

Annual Report 2023-24



Transforming Human Condition



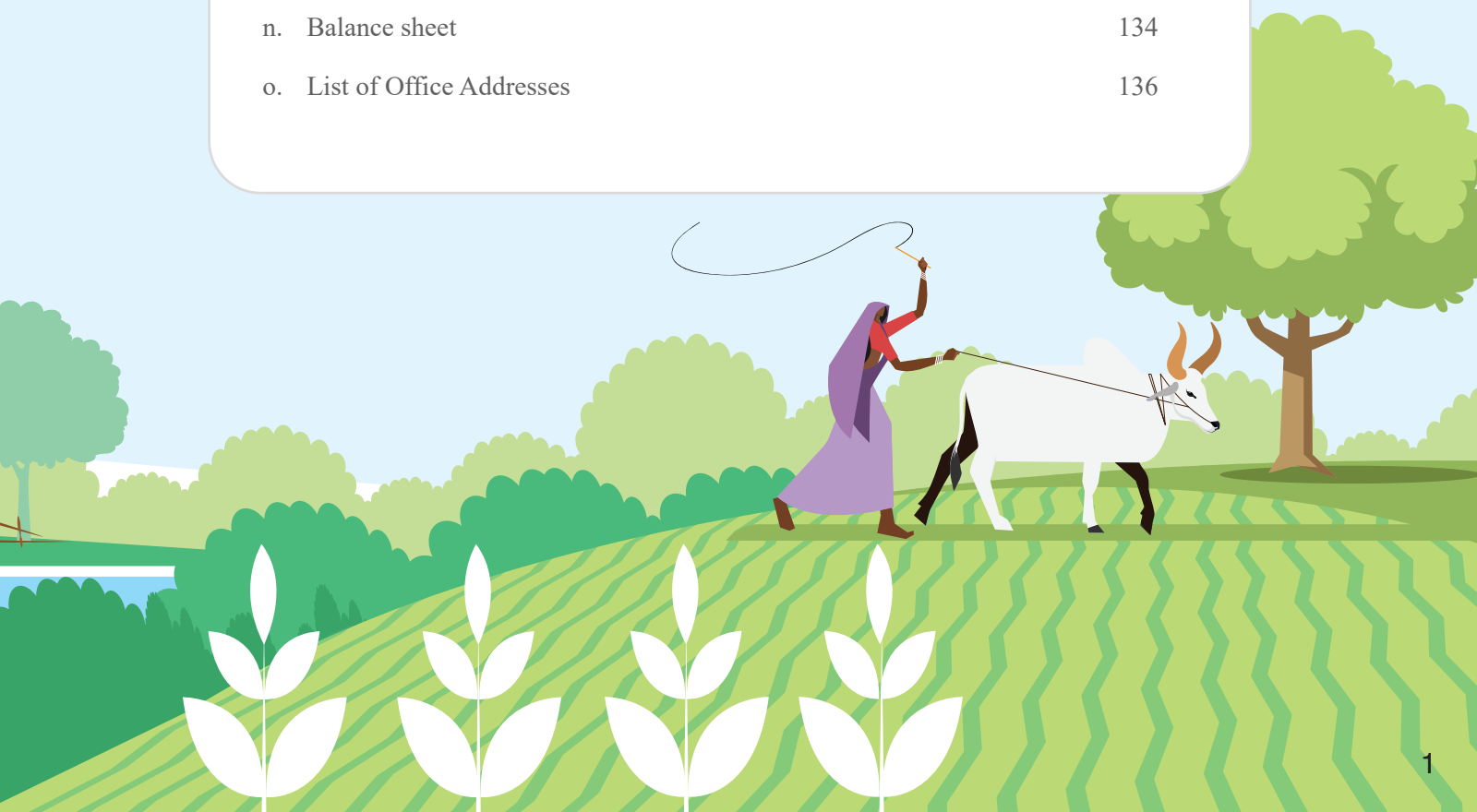
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{a} List of Partners

INDIAN

Philanthropies

- 1 Azim Premji Foundation
- 2 Bharat Rural Livelihoods Foundation
- 3 Education for Employability Foundation
- 4 FICCI Socio Economic Development Foundation
- 5 Give India
- 6 Rainmatter Foundation
- 7 RG Manudhane Foundation for Excellence

Corporate & CSR

- 1 Aditya Birla Capital Foundation
- 2 Axis Bank Foundation
- 3 Bajaj Allianz General Insurance Co. Ltd.
- 4 Bajaj Finance Limited
- 5 Bajaj Housing Finance Limited
- 6 Bharat Heavy Electricals Limited
- 7 Capri Global Capital Limited
- 8 Dharampal Satyapal Limited
- 9 HCL Foundation
- 10 HDB Finacial Services Limited
- 11 HDFC Bank Limited
- 12 Hindustan Unilever Foundation
- 13 ICICI Foundation for Inclusive Growth
- 14 India Panchayat Foundation
- 15 INDUSIND Bank Limited
- 16 Infibeam Avenues Limited
- 17 InterGlobe Aviation Limited
- 18 JAMIPOL Limited
- 19 Marubeni India Private Limited
- 20 NABARD Consultancy Services Private Limited
- 21 RBL Bank Limited
- 22 Reliance Foundation
- 23 SBI Foundation
- 24 Schneider Electric India Foundation
- 25 Wallace Flour Mills Co. Pvt. Ltd.

Ministries, Departments, Societies and Agencies (Government)

National

- 1 Department of Biotechnology, Ministry of Science and Technology
- 2 Indian Micro Enterprises Development Foundation (IMEDF)
- 3 National Agricultural Cooperative Marketing Federation of India Ltd.
- 4 National Bank for Agriculture and Rural Development
- 5 National Cooperative Development Corporation
- 6 Science for Equity Empowerment and Development Division

- 7 Small Farmers Agribusiness Consortium
 - 8 ST and SC Dev. Dept. Government of Odisha
-

State

- 1 Directorate of Horticulture, Odisha
 - 2 MP Rajya Aajeevika Forum
 - 3 Panchayati Raj Department, West Bengal
 - 4 The Agriculture Promotion and Investment Corporation of Odisha Limited (APICOL)
-

District

- 1 Agriculture Technology Management Agency, Koraput
 - 2 Zilla Parishad, Sambalpur, Odisha
 - 3 District Mineral Foundation
-

UN and International Agencies

- 1 International Rice Research Institute (IRRI)
 - 2 International Food Policy Research Institute (IFPRI)
 - 3 UN Women - United Nations Entity for Gender Equality and the Empowerment of Women
-

Research and Other Agencies

- 1 Self-Reliant Initiatives through Joint Action (SRIJAN)

FOREIGN

Philanthropies

- 1 Bank of America
- 2 Bill & Melinda Gates Foundation
- 3 Cadasta Foundation
- 4 Charities Aid Foundation of America
- 5 Co-Impact Philanthropic Funds, Inc.
- 6 Commonland Foundation
- 7 Deutsche Gesellschaft für Internationale Zusammenarbeit(GIZ) GmbH
- 8 Fidelity Asia Pacific Foundation
- 9 Give US
- 10 Heifer Project International
- 11 IKEA Foundation
- 12 Livelihoods Fund SICAV SIF
- 13 NatWest Group plc
- 14 NetWest (RBS SIPL)
- 15 Sequoia Climate Foundation
- 16 Share & Care Foundation
- 17 Stichting BRAC International
- 18 The Ford Foundation
- 19 Trickle Up Program INC
- 20 Walmart Foundation
- 21 Water.org
- 22 Welthungerhilfe

Research and Other Agencies

- 1 The University of East Anglia



INDIAN

Corpus Donor

- 1 Azim Premji Foundation
- 2 ICICI Bank Limited
- 3 IDBI Bank Limited
- 4 IFCI Limited
- 5 Individual Donors
- 6 Jamsetji Tata Trust
- 7 L&T Finance Limited
- 8 Navajbai Ratan Tata Trust
- 9 Sir Dorabji Tata Trust
- 10 Sir Ratan Tata Trust

FOREIGN

Corpus Donor

- 1 Every Good Thing, LLC
- 2 HDFC Bank Limited
- 3 Individual Donors
- 4 Interchurch Organisation for Development Co-operation
- 5 NatWest Group
- 6 Paul Hamlyn Foundation
- 7 RBS Foundation
- 8 Silicon Valley Community Foundation
- 9 The Ford Foundation

b} List of Projects

SL.No.	FUNDING	PROJECT
1	Azim Premji Philanthropic Initiatives Pvt. Ltd	Comprehensive Livelihoods Adaptation Pathways (CLAP)
		One Time Infrastructure Grant
2	Bharat Rural Livelihoods Foundation (BRLF)	A High Impact Mega Watershed Project in Partnership with MGNREGA Cell
		Organisational Change initiative for Evolution, leArning and Nurturing (OCEAN)
		Promotion of Agriculture Production Clusters (APCs) in tribal regions of Odisha Phase-II
		Promotion of Agriculture Production Clusters (APCs) in tribal regions of Odisha
		Upscaling Farming Aligned with Nature across Agro ecologies in MP
		USHARMUKTI PLUS Effective Implementation of MGNREGA in Watershed mode rejuvenating seven rivers in Western part of West Bengal towards augmentation of livelihoods of the community
3	Education for Employability Foundation (E2F)	Facilitating the Implementation of Integrated Farming Cluster (IFCs) in 10 State in India
		Facilitating the implementation of Integrated Farming Clusters (IFCs)
4	FICCI Socio Economic Development Foundation (FICCI-SEDF)	Resurgence of Rural Economy Based Livelihoods to tackle the Covid-19 crisis (REFRESH)
5	GiveIndia	Building Leadership for change - Development Apprentice
6	Rainmatter Foundation	Triggering large scale transformation of the lives of tribal and marginalised communities in central and eastern regions of India achieving a long-term sustainable economy through a strong integration between ecological, social and economic factors.

SL.No.	FUNDING	PROJECT
7	RG Manudhane Foundation for Excellence	Promotion of comprehensive livelihoods for bringing transformational change in lives of people
8	Aditya Birla Capital Foundation	Revitalizing Agriculture through Infrastructure and Women Collectives (SHG)
9	Axis Bank Foundation	Eco System
		NRLMs livelihood promotion Support_NSO
		Rural Livelihood project in Chhattisgarh, Madhya Pradesh and West Bengal
		SHG led Action to Facilitate and Augment Livelihoods by Transforming Agriculture eco-systems SAFALTA
10	Bajaj Allianz General Insurance Co. Ltd.	Promotion of women entrepreneurs in Rural Sirohi (POWER)
11	Bajaj Finance Ltd	Empowerment through Enhancing Employability within WOMEN from Rural India (EEMPOWER)
12	Bajaj Housing Finance Limited	Income Generation and Nutrition Interventions for Tribal Empowerment (IGNITE)
		Sustainable livelihood through improved farming ecosystem and supported enterprises Phase-II
13	Bharat Heavy Electricals Ltd.	Motivating AgRarian community of Kandhamal for Economic Transformation (MARKET)
14	Capri Global Capital Ltd (CGCL)	Agro Ecological Practices based Comprehensive Livelihoods with Smallholder Women Farmers in Chattisgarh
15	Dharampal Satyapal Limited	Revitalising of Rural Economy as a Response to the COVID-19 Pandemic
16	HCL Foundation	Restoring Eco-System by Promoting Nature Sensitive Endeavor (RESPONSE)
17	HDB Financial Services Limited	Water Security Project in Hazaribagh and Bokaro Districts in Jharkhand
18	HDFC Bank Ltd.	Building Poor Women to Build Rural Economy for Purulia District
		Doubling Income of rural women in Bastar Region
		Doubling Income of rural women in Kondagaon and Raigarh dsitriacts of Chhattisgarh, FRDP
		Doubling Income of rural women in Nagari Block of districts Dhamtari, FRDP
		Enabling Women and their families towards economic empowerment for Bankura District
		FRDP, Jhallara (Udaipur)
		Holistic Rural Development Programme (HRDP) Godda



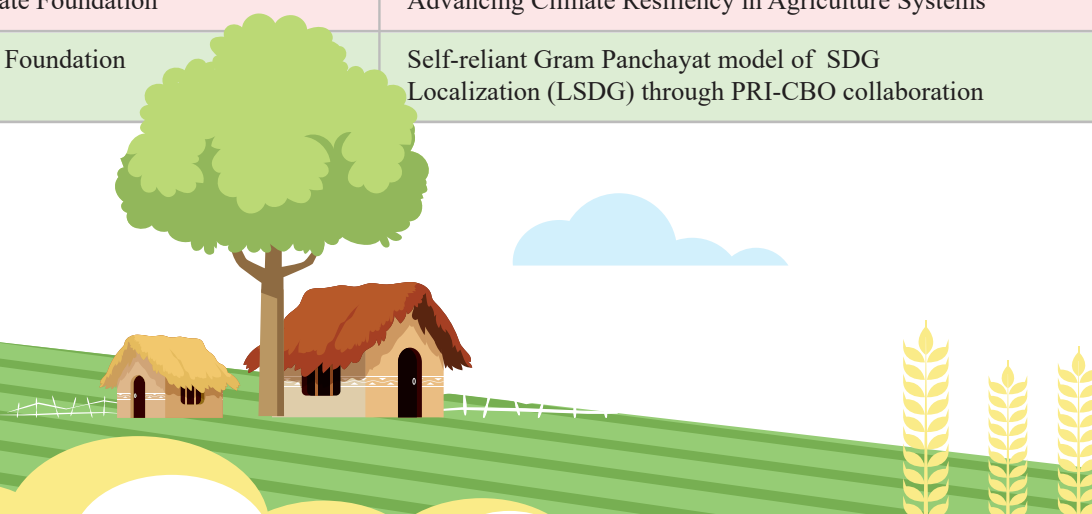
SL.No.	FUNDING	PROJECT
		SPARK (Small holder women farmer participating in Agriculture and Livestock value chain), FRDP
		Sustainable Intensification of Livelihood in the Bundelkhand region of Madhya Pradesh, FRDP
		Unravelling the potentials and Developing Ecosystem for Agri-allied and non-farm based Micro Enterprises in 4 districts of Bihar (UDyAME)
19	Hindustan Unilever Foundation	Evergreen in the East
		Usharmukti Extension and Expansion
20	ICICI Foundation for Inclusive Growth	Model Goat and Back Yard Poultry (BYP) Farming in Simdega, Godda and Dumka District, Jharkhand
21	INDUSIND Bank Limited	Making a Sustainable Impact among Marginalized Communities through Integrated Holistic Approach across Aspirational District- Begusarai, Bihar
		Making a Sustainable Impact among Marginalized Communities through Integrated Holistic Approach across Aspirational District- Virudhunagar, Tamil Nadu
		Usharmukti towards Evergreen in West Bengal establishing ecosystem model for eastern India
22	InterGlobe Aviation Limited	Skills and Capabilities of More than 37,000 rural poor women
23	JAMIPOL Ltd	Strengthening livelihoods and doubling farmers income
24	Marubeni Indo Foundation	Farm to Plate (F2P) An initiative to connect farmers with consumers
25	NABARD Consultancy Services Pvt. Ltd.	Women Empowerment and Income Enhancement through Goat based Livelihood Model
26	RBL Bank Ltd.	Stimulating Tribal And Rural Transformation (START)
27	Reliance Foundation	Women economic empowerment in Madhya Pradesh
28	SBI Foundation	SBIF Conserve Solar Technologies for Eradicating Poverty
29	Schneider Electric India Foundation	Clean Energy for Sustainable Livelihood
30	Department of Biotechnology	Establishment of Biotech-KISAN Hub Deoghar, Jharkhand for three Aspirational Districts of Jharkhand
31	Indian Micro Enterprises Development Foundation (IMEDF)	TASAR-A Way Forward to Lives in Jungle Mahal Cluster, Jhargram and Bankura District ,West Bengal
32	National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED)	Formation and Promotion of FPO
		Formation and Promotion of FPO

SL.No.	FUNDING	PROJECT
33	National Bank for Agriculture and Rural Development	LEDP-Dairy development - Bharja
		LEDP-Dairy development - Ubera
		Promotion and Nurturing of one Farmer Producers Organisation (FPO) in Sirohi District of Rajasthan
		Payalibahur Watershed project, FIP phase
		Rural Haat Baazar Shed Construction in Ghughri Block of Mandla, MP
		Thanamgaon Watershed project, FIP phase
		Formation Promotion of a New Farmer Producers Organisation in Thakurmunda Block of Mayurbhanj
		Integrated Tribal Development Programme through FPO embedded Goatery and Moringa cultivation
		Central Sector Scheme for Formation and Promotion of FPO
		Central Sector Scheme for Formation and Promotion of FPO
		Climate Proofing Inarawaran Watershed, Katoria Block, Banka District, Bihar
		KfW Soil project SEWOH Phase- III
		Central Sector Scheme for Formation and Promotion of FPO
		Central Sector Scheme for Formation and Promotion of FPO - Jharkhand
		Central Sector Scheme for Formation and Promotion of FPO
		Central Sector Scheme for Formation and Promotion of FPO
		Integrated Tribal Development Project (TDF)
		JIVA Project in Sonua, Chakradharpur Block of West Singhbhum under the Pilot Phase of JIVA Programme
		Livelihood and Enterprise Development Programme (LEDP)
		Livelihood Enterprise Development Programme (LEDP) in Chakradharpur Block
Tribal Development Fund (TDF) for Integrated Tribal Development Project in Chakradharpur block		
34	National Cooperative Development Corporation	Central Sector Scheme for Formation and Promotion of FFPOs
		Central Sector Scheme for Formation and Promotion of FPO
		Central Sector Scheme for Formation and Promotion of FPO
35	Science for Equity Empowerment and Development Division (SEED)	Tasar sericulture-based livelihood generation
36	Small Farmers Agribusiness Consortium	Promotion of Farmers Producer Organisation (FPOs)
		The Formation and Incubation cost of CBBO



SL.No.	FUNDING	PROJECT
37	Assistant Director of Horticulture	Expansion of Agriculture Production Cluster (APC) project to Jharsuguda district supported by DMF
		Promotion of Agriculture Production Clusters (APCs) under DFM-Keonjhar 2
38	Deputy Director of Horticulture	Expansion of Agriculture Production Clusters (APCs) under DFM-Sundargarh-II
		Livelihood Enhancement of Small and Marginal Farmers of Keonjhar District Through Orchard Plantation
		Promotion of Agriculture Production Clusters (APCs) under DFM-Angul
		Promotion of Agriculture Production Clusters (APCs) under DFM-Keonjhar 1
		Promotion of Agriculture Production Clusters (APCs) under DFM-Sundargarh
		Promotion of Ginger Based Enterprise in Koraput District of Odisha A SHG-PC (Self Help Group)
39	India Panchayat Foundation	Strengthening of State project Management Unit (SPMU)
40	MP Rajya Aajeevika Forum	Promotion of Robust Livelihoods for Rural Household under Tribal Sub-Plan Districts of Madhya Pradesh
41	ST and SC Development Department, GoO	Implementation support of Mukhya Mantri Janajati Jeevika Mission as State Programme Management Unit
42	The Agriculture Promotion and Investment Corporation of Odisha Limited (APICOL)	For implementation of the Agriculture Entrepreneurship Promotion Scheme-2018
		Promotion of Agri-Entrepreneurship under the World Bank assisted Project-OIIPCRA of WR department
43	Agriculture Technology Management Agency	Extension and expansion -Special Programme for Promotion of Millets in Tribal Areas of Odisha
		Special Programme for Promotion of Integrated Farming in Tribal Areas of Odisha
		Special Programme for Promotion of Millets in Tribal Areas, Lamtaput Block
44	Zilla Parishad	Setting up Project Management Unit (PMU) for implementation of Livelihood Project, Sambalpur
45	International Food Policy Research Institute	Applying New Evidence for Women's Empowerment (ANEW)
		Co-Developing and Pilot Testing a New Survey Tool for Measuring Collective Agency
46	International Rice Research Institute (IRRI)	Supporting in Facilitation of Learning Lab on Climate - Smart Gender responsive Livestock based

SL.No.	FUNDING	PROJECT
47	UN Women - United Nations Entity for Gender Equality and the Empowerment of Women	Credit Offsetting Rice Emissions (CORE)
		Women Collectives Anchored Integrated Second Chance Education and Vocational Learning Program
48	Self-Reliant Initiatives through Joint Action (SRIJAN)	Farming with Nature across Agro-ecologies in MP
49	Bank of America	Accessing Renewable Energy 4 Women Economic Empowerment (ARE 4 WEE)
50	Bill & Melinda Gates Foundation	ASHA- Augmentation in Smallholders Prosperity Through APC
		Building sustainable model CLFs for promotion of women livelihoods
		TA support to Chhattisgarh and Jharkhand SRLM to expand women livelihoods
		Women economic empowerment initiative in Madhya Pradesh
51	Cadasta Foundation	Forest Rights and Forest Resources Conservation and Management of Forest Dwelling Communities in OD
52	Charities Aid Foundation of America	Livelihood Support to Women and Returnee Migrant Labourers of Nayagram Block
53	Co-Impact Philanthropic Funds, Inc.	Access to Water for Rejuvenating Rural Economy (AWARE)
54	Commonland Foundation	Central Highlands Restoration program (CHiRP)
55	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Agro-Ecological driven Production, Market and Marketing scheme development for Madhya Pradesh
		Empowering MGNREGS Functionaries Scaling Up Community Nutrition Gardens for Lasting Impact
		The Initiate Agro ecological transformation with Farmer Produce Companies (FPCs)
56	Fidelity Asia Pacific Foundation	Strategy development-an integrated digital platform and an e-learning platform
57	Heifer Project International	Hatching Hope India - Phase 3 PRADAN
		Hatching Hope India
58	IKEA Foundation	Green Transformation Pathways India
59	Livelihoods Fund SICAV SIF	Arjuna Project
60	NatWest Group plc	NatWest forest in Mandla and Betul
		NatWest Forest through productivity enhancement of village commons and private lands in Kanha-Pench
61	NetWest (RBS SIPL)	Eradicating poverty and ensuring environmental sustainability around Satpura National Park, MP
62	Sequoia Climate Foundation	Advancing Climate Resiliency in Agriculture Systems
63	Share & Care Foundation	Self-reliant Gram Panchayat model of SDG Localization (LSDG) through PRI-CBO collaboration



SL.No.	FUNDING	PROJECT
63	Share & Care Foundation	Self-reliant Gram panchayat model of SDG Localization (LSDG) through PRI-CBO collaboration
64	Stichting BRAC International	Inclusive Livelihoods Program (ILP)
65	The Ford Foundation	Build Phase-II
66	Trickle Up Program Inc.	Ultra-Poor Responsive Panchayat (UPRP)
67	Walmart Foundation	PROWFIT (Prowess of organized ResOurces and Women-farmers for transforming FPOs into Independent insTitutions)
68	Water.org	SWACHH (Supporting Women to Advance Cleanliness and Hygiene in Households)- Phase 2
69	Welthungerhilfe	Mobilizing MGNREGA - A High Impact Collaborative Water Security programme in Jharkhand
		Women4Water (WOW)-Strengthening Women Rights to Water in India
		Zero Hunger Panchayat
70	The University of East Anglia	Scaling up a Nutritional Awareness Model for Improving Community Health and Diets through Local Food





Governing Board Members



*Mr. S. M. Vijayanand
Chairperson*



*Dr. Rukmini Banerji
Vice-chairperson*



*Mr. Virginius Xaxa
Member*



*Ms. Nayantara Sabavala
Member*



*Mrs. Alka Arora Misra
Member*



*Ms. Deanna Jamsetji Jejeebhoy
Member*



*Ms. Bala Devi Ningthoujam
Staff Member*



*Mr. Alak Kumar Jana
Staff Member*



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



From the desk of the EXECUTIVE DIRECTOR



*Saroj Kr. Mahapatra
Executive Director, PRADAN*

The financial year 2023-24 marked 41 years of PRADAN's impactful work in rural India. Over the past four decades, the organization has developed various models for sustainable rural development, collaborating with marginalized communities across rural India. This journey has been made possible through partnerships with government agencies, philanthropies, corporate social responsibility (CSR) initiatives, civil society organizations (CSOs), academia, and other stakeholders. Reflecting on our journey allows us to realign with our purpose and address developmental issues at both local and national levels, preparing us for the future. In 2023-24, we renewed our commitment to impactful grassroots transformation by setting a visionary goal for 2030. Our aim is to improve the lives of 50 million people in poverty-stricken regions of India. We will focus on economic progress by strengthening livelihoods, promoting gender equality, ensuring nutrition security and health, and fostering ecological restoration. This ambitious objective was meticulously crafted through extensive consultations, internal reflections, and a comprehensive assessment of the prevailing developmental challenges. The goal is guided by a Perspective Plan for 2030.

Continuing with our grassroots developmental work for another financial year, we realised that the climate change, an urgent crisis of our time, is not only threatening the environment but is also undermining social and developmental progress, particularly impacting vulnerable small and marginal farmer communities, especially their women members, in rural India. Smallholder farmers, integral to the nation's agriculture, were found to face significant challenges from erratic weather patterns, droughts, and floods, leading to crop failures and economic instability. These adverse conditions are compounded for the marginalised families of the Central Indian Tribal Region (CITR) as well as other underserved regions, who rely heavily on agriculture for their livelihoods and lack resources to adapt to climate shocks¹.



In addition to reduced productivity and increased vulnerability to natural disasters, changing climatic conditions are also affecting soil quality, plant health and incidences of pest infestations, hampering agricultural output especially in rainfed highland regions. On the other hand, synthetic input-based agriculture is increasingly damaging soil and bio diversity, thus making it unsustainable.

These conditions, coupled with low and fluctuating productivity, limited employment opportunities in rural areas, and poor market linkages, have forced people to migrate to distant cities. Women, who play vital roles in agriculture and household management, face additional burden of securing essential resources like water and food, access to which have become more challenging due to climate change. In geographies where PRADAN is working, gender disparities in access to land, credit, and technology have further constrained women's ability to adopt climate-sensitive livelihood measures.

Addressing these challenges in the remotest rural pockets of India, necessitates a comprehensive approach that strengthens resilience, rejuvenates natural resources, promotes sustainable livelihoods to meet expenses of basic necessities, fosters local area economies, improves access to financial services and empowers women through education and equitable resource distribution.

In pursuing community-owned development goals, we realized that large-scale sustainable change can be achieved through a systems-thinking approach. This approach focuses on changing the conditions that sustain problems and calls for a collaborative effort, with women's collectives at the forefront of leading these change processes. We developed our Perspective Plan based on identified problems and challenges, statements, system analysis, and are further

refining our engagement based on systems thinking.

PRADAN has established resource and knowledge management partnerships with government bodies, acting as a technical support agency for mission-driven initiatives at state and national levels. This includes collaborations with Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM) and Ministry of Panchayati Raj, both at the national level and in different states. Additionally, PRADAN engages in special state-level initiatives with other departments, providing expertise and resources to support these missions.

PRADAN's holistic developmental approach has the potential to reverse the existing marginalisation and inequalities in the society and make our villages great places to live in. Through collaborative partnerships with government agencies, civil society organizations, and other stakeholders, PRADAN continues to pave the way toward a more inclusive and environmentally sustainable future for rural India.

Along with our partners, our developmental work has impacted the lives of 2.83 million marginalized households—a 7% growth since March 31, 2023—across 8 states, 140 districts, 675 blocks, and 42,000 villages. This includes 1.02 million households reached through direct action teams, showing marginal growth, and 1.81 million households reached through partnerships, reflecting an 11% growth from the previous year.

At the forefront of community-driven change, PRADAN embodies a holistic vision for sustainable development, rooted in empowerment, equity, and ecological stewardship. Central to this ethos is the strategic strengthening of community institutions, particularly women-led Self Help Groups (SHGs) and economic organizations.

¹India ranks as the fifth most vulnerable nation among 181 countries (The Global Climate Risk Index 2020, published by environmental think tank Germanwatch)

During 2023-24, we engaged with 86,711 SHGs, helping them prepare their Village Prosperity Resilience Plans (VPRPs) and collaborate with local Panchayati Raj Institutions (PRIs) and other line departments to develop and implement their Gram Panchayat Development Plans (GPDPs).

Our direct action teams engaged with more than 760,000 smallholder farmer households in promoting improved livelihood activities, 97% of whom participated in diversified crop production. While more than 210,000 farmers adopted regenerative agriculture, they practiced market oriented synchronised agriculture with the support of 85 Farmer Producer Organisations (92,000 shareholders). Nine FPOs with 20,000 shareholders facilitated productive and more remunerative livestock rearing. PRADAN has adopted the Integrated Natural Resource Management (INRM) approach, leveraging advanced technical solutions to enhance land productivity, make agriculture more resilient to climate changes, manage water sustainably, and conserve forests. Through collaborative efforts with the government, donors and civil society organizations, PRADAN is supporting livelihood ecosystems while ensuring ecological benefits at scale. 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. Additionally, the promotion of renewable-energy-based irrigation systems, large-scale adoption of regenerative agriculture and forest land rights claim process strengthened our commitment towards environment conservation and rejuvenation.

PRADAN's dedication to gender equality and social inclusion is evident in all aspects of its work. From empowering women through technical training, leadership roles, access and control over resources to promoting gender responsive collectives and addressing issues faced by women, we ensured that marginalized voices are not only heard but they actively shape the trajectory of developmental initiatives. This inclusive approach extended to ultra-poor households, nutrition-sensitive agricultural interventions, fostering a community-driven local area economy that prioritizes both people and the planet at a

hyperlocal level. Simultaneously we put in special efforts to improve the gender ratio in PRADAN's staff pool by ensuring greater recruitment of women colleagues. This includes doubling the recruitment of Development Apprentices, with 70% being women, and hiring more women as Executives through lateral hiring. The establishment of a Gender Steering Committee further highlights PRADAN's commitment to promoting gender equality both inside the organization and in the outside world.

In order to fructify the developmental ideas and translate them into impactful ground level action, financial investments and strategic partnership with the market players and implementing partners remained crucial. For our developmental program investments, we leveraged Rs. 16,744 million from various government and private sources. Additionally, we collaborated with 200 private traders, 6 start-ups, and 4 institutional players, along with partnering with 116 CSOs and participating in 8 CSO networks.

Continuing with our commitment to cross sectoral collaboration we organized our sector event 'Samagam' in New Delhi in association with the Axis Bank Foundation, NITI Aayog and CII Foundation. With participants joining the event offline and online, dignitaries from government departments, NITI Aayog, Corporate Social Responsibilities and Civil Society Organisations shared their thoughts and opinions on strengthening grassroots governance for achievement of the Localised Sustainable Development Goals 2030, aimed at an inclusive society and a sustainable tomorrow.

In a nutshell, our past year's journey reveals emerging learnings and pathways that include the implementation of a diversified livelihood portfolio encompassing agriculture, livestock, forestry, enterprises, and skill-based employment. This approach enhances productivity and income through collaboration with the different State Rural Livelihoods Missions (SRLMs) and other departments. Ecological restoration and livelihood asset creation have been crucial for smallholders, while the adoption of regenerative agriculture is gaining momentum among farmers with the establishment of several proven models.

Establishing production clusters, value chain interventions,

and market support systems have ensured better returns through aggregation and marketing. Gender-transformative approaches have enhanced women's participation and access to resources. Collective-led planning and building cadre capabilities have supported the effective implementation of livelihood plans, fostering sustained community empowerment. Additionally, nurturing partnerships and joint action has helped achieve impact at scale.

I firmly believe that by following our Perspective Plan, we will be effectively guided towards Vision 2030, and the fiscal year 2024-25 will be crucial in achieving several short-term objectives towards this goal. 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 2023–24 which highlights our progress in this journey towards our shared vision. I look forward to creating more stories of success and positive transformation, despite the immediate and long-term effects of climate change in the coming years.

S. K. Mahapatra

Saroj Kumar Mahapatra

Executive Director, PRADAN





Perspective Plan 2030

THE PLANNING PROCESS

PRADAN's vision for 2030 was shaped by some key processes. Extensive consultations with internal and external stakeholders, including community members, led us to adopt a Systems Thinking Approach. This shift marks a significant departure from our previous methods and is aimed at effecting substantial social change in rural India, particularly among women, tribal, and marginalized groups. Central to this approach is the enhancement of community collectives and collaborative efforts with ecosystem stakeholders at multiple levels and sectors. The objective is to tackle systemic obstacles and create scalable prototypes through grassroots initiatives and partnerships. PRADAN underwent an organizational renewal process to facilitate strategic shifts towards working at scale by unlocking leadership potential. The operating structure is now reorganized at district, Development Cluster and State levels across seven states of the country. At the Central Functions (CFs) level, Monitoring, Evaluation and Learning (MEL) and technology functions are newly incorporated. Moreover, eight Centres of Excellence (CoEs) on Agriculture, Farmer Producer Organisations, Gender, Local Governance, Climate Action, Nutrition, Livestock and Forest, respectively have been established. Professionals having expertise on these thematic areas are spearheading the respective CoEs as leads to help sharpen our on-ground development work and strengthen collaborations with the external stakeholders. Lastly, detailed perspective plans have been developed for each state, CFs and CoEs based on the Theory of Change, overarching priorities and goals for the year 2030. These plans outline a roadmap for action, extending to 2030 with annual breakdowns, to guide the organization's efforts synergistically and effectively across all work units.

Through these processes, PRADAN aims to positively impact the lives of 50 million people in underserved rural regions of India.

PERSPECTIVE PLAN 2030

PRADAN's strategic Perspective Plan delineates a comprehensive approach to tackle rural poverty through robust livelihood programs and strategic partnerships. Having already reached 14 million individuals by March 2024, PRADAN now aims to exponentially increase its impact, targeting the improvement of 50 million lives in marginalized and underserved regions of India by 2030. India's demographic dividend presents both opportunities and challenges, emphasizing the importance of equipping rural youth with skills for sustainable livelihoods. Ecologically, the restoration of land, water, and natural resources is imperative for enhancing livelihoods and preserving biodiversity, aligning closely with national priorities. Economically, fostering agricultural productivity and embracing renewable energy represent key pathways towards achieving inclusive growth and sustainability.

PRADAN reflects on its achievements and future aspirations, aiming to deepen its impact while retaining core strengths. The organization's vision of a just and equitable society guides its mission to empower marginalized individuals, particularly rural women to lead lives of dignity. PRADAN's goal for 2030 is to improve the lives of 50 million people by focusing on economic progress, gender equality, nutrition security, and ecological

restoration. This ambitious goal will be achieved through community-led development, targeted interventions, strategic partnerships and data-driven approaches.

PRADAN's Theory of Change (ToC) outlines how large-scale social change can be achieved through collaborative systems change approaches. It emphasizes a community-centric approach to catalyze sustainable transformation, recognizing barriers faced by women, tribal, and marginalized groups. The ToC revolves around four community-level outcomes: strengthening livelihoods, promoting gender equality, restoring ecology, and ensuring nutrition security. Achieving these outcomes involves policy reforms, programmatic interventions, and developing vibrant community institutions. There are five overarching levers for change that focus on collaborative implementation and addressing systemic challenges.

PRADAN plans to adopt a systems change approach, leveraging collaborations and innovative solutions to drive systemic transformation. Collaboration with various stakeholders, including CSOs, corporates, government, and philanthropists, is crucial for achieving impactful results. Partnership models such as co-implementation with other CSOs and forming coalitions



will drive large-scale systems change. Building the capacity of development professionals and frontline functionaries is essential. PRADAN has established CoEs to provide sector-specific knowledge and expertise, aiming to train about one million frontline functionaries for effective program implementation. Emphasizing data-driven decision-making, PRADAN aims to revamp its data collection process, establish a holistic development index, and embed data-based learning into all interventions.

PRADAN plans to deepen and expand its operations in central India and expand into poverty clusters of Karnataka, Maharashtra, Tamil Nadu, and Uttar Pradesh. Operations will be consolidated through Development Clusters (DCs) and Direct-Action Teams (DATs), with a projected increase in DCs from 12 to 21 by 2030. Programmatic interventions will focus on six thematic areas: strengthening community institutions,

livelihoods, gender equality, climate action, nutrition, health and WASH, and governance and inclusion.

PRADAN's structure emphasizes direct action at the block and district level, collaboration through DCs and State Units (SUs), and overall coordination through the Management Unit (MU). District teams will work closely with the district administration, DCs will serve as hubs for innovation and collaboration, and SUs will support DCs and coordinate multi-DC initiatives. The MU, comprising the Executive Director, representatives from state leadership and Central Function (CF) convenors, will provide overall leadership and integration.

PRADAN anticipates mobilizing largescale program funds from the government flagship programs. Funding priorities include building community assets, capacity building, and supporting collaborative initiatives aligned with PRADAN's



strategic direction. PRADAN's Perspective Plan emphasizes organizational agility, collaboration and strategic resource allocation to achieve its vision of sustainable impact at scale, driving transformative change in rural communities by 2030. This is a strategic guidance note for the next six to seven years which will trigger large-scale growth and sustainable transformation in the marginalized rural areas of India.



PRADAN's Theory

Impact

Women-led community institutions in collaboration with other ecosystem actors have transformed the lives of 50 million

People and community level outcomes



Gender equality and inclusion

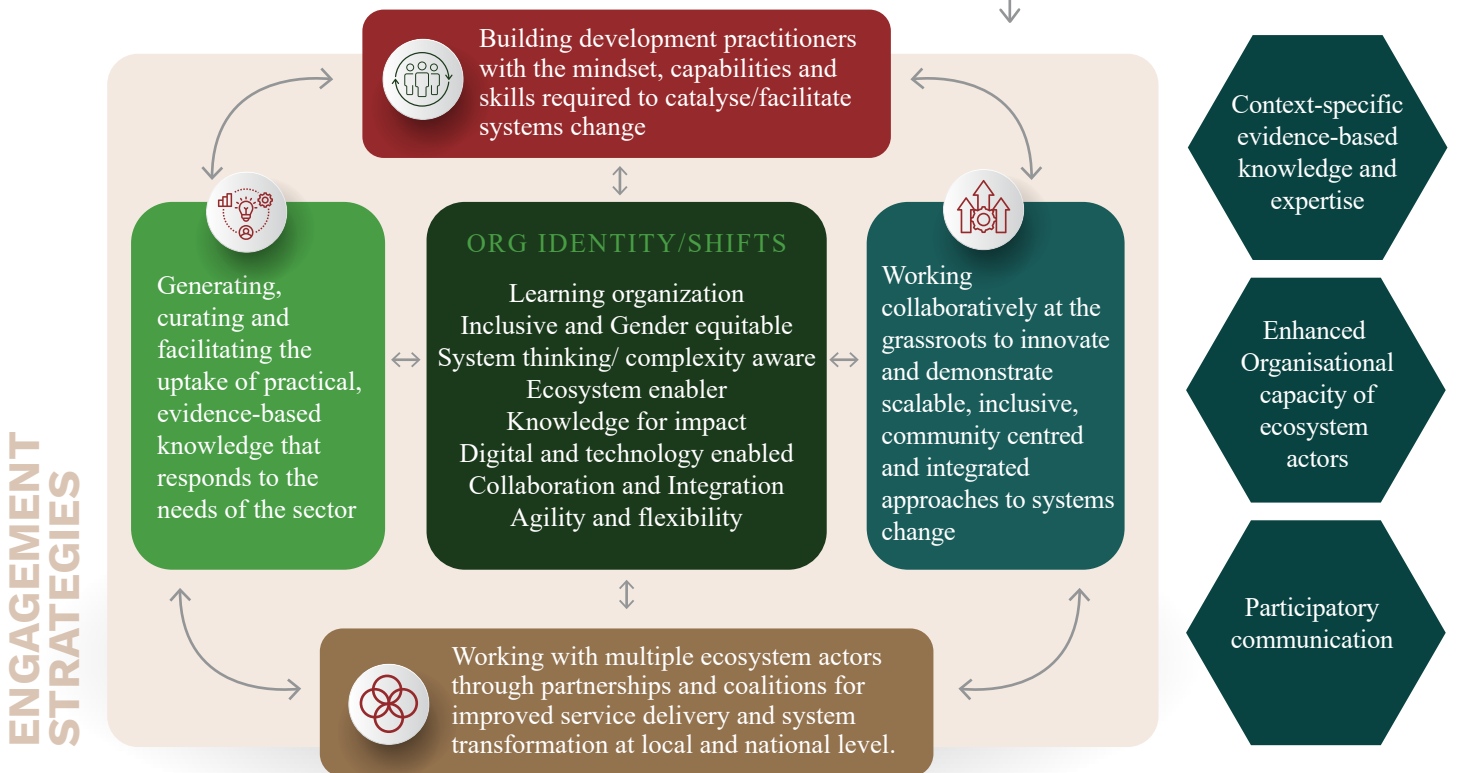
Transformed gender and social norms toward greater equality and inclusion



Living incomes, Increased income through, secure and sustainable livelihoods, jobs and safety nets

Increased income through, secure and sustainable livelihoods, jobs and safety nets

Evidence and learning driving strategic adaptation



ASSUMPTIONS

Deep Change cannot happen without meaningful inclusion of women; Systemic and integrated approach lead to transformative change; Philanthropies and other donors supporting multistakeholder approaches; Community and their collectives can play a central role; CSOs have sufficient space to engage in shaping development policies; Communications with traditional leaders can influence their attitudes and behaviours towards women. Public investments are responsive to community needs if coalitions and able to influence policy makers

of Change

people across poverty regions of India enabling them to sustainably achieve increased well-being in all spheres



Nutrition security, Reduced malnutrition in women, children and adolescent girls.



Ecological sustainability, Regenerated and climate resilient landscapes with equitable distribution of ecosystem services

Systems transformation drives scalable and sustainable progress toward outcomes and impact



Complementary initiatives
Community, state, National

LEVERS



RESPONSIVE POLICIES AND PROGRAMS

Public and corporate



Adequately resourced, responsive, inclusive, integrative and contextualised policies and programmes are formulated and adapted based on community priorities and global knowledge

TRANSFORMED DEVELOPMENT ECOSYSTEM

Government, private sector, CSOs, academia, donors



Ecosystem actors have transformed themselves individually and collectively to overcome systemic barriers for the delivery of integrated gender-responsive and socially inclusive development services

VIBRANT COMMUNITY INSTITUTIONS

SHGs, CLFs, FPOs, PRI, Traditional institutes



Gender responsive, socially inclusive community institutions are empowered and actively collaborating on local governance and with the wider ecosystem for more responsive and inclusive development

SYSTEM TRANSFORMATION

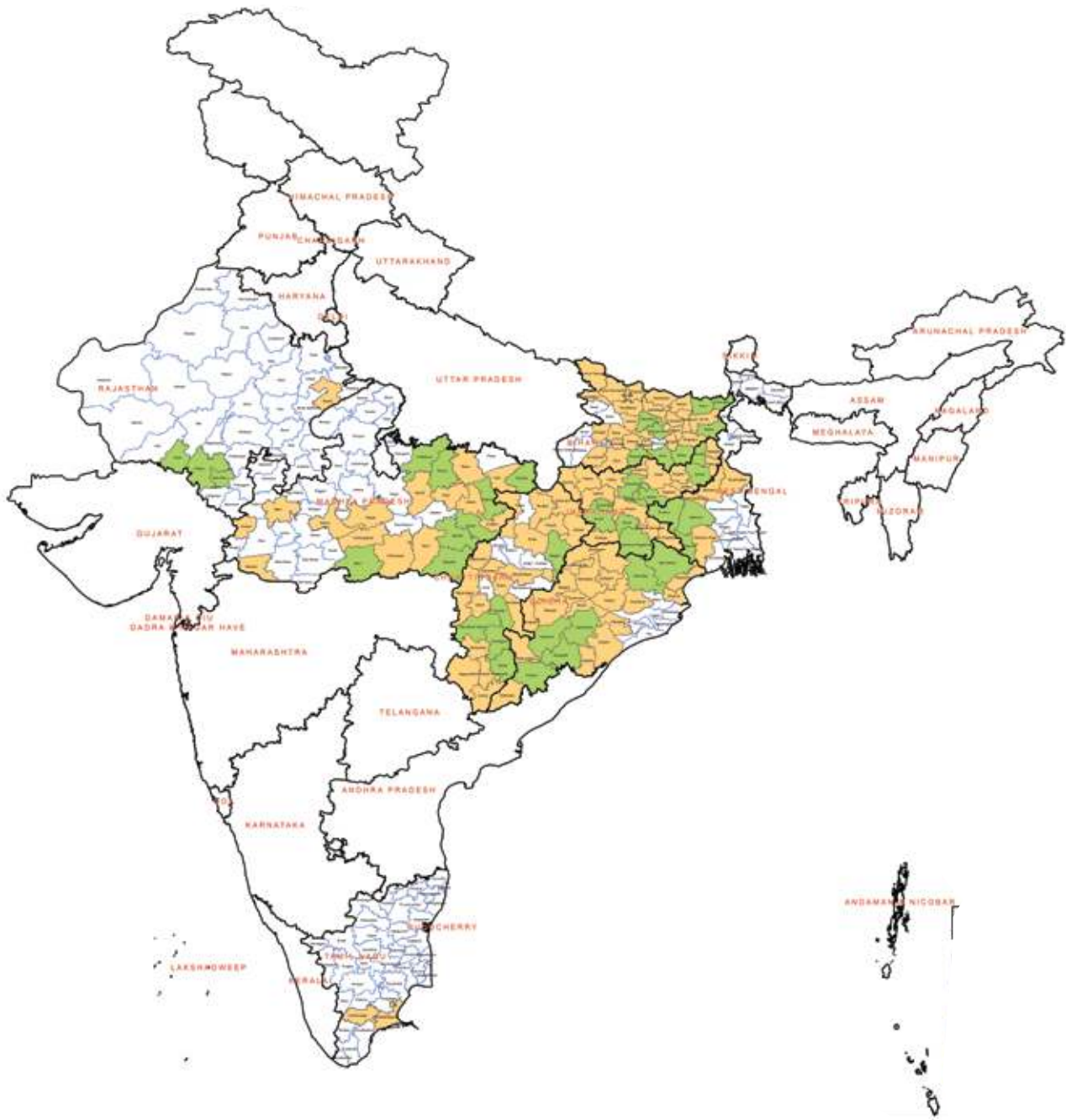
Continuous feedback

RISKS

Slow pace of implementation of enabling policies slow down progress; Low use of evidence by policy makers; Coalitions have narrow windows for policy influences; Diversion of funds/donor priorities shift; Funding allocations become insignificant; Conflict with vested interests at community level or at system actors' level

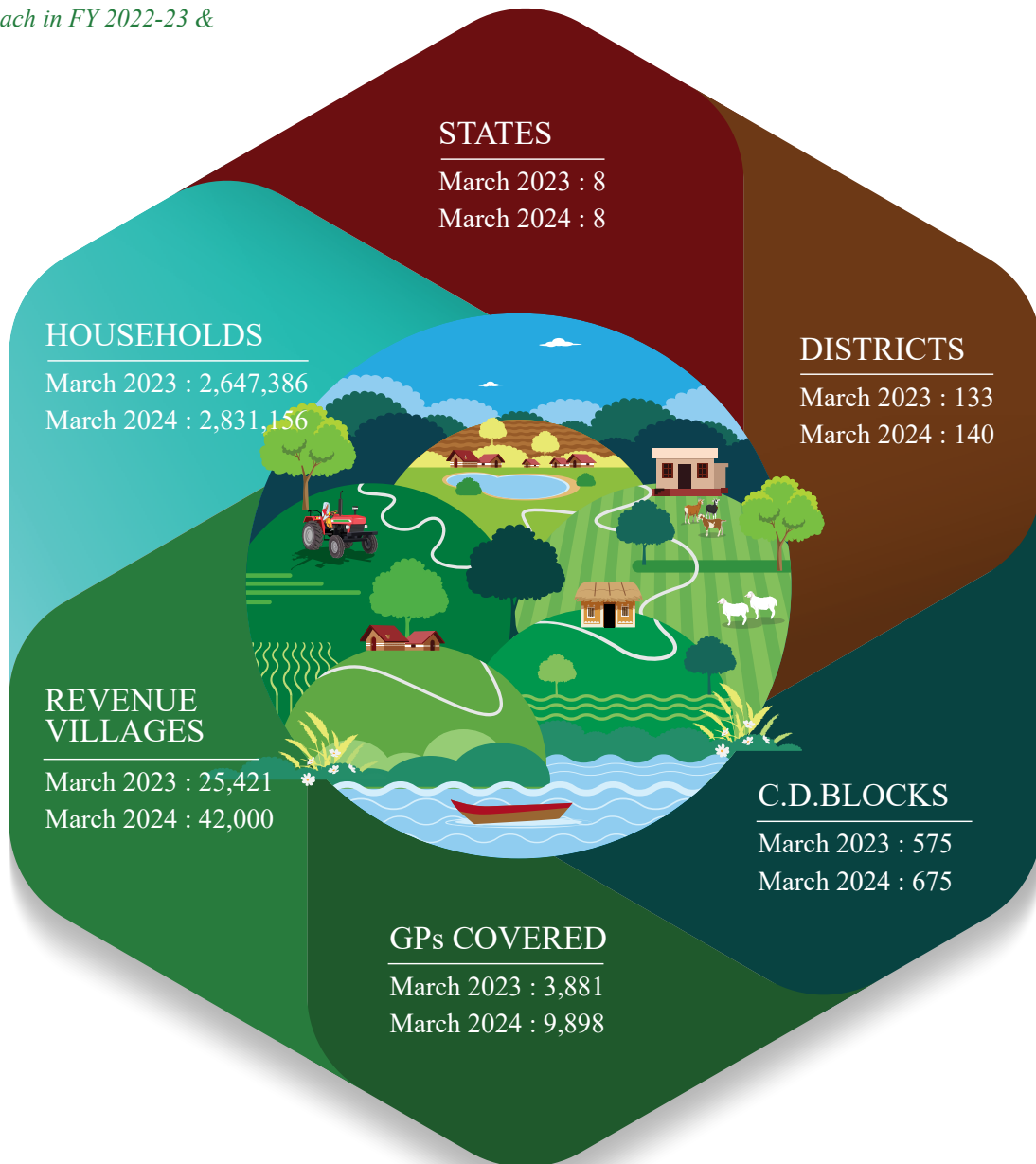
{f} Outreach

Fig1: PRADAN's operational districts: PRADAN Direct Action and Partnership districts (State: Jharkhand, West Bengal, Odisha, Madhya Pradesh, Chhattisgarh, Bihar; Rajasthan and Special Initiative in Tamil Nadu)



- State Boundary
- District Boundary
- Direct Action Districts (includes partnership actions in these districts)
- Partnership Districts

Fig1: Outreach in FY 2022-23 & FY 2023-24



Our association with the marginalized grassroots community collectives has been developed and strengthened over a span of 41 years. Some of India’s brightest university graduates, carefully groomed into development professionals have been directly working with these communities in extremely remote blocks and backward districts of rural India. Their efforts have resulted in several transformational and lasting changes in the lives and livelihoods of communities residing in these areas. In FY 2023-24, in collaboration with other CSO partners, our outreach included **140 districts,**

675 blocks, 9,898 Gram Panchayats, 42,000 villages in 8 states impacting 2.83 million households; out of which our direct action teams were present in 9,919 villages in 127 blocks, 42 districts, and 7 states, reaching to 1.02 million households. There has been an addition of 1 district and 5 blocks under direct action teams and 6 new districts under partnership action with 116 CSOs and the government departments.



Financial Year 2023-24 at a Glance

PRADAN's development engagement at the grassroots through our direct action teams and partnership action with the government and CSOs resulted in changes that can be broadly categorized under four distinct heads. These are household or community level changes, ecology level changes, system level changes and organization level changes.

G1

CHANGES AT THE COMMUNITY LEVEL

COMMUNITY COVERAGE

HOUSEHOLDS : 2.83 million
7% growth compared to 2022-23

DISTRICTS : 140
BLOCKS : 675

GRAM PANCHAYATS : 9,898
VILLAGES : 42,000
STATE : 8

Approximately 1.02 million households through direct action teams, 1.81 million households through partnerships.





COMMUNITY INSTITUTIONS

Women Self Help Groups (SHGs) : 86,711

Village Organisations (VOs) : 5,501

Cluster Level Federations (CLFs) : 149

Block Level Federations (BLFs) : 49

In collaboration with the Bill & Melinda Gates Foundation (BMGF), we partnered with Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM) to strengthen 345 Model CLFs in Jharkhand, Chhattisgarh and Bihar.

WOMEN'S ECONOMIC ORGANIZATIONS

Producer Groups Strengthened : 5,666

Women-Farmer Producer Organizations (FPOs) : 94

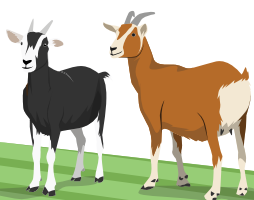
Shareholders : 112,679 (44% growth)

Share capital : Rs. 72 million

Annual turnover : over Rs. 491 million (68% growth)

- Livestock-based FPOs : 9
- Under 10,000 FPO Scheme of the Government of India: 44 FPOs promoted

PRADAN continued strengthening collaborations between Panchayati Raj Institutions (PRIs) and Community-Based Organizations (CBOs) in 500 Gram Panchayats to advance progress on the Localization of Sustainable Development Goals (LSDGs).



LIVELIHOODS

PRADAN IMPACTED HOUSEHOLDS UNDER LIVELIHOOD INTERVENTIONS : 2.48 million

with a growth of 17% from 2022-23

of them

50% get annual gross household income
of more than Rs. 100,000

4% earned more than Rs. 300,000

740,429 households participated in agriculture-based livelihoods, growing cereals, pulses, oilseeds, vegetables and fruit orchards of different species

214,632 households adopted regenerative agriculture - **162% growth than last FY**, covering an area of **208,082** acres

Market-linked agriculture production clusters, benefiting approximately **195,000 households** in direct action areas and **187,000 households** in partnership areas



COMMUNITY WELLBEING

Our gender-equal initiatives have empowered women in economic roles : 195,000

Established gender-responsive Cluster Level Federations : 300

Set up Gender Justice Centres : 55

Engaged Village Organizations in addressing gender, caste, and class issues : 1,972

14,834 ultra-poor households guided to access rights and entitlements ensured by the government and **10,580 such households** were supported to enhance their livelihoods.

14,369 SHGs discussed nutrition issues, **102,919 women** could recall the nutrition inputs discussed in these SHG meetings. **56,436 nutri-gardens** promoted.

15,929 women community leaders and cadres groomed to support the communities' livelihoods plan. **About 2,300 of them** are budding farm-based entrepreneurs.





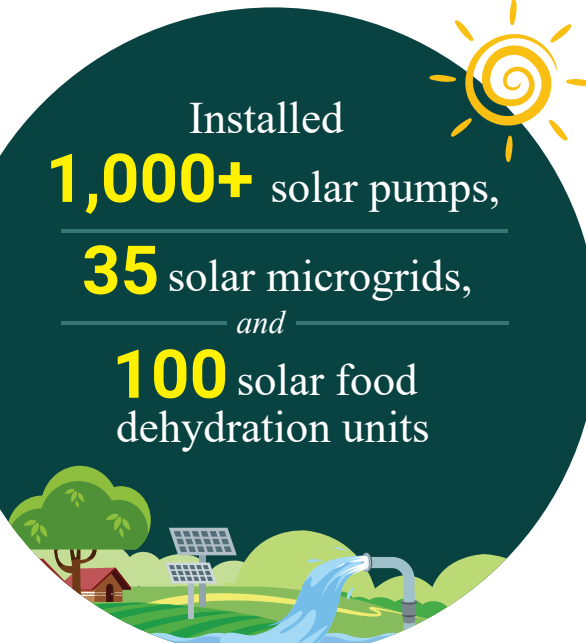
ECOLOGY LEVEL:

Changes impacting a larger area and its environment

Rejuvenated
1,149,040
acres of natural resources
through INRM in direct
action and partnership areas



Installed
1,000+ solar pumps,
35 solar microgrids,
and
100 solar food
dehydration units



Regenerative
agriculture on
208,082
acres



Facilitated **1,498** Community
Forest Resource Rights
claims approved by SDLC with
810 approved by DLC,
covering **516,890** acres, while
637 villages are managing
254,518 acres of forests





SYSTEM LEVEL:

Multi-stakeholder partnerships for large scale impact

PRADAN has established multiple active Memorandums of Understanding (MoUs) with government entities across six departments at the National, State, and District levels. Noteworthy partnerships during this year include:

- At the National level, PRADAN signed an MoU to set up a Centre of Excellence under DAY-NRLM, focusing on promoting women-led livelihood initiatives.
- Additionally, PRADAN partnered with the Ministry of Panchayati Raj to support Gram Panchayats in localizing the Sustainable Development Goals (LSDGs).
- In collaboration with the Ministry of Panchayati Raj (MoPR), PRADAN established a Centre of Excellence.

These initiatives underscore PRADAN's commitment to enhancing governance and sustainable development through strategic government collaborations.



State level:

PRADAN has been actively engaged in collaborative efforts across several states. Major partnership initiatives this year are:

- In Odisha, PRADAN signed an MoU with the ST & SC Development Department for the 'Mo Jungle Jami Yojana' and the Mukhyamantri Janajati Jeevika Mission (MMJJM) Programme.
- In West Bengal, our partnership with State Rural Livelihood Missions (SRLMs) was extended through the National Support Organisation (NSO).
- In Jharkhand, PRADAN collaborated with the Rural Development Department to enhance Integrated Natural Resource Management (INRM) activities under MGNREGA.
- Aligned with the MoU with the Ministry of Panchayati Raj (MoPR), PRADAN worked with Panchayati Raj Departments in Odisha, Jharkhand, and West Bengal on Localization of Sustainable Development Goals (LSDGs).

With total investments amounting to Rs. 16,744 million from public and private sources, PRADAN supports community initiatives, building linkages with 200 private traders and 6 startups. Additionally, we collaborate with 116 Civil Society Organizations (CSOs) and eight networks, actively participating in forums such as Santhal Pargana Development Initiative (SPDI), Rapid Rural Community Response (RCRC) to COVID-19, National Coalition for Natural Farming (NCNF), Mahila Kisan Adhikaar Manch (MAKAAM), Sustainable Development Initiative Association (SDIA) Madhya Pradesh, Jharkhand CSO Forum, and Revitalizing Rainfed Agriculture (RRA) Network.



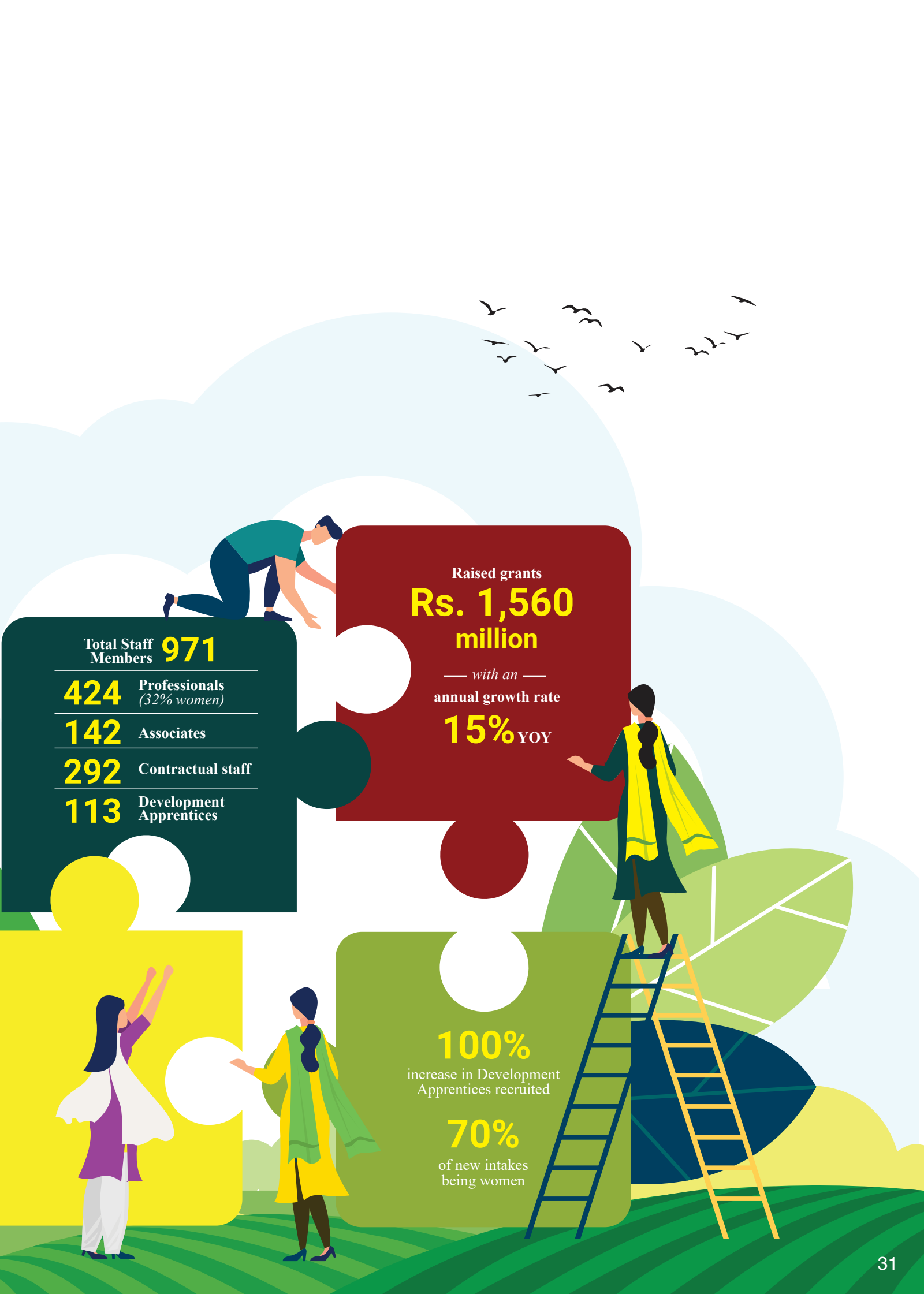


ORGANIZATION LEVEL:

Internal preparedness to bring about societal changes

- **Established eight Centres of Excellence** led by experienced professionals.
- Implemented a reorganization aligned with the perspective plan, forming State units with State leads and management committees to integrate operations across States, and initiating district-level teams for cohesive direct action and partnerships.
- PRADAN's staff comprises **971 members, including 424 professionals (32% women), 142 associates, 292 contractual staff, and 113 Development Apprentices. This year, there was a 100% increase in Development Apprentices recruited, with a focus on gender equality resulting in 70% of new intakes being women. Additionally, 18 women joined as Executives through lateral hiring. A Gender Steering Committee was established to strengthen gender equality within the organization.**
- Partnered with Axis Bank Foundation with logo support from NITI Aayog and CII Foundation, for Samagam 2023 on Localising SDGs, submitting reports to the Ministry of Panchayati Raj, Government of India.
- Prioritized digitization and tech-enabled processes, including implementing ERP Next for internal integration of functions, management, learning, and reporting, and collaborating with ESRI India on Arc GIS customizer for community engagement under direct and partnership programs. Plans include implementing customized reports, dashboards, and Business Intelligence (BI) tools for analytics and decision support.
- **Raised grants totaling Rs. 1,560 million (including Development Support Cost) with an annual growth rate averaging 15% year-over-year.**





Total Staff Members **971**

424 Professionals
(32% women)

142 Associates

292 Contractual staff

113 Development Apprentices

Raised grants
Rs. 1,560 million

— with an —
annual growth rate

15% YOY

100%
increase in Development
Apprentices recruited

70%
of new intakes
being women



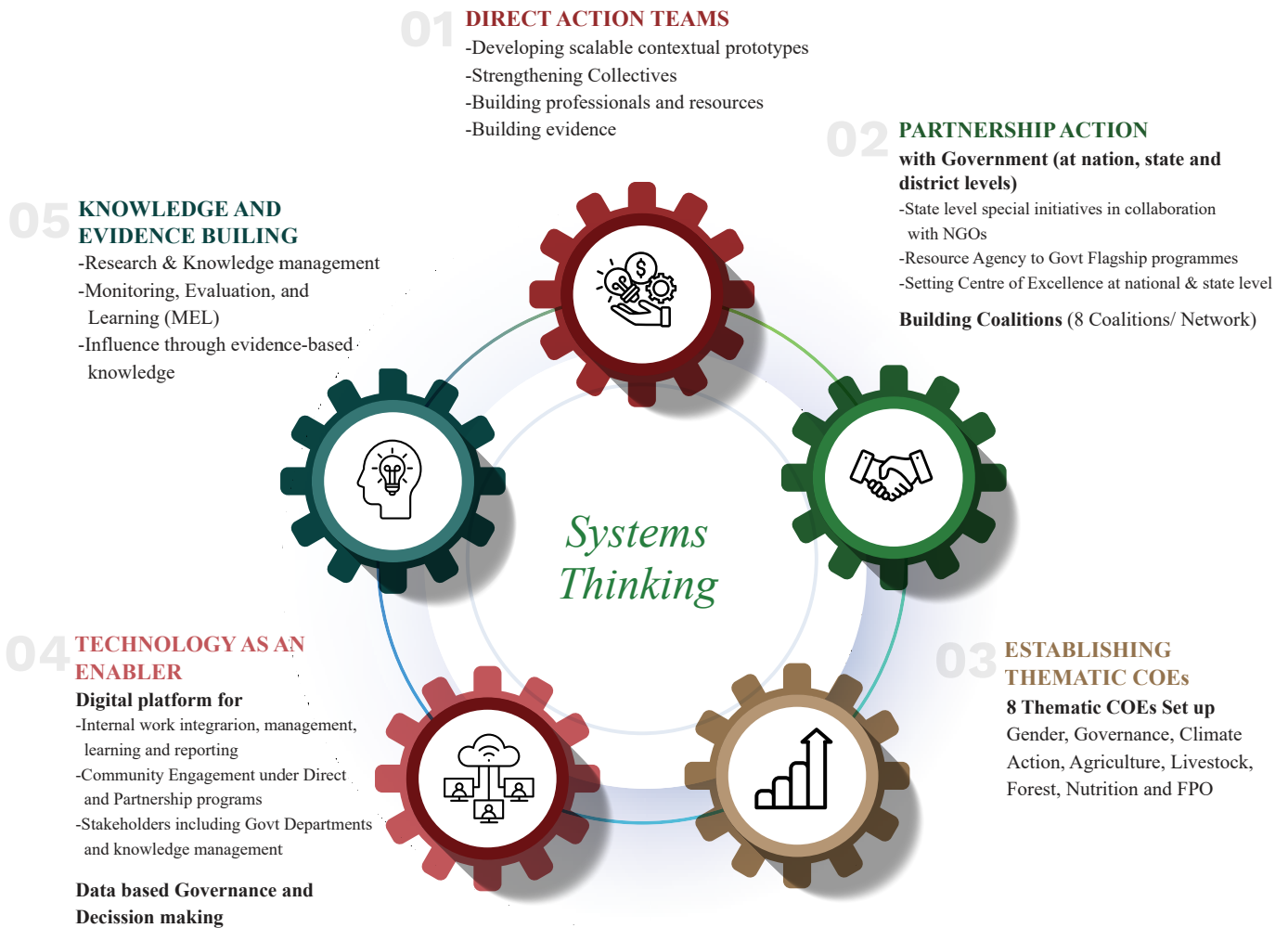
Core Engagement model

To bring about the desired changes, PRADAN operates through five key engagement domains that, while not functioning in silos, complement each other and collectively contribute to PRADAN's overarching goal. PRADAN recruits professionals who work directly with communities in our direct action teams to develop on-ground models which can be scaled up. Experienced professionals take on either mentoring roles, or become thematic champions, or shape partnership actions with the government bodies and CSOs. We recognize that achieving large-scale change requires collaborative, systems-level approaches driven by a

shared vision and collective action. Our engagements are guided by systems change perspective, focusing on altering the conditions that perpetuate problems rather than addressing symptoms in isolation. This involves root cause analysis and examining underlying structures, processes, relationships, stakeholders and mindsets within the system. By doing so, our efforts are more impactful and enduring.



Fig. 3: Systems Thinking



Key aspects of this engagement model are the following:

Systems Change approach: Shifting the conditions that hold the problem in collaboration with other relevant actors in the system.

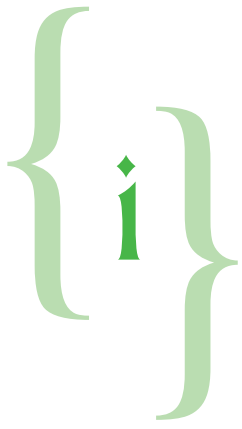
Strengthening women collectives: Women collectives as primary change agent—SHG based institutions, economic collectives, and nurturing PRI-CBO collaboration for strengthening local democracy and accessing different provisions.

Building scalable prototypes through grassroots action in different context around the priority areas (strengthening livelihoods, ecological security, gender and inclusion, nutrition and health).

Building large scale local cadres and entrepreneurs to provide different services to the communities.

Networking and partnership: Multi stakeholder partnerships involving government departments, CSOs and other stakeholders at various levels to build an ecosystem.

Grooming professionals for the sector: Designed apprenticeship program, role shift of tenured professionals, and systematic professional development programs.

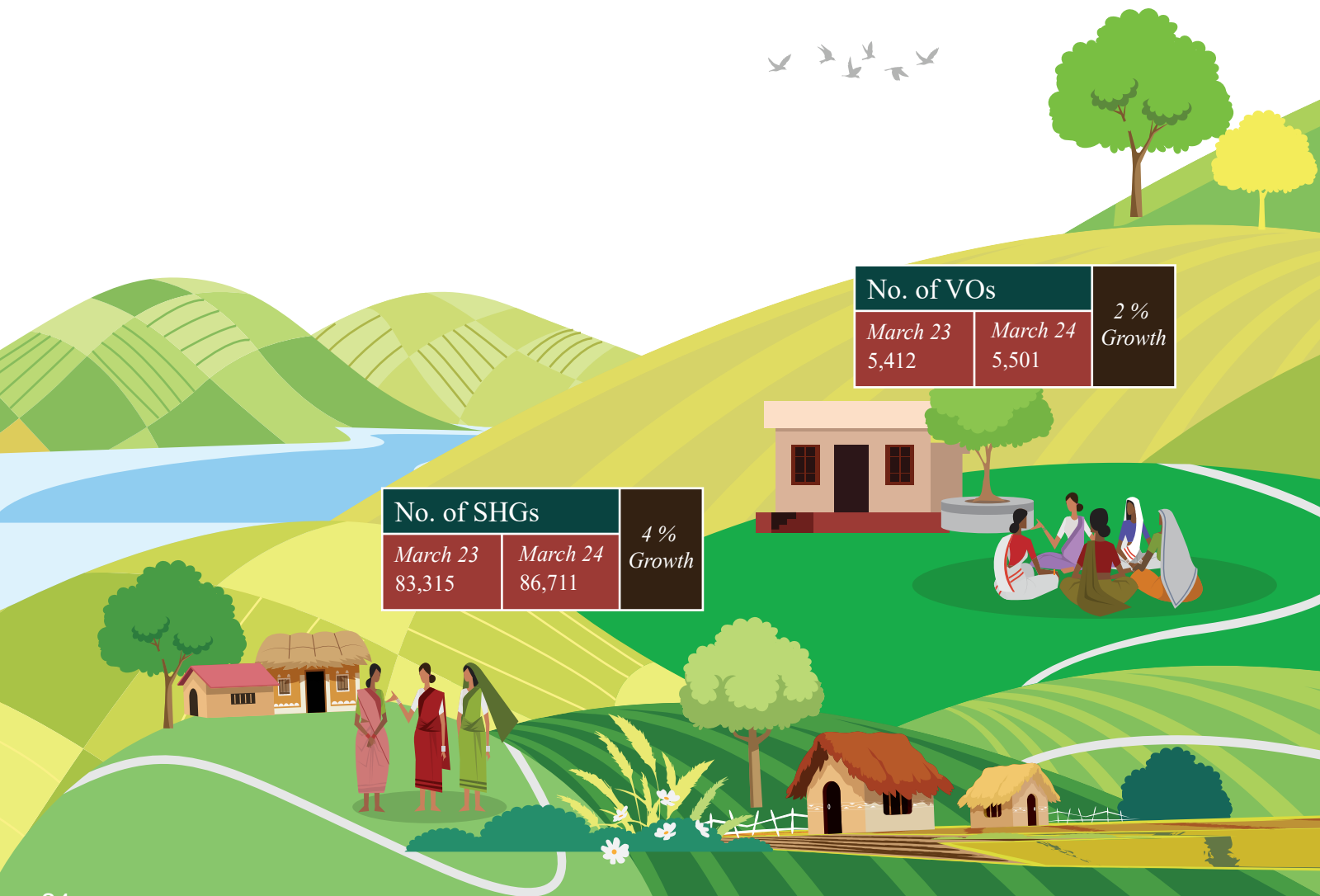


Developmental Engagement with Communities

I.1 STRENGTHENING COMMUNITY INSTITUTIONS

PRADAN's Theory of Change (ToC) emphasizes the vital role of collectives in driving desired changes at the people level, geography level and system level. In congruence with that idea, we strengthened the following institutions to establish a collective-led approach in direct action teams.

Fig. 4: Progress around these institutions in direct action teams are as follows:



Economic Organisations

No. of PGs		47 % Growth
March 23	March 24	
3,842	5,659	

No. of FPOs		25 % Growth
March 23	March 24	
75	94	

LSDG initiatives in Panchayati Raj Institutions

No. of Panchayats		81 % Growth
March 23	March 24	
276	500	

No. of BLFs		0 % Growth
March 23	March 24	
49	49	

No. of CLFs		6 % Growth
March 23	March 24	
141	149	





Women participating in Mahila Sabha meeting

Photo Courtesy: Souparno Chatterjee, Torpa, Jharkhand

I.1.A. Women SHG based collectives:

Our collaboration with DAY-NRLM platforms has been vital in engaging with Self-Help Group (SHG) collectives, both through direct action and partnership efforts. PRADAN's direct action teams, in conjunction with Block Mission Management Units (BMMUs), are actively strengthening SHG-based collectives. We have closely collaborated with the State Rural Livelihoods Missions (SRLMs) to support institutions in undertaking livelihood activities. Our primary focus has been on strengthening Village Organizations (VOs) and Cluster Level Federations (CLFs) in collaboration with District Mission Management Units (DMMUs) and BMMUs.

Throughout the reporting period, our engagement has been multifaceted, involving Block Level Federations (BLFs), CLFs and VOs through activities such as conducting Annual General Meetings (AGMs), visioning of board members, gender training, orientation on Village Prosperity Resilience Plan (VPRP) and Gram Panchayat Development Plan (GPDP), gender-responsive institution building, strengthening sub-committees and linking BLFs with stakeholders.

In the fiscal year 2023-24, we directly engaged with 5,501 VOs, 149 CLFs and 49 BLFs through our direct action teams. Additionally, we partnered with DAY-NRLM to

strengthen 345 CLFs in Jharkhand, Chhattisgarh and Bihar as models for replication. These Model CLFs have been strengthened to support livelihoods, be gender-responsive, member-oriented and financially self-sustainable community institutions. These will be benefiting approximately one million SHG members with a projected income impact of Rs. 120,000 per household per annum.

Key interventions made this year to establish collective-led processes include:

- Developing a vision and plan by CLFs to strengthen the institution and support members, ensuring effective convergence between Panchayati Raj Institutions (PRIs) and other line departments.
- Ensuring CLF-led saturation by including marginalized households that were previously left out.
- Conducting capacity-building sessions for leaders and members focused on governance, management, and strengthening subcommittees within CLFs to enhance effectiveness.
- Implementing CLF-led livelihood promotion programs for members.
- Facilitating the placement of necessary personnel within CLFs to support their operations.

- Strengthening financial performance, including fund management, auditing, and accounting for both CLFs and Village Organizations (VOs).
- Demonstrating gender-responsive, member-owned, and financially sustainable CLFs.

I.1.B. Women led Economic collectives:

At the grassroots level, non-registered collectives, termed as Producer Groups (PGs) or Farmer Interest Groups (FIGs), have been established in villages. These groups are dedicated to forming clusters to enhance production surplus, facilitate aggregation, and enable primary processing of agricultural products. This year, we have strengthened 5,666 PGs, supporting around 195,000 women farmers. Furthermore, along with our partners we strengthened 1,753 PGs, benefiting 218,000 women farmers.

Table 1: State-wise FPOs

State	Number of FPOs	
	March 2023	March 2024
Bihar	24	29
Chhattisgarh	3	3
Jharkhand	27	28
Madhya Pradesh	13	15
Odisha	9	9
Rajasthan	1	2
West Bengal	7	8
TOTAL	84	94

PRADAN has facilitated the establishment of 94 Farmer Producer Organizations (FPOs) in the central India plateau region, with 85 focusing on agriculture and 9 on livestock. These FPOs are strategically located in economically underprivileged regions, and notably, all have been formed with 100% women shareholders. In the financial year 2022-23, there were 75 agriculture-focused FPOs with 63,822 shareholders, and 9 livestock-focused FPOs with 12,154 shareholders. Subsequently, in 2023-24, an



*FPO members with aggregated produce for marketing
Photo Courtesy: Deepak Jataw, Rayagada, Odisha*

additional 10 agriculture FPOs were established. By the end of the fiscal year 2023-24, the total number of shareholders in agriculture FPOs had risen to 92,526, and in livestock FPOs, it had reached 20,153. These figures signify a remarkable 45% and 66% growth in shareholders, respectively, compared to the previous year.

Table 2: FPO details

Total Shareholder

FY 22-23	FY 23-24	Growth
75,976	112,679	45%

Total Share Capital Mobilised (Rs. Million)

FY 22-23	FY 23-24	Growth
44	72	63%

Total Turnover (Rs. Million)

FY 22-23	FY 23-24	Growth
291	491	68%

The data indicates significant progress in FPO performance during fiscal year (FY) 2023-24 compared to the previous year. Growth in financial metrics among Agriculture FPOs indicates an increase in share capital mobilization by 63%, while sales turnover saw a 68% rise. The average turnover per FPO has climbed from Rs. 3.7 million to Rs. 5.4 million. Among the 85 agriculture FPOs, one now has a turnover exceeding Rs. 30 million, four exceed Rs. 20 million, eight exceed Rs. 10 million, and sixteen exceed Rs. 5 million in turnover.

In addition, ten FPOs established this year have begun operations. In terms of shareholder base, 6 FPOs now have more than 3,000 shareholders, and 14 have over 1,500

shareholders. The average number of shareholders per FPO has increased from 850 in 2022-23 to 1,163 in 2023-24.

The promotional activities for Farmer Producer Organizations (FPOs) have focused on several key areas, including shareholder mobilization and organizational formation, capacity building of shareholder members and the Board of Directors (BoDs), system setting in FPOs (e.g., finance, human resource management, MIS) through introduction of customized ERP (Enterprise Resource Planning) and integration with Tally-based accounting system, strengthening business, marketing and financial growth, and ensuring sustainability in both institutional and financial aspects. These focus areas also define the stages of an FPO's development: mobilization stage, organization development stage, system setup stage, business expansion stage and sustainability stage, with different FPOs at different stages depending on their context and age.

I.1.C. Farmer Producer Organisation Resource Centre (FPORC) as a Centre of Excellence (CoE)

We established the FPORC to support the functions and systems of FPOs and assist FPO promoting teams. In 2023-24, FPORC and FPO promoting teams focused on:

- **FPO Value Addition:** Over 15 FPOs moved from aggregation to processing and value addition, investing in value chain studies, processing setups, product development, packaging and SOPs.

- **Market Expansion:** The FPOs expanded beyond local buyers, collaborating with market players like Dehat, S4S, Sufal Bangla and others, resulting in a 70% growth in turnover.

- **ERP System:** Implemented a robust ERP system integrating MIS and accounting, improving data accuracy and compliance tracking.

- **Financial System:** Provided feedback and support for accounting improvements, including a centralized financial manual and compliance assistance.

- **FPO Grading Tool:** Introduced a multi-parameter grading system for regular feedback on business performance, governance and compliance.

- **More power to women:** Launched initiatives for women farmers, such as direct payments to women's bank accounts and entrepreneurship training.

- **Apex Entity formation:** In Jharkhand, one nodal FPO is providing support to 11 FPOs for market development, targeting B2B, retail sales and rural markets, with similar initiatives in Madhya Pradesh and West Bengal.



How remote women farmers are gaining from an NGO project

Updates- April 17, 2023 at 11:19 PM

PRADAN'S LEAP project focuses farming FPOs for social, economic development



Lalitha Mahto poses with her sons at Rola village in Jharkhand's Ramgarh district

After years of toil on the 0.4 acres her family holds, 32-year-old Lalitha Mahto, who lives with her husband and two children in Rola village of Gola block in Jharkhand's Ramgarh district, has begun to see better times.

Her life began witnessing a change three years ago after she enrolled herself as a member of a farmer producer organisation (FPO), Mannonati Mahila Kisan Producer Company Limited paying ₹500.

With her husband being a daily labourer, the onus on taking care of farming fell on Mahto. This meant she had to take care of buying seeds, crop inputs, fertilizers and tend to the crop. Once the harvest got over, she had to take it to the market to sell the crops.

More time with family

Most of the time, an entire day was lost tending to these necessities and there was no guarantee of the produce she took from her farm being sold. That means loss of valuable time and money trekking the 5 km to the market from her home.

As part of the producer group meeting, Mahto planned her crop basket and the community resource person provided technical assistance and package of practices (PoP) training. She also received training in agriculture inputs to utilise her land to its potential.

The other advantage that she got was that the FPO began picking up her produce from her door. "Now, I need not spend time going to the market. And I get to spend more time with my family," Mahto told businessline.

That is just one part. The other is that her income has doubled in the last couple of years and she has now begun to send her sons for private tuition. "We have constructed a poultry shed. Poultry will give us additional income," she said.

Uplifting rural communities

Her income has increased to ₹20,000-25,000 during kharif from ₹10,000-15,000 earlier. In addition, she gets ₹15,000 from the rabi crops and ₹13,000 from summer-grown vegetables.

All this has been possible thanks to the LEAP (Livelihoods Enhancement through market Access and women emPowerment) project of PRADAN, a New Delhi registered non-government organisation, with funding from Walmart Foundation.

Mahto, who grew paddy during the kharif season and some vegetables including potato during rabi season, now cultivates paddy, watermelon, peas, brinjal, potato and onion.

According to Narendranath Damodaran, Integrator, PRADAN - founded in 1983 - the NGO works directly with the rural community to speed up developments in villages.

“We work across all central India tribal areas in endemically poor regions. When we enter a region, we work for a longer period of 10-15 years to bring social and economic changes in the tribal, women, adivasis and vulnerable sections of the society,” Damodaran said.

More power for women

PRADAN focuses on building strong community institutions such as self-help groups, FPOs, formal and informal companies and catalyses the local administration such as panchayats to work together.

“All agencies involved work together around a larger development plan and help these community groups get financial and other support for seeds, crop inputs, and linkage with other institutions,” he said.

One of the features of the project is that since its launch, it has included women in the FPOs so that their voices can be heard.

“We don’t want women to be sidelined from the process of development. Their priorities should be included and women play a prominent role in leadership and the village,” Damodaran said.

Entering value-chains

Sourangshu Banerjee- PRADAN Team Coordinator, West Bengal, mobilising women had been a challenge 30 years ago. “But it is no longer a challenge now. Women have begun breaking the shackles. They take risk in production and fight within their household besides taking up challenges,” he said.

Earlier, women faced problems if production or yield was low. They had a tough time when their produce went unsold. But with the emergence of FPOs, they have begun to manage well.

“Many women have invested their life-long savings in joining the FPOs and they are committed. They have even helped the FPOs enter the value chain instead of just producing an agro produce and aggregating it,” Banerjee said.

The launch of the LEAP project and entry of FPOs in the women’s lives have resulted in production increasing by 10-20 per cent, while input costs have declined by 60-70 per cent. On the value-addition side, the women members produce oil from mustard, dehusk paddy and manufacture turmeric and chilli powder.

Additional cash

“Women have shown better capability. The value-addition units are totally managed by them. Big machines in paddy dehusking are “operated by them,” he said.

Damodaran said the project’s core approach focuses on farm-based livelihoods which make up 85-90 per cent. “There are off-farm focus too such as livestock. In rural areas, people maintain chickens or goats in a small way,” he said.

These rural people had been following old methods in farming. What the NGO's project has done is to improve those practices. The practices are more close in natural ways, including on forest lands the tribals have access to, so that their returns are optimised for ample food and nutrition.

"Besides, they can get additional cash for other investments such as health, house, education and clothes. Typically, we concentrate on 10,000-12,000 households in remote areas and ensure that over 10-15 years their lives become better," Damodaran said.

Similar approach

Most of these achieved under the leadership of women and farmers are given plans for round-the-year activities so that they can cultivate at least three crops.

The NGO identifies a crop with which the remote rural population is well-versed with but tries to improve by introducing better varieties. In paddy for instance, it introduced high-value paddy that can fetch farmers better prices.

"Similarly, we increased the area under watermelon in Bankura in Bengal and production touched 1,000 tonnes. The fruit is now sold all across West Bengal and Bihar too," Banerjee said.

These activities have ensured that PRADAN has the largest organic women producers group - 500- with the members themselves reporting any diversion from the process, he said.

PRADAN's approach is similar across projects. It looks for better price realisation, high productivity and market linkage.

Decision-makers

The NGO has chalked out strategies for marketing, where growers negotiate with the buyers. Members also attend trade fairs and get leads. It updates market rates with the FPOs.

"Women take decisions on the sales. Based on the price, they decide which market they should sell their produce in," Banerjee said, adding that PRADAN, which changes its executive director every five years, has its own transport arrangement. However, for vegetables, the FPOs rely on local transport companies.

Damodaran said FPOs form the node of all the NGO's services that impacts 10 million people in 2 million households. "Of the 2 million households, one million are in 7 States where the NGO operates directly and the rest through government and other society organisations," he said.

Current operations

The tribal people make up 60 per cent of these two million households and vulnerable sections the rest. "Our approach is to go to remotest district, remotest block and handpick the poorest and then saturate that place with our programme," he said

Currently, the NGO functions in West Bengal, Bihar, Jharkhand, Chhattisgarh, Madhya Pradesh, Odisha and Rajasthan. "In the future, we would like to enter Andhra, Telangana, Maharashtra and Bundelkhand in Uttar Pradesh," Damodaran said.

PRADAN, which gets funding from global organisations such as Melinda Gates foundation, Ford Foundation, Walmart, corporate firms and other organisations, is doing a bit of work in the North-East and in Virudhunagar district in Tamil Nadu.

The NGO works with 66 Farmer Producer Companies that have a total of 59,000 shareholders in 82 blocks across 36 districts. "Last year, our turnover was ₹14 crore," Banerjee said.

I.1.D. Collaborations between Community-based Organisations and Panchayati Raj Institutions:

To enhance collaboration between Community-based Organizations (CBOs) and Panchayati Raj Institutions (PRIs), PRADAN has partnered with the Ministry of Panchayati Raj (MoPR), Government of India, to drive substantial change in Gram Panchayat Development Plans (GPDPs) and influence Localization of Sustainable Development Goals (LSDGs), with a specific focus on LSDG 1 (Zero hunger and enhanced livelihoods), LSDG 4 (Water-sufficient villages), and LSDG 9 (Gender-friendly panchayats). Our efforts are concentrated on several key areas:

Firstly, we fostered synergy between PRIs, CBOs and local administration for more effective local development initiatives. Additionally, we worked to establish a robust system within Gram Panchayats (GPs) to identify relevant thematic areas under the Localization of Sustainable Development Goals (LSDGs), with a particular emphasis on women's centrality.

Furthermore, we focused on enhancing women's participation in local governance and empowering elected women representatives to make gender-sensitive decisions. Strengthening Gram Panchayat Development Plans

(GPDPs) with linkages to the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Village Prosperity Resilience Plan is another crucial aspect of our approach.

We worked to develop an ecosystem for sustainable and scalable local development through stakeholder orchestration. To facilitate this, we designed tools and methodologies for widespread adoption of the model and implemented a comprehensive capacity-building plan in each state.

We were in the planning process for 500 Gram Panchayats across Odisha, Jharkhand, Chhattisgarh, Madhya Pradesh, and Bihar.

In selected Gram Panchayats, we have established 99 GP Help Desks (GPHDs) and 32 block-level Nagarik Sahayata Kendras (NSKs) to streamline service delivery. Through this approach, about 41,845 households have accessed at least one new entitlement. Additionally, we have strengthened GP-level coordination committees in 511 Gram Panchayats to enhance their effectiveness in local governance and development.



Women in GPDP meeting along with PRADAN staff

Photo Courtesy: Souparno Chatterjee, Torpa, Jharkhand

I.1.E. Centre of Excellence (CoE) on local governance

The Governance CoE remained committed to influencing the implementation of Localization of Sustainable Development Goals (LSDGs) and enhancing the effectiveness of Gram Panchayats. In partnership with the Ministry of Panchayati Raj (MoPR), we worked towards establishing and promoting LSDGs in 500 Gram Panchayats.

Our focus included building the capacity of PRADAN professionals and stakeholders through innovative training programs. The CoE has developed a civic literacy model and e-learning materials to foster informed and engaged communities. Additionally, we are piloting the Ultra Poor Responsive Gram Panchayat model to ensure more effective local governance with inclusion of every family.

PARTICIPATION MATTERS

Indian democracy allows citizens to elect representatives at three levels: central, state, and local. While much attention is given to the first two tiers, the local level, which interacts most closely with the people, often remains neglected. In Jharkhand, where many communities are marginalized, active participation in local democracy represents their primary avenue for improving their living conditions according to their own needs and aspirations for development.

Recent state efforts to strengthen local democracy in Jharkhand include significant steps towards increasing funds, functions and functionaries at the panchayat level, and extending support in drafting the Panchayats (Extension to Scheduled Areas) Act, 1996 (PESA) rules. Drafting guidelines for Own Source of Revenues (OSR), and designing training modules for elected representatives as well as elected women representatives were also prioritized.

One such example is Bari panchayat in the forested Sonua block of West Singhbhum, where over 60% of the population belongs to the Ho tribe. The area faces numerous challenges, with many villages located in remote areas that make access to block or district towns difficult. Historically, obtaining benefits from government welfare schemes often involved paying bribes to intermediaries, complicating access to pensions and agricultural resources.



In response to these challenges, the villagers rallied behind Sunita Gagrai, a young woman from the Porahat Mahila Mahasangh women's SHG federation, to lead as Mukhiya. Sunita had previously served as a Gram Panchayat Facilitator for over two years, actively assisting the community in navigating social schemes and improving local governance. Her candidacy symbolized a grassroots effort to bring about meaningful change through local leadership and community empowerment.



Sunita Gagrai at her Gram Panchayat office.
Photo Courtesy: Nishu Nishant, Sonua, Jharkhand

“We saw Sunita as a beacon of hope, someone who could bring honesty and hard work to the position,” reminisces Indumati, Sunita’s SHG mate.

Despite facing jeers from some, Sunita Gagrai rode the strong tailwind of change to emerge victorious in the panchayat election. On the day of her triumph, hundreds of SHG members, panchayat workers, and ordinary villagers gathered to warmly welcome and congratulate her. Sunita became the new Mukhiya.

Sunita was new to governance and unfamiliar with the processes. PRADAN stepped in to help her as a part of its governance initiatives. PRADAN’s staff organised a master trainer under the UNICEF supported PRI-CBO collaboration project. The trainer, an ex-Mukhiya from Hazaribagh, helped Sunita understand the Panchayati Raj system, the roles of different stakeholders and the documentation process. Sunita and other panchayat members also visited Pindarkon panchayat to learn about its well-functioning system. Additionally, the administration organized training for the panchayat's functioning. Along with it, Sunita participated in a program named SHE representatives, organized by the Indian School of Democracy in collaboration with PRADAN to improve her leadership skills and develop her understanding of governance.

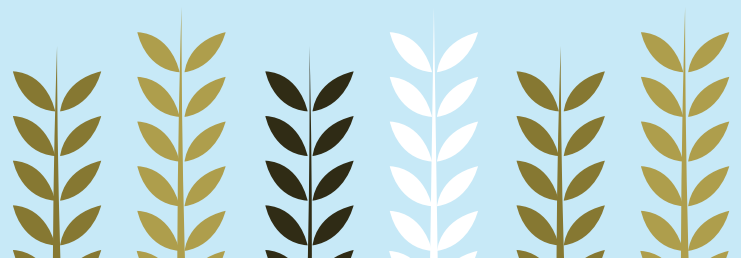
The panchayat organized various Gram Sabhas and local meetings to understand the issues and way forward. “The infrastructure was in terrible condition,” Sunita recalled. “We cleaned and beautified the panchayat office and made sure that it opens regularly.”

The panchayat was deeply involved in GPDP planning. Slowly, monthly Gram Panchayat Coordination and Executive Committee meetings began. They tackled earlier mistakes and corruption by ensuring transparency in all activities, reducing the influence of intermediaries.

“This transparency helped us rebuild trust,” mentions Bimla Gope, a panchayat member. “We started having regular meetings with various stakeholders, supporting each other.” The panchayat chose a women-friendly theme and focused on improvements in Anganwadis, drinking water facilities, schools, and sanitation with a women-centric approach. PRADAN professionals provided regular support both on and off the field.

To transform the panchayat into a hub of development activities, Sunita focused on regular operations and public engagement. Meetings are held every Monday and Thursday, fostering transparency through village meetings for major planning and discussions. This approach led to the selection and sanctioning of over 120 pensions and 64 housing units through public meetings. In Jhaliyamura village, 100% of households have been linked to the Nal Jal Yojna, with 50 households supported last year alone. Sanitary pad machines have been installed in three schools, and the Mukhiya has simultaneously raised awareness and provided training for girls. Additionally, wells and hand pumps have been repaired in Burusai and Kharimati villages, ensuring improved access to water for the residents. “She has shown a glimpse of the difference she can bring to the panchayat,” confidently claims Meena, another SHG member. “Her vision is to make the panchayat a center of developmental activities and lead it towards being the best in Jharkhand, benefitting the most marginalized.”

"We're navigating a complex path of change," Sunita reflects. "But I've come to deeply believe in the power of our collective efforts. Together, we have the capacity to truly transform our community."



I.2 PROMOTING SUSTAINABLE LIVELIHOODS

The plight of the underserved in rural India, particularly small and marginal farmers is worsening due to a myriad of challenges. These include a degraded resource base, extreme climatic uncertainties, reliance on rainfed conditions leading to low and fluctuating incomes, limited employment prospects, and poor market access. The vulnerability is especially severe among communities from Scheduled Tribes (STs), Scheduled Castes (SCs), especially for women from these households. Moreover, there are ultra-poor individuals in these areas who often do not benefit from most of the interventions.

In response to these challenges, our focus has been on promoting livelihoods in a holistic manner, integrating aspects of ecology, economy, gender and inclusion.

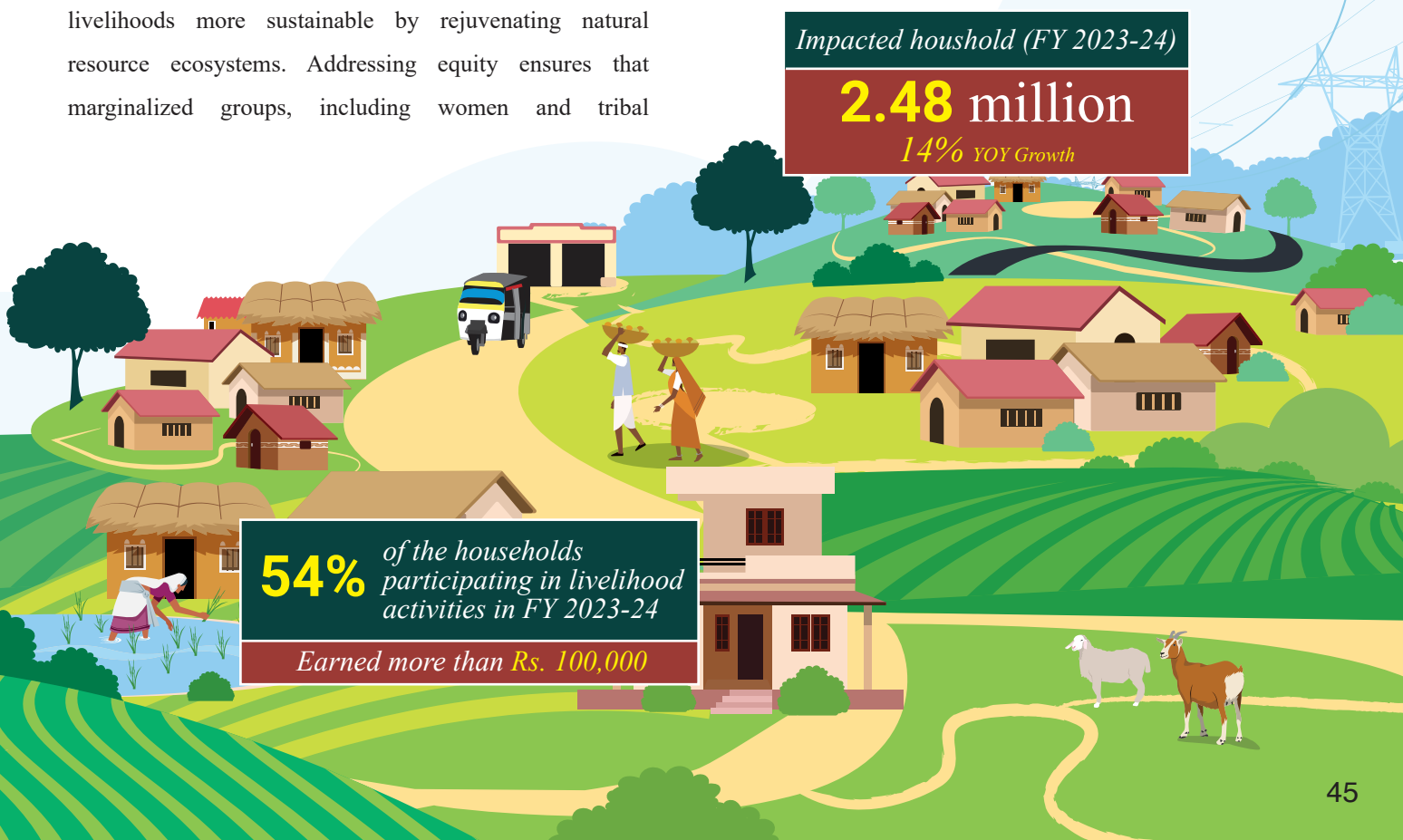
We support a holistic strategy that improves ecological practices, addresses equity issues, and significantly increases income through diverse livelihood opportunities.

By promoting better ecological practices, our goal is to make livelihoods more sustainable by rejuvenating natural resource ecosystems. Addressing equity ensures that marginalized groups, including women and tribal

communities have equal access to resources and opportunities. Furthermore, diversifying sources of livelihoods not only increases resilience to external shocks but also opens newer avenues for higher and more stable income. By adopting this approach, we aspire to facilitate the marginalised to elevate their living standards, and promote sustainable development in rural India.

In FY 2023-24, our livelihood interventions impacted 2.48 million households, achieving a year-over-year growth of approximately 14%. Additionally, 54% of the households engaged in livelihood activities earned more than Rs. 100,000. Livelihood families are supported through a variety of interventions such as agriculture, horticulture, livestock, on-farm and off-farm-based enterprises and skill-based employment. We have recently ventured into farm and off-farm-based enterprises and skill-based employment on a pilot basis, which holds a promise for significantly contributing to the family income.

Fig. 5: Livelihoods Participation



Our major interventions to promote livelihoods include:

Diversified livelihood portfolio including agriculture (food crop, pulses, oilseeds, horticultural crops), livestock, forest, enterprises, and skill-based employment programs (in the pilot stage). We focus on enhancing the productivity of existing crops and livestock to ensure food security, and developing and replicating context-specific livelihood prototypes in collaboration with SRLM and other departments to enhance income.

Ecological restoration to support livelihoods by rejuvenating natural resources to sustain production systems, creating and utilizing livelihood assets leveraging public and private resources, promoting regenerative agriculture and cultivation of locally suitable crops using locally available inputs.

Promotion of production clusters that plan for surplus production with intensive cultivation and ensure aggregation and marketing for better returns.

Value chain-based interventions including building livelihood ecosystems (cold chain units, hatcheries, feed fodder units, processing units, agri-input aggregation, etc.), promoting economic organizations such as PGs and FPOs to provide farm-based services, creating market support systems by establishing different market channels and linking with larger buyer bases, linking with start-ups and institutional market actors, and grooming entrepreneurs in rural areas who set up enterprises or support livelihood activities.

Gender transformative livelihood promotion, focusing on women's participation in extension programs, access and control over resources, assets, or income, and enhancement of knowledge and skills.

Collective led planning process and supporting members to implement those plans, with CLF/GPLF facilitating family-based livelihood planning exercises, intervention in CLF and VO visioning, annual action plan, and livelihood perspective building. Strengthening livelihood sub-committees in the implementation of livelihood plans.

Promoting and building **capabilities of the cadres** (SRLM and others) to support and handhold members in implementing planned livelihoods.





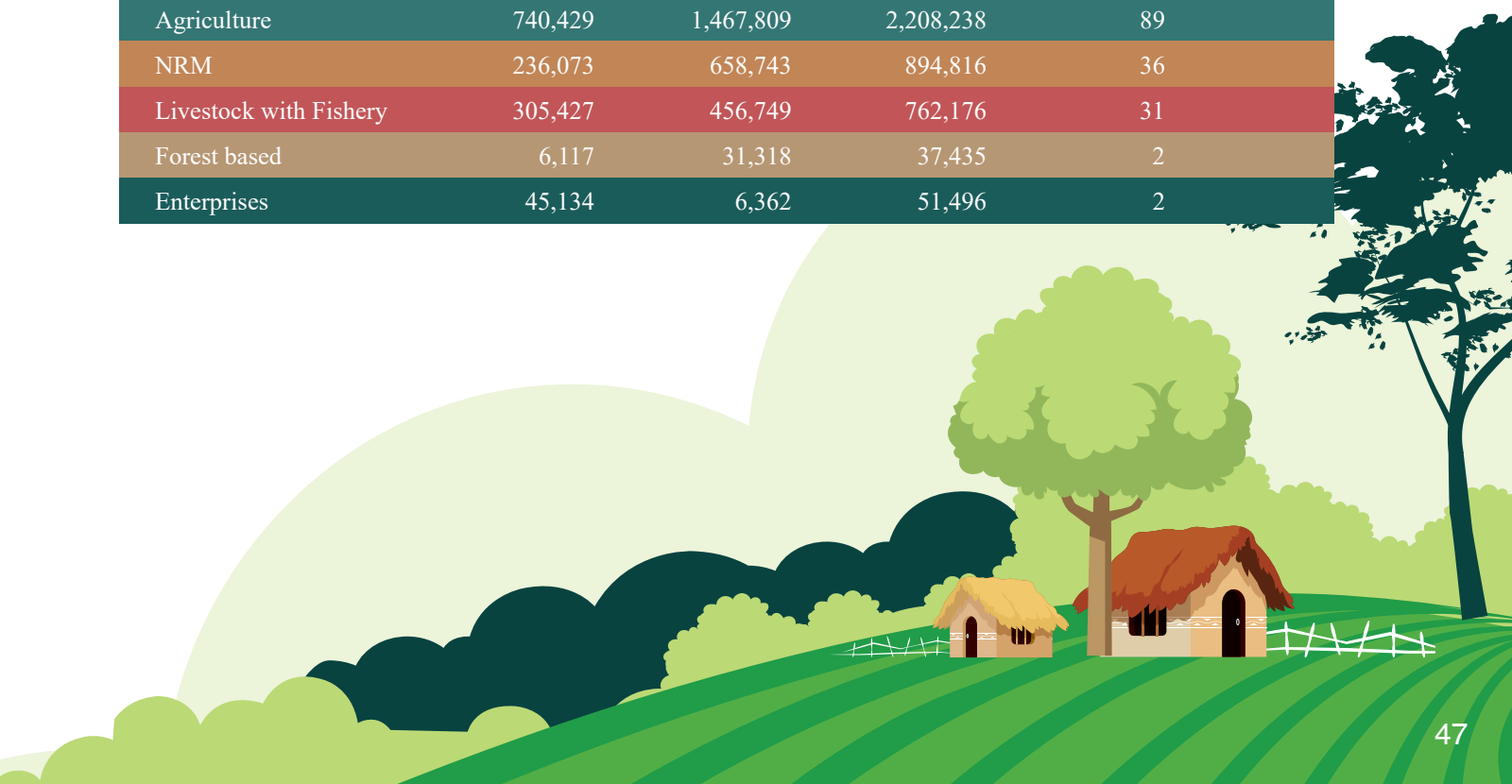
Farmers showing their fresh vegetable harvest

Photo Courtesy: Deepak Jatav, Bagmundi, West Bengal

The table below shows the livelihoods outreach in different sectors, highlighting that farm-based livelihoods are the predominant sector.

Table 3: Intervention-wise livelihoods outreach

	Direct Action	Partnership	Total	Percentage of total Livelihoods
Livelihoods	768,332	1,706,687	2,475,019	
Agriculture	740,429	1,467,809	2,208,238	89
NRM	236,073	658,743	894,816	36
Livestock with Fishery	305,427	456,749	762,176	31
Forest based	6,117	31,318	37,435	2
Enterprises	45,134	6,362	51,496	2



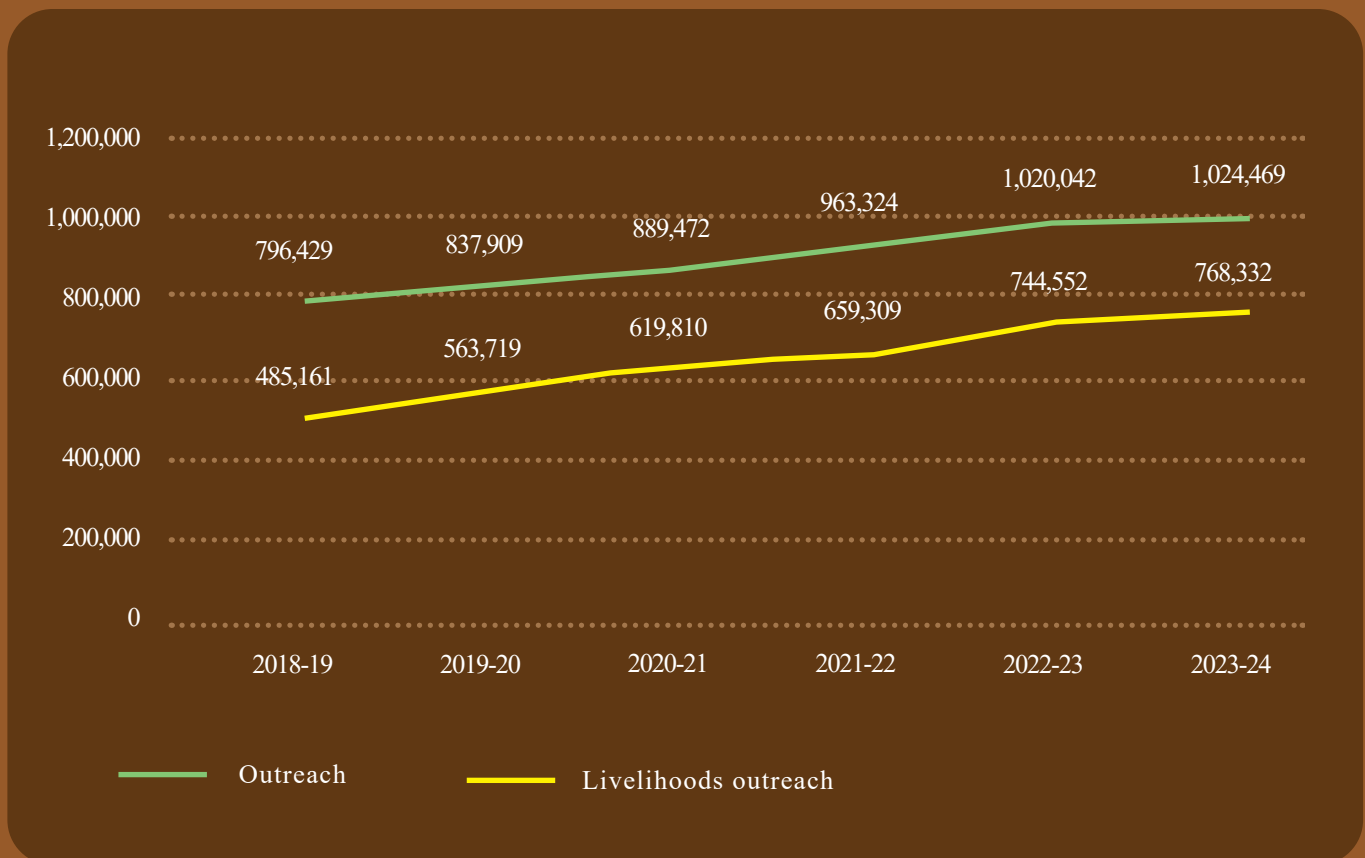
I.2.A. Community participation in livelihood activities through direct action teams:

During the fiscal year 2023-24, our social outreach extended to 1,024,469 households. Among these, we provided support to 768,332 households through various sustainable livelihood programs. This represents an increase in the share of livelihood outreach on the total outreach, rising to 75% in 2023-24 from 73% in 2022-23.

Our efforts in outreach have steadily grown, particularly in the realm of livelihood support. Each year, we strive to reach more households and integrate them into sustainable livelihood initiatives. The graph below illustrates the evolving trend in livelihood outreach over the past six years in direct action teams.

Fig 6: As on 31st March 2024:

Outreach vis a vis livelihoods trend (through direct action teams)



Through our direct action teams we focused upon intensifying the income generation interventions with the existing families by creating livelihood assets, ensuring surplus production, and diversifying with new activities such as fish farming, and enterprise development.

Fig. 7: Participation of households in livelihood interventions during FY 2023-24

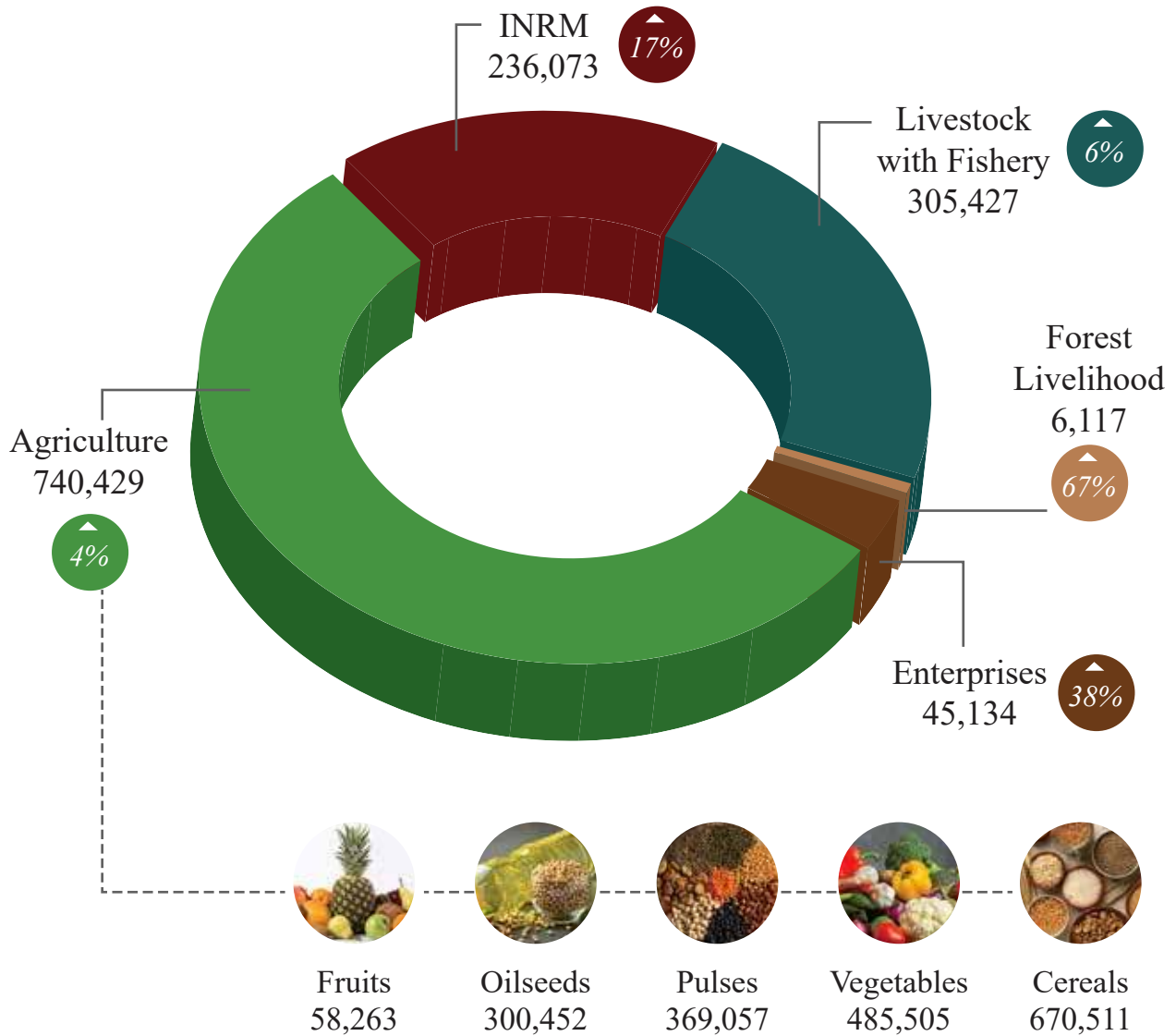


Table 4: Year-wise participation in livelihood activities

Indicator	March 2023	March 2024	Percentage of growth
Livelihoods Outreach	744,552	768,332	3
INRM	200,944	236,073	17
Agriculture & Horticulture	714,437	740,429	4
Livestock rearing	289,293	297,207	3
Forest based	3,657	6,117	67
Enterprise Development	32,754	45,134	38



I.2.A.I Livelihood sector wise achievements

Agriculture and horticulture

PRADAN primarily supports small and marginal farmers who often rely on chemical-intensive agriculture to boost crop production. However, addressing the challenges arising from such practices, along with improper land and water management, is beyond their reach. Therefore, our commitment goes beyond conventional farming. We aim to cultivate a future where diverse, indigenous crops and regenerative practices flourish.

We also believe in the adoption of a production cluster approach and hence promote Farmer Producer Organisations (FPOs) and agriculture entrepreneurs to facilitate local to distant market linkages as well as a local circular economy.

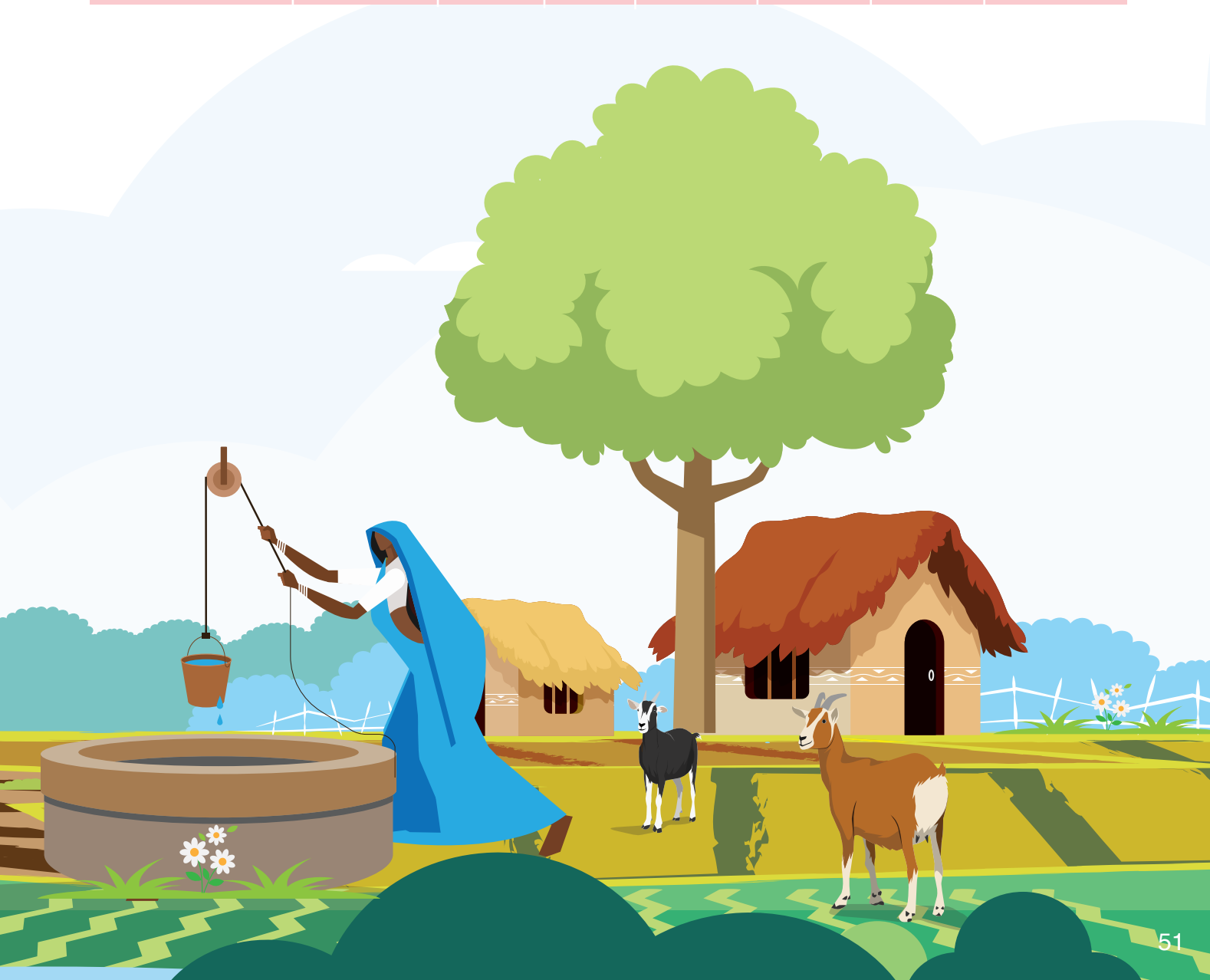
We believe that production clusters foster solidarity among women farmers, enabling them to pool resources and knowledge to cultivate crops abundantly from the existing land.

During the financial year 2023-24, we supported 740,429 households through agriculture and horticulture interventions. Compared to the previous financial year (2022-23), the number of participating households increased by 3.64%, and the farm land area by 12.17%. The average area per household under agriculture and horticulture increased to 1.71 acres in FY 23-24 from 1.59 acres in FY 22-23.



Table 5: Year-wise participation and area coverage in agro-horticulture

Particulars	Percentage of total households under Agriculture & Horticulture	Number of women farmers			Intervention area (acres)		
		March 2023	March 2024	Percentage of Growth	March 2023	March 2024	Percentage of Growth
Net households in Agriculture & Horticulture		714,437	740,429	4	1,134,688	1,272,723	12
Cereals	90.5	641,975	670,511	4.5	812,741	893,490	10
Pulses	50	313,041	369,057	18	137,248	168,295	23
Oilseeds	41	237,159	300,452	27	63,420	88,337	39
Vegetables	66	446,610	485,505	9	98,444	115,935	18
Fruits	8	52,976	58,263	10	18,193	15,311	9



Diversifying crop base

In response to climate change and evolving market demands, we diversified our crop portfolio by reintroducing crops such as millets. This strategy aims to mitigate risks and support communities in achieving their livelihood and nutritional goals. For FY 2023-24, we planned for large-scale cultivation of cereals, pulses, oilseeds, vegetables, and plantations, actively involving the community in these efforts. Notably, there was significant growth in the cultivation of pulses and oilseeds, with increases of 18% and 27% respectively, compared to the previous year.

Paddy remains the top choice for small and marginalized farmers, followed by maize, wheat, and millet. We supported 89,781 households in cultivating millet across 41,004 acres in 2,396 villages, particularly in Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha and Bihar. Ideal for regenerative farming, pulses improve soil health and have high market demand. Black gram, pigeon pea, lentil, chickpea, horse gram, and green gram are the major pulse crops promoted.. About 49.84% of participating households are engaged in pulse cultivation. We supported these households with quality seeds, adoption of improved practices and FPO-led marketing and processing units in Bihar, Jharkhand, and Madhya Pradesh.

Cultivation of oilseeds thrive under regenerative practices with low water needs and this is vital for reducing

dependence on vegetable oil imports. Mustard, groundnut and niger are the major oilseeds that are grown. Farmer Producer Organizations (FPOs) in Jharkhand and West Bengal have been actively involved in mustard cultivation and oil production, significantly contributing to the local economy. Vegetables, being highly profitable for small farmers, are cultivated year-round with the assurance of irrigation. There is a strong demand for these vegetables across local, regional, and other state markets.

To promote year-round agriculture, we have introduced improved practices such as drip irrigation, mulching, and multilayer farming. Additionally, we piloted small-scale, protected vegetable cultivation in 341 units across Bihar, Jharkhand, and Odisha. This initiative aims to increase productivity per unit area while reducing climatic and production risks.

On the other hand, mango and cashew plantations provide reliable income and intercropping opportunities. These are established under MGNREGS with technical support from Indian Council of Agricultural Research (Research Complex for Eastern Region) Palandu in Ranchi, Jharkhand. We rejuvenated older orchards by providing training in pruning, central opening, and nutrient management, resulting in increased yields.



Adopting diversified agriculture – marigold cultivation

Photo Courtesy: Sankarsan Behera, Kolnara, Odisha

How millet cultivation can tackle the challenges of food security issues

Updates- July 23, 2023 at 03:12 PM

Millet cultivation can tackle food security worldwide as they are nutritionally superior to wheat and rice

BY MONISHA MUKHARJEE



The year 2023 has been declared by the United Nations as the International Year of the Millet, following a proposal by India. The global agrifood systems face multiple challenges to produce food for the ever-growing global population.

In such a scenario, resilient cereals such as millets provide an affordable and nutritious option, and efforts need to be scaled up to promote their cultivation. Millets can play an important role and contribute to the collective efforts to empower smallholder farmers, achieve sustainable development, eliminate hunger, adapt to climate change, promote biodiversity, and transform agri-food systems.

Millets can truly tackle the food security issues worldwide, as they are nutritionally superior to wheat and rice, owing to their higher protein levels and a more balanced amino acid profile. They also contain various phytochemicals which exert therapeutic properties owing to their anti-inflammatory and anti-oxidative properties. Further, millet grains are rich sources of nutrients like carbohydrates, protein, dietary fiber, and good-quality fat; minerals like calcium, potassium, magnesium, iron, manganese, zinc, and B complex vitamins.



Less water required

Added to this, millets require very little water for production and have a short growing period under dry, high-temperate conditions, making them a good fit for arid and semi-arid regions. Millets use 70 per cent less water than rice; grow in half the time as wheat; and need 40% less energy in processing. They are used for food and fodder. Therefore, they make strong economic sense in the mixed farming systems of India. In addition, millets sequester carbon, thereby adding to CO₂ abatement opportunities, contributing to improved agro-biodiversity through their rich varietal diversity, allowing for mutually beneficial intercropping with other vital crops.

Millets were an integral part of the Indian food system, but due to the push given to food security through Green Revolution in the 1960s, the production and consumption of millets gradually diminished over time. Before the Green Revolution, millets made up around 40 per cent of all cultivated grains, which has dropped to around 20 per cent over the years. According to the Ministry of Agriculture and Farmer Welfare, till the 1965-70 time-frame, millets formed 20% of our foodgrain basket but are now down to 6 per cent. Between 2013-14 and 2021-22, the major millets such as bajra, jowar, and ragi combined production dropped by 7 per cent to 15.6 million tons.

However, recognising the enormous potential of millets, which also aligns with several UN Sustainable Development Goals (SDGs), the Government of India (GoI) prioritised millets. In April 2018, millets were rebranded as “Nutri Cereals and UNGA declared 2023 as the International Year of Millets in March 2021. India pushed for recognizing the importance of millet and creating a domestic and global demand along with providing nutritious food to the community.

Galvanising interest

PM Narendra Modi has also shared his vision to make International Year of Millet (IYM) 2023 a ‘People’s Movement’ alongside positioning India as the ‘Global Hub for Millets’. This has galvanized interest in millet among various stakeholders like farmers, the youth, and civil society and pushed governments and policymakers to prioritize the production and trade in these cereals.

The Ministry of Rural Development (MoRD) through its Deendayal Antyodaya Yojana - National Rural Livelihood Mission (DAY-NRLM) has made significant efforts to increase the production of millets across India. The major interventions were, transferring improved technologies at the last mile for enhancing production, availing good quality seeds through convergence and promotion of seed banks, availing finance through Revolving Funds (RF) and Community Investment Funds (CIF) to take up millet production and post-harvest processing, promotion of value-added millet products to increase its market appeal and running camps and other activities to promote millet consumption in the local areas. All these efforts have resulted in increased production and consumption of millets in India.

(The author is Integrator, PRADAN)



Agriculture Production Cluster

PRADAN initiated the Agriculture Production Cluster (APC) approach in 2014-15 to uplift farm-based livelihoods by organizing smallholder farmers around synchronized and market-linked production. This innovative concept involves identifying suitable crops based on market demand, farmer suitability and agro-climatic conditions and forming Producer Groups (PGs) or Farmer Interest Groups (FIGs) to collectively cultivate these crops. The production is synchronized in terms of timing, crop varieties and quality to meet market requirements, with cultivation done in batches to ensure surplus production. PGs procure inputs collectively, follow best practices, and aggregate produce for doorstep marketing, facilitating a seamless process from seed to market. Quality assurance is emphasized through grading, sorting, and packaging according to the market standards. Other factors such as irrigation, post-harvest structures, and mechanization are also addressed in a cluster manner, in convergence with relevant departments. Overall, the APC approach empowers smallholder farmers to significantly increase their income and livelihood opportunities through market-linked agricultural practices. Through this approach, about 195,400 households were

brought under the production cluster by forming 5,666 PGs, marking a 48% growth from the previous year. Most of these farmers have become shareholders of the Farmer Producer Organizations (FPOs), highlighting the success of FPOs being contingent on the establishment of APCs. Various market strategies such as selling at the farmgate, marketing in *Mandis*, initiating e-Nam platform marketing, Farm-2-Plate (F2P) initiative and opening retail outlets in selected places have been employed to market the produce effectively.

Special projects like APC project of Odisha, 'Technical Agency support to Jharkhand and Chhattisgarh SRLM to expand women's livelihoods' supported by Bill and Melinda Gates Foundation (BMGF), High Impact Mega watershed projects supported by Axis Bank Foundation and Bharat Rural Livelihoods Foundation (BRLF), PROWFIT initiative supported by Walmart Foundation, Holistic Rural Development Project and Focused Rural Development Project by HDFC Parivartan and Swayamshree project of Madhya Pradesh supported by BMGF and Reliance Foundation remained committed to promoting these clusters.



Growing vegetables in the agriculture production cluster approach

Photo Courtesy: Sankarsan Behera, Patna, Odisha

Regenerative agriculture

Over the past few years, PRADAN has focused on promoting Regenerative Agriculture to make farms resilient to climate change, rejuvenate natural resources, and help smallholders achieve economic prosperity while producing healthy food. This approach includes rejuvenation of soil biology, enhancement of soil organic matter, establishment of Bio Resource Centers (BRCs), and promotion of indigenous seeds. Regenerative practices also include integration of livestock and Integrated Natural Resource Management (INRM) approach..

Household coverage in regenerative agriculture increased from 81,946 in FY 22-23 to 214,632 in FY 23-24, a 161.9% growth rate. Positive results were seen in field crops like cereals, millets, pulses, and oilseeds, as well as in vegetable cultivation through multilayer farming and trellis systems, particularly during the rabi and summer seasons. Crop quality improved, with longer shelf life, better taste, and greater market appreciation. Crops also showed increased resilience to dry spells and excessive rainfall.

A study with Azim Premji University is being conducted to explore farmers' experiences and perceptions of regenerative

agriculture. PRADAN has actively contributed to coalitions like the Climate Rise Alliance, Consortium for Agroecological Transformation (CAT), National Coalition for Natural Farming (NCNF), and the Revitalising Rainfed Agriculture (RRA) Network. Additionally, PRADAN partnered with five State Rural Livelihood Missions (SRLMs) under the Natural Farming Mission to promote natural farming across 70 districts.



*Spraying natural medicines to multilayer farm
Photo Courtesy: Deepak Jataw, Jhargram, West Bengal*

Table 6: Houesholds participating in regenerative agriculture

HOUSEHOLD COVERAGE	
FY 22-23	81,946
FY 23-24	214,632



Centre of Excellence (CoE) on agriculture

The Agriculture Centre of Excellence (CoE) is dedicated to advancing regenerative and planet-friendly agriculture through strategic planning and the integration of ecological principles with market development. We have formulated detailed plans and strategy papers to guide our efforts in promoting sustainable agricultural practices.

At the core of our mission is capacity building and training, equipping about 300 PRADAN staff members with essential knowledge and skills in regenerative agriculture. Our goal is to facilitate the large-scale adoption of these practices

within PRADAN's operational areas and support field teams in their effective implementation.

Beyond our organization, we actively engage in coalitions, networks, and alliances related to climate-resilient and regenerative agriculture at both state and national levels. Through these collaborations, we contribute to the broader discourse and initiatives around climate action and sustainable agriculture, furthering our commitment to a healthier planet.



The need for progressive sustainability in rural India to improve agriculture

Updates- September 10, 2023 at 10:54 AM

India's overall climatic conditions have affected farming

BY SAROJ KUMAR MAHAPATRA



Today, the threat of climate change looms over humanity. Irrespective of geography, money, or social standing; every person is experiencing its effects in multiple ways. Sustainable Development Goals (SDGs) have been set, and pledges have been made, but good intentions need to be backed by action or else saving the globe may prove to be exceedingly challenging.

India's agricultural production has been adversely impacted by climate change, due to inadequate irrigation facilities, deteriorating soil conditions, crop losses, and lack of livelihood diversity. The lives and livelihoods which are being most negatively impacted and threatened due to climate change are also the most vulnerable; they are the ones, who have historically had small carbon footprints. It includes 480 million (approximately) small land-holding farmers, especially women, and the landless rural population of India.

[Lack of market opportunities](#)

Additionally, due to the lack of market opportunities for their products, the impact of climate change is most evident in these weaker segments of our society. Thus, there is an ardent need for progressive sustainability and well-being of this vulnerable section to improve the climatic conditions in the country. Improvement in agriculture will parallelly improve the climatic conditions of the country.

Efforts are needed to plan and diversify farmers' crop baskets and further strengthen the agriculture production cluster (APC) approach in rural India. Through this approach, farmers can be facilitated to identify locally suitable crops with high commercial value, commonly called "winner crops"; they can be empowered to target economies of scale for small landholdings and resource-poor farming households through coordinated production processes.

On the other hand, regenerative agriculture has been playing a transformational role in striking a perfect balance between the economic and ecological outcomes. 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. Rejuvenation of soil is helping improve soil microbial populations and enhancing soil organic matter through bio-inputs, crop cover, and plant diversity.

The good side of the story is that many CSOs, NGOs and corporate houses are now coming together to strengthen agricultural conditions in the country. Some government projects have started creating impact in several regions of the country. For example, Natural Resource Management (NRM) work picked up pace in Madhya Pradesh, with the Cluster Facilitation Team (CFT) project and the Madhya Pradesh State Rural Livelihoods Mission (MPSRLM).

Need to establish resource centres

While steps are now being taken to improve the agricultural produce and soil quality, a lot more needs to be done. There is still a major need to establish a local service system, which can be done by setting up BRCs, promoting FPOs, and indigenous seed banks, to build an overall ecosystem of easy input access and adaptation. There is also a need to rejuvenate natural resources, as a foundational condition for environmental sustainability and local economic development, particularly farm-based livelihoods. More and more farmer producer organisations (FPOs) resource centres need to be established to mitigate the unmet need for services for small-holder farmers. Over the past two years, these centres have helped in fast-tracking strategies to mobilize farmers. Goat and backyard poultry rearing, which is an important source of livelihood, especially for poorer sections of the community, should be expanded significantly with a Year-on-Year growth.

Projects in collaboration with public private partnerships can only make large-scale impact. Government organisations, private sector, corporates, NGOs need to work hand in hand to strengthen the larger ecosystem. This will help in creating high-impact evidence, grooming champions, and running multi-partnership programs to reach a significant percentage of the rural poor and improve the climatic and agricultural conditions of rural India. Once, the roots of India improve, the overall climatic conditions of the country will improve invariably.

The author is Executive Director of PRADAN (Professional Assistance for Development Action)

Livestock rearing

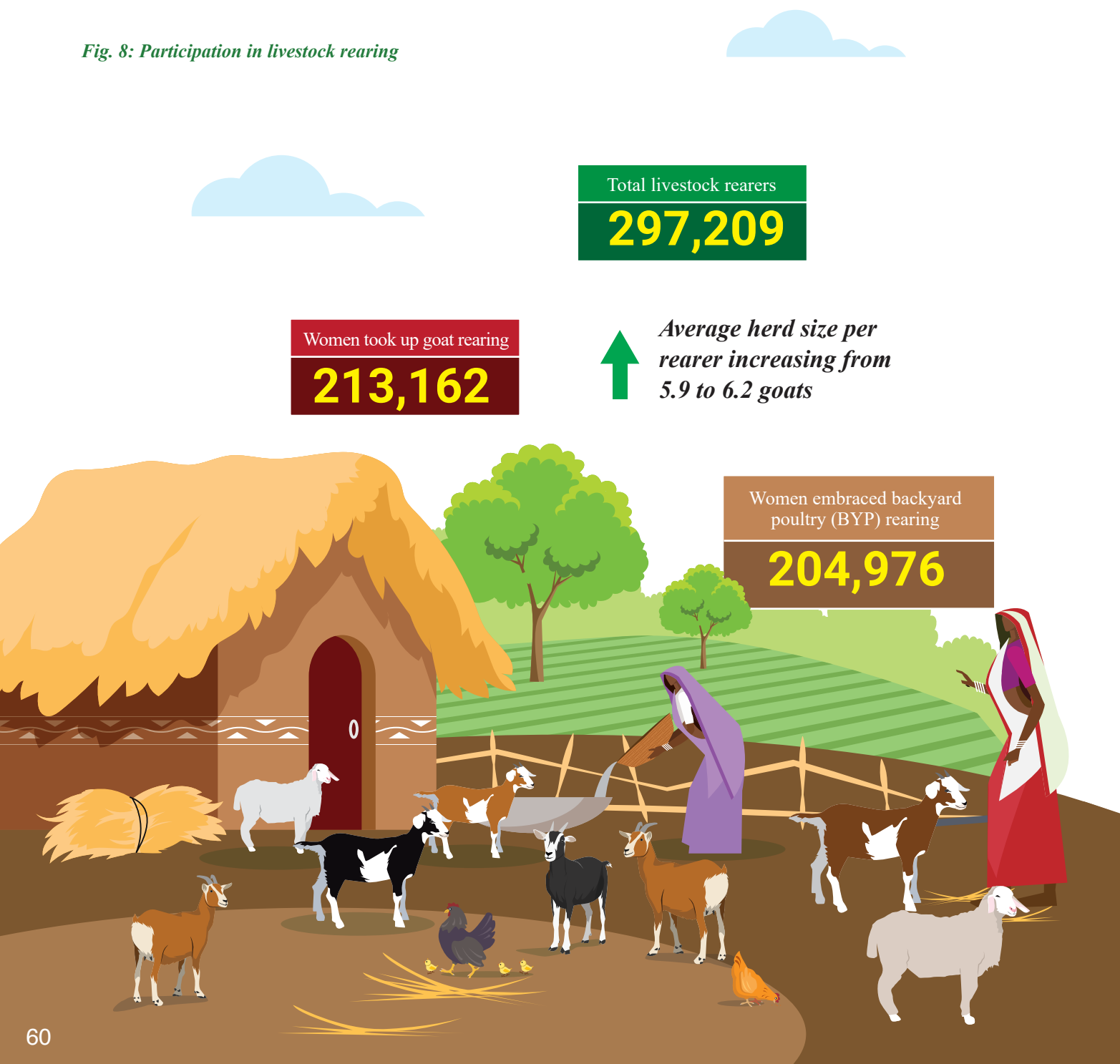
Livestock plays a crucial role in uplifting the income of marginal farmers and it has been a major pillar of PRADAN's livelihood interventions. Through the community paid Pashu Sakhi model, we support the livestock FPOs and Producer Groups to provide essential services such as vaccination and deworming to the livestock rearers.

During FY 2023-24 we successfully engaged with 297,209 livestock rearers. Among them, 204,976 women embraced

backyard poultry (BYP) rearing, while 213,162 women took up goat rearing. The average herd size per goat rearer increased from 5.9 to 6.2 goats.

Remarkably, approximately 39% of families involved in livelihood activities are now engaged in livestock activities, highlighting the transformative impact of our programs on the lives of rural households.

Fig. 8: Participation in livestock rearing





A goat rearer inside her goat shed
Photo Courtesy: Deepak Jatav, Gumla, Jharkhand



A backyard poultry rearer
Photo Courtesy: Shubham Sen, Narharpur, Chhattisgarh

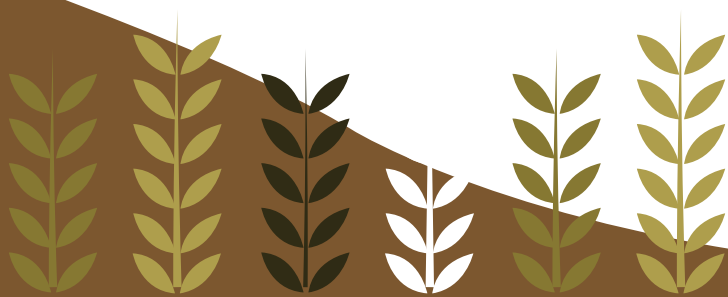
Major highlights of our intervention:

Capacity building of Pashu Sakhis and Paravets: We trained 1,759 Pashu Sakhis and 293 Paravets to provide timely services and input supply for livestock rearing. Efforts are ongoing to address dropout issues and enhance competency through certified training programs, including Livestock Service Provider training.

Promotion of Producer Groups (PGs): Till date, we have promoted 2,114 livestock PGs involving 73,815 livestock rearers. These groups have been receiving training on various practices, including hygiene, supplementary feed and breed improvement.

Livestock FPO promotion: We have promoted nine livestock FPOs across different states, involving 24,393 shareholders.

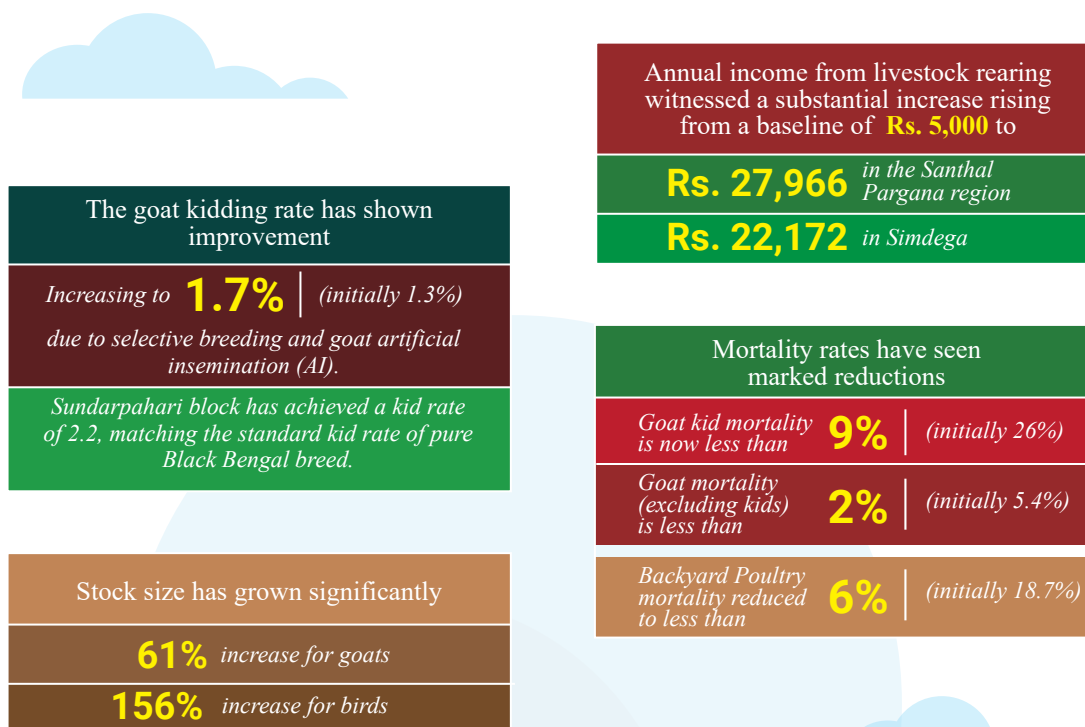
Entrepreneur promotion and ecosystem development: We have promoted 131 cold chain and input supply units, 110 feed/fodder production units, 47 goat breeding units and 17 backyard poultry (BYP) breed units to establish regular input supply chains. We have put our focus on concentrated feed production and goat breed farms.



Research and Knowledge Management Initiatives: Our research and knowledge management initiatives focus on bridging the productivity gap through technological innovations and experiments. The pilots that we conducted include promotion of local BYP value chain, creation of goat rearing prototypes and supplying semen of Black Bengal white colour breed. These efforts aim to standardize rearing prototypes and improve productivity.

Support to SRLMs: Our livestock engagements transcends grassroots community engagement. We support the SRLMs in Jharkhand, Odisha, Chhattisgarh and Bihar to enhance the Pashu Sakhi model and ethno-vet practices. Collaborative events were organized with the Bihar Rural Livelihoods Promotion Society (BRLPS) and partnerships with the Department of Animal Resources Development in West Bengal and the Directorate of Animal Husbandry in Jharkhand to develop small-livestock prototypes. Cross-learning events and training were organized with institutions like U.P. Pt. Deen Dayal Upadhyaya Veterinary Science University (DUVASU) and Krishi Vigyan Kendra that were aimed to strengthen livestock-based livelihoods across various regions.

Fig. 9: Under the ICICI Foundation for Inclusive Growth supported Assured Income Enhancement Model through Goat and Back Yard Poultry (BYP) Farming in Simdega, Godda and Dumka Districts, Jharkhand (AssET) project, several improvements have been noticed over a period of three years:



Centre of Excellence (CoE) on livestock

The Livestock aims to support Centre of Excellence (CoE) has several key priorities, including standardizing goat rearing prototypes and focusing on increasing herd sizes for every goat rearer. The CoE promotes livestock Farmer Producer Organizations (FPOs) to mobilize shareholders and drive business growth. We are also establishing entrepreneurial models in cold chain and input supply units, feed and fodder production units, and goat breed units.

During the last financial year the first batch of participants from PRADAN's Professional Development Programme – Livestock graduated, and a Community of Practice for Livestock (CoP-L) group was formed. We are conducting small pilots to standardize prototypes and activities, focusing on areas such as the pure country backyard poultry

(BYP) value chain and goat rearing in rolling topography.

To streamline operations, we developed ERP software called Rural Flock to track animal care services provided to the rearers. Additionally, we are collaborating with State Rural Livelihood Missions (SRLMs) across seven states to create models for small ruminant rearing and ethno-veterinary practices. Our collaboration with the Animal Resource Department of the Government of West Bengal aims to support 150,000 livestock farmers in Jangal Mahal. Furthermore, we have partnered with the Directorate of Animal Husbandry, Government of Jharkhand, to support Project Management Units (also in West Bengal), providing technical assistance in livestock rearing.



A backyard poultry initiative

Photo Courtesy: Rittik Das, Chaibasa, Jharkhand



Fish rearers checking health of fishes

Photo Courtesy: Barni Chatterjee, Lalgarh, West Bengal

Pisciculture

With a heightened focus on creating water bodies through Integrated Natural Resource Management, PRADAN has placed significant emphasis on systematic adoption of pisciculture in the water bodies created, recognizing its nutritional benefits and environment friendly nature. In FY 2023-24, 25,000 women farmers (a 47% growth over FY 2022-23) participated in pisciculture initiatives, with 8,220 farmers engaged through direct action teams. These efforts covered 6,331 acres of water area, offering an income potential ranging between Rs. 15,000 to Rs. 20,000. We have demonstrated two key rearing practices: seed production/nursery rearing (from spawn to fingerling/yearling) and grown-out/table fish production (from fingerling/yearling to table fish).

Fig. 10: Participation in fish rearing

Women farmers participated in pisciculture initiatives

25,000

47%
growth

with 8,220 farmers engaged through direct action teams

Water area covered

6,331 acres

Income range:

Rs. 15,000

—to—

Rs. 20,000

Tasar Sericulture

PRADAN has been involved in Tasar sericulture for over three decades, creating sustainable livelihoods for marginalized communities in forest areas. Starting in Godda, Jharkhand, the initiative expanded to Bihar, Odisha, and West Bengal. PRADAN developed the entire Tasar silk value chain, from host tree plantations to cocoon processing, with each node established as an enterprise. This model was adopted by the Central Silk Board of India (CSB).

Through the Mahila Krishi Sashaktikaran Pariyojana (MKSP) projects with CSB, PRADAN mobilized 15,425 producers into FPOs and village-level Producers Groups called Tasar Vikas Samity. These FPOs, equipped with the necessary infrastructure, provide end-to-end services through Community Resource Persons. Financially sustainable, these FPOs produce high-quality Tasar seeds, meeting members' needs and supplying to the state sericulture departments. Average incomes for cocoon producers were Rs. 31,500, Rs. 40,000 for seed producers, and Rs. 24,500 for yarn producers.

In collaboration with the Department of Science and Technology, Government of India, we supported 1,879 families from 2021 to March 2024 across Jharkhand, West Bengal, and Odisha. Our efforts aimed to enhance their income through Tasar sericulture-based livelihood activities. Additionally, with support from the Department of Biotechnology, Government of India, we conducted trainings for 341 Tasar rearing families. These trainings covered silkworm seed production, Tasar cocoon production, Tasar host tree maintenance, Tasar yarn production, and improved organic composting. We also

provided handholding support to increase Tasar cocoon and yarn production in the districts of Godda, Dumka, and Pakur in Jharkhand.

Another significant initiative was project Arjuna, supported by the Livelihoods Carbon Funds, focused on afforestation to promote livelihoods and reduce greenhouse gases, with an aim to sequester 1.30 million metric tonnes of CO₂e (Carbon Dioxide Equivalent). Supporting 4,500 households, mostly women, the project plants trees on degraded lands to support Tasar sericulture and carbon sequestration.



*A cocoon rearer taking care of the silk-worms
Photo Courtesy: Md. Shamshad Alam, Banka, Bihar*

Fig. 11: Results of project Arjuna:

Covered **7,413** acres
across **150** villages
in Jharkhand and West Bengal

Transplanted **4 million**
saplings with a
98.2% survival
rate

Promoted
180 Farmer
Groups
forming
four Producer Cooperatives

Youth employability

In far flung rural areas of India, the youth, particularly young women aged 18-25 years, often face significant challenges in accessing opportunities for education and employment. PRADAN's youth program which was initiated in 2019 and further strengthened over the years, is designed to address this gap.

The program focuses on three key components:

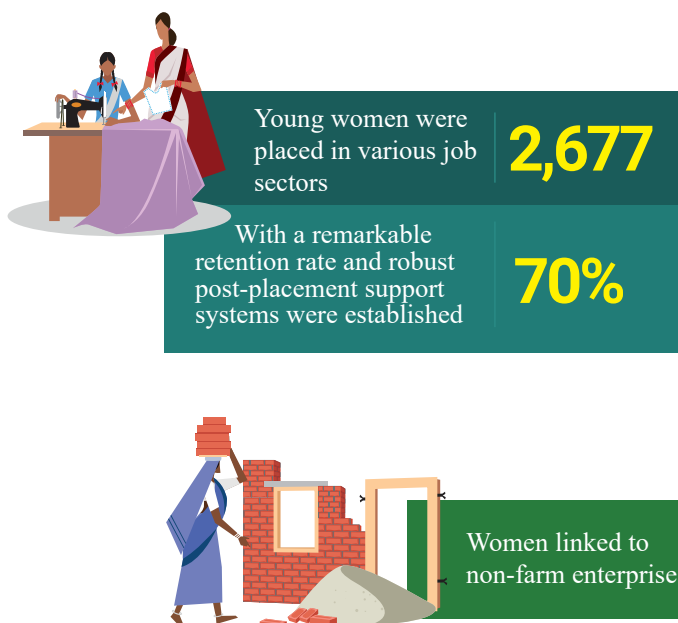
Education: Enrolling and supporting completion of school education in open schools through scholastic aid,

Skill-based employment: Providing skill-building according to job demands and job placement services, and

Enterprise promotion: Mobilizing youth, assisting them in business planning and providing the required support for entrepreneurial ventures.

In the fiscal year 2023-24, PRADAN achieved several milestones, including the successful completion of the Funding and Learning Initiative for Girls in Higher education and skills Training (FLIGHT) program by the UN Women with a 100% success rate and the standardization of program offerings. An Entrepreneur Development Program Handbook was finalized and crucial partnerships in the youth skilling ecosystem were established.

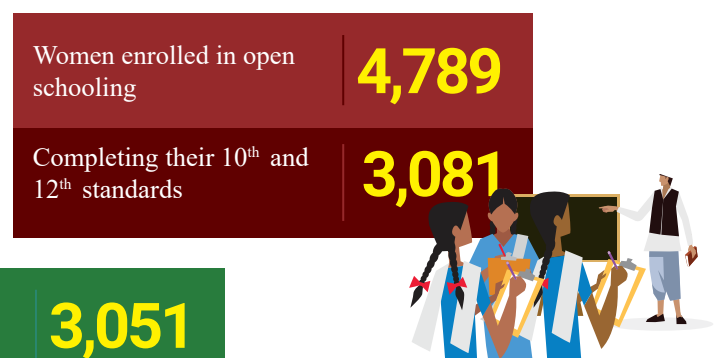
Fig. 12: Participation in training and placement initiatives in 2023-24



*A National Institute of Open Schooling class at Chittorgarh
Photo Courtesy: Devendra Gurjar, Chittorgarh, Rajasthan*

Notably, 2,677 young women were placed in various job sectors, with a remarkable 70% retention rate and robust post-placement support systems were established. Additionally, 4,789 women enrolled in open schooling, with 3,081 completing their 10th and 12th standards.

PRADAN successfully linked 3,051 women to non-farm enterprises, particularly focusing on married women and those returning to the workforce. The program effectively mobilized funds to support their employment, highlighting the importance of comprehensive guidance, direct placement strategies, and ongoing post-placement support. This approach was instrumental in facilitating career pathways and ensuring retention in the workforce. We aspire to deepen this engagement with industry and employers, pilot initiatives for career progression and scale up the models for non-farm enterprise promotion. In Madhya Pradesh, under Yuvashastra Program 1,008 youth underwent skill enhancement trainings and secured jobs on successful completion of their trainings. Overall, these programs have successfully employed 4,790 youths through 'On Job Training' and 'Skill Training,' training partners and providing placement opportunities.



On the other hand, the UN Women supported Second Chance Education (SCE) program recognizes that, for marginalized women transformational change requires more than the offer of training or education alone. These women have been held back by gender-based barriers and discriminatory practices all their lives without necessarily being aware of it. SCE therefore provides access to practical support and life skills training that enable women to participate in one of three learning pathways: entrepreneurship/self-employment, employment/vocational training, or return to formal education.

From 2019, PRADAN with support from UN Women embarked on a proof of concept in 12 districts in Bihar, Odisha, Maharashtra and Rajasthan to work on enhancing employment and entrepreneurship among young women

from marginalized communities in the organized sector. More than 60,000 women have been reached out across the SCE pathways, marking a significant step towards gender equality and economic empowerment. Moreover, 2,876 women have successfully been placed in formal jobs equipping them with valuable expertise and enhancing their employability in sectors like apparel, healthcare, automobile, electronics etc. The program has facilitated the education of 3,271 women to support them to re-enter in formal education, opening doors to brighter futures and expanded opportunities. About 2,008 women have been involved in individual off farm enterprises, and establishment of 90 group enterprises happened with 1,047 women members in retail enterprises, service enterprises or manufacturing units.

Fig 13: Salient features of SCE program during 2023-24



Women candidates at ITI, Thane

Photo Courtesy: Gulshon, Thane, Maharashtra

I.2.B. Ecological restoration

Establishing a natural resource ecosystem is crucial for supporting production systems and providing multiple benefits to smallholder farmer communities, especially in highland regions. In regions where PRADAN works, agriculture is often the mainstay, requiring a well-managed natural resource base that can significantly enhance productivity, ensure sustainable livelihoods and foster resilience against climate change. By integrating practices like rainwater harvesting, soil conservation and agroforestry, communities can create a robust ecosystem that supports diverse livelihood activities. This not only boosts food security and income levels but also preserves biodiversity and maintains ecological balance, ensuring long-term sustainability of livelihoods for smallholder farmers and their families.



Vanmahotsav celebration with seedballs

Photo Courtesy: Rajesh Kadraka, Kolnara, Odisha



A farm pond for increasing in-situ soil moisture

Photo Courtesy: Sourangshu Banerjee, Bankura, West Bengal

Forest based livelihoods

PRADAN has played a central role in empowering communities across 1,498 villages to secure their forest land rights, with people from 637 villages actively involved in the conservation and management of forest resources. This initiative has had a profound impact on livelihoods, particularly through the harvesting, aggregation, and value addition of Non-Timber Forest Products, supported by the Van Dhan Vikas Yojana. Approximately 37,435 members, including 6,117 within direct action areas, have embraced these activities.

This year, there has been a focused effort to enhance Lac rearing activities, with participation from 4,631 families, representing a remarkable 112% growth compared to 2022-23.





Forest rights and forest resources conservation and management

PRADAN's forest rights and rejuvenation work spans 18 districts across Odisha, Jharkhand and Chhattisgarh in partnership with government departments at the state and district levels. We have initiated work in 7,839 villages to assist forest dwellers in claim filing through Forest Rights Act, 2006. In partnership with Cadasta Foundation, we introduced GIS-based land mapping and documentation that helped the forest dwellers to map and document 173,000 acres of forest land. We facilitated 1,498 villages in submitting Community Forest Resource Rights (CFRR) claims to the Sub-District Level Committee, resulting in titles for 824 villages covering 516,450 acres. During FY 2023-24 PRADAN signed agreements with the ST & SC Development, Minorities & Backward Classes Welfare

Department, Government of Odisha, under the new scheme Mo Jungle Jami Yojana (MJJY) as Nodal NGO in FRA implementation. and with the District Forest Officer in Gumla, Jharkhand, to work in FRA and support forest management initiatives.

With the enhanced ownership and community forest governance, communities have planned and initiated conservation, restoration and management activities in about 254,519 acres, including forest protection, sustainable harvesting practices and afforestation initiatives.



*PRADAN staff and forest rights claimants locating forest patches on cadastral map
Photo Courtesy: Souparno Chatterjee, Phulbani, Odisha*

Centre of Excellence (CoE) on forest

The Forest CoE is dedicated to give shape to the thematic discourse around forest protection and rejuvenation in congruence with the needs of the community members in close association with other external stakeholders. The Forest CoE prioritized the following:

- The CoE built the capabilities of the officials from the departments of forest, revenue, tribal, and that of the Forest Rights cell, and staff members around claim making processes and forest resource conservation and management.
- The CoE, in partnership with Cadasta Foundation, standardized mobile based GIS tool for land mapping and documentation and conversion of forest villages into revenue villages. Overall, 116,000 acres of forest land has been mapped and documented through mobile based tool.
- Networking and partnerships have expanded, including collaborations with the Government of Odisha, Chhattisgarh and Jharkhand. For knowledge building and publication, the CoE partnered with Agricultural Extension in South Asia (AESA), Centre for Research on Innovation and Science Policy (CRISP), TATA Institute of Social Science (TISS)² and partnered with 18 CSOs. CoE also placed PRADAN's experience at Land and Carbon Lab Summit 2023 at Brussels, Belgium and at 7th India Land Development Conference.
- The CoE has helped in community driven actions around assisted forest restoration through seedballs where 1.2 million seedballs were sown in barren forest patches. The CoE also played a role in community governance in terms of forest fire prevention and control in collaboration with the Forest Department and could save nearly 100,000 acres of forest in 504 villages.

²AESA (Agricultural Extension in South Asia) network: <https://www.aesanetwork.org/blog-204-strengthening-local-forest-governance-to-restore-forests/>
CRISP (Centre for Research on Innovation and Science Policy) India: <https://www.crispindia.org/digital-mapping-for-inclusive-rights-on-forest-land-and-resources-by-pradan-in-odisha/>
TISS, Mumbai : Best Practices , <https://www.pradan.net/sampark/repository/study-report-march-2023/>

Rejuvenating natural resources and climate action

Over the years, PRADAN has developed a systematic approach to tackle environmental degradation through its Integrated Natural Resource Management (INRM) strategy. This approach involves restoring degraded soils, implementing in-situ water harvesting, converting agriculturally marginal lands to appropriate land use, promoting agroforestry, and adopting improved farm management practices such as water recycling and green manuring. These efforts aim to intensify and diversify farming, crucial for sustainable agricultural improvement in the regions where we work.

Through our INRM measures, we have rejuvenated a cumulative area of 1.15 million acres of land. In direct action teams, we have treated 313,401 acres, benefiting 236,073 families, which constitutes about 32% of agriculture-based livelihood families. Flagship programs such as the High

Impact Mega Watershed in Chhattisgarh, Usharmukti in West Bengal, and the Western Odisha Migration Initiative in Odisha support these efforts on a large scale, bringing about landscape-level changes. Apart from these IndusInd Bank Ltd. is providing support towards rejuvenation of centuries old tanks in Virudhunagar of Tamil Nadu that prove to be lifelines for the local community and ecology. They have been also supporting land and water restoration work in Bihar and West Bengal.

To monitor progress in both INRM and forest work, we have piloted GIS-based technological solutions. Another crucial strategy is developing village plans based on the INRM approach, integrating these plans with Gram Panchayat Development Plan (GPDP), converging with other line departments, and supporting collectives in implementing these plans.



Creation of farm-based rainwater harvesting structures

Photo Courtesy: Sankarsan Behera, Lanjigarh, Odisha

Reviving a tank, reclaiming a land, surviving a flood

Muskaan Ahmed / TNN / Dec 21, 2023, 04:31 IST



Over the past week, heavy showers inundated most parts of southern Tamil Nadu, but there was a small region in Virudhunagar, around 110 panchayats or so, that was shielded to a large extent from the floods.

It was because, for the past year, the people of these villages had managed to restore tanks and bunds in the area. “The farmers here worked together to revive the tanks primarily for agriculture.

But tanks also serve as flood mitigators, which is what saved these villages. Each village’s catchment area stores water used to irrigate about 4,000 hectares,” says R Seenivasan, team leader of Pradan, a non-profit that works toward rural development.

Pradan worked with the villages to restore the water bodies.

Looking at the bunds and tanks at Ezhuvani village in Virudhunagar brimming with water, it’s hard to imagine that just a year ago it was an expanse of thorny wilderness, a wasteland, piled with garbage and untamed vegetation.

For 40 years, these water reservoirs lay barren, causing distress to villagers here whose livelihoods depended on farming. “There was a point in time when I lost so much income that I considered quitting farming. I felt like I was at a dead end,” says R Kannan, a farmer from Ezhuvani village.

“There was hardly any rainfall and no proper place to store water and use later for irrigation.” He adds that most of the fields had become uncultivable.

And that’s when the farmers decided to take matters into their own hands. Working together over the past year, they have revived more than 130 tanks and bunds to their original condition.

“There are 118 agricultural plots in our village,” says Kannan. “Earlier, the water from the tanks didn’t last for even one harvest. Since villagers relied on this water to bathe the cows and goats and also use it for household chores, it had become difficult to continue farming.”

In desperate attempts to cultivate crops, villagers resorted to buying water through commercial water tankers, paying `10 per can. “There was perpetual water shortage. Also, the tankers would bring in water only once in three days,” says Gopalakrishnan, a farmer from Puthanenthal village. “I also tried well irrigation near my house to cultivate paddy. However, the water was so saline it ruined the harvest. Several farmers attempted it but it didn’t work. So, we gave up.”

“The farmers were involved in the rehabilitation project from start to finish, helping to clear the overgrowth, fixing sluices and weirs and then ensuring people did not dump waste on the bunds,” says Seenivasan. “These are our tanks. We need to take care of them if we want our farms to flourish,” says Manikandan R, a farmer from Algapuri.

“Every family here pays a village tax. This year, we used it for the tanks,” says Rajangam, a resident of Puthanenthal.

More than 110 panchayats in Virudhunagar have benefitted from the project. “The smallest tank can store 15,000 cubic metres of water, while the big tanks can store 1.2 million cubic metres,” says Seenivasan.

“Earlier women would have to walk 3km to fetch water. Thanks to the tanks we have water for drinking, cooking and bathing cattle, and we don’t have to rely on commercial tankers,” says Lakshmi from Narikudi.

Virudhunagar collector V P Jeyaseelan says there is a need to upgrade and rehabilitate tanks to deal with water scarcity. “The state government has rolled out three tank rehabilitation schemes which we aim to operate through community participation. In Virudhunagar, we are looking at setting aside some monetary assistance to each village panchayat that can be used to maintain and rehabilitate tanks,” he says.

Regenerative agriculture

Promotion of regenerative agriculture across 208,082 acres remained a key focus to improve soil health, biodiversity, and climate resilience. Climate-resilient livelihood promotion are integrated into all interventions. During the last financial year, capacity-building events for professionals and cadres were held, including exposure to Andhra Pradesh Community Managed Natural Farming (APCNF) and the HANS Foundation. In FY 23-24, 59 teams implemented regenerative agriculture with 214,632 households on 208,082 acres of land, averaging one acre per household. Over 1,000 Community Resource Persons for regenerative agriculture were trained to support farmers, and 172 Bio Resource Centres provided services. Additionally, 37 FPOs facilitated the marketing of regenerative agriculture products for their member farmers.

The IKEA Foundation-supported Green Transformation Pathways (GTP) initiative, the Evergreen in the East project supported by Hindustan Unilever Foundation (HUF), and the Comprehensive Livelihoods Adoption Pathways (CLAP) project supported by Azim Premji Foundation have been instrumental in advancing regenerative agriculture within PRADAN-supported communities. These projects have pioneered innovative models such as Bio-Resource Centres (BRCs), large composting units, multi-layer farming, and community nutri-gardens. Their aim is to overcome barriers to the adoption of regenerative agriculture practices, fostering sustainable development and resilience in rural areas.



Packaging of bio-fertilizer at a BRC

Photo Courtesy: Deepak Jatav, Gumla, Jharkhand



Solar drier machines for vegetable processing

Photo Courtesy: Deepak Jatav, Nandpur, Odisha

Reducing carbon emission

In FY 2023-24, PRADAN made a strategic shift towards using decentralized renewable energy sources to support various livelihood activities. This included installing over 1,000 solar pumps for irrigation, setting up 35 solar microgrids for household electrification, and establishing 100 solar-based food dehydration units, benefiting more than 9,500 households. Support from partners such as Bank of America, Schneider Electric India Foundation, HDFC Bank Ltd., Bajaj Finance and government departments made these initiatives possible. All-women's Solar User Associations were established at each site to ensure efficient use and sustainable maintenance of the hardware. Additionally, PRADAN promoted improved agricultural practices at

the irrigation sites, linking production with markets to enable farmers to increase cropping cycles and diversify crop baskets. Smallholder farmers who are a part of this initiative are earning incomes in a manner that is more climate-friendly, effectively decoupling economic prosperity from carbon emissions.

PRADAN is actively promoting the use of local resources within production systems and enhancing local production to meet community needs. This effort includes establishing Bio-Resource Centres (BRCs) and Local Composting Units (LCUs) managed by Agri-entrepreneurs or Farmer Producer Organizations (FPOs). These centers provide agricultural inputs primarily sourced from local resources.

Ethno-veterinary measures for animal healthcare have shown promising results, and PRADAN is partnering with DAY-NRLM (Deendayal Antyodaya Yojana – National Rural Livelihoods Mission) to replicate these practices. Additionally, PRADAN, in collaboration with its partners, has identified and promoted eight indigenous seed varieties in local areas, aiming to strengthen local agricultural resilience and sustainability.

We are piloting the local economy model with the support of Rain Matter Foundation and IKEA Foundation to rejuvenate natural resources, enhance local production and service systems, aiming to impactfully address climate issues.



Solar micro-grid for irrigation at the farms

Photo Courtesy: Midhun S. George, Gumla, Jharkhand

Centre of Excellence (CoE) on climate action

Works around INRM and mitigation of impact of climate change are being spearheaded by the Climate Action CoE in PRADAN. The CoE's efforts focused on enhancing strategic leadership and coordination within the organization on the climate action theme. Comprehensive training programs involving 37 professionals were conducted to develop skills and expertise. Strategic partnerships were forged to broaden the scope and impact of initiatives. Active participation in workshops and forums organized by Hinduja Foundation, ACPET, Kubernein Initiative, and REVOLVE, among others, allows PRADAN to contribute to larger discussions and learn from global experiences.

KANRIYAR EXPERIENCED SUSTAINABLE TRANSFORMATION THROUGH COMMUNITY- LED INITIATIVES

Nestled within the dense forests of Jhalda-II block in West Bengal, Kanriyar village, home to 178 households—over 92% of which belong to the Scheduled Tribe category—faced significant environmental challenges. Issues such as soil erosion, deforestation, pasture land degradation, and water scarcity were rampant despite an average annual rainfall of 1200 mm, raising a concern over sustainability of livelihoods.



A GOVERNMENT INITIATIVE

Recognizing these challenges in villages like Kanriyar, the "Usharmukti" program was launched by the Government of West Bengal in collaboration with various NGOs. The initiative aimed to conserve natural resources and create sustainable livelihoods. In Kanriyar, the program began with comprehensive assessments and targeted interventions. Uplands were designated for orchard cultivation and social forestry, while water harvesting structures were developed on agricultural lands. Forest streams and pasture lands underwent treatments to control erosion and foster growth.



MULTISECTORAL PARTNERSHIP

Collaboration with external stakeholders such as the HCL Foundation, Axis Bank Foundation, and Azim Premji

Foundation bolstered these efforts. The Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) played a crucial role in implementing these plans, actively engaging villagers in the process.



MANAGING LAND & WATER RESOURCES

By 2021-22, significant progress had been achieved. Mango orchards covered 35 acres, and 13.5 acres were dedicated to social forestry. Staggered trenches were constructed in forest lands to manage erosive runoff. Despite challenges like delayed MGNREGS payments, alternative avenues for implementation were explored with support from organizations like PRADAN.



SERICULTURE AND WATER MANAGEMENT

Sericulture crops were planted across 49 acres, while Water Resources Investigation & Development Department (WRIDD) treated 89.5 acres with water detention structures. An additional 25 acres were allocated for social forestry with assistance from the Forest Department. In areas facing water scarcity for paddy cultivation, 14 seepage wells and 10 seepage tanks were constructed with support from the HCL Foundation, ensuring adequate water retention for agriculture.

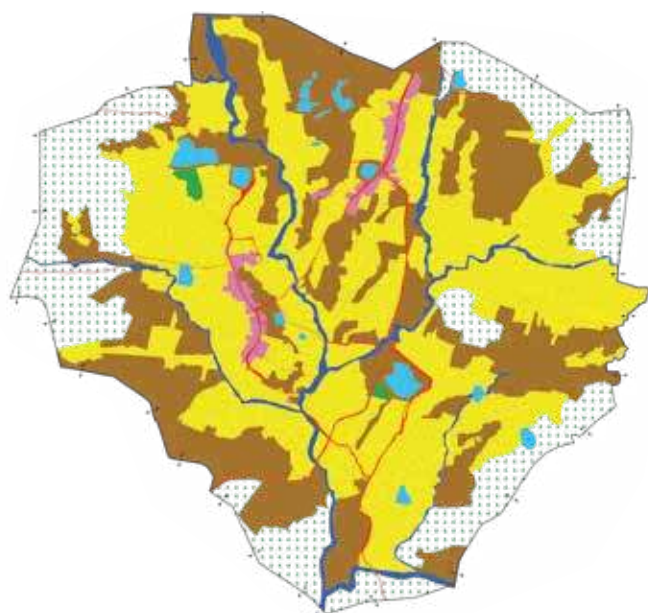


EMPOWERING WOMEN AND ENHANCING LIVELIHOODS

Women in Kanriyar played a pivotal role in planning and supervising these initiatives. They actively participated in watershed development meetings, fostering strong relationships with stakeholders. The introduction of

solar-powered lift irrigation systems significantly boosted agricultural productivity, benefiting 40 households.

Previous Land usage:

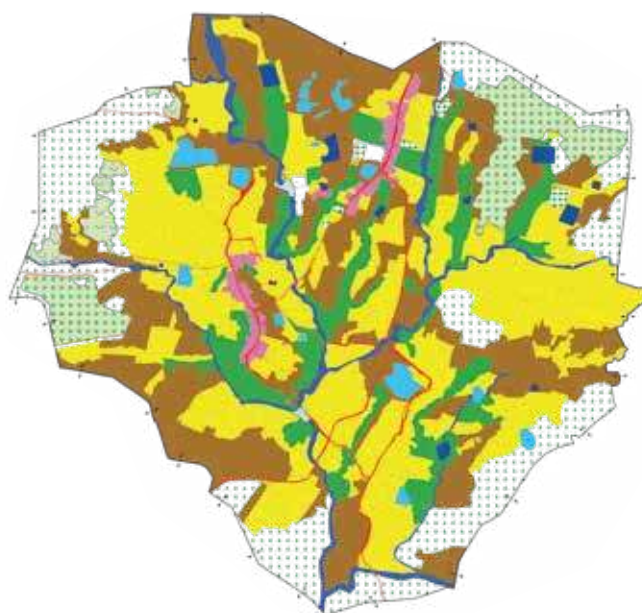


- | | | | |
|--|--------------------|--|-------------|
| | Pore Point | | Double Crop |
| | Ridge Line | | Fallow Land |
| | Watershed Boundary | | Forest |
| | Mouza Boundary | | Pond |
| | Plot Boundary | | River |
| | Bastu | | Road |
| | | | Single Crop |

Support for vulnerable families included initiatives like backyard poultry schemes, linkages to government programs, and holistic development planning. Kanriyar’s journey towards self-reliance included preparing bio-inputs, managing lift irrigation, and developing water storage facilities.

Through collective effort and resilience, Kanriyar village has transformed from grappling with environmental challenges to achieving comprehensive livelihood development. The community’s dedication, coupled with support from development practitioners, has laid a strong foundation for a promising future, with many achievements yet to come in Kanriyar.

Present Land usage:



- | | | | | | |
|--|------------------------|--|------------------|--|-------------|
| | Irrigation Well | | Horticulture | | Forest |
| | Lift Irrigation Pump | | Social Forestry | | Pond |
| | Lift Irrigation Outlet | | Staggered Trench | | River |
| | Irrigation Pipe Line | | WDS | | Road |
| | Pore Point | | Mouza Boundary | | Single Crop |
| | Ridge Line | | Plot Boundary | | |
| | Watershed Boundary | | Bastu | | Double Crop |
| | Check Dam | | Fallow Land | | |
| | Hapa | | | | |



DIVERSE CROP CULTIVATION AND IMPROVED LIVELIHOODS

In the 2023-24 Kharif season, a producer group of 50 farmers cultivated brinjal, adhering to quality-focused marketing principles. The community embraced balanced dietary practices, with 28 women cultivating nutri-gardens to provide organic vegetables for their families. Alternative farming techniques such as multilayer farming were adopted, enhancing yield from limited land. Ten farmers were inspired to start multilayer farming due to its potential benefits.

Income analysis

A trend analysis of annual household income data for the last three years i.e. FY 2021-22 to FY 2023-24 in our direct action teams indicates that incomes of households participating in livelihood activities are shifting consistently from lower income categories to higher income categories. Of the surveyed households (sample size: 39,882), 54% had annual income of more than Rs. 100,000 in FY 2023-24 which is a 12.5% increase compared to households having annual income more than Rs. 100,000 in FY 2022-23. The percentage of households in lower income categories are consistently decreasing year on year. Enterprise has contributed for a significant income increase in > Rs. 300,000 per annum income category. The contribution of income from agriculture and horticulture among the higher income categories i.e. above Rs. 100,000 has increased over last year, signifying the impact of agriculture and horticulture interventions on the income of households. Earnings from livestock and forest produce had a larger contribution in the income of households in lower income brackets as compared to income of households in higher income brackets.

Fig. 14: Percentage of households under different income brackets

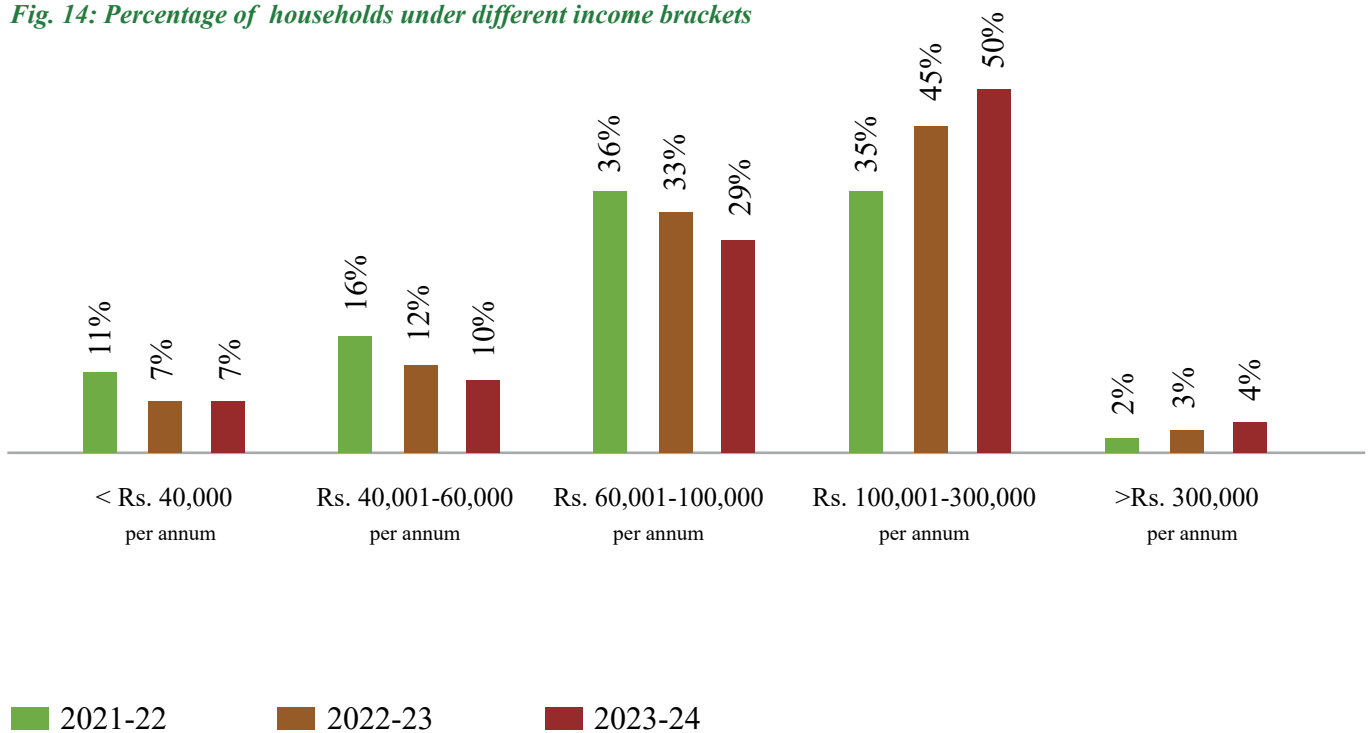
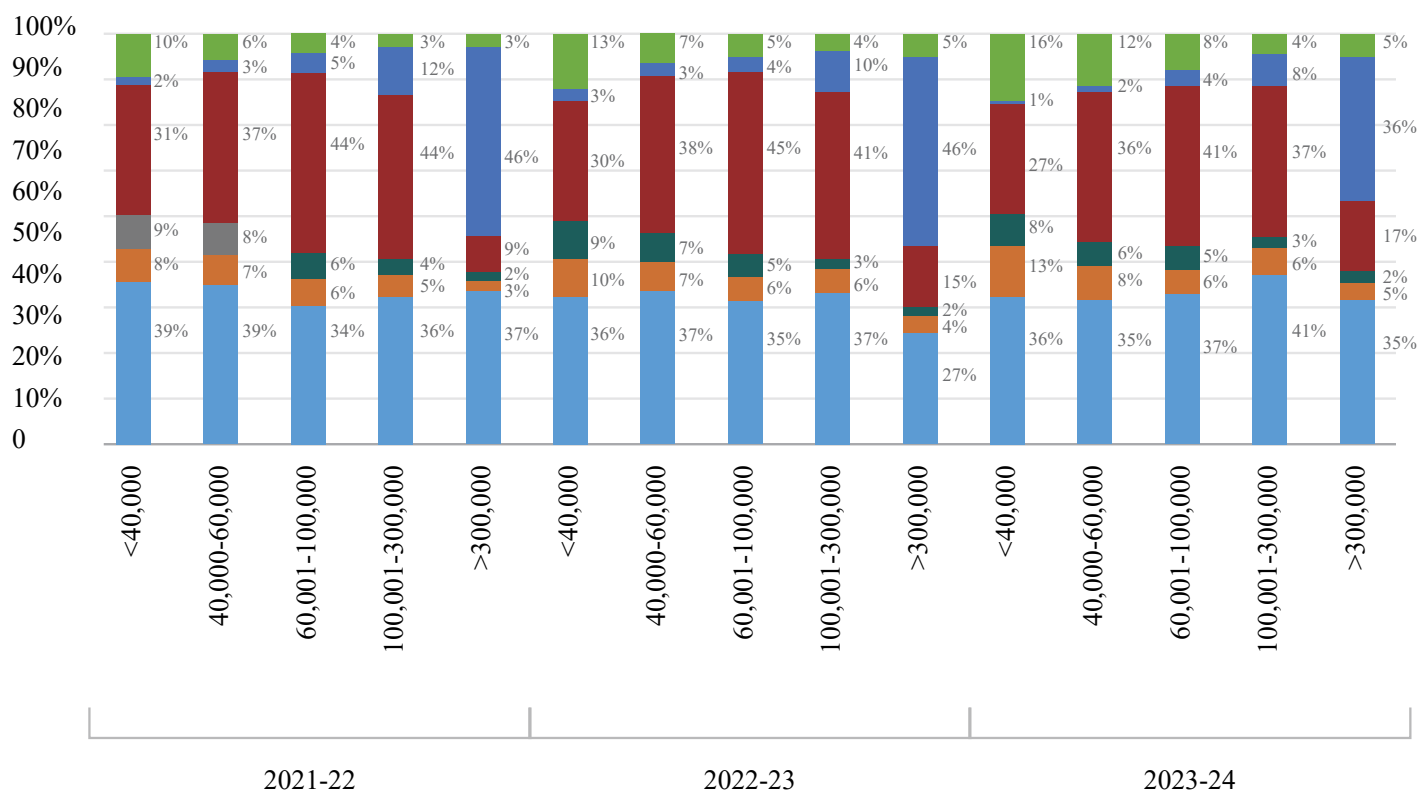


Fig. 15: Income trends for three years (FY 21-22, 22-23, 23-24)



■ Agriculture & Horticulture
 ■ Livestock
 ■ Forest Produce
■ Wages and Remittance
 ■ Enterprise & Salaries
 ■ Social Security



I.2.C. Gender and inclusion

PRADAN is dedicated to creating a gender-just society, a vision that guides our organization and drives our varied interventions in remote villages. We recognize the profound impact of gender inequality on women and society, and thus, we are committed to promoting gender equality not just in our external initiatives but also within our organizational culture. Going beyond our immediate areas of operation, we strive for a future that is both equitable and empowering.



Community members at the Gender Justice Centre

Photo Courtesy: Manoj Kindo, Kuru, Jharkhand

1. PRADAN's gender-transformative livelihoods promotion includes the following achievements:

- Almost 195,000 women are now members of the Producer Groups and Farmer Producer Organisations as active producers ensuring surplus production. This is a complete departure from the traditional roles played by women in the agrarian economy.
- Approximately 600,000 women were trained to enhance their technical capacity in planning livelihood activities, which used to be a male-dominated activity in the past.
- A total of 15,929 women are working as Community Resource Persons (CRPs) and volunteers in their areas. Encouraging women's participation in extension programs and ensuring access and control over resources, assets and income.

2. Helping collectives become gender-responsive:

- Facilitating 300 Cluster Level Federations to become gender-responsive with the required institutional architecture in place to address gender-based discriminations and violence in rural areas. About 1,972 Village Organisations have discussed and acted on gender, caste and/or class-based discriminatory issues.
- Fifty-five Gender Justice Centres were set up during the last financial year, to address cases of gender-based violence and provide support to women in accessing schemes.
- Thirty-two Nyaya Salah Kendras (NSKs) were further emboldened to support women at the block level on issues related to gender discrimination and accessing government entitlements.
- Orienting leaders and community cadres on gender dimensions was another domain of focus.

These efforts were supported by DAY-NRLM and Bill & Melinda Gates Foundation in Jharkhand, Bihar and Chhattisgarh.

Inclusion of ultra-poor households

People who are elderly, alone, widowed, or differently abled often fall into the category known as 'ultra-poor'. These individuals lack basic necessities such as food, clean water, shelter, and healthcare, and live in extreme poverty. They require special support because their severe deprivation prevents them from accessing social welfare entitlements, employment opportunities, and improved living conditions. This perpetuates a cycle of poverty that is challenging to break without targeted interventions. This year we facilitated women's grassroots collectives to identify and help about **14,834 of such ultra-poor households** to access different social welfare programmes and provide livelihoods support to about 10,580 such households. PRADAN teams worked with ultra-poor households to integrate their plans with Village Prosperity Resilience Plan (VPRP) and Gram Panchayat Development Plan (GPDP) processes. The teams also conducted sensitisation programs for women collectives and Gram Panchayats to help include identified needs of ultra-poor households and link them with government programs. Pilot programs were conducted on suitable livelihood interventions with low risk and low investment to include these vulnerable households.

Access to Water for rejuvenating Rural

Economy (AWARE) Initiative

AWARE, a systems change initiative with the support of Co-Impact, is designed to foster an ecosystem that supports women in leadership roles in agriculture-water governance, aiming for improved socio-economic and environmental outcomes by building wide-ranging coalition, including government, women collectives, CSOs, the private sector, philanthropies, and academia. By 2028, AWARE and complementary initiatives aim to support five million women farmers, enhancing their recognition and access to water and farm resources across 70,000 villages in the Central India Tribal Region.

At the organizational level, systems change principles have been integrated into the organization renewal process and the latest perspective planning exercise for setting goals and priorities for 2030. As a result, PRADAN is reorganizing its operational structure to align with state and district administrative boundaries, aiming for a more impactful and systemic approach, and fostering sustained collaborations with government entities and relevant stakeholders.

A. Systems level engagements for enhancing voice and leadership of women in inclusive planning

The informed participation of women, supported by enhanced knowledge in Integrated Natural Resource Management, agriculture, and climate, significantly improves the planning process, ensuring a more comprehensive, inclusive, and sustainable approach. India's 2030 Agenda focuses on LSDGs, integrating social capital from women's collectives and the Panchayati Raj system. In this context, PRADAN initiated a significant partnership with the MoPR in September 2023. Various mechanisms have been established, including capacity-building programs for PRI representatives, the design of SOPs, issuing implementation guidelines, forming monitoring committees, and allocating resources for implementation monitoring. Plans have been integrated into GPDP, with training and capacity building for the community and PRIs to generate demand, among other strategies.



Women participating in Gram Sabha meeting

Photo Courtesy: Souparno Chatterjee, Torpa, Jharkhand

B. A joint journey with coalitions:

- ① PRADAN is actively engaging in networks focused on regenerative agriculture, such as the National Coalition on Natural Farming (NCNF), the National Consortium on System of Crop Intensification (NCS), and the RRA Network. These collaborations aim to foster a comprehensive understanding and strengthen ecosystems (both in policy and resource allocation) around gender-responsive regenerative and climate-resilient farming practices.
- ② In collaboration with DAY-NRLM and the RCRC Network, PRADAN is introducing Integrated Farming Clusters (IFCs) to emphasize diversified livelihood activities and agroecological practices. This initiative partners with key entities like the livestock and agriculture departments, focusing on empowering women farmers through skill-building and entrepreneurial development.
- ③ To facilitate the transition of women from family farm laborers to recognized farmers and entrepreneurs, PRADAN, along with donor partners like BMGF and Reliance Foundation and collaborators like MPSRLM and SRIJAN, is working to strengthen 74 CLFs and 17 FPCs. This effort aims to enhance women's income and increase the number of women-led enterprises with better system responsiveness.
- ④ The Development Cluster Forum (DCF) in the western districts of West Bengal, the CSO forum in Jharkhand, and the South Rajasthan CSO Coalition (SRCC) are working towards systemic change to tackle water and agriculture issues in their respective regions.

C. Women's enhanced income and control over the same:

- ① Progress has been made integrating livelihood activities within Cluster Level Federations through our engagement in the Model CLF initiative in collaboration with DAY-NRLM. Our focus is on enhancing the capacity and understanding of MCLF EC members, SRLM staff, and others on universalizing livelihoods through a CLF-centered approach.
- ② The 'Transforming Red to Blue' initiative in West Bengal exemplifies a collaborative system with the Department of Fisheries, Government of West Bengal, supported women as nursery entrepreneurs, fostering cadre development as Matsya Bandhu, and recognizing women as farmers through issuance of Fishermen Registration Cards (FRC) in their names. Another facet is the promotion of Bio-Resource Centers (BRCs) managed by women entrepreneurs who oversee raw material procurement, bio-product production, sales to farmers, and after-sales services.
- ③ The foundational approach involves mobilizing SHG women into Producer Groups and federating them into Production Clusters and Producer Organizations, where women actively engage in income generation, market negotiations, and resource access.
- ④ In the context of AWARE, there is a focus on measuring women's collective agency as a driver of change. We have partnered with IFPRI to design a measurement tool for collective agency, building on the Measures for Advancing Gender Equality (MAGNET) initiative. MAGNET, developed in collaboration with the World Bank and other partners, aims to broaden and deepen the measurement of key dimensions of women's agency.

Centre of Excellence (CoE) on gender

During the past fiscal year, the Gender CoE focused on addressing various aspects of gender-based discriminations. Key priorities included enhancing social protection, promoting economic empowerment, fostering women's entrepreneurship and leadership, and advancing participation and representation in local governance. Noteworthy initiatives involved creating gender integration immersion sites in collaboration with SRLMs and PRADAN, establishing Gender Resource Centres to combat gender-based violence and facilitate women's access to social welfare and livelihood schemes. Efforts also extended to training gender trainers at state and district levels, integrating gender perspectives into FPOs through tailored training and planning tools, and developing a Women Economic Empowerment (WEE) framework with support from BMGF.

Furthermore, development programs are set to undergo gender transformative evaluations. Collaborations with the

Ministry of Rural Development (MoRD) and the Ministry of Panchayati Raj (MoPR) have commenced to pilot gender-responsive models, while our collaborative studies in partnership with Institute of Social Studies Trust (ISST) and Institute for What Works to Advance Gender Equality (IWWAGE) are underway, focusing on women-centric policies, Adivasi gender perspectives, and mechanisms to deter gender-based violence. Additionally, the initiative includes creating Information Education and Communication (IEC) materials for an e-learning platform and training sessions for Gram Panchayat members, cadres, and community institutions.

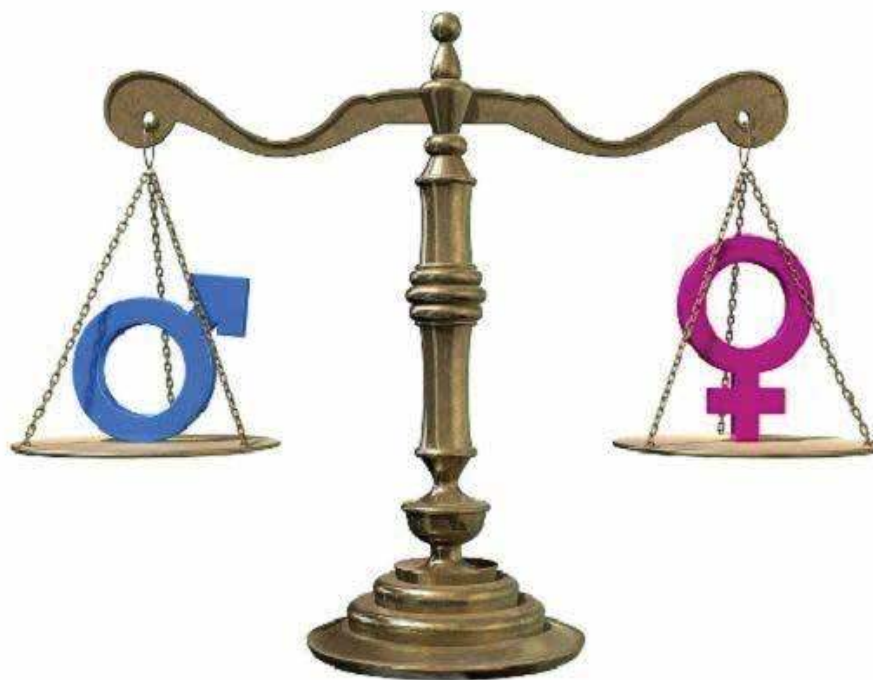
Within PRADAN, a Gender Steering Group (GSG) has been established with a mandate to promote gender equality, alongside the formulation of a Gender Equality Plan (GEP) spanning 2022-27.



Can India Lead The Way To Gender Equality And Progress In Rural India?

Lots of institutions and organisations have been working towards the vision of bringing in gender equality, both in urban and rural areas.

Updated: November 16, 2023 10:43 PM IST



New Delhi: India has set high standards during the recent G20 summit. It has been a huge success, as India has been able to achieve the 'Delhi Declaration' consensus on the Russia-Ukraine conflict. We have successfully showcased our wherewithal in organising and hosting the greatest and world's biggest economies. We have shown the way forward for democracies and how each of these countries can contribute to the growth of others.

India as a nation has been taking a lot of initiatives in the recent past, for the World countries to follow. However, one major challenge, which India has to deal with is gender equality. Lots of institutions and organisations have been working towards the vision of bringing in gender equality, both in urban and rural areas.

Urban India has been making fast progress by giving equal opportunities to women in the field of education and the professional world, similarly, rural India is also working towards gender integration with the support of government programs, NGOs and CSOs. Thematic interventions are being carried out in remote villages and CSOs and NGOs are recognizing the importance of advancing gender equality.

NGOs and CSOs are coming together to strengthen collective agency, where strategies are developed to enhance the collective agency of women for accessing resources. There is integration of gender in agriculture and INRM (Integration of Natural Resource Management), which involves ensuring that gender perspectives are incorporated into program planning, implementation, and monitoring.

The organizations are trying to create a gender-differentiator for livelihood-based institutions promoted by the organization like PGs, water user groups and farm field schools. This approach recognizes and addresses the specific needs and challenges faced by women in these institutions.

There is increased focus towards building women farmers' harmony, where organizations are seeking to foster women solidarity at the district and state levels. From facilitating networking opportunities and connections with national networks like Mahila Kisan Adhikaar Manch (MAKAAM) and NCF (Full Form) to helping build local connections, the organizations are working hard towards creating collaborative approach amongst women, so that they can work together in unity and with mutual understanding. Organisations like PRADAN are working towards gender-specific capacity-building programs in FY 2022-23.

It is also partnering with NRLM for gender integration in livelihood and social mobilisation programmes and has supported NRLM (in Jharkhand) to establish Gender Justice Centres at community institution level which are acting as centres for redressal of VAW and other issues of marginalization and discrimination. The organization has also placed a strong emphasis on promoting gender equality within the organization, by creating a strong conducive environment for driving the agenda forward.

However, there is a need for more and more organizations to come together and

promote gender equality, which will ultimately help in uplifting rural livelihood. An organisation alone or two-three organizations cannot solve this complex challenge, which involves several political, social, economic, and ecological systems. Collaborative actions and partnerships with stakeholders have proven to bring large-scale transformative outcomes and reach out to larger numbers of women and families.

Strengthening the local governance structure, collaboration between Panchayats and women collectives can be important strategies to remove gender discrimination and poverty in the country. 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, along with bringing a gender focused approach.

All in all, there is a need for a collaborative ecosystem for supporting women in leadership roles in agriculture and water governance for better socioeconomic and environmental outcomes. Collaborative actions with the government, SHG collectives, NGOs, private sector, philanthropies, and academia for large-scale systems can together bring in change.

Concentrated 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, and working with multiple networks can eventually make a change in rural India towards gender equality and overall rural development and progress in the country.

India has been proving its worth in multiple areas, standing tall with the world economies. It is time that the country eradicates gender discrimination from its roots, which will bring in humongous progress and economic development.

Written By: Sarbani Bose, Integrator at PRADAN





THE LAST PERSON IN THE QUEUE SEES HOPE

In the small village of Jogidih in Bhaski, Jainamore block of Jharkhand, Kartik Marandi and his spouse Sarodhini once led a life marked by struggle and despair. Kartik, a laborer, would migrate to distant towns and cities to earn a meager living for his small family of two. They had no children, and their existence hinged on Kartik's ability to work. However, in 2022, a life-threatening accident left Kartik's left hand paralyzed, abruptly ending his capacity to migrate for work.

With their limited savings, the couple started a small tea and snack shop. But the monsoon was unforgiving, and the shop collapsed, shattering their last hope for sustenance. Their small piece of land was unsuitable for farming, and leasing it out would only provide food for half the year. The other six months? There seemed to be no answer.

Hope came in an unexpected form. PRADAN's Peterbar team, along with Bhaski Gram Panchayat members, organized a Tola Sabha to identify ultra-poor households. They discovered the Marandi couple's plight. Upon assessing the family's situation, they found that Kartik lacked a disability

certificate and was not benefiting from the Abua Awas Yojana, a housing scheme.

The Bhaski Gram Panchayat then organized the "Aapki Yojana Aapke Sarkar Aapke Dwar" camp, where a Samuday Sathi assisted Kartik in applying for a disability certificate. The Marandis also applied for the Abua Awas Yojana and the Pashudhan Vikash Yojana, a livestock scheme.

A few days later, the list of families approved under the Pashudhan Yojana was published. Kartik and Sarodhini received approval for the Bakra Vikash Yojana, enabling them to start goat rearing. For the first time in two years, a fresh breath of hope filled their lives.

But this was just the beginning. When the Bhaski Gram Panchayat published the list of families approved for the Abua Awas Yojana, Kartik and Sarodhini found their names on it. Elation and relief washed over them.

PRADAN's Jainamore team further supported them in planning their livelihoods. Sarodhini expressed a desire to start backyard poultry. With PRADAN's technical training and support, they received 10 chicks, a 4x4ft shed, feed support for a month, and year-round medicine assistance. Sarodhini now aims to turn this into a sustainable business model with the ongoing support of PRADAN and the Samuday Sathi.

“Pehle to hum dono ke sath koi itna ache se baat bhi nahi karta tha, hum logon ke liye sochna to dur ki baat. Aap log itna dhyan dete huye baat karte hain, madat karte hani hum logoko, hum dono ko abhi nayi ummeed ki kiran dikhti hai aap logon me” (No one used to talk to us properly, let alone think about our betterment. You all have shown us respect and care. We now see a new ray of hope in you), Sarodhini shared with the Samuday Sathi.



Photo Courtesy: Suraj Sen, Jainamore, Jharkhand



I.2.D. Nutrition and WASH (Water, Sanitation and Hygiene)

It is crucial to emphasize the need for focusing on nutrition intake of the underserved rural communities, supported by evidence showing that improvements in nutritional status do not automatically follow gains in their economic prosperity or agricultural productivity. Globally, about 9.9% of people were estimated to be undernourished in 2020, marking an increase from 8.4% in 2019. This highlights the persistent challenge of ensuring adequate nutrition for all despite broader economic and agricultural advancements. Similar increase has happened for India, from 14% to 15.3%.³

The National Family Health Survey–5 highlights the declining nutrition and health status of the nation and questions the system, especially in the weaker states of Bihar, Jharkhand, Chhattisgarh, West Bengal, Odisha, Madhya Pradesh and Rajasthan. The health indicators for children, mothers, and both pregnant and non-pregnant women are concerning. The data shows that the nutritional and health vulnerabilities of women and children have significantly gone up, and all this is before the pandemic stage⁴. PRADAN's nutrition interventions are based on nutrition sensitive agriculture and food systems approach developed by International Fund for Agricultural Development (IFAD) and Food and Agriculture Organization (FAO). Our strategic interventions are the following:

- ① Nutrition sensitive agriculture, where the focus is on nutrition accessibility through own production involves crop-planning with a combination of nutrition focus and substantive income. Two subset interventions are multi-layer nutri-garden and community nutri-garden. This is integrated with land development and irrigation for successful production and income.
- ② Integration with women's economic collectives like FPOs, and social collectives like SHGs, VO's and Cluster Level Federations. Nutrition gets included in the agenda of these collectives.
- ③ A two-pronged strategic engagement in Social Behaviour Change Communication will be adopted. One, at closed group level targeting specific groups like SHGs, Water Users Group, Mothers' group, ICDS centers, and other social groups for intensive and regular interval engagement for knowledge and awareness, creating learning loops with recall and practice. Two, at mass/community level involving local administration, facilitating shifts in discriminatory cultural norms and practices through celebration of special days, food festivals, recipe contests, street theatre and campaigns. A pool of local women cadres being groomed and nurtured for this engagement.
- ④ Convergence with government programs by engaging with the Panchayati Raj Institutions and Departments of Rural Development, Agriculture and Horticulture, Livestock, Women and Child Development, Health and others.

³FAO Statistics Division

⁴DownToEarth (<https://www.downtoearth.org.in/blog/health/child-malnutrition-in-india-a-systemic-failure-76507>)



A farmer in the multi-layered nutrition garden

Photo Courtesy: Ajinkya, Mohgaon, Madhya Pradesh

Fig. 16: Progress in nutrition initiative during 2023-24

We have promoted
56,436
 nutri-gardens and
800
 multi-layer nutri-garden

Around
3,490
 Poshan Sakhis/ Nutrition
 Change vectors
 were groomed who have
 remained engaged in orienting
 and supporting the women
 collectives around
 nutrition security.

14,369 SHGs
 have discussed on issues
 related to nutrition security
 (at least thrice in 6 months)
 and about
102,919
 women could recall
 nutrition inputs discussed
 in those SHG meetings



A community nutrition garden

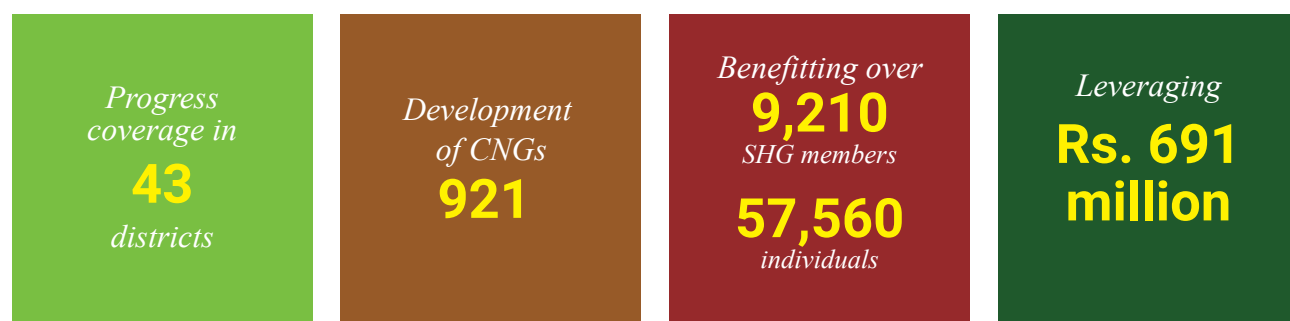
Photo Courtesy: Akhila Ajay, Bichhiya, Madhya Pradesh



Women taking care of their Community Nutrition Garden

Photo Courtesy: Ajinkya, Mohgaon, Madhya Pradesh

The Community Nutrition Gardens initiative in Madhya Pradesh, led by the MGNREGS and the government, tackles nutrition challenges among landless families by establishing gardens on government-owned land. PRADAN is a technical support agency in this initiative. The CNG program began with 20 units developed as pilots in Sheopur and Chhatarpur districts in 2019 and later expanded to another 20 CNGs in Mandla and Balaghat districts supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Recognizing the positive impact, the government has now scaled up the initiative, targeting 18 CNGs per block, totalling 5,634 CNGs. With over 1,000 CNGs already approved under MGNREGS, key features of program include utilization of government land, giving access on government land to landless women, empowering Self-Help Groups (SHGs) and convergence with MGNREGS for infrastructure and program costs. The program emphasizes natural farming practices and a nutrition-centric approach, with SHGs retaining control over production and income. PRADAN's involvement aims to strengthen capacity of community and system actors for effective implementation, aligning with the program mission of empowering marginalized communities. Notable progress includes coverage of 43 out of 50 districts, development of 921 CNGs, benefitting over 9,210 SHG members, 57,560 individuals and leveraging Rs. 691 million. Additionally, PRADAN's intervention has led to an 82% increase in sanctioned CNGs and from a few active CNGs there are 774 CNGs in operation in Madhya Pradesh.



WASH (Water, Sanitation and Hygiene)

Nutrition and WASH are deeply interconnected, forming the foundation of public health. Access to clean water, proper sanitation facilities and good hygiene practices are essential for ensuring adequate nutrition and preventing malnutrition, particularly in communities with limited resources and infrastructure. This year, our focus under the SWACHH (Supporting Women to Advance Cleanliness and Hygiene in Households) project, supported by Water.Org in Jharkhand and Bihar, was on conducting awareness programs on safe drinking water and hygiene. WASH mentors facilitated discussions within villages about essential facilities like potable water, toilets and sanitation. Working towards

improving community health and well-being, they provided trainings and raised awareness about waterborne diseases and their financial and health impacts on households using social maps.

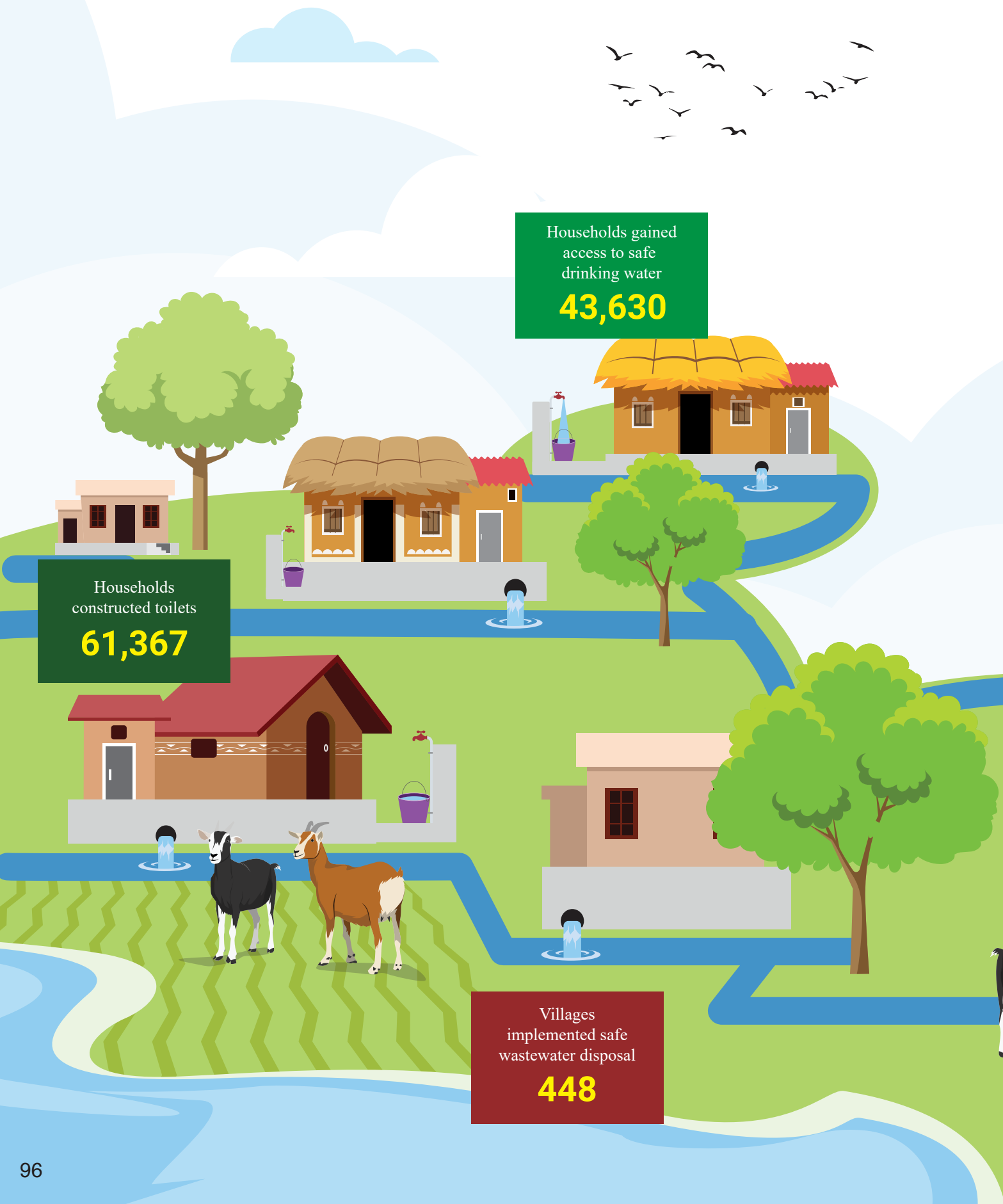
As a result of the program, 43,630 households have gained access to safe drinking water, 654 villages have constructed piped water supplies and 448 villages have implemented safe wastewater disposal. Additionally, 61,367 households have constructed toilets, contributing significantly to the overall health and hygiene of these communities.



WASH awareness program on World Toilet Day

Photo Courtesy: Tina Banerjee, Shikaripara, Jharkhand

Fig. 17: WASH intervention during 2023-24



Households gained access to safe drinking water

43,630

Households constructed toilets

61,367


Villages implemented safe wastewater disposal

448

Centre of Excellence (CoE) on nutrition

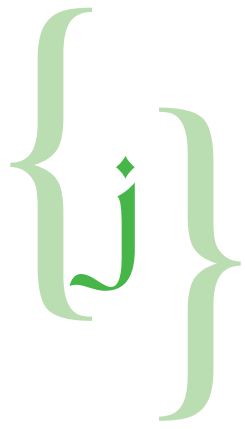
The Nutrition Centre of Excellence (CoE) envisions empowered women collectives, informed communities, and diverse stakeholders collaborating to promote enabling policies and targeted investments in health infrastructure, sustainable food systems, transparent monitoring, and human resource development. The CoE focuses on:

- Building PRADAN professionals' capacities and knowledge on nutrition and health, with training by Health Systems Transformation Platform experts.
- Developing standardized training modules and handbooks for staff, community cadres, and leaders.
- Orienting Development Apprentices on nutrition and health in two phases, supporting hands-on engagement.
- Contributing to recommendations for the Women and Child Development Ministry on the impact of climate change on nutrition and health.
- Piloting multi-layer nutri-gardens for nutrition sufficiency and income enhancement.
- Establishing Community Nutrition Gardens (CNGs) as innovation hubs in Madhya Pradesh with support from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), conducting participatory action research to standardize the model.



Villages
constructed piped
water supplies

654



Working with the Government

We have undertaken a transformative shift in our core engagement model to achieve scale by leveraging partnerships and building ecosystems through a systems thinking approach. Partnership as a strategy is now pervasive across all levels, including direct action teams and in eco-system and extended districts where PRADAN staff are present to support partners and the government departments. On the same hand, special initiatives continue to play a crucial role in strengthening and further integrating these partnerships across district, region and state levels. Through partnership engagement, we have collectively impacted approximately 1.8 million households, representing an 11% growth in comparison to FY 2022-23.

PRADAN emphasizes the importance of partnering with the government to maximize impact in communities by closely supporting flagship programs. Partnership and convergence

with the government are essential approaches to leverage resources, expertise, and scale outreach to create sustainable change. PRADAN has a Resource and Knowledge Management partnership with the government where it serves as a technical support agency, providing expertise and resources to government departments for mission-driven initiatives at the state or at national levels. We have partnered with Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM) and Ministry of Panchayati Raj (MoPR) at both the national and state levels, and there are some special state-level initiatives with other departments.

The partnerships with the government come under two major departments: Ministry of Rural Development (MoRD) including DAY-NRLM and Ministry of Panchayati Raj (MoPR), Government of India.



Signing MoU with MoPR, New Delhi

Photo Courtesy: Narendranath Damodaran, New Delhi

Partnership with DAY-NRLM

DAY-NRLM stands out as the world's largest social mobilization of rural women, encompassing approximately 102 million women and resembling a public social infrastructure present across villages in India. Since 1987, PRADAN has consistently followed a strategy of working through collectives, with PRADAN's direct action teams mobilizing women into SHGs as a foundational step in any area before implementing other programs. Following the formation of DAY-NRLM, PRADAN endeavored to partner with DAY-NRLM for SHG mobilization and nurturing programs, achieving notable success in states like Jharkhand (2011 to 2019) and Chhattisgarh (2013 to present). Over time, PRADAN transitioned its focus from institutional engagement with SHG-based collectives to working on livelihoods with SHG forums and economic collectives such as FPOs. Hence, a large-scale partnership with DAY-NRLM is an important strategy to leverage social capital towards achieving our goals.

i) PRADAN supports in the development of Model CLFs as gender-responsive, member-oriented, and financially self-sustainable institutions aimed at improving livelihoods and well-being. In 2019, PRADAN partnered with DAY-NRLM to support the Model CLF (MCLF) program component under National Rural Economic Transformation Project (NRETP), with BMGF stepping in to support PRADAN's initiative. Over the next three years, PRADAN demonstrated proof of concept by strengthening 31 CLFs across three states of Jharkhand, Chhattisgarh and Bihar, institutionally and programmatically. Based on this proof of concept, PRADAN has since been involved in scaling up the work with a 'universe of model CLFs' in the three states, with a Project Management Unit (PMU) established at DAY-NRLM in New Delhi. CLFs promoted under the DAY-NRLM program of MoRD, Government of India, are envisioned as financially and operationally sustainable organizations that are gender-responsive and focused on enhancing member livelihoods and well-being.

Progress made during 2023-24:

- Visioning exercises were conducted with 323 MCLFs, and 188 MCLFs prepared their Annual Action Plans.
- Financial intermediation functions of CLFs were strengthened, with 105 MCLFs initiating financial performance tracking and digitizing Demand Collection statements.
- Training was provided to 600 staff, including DPMs, DMs, and Livelihood Managers, on CLF-led universalization of livelihoods.
- Eighty five MCLFs prepared their livelihood plans, and Family-Based Livelihood Planning (FBLP) was done with 180,000 households.
- Seventy two Integrated Farming Cluster (IFC) proposals were prepared and implemented by 15 MCLFs, covering 25,000 SHG women, with support provided for 220 more IFC proposals.
- Integrated Livestock Rearing (ILR) activities were initiated in 35 MCLFs, covering 42,000 SHG women, and this model is being replicated in other MCLFs in Chhattisgarh.
- Technical support was provided to Jharkhand SRLM in integrating a gender perspective, resulting in 392 CLFs and 3,000 VOs undergoing gender training.
- Fifty five Gender Justice Centres were promoted, addressing cases of violence against women, with 618 cases reported, including domestic violence, witch branding, human trafficking, sexual violence, child marriage, and other gender discriminatory actions.

- Collaboration with the Centre for Catalyzing Change (C3) in Bihar resulted in integrating gender interventions in MCLFs, training 45 Jeevika staff and 35 district resource persons from 18 districts.

The National Mission Management Unit (NMMU) embedded team achieved several milestones, including releasing advisories, developing a grading tool, conducting a rapid situation analysis and initiating collation of advisory documents, SOPs, training modules and best practices documents. This work is creating a conducive environment for PRADAN's direct action teams to provide technical support to district and block units of SRLMs, strengthening CLFs and equipping PRADAN teams with a systems change perspective in their engagement.

ii) Supporting Livelihoods as NSO with DAY-NRLM:

PRADAN has been serving as the DAY-NRLM Support Organisation (NSO) since 2013, focusing on providing strategic support to the farm livelihood verticals of the mission. During 2023-24, PRADAN established a Centre of Excellence (CoE) with the Ministry of Rural Development (MoRD) to further strengthen this support, partnering with six SRLMs to support on livelihoods.

During the financial year, PRADAN succeeded in enhancing livelihoods through several initiatives:

- We rolled out livelihood prototypes targeting higher income goals.
- A comprehensive training effort included 578 Mission staff, 1,995 Master Trainers, and 3,594 Community Resource Persons (CRPs).
- The Integrated Farming Cluster approach and the 'Lakhpati Didi' initiative were key focus areas.
- These efforts resulted in 520,491 women receiving support from CRPs to adopt improved livelihood practices.
- Approximately 364 demonstration sites were established across PRADAN's operational area to showcase different prototypes.
- By March 31, 2024, about 80,000 women achieved an income exceeding Rs. 100,000 through these engagements.
- PRADAN also supported a pilot project with DAY-NRLM on ethnoveterinary practices, collaborating with National Dairy Development Board (NDDB) to gather concrete evidence on its effectiveness. The pilot aimed to train 227 Master Trainers, 7,000 'Pashu Sakhis', and one million women farmers in adopting these practices.



iii) Swayamshree: A special programme in partnership with MPSRLM

The Swayamshree initiative, a partnership between Madhya Pradesh State Rural Livelihoods Mission and BMGF-Reliance Foundation, aims to enhance women's income and increase the number of women-led enterprises with better system responsiveness. Operational in 40 blocks across seven districts, the project:

- Reached out to 251,005 women, supporting them in strengthening or initiating enterprises in farm, off-farm and non-farm sectors.
- Leveraged over Rs. 240 million from various government and non-government programs to facilitate investment in women's economic development activities.
- Engaged 1,807 women collectives (Producer Groups and FPOs) and supported over 10,803 women in accessing better markets, resulting in the production of over 9,290 metric tonnes of crops.
- Enabled 11,110 women to realize better prices for their produce, averaging Rs. 69,794 per woman, through collective enterprises.
- Estimated an additional income of Rs. 18,000 from farm activities for over 122,000 households through interventions in the farm sector.
- Capacitated 1,042 women cadres (Krishi, Pashu, Udyog Sakhis) to strengthen the support system for women's entrepreneurial activities, along with training 117 SRLM officials.

Partnership with the Ministry of Panchayati Raj

PRADAN has signed an MoU with the Ministry of Panchayati Raj (MoPR) to drive significant change in Gram Panchayat Development Plans (GPDP) while influencing Localization of Sustainable Development Goals (LSDGs), particularly focusing on LSDG 1 (Zero hunger and enhanced livelihood), LSDG 4 (Water sufficient village), and LSDG 9 (Gender friendly panchayat).

Progress across states includes:

- Initiation of discussions with the Department of Panchayati Raj (DoPR) in five out of seven operating states, resulting in an MoU in Odisha, and letters of intent in Chhattisgarh, Bihar and Jharkhand.
- Engagement with 116 GPs in Chhattisgarh, 390 GPs in Madhya Pradesh, 22 GPs in Odisha, 100 GPs in Jharkhand, and 35 GPs in Bihar. In Rajasthan, focused on three districts with a strong community and administrative rapport, engaging 55 GPs.
- Capacitating government officials and Gram Panchayat Planning and Facilitation Teams (GPPFT) in Chhattisgarh, Odisha, Madhya Pradesh, and Jharkhand, focusing on LSDG 1, 4, and 9.
- Documentation of plans in Participatory Digital Attestation (PDA) Platform, with GIS-based mapping utilized for Integrated Natural Resource Management (INRM) planning using the CLART tool.

Table 7: Other key state-level partnership initiatives

Name of the initiative	State	Department	Focus area
State Programme Management Unit - DoPR	Jharkhand	Panchayati Raj	Supporting the department on Rashtriya Gram Swaraj Abhiyan (RGSA), the 15 th FC, GPDP and various state-sponsored schemes
Support to MGNREGA cell	Jharkhand	Rural Development	Supporting MGNREGA initiatives for effective functioning (like Birsa Harit Gram Yojana, Didi Badi Yojana, Mega watershed, Cluster Facilitation Project, Jharkhand Jal Chhajan Yojana, Pradhan Mantri Krishi Yojana 2.0, and Nagrik Sahayata Kendra)
			Integrating INRM plans into GPDP, facilitating policies, research, and documentation
			Facilitating convergence and coordination
State Agriculture Planning (SAP) Cell	Jharkhand	Agriculture, Animal Husbandry and Co-operative	Knowledge support in overall livelihoods strategy formulation and staff capacity building. The support areas are: -Establishing Agri Smart Village Scheme -Upscaling Natural farming in Jharkhand -Jharkhand State Millet Mission (JMM) -FPO Grant Fund Scheme
Western Odisha Migration Project	Odisha	Panchayati Raj	Arrest migration through wage and livelihood asset under MGNREGA
Mukhya Mantri Janajati Jeevika Mission (MJJM)	Odisha	ST & SC Development	Livelihood enhancement of 150,000 tribal households
Mo Jungle Jami Yojana	Odisha	ST & SC Development	Saturating villages through Community Forest Resource Rights (CFRR)

Government-led initiatives with CSOs (co-implementation):

PRADAN has been at the forefront of collaborative efforts with the state governments and CSOs, as the lead CSO or project secretariat in several flagship programmes. Some of the key initiatives are Promotion of Agriculture Production Clusters in Tribal regions of Odisha, Usharmukti in West Bengal, and High Impact Mega Watershed in Chhattisgarh.



Writeshop group photo

Photo Courtesy: Writeshop participant, Karnal, Haryana

Agriculture Production Cluster Initiative:

In November 2018, Government of Odisha launched the "Promotion of Agriculture Production Clusters in Tribal regions of Odisha" project. Collaborators included the Department of Agriculture and Farmers' Empowerment, Mission Shakti, Odisha Livelihood Mission (OLM), Bharat Rural Livelihoods Foundation (BRLF), Bill & Melinda Gates Foundation, PRADAN and 20 other CSOs. The program spans across **73 blocks of 14 districts of Odisha. Under the aegis of the APC project, 55 Producer Companies and 1,753 Producer Groups and 808 agriculture entrepreneurs have been promoted benefiting 218,019 smallholder farmers.** In convergence with Odisha Agro Industries Corporation Limited, Odisha Lift Irrigation Corporation, MGNREGS, District Mineral Foundation, Odisha Mineral Bearing Areas Development Corporation and other entities, the project focused on enhancement of **irrigation potential on 47,014 acres of land, creation of orchard on 21,540 acres of land, facilitation of farm mechanisation. The PG farmers grew high value crops on 141,888 acres and sold 32,907 metric tonnes of produce worth Rs. 1,151 million.**

High Impact Mega Watershed Project:

The High Impact Mega Watershed Project is a collaborative effort led by the Government of Chhattisgarh, the state MGNREGA cell, and involving 13 Civil Society Organizations (CSOs), with PRADAN serving as the lead CSO. Supported by Axis Bank Foundation and Bharat Rural Livelihoods Foundation, the project aims to rejuvenate natural resources and enhance farm-based livelihoods across **26 blocks in 12 districts of Chhattisgarh.**

Originally launched in 2018 with a four-year timeline, the project was extended for an additional two years. In the current phase, the project is intensifying livelihood interventions through the Agriculture Production Cluster (APC) approach. This strategic focus aims to consolidate efforts in improving agricultural productivity and supporting sustainable livelihoods within the project's operational areas.

Key highlights of the project include:

- Treatment of 185,329 acres of land with soil and water conservation measures, leveraging Rs. 2,210 million from MGNREGA in FY 2023-24. In total 766,026 acres of land has been treated with an investment of Rs. 12,730 million.
- Since the inception of the project, more than 210 billion litres of rain water have been harvested.
- Improvement in agriculture and horticulture practices in 160,543 households across 19,800 acres of land.
- Formation of 486 producer groups with 29,291 members, cultivating marketable crops across 25,632 acres in 576 villages.
- Provision of technical support to the state MGNREGA cell in implementing the Narwa Rejuvenation Plan across the state.
- Identification and preparation of Detailed Project Reports (DPRs) for 111 new Narwa (third phase) projects in intensive blocks.
- Initiation of Monitoring, Evaluation and Learning (MEL) system for producer groups and individual members, including unique IDs through QR code generation. Resource handbooks on producer group formation, bylaws, functions, and operations were circulated among partners in Hindi.

Usharmukti:

Through decades, many rivers in our country have either dried up or vanished almost entirely due to human encroachment, climate change, aquifer depletion, insufficient recharge mechanisms and the breakdown of watershed ecosystems. These factors have severely impacted the rivers, landscapes, agricultural practices, livelihoods, and the economy dependent on these rivers. West Bengal is no exception. Usharmukti or emancipation from barrenness is a unique collaborative initiative by the Government of West Bengal and seven CSO partners focused on river rejuvenation through the effective implementation of MGNREGA, for watershed creation in western West Bengal. The initiative is supported by BRLF, Hindustan Unilever Foundation, WABAG and Ford Foundation.

This initiative spans across **7 districts, 56 blocks, and 445 Gram Panchayats, benefiting 322,450 households, with 253,450 households actively** engaged in livelihood activities. The impact of the project have been as per the following:

- Treatment of 1,996 micro-watersheds, with over 50% area treatment in 444 micro-watersheds - covering 319,327 acres of land.
- Creation of 59,640 water harvesting structures, increasing the irrigated area by 119,888 acres.
- Development of 109,169 acres of land under horticulture and social forestry.
- Cumulative water harvesting potential created: 497 billion litres.
- Leveraged investment: Rs. 21.33 billion

This initiative has made substantial progress in environmental conservation, water management, and livelihood enhancement in the region.

Building coalitions for large-scale change:

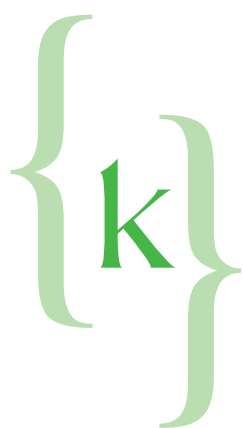
PRADAN actively participates in and facilitates the formation of networks comprising CSOs, academics, philanthropists, and other stakeholders to drive holistic development in rural areas through collaborative projects and initiatives. Notable coalitions include:

- Santhal Pargana Development Initiative (SPDI) in Jharkhand and Bihar, comprising 13 CSOs
- Sustainable Development Initiative Forum in Madhya Pradesh, comprising 18 CSOs
- CSO Forum in Jharkhand, comprising 37 CSOs
- Coalition for Change in Odisha, comprising 13 CSOs.

In addition, we are active members of the Rapid Rural Community Response to COVID-19 (RCRC), National Coalition for Natural Farming (NCNF), Mahila Kisan Adhikaar Manch (MAKAAM), and Revitalizing Rainfed Agriculture Network (RRA N), pursuing our shared development goals. Moving forward, we plan to strengthen these coalitions and are partnering with 116 CSOs to create a large-scale impact.

Private sector linkages

We have built linkages with about 200 private traders in different regions. We have set up linkages with six start-ups namely, Kheyti, Mivipro Solutions, Niyo Farm-tech Private Limited, S4S Technology, Raheja Solar food processing and EF Polymer.



Targeted investments for development activities:

Mobilizing financial resources is crucial for realizing the work plans outlined at the beginning of each financial year. We assist the community in preparing these plans and connecting them with the government programs, primarily focused on livelihood assets. Additionally, we mobilize from donors to demonstrate effective models.

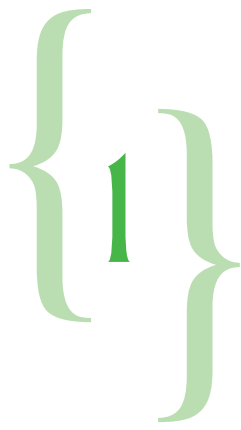
Our direct action teams have successfully mobilized approximately Rs. 5,354 million from government and partner sources, achieving a year-on-year growth of 58%. The breakdown of these sources is given below:

Table 8:

Finance Mobilized and Invested in FY 2023-24	Rs. Million
Total finance mobilized by/for livelihoods	5,354
Government Grants/Subsidies	5,026
Grants from Donors	328
Finance Invested	5,008
Working Capital	1,409
Capital Investment at the Individual Level	2,434
Capital Investment for the Common Infrastructure	1,165

Through partnership initiatives, Rs. 11,390 million have been leveraged around the program funds to support the communities' developmental agenda.

Thus, a total Rs. 16,744 million is leveraged from public and private sources.



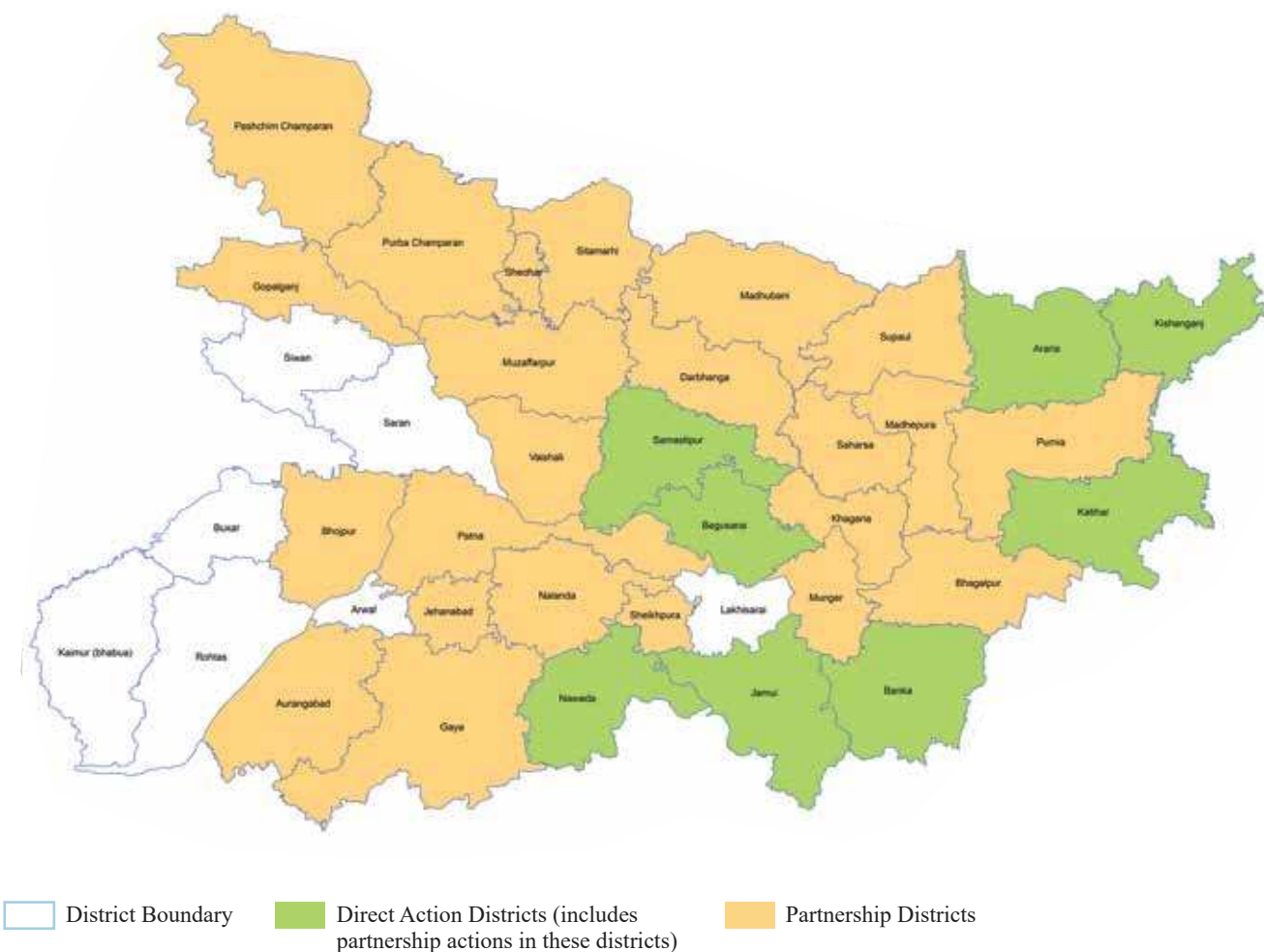
State-wise major highlights

PRADAN's grassroots engagement with the underserved and marginalized populations is spread across eight states in India. Our direct action teams are present in Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, West Bengal and a project team in Tamil Nadu. Here are the state-wise highlights of our developmental work that reflect our commitment to fostering sustainable development, empowering communities, and creating lasting change through strategic partnerships and innovative initiatives.



BIHAR

PRADAN's operational districts: Direct Action and Partnership districts of Bihar



In Bihar, PRADAN is actively involved in initiatives across **16 districts**, **impacting approximately 686,000 families** through a combination of partnerships and direct interventions. Key achievements include:

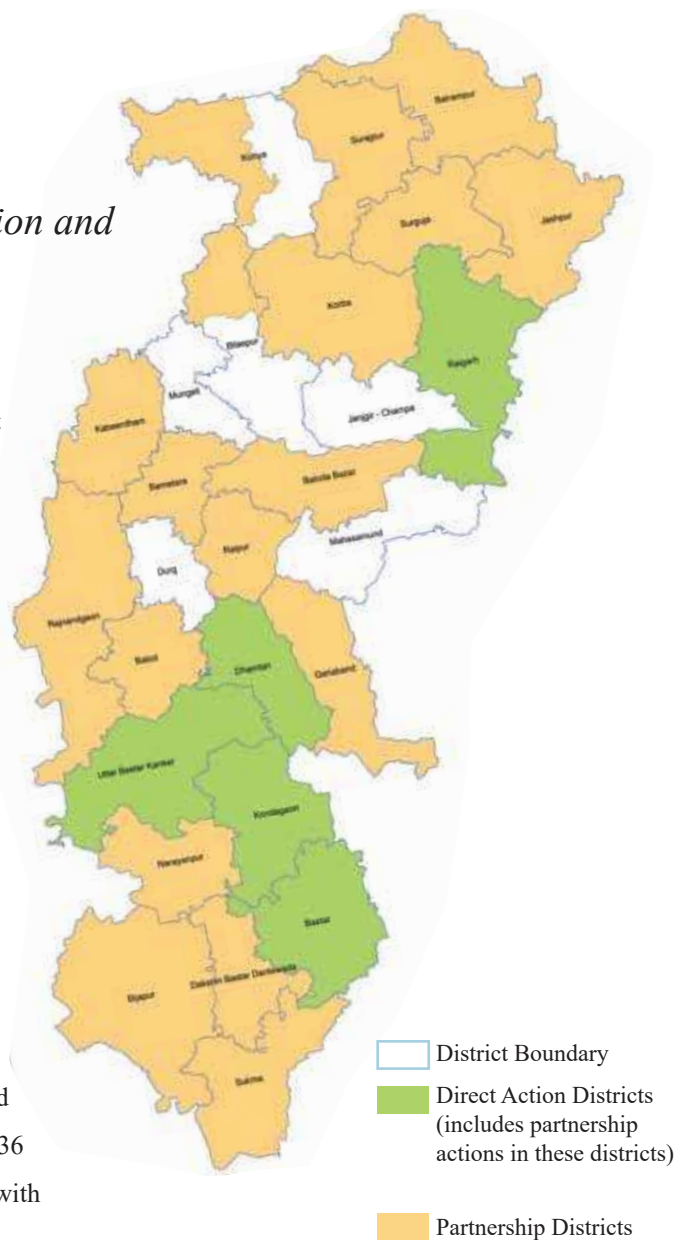
- 1 Livelihood interventions have benefited 412,000 families engaged in cereal, pulse, oilseed, millet, vegetable cultivation, and agri-horti plantations.
- 2 Emphasizing ecological sustainability, PRADAN has promoted regenerative agriculture and adoption of renewable energy solutions.
- 3 The Model CLF (Community Livelihood Forum) collaboration with Jeevika (SRLM) has been pivotal, with 185 out of 192 Model CLFs receiving over Rs. 250 million from the Community Investment Fund (CIF), marking a significant increase from previous years.
- 4 In Banka district, initiatives like the CSO forum and community-based organization (CBO)-led panchayat planning processes have been instrumental. Additionally, a holistic development partnership in Begusarai district with IndusInd Bank Ltd. has furthered these efforts.

CHHATTISGARH

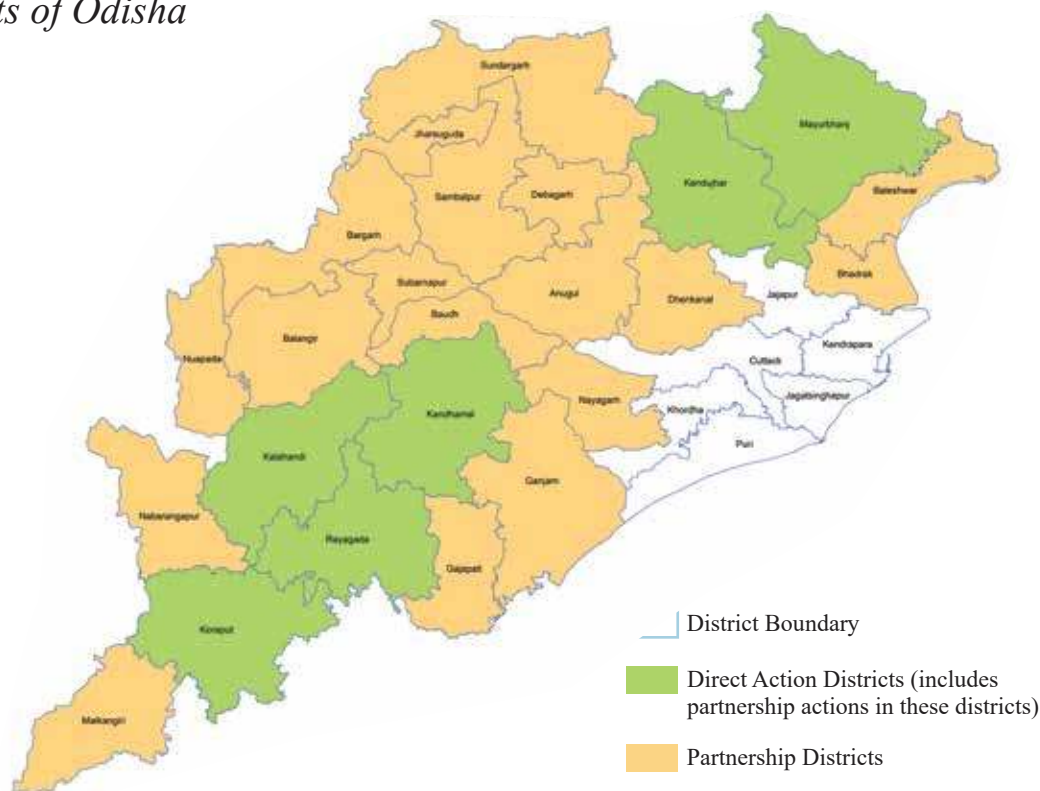
PRADAN's operational districts: Direct Action and Partnership districts of Chhattisgarh

In Chhattisgarh, PRADAN has impacted community development and sustainable livelihoods across various districts:

- 1 Outreach efforts have touched 450,000 households spanning 26 districts, 89 blocks, and 2,195 villages, facilitated through direct action teams and partnerships. Specifically, 114,775 households in 10 blocks across 5 districts were reached through direct action teams.
- 2 The empowerment of women's village organizations (VOs) includes capacity-building for 3,000 such organizations, alongside the formation of 153 Model Cluster Level Federations (MCLFs).
- 3 Livelihood initiatives centered around 53 MCLFs and livelihood service centres have directly benefited 118,536 households. Additionally, 81% of SHGs have been linked with banks, accessing Rs. 2,920 million in credit.
- 4 Approximately 303,482 households have participated in livelihood interventions, focusing on regenerative agriculture, livestock rearing, mushroom cultivation, and forest-based livelihoods.
- 5 Environmental sustainability efforts are evident in the development of Integrated Natural Resource Management (INRM) plans for 1,525 villages and Gram Panchayat Development Plans (GPDP) for 149 villages. These plans have resulted in the rainwater harvesting of over 24,710 acres and the establishment of vegetative cover on 3,010 acres.
- 6 Collaborations with the Chhattisgarh State Rural Livelihoods Mission (CGSRLM) have led to the establishment of 153 CLFs across 85 blocks. The High Impact Mega Watershed Project, in partnership with the MGNREGA cell and the Department of Rural Development, Government of Chhattisgarh, has treated 185,329 acres of land, benefiting 165,000 households.
- 7 Under the Forest Rights Act (FRA), PRADAN has engaged in community-led forest management across 24 blocks in seven districts, partnering with the Department of Forest.



PRADAN's operational districts: Direct Action and Partnership districts of Odisha

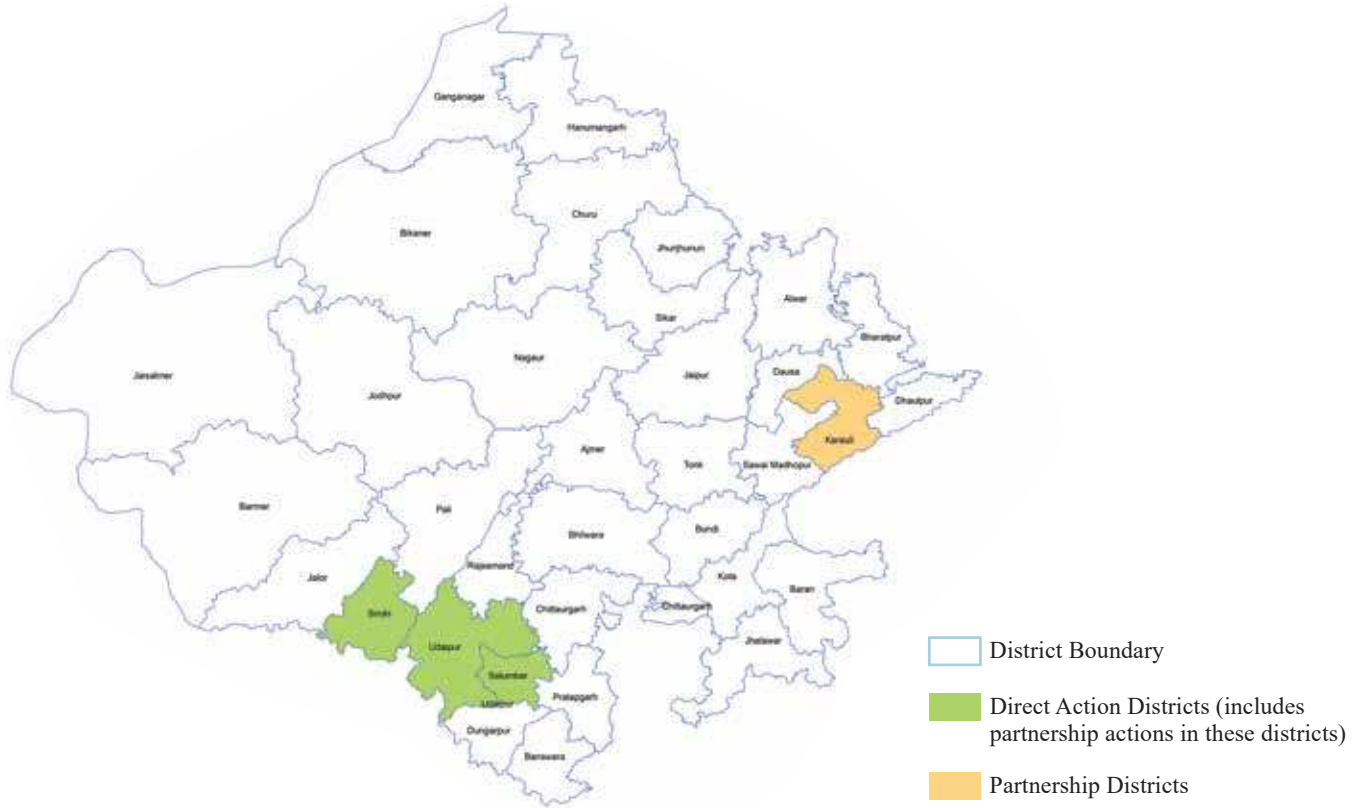


In Odisha, PRADAN has implemented extensive initiatives across various districts and blocks to enhance livelihoods and promote sustainable development:

- 1 PRADAN operates in 24 districts and 172 blocks, reaching 723,431 households, with 243,615 households actively engaged in livelihood activities.
- 2 The focus areas include agriculture, livestock development, fruit tree plantations, and other Natural Resource Management (NRM)-based activities, aimed at improving rural incomes and sustainability.
- 3 PRADAN has forged strategic partnerships with various government departments to implement key programs
 - **Agriculture Production Cluster (APC) Programme** under the Department of Agriculture and Farmer Empowerment.
 - **Western Odisha Migration Project** under the Panchayati Raj Department.
 - **National Support Organization to DAY-NRLM** through the Odisha Livelihoods Mission, led by the Department of Mission Shakti.
 - **Mo Jungle Jami Yojana** in collaboration with the Scheduled Castes and Scheduled Tribes Research and Training Institute (SCSTRTI).
 - **Mukhya Mantri Janajati Jeevika Mission (MJJM)** as a Technical Support Agency (TSA) for the state-level PMU, supporting the ST & SC Development, Minorities & Backward Classes Welfare Department.
 - **Strengthening the GPDP Process:** Through a formal partnership with the State Institute of Rural Development (SIRD) and Panchayati Raj Department, PRADAN has conducted Integrated Natural Resource Management (INRM) planning in 114 villages, utilizing GIS maps in 87 of these villages. This initiative ensures informed and effective village-level planning, enhancing resource management and developmental outcomes.

RAJASTHAN

PRADAN's operational districts: Direct Action and Partnership districts of Rajasthan

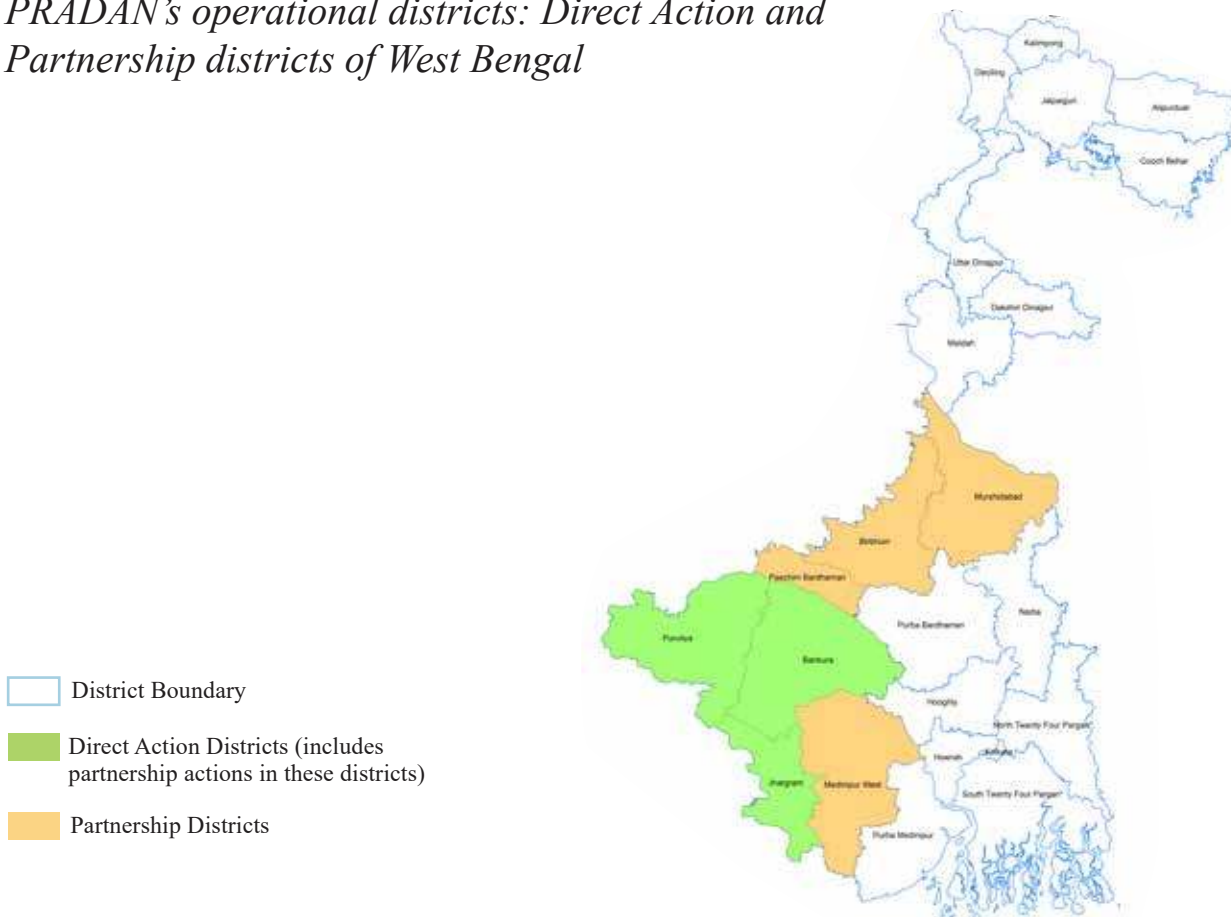


In Rajasthan, PRADAN has focused its efforts on enhancing livelihoods and fostering community development across specific districts and blocks:

- 1 Engaged with 21,581 families across 4 blocks in 3 districts, implementing various livelihood enhancement programs.
- 2 In Sirohi district, PRADAN facilitated the registration of two Farmer Producer Organizations (FPOs): Abu Parvat for agriculture and Abu Swarup for livestock.
- 3 Strengthened the South Rajasthan CSO consortium by adding 10 new CSO members. This collaboration fosters synergy among organizations working towards common development goals in the region.
- 4 Actively participated in the Rajasthan Community Nutrition Forum (RCNF), contributing to initiatives aimed at improving nutrition outcomes and food security across the state.
- 5 Collaborated with the District-MGNREGA in Sirohi to enhance the quality of Gram Panchayat Development Plans (GPDP) through GIS mapping. This initiative ensures informed and impactful planning, facilitating better utilization of resources and effective implementation of development projects.
- 6 Supported 58 Village Organizations (VOs) in preparing Village Development Plans (VDPs), empowering local communities in the planning and management of their developmental priorities.

WEST BENGAL

PRADAN's operational districts: Direct Action and Partnership districts of West Bengal



In West Bengal, PRADAN has implemented extensive initiatives across multiple districts and blocks, focusing on livelihood enhancement and community development:

- 1 Through direct action teams, PRADAN has reached 142,000 households in 3 districts, 13 blocks, and 1,195 villages. Additionally, partnerships across 4 districts, 43 blocks, and 5,989 villages have extended support to 235,751 households.
- 2 Facilitated 450 women Village Organization (VO) members to actively engage in the Village Prosperity Resilience Plan (VPRP) integrated Gram Panchayat Development Plan (GPD) planning process within the direct action team areas.
- 3 Livelihood outreach efforts of our direct action teams have benefited 128,000 individuals, focusing primarily on agri-horticulture, livestock, and fishery sectors to enhance rural incomes and food security.
- 4 The Usharmukti mega initiative spans across 7 districts, 56 blocks, and 445 Gram Panchayats, positively impacting 322,450 households through comprehensive development interventions.
- 5 PRADAN has established new partnerships with various departments of the Government of West Bengal, including the West Bengal State Rural Livelihoods Mission (WBSRLM), Panchayats & Rural Development Department, Animal Resource Development Department, Department of Fisheries, Aquaculture, Aquatic Resources and Fishing Harbour, and Forest Department. These collaborations aim to leverage resources, expertise, and institutional support to enhance the effectiveness and reach of development initiatives.

TAMIL NADU

PRADAN's operational districts: Direct Action and Partnership districts of Tamil Nadu



In Tamil Nadu, PRADAN has established a specialized team dedicated to implementing the 'Aspirational Districts Development Project,' supported by IndusInd Bank Ltd. Key highlights of the project include:

- 1 Coverage across eight blocks spanning two districts, benefiting approximately 143,000 households.
- 2 Focus on mobilizing farmer communities to rehabilitate century-old dilapidated tank systems. These tanks serve as crucial lifelines for agriculture and domestic use, as well as play a role in flood prevention.
- 3 Rejuvenation efforts targeting farmlands to enhance agricultural productivity and sustainability.
- 4 Support for Self-Help Group (SHG) networks to facilitate access to credit facilities and social security schemes, promoting financial inclusion and resilience among rural communities.



Resource mobilisation, communications and partnerships

The Resource Mobilization, Communications, and Partnerships unit of PRADAN had multifaceted objectives. Primarily the unit aimed to transform PRADAN's perception from that of a mere implementing agency to a dynamic, mass-impact organization capable of driving systemic change and achieving Sustainable Development Goals (SDGs). It sought to position PRADAN as a prominent Civil Society Organization (CSO) and the partner of choice among stakeholders in the rural development sector. Ensuring the financial stability of the organization to meet its strategic priorities was also a key focus.

To achieve these goals, the unit identified new funding

opportunities from various sources and worked closely with colleagues across states, Development Clusters, Central Functions and Centres of Excellence (CoEs) to develop and submit proposals. A critical aspect of this effort was reinforcing the narrative of systemic change through proposals, facilitating the desired mindset shift among donor communities regarding the development engagement required to bring lasting changes in rural contexts. During the fiscal year 2023-24, these efforts resulted in the mobilization of Rs. 1,560 million in grants.

In addition to securing funding, our efforts mainly focused on increasing PRADAN's visibility. The 41st Foundation



Saroj Kumar Mahapatra with the keynote speakers in Samagam 2023

Photo Courtesy: Event Photographer, New Delhi

Day was organized as an online event, accompanied by the creation of 10 distinct social media posts, including an animated teaser. We conducted two collaborative social media campaigns: #HerHealthyFarmRecipe, in collaboration with project implementation partners and other stakeholders, and a lateral hiring campaign for women executives in collaboration with CF3. Additionally, a fresh series of HR films was produced for recruitment sessions.

With support from Mr. Prasoon Joshi we created an anthem on 'collaboration' for the development sector and organized the 'Samagam 2023' sector event in November 2023. Held in New Delhi, this event was a partnership with Axis Bank Foundation, the Confederation of Indian Industries (CII) Foundation, and NITI Aayog, centered around the Localization of SDGs (LSDG). The event was attended by over 160 participants from various sectors, including senior government bureaucrats, NITI Aayog representatives, donors, corporates, and CSOs. Our colleagues also participated in several conferences and seminars, including The Hindu Business Line Summit 2024, Tech for Good, and

events organized by CSR Box, Schneider Electric, and Indian School of Development Management (ISDM).

We published 109 articles across various media, including 27 in development sector journals and 82 in mainstream media. In celebration of International Women's Day in March, we launched a five-episode series, The Transformers, in collaboration with the Gender CoE. This series is dedicated to women leaders who have triumphed against all odds. The first episode, documenting the journey of Ms. Kanta Singh, Deputy Country Representative of UN Women India, was released on March 8, 2024, with subsequent episodes featuring Ms. Shweta Jain, Dr. Shagun Sabarwal, Dr. Nivedita Narain, and Ms. Nita Kejrewal set to follow.

PRADAN's contribution to the last mile development initiatives was recognized with the Yashraj Bharati Samman 2022-23 Award for our work in rural livelihoods under the category 'Transforming People's Lives.' This award, presented in April 2023, emphasized development and transformation in education, livelihoods, nutrition, and sustainable development.



Saroj Kumar Mahapatra receiving the Yashraj Bharati Samman Award

Photo Courtesy: Award Ceremony Photographer

Event to explore ideas for strengthening sustainable development goals held in Delhi

Samagam is an annual event organised by PRADAN to provide a platform for CSOs and development sector agencies to come together and explore ideas for strengthening Sustainable Development Goals.

Statesman News Service | New Delhi | November 10, 2023 7:19 pm



two-day event — Samagam 2023 — emphasising on the need to have dialogues and collaborations amongst the Samaaj-Sarkar-Bazaar stakeholders to address socio-economic problems in India, was held in the national capital.

The event, which commenced on November 9, sought to unravel the process of priority setting and collaborative action plans by bringing in varied stakeholders across the spectrum of government, corporate, philanthropy and foundations, civil society, local communities and panchayats, and international development agencies like UNDP and UNICEF on one platform, to arrive at actionable steps for local governments, CSOs and market players.

Samagam 2023, a multi-stakeholder conclave focused on ‘Localizing Sustainable Development Goals (SDGs): Perspectives, Policy and Practice’ was convened by PRADAN, a Delhi based NGO and Axis Bank Foundation.

Samagam is an annual event organised by PRADAN to provide a platform for CSOs and development sector agencies to come together and explore ideas for strengthening Sustainable Development Goals.

NITI Aayog and Confederation of Indian Industry (CII) Foundation also extended their support to Samagam 2023.

On the occasion, Saroj Kumar Mahapatra, Executive Director, PRADAN said, “Acknowledging India’s commitment to the global Sustainable Development Goals (SDGs), we recognize the pressing importance of localizing these goals which is critical to achieving a sustainable and inclusive future for India.”

Talking about the event, Dhruvi Shah, Executive Trustee and CEO, Axis Bank Foundation said, “Our Sustainable Livelihood Programme embodies its ethos with Samagam as it collaborates with rural communities to co-create community-led solutions.”



“Saath saath naye Prabhat ki or --” – Prasoon Joshi pens lyrics for PRADAN’s anthem on collaboration

Prasoon’s strong social conscience is reflected in the work he has earlier done for campaigns



Mumbai: Celebrated lyricist and Padma Shri Award winner, Prasoon Joshi, known for his popular, chart-busting songs of Bhaag Milkha Bhaag, Rang De Basanti and Taare Zameen Par, to name just a few, wielded his magic to write the lyrics for PRADAN, a leading NGO in the country working with tribal and backward communities. The “Anthem” celebrated the spirit of collaboration and working together – a value PRADAN espouses in all the development work it engages in. Prasoon’s strong social conscience is reflected in the work he has earlier done for campaigns like Malnutrition, Polio Eradication, Women Empowerment, Child Rights, Swachh Bharat and more.

PRADAN executive director Saroj Kumar Mahapatra said, “Collaboration and partnerships are key to PRADAN’s growing outreach among the tribal and rural women that we work with. Over our 40 years of working with marginalized communities in the Central India Tribal belt, we have partnered with over 110 Civil Society Organizations, more than 70 Foundations, Private Philanthropies and Corporations and various National, State, District and Local government

institutions to multiply the impact of the government's development schemes and programs. The anthem penned by Prasoon Joshi is our celebration of that spirit of working together, and of empowered communities who have striven continuously to carve out a brighter future for themselves, and for the societies that they live in”.

“Song composition and film production are highly collaborative efforts, and the magic happens only when various parts of the team come together seamlessly to create a symphony of sorts. I am highly appreciative of the part that PRADAN and many such organizations are playing in supporting sustainable, inclusive development work in the country by coming together, thinking together and working together to help India realize some of its SDGs while engaging with communities at the grassroots and finding local solutions for local problems. The anthem is my way of showing support to the cause of collaborative problem solving”, reflected Prasoon on his motivation to pen the anthem lyrics.

Indian filmmaker Kireet Khurana winner of six president’s National Film Awards and 18 international awards for his cinematic works, who directed the film under his banner - Climb Media, exuded, “Conceptualising the film was a challenge as development work is so profound and generational changing that it is difficult to capture its widespread impact. Executing the film was another major challenge, as I wanted to cast the actual tribal villagers that PRADAN and its partner organizations work with, and get them to do role plays, without making the film look contrived. It was also my responsibility to make the film stimulating without losing its earthy and realistic feel. Prasoon’s soulful lyrics really helped elevate the visualisation to the next level. I hope the film will motivate development agencies and communities to work together to empower and help transform the lives of the people in what was hitherto an impoverished hinterland.”

The film captures the empowering essence of collaboration, even as it briefly “Relives” the moments of self-doubt that the underserved, marginalised communities are faced with while looking to create a better future for themselves. The film, strung together by a highly inspiring song, traverses the journey of the state (sarkar), funding organizations (bazar) and the civil society (samaj) actors coming together to support the communities to help them realize their vision of a better, brighter tomorrow (“Naya prabhat”).



FES, MetaMeta collaborates with PRADAN to launch women centric campaign

The aim of the campaign is to reach out to more than 400 million people to raise awareness on women's leadership in farming.

March 19, 2023 14:03 IST



The campaign, which will be seen in social media till May 14, 2023 salutes and recognizes marginalized women.

Foundation for Ecological Security (FES), MetaMeta, AidEnvironment, PRADAN among other partners have launched a campaign to raise mass awareness on the transformative changes women are bringing in the remotest parts of India and beyond, on this Women's Day month. The campaign aims to reach out to 400 plus million people, to raise awareness on women's leadership in farming, safe food, regenerative agriculture and related issues which has an impact on people and planet, an official release said.

According to the release, the campaign, which will be seen in social media till May 14, 2023 salutes and recognises those marginalized women who have been bringing change in India, through regenerative farming. Almost

one million women in the country have been trained and empowered to change the face of agriculture in the last two years, the release said. The campaign highlights women breaking stereotypical kitchen centered and childcare roles attached to a woman, and their significant contribution in making Indian agriculture chemical free and regenerative, it added.

“PRADAN as an organization has worked to empower people and make them self-reliant. Our initiative with the women farmers, in last two years have generated huge benefits not only to these women farmers but also to the larger sections of the society by providing them chemical-free food. We feel regenerative agriculture will drive the next wave of agricultural growth in the country,” Nityananda Dhal, head, Regenerative Agriculture Initiative, PRADAN, said.

Furthermore. the release mentioned that the campaign talks about, how marginalized women farmers are making this shift possible and removing obstacles they were facing in life. The key focus of the campaign will cover areas like “Sensitive farming practices for a cooler and greener earth”; “Today’s food makes one’s tomorrow – how healthy food and environment will ensure a good and healthy life”; “Super Women who are mitigating impacts of climate change and how these women farmers are breaking the glass ceiling”.



Photo Courtesy: Award Ceremony Photographer



Samagam 2023 session

Photo Courtesy: Event Photographer, New Delhi

Human Resource Development

HRD Aspirations and Goals

In 2023-24, the HRD function aimed to address the organization's growing human resource needs and foster a climate for systematic competency building, effectiveness enhancement, and readiness for evolving professional roles.

Table 9: PRADAN's Staff Strength

Particulars	MARCH 31, 2023			MARCH 31, 2024		
	Men	Women	Total	Men	Women	Total
Professionals	284	123	407	289	135	424
Associates	107	23	130	118	24	142
Staff on Contract	159	48	207	218	74	292
	550	194	744	625	233	858
Development Apprentices (onboard)	36	30	66	43	70	113
Total	586	224	810	668	303	971



PRADAN staff at a training session

Photo Courtesy: Shubham Fulmali, New Delhi

Professional Development Programme:

An eighteen-month program was organized to build expertise of PRADAN staff members in thematic areas. The program focused on learning existing and emerging practices through experimentation and reflection. Participants, selected from project-implementing teams, underwent assessments and participated in action learning. A Programme Development Committee (PDC) coordinated the program with collaborative efforts from the Centre of Excellence (CoEs). Over the past year, 13 participants graduated in Local Democracy, 9 in Integrated Livestock Rearing, 25 in Agriculture, 49 in Climate Action, and 18 in Livelihood Promotion.

Leadership Development Programme:

A series of trainings aimed at building competencies in guiding, team-building, stakeholder collaboration, resource mobilization, and project implementation were conducted. These included Field Guiding, Recruitment Orientation, Team Coordinator Orientation, English Language skills, Motivation, Women Leadership, Report and Proposal Writing, and Communication.

Field Guides Development Programme:

With the expected joining of 175 Apprentices, focus was on the Field Guides Development Programme. Eighty-three experienced staff completed the three-phase program, and preparatory events for apprentices were attended by around 100 Field Guides.

Selection and Interviewing Programme:

Twenty-four experienced staff completed the program, joining the pool of recruiters. Six staff participated in Group Facilitator Development and one in the Group Process Laboratory with support from the Institute of Group Facilitators.



PRADAN staff training session

Photo Courtesy: James Tigga, New Delhi

Recruitment and Selection:

Efforts focused on increasing female representation to 70% and disciplinary diversity. Recruitment processes initiated in December 2023 resulted in 249 selections (75 men, 174 women) from 51 campuses across 19 states. Major disciplines included Agriculture (29%) and Engineering (27%).

Apprenticeship Programme:

The 76th and 77th batches saw 178 Apprentices (61 men, 117 women) join with a 71% joining rate. Graduation and placement included 55 graduates (31 men, 24 women) with a 63% graduation rate. Central and midterm events were held to deepen knowledge and facilitate reflection.



Development Apprentices at field work

Photo Courtesy: Sourav Maity, Lalgarh, West Bengal

Lateral Executive Recruitment:

In our efforts to 'Making PRADAN a Better Place for Women to Work' we planned to recruit more women as Executives, apart from increasing the percentage in DA-ship. Eighteen women joined as Executives between October 2023 to January 2024. These Executives come from varied backgrounds and have different work experiences, which is a strength for the organization as they bring in a lot of new experience.

Training and Development Events:

A Personal and Interpersonal Effectiveness event was conducted for 28 Senior Associates. Additionally, the Organisation Change Initiative for Evolution Learning and Nurturing (OCEAN) initiative engaged with 10 organizations in Western Odisha, involving 173 participants in various developmental programmes.

Internal Complaints Committee:

During the calendar year 2023, one case of sexual harassment was filed and resolved within the stipulated 90-day period.

Hiring Of The Female Workforce By 30% In The Next Quarter Aiming To Create Job Opportunities For Women Across The Country

July 25, 2023 in General

New Delhi : India's one of the leading not-for-profit organization, Professional Assistance for Development Action, announced its initiative of enhancing female gender ratio in the organization, by increasing its female workforce. The company announced increase of female workforce by 30% in Q2 of the financial year 2023- 2024. PRADAN aims to recruit only women executives the next quarter, to drive positive change and spread the message of gender equality across the country.

The Delhi headquartered organization has more than 60 offices across the country and the talent acquisition is planned across all its regions and offices. There is special focus towards Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and West Bengal. In the last forty years of its establishment, PRADAN has worked towards enhancing the quality of life of marginalized communities. It has worked with around 2.64 million women across the seven states. With a dedicated team of nearly 700 people, operating in 60 field teams, PRADAN aspires to bring in young and dynamic women, who can help take the organization to the next level of growth.

Speaking on the announcement, Arnab Chakraborty, Integrator, HRD from PRADAN said, "The next few years are focused on PRADAN's exponential growth; in terms of increasing its community outreach, introducing more projects and campaigns, upgrade rural agriculture and there is a special focus in Central Indian Tribal Region. While we have reached out to more than 10 million individuals in the last financial year, we want to increase the outreach to 50 million individuals in the next seven years, and women work force will form an integral part of PRADAN's project expansion plans."

“PRADAN’s core vision is to build communities and uplift the lives of marginalized people, especially in the rural pockets of the country. Women are known to uplift people’s lives due to their inherent empathetic skills; and the roles are in synergy with the values and skills that female employees will bring to the table. We are looking at talent acquisition for the Executive position. PRADAN also actively and persistently engages with local communities to raise awareness and advocate around gender equality. And the talent acquisition drive is also aimed at promoting a more inclusive and equitable gender-based society country-wide.”

Female employees joining the organization would be trained to provide a sound understanding on the work model of PRADAN. From class-room training, field visits, on-ground training to living amidst the marginal section, PRADAN provides end-to-end training to prepare employees physically, mentally and emotionally to make them sector ready. The eligibility criteria for the positions at PRADAN, include a minimum of 24 months’ work experience (across any sector).



Research and Knowledge Management, Monitoring, Evaluation and Learning

Our work in research, knowledge management, monitoring, evaluation, and learning aims to create a supportive development ecosystem by collaborating with key stakeholders, including government bodies, CSOs, multilateral agencies, and academic institutions. This collaboration seeks to drive community-led change towards a just and equitable society. In line with PRADAN's mission of societal transformation, we prioritize strengthening our engagement with academic institutions to establish the discipline of development practice. Additionally, we conduct research and manage knowledge with esteemed national and international institutions to generate new, evidence-based insights and influence policies, programs, and practices both within and beyond our organization.

Strengthening Strategy and Perspective Plan

Under the aegis of this function we concentrated on bolstering PRADAN's research, knowledge management, monitoring, evaluation and learning strategy. A detailed Perspective Plan extending to 2030 was developed, which emphasized the importance of collaboration with other relevant work units and Centres of Excellence (CoEs) to significantly contribute to PRADAN's long-term goals.

Learning Agenda and Knowledge Generation

A key element of the 2030 perspective plan was defining the organization's learning agenda. We developed a format to collect learning needs from all State Management Committees (SMCs) during their perspective planning. This information was then sorted into various thematic and approach-related categories, prompting thorough discussions with CoEs in areas such as Governance, Gender, Agriculture, Forest, Farmer Producer Organizations (FPOs), Agricultural Production Clusters (APCs), and Climate Action. Multiple meetings with these CoEs helped identify critical areas for knowledge generation.

Scoping Study on Regenerative Agriculture (RA) in Jharkhand and West Bengal:

Conceptualized with the Agriculture CoE and guided by Dr. Harini Nagendra from Azim Premji University, this study aimed to map the motivating and hindering factors for scaling up RA. The study revealed significant ecological and health benefits, with over 80% of farmers reporting improved soil conditions and increased food production.

Critical Evaluation of the Ultra-Poor Graduation Approach (UPGA) in Jaridih, Bokaro:

This study, conceptualized with the Governance CoE and guided by Dr. Puja Guha, aimed to critically evaluate UPGA and its ecosystem. The study is expected to inform refinements in our approach to help the ultra-poor achieve self-sufficiency without dependency.

Evidence Generation on the Success of Ushar Mukti and Mega Watershed Projects:

Partnering with the Climate Action CoE and guided by Dr. Veena Srinivasan from Well Labs of IFMR, this long-term research project seeks to generate evidence of ecological and economic impacts of these projects in West Bengal and Chhattisgarh.

Impact of Agriculture Production Cluster (APC):

Under the guidance of Dr. Anjali Neelakantan from Research Square, IFMR, this research aims to address three key questions: the increase in income of participating farmers, the impact on women's workload and decision-making, and the level of government convergence achieved.

Sub-sector Study of Bio-resource Inputs in Bihar:

This study aims to explore the organic inputs sector, focusing on compost, vermicompost, bio-fertilizers, organic liquid fertilizers, and organic pesticides. It will provide an estimation of market growth, identify key actors, examine existing regulations, and understand certification processes.

Strategic Planning for Karnataka Inclusive Livelihoods Programme (KILP):

In partnership with BRAC and the Government of Karnataka, PRADAN initiated a study to map the ultra-poor in Karnataka, understand their livelihoods and vulnerabilities, and design context-specific strategies for their graduation.

Advancing Climate Resiliency in Agriculture Systems:

In collaboration with Tata Cornell Institute, this initiative seeks to create evidence on transitioning from paddy-centric agriculture to diversified cropping systems. This Randomized Controlled Trial (RCT) aims to be resource-efficient and remunerative for women smallholder farmers.

Designing Measurement Tools

Measurement of Collective Agency:

Partnering with IFPRI, PRADAN developed a tool to measure collective agency, an extension of the Measures for Advancing Gender Equality (MAGNET) initiative. The tool was piloted in Chhattisgarh and Jharkhand, covering 30 Village Organizations (VOs), 150 Self-Help Groups (SHGs), and 900 women members.

Grading Tool for Farmers' Producers' Organizations (FPOs):

With assistance from Azim Premji University, the grading tool developed last year was fine-tuned and tested, with plans for organization-wide implementation.

Organizational planning and monitoring mechanisms:

An indicator guide was created to support annual planning, helping teams set clear objectives and measurable targets. It outlines PRADAN's thematic areas and key outcome indicators at system and people levels, including monitoring mechanisms. The Annual Plan for FY 2024-25 was prepared with a detailed action plan aligned with PRADAN's vision, mission, thematic areas and stakeholder engagements.

Measurement of outcomes and impact:

A MEL framework was developed to measure progress and impact of our work according to the Theory of Change, aligning them with relevant Sustainable Development Goals (SDGs). Comparison of the key indicators with those of international organizations such as IFAD, UN Women, FAO, and WFP, enhanced coherence with global agendas and evidence-based reporting. This process enabled the development of critical indicators that link organizational objectives with measurable outcomes, demonstrating efficient resource utilization and impact achievement to stakeholders. Additionally, specific indicators for PRADAN's reporting and tracking processes for major partnerships were created, ensuring transparency and showcasing achieved impact.



Training on ultra-poor household survey

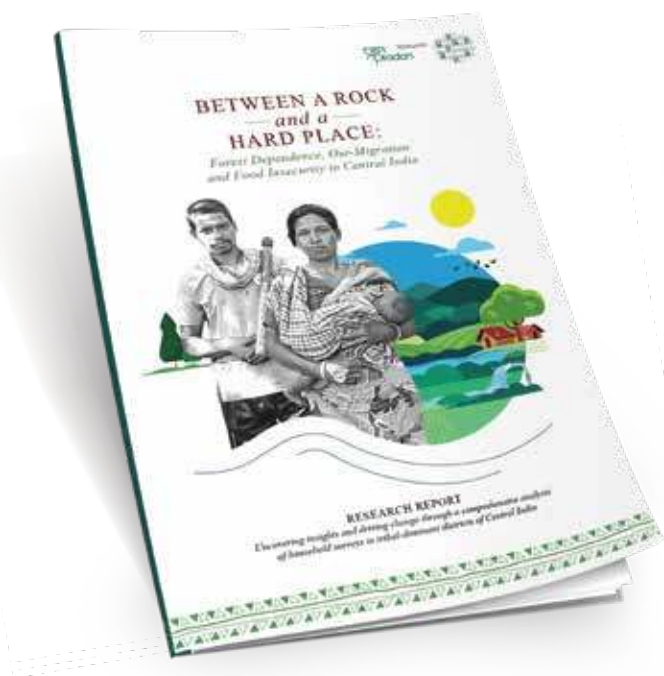
Photo Courtesy: Amit Kumar, Hubli, Karnataka



Training on ultra-poor household survey

Photo Courtesy: Amit Kumar, Hubli, Karnataka

Status of Adivasi Livelihoods (SAL) Reports



SAL 2022: Covering Madhya Pradesh and Chhattisgarh, SAL 2022 was published in January 2024. The report received media coverage and led to the publication of three analytical articles in development journals.



SAL 2023: Data collection for the SAL 2023 report, covering Rajasthan, Maharashtra, and Gujarat, has been completed. Multi-stakeholder consultations were held to facilitate acceptance among various stakeholders in these states.

Capacity Building and Workshops

Research Methodology Workshop: Organized in December 2023, this workshop aimed to build a foundational understanding of research methodologies among 14 participants.

Monitoring & Evaluation Workshop: Held in Ranchi in December 2023, this workshop brought together 56 associates from various PRADAN work nodes to explore the new MEL strategy, foster cross-learning and reflect on barriers and enablers in their work.

Publications and Representations

Over the past year, our team has been actively engaged in advancing the discourse on Adivasis and climate change through a series of fourteen insightful articles. These were published in esteemed outlets such as Down To Earth, Hindu Business Line, and the Journal of International Women's Studies (JIWS).

In addition to our written contributions, team members took part in podcasts and played pivotal roles as representatives of PRADAN at international seminars and policy dialogues. This not only bolstered our presence but also enriched the global dialogue on these crucial issues.

Furthermore, we extended our support to other organizations by assisting in the development of their theory of change, engagement methodology, and Monitoring, Evaluation, and Learning (MEL) frameworks. This collaborative effort aimed to strengthen the strategic foundations of various initiatives within the field.



n Balance Sheet

Professional Assistance for Development Action (PRADAN)

Balance Sheet as at March 31, 2024

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Sch.	As at Mar 31, 2024	As at Mar 31, 2023
Sources of funds			
Funds			
Corpus Fund	1	36,240.73	36,206.82
Capital Assets Fund	2	5,614.40	4,163.00
Community Project Fund (WIP)	3	372.89	347.01
Revolving Fund	4	29.64	29.84
Unrestricted Fund	5	3,687.09	1,822.08
Restricted Funds	30	9,966.09	10,718.59
		<u>55,910.84</u>	<u>53,287.34</u>
Non Current Liabilities			
Payables	6	-	25.30
Long-Term Provisions	8	24.60	24.60
		<u>24.60</u>	<u>49.90</u>
Current Liabilities			
Payables	6	98.28	33.45
Other Current Liabilities	7	79.38	249.91
Short-Term Provisions	8	95.96	66.07
		<u>273.62</u>	<u>349.43</u>
Total		<u><u>56,209.06</u></u>	<u><u>53,686.67</u></u>
Applications of funds			
Non Current Assets			
Property, Plant and Equipment and Intangible Assets	9		
a) Property, Plant and Equipment		2,114.60	1,789.39
b) Intangible Assets		12.67	20.53
c) Community Assets held in PRADAN Books		3,230.91	2,353.08
Work in Progress	10		
a) Capital work in progress (Own Building)		11.52	-
b) Intangible assets under development		244.70	-
c) Community Projects (to be transferred to Beneficiaries)		372.89	347.01
Non-current Investments			
Corpus Fund Investments	11	36,207.08	36,180.30
Other Fund Investments	12	22.00	706.18
Long-Term Loans and Advances	13	484.55	93.33
		<u>42,700.92</u>	<u>41,489.82</u>
Current Assets			
Inventories (at cost)		2.14	18.11
Receivables	14	330.16	184.13
Cash and Bank Balances	15	12,600.29	11,368.54
Short-Term Loans and Advances	13	531.35	586.85
Other Current Assets	16	44.20	39.22
		<u>13,508.14</u>	<u>12,196.85</u>
Total		<u><u>56,209.06</u></u>	<u><u>53,686.67</u></u>
Natural Head based Income and Expenditure Account	28		
Accounting Policies and Notes on Accounts	32		

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



S.K. Mahapatra
Chairperson
Executive Director

[Signature]

Members of Governing Board

Place: New Delhi

Date: July 20, 2024

Audited Financial Statements for the year ended March 31, 2024

Professional Assistance for Development Action (PRADAN)
Income and Expenditure Account for the year ended March 31, 2024

(All amounts in ₹ lakhs, unless otherwise stated)

Particulars	Sch.	Year ended Mar 31, 2024	Year ended Mar 31, 2023
INCOME			
Donations	17	105.48	1,301.63
Income from Investments/ Deposits	18	2,925.61	583.95
Other Receipts	19	96.46	55.15
Total		3,127.55	1,940.73
EXPENDITURE			
Rural Livelihood Promotion Programme	20	18,069.86	14,897.24
Covid-19 Relief and Rehabilitation Programme	21	-	169.13
Livelihood Programme Support	22	2,805.62	2,929.09
Human Resource Development	23	539.65	289.56
Research & Documentation	24	921.84	658.97
Administration	25	1,126.50	929.43
Total		23,463.47	19,873.42
Non-Cash Charges			
Depreciation for the year {Refer Schedule 32 note no.2.5 (b&c)}		143.07	5.55
Less: Met out of Capital Assets Fund		(143.07)	(5.55)
Unrecoverable Advances/ Unusable Stock	26	0.13	5.11
Total		23,463.60	19,878.53
Less: Met out of and deducted from Restricted Grants	29	(22,511.07)	(19,107.31)
Excess of Income over Expenditure for the year		2,175.02	1,169.51
Total		3,127.55	1,940.73
Surplus/(Deficit) brought forward			
		2,175.02	1,169.51
Appropriated to/ (from)			
Corpus Fund		31.91	26.52
Capital Assets Fund		297.09	1,348.34
Set apart Fund [u/s-11(2), IT Act, 1961]		1,820.00	280.00
Transferred to/(from) Restricted Fund		(18.99)	(33.03)
Surplus/(Deficit) transferred to Unrestricted Fund		45.01	(452.32)
Natural Head -Wise-Income and Expenditure Account	28		
Accounting Policies and Notes on Accounts	32		

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



Place: New Delhi
Date: July 20, 2024



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Baghelkhand and Satpuda Development Cluster, (BSDC)

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Rajnagar

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Singrauli

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Damoh

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Bihar Development Cluster (BDC)

Kishanganj

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PRADAN
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Begusarai (Teghra)

Manish Pandey
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Majhoul

Vimal Kumar Yadav
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(S/o Mr. Sanjeev Prasad Singh),
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Bihar State**Chakai**

Anita Shil
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Dist. - Jamui,
Bihar - 811 303.
Tel: 07632036033 / 9304100292.

Katoria

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Baghmundih

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Lalgarh

Saranmoyee Kar
PRADAN
H/o Mr. Kishore Singha Roy,
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Silda

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Khatra

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PRADAN
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Bangla

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West Bengal - 722 136.
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Jhalda

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PRADAN
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Dist. - Purulia
West Bengal - 723 202.
Tel: 08617846824.

Kharika Mathani

Aniruddha Mukherjee
PRADAN
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**Kolhan Development Cluster
(KDC)****Chaibasa**

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Tungri,
P.S - Muffasil, P.O - Chaibasa,
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Chakradharpur

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**Mahakausal Development
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Mohgaon

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Balaghat

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Dindori

Sachin Pathania
PRADAN,
H/o Mr. Manish Jain,
Beside Baigachak Office,
Saket Nagar (GP Deora Mal),
P.O. & P.S. - Dindori,
Madhya Pradesh - 481880.
Tel: 06265417353.

**North & South Chhattisgarh
Development Cluster
(NSCDC)****Raigarh**

Kuntal Mukherjee
PRADAN,
Boirdadar Chowk,
Vinobhanagar,
P.O. - Boirdadar
Dist. - Raigarh,
Chhattisgarh - 496 001.
Tel: 76978 93735.

Raipur

Manoj Kumar
PRADAN
H/O: Shri A.L. Daharia,
Flat No 201, E2/28,
2nd Floor Guru Ghasidas Colony,
PO: New Rajendra Nagar,
Dist. - Raipur
Chhattisgarh - 492 001.
Tel: 08120367025.

Tokapal

Preetam Gupta
PRADAN,
Near Deepti Convent School,
Vill. - Parpa
P.O. - Tokapal
Dist. - Bastar
Chhattisgarh - 494 442.
Tel: 07782- 263263/ 9098826438.

Bhanupratappur

Arnab Mitra
PRADAN,
C/o Mr. Vikas Thakur,
Karmachari Colony,
P.O. - Bhanupratappur,
Dist. - Kanker,
Chhattisgarh - 494669.
Tel: 09800725729.

Lailunga

Rakesh Ekka
PRADAN,
H/o Ms. Titiksha Bhagwat
Junadih Road,
Infront of Sericulture Dept.
Lailunga,
Dist. - Raigarh
Chhattisgarh - 496113.
Tel: 8719909207.

Dhamtari

Shibam Jha
PRADAN,
2 B- 20 Kailashpati Nagar,
Near Radhaswami Satsang Vyas,
P.O. - Rudri,
Dist. - Dhamtari,
Chhattisgarh - 493 776.
Tel: 8463856104.

Kondagaon

Dinesh Jaiswal
PRADAN,
Near Water Tank, Bade Kanera
Road, Tehsil Para, DNK,
City - Kondagaon,
Dist. - Kondagaon,
Chhattisgarh - 494226.
Tel: 7354983072.

Narharpur

Hemant Dewangan,
PRADAN,
Beside Nagar Panchayat Office
Dist. - Kanker, Narharpur
Chhattisgarh - 494333.
Tel: 8878007173 / 9770441514.

**North Chhotanagpur
Development Cluster (NCDC)****Petarbar**

Jyotsana Jaiswal
PRADAN,
H/o Ms. Anita Verma,
Near Krishi Vigyan Kendra,
P.O. & P.S. - Petarbar,
Dist. - Bokaro,
Jharkhand - 829121.
Tel: 08340141286.

Churchu

Shilpi Roy
PRADAN,
H/o Mr. Jagan Mahto,
Near Ramdeo Kharika Middle
School,
Vill. - Ramdeo, Kharika,
Churchu Road, Jhumra,
Dist. - Hazribagh,
Jharkhand - 825313.
Tel: 09681946677.

Jainamore

Juba Pratim Gogoi
PRADAN,
House of Mohan Singh
Near Bijli House
Behind Park hotel
Jainamore
P.S. - Jaridih
Dist.- Bokaro
Jharkhand - 829301.
Tel: 08294946518.

**Santhal Pargana Development
Cluster (SPDC)****Poraiyahat**

Pranjal Saikia
PRADAN,
H/o Ms. Beauty Kumari,
Main Road Poraiyahat,
Near Govt. Middle School,
P.O. & P.S. - Poraiyahat,
Dist. - Godda,
Jharkhand - 814153.
Tel: 08603727477.

Kathikund

Raju Maity
H/o Mr. Hemant Kumar Bhagat
Near Post Office, Kathikund Bazar
P. O. & P. S. Kathikund
Dist. - Dumka
Jharkhand – 814103.
Tel: 08250889924.

Godda

Prasanna Chandra Jha
PRADAN,
C/o Mr. Sahadeo Kumar Mandal,
Besides of Aaloo Godam, Sarkanda,
Pakur Road,
Dist. - Godda,
Jharkhand - 814133.
Tel: 07321993474.

Deoghar

Pranjal Saikia
PRADAN,
Flat No. A3, 3rd Floor,
Kaleshwaram Apartment,
Beside Chhoti Masjid,
Parmeshwar Dayal Road,
Barmasiya,
Dist. - Deoghar
Jharkhand - 814112.
Tel: 08603727477 / 9304368208.

Mahagama

Chandrashekhar
PRADAN Office
C/o Dr. Tusan Prasad,
Shanti complex,
Near Referral Hospital
P.O / P.S. & Block
Mahagama, Dist. - Godda
Jharkhand –814154.
Tel: 09165441089.

Shikaripara
Vijay Kumar
PRADAN,
H/o Mr. Arun Prasad Sah
At & P.O. Barmasia
Block: Shikaripara
Dist. - Dumka
Jharkhand - 816118
Tel: 08521635966

North Odisha Development Cluster (NODC)

Keonjhar
Amritesh Kumar
PRADAN,
Lane No. - 3
House No. - 48
At - Bhalukipatala
Keonjhar
Odisha - 758001.
Tel: 09546996549.

Jashipur
Mitali Mohanta
PRADAN, Ward No.- 5,
Hatapdia,
Near Indian Oil Petrol Pump,
P.S. & P.O. - Jashipur,
Dist. - Mayurbhanj,
Odisha - 757034.
Tel: 08018786777.

Thakurmunda
Amlan Kishore Malik
PRADAN,
Beside SBI Bank
Anandapur Road,
P.O & P.S. - Thakurmunda,
Dist. - Mayurbhanj
Odisha - 757038.
Tel: 07978052427.

South Chhotanagpur Development Cluster (SCDC)

Ranchi
Ms. Mousumi Sarkar
PRADAN,
Besides Durian Furniture
Showroom, 2nd Floor, Opp. Gate
No.5, Argora, Kadru Road,
P.O. & P.S. - Ashok Nagar,
Dist. - Ranchi
Jharkhand - 834002.
Tel: 06512-244116, 06512-2244170
8224008519.

Lohardaga
Md. Fahad Khan
PRADAN, Raghutoli Jail Road,
Near Circuit House,
P.O. & P.S. - Lohardaga,
Dist. - Lohardaga,
Jharkhand - 835 302.
Tel: 0652-295017, 0652-224358
7294165113.

Khunti
Vijay Kumar Viru
PRADAN,
C/o Ms. Shobha Jaiswal,
Pipal Chowk, Torpa Road
P.S. & P.O.- Khunti,
Dist. - Khunti
Jharkhand - 835210.
Tel: 09334231083.

Gumla
Md. Meraj Uddin
PRADAN,
2nd floor Kakimona Complex,
Jashpur Road,
P.O. & P.S. - Gumla
Dist.- Gumla,
Jharkhand - 835207.
Tel: 09523828978 & 7827848690.

Ghaghra
Jitendra Kumar Yadav
PRADAN,
H/o Mr. Mahabir Yadav,
Yashoda Niwas,
Kotamati Road, Pakartoli,
P.S. & P.O. - Ghaghra
Dist: Gumla
Jharkhand - 835208.
Tel: 06523299913 / 8969417899.

Palkot
Ramesh Abhishek
PRADAN,
H/o - Mr. Panchu Sahu
1st Floor, Konbir
Near Bank of India,
Basia,
Dist. - Gumla
Jharkhand - 835229.
Tel: 8873652200.

Torpa
Abhishek Kumar
PRADAN,
C/o Mr. Isaak Surin,
Near Diyankel Chowk, Torpa
Road, P.O. & P.S. - Torpa,
Dist. - Khunti,
Jharkhand - 835227.
Tel: 07004692818.

South Odisha Development Cluster (SODC)

Balliguda
Sisira Kumar Sahoo
PRADAN,
H/o Late Mr. Abhimanyu Panda,
Patra Street, Near Kali Temple,
P.O. & P. S. - Balliguda,
Dist. - Kandhamal,
Odisha - 762103.
Tel: 07735720151 / 7292828270.

Bhubaneswar
Surjit Behera
PRADAN,
H/6, in front of BOI ATM
Badagada Brit Colony,
Bhubaneswar,
Odisha -751018.
Tel: 0674-2314140 / 8249454798.

Jaykaypur
Jagat Jyoti Barik
PRADAN,
C/o A. S. Rao,
Infront of Pentecostal Church,
P.S. - Chandili,
P.O. - Jaykaypur,
Dist. - Rayagada,
Odisha - 765017.
Tel: 8249484415.

Lamtapur
Bhaskar Borah
PRADAN,
H/o Mr. Madhab Macha,
Near Post Office,
P.O. - Lamtapur,
Dist. - Koraput,
Odisha - 764081.
Tel: 9692801555.

Phulbani
Nilaya Ranjan Nayak
PRADAN,
Gobinda Chandra Parida,
At - Nadikhandi Sahi,
Near Old LIC Colony,
P.S. & P.O. Phulbani
Dist.- Kandhamal,
Odisha -762001.
Tel: 8763588949 / 8249034897.

Ambodala
Hrudayananda Mohapatra
PRADAN,
H/o Mr. G Shankar Das,
Kumbhar Sahi,
P.O. & P. S. - Ambodala
Dist. - Rayagada
Odisha - 765021.
Tel: 06863-244537 / 9438339224.

Nandapur
Bhaskar Borah
PRADAN,
Near Shiva Temple
At & P.O. Nandapur
Dist. - Koraput
Odisha - 764 037.
Tel: 9439019226 / 06868-291005.

South Rajasthan Development Cluster (SRDC)

Abu Road

Sumeet Kumar
PRADAN,
C/o Mr. Avinash Singh Umat,
Plot No. - 25-26,
New Ambika Colony,
Near Railway Lane,
Tartoli Road, Abu Road,
Dist. - Sirohi,
Rajasthan - 307026.
Tel: 9460950974.

Salumber

Ravinder Singh Dandiwal
PRADAN,
Behind Ashirwad Garden,
Near Kamla Palace, Salumber,
Dist. - Salumber,
Rajasthan - 313027.
Tel: 9660854008.

Udaipur

Anif Khan.
PRADAN,
Ho no 50, 2nd floor,
Tagore Nagar,
Near Allen coaching centre,
Sec 4, Hiranmagri,
Dist. - Udaipur
Rajasthan - 313001.
Tel: 9166220302.

Tamil Nadu

Virudhunagar

PRADAN,
115/5A, Maruti Nagar, Katcheri
Road,
Behind Mahalakshmi Industries,
Virudhunagar
Tamil Nadu - 626001.
Tel: 09445123288.

Karnataka

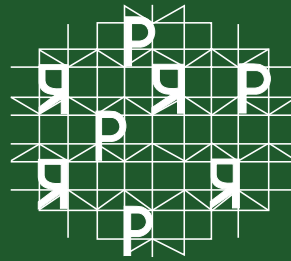
Bangaluru

PRADAN,
#4, 1st Floor
Mysugar Building
JC Road Kalasipalya
Bengaluru
Karnataka - 560002.
Tel: 9900677922.



प्रदान
Pradan

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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 Professional Assistance for Development
Action (PRADAN)

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