. Vijayanand
Chairperson



Dr. Rukmini Banerji
Vice-chairperson



Mr. Virginius Xaxa
Member



Ms. Nayantara Sabavala
Member



Mr. Sanjay Upadhyay
Member



Ms. Bala Devi Ningthoujam
Staff Member



Mr. Alak Kumar Jana
Staff Member



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



Photo courtesy: Cresouls Media





The concept of Development Clusters

For a diverse country like India, development approaches and processes to mitigate various dimensions of inequalities and discrimination vary across regions. PRADAN has divided its locations into contiguous sub-regions which are socio-culturally and agro-climatically connected, irrespective of the revenue boundaries. These sub-regions are called Development Clusters (DCs) in our parlance. Below is the list of 12 DCs we worked in during FY 2022-23.



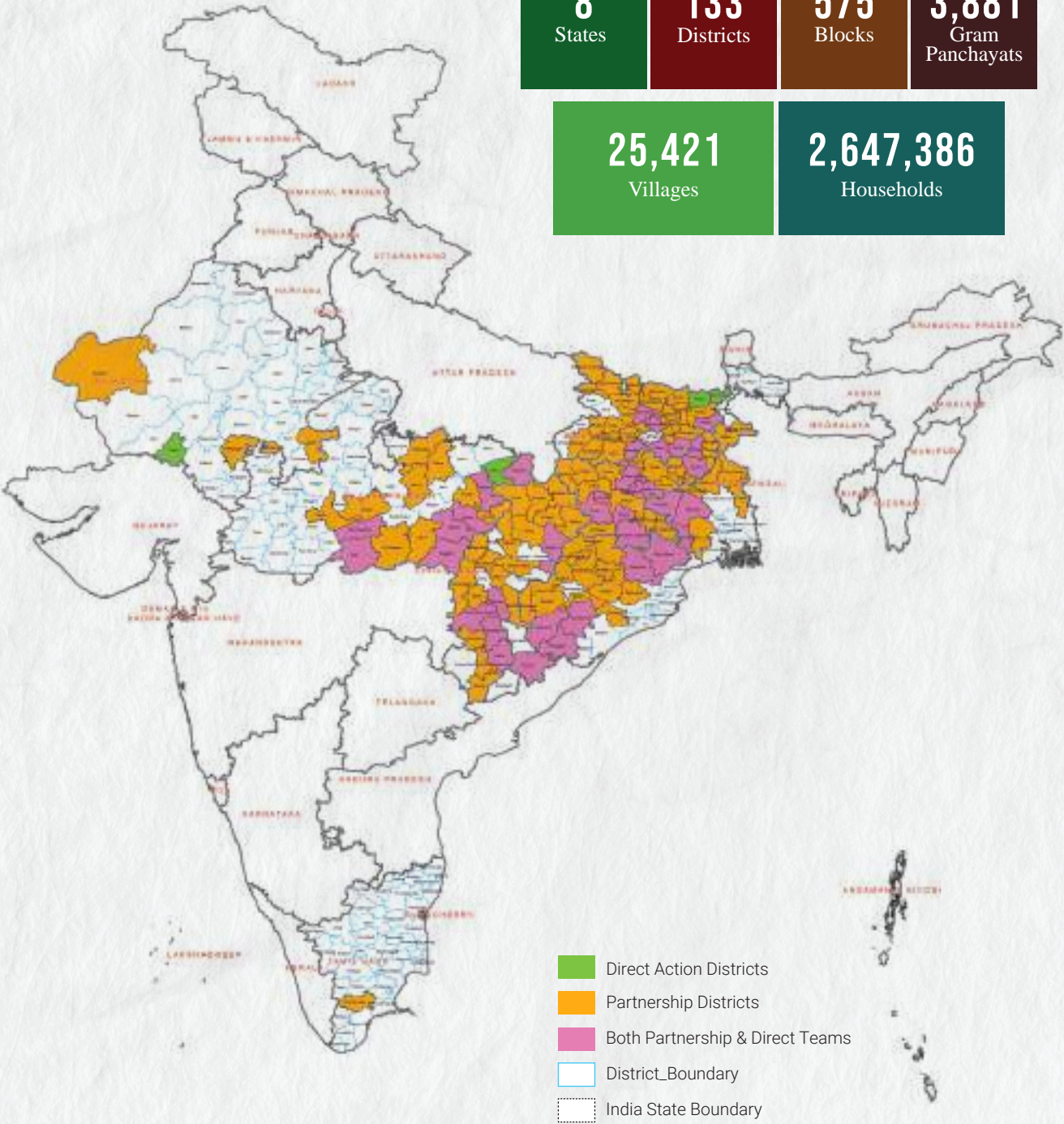
1. Bihar Development Cluster (BDC)
2. Baghelkhand and Satpuda Development Cluster (BSDC)
3. Jangal Mahal Development Cluster (JMDC)
4. Kolhan Development Cluster (KDC)
5. Mahakaushal Development Cluster (MKDC)
6. North Chhotanagpur Development Cluster (NCDC)
7. North Odisha Development Cluster (NODC)
8. North and South Chhattisgarh Development Cluster (NSCDC)
9. Santhal Pargana Development Cluster (SPDC)
10. South Chhotanagpur Development Cluster (SCDC)
11. South Odisha Development Cluster (SODC)
12. South Rajasthan Development Cluster (SRDC)



PRADAN Direct Action Districts and Partnership Districts across seven states (Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and West Bengal) and Special Initiative in Tamil Nadu

OUTREACH

8 States	133 Districts	575 Blocks	3,881 Gram Panchayats
25,421 Villages	2,647,386 Households		





Saroj Kumar Mahapatra
Executive Director

*From the Desk of the
Executive Director:*

For a just, equitable, and green world

PRADAN completed an enriching 40-year journey of transforming the human condition on March 31, 2022. A journey that has seen the birth of many an idea that has stood the test of time and established replicable pathways for translating these ideas into a desired reality for millions of marginalized rural small and marginal farming communities in India. We continued building on the strongest foundation of ‘people with heads and hearts should be working with the most marginalized to facilitate them coming out of discrimination and alienation’ and helped create various successful development models that sought to **‘enable the most marginalized people, especially rural women, to earn a decent living and take charge of their own lives’**.

Our development prototypes, like Self Help Groups (SHGs), processes of rainwater harvesting in hilly undulating terrains in the Central India Tribal Region, and promoting small-holder farming in micro-production arrangements, eventually became integral parts of flagship empowerment generation and grassroots development programs of the central government and various state governments.

PRADAN also worked to promote sub-sector value chains in order to support a large number of smallholders. The value chains were identified on the basis of their potential to benefit rural poor women socially and economically. Two sub-sectors developed by PRADAN are Smallholder Broiler Poultry and Tasar Sericulture.

Both of these initiatives were key in giving women farmers a substantial income for their labor and establishing them as entrepreneurs able to negotiate and deal with market players and other stakeholders in their own right.

Over the past four decades, we have brought in more than 3,000 bright young people into the development sector by grooming university graduates and postgraduates into competent development professionals through our Development Apprenticeship program. Over 80% of our alumni hold positions of importance in organizations across the spectrum of rural development, including Civil Society Organizations (CSOs), Corporate Social Responsibility (CSR) and funding organizations, and government programs and institutions.

A consistent track record of efficient project implementation, coupled with the experience of innovating new avenues and approaches to development, makes PRADAN the ‘go-to partner’ for the Central Government, the State Governments, private philanthropies, CSR partners, academic institutions, and CSOs for addressing rural poverty and related development issues on a large scale.

PRADAN remains committed to the vision of achieving a just and equitable society for all. Understanding the global existential challenges, PRADAN also endeavors to contribute towards creating a more ecologically sustainable world. This dual focus on social justice and environmental sustainability guides the organization's efforts to bring about positive change and create a better future for individuals, communities, and the planet as a whole.

Today, the threat of climate change looms over humanity. Irrespective of geography, money, or social standing, every person is experiencing its effects in a myriad of ways. Sustainable Development Goals (SDGs) have been set, and pledges have been made, but if good intentions are not backed by action, saving the globe may prove to be exceedingly challenging, if not impossible. The consequences of delay are simply unthinkable.

Unfortunately, those whose lives and livelihoods are being most negatively impacted and threatened due to climate change are also the most vulnerable. These are people who have historically had small carbon footprints. These include the 480 million (approx.) smallholder farmers¹, especially women, and the landless rural population of countries like India and countries from sub-Saharan Africa and South-East Asia. With inadequate irrigation facilities, deteriorating soil conditions, crop losses, and a lack of livelihood diversity and market opportunities for their products, the impact of climate change is most evident in these weaker segments of our society. Many of the groups that PRADAN works with are on the frontlines of climate change. We reaffirm our commitment to the progressive sustainability and well-being of this vulnerable section. We pledge to create a climate-just world for them.

The financial year (FY) 2022–23 marked another year of our efforts at the grassroots to restrict environmental degradation and help smallholder women farmers create farming practices that are resilient to climate change. We facilitated efforts to replan and diversify farmers' crop baskets and further strengthened the Agriculture Production Cluster (APC) approach. Through this approach, we facilitated farmers to identify locally suitable crops with high commercial value, commonly called 'winner crops', target economies of scale for small landholdings and resource-poor farming households through coordinated production processes, facilitate ecosystem support of input and output actors, and help improve productivity and profitability. On the other hand, the promotion of regenerative agriculture ensured a good balance between the economic and ecological outcomes of the interventions, while the adoption of comprehensive livelihood models is empowering small and marginalized farmers. Work in five of our Development Clusters (DCs) was strongly focused and structured around these models under two large programs, i.e., the Azim Premji Foundation supported Comprehensive Livelihoods Approach Programme (CLAP) project and the IKEA Foundation supported Green Transformative Pathways (GTP) design project.

The need to rejuvenate natural resources as a foundational condition for environmental sustainability and local

economic development, particularly farm-based livelihoods, has been PRADAN's organizational focus and priority for decades. Through the 'Usharmukti' project in West Bengal, the 'High-Impact Mega Watershed' project in Chhattisgarh, and the 'Arresting Distress Migration' initiative in Western Odisha, we have been able to make a large-scale impact. These programs continued at an accelerated pace leveraging Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) allocations. Natural Resource Management (NRM) work also picked up pace in Madhya Pradesh with a Cluster Facilitation Team (CFT) project with the Madhya Pradesh State Rural Livelihoods Mission (MPSRLM). This will continue to be one of our important organizational priorities, with a plan to treat vast tracts of land (through direct and partnership interventions) as a part of our efforts to make farm-based livelihoods more climate resilient. One of the key focus in this endeavor will be to move to village resource-based planning or patch-based planning with efficient use of GIS technology.

PRADAN established a Farmer Producer Organization (FPO) Resource Center in response to the unmet need for services at the level of small-holder farmers. Over the past two years, this Center has been actively involved in fast-track strategies to mobilize farmers and support FPOs to emerge as vibrant entities for agriculture and livestock value-chain services to women farmers and rural households.

Goat and backyard poultry rearing, which is an important source of livelihood, especially for poorer sections of the community, has expanded significantly with a Year-on-Year (YoY) growth of 80%. In all, 38% of the livelihood intervention families took up these activities.

To help effect change at scale, PRADAN has committed itself to ushering in change at the system level. This approach entails tackling the root causes of the issues to transform mindsets, customs, and policies along with power dynamics. We collaborate with partners who share similar goals. Working with the Deendayal Antyodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM) has helped improve the effectiveness of the program by positively impacting the lives and livelihoods of millions of rural women. The Model Cluster Level Federation (MCLF) initiative received appreciation from the DAY-NRLM, resulting in the scaling up of the initiative from 31 Model CLFs to 345 Model CLFs. It was reassuring to see our engagement with the DAY-NRLM as an NRLM Support Organization (NSO) being renewed for a period of three years. This partnership will be a great pivot for us to positively impact the lives of at least 50 million individuals by 2030.

¹<https://ourworldindata.org/smallholder-food-production>

Along with the above, we continued our work with grassroots institutions on other dimensions of empowerment, such as gender issues, nutrition, local governance, forest rights, water sanitation and hygiene (WASH), and skilling. An emerging shift has been the enterprise-based intervention across programs – be it agriculture, livestock, pisciculture, and rural non-farm activities, or gender, WASH, and local governance. Centers of Excellence (CoEs)/task groups have been formed in PRADAN to strengthen these themes. Comprehensive livelihoods and local governance pilots have progressed well in the year and look promising for scale-up. Emerging enterprise-based engagements or jobs are being promoted as aspirational local livelihood options for rural youth. While continuing the new initiatives of youth skilling and employability, we also initiated a pilot on enhancing women's employability in vocational, technical, and higher education. These, along with a program on digital literacy, are some promising green shoots in the realm of facilitating youth to realize their aspirations.

In the past five years, we have significantly invested to strengthen our partnership approach. Till March 2023, our intervention has impacted about 2.64 million households. Out of these, about 1.02 million households were through direct field team efforts and 1.62 million households were through partnership engagements across the seven states of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and West Bengal, along with a special initiative in Tamil Nadu. The outreach recorded a growth

of 35% over the financial year 2021–22. We are grateful to all the 116 CSO partners and 87 funding-partners who made this possible.

The experience from different partnerships across the organization has encouraged us to plan substantial engagements in a collaborative mode in the coming financial years. The Co-Impact AWARE initiative provided momentum to developing our systems-thinking approach. This initiative further emboldened our ongoing efforts to facilitate gender equality in livelihoods and local governance interventions. Grants like those from Fidelity and the Silicon Valley Community Foundation provided considerable support for our organizational restructuring, perspective plan, and development efforts to incorporate systems thinking into our strategy development and work plans. Along with this, we received a corpus grant as an infrastructure development grant from the Azim Premji Foundation.

Significant organizational energy went into finalizing PRADAN's goals and focus areas for 'Mission 2030'. Consultations with (professionals with more than 15 years of experience), Team Coordinators, and the Governing Board members helped build a shared understanding regarding the envisioned goals for 2030. To detail the pathways, seven work streams have been constituted. They are PRADAN's Organization and Talent Development, Compliance, Communication and Financial Resource Mobilization, Development Engagement Models, Monitoring, Evaluation and

Learning, Research and Knowledge Management, Information Technology, and Centres of Excellence. The work streams staffed with professionals of varied vintage have been working to define the objectives, guiding principles, result frame, and broad contours of interventions to be carried out in the specific function. The work done by the workstreams has generated preliminary inputs for the state-wise Perspective Planning 2030 exercise.

I believe that the FYs 2022-23 and 2023-24 would prove to be milestone years for PRADAN in terms of gearing up the organization and our partnerships to help effect large-scale systemic changes to address India's SDG challenges and 2030 commitments. I take this opportunity to thank all of our partners, colleagues, and well-wishers for their tireless effort and support to create a just, equitable, and environment friendly society. I am pleased to present to you our Annual Report for the FY 2022-23 which highlights our progress on this journey towards our shared vision. I hope we will be able to write more stories of success and positive transformation, even as we grapple with many immediate and long-term effects of climate change, in the years to come.

S. K. Mahapatra

Saroj Kumar Mahapatra
Executive Director



Building Social Capital

6.A. Enhancing Outreach

Over the last 40 years of grassroots engagement, PRADAN has been working with the most marginalized communities in a large number of interior blocks and backward districts of India. During the last financial year, our intervention has impacted about 2.64 million households. Out of these, about 1.02 million households were reached through direct field teams, in 9,495 villages, 2,193 Gram Panchayats, 125 Community Development Blocks, and 41 districts, across the seven states of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and West Bengal. We have a special initiative in Tamil Nadu.

The organization has been operating in saturation mode, covering the majority of the households in the administrative block of engagement. Approximately 78% of the operational blocks had more than 50% panchayats where there was household saturation in terms of intervention. In the 9,495 revenue villages under direct engagement, household saturation was more than 75% in 6,112 villages, between 50% and 75% in 1,630 villages, and less than 50% in 1,753 villages.

The outreach of PRADAN's direct intervention in the reporting year was over one million households, a 6% increase from the previous year. This includes approximately 57% from Scheduled Tribes, 10% from Scheduled Castes, 30% from other Backward Classes, and the rest 2% belong to other categories.

Household Saturation in Revenue Villages

Less than 50%



Between 50%-75%

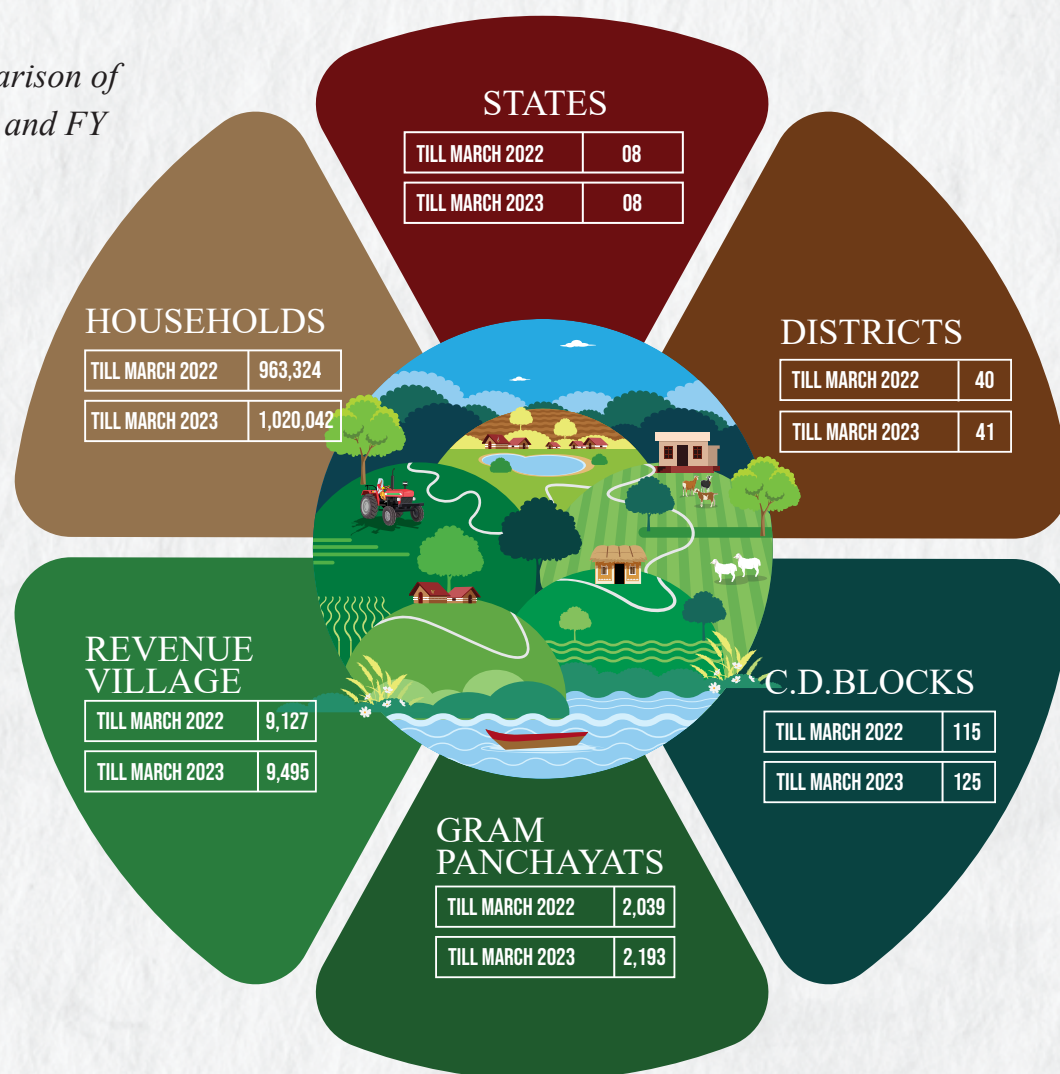


More than 75%



0% 20% 40% 60% 80%

Fig.1:
*Outreach comparison of
the FY 2021-22 and FY
2022-23*



To trigger inclusive and transformative development, PRADAN engaged in the following areas:

- Promotion and strengthening self-sustained community collectives like Cluster Level Federation (CLF), Block Level Federation (BLF), and Village Organization (VO).
- Intensification of livelihoods through operationalizing a comprehensive livelihood approach to address multidimensional poverty-adopting regenerative practices for sustainable agriculture; nurturing Farmer Producer Organizations (FPOs) for agriculture, horticulture, and livestock activities for better backward and forward linkages and ensuring production at scale; creating livelihood assets by leveraging government flagship programs like MGNREGS; developing micro-enterprises; educating and skilling youth for alternative livelihoods.
- Building vibrant local governance through PRI-CBO collaboration for inclusive local area development.
- Strengthening engagement around gender, nutrition, forest rights, and WASH.

PRADAN, through partnership initiatives with 116 CSOs, departments of different state governments, and the Ministries of the Government of India, amplified the impact of its grassroots work through various state-run programs. In the past few years, the organization's partnership initiatives have gathered momentum and this will continue to be one of the core strategies to pursue 'systems change'. This has ensured significant growth of 60% in terms of household outreach in the reporting year. We reached out to another 1.62 million households through our partners. Thus, altogether we worked across eight states, 133 districts, 575 community development blocks, 3,881 Gram Panchayats, and 25,421 villages during 2022-23. We have a special initiative in Tamil Nadu.

6.B. Strengthening SHG Collectives

PRADAN was one of the pioneering agencies in India that started forming women-based SHGs that over a period became the cornerstone of community-led, participatory, grassroots development processes. We started the promotion of SHGs in Alwar, Rajasthan way back in 1987.

The formation of SHGs and the nurturing of financial intermediation functions by community groups are now firmly embedded within the DAY-NRLM ecosystem. PRADAN has been engaging with the system (right from the NRLM's inception) at all levels, from the central, state, and local levels, to bring many other collaborators on board for more effective implementation of the state-run programs.

The overarching strategy currently involves PRADAN engaging with women's collectives (primarily VOs) as outreach forums for livelihood enhancement, nutrition, gender, INRM, and other well-being issues. PRADAN

teams work with NRLM to strengthen the core functioning of SHGs. PRADAN is now involved as a technical support agency for NRLM to develop the model CLF and integrate the agenda of gender justice in women's collectives. This arrangement has led to a greater appreciation of roles as well as a better understanding among the PRADAN teams about the scale imperatives and challenges of working for large outreach.

In our direct operation areas, the field teams extensively engage to strengthen and streamline the functioning processes of different community institutions. From the perspective of SHG and VO performance indicators like member attendance, participation, meeting processes, and credit access and rotation, 58% of the SHGs and VOs were found to be above average, 31% were average, and 11% were below average. On the other hand, 72% of CLFs were found to be in the above-average category based on specific performance measurement indicators.



Photo courtesy: Sandeep Pattanaik, Churchu, Jharkhand

Fig 2:
Women SHG collectives nurtured till
March 2023 by 60 direct action teams



6.C. Technical support to NRLM on Model CLF program



CLFs typically cover one-third of the villages in a block and have around 25–30 VOs, 300–400 SHGs, and 3,500–5,000 women members. CLFs are pivotal community institutions promoted by NRLM as they are the only registered community institutions, and their institutional and financial sustainability, as well as their overall effectiveness, are key to effective grassroots development. Each CLF owns a community investment fund (CIF) to the tune of Rs. 10–30 million, and these bodies earn an interest income by lending CIF money to VOs and SHGs.

CLFs manage a large number of community service providers to support their members by disseminating knowledge and providing different services like handholding support around livelihood, access to rights and entitlements, maintaining accounts and other operations of the SHG-VO-CLF, getting loans from banks, access to different schemes, etc. In November 2019, the Bill & Melinda Gates Foundation (BMGF) came forward to support PRADAN to demonstrate prototypes for Model CLFs. The Model CLF program supported 31 entities with a membership of 165,817 women organized into 14,307 SHGs and 1,065 VOs.

Considering the positive experiences of the first phase, the second phase of the Model CLF program has been sanctioned in the reporting financial year. There is a quantum jump to support 345 CLFs across the states of Bihar, Chhattisgarh, and Jharkhand. The second phase brings

opportunities for engaging with CLFs on a larger scale along with a broader set of comprehensive results relevant to the lives of the women members. The second phase has also adopted building CLFs as gender-responsive organizations for all 345 CLFs. The broad contours of engagements of the Model CLF during the second phase comprise of the following:

- Institutional strengthening, financial intermediation and financial sustainability of Model CLFs
- Promotion of livelihoods for women
- Integration of gender-based norms and sensitivities in livelihoods
- Providing support to National Mission Management Unit (NMMU), State Mission Management Unit (SMMU), and District Mission Management Unit (DMMU).



Photo courtesy: Sourabh Kumar, Jainamore, Jharkhand



6.C.1 Building CLFs as Gender Responsive Organizations in Jharkhand



Photo courtesy: Souparno Chatterjee, Gumla, Jharkhand

Gender integration in the functioning of CLFs is an important dimension of community development programs. Under the Gender Responsive Organization for Women (GROW) pilot, supported by Bill and Melinda Gates Foundation (BMGF), we are supporting NRLM in Jharkhand since November 2019 to foster CLFs as gender-responsive institutions.

Based upon the positive experiences of the pilot phase gained through regular feedback and inputs from NRLM staff, the System Change for strengthening Agrarian Livelihood through Evidence based sUPport to NRLM

(SCALE-UP) initiative was launched across the states of Bihar, Jharkhand, Chhattisgarh, Madhya Pradesh, and Odisha with support from the Axis Bank Foundation. In Jharkhand, this project is for anchoring the lessons of the pilot and other programs implemented by the Jharkhand State Livelihood Promotion Society (JSLPS) like Garima and Udaan on gender integration in 116 blocks of all the 24 districts with 300 CLFs. At the same time, the entire idea of building CLFs as gender-responsive organizations got scaled up in Chhattisgarh and Bihar along with Jharkhand, as the GROW (which was only in Jharkhand earlier) got merged with the 'Model CLF program'.



Strengthening Livelihoods

Farming in rural areas is in distress due to factors like shrinking land sizes, reduced water resources, degraded land qualities, and a paucity of remunerative market linkages. Moreover, the rural population, at the bottom of the pyramid, is now becoming more susceptible as a result of erratic weather patterns brought on by climate change. Over the years, PRADAN has been working to reduce the vulnerability of poor and marginalized groups by strengthening their livelihoods.

In FY 2022–23, we intensified our engagement to enhance the livelihoods of the poor and worked on building the resilience of communities to climate change by promoting regenerative agriculture, natural resource management, and scaling millets and minor millets suited to the local climate context. We also focused on diversification by intervening in livestock and farm and

off-farm microenterprises to improve the income of these groups. Pisciculture is emerging as a feasible choice under enterprise-based livelihoods, with the potential for expansion in the foreseeable future. To address the vagaries of climate change, we remain invested in enhancing and diversifying the livelihood opportunities for families.

We covered 73% of the total outreach from our direct-action areas under sustainable livelihood practices. The total number of families supported till March 2023 was 744,552, which was a 13% year on year (YoY) growth. Around 50% of the households got more than Rs. 100,000 in gross household income. The graph illustrates the increase in total direct outreach and the number of families assisted by livelihood initiatives.



Photo courtesy: Ravi Ranjan Kumar, Torpa, Jharkhand



Photo courtesy: Kavita Bodra, Khunti, Jharkhand

Graph 1:
As on 31st March 2023:
Outreach vis a vis Livelihoods Trend (through Direct Action Teams)

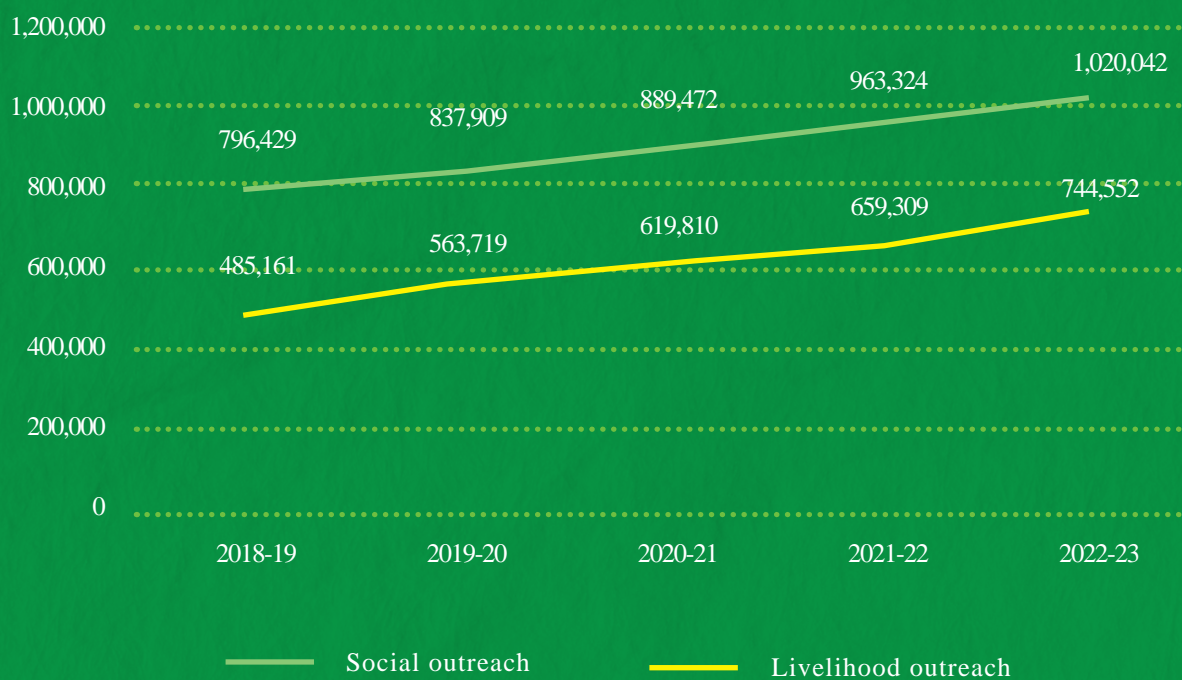
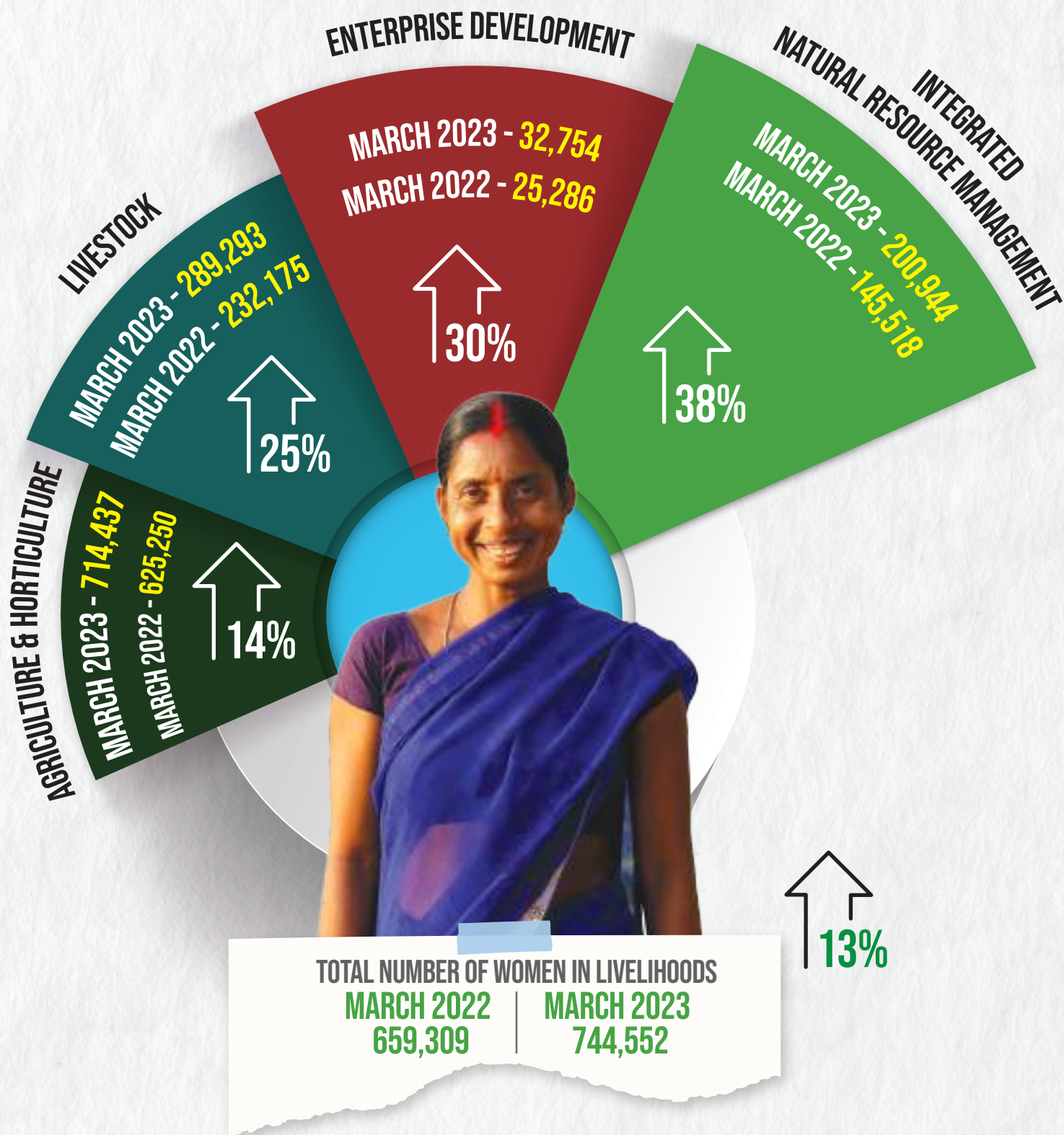


Fig 3:
Growth trend of major
livelihood options



Sec 7.A. Agriculture

Even though many states in Central and Eastern India lie under varied agroecological zones, with high average rainfall, and suitability for a wide range of crops, the yield of the main crops in areas where PRADAN intervenes is far behind both national and state averages. Our interventions have narrowed the gap and ensured year-round food security. The significance of this was evident during COVID-19 when due to reverse migration there were more mouths to feed. With more families becoming food self-sufficient, there has been an increasing need for cash income and nutritious food. Thus, in the past few years, we have facilitated the diversification of the crop basket.

PRADAN has been promoting regenerative agriculture in every DC as a response to climate change and the need to increase overall productivity. FPOs were promoted to enhance women farmers' access to markets. Pilots like "protected cultivation"² for significant income gain from small acreage of land (typically 361 sq. meters), and Bio Resource Centres³ to provide bio-inputs were demonstrated as ways to address the growing concerns of agriculture. To bring in better farm practices, like improved methods for increasing the productivity of older mango orchards, we drew technical support from the Indian Council of Agricultural Research (ICAR) in Palandu, Ranchi.

Fig 4:
Progress around major categories of crops



CEREALS

NET FARMERS, MARCH 2022	510,744
AREA COVERED (IN ACRES) - 2021-22	606,254
NET FARMERS, MARCH 2023	641,975
AREA COVERED (IN ACRES) - 2022-23	812,741



PULSES

NET FARMERS, MARCH 2022	238,939
AREA COVERED (IN ACRES) - 2021-22	88,837
NET FARMERS, MARCH 2023	313,041
AREA COVERED (IN ACRES) - 2022-23	137,248



OILSEEDS

NET FARMERS, MARCH 2022	203,418
AREA COVERED (IN ACRES) - 2021-22	47,763
NET FARMERS, MARCH 2023	237,159
AREA COVERED (IN ACRES) - 2022-23	63,420



VEGETABLES

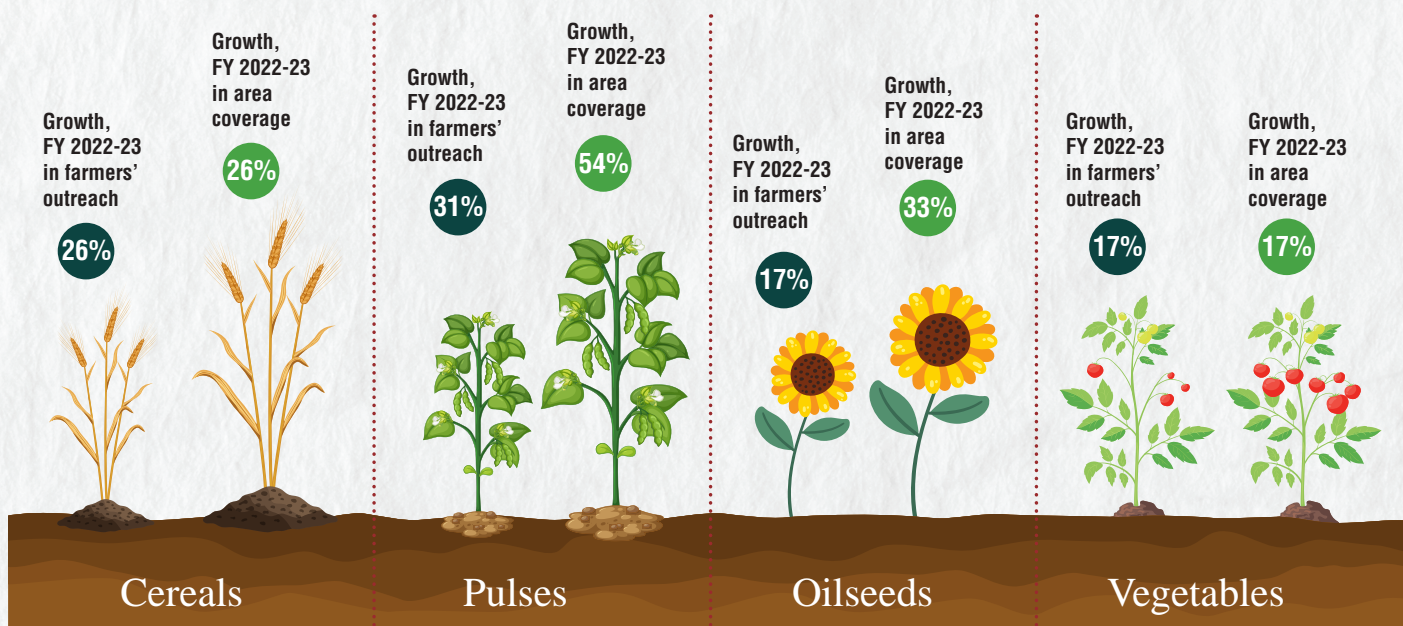
NET FARMERS, MARCH 2022	381,669
AREA COVERED (IN ACRES) - 2021-22	84,094
NET FARMERS, MARCH 2023	446,610
AREA COVERED (IN ACRES) - 2022-23	98,444

²large geography that has a shared sense of historical, cultural, economic, political, and agroecological background where several PRADAN teams work
³processes of growing crops in a controlled environment like shade net house, poly house, greenhouse, etc.

⁴a decentralized village-based unit for locally prepared inputs to improve soil health, crop growth, pest or disease management, and habitat management

There was growth over the financial year 2021–22 in all four categories of crops, both in terms of the number of farmers and area coverage. The highest growth was observed in pulses.

Fig 5:
Growth trend of major categories of crops



Sec 7. B. Regenerative Agriculture

During the past few years, a strategic shift has been made to help farmers shift from synthetic input-based agriculture to regenerative agricultural practices. Regenerative agriculture is being adopted widely to ensure:

**CLIMATE
CHANGE
RESILIENT
FARMING**

**NATURAL
RESOURCE
REJUVENATION
FOR THE FUTURE
GENERATIONS**

**HEALTHY
FOOD FOR
ALL**

**ECONOMIC
PROSPERITY OF
FARMING
COMMUNITIES**

We have adopted a multi-pronged approach for large-scale adoption of regenerative agriculture not only in PRADAN operational areas but also among other CSO partners' work areas.

Fig 6:

Rejuvenating soil biology:

improving soil microbial populations and enhancing soil organic matter through bio-inputs, crop cover, and plant diversity.

Establishing local service system:

setting up BRCs, promoting FPOs, and indigenous seed banks to build an overall ecosystem of easy input access and adaptation.



Enhancing agroecology:

initiating work to rejuvenate natural resources and integrating livestock to improve the moisture content and bring fertility back to the soil.

Strengthening the larger

ecosystem: creating high-impact evidence, grooming champions, and running multi-partnership programs and networking to reach a significant percentage of the rural poor.

To capacitate the organization and build a trained human resource pool, more than 300 PRADAN professionals participated in various orientation, exposure, and training programs on regenerative agriculture, enhancing the organization's understanding. This brought scientific rigor to the approach. With successful prototypes emerging from across different field locations, the major concerns about adoption, including decreased productivity and a lack of bio-inputs, have been overcome. We partnered to take this idea forward via networks, multi-stakeholder projects, coalitions, etc., like the National Coalition on Natural Farming (NCNF), National Consortium on System of Crop Intensification (NCS), and Revitalising Rain-fed Agriculture (RRA) networks.

We have developed models for different terrains and land types in Central and Eastern India to help communities adopt regenerative agriculture that can potentially meet all their food and nutritional needs while earning them about Rs. 100,000 from a land holding of about 1.5 acres. BRCs have been developed and established to support this transition, which are now being supported by the Ministry of Agriculture, Government of India. A professional development program has been launched with 40 professionals who are being groomed as champions in this domain.

Fig 7:
Outreach of Regenerative Agriculture in PRADAN as on March 2023



Sec 7.B.1: Evergreen in the East

Large scale adoption of farming practices that restore soil health, promote crop diversity, and reduce water usage in farming is key to the region's transformation. This will need a science-led approach to agriculture, a supportive government system, and remunerative market incentives for climate hardy crops. The 'Evergreen in the East' aims to integrate strategic interventions by integrating 'access to appropriate knowledge for farmers', 'transparent and remunerative market solution' and 'convergent & cohesive government support' to establish an alternative 'agricultural system' that focuses on restorative and regenerative principles to transform 40,000 hectares of land mass, which will impact the lives of 33,000

households of Ranibandh and Hirbandh blocks of Bankura district in West Bengal. The key focus area is as follows:

- Soil- Enhancing soil health, quality, nutrients, and microbial activities
- Water- Augmenting water availability through supply-side management and efficient use of water and access through the demand side
- Crop diversity- Appropriate crop choices focusing on climate resilience, enhancing cropping intensity, quality inputs
- Bio diversity- Round the year land cover through different crops

IMPACT (2022-23):

21,825 small landholding women farmers got engaged in 7,428 hectare area in the program

Additional **agriculture production enhancement of 16,407 metric tonnes (MT)** through cereals (4,288 MT), pulses (73 MT), oilseed (703 MT), and vegetables (11,343 MT)

Heirloom paddy (indigenous paddy of four varieties) adopted by **2,386 farmers in 783 hectares**

331 locally trained para-hydro-agronomists reaching out to all farmers with regenerative agriculture practices and veterinary services

Addition person days generated from 'Evergreen in the East' of **0.59 million person-days**

Water saved from demand side management of water is **5.42 billion liters**

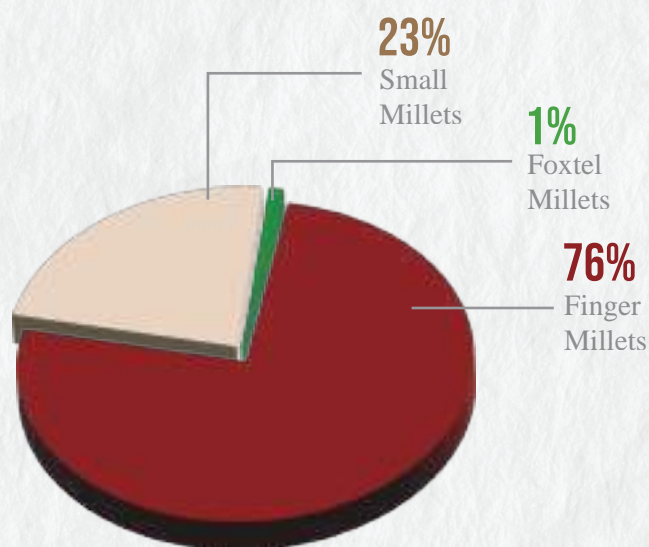
7.C. Reviving Millets

Millets have been an integral part of the farms and foods of India's tribal population for centuries. Unfortunately, while the 'Green Revolution' resulted in the exponential growth of crops like paddy and wheat, it also triggered a decline in millets cultivation. Millets, which are locally sustainable, resistant to weather fluctuations caused by climate change, thrive best at lower humidity levels, and are rich in nutrients, are presently experiencing a resurgence.

PRADAN teams have been at the forefront to bring millets back to farms across several locations. Millets (mainly minor millets like finger and small millets) were promoted mostly in Odisha, Chhattisgarh, Madhya Pradesh, and Jharkhand reaching 87,765 households with an area covering of 35,544 acres in 2631 villages.

We sought technical support from the Indian Institute of Millet Research (IIMR) in Hyderabad. Seeds provided by IIMR were used for piloting and testing along with the introduction of a package of practices in local indigenous seeds.

There were five FPOs specifically focused on the promotion of millets during the reporting period. The intervention points were intercultural operation, timely transplantation, and weeding. To increase price realization, the processing of millets was introduced across several PRADAN locations. 2023 has been declared as the International Year of Millets and PRADAN intends to encourage greater adoption of this crop in cooperation with other CSOs and state governments.



Graph 2:
Households growing millets: 87,765



Photo courtesy: Sushmita Dutta, Chakai, Bihar

Release of the book on millet titled **‘Unleashing the Potential of Millets: Paving the way to a sustainable future’**



Photo courtesy: Souparno Chatterjee, New Delhi

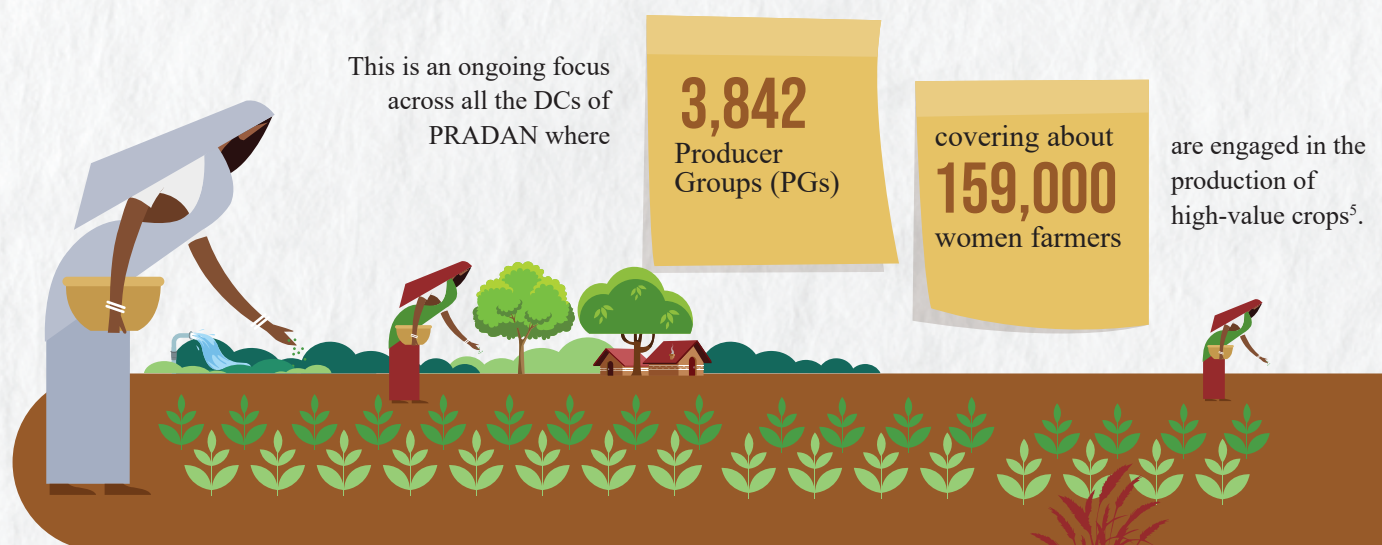
PRADAN supported the DAY-NRLM in publishing a book on millets, which captures the experiences of 12 state missions. This initiative was undertaken in line with the International Year of Millet 2023. Additionally, the National Team of NRLM contributed by publishing their future strategy for millet development across the country. Titled 'Unleashing the Potential of Millets - Paving the Way to a Sustainable Future,' the book was formally released on 29th March 2023 at an event held at the India Habitat Centre in New Delhi. The book consists of 12 chapters, each depicting the experiences of the SRLMs regarding millet cultivation, its historical context,

challenges faced, and the efforts made by respective state governments to promote millet in food consumption.

The book was released by Mr. Shailesh Kumar Singh, Secretary (MoRD), Mr. Charanjit Singh, Additional Secretary (MoRD), and Mr. Raman Wadhwa, Deputy Director (NMMU, NRLM) along with other officials and staff from PRADAN, and women farmers practicing millets farming.

7.D. Promotion of Agriculture Production Clusters (APCs)

To enable smallholder farmers to achieve higher incremental income, it is vital to streamline their access to timely technical and input support, along with access to markets for remunerative returns for their produce. Synchronization of production based on market opportunities, information, and linkages is key to realizing better incomes. The APC approach promotes production clusters⁴ in specific geographies to grow high-value crops.



Sec 7.D.1. APC initiative, Odisha

The Government of Odisha took up the APC approach as a cohesive initiative of multiple departments in November 2018 by launching the "Promotion of Agriculture Production Clusters in Tribal Regions of Odisha" initiative. The project focused on empowering small and marginal women farmers by doubling their income sustainably through collectivization and synchronized production. It facilitated better control and access to farm income for women farmers. The strategies of the APC project included diversifying the cropping system, setting up critical infrastructure for agriculture, establishing local mechanisms for input services, maximizing production by ensuring an improved package of practices, adopting Non-Pesticide Management (NPM) practices, institutionalizing the marketing processes to ensure fair prices, and organizing the production system and services of various farm-based and livestock rearing interventions.

This is a collaborative effort of the Department of Agriculture and Farmers' Empowerment, Department of Mission Shakti, Odisha Livelihood Mission (OLM), Bharat Rural Livelihoods Foundation (BRLF), Bill and Melinda Gates Foundation, and a group of like-minded CSOs, including PRADAN as the lead CSO.

Encouraged by the project outcomes, the Government of Odisha decided to scale up the program. Thirty-three more blocks have been added to the project. The APC project is currently being implemented in 73 blocks across 14 districts in Odisha, with a plan to benefit 219,000 women farmers.

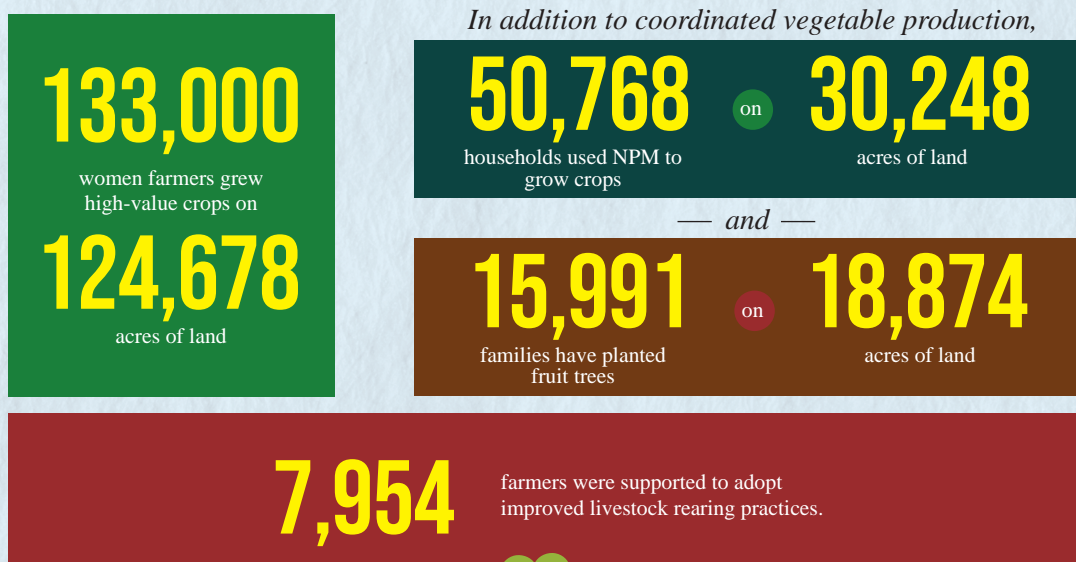
Till 31st March 2023, 1,700 PGs were formed covering 196,723 small and marginal women farmers. In the old APC blocks, all 30 planned Producer Companies have been formed, and 60,535 shareholders have been listed with share capital worth Rs. 21.23 million. Out of the total 932 PGs formed in old APC blocks, 576 PGs were formed under OLM (Odisha Livelihood Mission), and 356 PGs were formed under Mission Shakti. In the new blocks, all 768 promoted PGs are supported by Mission Shakti. To support the women farmers with livelihood services, 497 Agri Entrepreneurs (AEs) were identified and groomed with technical training on soil and pest management and aggregation of produce.

⁴ production cluster support agriculture input linkages, and services, ranging from cold storage, processing industry, credit facility, input supply, and market for large cohorts of farmers in close proximity.

⁵ high-value crops refer to non-staple agricultural crops like tomatoes, brinjal, fruits, flowers, ornamentals, condiments, and spices.

Fig 8:

During FY 2022-23



Approx.

36,100
ACRES

of irrigation potential have been created under the initiative encompassing

30,901
FARMERS

through convergence with various schemes

Supported by both government and private organizations, **76 grading and packaging centers, 137 storage structures, and 215 low-cost storage structures (zero energy cool chambers, vegetable coolers, and processing units)** have been established.

Farmers affiliated with the PGs sold 32,142 tonnes of produce for Rs. 817 million in FY 2022–23 through a variety of channels. Prior to selling the crops, members ensured primary sorting, grading, and packaging at the individual and PG levels, which raised their return on output by more than 10%.



Sec 7.D.2. Farmer Producer Organizations (FPOs)

There has been a shift from a capacity-building approach to an end-to-end assurer approach (from accessing seeds to marketing crops) in the process of FPO promotion. This strategic change would help smallholder farmers obtain high-quality inputs, provide them with technical assistance throughout the crop cycle, and help aggregate their produce to ensure better remuneration.

PRADAN, being a Cluster Based Business Organization (CBBO), is proactively engaging in the Government of India's Central Sector Scheme (CSS) viz., **"Formation and Promotion of Farmer Producer Organizations (FPOs)"**. This scheme aims to support 10,000 FPOs across the country. We bring forth our experience of promoting women-run and women-led FPOs to influence the larger FPO ecosystem to adopt the 'end-to-end assurer approach'.

In FY 2022-23, the number of registered women-led FPOs was 75. This is a significant rise from just seven during the previous reporting year. These FPOs have

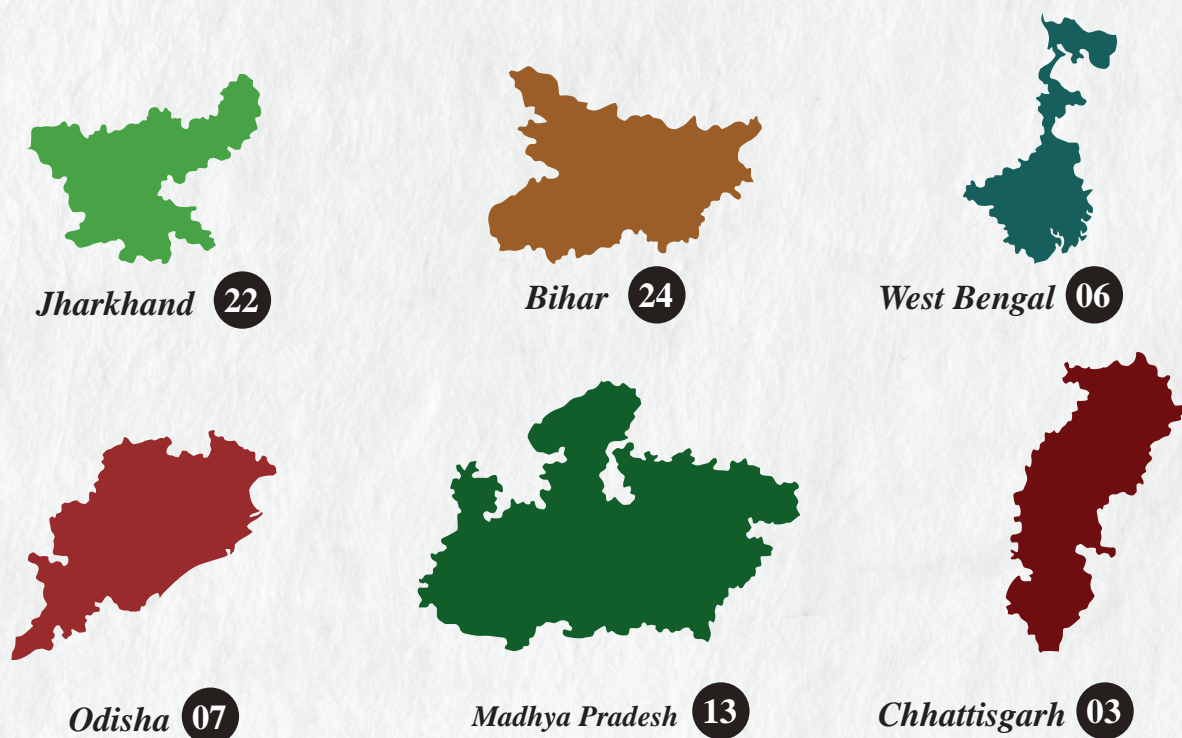
63,822 shareholders. A share capital to the tune of Rs. 43 million has been mobilized from the members. The turnover, till 31st March 2023, was Rs. 275.9 million with an average turnover per FPO of Rs. 3.6 million.

As a CBBO, PRADAN is nurturing 44 FPOs. Another nine FPOs on livestock themes in the states of Madhya Pradesh, Odisha, and Jharkhand are also being groomed.

The groundwork for collectivizing the community around FPO picked up pace in the reporting year. Simultaneously, there is a pertinent need to capacitate the women's leadership of the FPOs on management, operations, and business expansion. To address this need, PRADAN has established the FPO Resource Center (FPORC), which plays a leading role in strengthening the overall functioning processes, compliance measures, and governance of the FPOs. The FPORC focuses on providing necessary support and guidance to ensure the effective and sustainable operations of the FPOs.

Fig 9:

State-wise FPOs



TOTAL 75 women FPOs

FPORC supported PRADAN teams to work on business plan development, making more accurate production and marketing assumptions, identification of revenue stream/s that are running well, and identifying scopes for value addition, business analysis, etc.



THE FOCUS AREAS FOR FY 2022-2023 WERE:

- 01 Capacity building programs for the FPO CEOs, Promotion Managers, and Board of Directors, enabling them to properly understand their roles, and map expectations and responsibilities as per the business plan
- 02 Facilitating the adoption of package of practices (PoPs) by FPO members, based on terrain and resource availability of farmers, for productivity enhancement
- 03 Enabling commercial linkages for FPOs by connecting them to new markets and based on the demands of the larger market, supporting them in their business planning
- 04 Developing the MIS 'Enterprise Resource Planning (ERP)' system along with rolling out different modules (membership, compliance, planning, etc.) in all FPOs
- 05 Regular compliance alert to FPOs
- 06 Increasing the internal efficiency of the FPOs through the creation and promotion of manuals (such as the finance manual and General Service Rule (GSR)), regularization of the internal audit system, computerized accounting system, appropriate bookkeeping, and timely compliance monitoring

The FPORC has worked with Better World Initiative (BWI); the flagship CSR program of Genpact in India to develop an FPO promotion tool kit, primarily to support the development practitioner to understand every step of FPO promotion. This toolkit talks about the preliminary study one should do before promoting an FPO, the preparedness around different dimensions, the micro-steps of promotion of FPO and its tiers, the processes, the suggestive manuals for human resource, and finance compliance.

HOW WOMEN FARMERS IN JHARKHAND'S TORPA BLOCK ARE WITNESSING CHANGE, ONE CROP AT A TIME

This is the story of how women farmers in Torpa Block, Kunti District in Jharkhand, are seeing increased yield, and witnessing a change in their socio-economic status after NGO PRADAN's Project LEAP took off.



Rekha Kalakrishnan • 1072 Stories



Thangka/ August 15, 2011 • Torpa Block

“**J**uhar”, say **Itwari Devi and Pushpa Devi** together as they look into the camera, their smiles wide and with a happiness that lights up their faces.

The traditional Jharkhandi ‘Juhar’ is both a salutation and a greeting, used by tribal communities to convey respect. They also explain it’s one of the rituals of Nuakhai, a combination of *nua*, which means new, and *khai*, eat – a festival that welcomes the new crop.



Women at work in Torpa Block

Itwari and Pushpa are farmers from **Torpa Block, Kunti District, Jharkhand**. Itwari is also the Chairperson of the Farmers’ Producers Organisation (FFO), which has been instrumental in changing the way farmers grow their crops, increasing productivity, enabling social change and women’s empowerment.

Until a few years ago, smallholder farmers like Itwari, Pushpa, and others were able to earn an income from their land that would last just four to six months. They mostly grew grain, restricting farming to a mono-crop model, with little scope for planting cash-rich crops like vegetables.

The rest of the year was spent looking for menial jobs, migrating to states like Punjab, West Bengal, and even as far as Goa to sustain themselves and their families.

The men took up labour-intensive jobs like working in mines and tunnels, and in fields while the women looked for domestic jobs to support their families.

This was directly in contrast with what their own pockets of land had to offer. The land they owned was fertile and the region received adequate rainfall, but the yield could only sustain them for a little over four months, each time.

In the late 90s and early 2000s, PRADAN, an NGO, facilitated the formation of women self-help groups (SHGs) in the region, which has today changed the lives of women farmers like Itwari Devi and Pushpa Devi.

“During the lockdown in 2020, the farmers were not able to cultivate crops or sell their produce. We initiated Project LEAP that helped them increase the production of watermelons and sell their entire harvest,” explains Prem Shankar, Team Lead for PRADAN in Torpa.

LEAP - Livelihoods Enhancement through market Access and women emPowerment, is a two-year project supported by a philanthropic grant from the Walmart Foundation that aims to impact lives and livelihoods of 45,000 small holder women farmers (population of about 225,000 people), across the states of Jharkhand, Odisha, and West Bengal in India.

LEAP supports women who are part of SHGs by collectivising them into informal production clusters to take up agriculture and allied activities. These informal clusters have evolved into FPOs supported by the Government.

“By facilitating women to form FPOs, we enabled them to link with regional markets, procure quality seeds that were delivered to their doorstep, and also helped in transporting the produce so that their money came into their accounts at the right time,” Prem Shankar adds.



The idea was to increase and diversify the “women’s basket of livelihood” by introducing high-value crops, points out Prem Shankar.

“By reaching out to the women, we were also impacting their households. By empowering them in the decision-making process and providing them with gender sensitisation training, the process of connecting to the entire household began, leading to family-based livelihoods,” he notes.

Women at the forefront of change



Itwari Devi in her farm

Itwari Devi, now a formidable leader, oversees the running of Torpa Block’s FPO that boasts of 2,296 members recalls the time when she moved to Kunti as a young bride in 2005.

“We were growing only paddy and pulses and the income was barely enough for our sustenance for a few months. There was no money to buy salt or oil and we mostly ate two small meals a day. Coming from agricultural families, we did not know any other job and farmers are often caught in the vicious cycle of migrating just to earn a livelihood,” she says.

“After the intervention from PRADAN, besides grain, we grow ginger, tomato, corn, broccoli, and other vegetables. The training programmes helped us with the right cropping techniques and hybrid seeds for better harvests,” she adds.

As the chairperson of Torpa Block’s FFP, Itwari connects farmers with the district administration and ensures support on all fronts for the smooth functioning of the cooperative.

Pushpa Devi works on 84 acres of land that is owned by her joint family, comprising eight families. She's happy that the land's not partitioned, and the family members work on it together.

“Earlier, we mostly grew grain and pulses, but after joining the FPO, we are able to cultivate green peas, cauliflower, potatoes, onions, and tomatoes,” she says.

Apart from the increase in productivity and income, other visible change is that women now lead from the front. Itwari says there is a lot of respect for women and the work they are doing.

“Earlier, women could not voice their opinions on matters of farming or governance. Now, we open our own bank accounts and take care of our income. We also have representation in gram sabhas and panchayats,” says Pushpa.

According to Prem Shankar, the women in Torpa Block are now reaping the benefits of collectivised and synchronised farming and are seeing a turnover of Rs 1 crore.

These women are also changing their lives, and those of others, one crop at a time.



Sec 7.E. Integrated Natural Resource Management (INRM)

PRADAN's field locations in the Central Indian Tribal Plateau are characterized by their hilly, undulating topography and substantial areas of forest cover. These are largely rain-fed villages. Unchecked soil erosion from farms and inadequately developed water resources lead to low productivity. Moreover, unpredictable patterns of monsoon rains, due to climate change, have disproportionately affected vulnerable groups.

Over the years, PRADAN has systematically developed an **"INRM approach"** to address this problem for a comprehensive intervention of restoration of degraded soils, in-situ water harvesting, leveling of undulated lands, agroforestry, and the adoption of improved farm management practices (e.g., the practice of water recycling, green manuring, etc.). As a result, farming is more intensive and diverse now, and communities are more resilient to climate change.

In FY 2022–23, engagement on this front witnessed a 38% growth in the number of families covered. About

55,426 new families were supported under INRM interventions, of which 37,193 families accessed irrigation infrastructure for agriculture, which is a YoY growth of 36%.

We worked in close partnership with the government in the states of Chhattisgarh, Jharkhand, Odisha, and West Bengal. The convergence of government programs like MGNREGS, TWC, and Didi Badi Yojana has influenced the investment and breadth of INRM work significantly. PRADAN was involved in planning at the Panchayat level, and this resulted in community ownership for implementation. Technical and handholding support for the staff of different partner CSOs and government departments played a pivotal role in expediting quality implementation on the ground.

PRADAN partnered with the IndusInd Bank Limited for implementing its flagship program 'Making a Sustainable Impact Among Marginalized Communities Through Integrated Holistic Approach' across Aspirational District - Begusarai, Bihar in 2022. This project aims at

NUMBER OF IRRIGATION INFRASTRUCTURE CREATED

Achievements:

AS ON MARCH
2022

48,323

AS ON MARCH
2023

62,316

GROWTH
29%

NUMBER OF HOUSEHOLDS SUPPORTED FOR IRRIGATION INFRASTRUCTURE

Achievements:

AS ON MARCH
2022

104,256

AS ON MARCH
2023

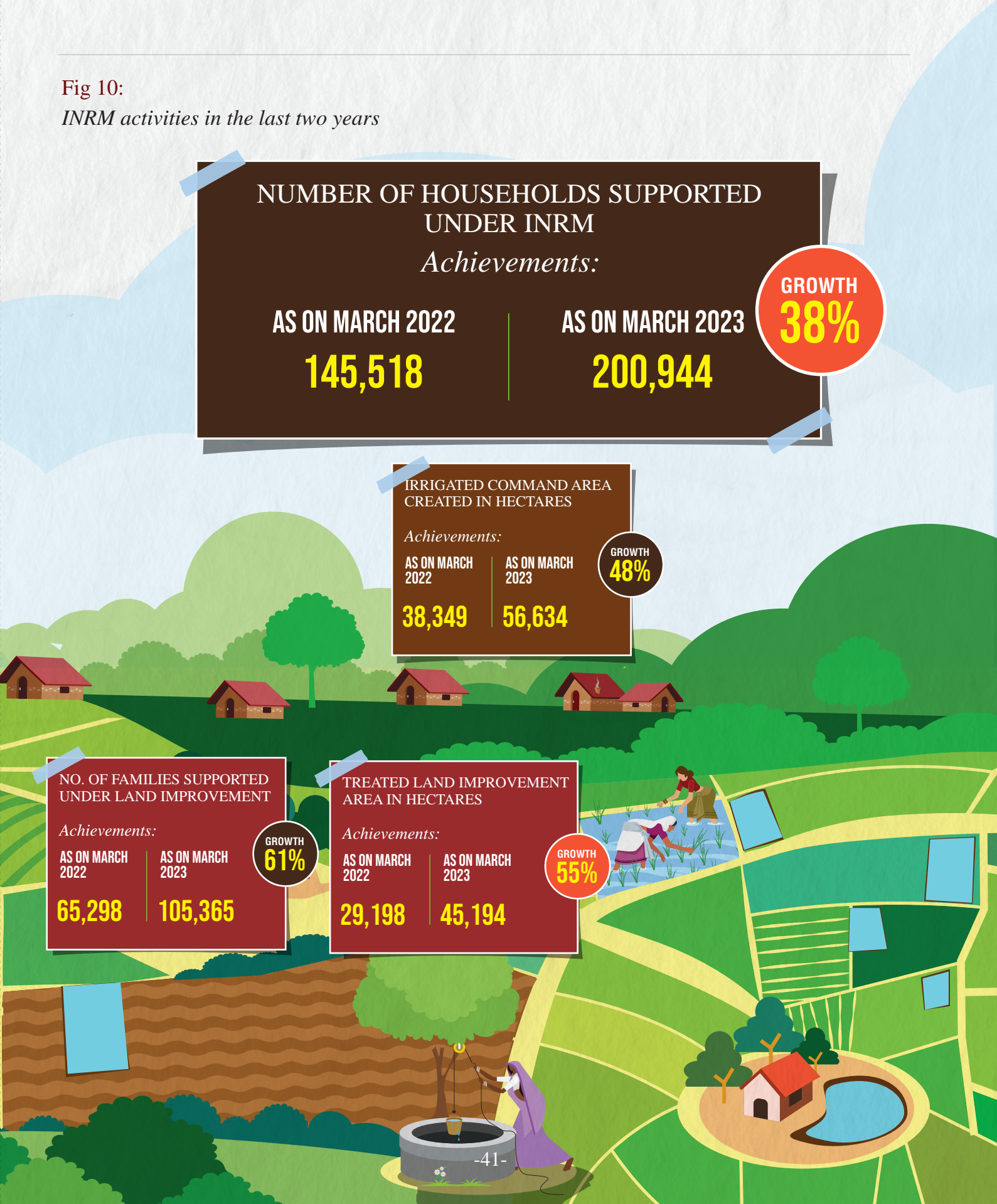
141,449

GROWTH
36%

developing livelihoods models at the grassroot with large scale investment while contributing on the system change to enable this model to scale up through a multi-thematic approach among CSOs, government line departments and JEEViKA covering financial inclusion, livelihoods, water, agriculture, health and education.

PRADAN's natural resource management and farm-based livelihoods works continued to receive financial support from multiple partners, including HDFC Bank Limited, during the last financial year.

Fig 10:
INRM activities in the last two years



CLIMATE CHANGE

Climate action can help address crop loss in Central India

Small and marginal farmers in the central plateau are gradually finding agriculture non-viable



NEXT BLOG >

By Dilipendu Chaurhary
Published: Tuesday 10 January 2023



Many farmers have reported a higher frequency of irrigation because of long dry spells during Kharif and high temperatures in the summer months. Photo: iStock

It is now beyond doubt that climate change is largely due to human activities. Therefore, any discussion on climate change includes human contribution to the same and its effects on life on earth.

Ecologists and environmentalists have come up with concepts and frameworks such as planetary boundaries, ecological footprint and biocapacity to quantify our contribution to climate change and the extent of damage due to it. The more recent discourse also includes 'climate action', which is any positive actions by human society and individuals for adaptation to or mitigation of climate change or both.

At a village level, there has to be a different set of indicators to measure the impact of climate change as well as the outcomes of climate action.

Crop loss due to erratic rainfall, either excessive or deficit, is already visible in a vast part of the Central Indian plateau. The region has been experiencing an increase in rainfall intensity (rainfall in millimetres per hour). However, the total annual rainfall in the region is mostly the same.

This means that high-intensity rainfall occurs for a short period, creating sudden, high surface runoff – the flow of rainwater on the land.

High surface runoff damages existing structures such as earthen embankments or field bunds created by the villagers for water harvesting and soil moisture conservation.

High runoff also causes topsoil erosion, which heavily impacts productivity. Further, in our interaction with villagers, many talked about delayed monsoons or long summer months and how those affect the crop cycle.

Many farmers have reported a higher frequency of irrigation because of long dry spells during Kharif and high temperatures in the summer months.

Small and marginal farmers in the central plateau are gradually finding agriculture non-viable, losing interest in rural livelihoods and the only option they have is to migrate to cities in search of work.

Further, some places in the central Indian belt may become uninhabitable during a specific period of the year because of an excessive heatwave.

Way forward

Climate actions can be defined as any positive actions by villagers or other actors, including the government, to help locals adapt to and mitigate climate change.

Adaptation is about taking appropriate action to prevent or minimise the damage that can be caused by climate change. Mitigation means making the impacts of climate change less severe by preventing or reducing the emission of greenhouse gases (GHG) into the atmosphere.

Mitigation strategy, in the long run, may result in a reversal of the trend of climate change. The expected outcomes of adaptation are less erosion of the topsoil and better water use efficiency (increase in the gross cropped area).

Enhanced water harvesting and reduced surface runoff help arresting topsoil erosion. A second crop in at least a third of the land of the small and marginal farmers improves their farm income.

Adaptation provides people from the affected area with a safe place to stay during the heatwave. It also ensures sufficient water for livestock.

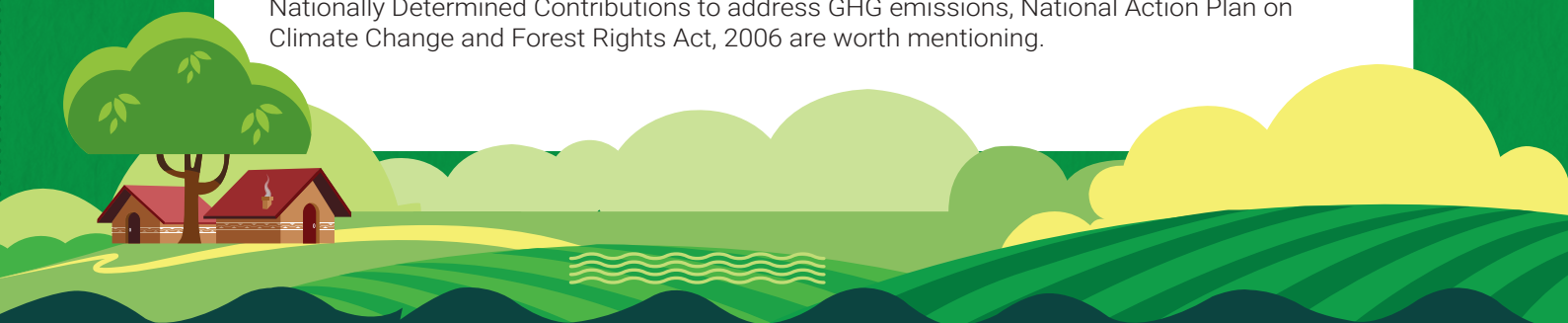
The expected outcomes of mitigation are less use of fossil fuels and chemical fertilisers. It reduces carbon emissions and enhances sequencing through more permanent vegetation.

Less use of chemical fertilisers such as urea reduces greenhouse gas emissions. Mitigation ensures the protection of forests and enhances biodiversity through community forest resources management. It also helps maintain groundwater levels by balancing recharge and draft.

Climate action will also need the development of prototypes or context-specific models around the following:

- Models should be employed for harvesting water and maintaining soil moisture in areas facing high-intensity rainfall and heatwaves.
- Area-specific irrigation models should be adopted for different agroecological zones in the central plateau.
- Area-specific cropping pattern and cropping cycle that matches climate change should be employed.
- Housing schemes should be adopted to protect people from heat-wave in most-affected areas.

There are now many facilitative policies and legal frameworks in India for climate action. Nationally Determined Contributions to address GHG emissions, National Action Plan on Climate Change and Forest Rights Act, 2006 are worth mentioning.



Sec 7.E.1 Usharmukti 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. We are also engaged in the Cluster Facilitation Project (CFP). PRADAN has been able to utilize resources under MGNREGS and leverage funding by engaging with pertinent stakeholders (PRI, government, line departments, banks, etc.). Forging strong working relationships with numerous government departments under different schemes, we could leverage an amount of Rs 9,980 million. PRADAN has also supported six partner CSOs to leverage Rs 8,290 million, and these leverages from different schemes have been invested to rejuvenate natural resources, supporting

300,000 households. Under the CFP program, we leveraged Rs. 535 million from the Department of Panchayats and Rural Development, Government of West Bengal, to invest in farmlands.

In more than 1000 villages, about 30,000 farmers have been organized into 634 PGs to further develop rural farm-based livelihoods. Similarly, we could collaborate with the West Bengal Accelerated Development of Minor Irrigation Project (WBADMIP) to form and work with almost 200 Water User Associations (WUAs) with a membership of 5,000 women.

Building on this experience, the Panchayati Raj and Rural Development has given responsibility for the MGNREGA CLF project to PRADAN for six districts in West Bengal. State government officials from Chhattisgarh (Secretary, Commissioner MGNREGS, and others) have visited the Usharmukti work sites to draw lessons and replicate the model in their state.



Photo courtesy: Prabir Kumar Paine, Silda, West Bengal



Photo courtesy: Prabir Kumar Paine, Silda, West Bengal

THE IMPACT OF THIS INITIATIVE IS:

298,000 households benefited (131,000 households by partner CSOs) from livelihood assets

58,897 water harvesting structures created to increase the irrigated area by **47,072 hectares**

Transforming fallow land to **productive assets with 44,156 hectares** (around 27.3 million trees planted with soil and moisture conservation measures)

- Area covered under horticulture is 8,974 hectares
- Area covered under social forestry is 20,123 hectares

Cumulative water harvest potential created of 487 billion liters; 192 billion liters in FY 2022-23

86.3 million wage employment generated; 7.8 million in FY 2022-23

98,846 families adopted improved agriculture practices

Sec. 7.E.2 High Impact Mega Watershed Project

The High Impact Mega Watershed Project is a collaborative initiative by the Government of Chhattisgarh, Axis Bank Foundation, and BRLF, along with 12 NGOs namely Surguja Gramin Vikas Sansthan, Sangata Sahabhagi Gramin Vikas Sansthan, SRIJAN, Lok Sakti Samiti, Sahabhagi Samaj Sevi Sanstha, Agrocrats Society For Rural Development, Samerth trust, CARMDAKSH, Bastar Sewak Mandal, Shamayita Math, and PRADAN. The project 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 hectares of the catchment area are being undertaken in the upper ridges in 26 blocks of 12 districts under MGNREGS. Under this initiative, there has been a total investment of Rs. 10,520 million from MGNREGS. By prioritizing the involvement of the community in planning and implementing processes, there has been a significant improvement in agricultural output. This approach has effectively supported 160,000 households in a sustainable manner through watershed management initiatives and also promoted 151 PGs with 10,336 members. In October 2022, the project got a two-year extension to further focus on livelihood intervention, especially agriculture,

non-timber forest products (NTFPs), and livestock value-chain development through the APC approach.

Workshops have been organized at the state and regional levels (three each), as well as at the Panchayat level (950) on technical aspects of watershed planning and implementation, participatory planning, GIS-based tools and approaches, and on-farm and non-farm livelihoods. Different officials from line departments were taken to various field sites where in-depth work on INRM had been done. This helped them better comprehend how ecology, landscape, and terrain differentiation interact, and plan for potential adoptable solutions in their own areas. IEC materials on GIS, water harvesting structures (WHS), pisciculture, and backyard poultry rearing were developed and circulated among officials of NRLM and line departments.

PRADAN has collaborated with Genpact's Better World Initiative (BWI) for the High Impact Mega watershed project at Chhattisgarh to analyze systemic barriers in the project implementation. BWI supported in defining, designing, and deploying appropriate solutions based on lean six sigma principles.

THE IMPACT OF THIS INITIATIVE IS:

Planned INRM work in **26 blocks of 12 districts**

Construction of **6,920 new water harvesting structures (WHS)**

Sanctioning of the construction of an additional **26,883 WHS**

Completion of 45,000 WHS in the project areas

Treatment of 234,000 hectares of poor-quality land

Sec 7.E.3 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, through a tripartite agreement with the Panchayati Raj and Drinking Water Development (Government of Odisha), and the ICICI Foundation, is playing the role of a resource NGO to facilitate INRM-based durable asset creation under MGNREGA. In addition to the MGNREGA provisions, this special initiative provides 200 additional days of employment and an incremental wage of Rs. 108 per day, in the migration-prone belt of Western Odisha. An investment of Rs. 20,880 million has already been made

to rejuvenate natural resources in the region which has benefitted more than 300,000 households. Participatory village-level GIS-based INRM plans were prepared in 3,014 villages. PRADAN has deployed a resource team at the state level to form a state-level project support unit (SPSU), namely "Migration Cell", which is embedded in the MGNREGS Society of the Government of Odisha. Four professionals, one per district, have also been deployed to support effective implementation.

Recognizing the effectiveness of this initiative, the government has suggested further support in developing GIS-based INRM plans at the Panchayat level for all 477 Gram Panchayats.

THE IMPACT OF THIS INITIATIVE IS:

INRM work in **20 blocks in 4 districts**

Treatment of 75,000 hectares of land to check soil erosion, harvest rainwater, and develop barren lands

Participation of 283,894 households in the MGNREGA wage work program for FY 2022–23

Higher wage rate of Rs. 345 per day in the 20 blocks



Photo courtesy: Sushil Barkhania, Jainamore, Jharkhand

Sec 7.F. Harnessing Renewable Energy for a Renewed Tomorrow

In 2016, PRADAN forayed into the clean energy space with the support of Tata Trusts and Bank of America Merrill Lynch to create a viable model of community engagement for improving the livelihoods and well-being of marginalized communities through solar energy. As of FY 2021–22, we have promoted more than 800 solar pumps for irrigation, 35 solar microgrids for household electrification, and 30 solar piped water supply systems, benefiting more than 16,000 households. In FY 2022–23, this initiative was bolstered by the support of other partners like Bank of America, Schneider Electric India Foundation, HDFC Bank, Bajaj Finance, etc., benefiting approximately 4,000 more households by installing 200 solar pumps, two solar microgrids, and 10 solar enterprises. All-women's Solar

User Associations (SUA) are promoted at all the sites for efficient use and sustainable upkeep of the solar infrastructure. In total, 1000 solar pumps have been installed with an irrigation potential of 600 hectares.

PRADAN has been promoting regenerative agriculture at the irrigation sites and linking the production with markets. The assured water and linkage with the market have helped the farmers increase the cropping cycle and diversify their crop baskets. This has significantly increased the income of smallholder farmers in a more climate-friendly manner, helping to delink economic prosperity from carbon emissions. The emerging prototypes are now being scaled across geographies by different government departments.



Photo courtesy: Rishav Ghosh, Torpa, Jharkhand

Sec 7.G. Integrated Livestock Rearing (ILR)

The tribal region of Central India makes a considerable contribution to the production of fish, mutton, goat, pig, and poultry. Livestock is a source of income for the majority of small and marginal farmers, landless populations, and households headed by single women. However, herd sizes are limited because of the high morbidity and mortality caused by untrained methods practiced at the level of the households. Lack of veterinary services and formal channels of market linkage are other obstacles that poor families face.

Integrated livestock (goat and backyard poultry) rearing has a universal spread across all direct action teams of PRADAN due to the significance of livestock rearing as a buffer against economic shocks and as food and nutrition for vulnerable households.

A revenue-based Pashu Sakhi (Para Vet) service model

has streamlined efforts for regular vaccination, deworming, primary vet care, and ethno-vet services. To equip the Pashu Sakhis, a series of training sessions were conducted on vet care services, treatment, fodder, and breed improvement.

We trained the community on new methods for improved livestock rearing (ILR), such as maintaining sanitation and cleanliness, using complementary feed like azolla and super napier grass, safe drinking water, etc. Additionally, the emphasis was on promoting castration, deworming, vaccination, shed preparation, and the use of lime in the shed.

During 2022-23, we engaged with 289,293 families in integrated livestock rearing, which marked a 25% year on year growth.



Photo courtesy: Shubham Sen, Narharpur, Chhattisgarh

Fig 11:
Progress of livestock interventions



*We foster livestock PGs and FPO to amplify livestock activities and provide end-to-end support to communities

Table 1:
Progress around the promotion of livestock FPO

	Number as on March 2022	Number as on March 2023	Growth over the previous year
ILR- PG formed	1,093	1,715	57%
Households under ILR-PGs	38,601	61,468	59%
Registered Entity - FPO (livestock as core)	9	10	11%
Members of Registered Entity	13,440	21,956	63%

Sec 7.H. PRADAN's 'Blue Revolution' - creating fisheries

By implementing land and water-based interventions, including the creation of waterbodies through direct efforts and collaborations, the opportunities for the fisheries have broadened. Fish farming as a sustainable means of livelihood can yield both financial rewards and contribute to climate change adaptation. In tribal regions where fish production is relatively lower, farmers are able to obtain more favorable prices compared to those in coastal areas.

PRADAN is supporting communities in West Bengal, Jharkhand, Odisha, and Chhattisgarh to establish fisheries in the farm ponds created already under various INRM projects. Approximately 80% of the ponds retain water till March and April every year, providing ample time for fish growth.

Fish farming in tanks constructed by the Gram Panchayats, because of their larger sizes, is more

financially rewarding. SHGs are being trained to engage in fisheries in such tanks taken on lease in Chhattisgarh and Odisha. In Chhattisgarh, there are 12 partner CSOs collaborating on fisheries as part of the Chhattisgarh High Impact Mega-Watershed project, benefiting 5,607 farmers with 3,380 farm ponds covering a total area of 378 hectares. The average water spread per water body is 18.61 decimal (0.07 hectares). Additionally, 200 nursery units have been established, where farmers have successfully raised fries into fingerlings and sold them to other farmers in the area. Interventions have focused on nursery rearing, fingerling supply, ensuring a good combination of various varieties of fishes for their enhanced natural food consumption and growth, capacity building, and establishing linkages between women farmers' groups and Fisheries Departments, Integrated Tribal Development Agencies (ITDAs), and Zilla Panchayats.

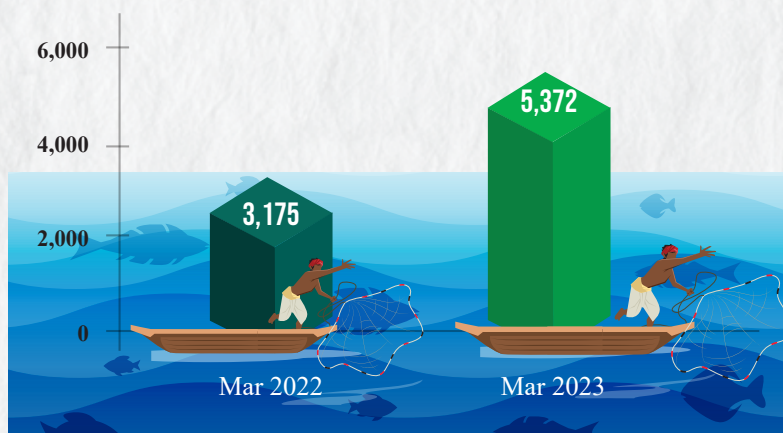


Photo courtesy: Anurag Kumar, Narharpur, Chhattisgarh

The cultivated fish species include rohu, catla, mrigal, grass carp, common carp, silver carp, tilapia, magur, and freshwater prawns. This intervention has generated significant interest among tribal communities and has also galvanized the relevant government departments. To access the latest fish farming technologies, PRADAN has partnered with prestigious institutes under the Indian Council of Agricultural Research (ICAR), namely the Central Inland Fisheries Institute in Barrackpore and the Central Institute of Fresh Water Aquaculture in Bhubaneswar.

The direct-action teams have experienced significant growth of approximately 69% compared to the previous year, indicating the potential for further expansion in diversifying the livelihood portfolio. Each participating fish rearing farmers earned in between Rs. 15,000 to Rs. 20,000 from this activity during the last financial year.

Fig 12:
Households under commercial fish farming



Sec 7.I Comprehensive Livelihoods (CL)

The Comprehensive Livelihoods approach is designed to address the multifaceted challenges faced by rural marginalised communities, particularly women. The five areas of women's lives and livelihoods that this model builds upon comprehensively, are governance and inclusion, gender (centrality of women in decision making), ecology, income, and nutrition. The approach aims to create a holistic system that enhances their capabilities, assets, income, and overall well-being of the extremely vulnerable families, enabling them to lead dignified lives where they can actively participate in local development processes and exercise their life choices. Our experience shows an inclusive, diversified, and integrated approach is needed to enable women and their households to effectively deal with and recover from various shocks and stresses, whether they are social, economic, or environmental in nature. Under this approach, investment is made in their capabilities and assets both now and in the future while not undermining the natural resource base or adversely affecting the livelihoods of others in the community.

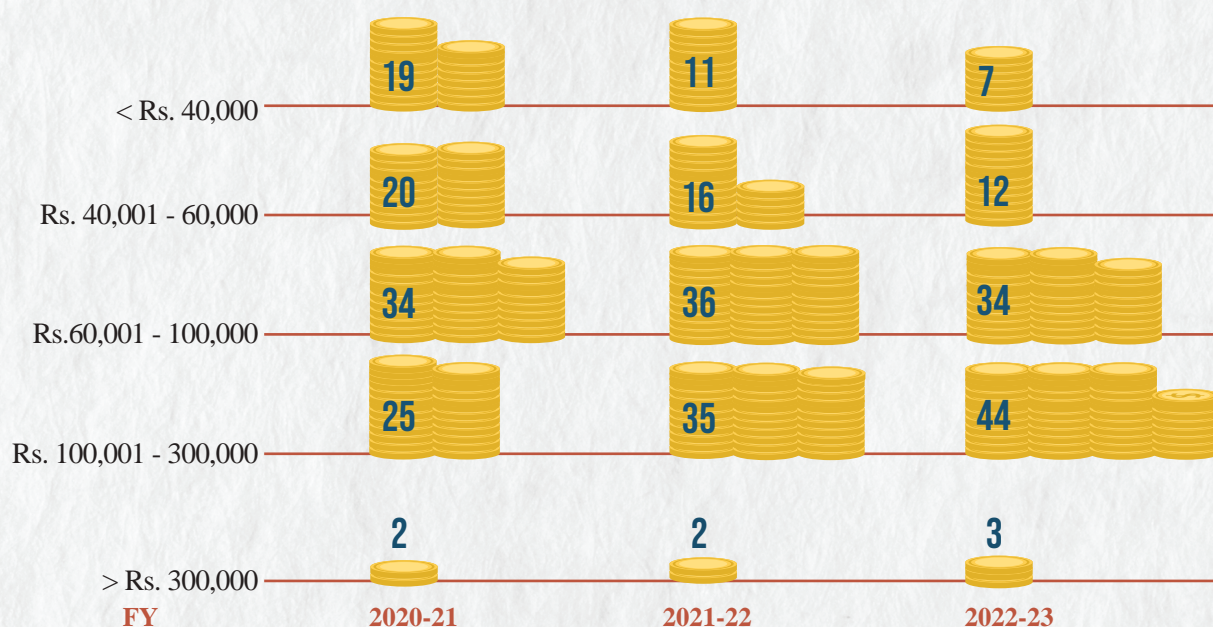
Under the comprehensive livelihoods approach, during FY 2022–23, we helped build the perspectives of the village institutions and prepared village-level

comprehensive livelihoods plan in 1,756 villages. A little more than 86,300 households were facilitated to prepare family-based livelihoods plan. Inclusion of ultra-poor households in entitlement programs was a key focus area, and 10,334 such households were facilitated to get included in at least one new entitlement program. On the other hand, due to enhanced awareness in gender equality and centrality of women in livelihoods, 23,545 women accessed at least one livelihood entitlement or provisions in areas where comprehensive livelihoods approach was undertaken. More than 83,000 women were trained to adopt regenerative agriculture practices. Supported by 212 BRCs (Bio-Resource Centres) on agriculture inputs, regenerative agriculture practices have shown promising outcomes and promoting participatory and sustainable livelihoods. About 27,000 women have adopted nutrition-gardens to address the gaps in access, quality, and availability of diverse nutritious diets and meet the nutritional needs of their family members. More than 20,000 extremely poor households, who hitherto were excluded from our interventions, are now finding ways to enhance their livelihoods and experience a sense of inclusion through the Comprehensive Livelihoods interventions.

Sec 7.J. Income Analysis

An analysis of the income data from three consecutive FYs, i.e., 2020–21, 2021–22, and 2022–23, gives a picture of the impact of our interventions. The mean income for the years 2022–23 was estimated at Rs. 114,287 per household (sample size: 45,856), which is 9% higher than the mean income of Rs. 104,747 per household for the year 2021–22, and this is again 13% higher than the mean income of Rs. 89,259 per household for the year 2020–21. A longitudinal depiction of income across the last three years in the table below shows an increase in the percentage of families in the range of higher-income slabs and a decrease in the percentage of lower-income slabs.

Fig 13: Percentage of Households as per Annual Household Income Slabs



Households earning more than a Rs. 100,000 per annum are touching close to 50% in this year's data, which indicates consistent rising rural incomes in the operational areas.



Photo courtesy: Abhishek Kumar, Torpa, Jharkhand



Intensifying our engagements around gender, nutrition, WASH, local self-governance, and forest-based livelihoods

Sec 8. A. Gender

At PRADAN, we have a vision of building a gender-just society, which is deeply embedded in our organization and the diverse thematic interventions we carry out in remote villages. We recognize the importance of advancing gender equality not only in our external work but also within our organizational environment.

By placing a strong emphasis on promoting gender equality within our organization, we have created a conducive environment for driving this agenda forward.

This has resulted in increased awareness and incentives to address gender-related issues effectively. We believe that by setting an example within our own organization, we can better advocate for gender justice and inspire positive change in the communities we serve.

PRADAN has adopted several strategies to advance gender equality and empower women in various areas of intervention.

THESE STRATEGIES INCLUDE:

Strengthening collective agency: PRADAN has developed a detailed strategy to enhance the collective agency of women for accessing water resources, as outlined in the Co-Impact-funded Access to Water for Rejuvenating Rural Economy (AWARE) project.

Integration of gender in Agriculture and INRM: PRADAN is committed to deepening the integration of gender considerations in the fields of agriculture and INRM. This involves ensuring that gender perspectives are incorporated into program planning, implementation, and monitoring.

Gender-differentiated approach in livelihood-based institutions: PRADAN aims to create a gender-differentiator for livelihood-based institutions promoted by the organization, such as PGs, water user groups, and farm field schools. This approach recognizes and addresses the specific needs and challenges faced by women in these institutions.

Building women farmers' solidarity: PRADAN seeks to foster solidarity among women farmers at the district and state levels. This involves facilitating networking opportunities and connections with national networks like Mahila Kisan Adhikaar Manch (MAKAAM) and NCNF.

Fig 14:
*Gender-specific capacity-building programs in
the FY 2022-23*

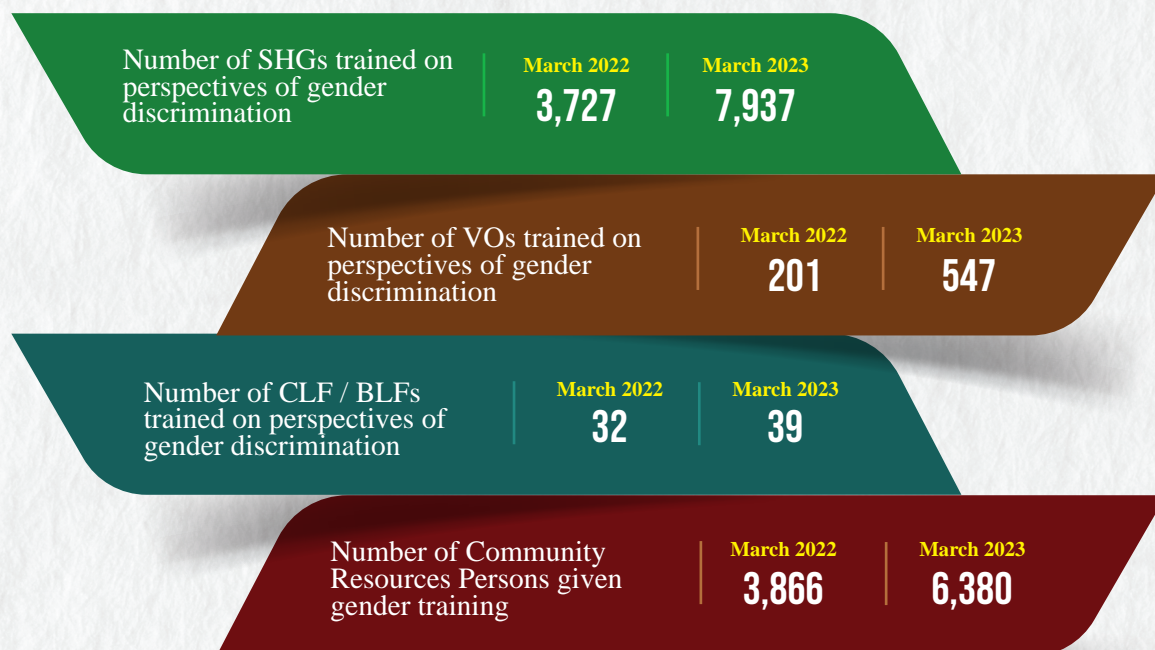


Photo courtesy: Souparno Chatterjee, Kharika Mathani, West Bengal



Smashing gender discrimination one theatre skit at a time

Chandan Sharma and Rajesh Parida | Jan 05, 2023 | Barh, Bihar

First Journal

Nukkad naatak (street theatre) is not only helping a group of tribal women raise awareness about gender discrimination and the digital divide in Banka, Bihar -- but it's helping bring about real change too.

"Are women not equal to men?" thunders Muniya to the audience.

Muniya belongs to a group of six tribal women who are raising difficult and, at times, uncomfortable questions for people in remote villages of Bihar. They are powerful, they are confident and they are undaunted by large crowds.

They are part of a Theatre of the Oppressed nukkad and natak (street theatre) group. In this type of street theatre, which takes place in brief acts, if one of the characters is experiencing oppression in any way, the players or even the audience members can halt the performance.

As Muniya looks intently at the audience, even the men nod. One woman from the audience bravely walks up to the stage to narrate her own story of injustice related to the skit's theme.

Girls in the audience clap the loudest

In another skit the story drifts toward the lack of access to phones for girls in the community.



"Is this right?" asks Madhu solemnly.

A village elder walks to the stage in front of an attentive, curious audience of more than 100,

"Girls in other parts of India are becoming doctors and pilots. If we do not educate our daughters and do not give them access to technology that will expose them to the outside world, they will be left behind. No one should discriminate against girls in our village," says the elder from the stage who was moved immensely by the skit.

The audience breaks into a spontaneous applause with the adolescent girls clapping the most.

Performing in theatrical skits has empowered women to speak about the injustices they themselves face (Photo by Chandan Sharma)

Overcoming resistance, smashing discrimination

Fighting the initial resistance from their families against performing in public, skit after skit, these unafraid women are breaking down barriers and discrimination by performing in village squares, markets, schools and even offices.

“

I gained a lot of confidence performing in the skits. I told my husband that I will not tolerate abuse.

From being a victim of domestic abuse to asserting her right as an equal inside the household, Madhu has come a long way.

“I gained a lot of confidence performing in the skits. I told my husband that I will not tolerate abuse. Once I started raising my voice, things fell into place. In fact, he supports me now,” says Madhu.

The women’s group has raised awareness in more than 120 remote villages of the Banka district in Bihar with the support of PRADAN and Reliance Foundation. This endeavour is part of their ‘Women’s Connect’ program which aims to improve women’s digital literacy across India’s villages.

The women’s group’s story of courage and immense will power has even been featured in the Dainik Jagaran newspaper.

Robust impact – within and outside

In one village, after a skit on domestic violence, women got together to counsel a husband. The wife had been subjected to domestic abuse for years.



The street theatre group has performed in more than 120 villages across Bihar (Photo by Chandan Sharma)

The skit started a conversation which built the ground for action. Post the intervention, the abuse stopped.

“

I can speak more confidently. People recognize me even in the marketplace. I have my own identity now

Beyond the social changes triggered in the communities, the greatest change has been within the performing tribal women and their households.

"I can speak more confidently. People recognize me even in the marketplace. I have my own identity now," asserts Sushma.

Inarma, another performer, has seen immense changes in her own value system. The biggest one according to her is how she now sees her daughter as equal to her two sons.

As the group dresses for another skit in another village, Muniya slings the Mandar around her neck, an instrument that is forbidden for females to play. The valiant women are once again ready to shake the foundations of patriarchy and create a just world.

The lead image at the top shows the women's group performs in front of a village audience.

Chandan Sharma is an independent consultant.

Rajesh Parida is an executive at PRADAN.



Photo courtesy: Saroj Kumar, Katoria, Bihar

Sec 8. A.1. Access to Water for rejuvenating Rural Economy (AWARE) Initiative

The marginalized and vulnerable community in Central India Tribal Region (CITR) PRADAN works with, are largely impacted by water insecurity in the given context of high economic dependence on the agricultural sector, high proportion of rain-fed production, and high hydro-climatic variability⁷. Water scarcity is more rooted in power, poverty, and inequality than physical availability. This inequality operates on multiple axes, and perhaps the worst impact is on the tribal and smallholders. Women from these households face various forms of marginalization, emanating from systemic challenges of inequitable investment in water and rain-fed farming, low productivity, and the intersectionality of these with gender inequality. Additionally, there are high levels of structural inequity in resource access owing to poor governance and institutional frameworks. If the situation does not change, 57 million smallholders in CITR will be pushed into further poverty, and the position of women in their households will become quite tenuous.

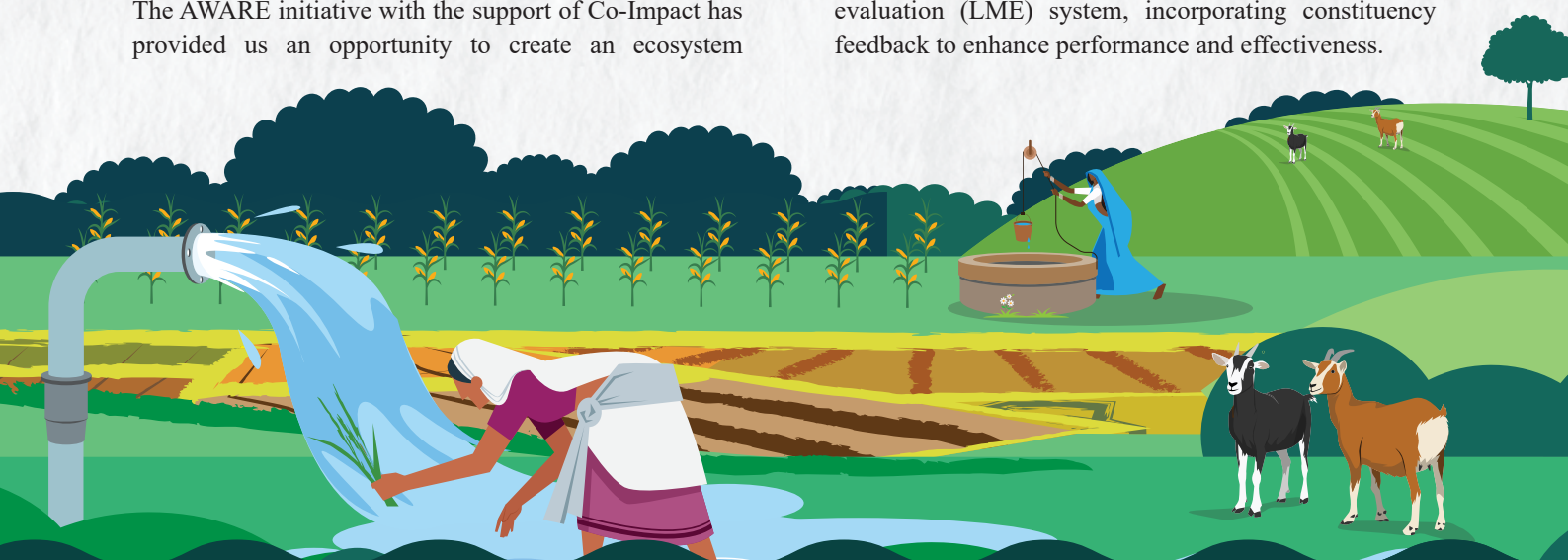
Throughout our work in the region, PRADAN has been dedicated to promoting participatory processes and fostering collaboration among diverse stakeholders with an emphasis on the importance of women's collective-led processes. Despite our significant contribution in these areas, there has been a realization that PRADAN alone cannot solve this complex challenge which involves several political, social, economic, and ecological systems which operate sub-optimally to produce poor outcomes. Our existing collaborations in West Bengal, Chhattisgarh, Odisha, and Jharkhand have provided us insights that activities carried out through collaborative actions and partnerships with actors and stakeholders can bring large-scale transformative outcomes and reach out to larger numbers of women and families.

The AWARE initiative with the support of Co-Impact has provided us an opportunity to create an ecosystem

for supporting women in leadership roles in agriculture and water governance for better socioeconomic and environmental outcomes by building a wide-ranging coalition of actors and collaborative action with the government, SHG collectives, NGOs, private sector, philanthropies, and academia for large-scale systems change in all seven states of CITR. Concerted actions on building women's collective agency in water and agriculture governance, forming coalitions that support governments in ensuring the development of policies and action plans, influencing water and agriculture-related policies for higher, targeted investments in these systems, and working with multiple networks to create economically and ecologically resilient farming models are the broad contours of the initiative.

The initiative envisages a system that is women-led, equitable, and has inclusive governance of water for rejuvenating rural economies and ecology. It aims for increased recognition and support for rightfully accessing water and farm resources for five million women farmers, which in turn will impact the lives of 25 million people across 70,000 villages in CITR.

To be part of the envisaged systems, PRADAN internally aims to embed strategic coherence across its programs and engagement, transitioning from a large-scale implementation approach to a systems-change engagement. A core group comprising senior leaders and professionals from various states and functions has been formed to drive capacity building, learning, innovation, and networking during and beyond the initiative's duration. The efforts are also focused on improving gender sensitivity, diversity, and inclusion within our own culture. Additionally, PRADAN is in the process of establishing a dynamic learning, monitoring, and evaluation (LME) system, incorporating constituency feedback to enhance performance and effectiveness.



⁷ In CITR, the extent of land degradation is 35 million hectares or almost 40% of the total degraded area of the country. Only 29% has irrigation coverage out of the 130 million hectares of land that the tract covers. In the last two decades, only 4 million hectares of additional area have been brought under irrigation.

Sec 8.B. Nutrition

Malnutrition is a major concern in our operation areas. Currently, in many tribal areas, most families are only able to meet 40-50% of their pulse requirements through their own production. Moreover, the availability of vegetables is limited to approximately 3-4 months, from the monsoon season until the beginning of winter. There are also gaps in the knowledge and subsequent adoption of recommended dietary practices, hygiene practices, etc. Climate change also has adverse effects on agricultural systems, impacting crop yields, productivity, and overall food security.

Hence, PRADAN is promoting diversified agriculture systems that not only meet the nutritional requirements of families but also enhance their resilience to climate change and improve their economic well-being. We have identified the promotion of pulses and vegetable

cultivation as core interventions within our nutrition-sensitive agriculture planning process. In addition, the adoption of nutrition garden interventions has been emphasized to ensure a diverse range of foods in the community's diet. We work on increasing pulse cultivation and promoting nutrition gardens on a larger scale to address the current limitations in pulse and vegetable availability, and ultimately improve the nutrition and food security of communities. Training and discussion are held at the SHG, VO, and CLF levels to promote behavior change and increase community understanding of the social-cultural factors of malnutrition.



Fig. 15:

Progress around major intervention points in 2022-23

Number of Poshan Sakhis/ Nutrition Change Vectors	Number of SHGs provided training on nutrition and health	Number of women that can recall nutrition inputs discussed during SHG meetings	Number of women with composite-designed kitchen garden
3,294	15,417	95,774	59,861



Photo courtesy: Irfan Ahmad, Mohgaon, Madhya Pradesh



Photo courtesy: Abhishek Kumar, Boarijore, Jharkhand



Photo courtesy: Satyajit Samal, Telkoi, Odisha



Photo courtesy: Satyajit Samal, Telkoi, Odisha

Sec 8.C. Water, Sanitation, and Hygiene (WASH)

Health challenges can force families back into poverty even while improved income and opportunity can undoubtedly enhance the quality of life and help break the cycle of poverty. The consequences of unsafe water, sanitation, and hygiene, especially for children, can be fatal. Basic awareness and preventive measures like handwashing can go a long way to improve the health and well-being of communities. Apart from these, we have

also been helping the community avail safe drinking water and proper sanitation facilities. Till March 2023, we have supported 24,669 households to access convenient and safe drinking water facilities, installed infrastructure for piped water supply in 175 villages enabling supply in 5,516 households, facilitated the construction of toilets for 44,641 families, and ensured facilities for safe disposal of wastewater in 150 villages.



Fig 16:
Progress around WASH in 2022-23

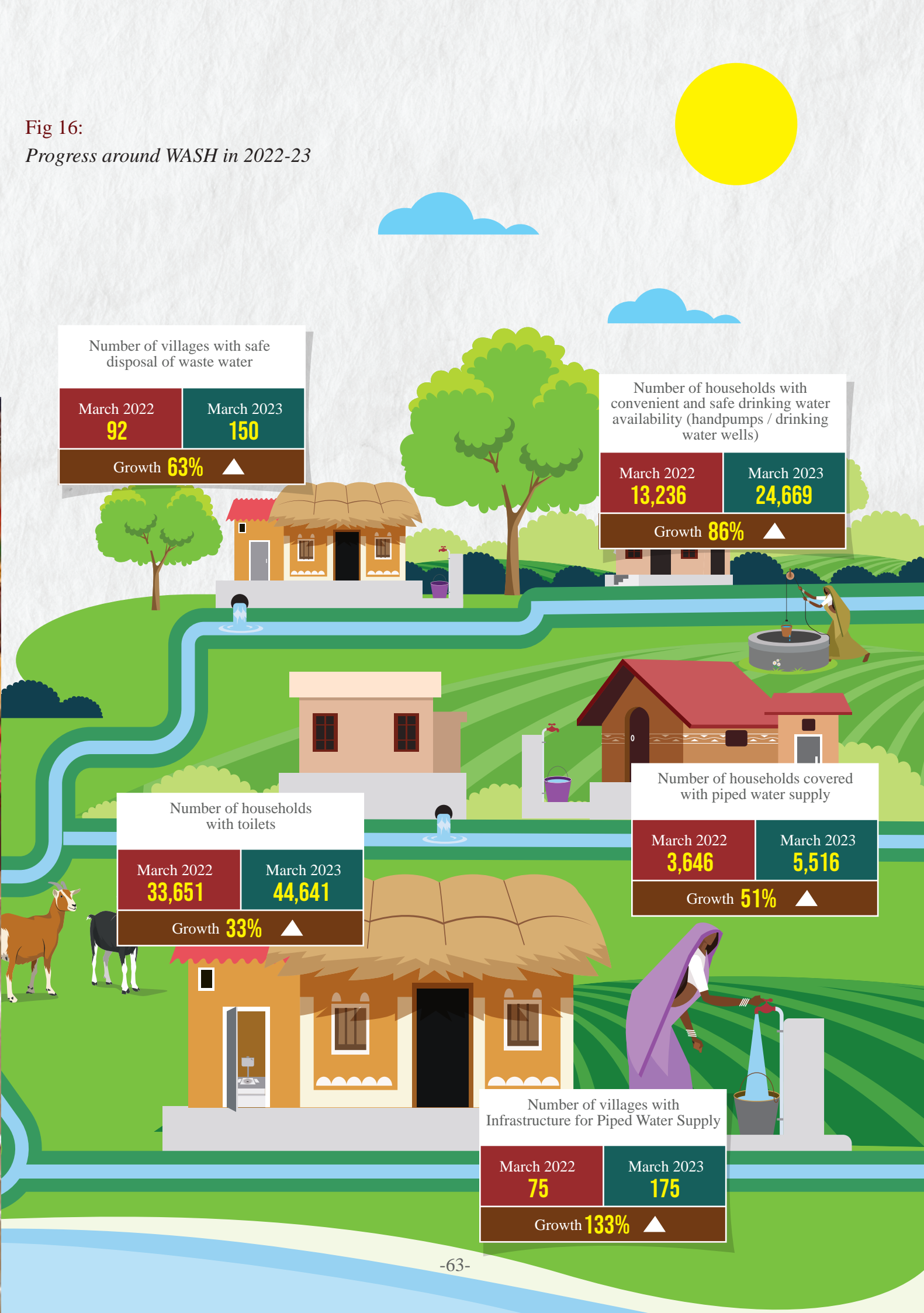




Photo courtesy: Ruchi Kumari, Peterbar, Jharkhand

Sec 8.D. Strengthening Local Governance

Strengthening the local governance structure is an important strategy to eradicate poverty in India. This is also a priority of the government as evidenced by the localization of SDGs in the guidelines of the Gram Panchayat Development Plan (GPDP), jointly released by the Ministry of Panchayati Raj (MoPR) and the Ministry of Rural Development (MoRD). In the past two years, there has been increased focus by these two departments on the grounding of the Village Poverty Reduction Plan (VPRP) and GPDP.

We are working to empower local institutions to take leadership of the development process in their Panchayats while also establishing an enabling environment for them to access resources and schemes. In Jharkhand, our grassroots initiatives and efforts to strengthen

collaboration with the government departments like the Department of Panchayati Raj, were supported by the India Panchayat Foundation.

In FY 2022–23, the interventions focused on building civic awareness, PRI–CBO collaboration, strengthening the VPRP process and its integration with GPDP, and the inclusion of the ultra-poor through the Gram Panchayat Help Desk (GPHD).

Under the State Project Management Unit (SPMU) MoPR initiative, PRADAN was actively involved in the overall drafting of Panchayats Extension to Scheduled Areas (PESA) rules and the Jharkhand Panchayat Raj Act (JPRA) amendment 2022. We got input from the department on PESA rules, Odisha State Rules (OSR),

GPDP guidelines, standing committee rules, and revised rules for the Gram Sabha. We were also involved in the state budget preparation for the department, including the revamped Rashtriya Gram Swaraj Abhiyan (RGSA 2), resulting in an increased budget from Rs. 900 million to Rs. 1,320 million and the inclusion of various innovative schemes in the budget, viz. Panchayat Gyan Kendra (Rs. 210 million), Incentivizing Gram Panchayat (Rs. 100 million), and 500 model Gram Panchayat (Rs. 250 million). Additional 1,034 human resources positions have been created for providing quality training and supporting program management under RGSA in Jharkhand.



Photo courtesy: Sourabh Kumar, Hazaribagh, Jharkhand

Table 2:
Progress made in 2022-23

	Achievement, March 2022	Achievement, March 2023	Growth
Number of Plans approved	8,585	9,389	9%
Number of GPs where the Help Desk will be set up	98	143	46%
Number of grievances lodged	7,901	13,227	67%
Number of grievances addressed	4,868	7,394	52%
No of GPs planned for mobilized funds for sectoral intervention from the department, CSR, or any other sources (Agriculture, Irrigation livestock, Nutrition, Health, Education, etc.)	175	272	55%

Sec 8.E. Forest Based Livelihoods

PRADAN acknowledges the crucial importance of securing land rights, particularly for women, to foster sustainable farm-based livelihoods and enhance social security and dignity within communities. This also plays a vital role in preserving ecological balance and safeguarding the environment, as it legally recognizes and protects the relationship between humans and forests. Our primary emphasis lies on facilitating access to ownership rights for women and communities, particularly in forested areas, through the implementation of the Forest Rights Act (FRA). PRADAN's FRA implementation efforts currently cover 18 districts, 61 blocks, and 4,000 villages in three states (Odisha, Jharkhand, and Chhattisgarh), with 22 PRADAN teams actively involved in the process. We have standardized a procedure for

making claims through FRA which has gained approval from the administration. Additionally, PRADAN has developed GIS-based technological solutions for land mapping and demarcation for securing land and forest rights.

In FY 2022–23, PRADAN has given considerable attention to both the claim-making process and post-claim forest management. This involves supporting communities in making their claims under FRA and providing assistance in the sustainable management of forest resources once the claims have been approved.

PROGRESS IN FY 2022-23

- 2,414 villages have constituted or reconstituted Forest Rights Committees (FRC).
- 1,750 villages, land mapping and claim documents prepared.
- A total of 901 Community Forest Rights (CFR) claims and 4,157 Individual Forest Rights (IFR) claims have been submitted to the Sub-Divisional Level Committee (SDLC).
- SDLCs have recommended 679 CFR claims and 2,937 IFR claims for further consideration to the District Level Committee (DLC).
- 513 CFR (both Community Rights and Community Forest Resource Rights) claims have been approved, resulting in 371 land titles received for 1.23 lakh hectares of land. Additionally, 1,623 individual claimants have received Individual Forest Rights (IFR) titles on 417 hectares of land.
- Over 100 CRPs have been trained and are supporting Gram Sabhas in land mapping and claim-making processes. Women are actively participating; in some cases, single women have received land titles.
- In 519 villages, Community Forest Resource Management Committee (CFRMC) have been formed to manage and conserve forest resources. In 146 villages, Community Forest Resource Management Plans (CFRMP) have been prepared
- Partnerships with the states of Chhattisgarh and Odisha have been established to facilitate claim-making and post-claim management.

Sec 8.F. Skill Based Employment

In India, gender inequalities in respect of education and employment curtail the productive capabilities of women. Barriers to entry for women include poverty, lack of educational opportunities and role models, gender stereotypes, and early marriage. Even among those with secondary or higher secondary levels of education, the unemployment rates of women are significantly higher than men. PRADAN with support from the UN Women tried to address this through projects like Women Collectives Anchored Integrated Second Chance Education and Vocational Learning Programme (SCE) and Funding and Learning Initiative for Girls in higher Education and skills Training (FLIGHT).

SCE, implemented in northern Bihar, was conceptualized to advance the economic empowerment of women through multiple pathways such as education, skill-based employment, farm enterprise, and non-farm enterprises. Skill-based employment has been one of the top priorities PRADAN has successfully facilitated job placements for 1,926 young women, while an additional 400 women are currently in the pipeline for job placement.

The **FLIGHT** project was initiated in October 2021, focusing on five major urban districts in Maharashtra. Its primary objective is to provide support to young women in completing higher education and enhancing their employability skills. The project aims to lay a strong foundation for these women to enter the workforce successfully. FLIGHT adopts an approach centered around creating a replicable methodology that can be adopted by other stakeholders, including government

entities and philanthropic organizations, in the field of higher education.

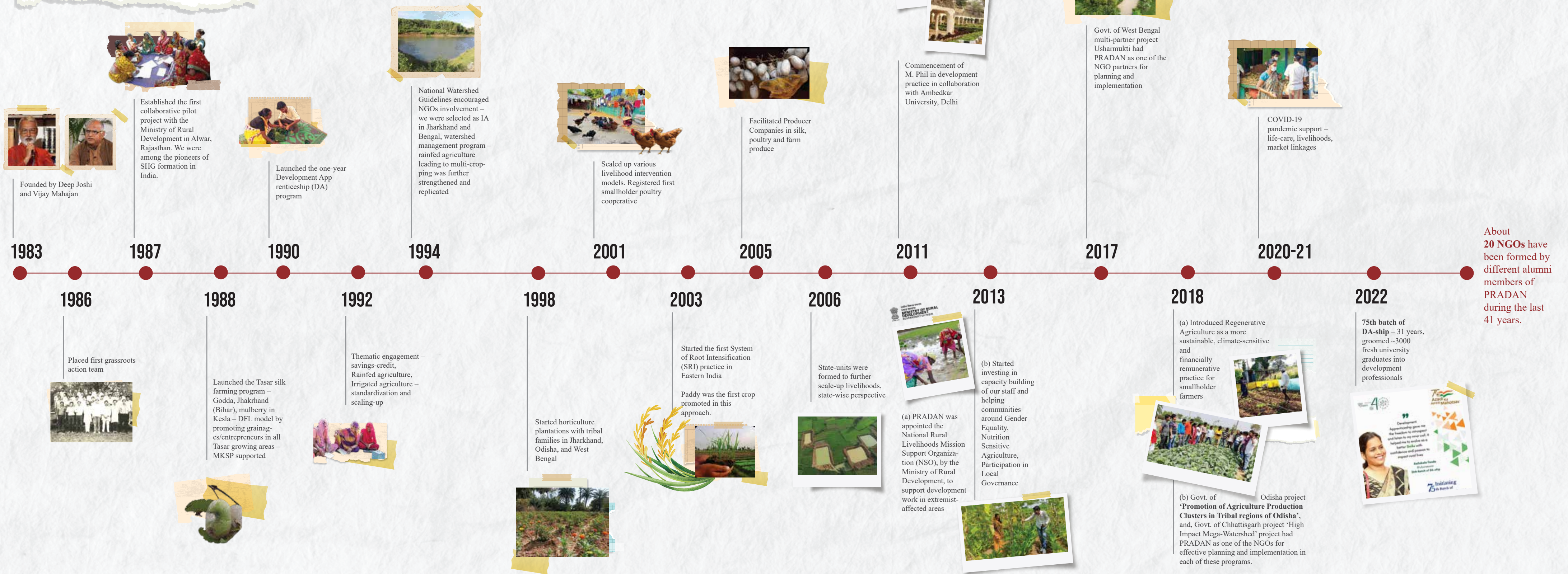
The project engages with institutions of higher education—both colleges and universities—as well as in the vocational and technical education space, such as Industrial Training Institutes (ITIs) and polytechnics. Under the ongoing project, 750 young women were selected in two cohorts over a period of one year. Linkages with Industry and Employers have also been made to place the girls in employment sectors as per their needs.

In Madhya Pradesh, under the Yuvashastra Program, three sets of processes are followed, starting with actively mobilizing and engaging youth in the targeted communities, organizing Re-Imagining Future (RIF) workshops for youth to explore and envision their potential future paths, and then supporting them in making informed choices based on their identified interests and aspirations. In FY 2022–23, about 5,700 youths were approached, out of whom 2,071 attended vocational training, 1,008 secured jobs after training, 405 continued in the job, and 310 initiated self-employment activities.





OUR 40 YEARS' JOURNEY



1995

Honored with the 'K. P. Goenka Award' for innovative work on natural resource management (NRM)

2006

Honored with the first 'NGO of the YEAR Award' by Nand and Jeet Khemka Foundation and Resource Alliance Group

2009

Deep Joshi conferred with the Ramon Magsaysay Award for nurturing the idea of 'PRADAN'

2010

Ranked no. 1 in the NGO category by Great Places to Work and The Economic Times, published in People Matters 2010
Awarded Rozgar Jagrookta Puraskar by the Ministry of Rural Development for efforts in generating awareness about the implementation of the Mahatma Gandhi National Rural Employment Guarantee Act.

2013

Honored with Microfinance India Award as the SHG promoting institution of the year 2013 by ACCESS Development Services and HSBC.

2015

Honored with the Times Social Impact Award for livelihoods promotion

2016

Honored with the Process Excellence Award for grass-roots work by Axis Bank Foundation

2017

Honored with the Spirit of Humanity Award for Women Empowerment

2018

Honored with the Business Standard Social Enterprise Award 2017 for Women Empowerment

2021

Honored with Water.org & Sa-Dhan Awards 2021, for excellence in water and sanitation financing in 2021
Honored with the 7th CSR Impact Award 2021 under the Environment category

2022

Selected for HCL Grant 2022, Environment category

2023

Awarded the Development Catalyst 2022 by ACCESS Development Services in the 25+ years category





Working with Government

PRADAN's primary approach to community development in rural areas is based on fostering strong partnerships and engagement with relevant government departments. These departments play a crucial role in allocating public investments and providing policy support for development initiatives. We collaborate with government departments for a coordinated and concerted effort to bring about the desired change in rural areas. Through this engagement, we supported 1,627,344 households and 869 CLFs.

THE OVERALL CONTOURS OF THESE INITIATIVES ARE:

Focus on specific geographies for the removal of mass poverty, both in terms of scale and intensity

Engagement with the government to direct a major share of public investments and create enabling policies to remove mass poverty

Strengthening existing programs and schemes of the government to better suit the unique challenges faced by rural communities

Capacity building of functionaries (responsible for program delivery) across different tiers of the administration to enable them to play their roles effectively

Involvement in program design and capacity building of government functionaries

Involvement of CSOs in grassroots mobilization, planning, and techno-managerial support on program implementation for the community, local bodies, and frontline functionaries

Involvement of public and private philanthropies to support CSO involvement at the grassroots, capacity building of staff and community cadres, knowledge management, and strengthening systems and processes

Table 3:

Progress of different partnership initiatives:

Name of Initiative	State	Partner organizations	Unit	Achievement, March 2023
Building Sustainable CLFs for promotion of women's livelihood	Bihar, Chhattisgarh, Jharkhand	SRLMs	CLF	345
			Household	191,170
Grow SCALE-UP	Jharkhand	JSLPS	CLF	624
APC	Odisha 20 CSOs	Govt and	Household	196,698
Second Chance Education	Odisha, Bihar, Rajasthan, Maharashtra	8 CSOs	Household	18,078
Usharmukti	West Bengal	Govt & 6 CSOs	Household	234,409
Western Odisha Migration Project	Odisha	1 (With Govt. -PR Dept.)	Household	380,000
High Impact Mega Watershed Program	Chhattisgarh	Govt. & 13 CSOs	Household	160,543
Santhal Pargana Development Initiative	Jharkhand, Bihar	13 CSOs	Household	13,446
Sustainable Development Initiative Forum (MP)	Madhya Pradesh	18 CSOs	Household	33,000
NRLM Support Organization Initiative	Madhya Pradesh, Chhattisgarh, Bihar, Jharkhand, Odisha	5 SRLMs and NMMU FL team	Household	400,000



Photo courtesy: Ashutosh Nanda, Bakawand, Chhattisgarh

Sec 9.1. NRLM Support Organization (NSO) initiative

PRADAN started its journey as an NSO in the year 2013 by signing an MoU with the National Rural Livelihood Promotion Society (NRLPS) and continued till the year 2015. This first phase focused on creating a knowledge repository, tool kits, manuals, and modules, and building a pool of resource people for livelihood promotion.

Based on this experience, the second phase of work commenced from 2016 to 2019, with a focus on supporting the State Rural Livelihoods Mission (SRLM) in the rollout of livelihood interventions and building the capabilities of key functionaries. The second phase helped in the demonstration of a number of livelihood models at ground level. During this period, large development endeavors like the APC project in Odisha were taken up.

Subsequently, the agreement between National Rural Livelihood Promotion Society (NRLPS) and NSO-PRADAN was extended for the third time till 2022, with support from Axis Bank Foundation to pilot Comprehensive Livelihoods in four states and provide overall support to State Rural Livelihoods Missions.

Building on this an MoU was signed between the National Rural Livelihood Promotion Society (NRLPS) and PRADAN, designating PRADAN as the National Support Organization (NSO) for DAY-NRLM for the fourth tenure. The MoU was signed by Mr. Charanjit Singh, Additional Secretary (MoRD), and Mr. Saroj Kumar Mahapatra, Executive Director (PRADAN) in the presence of Mr. N. N. Sinha, Secretary (MoRD), and Ms. Dhruvi Shah, CEO (Axis Bank Foundation).

The key areas of intervention in this period are to develop and broaden the base of the different tools and prototypes for livelihoods, orient the mission staff on multiple livelihoods domains, including financial inclusion, create

knowledge products, and platforms using technology like artificial intelligence, and enable CLFs and VOs to spearhead the livelihoods intervention so that at least 250,000 families can earn a gross annual income of more than Rs. 100,000 on a sustainable basis.

In FY 2022–23, two proposals on the NSO concept got sanctioned: one from CAPRI Global and the other from the Axis Bank Foundation.

In June 2022, PRADAN, as the NSO, collaborated with the National Mission Management Unit (NMMU) of DAY-NRLM to release a compendium showcasing the best practices. The compilation featured practices that were documented by the staff of the SRLMs of Bihar, Chhattisgarh, Jharkhand, Odisha, and Madhya Pradesh. Around 60 SRLM staff members joined workshops to document comprehensive case studies and finally 15 were identified as quality case studies around the best practices, and got published in the compendium.

The compendium was formally released by Mr. N. N. Sinha, Secretary (MoRD) and Mr. Charanjit Singh, Additional Secretary (MoRD). Attendees at the event included SHG members, the authors of the case studies, and key officials from the five SRLMs, including the State Project Managers (SPMs) and the Farm Livelihood team of NMMU.

Moreover, the event was conducted both in-person and online, with other SRLMs participating in the launching workshop through virtual means. This allowed for wider dissemination of the best practices across the nation, benefiting a broader audience and promoting learning and adoption of successful strategies in the realm of rural livelihoods.





Photo courtesy: Event photographer, Ministry of Rural Development, New Delhi



DAY-NRLM, Axis Bank and PRADAN join hands

Thursday, 25 August 2022 | Staff Reporter| Bhopal

Professional Assistance for Development Action (PRADAN) on Wednesday announced that DAY-NRLM, Axis Bank and PRADAN have joined hands to uplift the lives of more than 2.5 lakh farmers in five states.

PRADAN has been engaged as the NRLM Support Organization (NSO) since 2013 by the National Rural Livelihoods Mission, MoRD. In this endeavour, PRADAN was envisioned to support the Mission in its rural livelihood strengthening initiatives.

While talking about the initiatives during the signature ceremony, Shri Charanjit Singh, Additional Secretary, DARNRLM mentioned that the Mission aspires to impact the lives of 2.5 crore farmers and help them earn an income of Rs.1 lakh every year, 20225. To achieve this target multiple partnerships with civil society organizations are important. One such partnership is with PRADAN, which has been taken onboard to lift the income of more than 2.5 lakh farmers to INR 1 lakh, in five states of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, and Odisha over the next three years. The plan is to engage with 5,00,000 rural households in these five states to adopt market driven livelihood models.

Axis Bank Foundation has extended support to this endeavour. It aspires to make this a replicable model of partnership between government, corporate foundations and civil society organizations and holds promises for bringing economic empowerment to rural women through improved livelihoods.



Partnership with other Civil Society Organisations (CSOs)

PRADAN acknowledges the socio-economic diversities and complex dynamics of marginalization that exist in different regions. Development organizations working at the grassroots often face challenges of duplicating efforts or reinventing solutions to address similar crises in various locations. To address this issue, PRADAN actively seeks collaboration with other NGOs operating in marginalized areas, with the aim of jointly developing a shared vision for society.

Through partnerships and collaborations, PRADAN and different NGOs work together to create models and prototypes that can lead to more impactful public policies and programs. We are part of Development Cluster Forums (DCF), which serve as a network of CSOs partners for learning, sharing best practices, and scaling up emerging successful prototypes.

Sec 10.A. Revitalising Rainfed Agriculture (RRA)

PRADAN is a member of the RRA Network and has facilitated discussions with partners on themes like millets, markets and institutions, indigenous multi-cropping systems (IMCS), livestock, and seeds. RRAN remained focused on network communication through active documentation and the dissemination of news and best practices. A two-day national consultation on *Moving Forward: Making Rainfed Agriculture Resilient and Remunerative* was organized, and 120 participants attended this consultation to deliberate upon and finalize the agenda of the Network for the next five years. A two-day national convention on Millets for Millions was also organized in collaboration with the National Rainfed Area Authority (NRAA) and network partners.

The network remained actively involved in the work of its three state networks, namely **MahaRRAN (the network in Maharashtra)**, **KarRRAN (the network in Karnataka)**, and **HimRRA (the network in Himachal Pradesh)**. In this period, RRA Network pursued several collaborations with CSR, Foundations, and other donors to bring them on board as collaborators in promoting resilient rainfed agriculture. It remained a knowledge partner of MANAGE, the national farmer training

institute, and RRA Network, which helped in a massive pan-India capacity-building program for Gram Pradhans on Natural Farming. The RRA Network Hub, as part of the Food and Land Use Coalition (FOLU), India, contributed to a forthcoming research publication of FOLU, India, called Action Agenda. The Network contributed to sections on resilient rainfed agriculture, localized supply chains, and agrobiodiversity.



Photo courtesy: Madhura Kanjilal, Kharika Mathani, West Bengal

Sec 10.B. Rapid Rural Community Response (RCRC) to COVID-19

The RCRC was formed to support rural communities during the COVID-19 pandemic. Today, the group continues to engage with marginalized families to improve their livelihoods. RCRC signed a non-financial MoU with the ICAR and NRLM with the aim of transforming rural livelihoods. One of the projects is Integrated Farming Clusters (IFC), to be largely implemented with the help of RCRC member organizations. IFC, a livelihood project, envisages intensifying household incomes from an assortment of livelihood activities around the farm, livestock, and minor forest produce. The first phase of the IFC is part of

the World Bank-funded NRETP (National Rural Economic Transformation Project). MoRD has sanctioned 400 such clusters in 13 States with a budget allocation of Rs 1,600 million. Each cluster will cover about 300 families. 215 IFC projects have been sanctioned to 30 NGO members of the RCRC, covering about 70,000 households. The RCRC member organizations currently have ongoing programs in these areas, and this sets the groundwork for intensive engagement in the IFC project.

Sec 10.C. National Coalition for Natural Farming (NCNF)

PRADAN has continued to remain an active member of the National Coalition for Natural Farming (NCNF) since its inception in 2020. As a core group member of this coalition, we have contributed to shaping its vision, mission, operational modalities, etc. During the last one-year period, as a member of the coalition, we contributed to shaping the guidelines related to the Natural Farming Mission and BRC (Bio-input Resource Center) by the Ministry of Agriculture and Farmers' Welfare of the Government of India. To take the BRC idea forward, we have participated and shared our models among various agencies, both government and non-government, in different regions. We also

contributed to formulating a major program called JIVA by the NABARD.

Besides this, we have taken a proactive role in initiating state chapters of NCNF in Jharkhand, Bihar, and Chhattisgarh. We facilitated different partner agencies to join this coalition and helped in formulating its mission, goals, membership criteria, operational structure, etc. for these newly formed chapters. In addition to these three states, we are engaged with state chapters of NCNF in Rajasthan, M.P., and Odisha.

Sec 10.D. Organization Change Initiative for Evolution leArning and Nurturing (OCEAN)

In our endeavor to build the capacities of CSOs on improving organisation systems and processes, we initiated the Organization Change Initiative for Evolution leArning and Nurturing (OCEAN) in January 2022. During FY 2022-23, Group Process Laboratory, Non-Violent Communication (NVC), visioning and planning on development, and a program on employee motivation were conducted for participants from 12 organizations in Western Odisha. These agencies are partnering with PRADAN in the APC project.



Photo courtesy: OCEAN team



Human Resource Development and Personnel

PRADAN has institutionalized the practice of bringing educated and compassionate professionals to work directly with communities at the grassroots. As an organization, we continue to nurture ourselves and stay focused on our purpose by including more young people through our Development Apprenticeship program, conducting professional development programs to facilitate individual growth as well as organizational achievement and extending ourselves to other organizations. Four hundred plus professionals at PRADAN, methodically groomed in development practice, work with marginal communities in remote villages. Working under very challenging conditions, they are one of the largest pools of professionals engaged in poverty alleviation in villages (outside the government).

Fifty Apprentices graduated and joined as Executive this year; 88 Apprentices (nearly 50% women) joined the programme to connect with community, learn and make a conscious decision to be part of development fraternity. We made significant progress through our recruitment and selection process which is expected to double the number of Apprentices (with 70% women) in the coming

year. For this, we are creating more Field Guides, through our Field Guides Development Program.

We have initiated structured programs such as livelihood, thematic learnings and resource mobilization to facilitate professional growth as well as to bring efficiency and effectiveness in our development engagement. This year's focus was on enabling the learning and development of professionals through the Executive Development Programme for Building Expertise in Thematic Areas (EDP-BETA) in three themes: agriculture, livestock, and local democracy. In the spirit of sharing our learning, we are extending to 12 organizations for their evolution through OCEAN (Organizational Change through Evolution, leArning and Nurturing) program.



Table 4: Current staff strength

	March 2022			March 2023		
	Men	Women	Total	Men	Women	Total
Professionals	292	134	426	284	123	407
Assistants	108	20	128	107	23	130
Staff on Contract	175	51	226	159	48	207
	575	205	780	550	194	744
Development Apprentices (onboard)	32	37	69	36	30	66
Total	607	242	849	586	224	810



This year's focus was on enabling the learning and development of professionals through the Executive Development Programme for Building Expertise in Thematic Areas (EDP-BETA) in three themes: agriculture, livestock, and local democracy. We continued with our unique, one-year 'Development Apprenticeship' program to induct, groom, and deploy university graduates and post graduates to meet the need of professionals working at the grassroots.

Sec 11.A. Development Apprenticeship and placement of professionals

Joining in 2022-23: The 74th and 75th batches of Development Apprentices joined this year. A total of 88 Apprentices (47 men and 41 women) joined against 113 offered (53 men and 60 women) in the months of June and August 2022. Seven (4 men and 3 women) joined as lateral Executives.

The recruitment and selection process for FY 2023–24 was initiated in December 2022. A total of 233 (68 men and 165 women) candidates were selected from 48 campuses. The focus of the process was to increase the percentage of women and bring about diversity in the selected cohort.

We reached out to campuses across the country to bring regional and disciplinary diversity. The campuses included the Indian Institute of Forest Management (IIFM), Xavier Institute of Management, Bhubaneswar (XIMB), Tata Institute of Social Sciences (TISS), Azim

Premji University (APU), Jamia Millia Islamia (JMI), Department of Social Work, University of Delhi (DSSW), National Institutes of Technology (NITs) across 11 states, Delhi Technological University (DTU), Agriculture Universities like G.B. Pant University of Agriculture and Technology (GBPUAT), Banaras Hindu University (BHU), Odisha University of Agriculture and Technology (OUAT), and Universities such as Calcutta University and Andhra University.

Central events: A total of 67 Apprentices (31 men and 36 women) of the 73rd batch attended gender training to build awareness of self as a gendered identity and understand gender as a social construct. Another 75 Apprentices (40 men and 35 women) from the 74th and 75th batches attended the first central event, that included modules on self-review and reflection, gender training, reflection on village study, and orientation to the organization.



Photo courtesy: Amit Kumar Mishra, Kuru, Jharkhand

Graduation and placement: 50 (26 men and 24 women) Apprentices of the 73rd batch graduated as Executives, on completion of the Development Apprenticeship program. 30% of the graduates were from management and agriculture-related academic disciplines while the rest were from engineering and social work.

Internships: We continued to respond to the internship needs of the academic institutions as an opportunity to provide exposure to PRADAN and the context of rural India. These exposures help professionals in making career choices in the social sector. Around 50 students were taken on as interns in various project locations.

Sec 11.B. Facilitating learning and development of professionals

EXECUTIVE DEVELOPMENT PROGRAM FOR BUILDING EXPERTISE IN THEMATIC AREAS

The program aims at building thematic expertise, which includes learning existing and emerging rural development practices, principles, and perspectives and helping others learn and contribute to the development of thematic knowledge, practices, and perspectives through experimentation and reflection. The program has been launched for three themes: **(a) local democracy; (b) small livestock rearing; and (c) agriculture.** The program is for 18 months. Eighty-two participants are enrolled in the program.

A Program Development Committee (PDC) has been formed to coordinate, support, and develop the program. Orientation on the themes and Executive Development Program (EDP) has been conducted, along with perspective-building and technical training. Participants in local democracy attended a short course at Azim Premji University to develop their perspectives. Similarly, the participants in the small livestock rearing theme attended technical training at Deen Dayal Upadhyaya Pashu Chikitsa Vigyan Vishwavidyalaya Evam Go-Anusandhan Sansthan (DUVASU), Mathura. PDCs have been assessing the progress of the participants and providing them with feedback.



LEADERSHIP DEVELOPMENT PROGRAM

PRADAN organized various training and orientation programs with the aim of enhancing the competency of experienced colleagues in key areas such as guiding others, collaborating with stakeholders, mobilizing resources, and conceptualizing and implementing projects. Around 150 participants (30% women), attended these training and orientation programs.

The training events were:

a) **Field Guides Development Program (FGDP):** This program aimed to build the competency of colleagues in guiding others. A total of 63 participants took part in the program.

b) **Orientation to organizational structure, system, and processes for new Team Coordinators (TCs):** This orientation program, attended by 15 participants, aimed to familiarize new TCs with PRADAN's organizational structure and various systems and processes related to accounts, finance, personnel, staff development, and apprenticeship.

c) **Program on resource mobilization:** This program, attended by 22 participants, focused on enhancing the skills of professionals in resource mobilization. It covered topics such as proposal writing, budget preparation, PRADAN's internal processes, and due diligence.

d) **Climate change perspectives and practices:** This two-phase program, attended by 25 participants, aimed to provide participants with knowledge, skills, and tools to implement effective climate action plans in their communities.

e) **Livelihoods training:** This program, divided into two phases, consisted of five-day and four-day classroom sessions, with pre-training work before the first phase and inter-phase work between the two phases. The program, attended by 19 participants, focused on livelihoods promotion and aimed to enhance participants' understanding and skills in this area.

Apart from the above, nine experienced professionals were supported to participate in two different competency building programs - one in the Post Graduate Diploma program on Development Leadership conducted by APU, and eight others in the Group Process Laboratory conducted by the Institute for Group Facilitation (IGF).



Photo Courtesy: Adrija Seth, Mohgaon, Madhya Pradesh



Changes In Structural Training In Social Sector

The social sector requires extensive research and fieldwork; these aspects require the study of various methodologies and analysis tools to enable the merging of data from multiple sources

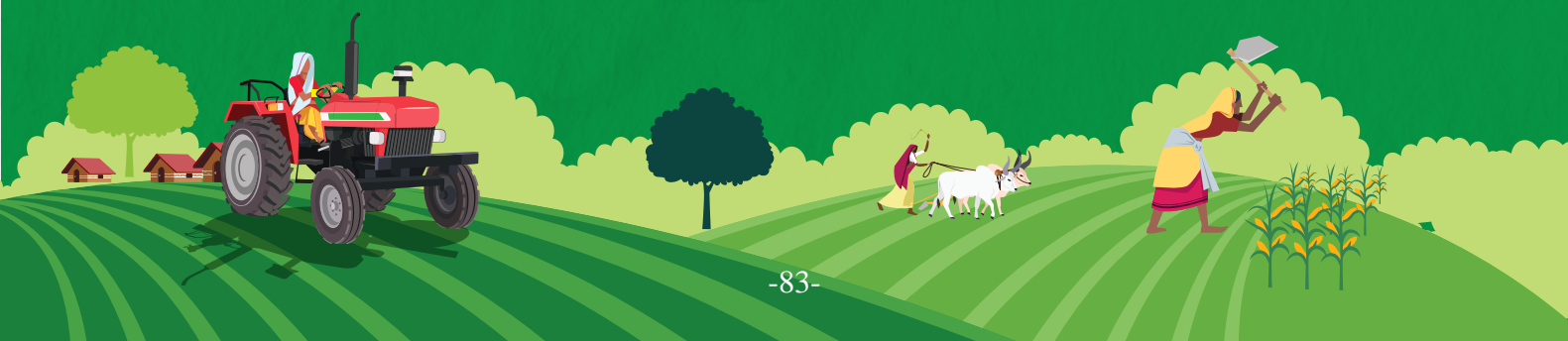


25 October, 2022
by Barsha Mishra

Print this article
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The best way to ensure improvement in social sector development in the country, is by strengthening human capacities. The sector requires people with a dedicated mindset, social commitment and willingness to serve. This comes with training, resilience, feeling connected for the society and its people.

The social sector is unique, in the fact that it not only requires a deep understanding of the social challenges, mindsets and fears, but it also requires (people working in this profession) having immense patience, persistence and capability. The satisfaction of creating a social transformation is worth the effort, which is why, the number of people keen to contribute, is growing by the day along with the resources being committed by various organisations.



With the increased involvement of corporate houses, requiring the management of large amounts of funds and multiple projects, the requirement for full-time professionals in the field is growing. Gone are the days of random involvement with any NGO being an adequate preparation for the sector. Today meaningful positions in the social sector requires dedicated preparation. A large number of structured courses are now available for freshers as well as professionals who want to make a mark in the social sector. The sector is growing rapidly, making it a lucrative career option, with the added benefit of it being a purpose-driven career.

A number of institutes like Azim Premji University or Tata Institute of Social Sciences run dedicated courses, as also NGOs and CSOs like PRADAN offer structured training programs. PRADAN's Development Apprenticeship program starts with field immersion, vivid exposure and then class room sessions and again goes back to field for putting into practice the theoretical knowledge. Working in rural areas with rural communities provide students with a deeper understanding of the sector. Students thereafter choose their field of work which may range from education, hygiene, family welfare, health, women empowerment, water supply, and housing to even poverty alleviation. Each field is a study in itself and requires professionals to work for the success of the projects.

The social sector requires extensive research and fieldwork. These aspects require the study of various methodologies and analysis tools to enable the merging of data from multiple sources. Structured courses are now enabling projects to be managed more professionally and are incorporating the best practices from across the globe. Dedicated professionals have ensured that project frameworks are more suited to the requirements of the region and culture enabling greater success. The introduction of cultural understanding in the courses has enabled the reduction of barriers being faced in the implementation of multiple programs.

Social sector might not always offer desk job. It might require extensive fieldwork, on-ground work, activism, connecting with people and building extensive connections to work in collaboration with other social sector organisations.

The sector is now finding a growing acceptance as a viable career option, even by youngsters who now study subjects like sociology and social science with greater importance. Even organisations are creating proper apprenticeship programs for people who want to contribute to the social sector. The growing exposure being offered through the apprenticeship is enabling students to be hands on with field study.

The digital revolution has enabled wider participation in courses and enabled interaction between similar programs across length and breadth of the country. Successful models are being emulated and taught in various courses enabling rapid implementation of the projects to ensure social development. The growth story of the sector has just begun in the country with greater growth expected over the next decade as the country transforms into a more developed country.

Disclaimer: The views expressed in the article above are those of the authors' and do not necessarily represent or reflect the views of this publishing house

Sec 11.C. Initiatives for making PRADAN a better place for women to work in

The following are the activities that were undertaken as part of this initiative:

Focus on the recruitment and selection of women in the Development Apprenticeship program

Gender module for Development Apprentices

Women Caucus meetings in different DCs

Guidebook launched on inclusive language and gender sensitive communication

Gender Steering Group has been reconstituted

Sec 11.D. Contributing to the sector and strengthening engagement with stakeholders

We have always believed in collaborative work and engaged with CSOs in capacity building initiatives. Beyond programmatic engagements, we also partnered with many CSOs for improving their organization systems and processes. In January 2022, we initiated the Organization Change Initiative for Evolution leArning and Nurturing (OCEAN) to facilitate this. Group Process Laboratory, Non-Violent Communication (NVC), visioning and planning on development, and a program on employee motivation were conducted under OCEAN, for participants from 12 organizations in Western Odisha. These agencies are partnering with PRADAN in the APC project. Forty-two participants attended the event on NVC, 33 participated in the visioning and planning exercise, and 39 attended the motivation program with support from BRLF.

Sec 11.E. Internal Complaints Committee

During the FY 2022–23, two cases of sexual harassment were lodged. One was pending from the last calendar year. All the cases were disposed of within the stipulated time.



Sec 11.F. PRADAN Renewal and Perspective Planning 2030

In PRADAN, a process of organizational renewal through perspective planning is undertaken approximately every eight to ten years. The last perspective plan was prepared for the period 2015-2022, to significantly increase our outreach from two million to ten million individuals while also deepening our work on various themes. This ambitious objective was successfully achieved, thanks to the collective efforts and commitment of everyone in the organization.

One of the key realizations from the work in the period of 2015-2022 was that addressing the scale of poverty and its immense challenges in our working areas requires the establishment of multi-stakeholder coalitions to ensure long-term sustainable solutions. In a rapidly changing world, we must adapt and evolve to remain relevant and impactful. We need to make comprehensive choices that involve strategic decision-making that considers not only the current context but also anticipates future challenges and opportunities.

In March 2022, with the support of Fidelity Asia, PRADAN initiated the organizational renewal process which culminated in our perspective plan of action. To facilitate this internal change, we also enlisted the expertise of McKinsey. Over a period of six weeks, McKinsey conducted extensive consultations with external stakeholders, performed qualitative and quantitative studies of the community, and conducted field visits to two PRADAN locations. They also engaged in discussions with PRADAN staff and leadership to gain insights. The main objectives of this process were to assess the current situation, identify significant shifts required to bring 'Vision 2030' to life, determine necessary organizational capabilities, and develop a transformation roadmap. McKinsey also created charters that outlined ownership structures and timelines to guide the implementation of the proposed changes.

This process led to the emergence of an aspirational goal that also supported our key realization of scale—to achieve 5x growth within the next seven years, reaching this milestone by 2030. To attain this ambitious target, PRADAN recognized the need for several strategic shifts. These shifts revolved around three major focus areas:

- **Reinventing the Core:** Scaling up sustainably by customizing development models to address the challenges faced by a larger population and actively leveraging partnerships for rapid expansion and growth.
- **Scaling the New:** Restructuring the organization to unleash the leadership and entrepreneurial energy of colleagues, enabling professionals to transition into Generalist and Specialist roles with more permeable work units. Additionally, PRADAN aims to establish itself as a thought leader in rural development.
- **Disrupting the Future:** Prioritizing digitalization within

PRADAN and leveraging technology across the impact journey to improve process management and scale impact. This involves exploring better funding opportunities, including creating an income-generating arm for PRADAN.

To facilitate the effective rollout of the renewal process and ground McKinsey's suggestions, PRADAN established a Transformation Office that operates under the Executive Director's office. This office includes two senior members, one of whom is an ex-Executive Director. The Management Unit of PRADAN has taken charge of overseeing the entire renewal process.

To realize the key strategic shifts identified during the process, PRADAN set up seven work streams, each dedicated to a specific theme. These work streams are responsible for producing detailed strategic notes, and to ensure the highest quality outcomes, expert consultants were engaged to contribute their expertise. The seven work streams cover development engagement models, organization and talent development, resource mobilization and communication, research and knowledge management, learning monitoring and evaluation, digitization and technology, and the creation of Centers of Excellence. Each work stream has a lead, a senior PRADAN professional, who anchors the strategy development process for the respective theme.

As a norm, PRADAN also encourages its employees to take ownership of their roles as stewards of the organization. This aspect was critical in the perspective planning exercise. To achieve this, central and regional events were held to onboard employees and set the goals and priorities for the organization's mandate in the coming years.

Based on these deliberations, the process of transition of the organization has been divided into three phases that would enable us to make strategic shifts and align our goals and operations for the year 2030. The phases are – Phase 1: Setting Goal for 2030, Phase 2: Designing PRADAN in 2030, and Phase 3: Implementing the Design.

PRADAN plans a transition from "solving the problem of a few that it reaches directly" to "solving the problem for all affected by it in a large enough geography". Towards this end, we plan to reach and impact 10 million households (~50 million lives) by 2030.

Having completed the process of goal-setting and organization restructuring, PRADAN is now ready to implement the designed strategies. The implementation will be gradual and embedded within the perspective plan. The estimated timeline for the overall transition is until the year 2025.



Resource mobilisation, communications, and partnerships

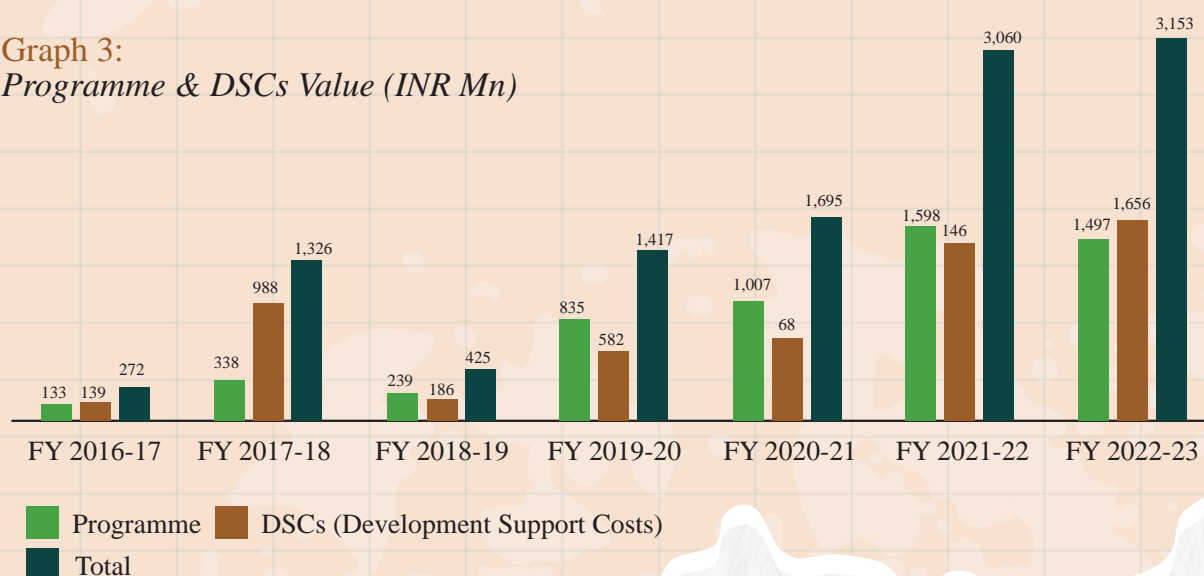
Sec 12.A. Resource Mobilization

During FY 2022-23, we were able to mobilize Rs. 3,153 million, of which 47% i.e. Rs. 1,656 million is Development Support Cost (DSC). This mobilization was a result of the continued support we kept on receiving from many of our current partners who renewed their projects during the FY. We could also start new partnerships with organizations like Capri Global, Rainmatter Foundation, Commonland Foundation, Sequoia Climate Foundation, Reliance Foundation, India Panchayat Foundation, etc. In addition to the grants to support our work on the ground, we received a corpus grant as an infrastructure development grant from the Azim Premji Foundation. This support would greatly help PRADAN invest in its organizational development and build internal capacities to respond to the needs of the communities it works with.

We got registered with the Ministry of Corporate Affairs to be able to take up CSR activities. With our growing outreach and initiatives, there is an increasing need for financial resources to cover our Development Support Costs (DSC) and the Program Costs.

To give impetus to the organization-wide fund mobilization efforts and to create a larger pool of staff with expertise in resource mobilization, we trained professionals across the organization for the same. A three-phased training program, with 25 participants from the leadership pool, was conducted to build capacities around fundraising. Various nuances of impactful and grant-winning proposal writing were covered in these training sessions.

Graph 3:
Programme & DSCs Value (INR Mn)



During the year, we with concerted efforts across the organization, we were able to get approval for Rs. 3152 million. Many of our current partners renewed their projects during the FY, and we could also start new partnerships with organizations like Capri Global, Rainmatter Foundation, Commonland Foundation, Sequoia Climate Foundation, Reliance Foundation, India Panchayat Foundation, etc. In addition to the grants to support our work on the ground, we received a corpus grant as an infrastructure development grant from the Azim Premji Foundation. This support would greatly help PRADAN invest in its organizational development and build internal capacities to respond to the needs of the communities it works with.

Sec 12.B. Communications

We believe that effective communication is crucial in creating awareness about the measurable impact of the organization's work on the ground and appropriately positioning the organization to mobilize partnerships and support for its work. We are thus committed to sharing our work with the world outside as well as stakeholders inside the organization on a regular basis.

While continuing with our daily social media posts covering fieldwork, and communities' efforts for a prosperous and just life, we also developed and published a joint campaign on social media along with partners of the Green Transformation Pathways project and NCNF, to celebrate smallholder women farmers' efforts to ensure environmentally sustainable and healthy farming. Named 'Her Healthy Farm Recipe', the campaign was started on the occasion of International Women's Day 2023 and was to continue until Mother's Day 2023. The 75th Batch of Development Apprenticeship, which started in August 2022 was also celebrated on social media through a month-long campaign, dovetailing it with Azadi ka Amrit Mahotsav i.e., 75th year of India's independence.

To promote gender sensitivity in communications PRADAN published a Gender Sensitive Guidebook, which is a result of deep research and analysis and audit of all communication collaterals of the organization. The Guidebook has been made available as a public good by publishing it on Sampark.net (our knowledge portal) and sharing it on our social media channels.

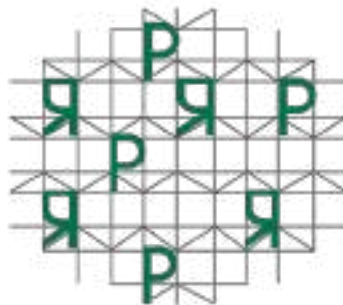
The last two episodes of Season 2 of our social media-based campaign 'The Transformers', a conversation with the development sector leaders, on Nusrat Pathan (Head, CSR, HDFC Bank Ltd.) and Rajashree Birla (Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development), were published during the year. The year also saw the commencement of Season 3, that seeks to capture effective grassroots development models and efforts, by interacting with communities and professionals at the cutting edge. We released the first three episodes of the season this year.



With Press/Features

PRADAN's 2022 Samagam focused on coalitions and partnerships amongst Government and Private Players

ANI PTI 21 April 2022 04:34 pm IST



New Delhi [India], April 22 (ANI/NewsVair): PRADAN organized the third annual event Samagam for 2022. The event also marked the completion of 40 years of existence of PRADAN.

This year's event had eminent speakers like Shoka Noda UNDP Resident Representative, India, Anoop Nautiyal Founder, Social Development for Communities Foundation, Reshma Anand, CEO, Hindustan Unilever Foundation, Sonali Srivastava, Head, Anode Governance Lab, and Foundation, Saurabh Garg, IAS, CEO, UIDAI, and, Bhim Singh, IAS, Collector, District of Raigarh, Chhattisgarh, to name a few.

The focus for this year has been partnerships and winning coalitions for achieving our Sustainable Development Goals. Speakers

from UNDP, Government sector, and private organizations came together to discuss the changing environment in coalitions and funding. Today's donors are seeking co-funds and government partnerships and helping deliver a greater impact on the economy.

Shoko Noda, UNDP Resident Representative, India said, "Achieving SDGs require a truly joint approach. Different sectors, especially the civil society organizations, private sectors, academia, communities and media; we all must work together in an integrated manner by pulling resources, ideas, knowledge, expertise, listening, understanding of what's happening at the community level. Building these coalitions are integral part to SDGs and this is why we have specific goal SPG 17 for partnership. UNDP globally and in

India has encouraged and promoted effective public private sector partnership, civil society partnerships to push for social goals collectively and at our end we are making our efforts to be an integrator of SDGs.”

Saroj Mahapatra, Executive Director, PRADAN said, “There must be coalition with community institutions directly, rather than few ones who indirectly engage. Rational leadership is important and there should be honest conversations on intention, motivation, and competencies. Post pandemic, there has been an enormous increase in number of collaborations over the past two years, wherein, the funding has also scaled up. Partnerships and coalitions are significant to make the funding scenario favorable for social development projects.”

The first session focused on CSO Coalitions at work: Rationale, Experiences and Challenges talked about major factors that make coalition successful. There should be focus on the larger picture (systems thinking) instead of the symptomatic interventions. According to few speakers, identity crisis is a major factor where, discarding of ideas or thoughts can lead to imbalance in the coalition.

The second session focused on Donors seeking co-funding opportunities and

challenges. Speakers talked about the need for philanthropic collaborations. Multi-stakeholder and multidimensional collaborations bring in diverse skill sets, but it requires robust alignments and course corrections. 80% of collaborations take place to leverage diverse skills, 77% collaborate to expand the circle of influence and impact, and 60% collaborate to mitigate risk. The three primary goals of collaborators include – scaling solutions, helping build field, building a case for promising innovations, spanning a range of key roles to achieve impact. 90-95% of total funding comes from govt. the rest of the 5% coming from philanthropies and CSOs make the 95% complete in terms of bringing in know-how. There is appetite amongst funders to bring a large-scale impact – US\$500 million has already been mobilized and gender fund has been initiated.

Third sessions focused on Convergence of government departments is helping deliver greater impact for the development rupee. In many cases, there are convergence between programs such as MNREGA and NRLM and skill development. Partnership with academic and research institutions, person power is different forms of convergence.

This story is provided by NewsVoir. ANI will not be responsible in any way for the content of this article. (ANI/NewsVoir)

‘Status of Adivasi Livelihoods Report 2021’ was published and a microsite was created for the report on our knowledge portal sampark.net. The report was released on 18th April 2022, in the august presence of Shri Arjun Munda, Hon’ble Minister of Tribal Affairs, Government of India, in an online event commemorating the 40th Foundation Day of PRADAN. Simultaneously, along with Participatory Research in Asia (PRIA) Centre for Youth and Social Development (CYSD), NITI Aayog, Voluntary Action Network of India (VANI), and FICCI-Aditya Birla CSR Centre for Excellence, we organized ‘Samagam 2022’, a one-day event facilitating dialogues between government agencies, corporate, and the civil society organizations meant for societal transformation. It was graced by Shoko Noda from UNDP, Rakesh Ranjan from NITI Aayog, and several other distinguished speakers from various sectors and attended by 800+ people online. The event was covered by several mainstream media. We also organized an online event on the International Day of Indigenous People (9th August 2022) wherein people from tribal communities of various states shared their journey of participating in improved livelihood practices and locally sustainable higher income opportunities.

PRADAN’s work was recognized, appreciated, and awarded by Access Development Services Award for contributions to livelihoods and rural development in the 25+ years category.

PRADAN’s support for grassroots communities and contribution to the development sector has been highlighted in mainstream publications like FEMINA, Times of India, The Hindu, Business Standard, Business World, Hindustan Times, IBC World News, Pioneer, The Telegraph, The Financial Express, The Economic Times, The Logical Indian, United News of India, Your Story, Press Trust of India, News 18, India Times, India TV, India Today, and many others.

During the year, 84 news items/articles were published in the mainstream media. Many of India’s senior journalists like Shiv Sahay Singh of The Hindu, Rekha Balakrishnan of YourStory, Prabhudatta Mishra of The Hindu Businessline, interviewed and covered stories of progress from ground zero. Several opinions and ground-level experience pieces authored by our staff members also got published in the newspapers and journals mentioned above.



Photo Courtesy: Souparno Chatterjee, New Delhi

The science of branding in the social development sector

If the development sector has to be seen in a better light, then the onus rests on the practitioners themselves.

Written by Souparno Chatterjee

Updated: November 28, 2022 16:10 IST



Often one wonders while joining or contemplating joining the development sector, about the compensation and perks it offers. Well, if one compares the financial or any other form of quantifiable benefits not-for-profits offer at least in India, it can barely be compared with the corporate world. There are various kinds of opinions that flood the internet on this issue, commenting on how remunerative the sector could be despite being a poorer paymaster comparatively. Then what? Why is still there a chord that strikes a million hearts and compels a sizeable number of the best and brightest to choose the sector, not as a leisurely tryst, but as a full-fledged whole-time career opportunity? The story behind remains often shrouded than shared explicitly.

It remains so mostly because of a prevalent notion in many non-government organisations (NGOs), that all the good work will speak for itself – and the entire effort should go to accomplish that work, not for publicising it. Corporate or businesses, on the other hand, spend five to ten percent of their total revenue on

publicity, and brand management. Basically, telling their story to make them more visible. After all, those products only sell what occupies the consumer's mind the more. Just recall the 1990s, when upon hitting the streets, your eyes will be glued on the large hoarding boards depicting the refreshing spring under which a girl is taking a bath! The visuals and the copy would perhaps immediately convince the common mass about the freshness the soap brings in while bathing, during the long scorching Indian summer days! Their story is conveyed, people are convinced, the product is sold, and revenue is generated. Short, crisp, visually appealing and catering to one aspect of everyday life.

But, NGOs have the least mind space when it comes to the recall of their brands. Even if few names are known, the probability to recall their works and relate to them is negligible. Although there has been a strategic shift in this regard, spearheaded by several organisations of late, and the urge from the donor-partners to a great extent, especially over the past decade, but still the story is half-told.

Only Data, or, Real-life stories of Change?

The world of the development sector largely revolves around changing the lives of communities, be it in urban spaces or rural, in desert areas or in the mountains or forests, or in the seas. And in several cases, the work domains touch multiple aspects of the life and livelihoods of the community members. And the impact is profound and not anecdotal. Some organisations rely on third-party evaluation, if not robust in-house data analysis mechanisms, to reflect and analyse the output and outcome of their work to gauge the return on the investment made. But what helps this sector stand out from the other sectors is the real-life change stories that by virtue of its proximity and magnanimity of its work the organisations have.

Whereas, one attempts to change the entire life, by addressing the multi-dimensional needs of the communities in the development sector. And those stories of change are

impactful enough to enable a larger section of India's workforce and the development rupee to get channelized for the greater good.

People need to hear and see the change

If the development sector has to be seen in a better light, then the onus rests on the practitioners themselves. The pride, the immense ownership, that almost all of them possess in the kind of work they do, and, the impact that their work creates among communities, has to be shared with the world outside. The efforts put behind, the minds that are at it, the stakeholders striving to achieve the goal, the donors whose development rupee is making the shifts possible – each and every ambit of the work needs to be shared with people who are not rooted in this sector because life-changing work does not happen everywhere and profit comes in various forms and magnitude.





Research and Knowledge Management

The broad purpose of our work under research and knowledge management is to facilitate the 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 Development Apprenticeship (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 policymakers;
- Building or participating in relevant networks for dissemination and cross-learning; and
- Generating evidence on a scale on the status of livelihoods of tribal communities.

A key area of focus this year was developing a deeper understanding of questions related to the development of Adivasis in the Central India belt and arriving at engagement methodologies to address the issues identified. We also continued to generate and disseminate knowledge and insights gathered from our ongoing projects.

As part of the organizational renewal process, we anchored the conceptualization of two workstreams: (1) Research and Knowledge Management (RKM); (2) Monitoring, Evaluation, and Learning (MEL), and came up with strategies to nurture and strengthen these.

Plans are afoot to redefine the strategic role of the RKM unit in PRADAN, and a workgroup was formed to arrive at a strategy, in consultation with internal teams and external experts, for its growth, and integration into the larger organization. This design emphasizes the importance of knowledge management and research in driving organizational change and achieving impact at scale. The strategy includes three workstreams: integration and mainstreaming of RKM, building knowledge and evidence, and curating and disseminating knowledge.

The establishment of a specialized MEL unit was planned to enhance monitoring, evaluation, and learning across programs and projects. A workgroup was formed to develop the MEL strategy for the organization. A situational analysis of the current MEL system was done to understand the areas of improvement and opportunities. A set of learning agenda and evidence building needs were assessed and some evidence-building and evaluation initiatives have been started in collaboration with partners like The Tata-Cornell Institute for Agriculture and Nutrition (TCI) and International Food Policy Research Institute (IFPRI).

PRADAN has also collaborated with SOCION through the Participatory Digital Attestation (PDA) Platform to solve pivotal problems in data collection and management processes. The platform facilitates easy organization of content and sessions, enables participants to attest, and review content, and allows for monitoring of activities. This initiative leverages real-time data generated by participants, enhancing observability and enabling improved program governance. Presently, we have been engaging with CSO partners to impart training and capture household-level tasks on a real-time basis.

Sec 13.A. Developing a deeper understanding of Adivasis in the Central Indian belt and engagement methodologies

Several initiatives were undertaken to deepen the understanding of Adivasis and develop engagement methodologies to address their issues. These included the release of the Status of Adivasi Livelihoods (SAL) Report 2021 covering Jharkhand and Odisha, the publication of livelihood reports for forest-dependent communities, building the perspective of Executives in PRADAN on the Adivasi ways of living and practices, the collection of

data and analysis for SAL 2022 covering Madhya Pradesh and Chhattisgarh and the Adaptive Skilling through Action Research (ASAR). A total of twelve analytical articles on SAL 2021 written by PRADAN professionals were published during FY 2022–23.

(<https://www.PRADAN.net/sampark/sal/>).





The Professional Assistance for Development Action (PRADAN) has recently released the report on 'Status of Adivasi Livelihoods 2021'. The report was released in the presence of the Minister of Tribal Affairs, Government of India, Arjun Munda. The report majorly highlights the current challenges and scarcity that Adivasis are living with, which adversely impacts their lives. An extensive survey has been conducted to know Adivasis status in the states of Jharkhand and Odisha. The data was collected through a household questionnaire survey in 4994 sampled households, a village survey across 254 villages, focused group discussions in 28 villages, and interviews of 40 Adivasi scholars and social workers.

<https://thelogicalindian.com/adivasirights/pradan-releases-survey-report-on-status-of-adivasi-livelihoods-2021-36389>

The reach of development amenities and facilities in terms of the existence of all-weather roads, telephones, educational institutions, health infrastructure, etc., have been poorer in Adivasi villages compared to the non-Adivasi villages of the same geography. For instance, mobile connectivity was available for around 70% of Adivasi villages, compared to approximately 90% of non-Adivasi villages in both states. During the release of the Survey

at an event, Minister Munda said, "This report will be very crucial for policymakers and civil society organisations working closely with these communities for their betterment in the near future. Adivasis have been inhabiting the forest areas and living in close proximity to nature for generations. They have a lot of potentials, but it is important to have faith in their abilities and link them with the market systems without compromising their innate relationship with nature, including forest."

<https://thelogicalindian.com/adivasirights/pradan-releases-survey-report-on-status-of-adivasi-livelihoods-2021-36389>

Food Insecurity

The average annual income for Adivasi households was estimated at INR 75,378 and INR 61,263 in Jharkhand and Odisha, respectively. However, crop diversity continued to be quite rich. Even under rainfed conditions, Adivasi households reported growing crops from a choice of 20 crops. However, 25 per cent of Adivasi and 19 per cent Non-Adivasi people in Jharkhand were severely food insecure. In Odisha, 12 per cent of Adivasi households and 16% of Non-Adivasi households were severely food insecure.

The Executive Director of PRADAN, Saroj Mahapatra, while talking to The Logical Indian, said, "The insights on how Adivasis think about their development, how their values and cultural ethos impact their livelihood choices may help the policymakers

to formulate new policies and programmes. Similarly, the status of amenities and infrastructure and government programmes on the ground may help improve the existing development programmes. The major findings would also help funders in deciding their priorities. The existing knowledge systems of Adivasis and their development priorities need to be considered while designing the projects and programmes."

Adivasis Reaction

On Schemes On the positive side, from 2021-22, an amount of INR 78,256.31 crore was allocated as Scheduled Tribe Component (STC) funds (INR 7524.87 crore to the Ministry of Tribal Affairs alone), which showed an over 50 percent increase in the STC budget from the previous financial year, and over four-fold increase in 2014-15 allocation. In more recent years, the State Governments have launched specific programmes for developing the Adivasi people. A little more than half of the respondents stated that they were not only satisfied with the Government schemes but also felt that life had become better in the year preceding the Survey.

<https://thelogicalindian.com/adivasirights/pradan-releases-survey-report-on-status-of-adivasi-livelihoods-2021-36389>

Sec 13. B. Generate and disseminate knowledge from ongoing projects

Efforts to generate and disseminate knowledge from ongoing projects, continued over the year. These included supporting and integrating action research under the CLAP project, developing an engagement methodology for deepening local democracy in Adivasi villages, documenting the impact of the GROW project, collaborating with journals for special issues on Adivasi's beliefs and practices around gender and collaborative studies with external partners.

A paper titled "Cameras in the hands of indigenous youth: Participation, films and nutrition in India" was submitted and a policy paper on knowledge, attitudes, and practices of community health workers was being prepared. A total of three papers were published in collaboration with Dr. Nitya Rao, a professor at the University of East Anglia.

PRADAN is collaborating with the Institute of Rural Management Anand (IRMA) on a comparative study focusing on policies, programs, and schemes for water management in tribal areas in Chhattisgarh and Madhya Pradesh. The study aims to analyze the effectiveness of existing policies, procedures, budget allocations, and outcomes of schemes implemented to facilitate access to water for drinking and economic activities in rural

communities. Additionally, the study seeks to identify areas for improvement and recommend measures to enhance access to water for tribal households.

PRADAN is also embarking on the establishment of the PRADAN Learning Academy, which aims to support development practitioners in their professional growth and learning journey. The academy will provide a range of mechanisms to facilitate learning through reflective practice. It will offer various resources, such as learning materials and tools, to enable practitioners to enhance their knowledge and skills. We are developing an e-Learning Management System (e-LMS) as part of its technology platform for delivering and managing the learning resources, and activities.



Development Finance and Balance Sheet

Sec 14A: Development Finance

During the FY 2022-23, around Rs. 5,469 million was raised from different sources such as credit from SHGs, banks, government grants/subsidies, and grants from donors. Of this, Rs. 4,692 million was invested at the individual level and Rs. 1,122 million was used to create common infrastructure.

Table 5:

Finance Mobilised and Invested (Rs. Million)	FY 2022-23
Finances Raised by/for Communities during the reporting period for Livelihood and other Activities: breakup source-wise below	5,469
Credit from SHGs (total)	1,073
Credit from Banks (through SHGs)	1,032
Credit from Banks (other than through SHGs)	4.5
Credit from any other source	2.1
Government Grants/Subsidies	3,099
Grants from Donors	205
Community Contribution for Infrastructure like Toilets etc	53
Finances invested	4,692
Working Capital	1,185
Capital investment at the individual level	2,383
Capital investment for the common infrastructure	1,122
Others (relief etc.)	2



Sec 14B: Balance Sheet

Professional Assistance for Development Action (PRADAN) Balance Sheet as at March 31, 2023

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Sch.	As at March 31, 2023	As at March 31, 2022
Sources of funds			
Funds			
Corpus Fund	1	36,206.82	5,178.30
Capital Assets Fund	2	4,163.00	2,201.56
Community Project Fund (WIP)	3	347.01	459.92
Revolving Fund	4	29.84	30.32
Unrestricted Fund	5	1,822.08	1,994.41
Restricted Funds	31	10,718.59	5,043.04
		53,287.34	14,907.55
Current Liabilities			
Payables	6	58.75	231.87
Other Current Liabilities	7	249.91	171.44
Short-Term Provisions	8	90.67	463.04
		399.33	866.35
Total		53,686.67	15,773.90
Applications of funds			
Non-current assets			
Property, Plant and Equipment and Intangible Assets	9		
a) Property, Plant and Equipment		1,789.39	405.36
b) Intangible Assets		20.53	26.08
c) Community Assets held in PRADAN Books		2,353.08	1,770.12
Work in Progress	10	347.01	459.92
Non-current Investments			
Corpus Fund Investments	11	36,180.30	5,124.78
Other Fund Investments	12	1,046.72	336.31
Long-Term Loans and Advances	13	454.26	383.20
		42,191.29	8,505.77
Current Assets			
Inventories (at cost)		18.11	16.75
Receivables	14	184.13	231.54
Cash and Bank Balances	15	11,028.00	6,745.26
Short-Term Loans and Advances	16	225.92	244.83
Other Current Assets	17	39.22	29.75
		11,495.38	7,268.13
Total		53,686.67	15,773.90

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

29
33

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: July 22, 2023

Audited Financial Statements for the year ended March 31, 2023


Professional Assistance for Development Action (PRADAN)
Income and Expenditure Account for the year ended March 31, 2023

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Sch.	Year ended March 31, 2023	Year ended March 31, 2022
Income			
Donations	18	1,301.63	373.05
Income from Investments/ Deposits	19	583.05	440.13
Other Receipts	20	55.15	41.01
Total		1,940.73	854.19
Expenditure			
Rural Livelihood Promotion Programme	21	14,897.24	12,225.60
Covid-19 Relief and Rehabilitation Programme	22	169.13	1,156.73
Livelihood Programme Support	23	2,929.09	2,605.84
Human Resource Development	24	289.56	200.94
Research & Documentation	25	658.97	470.02
Administration	26	929.43	786.85
		19,873.42	17,445.98
Non-Cash Charges			
Depreciation for the year [Refer Schedule 33 note no. 2.5 (b&c)]		5.55	94.51
Less: Met out of Capital Assets Fund		(5.55)	(94.51)
Unrecoverable Advances/ Unusable Stock	27	5.11	43.96
		19,878.53	17,489.94
Less: Met out of and deducted from Restricted Grants	30	(19,107.31)	(17,034.81)
Excess of Income over Expenditure for the year		1,169.51	399.06
Total		1,940.73	854.19
Surplus/(Deficit) brought forward		1,169.51	399.06
Appropriated to/ (from)			
Corpus Fund		26.52	31.00
Capital Assets Fund		1,348.34	10.43
Transferred to/(from) Restricted Fund		(33.03)	(11.67)
Surplus/(Deficit) transferred to Unrestricted Fund		(172.32)	369.30
Natural Head -Wise-Income and Expenditure Account	29		
Accounting Policies and Notes on Accounts	33		

As per our Report of even date

for **V. SANKAR AIYAR & Co.,**
Chartered Accountants
Firm Regn. No. 1092081W


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




Chairperson


S. K. Mahapatra
Executive Director


Members of Governing Board



New Delhi,
Date: July 22, 2023

Audited Financial Statements for the year ended March 31, 2023



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PRADAN, Churchu & PRADAN, Chatra

PRADAN Office
H/O Jagan Mehto
Near Ramdeo Kharka Middle School,
Vill- Ramdeo, Kharika,
Churchu Road, Jhumra,
PO & PS: Daru - 825313
Dist: Hazribagh, Jharkhand
Tel: 7631050601

PRADAN, Jainamore

PRADAN Office,
House of Mohan Singh,
Near Bijli House, Behind Park hotel,
Jainamore, - 829301
PS.: Jaridih, Dist: Bokaro,
Jharkhand, Tel : 8294946518

PRADAN, Petarbar

PRADAN Office
H/o Ms. Anita Verma
Behind Red Chilly Hotel
Opposite Krishi Vigyan Kendra
PO & PS - Petarbar - 829 121,
Dist: Bokaro
Jharkhand
Tel: 7632903904 / 8340141286

South Chotanagpur Development Cluster (SCDC)

PRADAN, SCDC Office
Besides Durian Furniture Showroom
2nd Floor, Opp. Gate No.5
Argora, Kadru Road
PO & PS Ashok Nagar-834 002
Dist: Ranchi
Jharkhand
Tel: 06512-244116, 06512-2244170

PRADAN, Ghaghra

PRADAN Office
H/o Mr. Mahabir Yadav
Yashoda Niwas,
Kotamati Road, Pakartoli
PS & PO – Ghaghra – 835208
Dist: Gumla
Jharkhand
Tel: 06523299913 / 7979908211

PRADAN, Gumla

PRADAN Office
2nd floor, Kakimona Complex
Jashpur Road,
PO & PS - Gumla - 835207
Dist: Gumla,
Jharkhand
Tel: 6524796206

PRADAN, Khunti

PRADAN Office
C/O Shobha Jaiswal,
Pipal Chowk, Torpa Road
PS & PO-Khunti, - 835210
Dist: Khunti
Jharkhand
Tel: 6205892049

PRADAN, Lohardaga

PRADAN Office
Raghutoli Jail Road,
Near Circuit House,
PO & PS Lohardaga
Dist: Lohardaga – 835 302
Jharkhand
Tel: 0652-295017, 0652-224358

PRADAN, Palkot

PRADAN Office
C/o- Rajendra Prasad Keshri,
Near-Pampapur College Line
Simdega Road, Palkot- 835220
PO & PS. – Palkot
Dist: Gumla
Jharkhand
Tel : 8873652200 / 7870800000

PRADAN, Torpa

PRADAN Office
C/o Isaak Surin
Near Diyankel Chowk
Main Road Torpa
P.O. & P.S. Torpa – 835 227
Dist: Khunti
Jharkhand
Tel : 7654747475

Kolhan Development Cluster (KDC)

PRADAN, KDC Office
Besides Durian Furniture Showroom
2nd Floor, Opp. Gate No.5
Argora, Kadru Road
PO & PS Ashok Nagar-834 002
Dist: Ranchi
Jharkhand
Tel: 06512-244116, 06512-2244170

PRADAN, Chaibasa

PRADAN Office
Building Name-Sarjam Umbul,
1st Floor, In front of Jollywood
Electricals
P.C Birua Path (Nehru Chowk),
Tungri
PS - Muffasil, PO- Chaibasa-833201
Dist: West Singhbhum
Jharkhand
Tel: 09122941875

PRADAN, Chakradharpur

PRADAN Office
At-Bhaliyakudar, Ward No.1,
Beside Honda Showroom,
Chakradharpur-Ranchi Main Road,
PS&PO- Chakradharpur – 833102
Dist: West Singhbhum
Jharkhand
Tel: 9934500822

PRADAN, North Odisha Development Cluster (NODC)

PRADAN, NODC Office
MB 36
Bada Gada – 751 018
Brit Colony
Dist: Khordha
Bhubaneswar
Odisha
Tel : 0674-2314140 / 7937469257

PRADAN, Jashipur

PRADAN Office
Near Indian Oil Petrol Pump
Jashipur Hata Podia
PS&PO Jashipur-757 034
Dist: Mayurbhanj
Odisha
Tel: 09437490826 / 9938022433

PRADAN, Keonjhar / Sukati

PRADAN Office
C/o Durga Charan Patra
Near Collectors Residence
Park Line
PO Keonjhar Town– 758 001
PS Keonjhar, Dist: Keonjhar
Odisha
Tel: 08280054409

PRADAN, Thakurmunda

PRADAN Office
Jena Sahi Chhak
Near Indian Petrol Pump,
Anandapur Road
PS & PO – Thakurmunda – 757 038
Dist: Mayurbhanj
Odisha
Tel: 07008423234

South Odisha Development Cluster (SODC)

PRADAN, SODC Office
MB 36
Bada Gada – 751 018
Brit Colony
Dist: Khordha
Bhubaneswar
Odisha
Tel: 0674-2314140

PRADAN, Ambodala

PRADAN Office
H/o Mr. G Shankar Das
Kumbhar Sahi,
PO & PS Ambodala – 765 021
Dist: Rayagada
Odisha
Tel: 06863-244537 / 8249332779

PRADAN, Balliguda

PRADAN Office
H/o Late Mr. Abhimanyu Panda
Patra Street
Near Kali Temple
P.O. & P. S. Balliguda - 762 103
Dist: Kandhamal
Odisha
Tel: 7735720151

PRADAN, Jaykaypur

PRADAN Office
C/o A. S. Rao
In front of Pentecostal Church
PS - Chandili,
PO - Jaykaypur – 765 017
Dist: Rayagada
Odisha
Tel: 708194605

PRADAN, Lamtaput

PRADAN Office
Near Post Office
H/O-Madhab Macha
PS – Machakund,
PO – Lamtaput- 764081
Dist: Koraput
Odisha
Tel: 7978756351, 8229865722

PRADAN, Nandapur / Semiliguda

PRADAN Office
Near Shiva Temple
At & PO Nandapur – 764 037
Dist: Koraput
Odisha
Tel: 9439019226 / 06868-291005

PRADAN, Phulbani

PRADAN, Office
H/o - Gobinda chandra Parida,
At-Nadikhandi Sahi,
Near Old LIC Colony,
PS & PO Phulbani – 762 001
Dist: Kandhamal,
Odisha
Tel: 6371108464

North & South Chhattisgarh Development Cluster (NSCDC)

PRADAN, NSCDC Office
H/O Shri A.L.Daharia,
flat No 201 ,E2/28,
2nd Floor Guru Ghasidas Colony
PO New Rajendra Nagar - 492001
Dist: Raipur
Chhattisgarh
Tel: 0771-4046261/ 8435767688

PRADAN, Bhanupratappur

PRADAN Office
C/o Mr. Vikas Thakur
Karmachari Colony
At & PO Bhanupratappur - 494669
Dist: Kanker
Chhattisgarh
Tel: 08962581364 / 07850-252108

PRADAN, Dhamtari

PRADAN Office
2 B- 20 Kailashpati Nagar
Near Radhaswami Satsang Vyas,
PO Rudri - 493 776,
Dist: Dhamtari,
Chhattisgarh
Tel: 9893971734

PRADAN, Kondagaon

PRADAN Office
H/o. Shreenivas Naidu
Near HP Petrol Pump,
Umarkote Road,
Near Raipur Naka
PO – Kondagaon-494226
Dist: Kondagaon
Chhattisgarh
Tel: 7354983072

PRADAN, Lailunga

Mr. Rakesh Ekka,
PRADAN Office
H/o Mrs. Titiksha Bhagwat
Junadih Road
Infront of Sericulture Dept.
Lailunga, Pin - 496113,
Dist: Raigarh
Chattisgarh
Tel: 9754744333

PRADAN, Narharpur

PRADAN Office
Vishram Bhawan, Halba Road
Near Gopal Auto Mobile
PO – Narharpur - 494 333
Dist: Kanker
Chhattisgarh
Tel: 8878007173 / 9770441514

PRADAN, Raigarh

PRADAN Office
Boirdadar Chowk, Vinobhanagar
PO – Boirdadar– 496 001
Dist: Raigarh,
Chattisgarh
Tel: 76978 93735

PRADAN, Tokapal

PRADAN Office
Near Deepti Convent School
Village: Parpa
PO – Tokapal – 494 442
Dist: Bastar
Chhattisgarh
Tel: 07782- 263263/ 7000977828

Jangal Mahal Development Cluster (JMDC)

PRADAN, JMDC Office
132, Kabi Nabin Sen Road
Chittagaon Colony, Kazipara
PO & PS Dumdum 700 028
Dist: North 24 Pargana
Kolkata
Tel: 033-5480161, 9123680826

PRADAN, Baghmundih

PRADAN Office
H/o Mr. Bhabataran Mehta
Village: Pratapur
Radha Gobindapur
PO – Baghmundi – 723 152
Dist: Purulia,
West Bengal
Tel: 98240397931

PRADAN, Bangla

PRADAN Office
Joint More
Bankura Manbazar Road
Bangla, PO – Indpur - 722 136
Dist: Bankura
West Bengal
Tel: 09434070537

PRADAN, Jhalda

PRADAN Office
H/o Mr. Sadhan Chandra
At: Bandhaghat, Namopara
PO – Jhalda –723 202
Dist: Purulia, West Bengal
Tel: 8617846824

PRADAN, Kharika Mathani

PRADAN Office
Kharika Mathani,
H/O Mr. Suryakanta Bera,
At & PO – Kharika Mathani – 721 159
Dist: Jhargram, West Bengal
Tel: 9002010276

PRADAN, Khatra

PRADAN Office
H/o Padma Sahu, Vidyasagar Pally
Near Kangsabati School
PO & P S – Khatra – 722 140
Dist: Bankura
West Bengal
Tel: 8436056537

PRADAN, Lalgargh

PRADAN Office
H/O: Kishore Singha Roy
1st Floor
PO – Lalgargh (Babu para): 721516
Dist: Jhargram
West Bengal
Tel: 8340202713

PPRADAN, Silda

PRADAN Office
H/o Susanta Kumar Sen
2nd Floor
Vill & P.O. Silda - 721 515
(Near Police Camp)
Dist: Jhargram, West Bengal
Tel: 8372901223

Baghelkhand and Satpuda Development Cluster, (BSDC)

PRADAN Office
51, Sage Heritage,
Bawadiya Kalan,
Rohit Nagar Phase II,
PO – Bawadiya Kalan - 462026
Bhopal
Madhya Pradesh
Tel: 9755004475

PRADAN, Ajaygarh

PRADAN Office
House of Geeta Tiwari
New Dakbangla, Road
Kachhiyana Mohalla
Behind Police Thana Road
PO – Ajaigarh - 488220
Dist: Panna
Madhya Pradesh
Tel: 9755735731/9617950092

PRADAN, Betul and PRADAN, Bhoura

PRADAN Office
C/O Anil Atulkar,
Old World Vision Office,
Chandrashekhar,
Ward No 15,
Behind Little Flower School,
PS & PO – Betul - 460001
Dist: Betul
Madhya Pradesh
Tel: 8770010243 / 9575716841

PRADAN, Damoh

PRADAN Office,
Near Jabalpur Naka,
Shivnagar Colony,
PO – Damoh - 470661
PS – Jabalpur Naka,
Dist. Damoh (MP),
Tel: 7742556456

PRADAN, Jaisinghnagar

PRADAN Office
H/o Mrs. Vimla Gupta
Ward No.1
Janakpur Road
PO – Jaisinghnagar - 484 771
Dist: Shahdol
Madhya Pradesh
Tel: 9479846089

PRADAN Raisen

PRADAN Office,
Yash Plaza,
Yashwant Nagar,
PO – Head Post Office,
PS – Kotwali Raisen,
Sagar Road, Raisen - 464551
Madhya Pradesh
Tel: 7000479663

PRADAN, Rajnagar

PRADAN Office
House of Shraddha Mishra
MIG-6, Vidhyadhar Colony
PO – Khajurahoo - 471606
Rajnagar, Chhatarpur (MP)
Madhya Pradesh
Tel – 8848752657/ 7049536308

PRADAN, Sehore

PRADAN Office
1st Floor, House No. 10,
Ward No. 8, Vivekananda Colony,
Englishpura
Sehore- 466001
Madhya Pradesh
Tel: 7091323184

PRADAN, Singrauli

PRADAN Office,
House of Lalman Sen
Pachkhora road,
Near housing colony
PS & PO – Waidhan - 486886
Dist: Singrauli
Madhya Pradesh
Tel: 9752308364

PRADAN, Sihawal

PRADAN Office
NH 39, Sidhi-Singrauli, Road,
Near Sonanchal Degree College,
Village: Chandwahi,
PO – Bahari - 486675,
Dist: Sidhi,
Madhya Pradesh
Tel: 9026069047

Mahakausal Development Cluster (MKDC)

PRADAN MKDC Office
51, Sage Heritage
Rohit Nagar Phase II,
PO – Bawadiya Kalan - 462026
Dist: Bhopal
Madhya Pradesh
Tel - 9755004475

PRADAN, Balaghat

PRADAN Office
C/o Vimla Nema,
Gaykhuri Road, SBI Colony,
Ward No. 33,
PO – Gaykhuri – 481001
Dist: Balaghat
Madhya Pradesh
Tel: 0762 – 299177

PRADAN, Dindori

PRADAN Office,
H/O Manish Jain,
Beside Baigachak Office
Saket Nagar, (GP Deora Mal)
PO & PS – Dindori - 481880
Dist: Dindori
Madhya Pradesh
Tel: 7644299489

PRADAN, Karanjia

PRADAN Office
705, H/o Haider Ali,
Main Road, Nichetola
PO – Karanjia - 481884
Dist: Dindori
Madhya Pradesh
Tel: 6265417353

PRADAN, Mohgaon

PRADAN Office
House of Kamlesh Agrawal,
Near Central Bank of India,
Bus stand Road, Mohgaon,
Block & PO – Mohgaon – 481 663
Dist: Mandla
Madhya Pradesh
Tel: 9285552901

PRADAN, Narayanganj

PRADAN Office
C/o Late Sh. Seeta Ram Sharma
Janpad Panchyat Road
Narayanganj – 481 662
Dist: Mandla
Madhya Pradesh
Tel: 9479518691

Santhal Pargana Development Cluster (SPDC)

PRADAN SPDC Office
Flat No. A3, 3rd Floor,
Kaleshwaram Apartment,
Beside Chhoti Masjid,
Parmeshwar Dayal Road,
Barmasiya,
Dist: Deoghar - 814112
Jharkhand
Tel: 8340313213 / 06432-231355

PRADAN, Godda

PRADAN Office
C/o Mr Sahdev Mandal
In front of Aaloo Godam,
Pathra Road, Sarkanda,
Godda - 814133
Jharkhand
Tel: 7321993474

PRADAN, Kathikund

PRADAN Office
H/o Mr. Hemant Kumar Bhagat
Near Post Office, Kathikund Bazar
PO & PS – Kathikund - 814 103
Dist: Dumka
Jharkhand
Tel: 631742663 / 8210949993

PRADAN, Mahagama

PRADAN Office
C/o Dr. Tusan Prasad,
Shanti complex,
Near Referral Hospital
P.O / P.S. & Block
Mahagama-814 154
Dist: Godda, Jharkhand
Tel - 7908747150

PRADAN Poraiyahat

PRADAN Office
H/O Beauty Kumari,
Main Road Poraiyahat
Near Govt. Middle School Poraiyahat
At & PO & PS – Poraiyahat - 814153
Dist: Godda
Jharkhand
Tel: 9142064922

PRADAN, Shikaripara

PRADAN office,
H/o Mr. Arun Prasad Sah
At & PO – Barmasia - 816 118
Block: Shikaripara
Dist: Dumka
Jharkhand
Tel: 8521635966

PRADAN, Katoria

PRADAN Office
H/o Mr. Satya Narayan Yadav,
Banka Road, Opposite UCO Bank
Near Airtel Tower
Katoria – 813 106
Dist: Banka , Bihar
Tel: 8603727477 / 9304368208

PRADAN, Chakai

PRADAN Office
C/o Mithilesh Kumar Ray
1st & 2nd Floor, Jayprakash Chowk
Near Bihar Gramin Bank
Chakai Bazaar
PO – Chakai – 811 303
Dist: Jamui, Bihar
Tel: 7632036033

Bihar Development Cluster (BDC)**PRADAN, Patna**

PRADAN Office
A/2, Engineers Colony,
PO - Ashiana Nagar,
Ramnagri More,
Patna - 800025 , Bihar
Tel: 0612-2584343 / 9425139005

PRADAN, Begusarai (Teghra)

PRADAN Office
C/o Saket Thakur
Satish Chandra Road,
Ashok Nagar Pokharia
Ward No. 36, Traffic Chowk,
Near Ranjit Hotel,
PO & Dist – Begusarai - 851101.
Bihar
Tel: 7292836367

PRADAN, Kishanganj

PRADAN Office
H/O Matiur Rahman
Opposite Reshmi TVS
Satal Nehal Bagh
PO – Bahadurganj, -855101
Dist: Kishanganj, Bihar
Tel: 80846 52684

PRADAN, Manjhaul

PRADAN Office
C/o – Shantanu Kumar
Manjhaul -3, Manjhaul,
Beside The Begusarai Central
Cooperative Bank.
PO – Manjhaul - 851127
Dist: Begusarai
Bihar
Tel: 8210234303

PRADAN, Nawada

PRADAN Office
H/O-Chandra Bhusan Kumar,
Narendra Nagar, Sector - A,
Gaya Road, Nawada – 805112
Bihar
Tel: 7257911592 / 70049 57212

South Rajasthan Development Cluster (SRDC)**PRADAN, Udaipur**

PRADAN Office
C/o: Gajendra Singh Dulawat
109 Dulawat House,
Ground Floor-G2
Arihanta Vihar Colony (Near
Akashvani)
Madri Industrial Area
Udaipur – 313 002, Rajasthan
Tel: 9982153889

PRADAN, Abu Road

PRADAN Office
C/o Mr. Avinash Singh Umat
Plot No.25-26, New Ambika
Colony
Near Railway Lane, Tartoli Road
Abu Road – 307 026
Dist: Sirohi, Rajasthan
Tel: 9928835474

PRADAN, Salumber

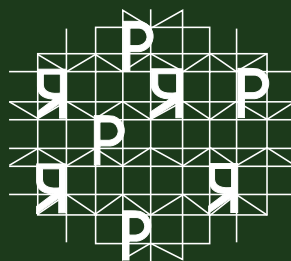
PRADAN office
Behind Ashirwad Garden,
Near Sanwariya College
Salumber: 313027
Dist: Udaipur, Rajasthan
Tel: 2906-294-628 / 9660854008

Tamil Nadu Special Project**PRADAN, Virudhunagar**

PRADAN Office,
Mr. R. Seenivasan
PRADAN Office,
115/5A, Maruti Nagar,
Katcheri Road,
Dist: Virudhunagar - 626001
Tamil Nadu
PH: 9445123288



PROFESSIONAL ASSISTANCE
FOR DEVELOPMENT ACTION



Registered office
#3, Community Shopping Centre
Niti Bagh, New Delhi-110049

Mailing Address
A-22, Second Floor, Sector 3
NOIDA-201301
Uttar Pradesh
Contact No: +91-120-4800800

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