

# Pradhan

ANNUAL REPORT 2017-18

**Breaking  
New  
Ground**

TRANSFORMING HUMAN CONDITION







## ANNUAL REPORT 2017-18

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PRADAN's  
Founding Principle

Well-educated youth,  
with empathy for  
others, must work at  
the grassroots to  
usher in social  
change.

PRADAN's  
Inception

1983

Our  
Mission

Build robust  
collectives of women  
that will strive for  
a large-scale change  
in human  
condition.

People and  
Geographies  
Reached\*Lives  
touched

3.5  
million

Socio-economic  
profile

More than 65 percent of  
individuals PRADAN works  
with belong to Dalit and tribal  
communities, recognized under  
the Constitution of India as  
Scheduled Castes (SCs) and  
Scheduled Tribes (STs),  
respectively.

Number of  
employees

577

Households  
(direct reach)

700,226

(19 percent growth  
over last year)

## Budget

1,097  
million INR

US\$ 17 million

## States

7

(Bihar, Chhattisgarh,  
Jharkhand, Madhya  
Pradesh, Odisha,  
Rajasthan and  
West Bengal)



Districts

37

(among the poorest  
150 districts in  
the country)

Administrative  
blocks

117

Development  
Apprentices

We recruited 191 post-graduates and graduates with technical degrees. Of this, 114 were groomed as development professionals, and are working in the villages.

Revenue  
villages

7,920

Number of  
habitations  
/hamlets

24,008

Partners

- Trusts/ Foundations & Multilateral - 25
- Corporates - 4
- Government Departments - 19
- Research Institutes - 5
- Civil Society Organizations - 61

No. of villages  
with more than 50  
percent household  
coverage

5,723

Women's  
Self Help  
Groups (SHGs)

56,500

Recognitions

PRADAN is the proud winner of

- Spirit of Humanity Award for 2017 for Women Empowerment.
- The Business Standard Award for the Social Enterprise of the Year 2017.

Village  
Organizations  
(VOs)

4,377

Federations  
of SHGs

91



# Governing Board, PRADAN

**Ms. Anshu Vaish**

*Chairperson*

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

**Ms. Sushma Iyengar**

*Vice-Chairperson*

—  
Sushma founded and led the Kutch Mahila Vikas Sangathan, one of the early rural women's organizations in India. She has initiated many civil society organisations and networks. She was in the steering committee for the 12th Plan of the Planning Commission. She is currently on the Boards of Bharat Rural Livelihoods Foundation and a member of the advisory body of NDMA. In 2007 she was selected as one of the Indian Heroes of the year for Public Service by CNN-IBN. She has a Masters in Literature from MS University, Baroda and has studied Master of Professional Studies, Development Studies and Communication from Cornell University, U.S.A. She is based at Old Madhapar in Kutch district.

**Mr. Pramath Raj Sinha**

*Member*

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

**Ms. Mirai Chatterjee**

*Member*

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

**Mr. Biswajit Sen**

*Member*

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

**Mr. Sanjay Upadhyay**

*Member*

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

**Mr. Saroj Kumar Mahapatra**

*Staff Member*

—  
Saroj has been with PRADAN since 1995. He has an M. Tech. in Civil Engineering from University College of Engineering, Burla, Odisha. His spouse is also a senior member of PRADAN. They live in Raipur with their son.

**Ms. Smita Mohanty**

*Staff Member*

—  
Smita has been with PRADAN since 1997. She was earlier with Oil Orissa, a subsidiary of NDDB. She has a PGDM from Xavier Institute of Management, Bhubaneswar. She lives in Ghaziabad with her family.

**Mr. Narendranath Damodaran**

*Ex-officio Member-Secretary and Executive Director*

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



# Governing Board, PRADAN Global

PRADAN Global was established to accelerate the organization's impact in India and grow its influence in the development sector to seek more partners in the quest to transform India's countryside.

**Dr. Melissa D. Ho**

*President and Treasurer*

—  
Melissa is Managing Director, Africa, at the Millennium Challenge Corporation and has previously held positions at USAID and the Bill & Melinda Gates Foundation. She lives with her family in Washington, D.C.

**Mr. Deep Joshi**

*Vice President*

—  
Deep is the co-founder of PRADAN in India. He served as the organization's Executive Director for two terms that concluded in 2007. As a social worker and NGO activist, he is recognized for his leadership in bringing professionalism to the NGO movement in India. He received the Magsaysay Award in 2009 and the Padma Shri Award from the Indian government in 2010. He was educated at MNNIT Allahabad, and Massachusetts Institute of Technology. He lives in Gurugram, Haryana.

**Ms. Laura Birx**

*Secretary*

—  
Laura is a Senior Program Officer at Bill & Melinda Gates Foundation. She has worked with USAID managing global nutrition programs and developing the nutrition framework under Feed the Future and the Global Health Initiative. Laura lives in Seattle with her husband.

**Ms. Kavita Ramdas**

*Advisor*

—  
Kavita is a leading expert on gender, economic inclusion, and human rights; she also advises organizations around the world on how to optimize their impact. She has held senior leadership positions at the Ford Foundation, Stanford University, and The Global Fund for Women. She lives in New York.

**Mr. Robert De Jongh**

*Advisor*

—  
Robert is a Specialist Leader, Emerging Markets at Deloitte Consulting LLP's Monitor Deloitte service line, focusing on impact investing, inclusive growth, and redefining value in underserved markets. He is a thought leader on inclusive business, scaling social innovation, and corporate entrepreneurship. He lives in Washington, D.C. with his family.

**Ms. Soledad Prillaman**

*Advisor*

—  
Soledad recently completed a Ph.D. and focuses her research on comparative political economy, economic development, gender, and the politics of the welfare state, with a regional focus in India. In 2017, she joined the faculty of Stanford University and will be a visiting scholar at Oxford.





# Inclusive Development Led By Women's Collectives

Executive Director's Note

**I**N THE LAST ONE DECADE OR SO, THE INDIAN GDP more than doubled from US\$ 1.2 trillion to US\$ 2.5 trillion, making us the seventh largest economy in the world today. The rapid growth has brought tremendous prosperity and India moved 133 million poor households out of poverty. Yet as reports say, the benefits of growth have been highly skewed. The top one percent of the rich households cornered 73 percent of the additional wealth created during 2017-18. The bottom three-fourths of the population, who even now survive on just INR 33 (US\$ 0.51) per capita per day, added just a little more than one percent to their wealth. The progress out of poverty has thus remained very tenuous. One in every two Indians remains vulnerable to fall back into poverty. India ranks 100, among 119 countries, in the Global Hunger Index (GHI). Given the current international standard of poverty line at less than US\$1.9 per day, about one-third of the world's poor, approximately 224 million people, live in India. Malnutrition and anemia are commonplace in rural India. Despite progress on many fronts, India ranks 125 out of 159 countries in the Gender Inequality Index. Climate change has hit agriculture production, which in turn, has impacted the rural poor the worst.

Coming closer to the PRADAN operational areas in Central and Eastern India the picture is even more despairing. Over two-thirds of the rural poor in India live in these states such as Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha among others. The Dalits and Adivasis (ethnic tribes), who form majority of PRADAN's target population, are a highly vulnerable group. Inhabiting regions of rich natural resource endowment and high rainfall, these communities live a greatly inadequate life, barely hanging on. They often leave their villages for cities without the livelihood skills and resources to earn a half-way decent living. Incidence of poverty among the Adivasis is twice the national average. Strategic engagement in this large geography is needed to address issues of deep economic and social deprivation.

PRADAN was founded with the idea that young people, with compassion and competence, must work with the most marginalized sections to shape a just and equitable society. PRADAN works in seven states of Central and Eastern India, which have a significant number of rural poor, empowering them to shape their own lives. For a diverse country such as ours, development approaches and processes to combat poverty and inequality vary across regions. PRADAN, therefore, evolved the concept of a Development



Cluster (DC). A DC is a set of contiguous sub-regions, which are culturally and agro-climatically connected, irrespective of revenue boundaries. The districts or blocks in DCs have similar development challenges which need contextual solutions. PRADAN's 11 DCs are its arena for catalyzing all-round change through multi-stakeholder partnerships.

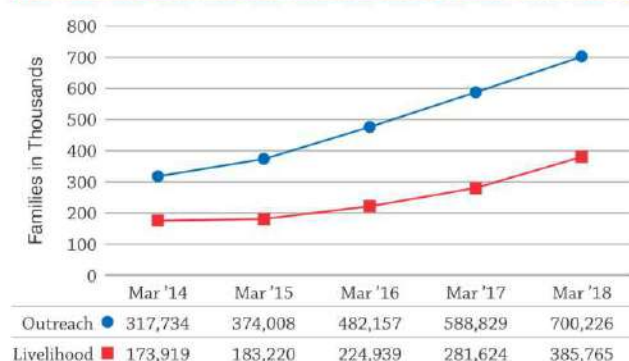
#### Overall Numbers of Functioning Women's Collectives

Number of SHGs	56,500
Number of VOs	4,377
Number of Gram Panchayat level federations	354
Number of Block level federations	91

Through a strategy aimed at rebuilding economic resilience of poor households comprehensively, PRADAN seeks to create robust communities led by strong community-based institutions, governed effectively by the local Panchayati Raj Institutions.

Towards this, PRADAN worked with 700,226 households through 56,500 SHGs and their Federations to deepen their engagement at the village, Gram Panchayat and block levels. PRADAN facilitated these women's collectives to increasingly be the drivers of change in their area. These collectives led actions on livelihoods, addressing gender inequities and participatory governance, improving access to education and health services, and nutrition to women. PRADAN envisions these community-based collectives governed by women taking charge of their habitats and communities, and usher in holistic change.

#### Outreach and Livelihood Programs

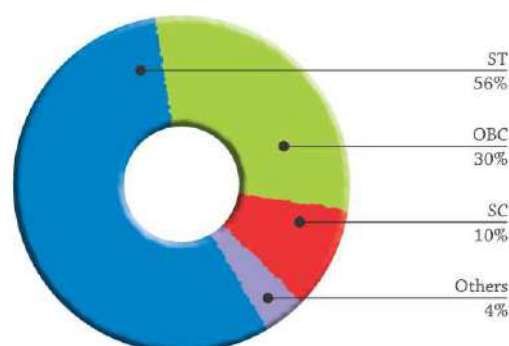


In livelihood interventions, which have been the core strength of PRADAN over decades, Women's Empowerment in Agriculture Index (WEAI) was used as the rudder this year to steer our efforts. This intervention led to a substantial increment of income for 385,765 families. We channeled our action with the belief that women should be recognized in farms as equal to men. Skilling women farmers for food

security and enhanced income are our priority. This will not only facilitate increased food production but also will translate into equal dietary benefits for women and children. Skilling women farmers has not only improved food sufficiency through increased area under cereals but has also facilitated women to double the coverage under pulses resulting in an increase of nutrition uptake among women and children. As capabilities and influence of women increase, it is also important to address the issue of asset-ownership. Women in the PRADAN-supported collectives have begun to take baby steps in the direction of seeking property rights, even though concrete results will not be visible before a few more years. During 2017-18, our model for comprehensive natural resource management improved community livelihoods and climate change resilience of the villages with support from 51,392 families.

#### Demographic Distribution

Overall Outreach 2017-18 : 700,226



Across all DCs, our teams have engaged with community groups to develop this perspective and a shared vision for an all-encompassing transformation. To strengthen impact, we proactively partnered with state departments, Panchayati Raj Institutions, market players and other civil society organizations because large-scale change can only be brought about through alliances enriched with each partner's unique competency.

The ensuing sections of this report give an account of our work and achievements in different DCs during the year.

**Narendranath Damodaran**  
Executive Director





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## **Evolving Trends in Development Clusters**





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North East Bihar Development  
Cluster (NEBDC)

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Baghelkhand and Satpuda  
Development Cluster (BSDC)

16

Jangal Mahal Development  
Cluster (JMDC)

20

South Rajasthan Development  
Cluster (SRDC)

24

Kolhan and North Odisha  
Development Cluster (KNODC)

29

Santhal Pargana Development  
Cluster (SPDC)

32

South Odisha Development  
Cluster (SODC)

38

South Chhotanagpur  
Development Cluster (SCDC)

42

North Chhotanagpur  
Development Cluster (NCDC)

44

Mahakaushal Development  
Cluster (MKDC)

47

North and South Chhattisgarh  
Development Cluster (NSCDC)



# North East Bihar Development Cluster (NEBDC)

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North East Bihar Development Cluster lies close to international borders with Nepal in the north and Bangladesh in the south, which makes it an important strategic zone. Owing to high rainfall during monsoons this area which has a wide network of rivers, rivulets and stream is quite prone to floods (both flash floods and submergence). The region is characterized by low forest cover and high population density. So, people use cow dung cakes, crop residue and green manure crops as cooking fuel. Soil health is adversely impacted as it does not get this necessary organic content, which is used as fuel.

North East Bihar ranks among India's most economically and socially backward regions. In districts like Araria, Katihar, Kishanganj and Purnea, about 62 percent of the population belongs to SC, ST and minority communities. The area has a high Muslim population. The region has witnessed about 30 percent population growth in the last decade. Its sex ratio stands at 924 and the average literacy of the area is 54.54 percent. Landlessness (75 percent) is the major reason for lack of livelihood and food security in the region. A report prepared by the Institute for Human Development (IHD) and the World Food Program (WFP) put Araria, Katihar and Purnea as severe food-insecure districts while Kishanganj as an extremely food-insecure district. Women are more marginalized due to low literacy rates, *purdah* system and various social and religious taboos. Among the four NEBDC districts, PRADAN currently works in two districts – Kishanganj and Araria.

## OVERVIEW OF PRADAN'S OPERATIONS IN NEBDC

Particulars	DC Total	PRADAN Outreach
Districts	4	2
Population	4.72 million	89,480
Percent of Rural Population	90	100
Percent of ST and SC Population	62 <sup>1</sup>	89
Households	960,000	17,896

Particulars	Scale
Number of SHGs	1,545
Number of VOs	64
Households covered under Livelihoods	4,734
PRADAN teams	2

Themes	Community Collectives
Health and Nutrition	69 SHGs
Gender and Governance	216 SHGs

1. Fifty percent belongs to Muslim community and 12 percent are from the ST and SC groups



PRADAN started work in this DC in January 2013. Since the area is severely food-deficit, our initial interventions focused on livelihoods and improved farm productivity. In the course of this engagement, we signed a Memorandum of Understanding (MoU) with Bihar Rural Livelihood Promotion Society to jointly work in six Cluster Level Federations (CLFs) for nurturing self-sustained community institutions.

### Strengthening Women's Collectives

In the last four and half years, we have mobilized 17,896 women to form 1,545 SHGs. We set up

systems for nurturing the women's collectives. We worked to saturate the Gram Panchayats we are engaged in, by mobilizing new families into SHGs.

During the year 2017-18, the DC focused on improving SHG systems and norms by providing training to the new members. The systematic functioning of SHGs has brought vibrancy in the collectives of this area. The DC has made considerable progress in SHG - bank linkage program. This year more than 300 SHGs received credit from banks.

## Breaking Stereotypes: One Step at a Time

*"Kadam badhaa ke  
chalna hain toh pau  
pasaare mat baitho"*



Photo: Shashant Vijay

"If we want to move ahead, let's not remain idly seated", rings a determined voice of Wasima, from a small hamlet in Bahadurganj block of Bihar. True to her words, rural women from Muslim communities in North East Bihar are bringing change, one step at a time, for justice and equality.

*"Gaon ke baahar akele pehli baar aayi hoon"*

"This is the first time that I have ventured outside my village all alone", the excitement and nervousness quite visible in her voice. Wasima was at the block headquarters, some 30 kilometres away from her village to attend the SHG foundation training. Stepping out of her home without being accompanied by male member(s) of her family was something unfathomable for this mother of four children from a conservative household.



The SHG foundation training was just the first step for the women of the Anjali group. What began as a tentative beginning is today a vibrant collective of women from poor households belonging to diverse backgrounds. As the group norms were set and regular saving and inter-lending began, the women realized that the group was much more than merely an instrument for financial support in times of need. It was the first time in the village that women from different castes and religions were sitting together and discussing issues pertaining to their lives and their village. They now aspired for a different and a better life where they are the masters of their own destiny.



Photo: Juba Pratim Gogoi

### *“Logon ka bolne se pet nahi bharega na!”*

“People who pass comments will not solve my problems”, says Wasima explaining how she no more cares about unwarranted comments coming her way as she challenges entrenched societal norms. Wasima was on an exposure visit on rug-making at Gaya, which is about 400 kilometres from her village. Incidentally, Wasima was the only woman from her village ever to have gone out for a week without being accompanied by a male member of the family. In the weekly SHG meeting, she shared her insights from the visit to Gaya. Incredibly, the women of this SHG are now planning to pilot something similar in their village. It is a brave ambition for women who are supposed to look after their households and work in their farms.

As they wrap up the meeting, One cannot help but feel their sense of quiet confidence as Wasima and her friends break one stereotype after another. It is still a long way to go for this collective but the seeds of change have been sown.

#### **COMMUNITY MOBILIZATION ACROSS PRADAN LOCATIONS**

In 2017-18, we witnessed 19 percent growth in community outreach. We reached out to 111,397 new households, and overall we worked with 700,226 families. This growth can be attributed to the community led model of SHG expansion that has been in place for the last 3-4 years. A large

number of SHG members volunteered to enroll the remaining village women into SHGs. Commensurate to growth in the household coverage, the number of SHGs increased to 56,500 from last year's total of 46,416 SHGs (up by 22 percent).



# Baghelkhand and Satpuda Development Cluster (BSDC)



Baghelkhand and Satpuda Development Cluster in Madhya Pradesh consists of two regions: Baghelkhand region includes Sidhi, Shahdol and Singrauli districts, and Satpuda region includes Hoshangabad and Betul districts. Baghelkhand society is highly caste-ridden and predominantly belongs to backward communities. Gonds are the significant tribal population in this area. There are a significant number of mines and other primary sector industrial units that employ some of the local people. However, this has not translated into job opportunities or other benefits for the tribal families. On the contrary, they have faced displacements and lost livelihoods due to land acquisition. In the Satpuda region, forests play a key role in providing livelihood opportunities. The region is connected to Bhopal and Nagpur by a national highway and has good economic opportunities.

## OVERVIEW OF PRADAN'S OPERATIONS IN BSDC

Particulars	DC Total	PRADAN Outreach
Districts	8	5
Population	6.6 million	185,595
Percent of Rural Population	85	100
Percent of ST and SC Population	52	91
Households	1.34 million	37,119

Particulars	Scale
Number of SHGs	2,834
Number of VOs	279
Households covered under Livelihoods	18,479
PRADAN teams	6

Themes	Community Collectives
Education	7 VOs
Gender and Governance	766 SHGs

PRADAN's interventions began in Satpuda region in 1986. Thereafter we expanded to the Baghelkhand region. In the past three decades, PRADAN promoted Narmada Mahila Sangh (SHG federation) has made significant progress in community mobilization, institutional strengthening, innovating and up-scaling livelihood prototypes, gender, nutrition and governance.

## Strengthening Grassroots Institutions for Development

In 2017-18, PRADAN developed a trainers' pool in BSDC for strengthening the SHG systems. The emphasis was on developing women's knowledge and skills in SHG accounts, norms and processes. Further,



special emphasis was laid on improving women's participation in village planning. Working towards the overall well-being of communities, SHGs accessed bank credit to the tune of INR 17 million (US\$ 261,237).

Apart from this, BSDC also nurtured VO's and CLFs to help bring transformation in the area. VO's were

facilitated to improve women's active participation in village forums regarding development issues. We also conducted knowledge building training sessions for women to help them explore and analyze their present condition, and prepare and pursue action plans for a better future.



## Laxmi Mahila Samiti: Leveraging Linkages for Livelihoods

The journey of the last decade had brought a sea change in the lives of women of the Laxmi SHG. Strong association with their group and the larger federation Narmada Mahila Sangh provided each member with the courage to fight with poverty and inequality. They were aiming at significantly increasing their livelihoods portfolio, and to do that, a big loan from a financial institution was the need of the hour.

For the last 624 weeks, the Laxmi SHG in Somukheda village in Hoshangabad district of Madhya Pradesh had been meeting every Tuesday evening without fail. Twelve years of unflinching commitment. There had been many ups and downs in this journey which the women fondly remembered and cherished:

*“Jab Samiti bani thi, muje laga hum jaldi hi jhagda karenge”* remarks Vimla  
(When the group was formed, I thought we will all end up quarrelling)

*“Tu toh ekdum chup rehti thi, kaun jhagda karta tere sath”* overrides Shivkali  
(You were so silent back then, who would have fought with you)

However, members like Shivkali had to soon break their silence. As the women of the SHG looked back to their vision to expand their poultry enterprise, they also took stock of the challenges ahead. The expansion entailed financing additional shed construction, and they needed loans from a financial institution. Several Micro Finance Institutions (MFIs) started approaching them with their readily available soft loans, but for the members the MFI interest rates were very high. The alternative was to engage with a public sector bank. Being a part of the larger Narmada federation, gave them the confidence to affirmatively engage with the banker. The Central Madhya Pradesh Grameen Bank (CMGB) offered the SHG a loan of INR 0.25 million (US\$ 3447) to expand their enterprise. The women of the group have since successfully renovated their poultry sheds and increased the space and thereby doubled their flock.

This linkage has helped them enhance their livelihoods and significantly increase their household incomes giving them much confidence. The loan repayment is regular. Who would have thought that a group of *Adivasi* women would be able to evolve a transparent finance management system and engage with a public sector bank to ensure financial inclusion!





Photo: Gurmeet Singh Sapal

*“Koi soch sakta tha ki hum unpad mahilaye murgi ka dhanda karenge?”*

“Who would have thought that illiterate women like us would be engaged in poultry enterprise?”, adds Latika.

As the women of the SHG looked back during their vision building exercise to expand their poultry enterprise, they also took stock of the challenges ahead. The expansion entailed financing the additional shed construction and required skillful negotiations with the bank. Being a part of the larger Narmada federation, definitely gave them the confidence to affirmatively engage with the banker. The Central Madhya Pradesh Grameen Bank (CMGB) offered the SHG a loan of INR 0.25 million (US\$ 3,447) to expand their enterprise. The women of the group have since successfully renovated their poultry sheds and increased the space and thereby doubled their flock.

This linkage has helped them strengthen their livelihoods and significantly increase their household incomes giving them much confidence. The loan repayment is regular. Gone are the days when bankers were irritated to see poor women requesting for loans. This group of Adivasi women is challenging many old norms. And setting new ones, be it for justice or for financial inclusion.

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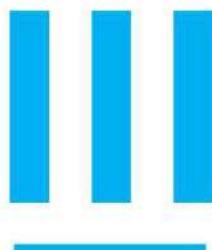
### STRENGTHENING SHG SYSTEMS ACROSS PRADAN LOCATIONS

In 2017-18, across all DCs, we took several measures for improving SHG performance, both in terms of capacity building and system strengthening. Each of the groups went through an average of two days of training on the norms and systems of SHGs. Six days of book keeping training for SHG accountants was imparted. Before credit disbursal, groups went through training on credit planning and bank linkages.

During this year, we also developed a methodology that tracks the group's health on five indicators:

group functioning, efficiency of saving and credit operations, association with other SHG tiers, discussion and action on issues and interaction with institutions. These dimensions were measured through questionnaire-surveys, conducted with 5,824 SHGs by Community Data Collectors (CDCs). The result of the survey shows that the overall health of SHGs is satisfactory with about 50 percent of the groups achieving either excellent or above average scores.





# Jangal Mahal Development Cluster (JMDC)

16



Jangal Mahal Development Cluster is spread over parts of three districts along the western border of West Bengal, namely, Bankura, Purulia and Paschim Medinipur. The cluster has 54 backward blocks. Santhal, Gond and Oraon are the dominant tribes of this region. Nearly 47 percent of the families live below the poverty line. One-fifth of the total area is under forest. The region is deficient in water resources due to plateau structure and the absence of perennial streams. It has undulating terrain with forest covered uplands and terraced farm low lands. Between the forest lands (in the upper ridges) and low lands, there are wide fallows or marginally cultivated lands. People have bunded these lands to grow rice to meet their need for food. However, erratic monsoons adversely impacts agriculture and pushes people to migrate to other places to earn a living from menial jobs. People in the forested areas collect and sell firewood that depletes the forests.

## OVERVIEW OF PRADAN'S OPERATIONS IN JMDC

Particulars	DC Total	PRADAN Outreach
Districts	3	3
Population	5.1 million	440,360
Percent of Rural Population	95	100
Percent of ST and SC Population	45	51
Households	1.01 million	88,072

Particulars	Scale
Number of SHGs	7,531
Number of VOs	458
Households covered under Livelihoods	33,578
PRADAN teams	7

Themes	Community Collectives
INRM	3,896 Families
Health and Nutrition	891 SHGs
Education	13 VOs
Gender and Governance	1,649 SHGs

PRADAN started its operation in JMDC in 1986. Initially, our engagement in this area was around natural resource management based livelihoods promotion and SHG based community mobilization. Later, we intervened in issues related to women empowerment through work on gender justice, functional literacy, and rights and entitlements.

We work in this area in partnership with other agencies including Civil Society Organizations (CSOs), Gram Panchayats and government departments. We have also collaborated with International Water Management Institute (IWMI), Australian Centre for International Agricultural Research (ACIAR), IIT



Kharagpur and many other partners to research and develop farm prototypes.

### **Usharmukti – Natural Resource Management for Farm Productivity**

Degradation of natural resources is a growing concern for Jangal Mahal as it adversely affects the life and livelihood of local people. Realizing the need for substantial investment in these resources, we collaborated with the Panchayati Raj Department and Bharat Rural Livelihood Foundation (BRLF) under project Usharmukti to mobilize funds for rejuvenating the seven major rivers in western parts of West Bengal. The project included six other CSOs as partners; funds for the project were drawn from Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS). Since the project inception in September 2017,

MGNREGS functionaries were oriented on natural resource management in 22 blocks. The project will revitalize 400,000 hectares upland, and irrigate 300,000 hectares agro-land. It will benefit 500,000 families spread over six districts, 55 blocks, and 472 Gram Panchayats.

Our project team has started working with MGNREGS functionaries and the representatives of Gram Panchayats and blocks to plan and implement livelihood prototype through the Integrated Natural Resource Management (INRM) approach. The communities have submitted Detailed Project Reports (DPR) sharing their ideas of development and possible solutions to the persisting problems of aridity and scarcity of water resources.



Photo: Sourangshu Banerjee



## From Fallowness to Fertility

Mano Kotal was skeptical. The resource mapping of her barren lands was being planned. In the past, there had been many such discussions with little action. “Would it be any different this time?” wondered the Lodha women.



Photo: Sourangshu Banerjee

Lodhas belong to the lowest strata in the social ladder in Nayagram block of Jhargram district of West Bengal. Their lives are worse than those of other landless settlements in this rain deficit block. With the decline in the demand of caste-based occupations, landless groups like Lodhas, Kumhars, Sabars and Mochis have been pushed to the extreme margins. Over the years, various initiatives have resulted in granting them some land by the government but these tend to be at the forest fringe and not conducive for agriculture. Unfortunately, the poorest in the villages have the poorest land.

Under the Usharmukti program, PRADAN was engaged with the communities, including 29 Lodha families, for developing a continuous stretch of highly undulating terrain. The federation leadership in Jhargram was at the forefront of this change. They called a meeting to discuss the issue of land reclamation, but the men in the community were indifferent. This was despite the fact that the leadership had already met the Gram Panchayat and block officials many times to mobilize much needed capital investment for the farms in the village.

Sabitri Murmu stated, on behalf of the SHG federation, that apart from work on land reclamation, they also wanted something unique for the women of the village, leaving everyone in the hamlet perplexed. A Gram Panchayat meeting was called for.

This meeting was attended by PRADAN professionals, Gram Panchayat officials, block officials and community members from several villages. Most importantly Mano and women from the Lodha community stood shoulder to shoulder with the federation leadership in this process. The SHGs forwarded two proposals: one on land development in the village and another on an exclusive initiative for women in the village. Both were wholeheartedly accepted. What unfolded a day later gave everyone in the village much hope and joy.





Photo: S M Faisal

Entire fields from ridge to valley of the watershed were physically surveyed. The women of the SHG carried tapes and resource maps and colored the paper demarcating water bodies, farms and forest fringes. It was the first time that villagers were actually putting together their plan on paper. Major focus of the planning process was to bring as much upland under treatment as possible. The other focus was infrastructure building through the lens of gender equity. The capacity building of women and the fact that the Integrated Natural Resource Management planning was being done at their behest was a major first step. The planning team visited every farm. Mano was very clear where her pond needed to be constructed.

*“Eikhane hole bhalo hobe.”*

“This is the best spot for the pond.”

In a month's time, the entire planning and resource mapping exercise was completed in the area. As work commenced under the Usharmukti program, there is a new sense of ownership and pride among the women of the Lodha community. The women's federation is the harbinger of hope for ultra-poor families in Nayagram.

And to top it all: work on the unique project proposed by the federation has also started, two fields suitable for playing football, are being developed exclusively for women!

#### REJUVENATION OF NATURAL RESOURCES ACROSS PRADAN LOCATIONS

Like JMDC, this year, natural resource management work was taken up in a number of DCs. We facilitated VOs in preparing and implementing comprehensive natural resource management plans

under MGNREGS. The work by PRADAN under MGNREGS has benefitted 51,392 families, and strengthened agriculture-based livelihood program with improved water and land resources.



# IV

## South Rajasthan Development Cluster (SRDC)

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South Rajasthan Development Cluster comprises of five districts - Pratapgarh, Baswara, Udaipur, Dungarpur and Sirohi. The region has a high concentration of poverty. It is predominantly inhabited by Girasia and Bhil tribes living in the hilly villages that remain relatively inaccessible. The developmental challenges in this area are low agriculture productivity, high livestock mortality and landlessness. The average annual rainfall in the region is 600 mm. The rainfall is erratic with long gaps between the spells, and water conservation and groundwater recharge is poor. This results in periodic drought, crop failure and low output causing food insecurity, loss of livelihoods, and distress migration.

### OVERVIEW OF PRADAN'S OPERATIONS IN SRDC

Particulars	DC Total	PRADAN Outreach
Districts	5	1
Population	1 million	62,865
Percent of Rural Population	80	100
Percent of ST and SC Population	48	78
Households	201,785	12,573

Particulars	Scale
Number of SHGs	1,076
Number of VOs	86
Households covered under Livelihoods	5,244
PRADAN teams	2

Themes	Community Collectives
Health and Nutrition	200 SHGs
Gender and Governance	464 SHGs
INRM	807 Households

PRADAN has been working in this cluster for the past eight years. Our direct engagement in this area started with natural resource management based livelihood promotion and SHG-based community mobilization.

Of late, we have started working on issues of women empowerment through interventions on gender justice, nutrition, and governance. These develop women's awareness about constitutional rights and entitlements and leadership in agriculture and nutrition to help mitigate abject poverty and exclusion.

### Setting Up Lift Irrigation and Drinking Water Facility

This year, PRADAN engaged in detailed planning and setting up of lift irrigation and diversion based irrigation systems with existing water resources. The planning process also included household water



requirements at the doorstep. The community was not only involved in the planning and implementation of the activity but also contributed around 15-20 percent of the installation cost. Over 50 such structures were built this year which worked as a model demonstration. This has helped many families in the hilly and

undulating terrain to intensify their agriculture portfolio and diversify to cash crops like castor, fennel and vegetables for their domestic consumption and selling. The doorstep access to water has ended the women's drudgery to fetch water from distant places every day.



Photo: Rampal Dabi



## Water on Tap

For the first time in decades, Indra Bai would not toil on someone else's land as a laborer. Neither would Gauri or others. In a remote corner of Rajasthan, a technological intervention was ushering a new beginning.



Photo: Rampal Dabi

“Pani (Water)” was Indra's prompt reply when asked about the cause of poverty in the village. When probed further she pointed to the network of small canals at a distance. Unfortunately these were relevant for lowlands only. And poor farmers like her did not have land resources in low lying areas.

The Pindwara block in south Rajasthan is arid and dry. Water sources are few and far in between. Access to those by small land holding Garasia tribal farmers like Indra was never a reality. Water scarcity hit them and their children the most, be it for agriculture or for drinking. Many men would simply migrate to Gujarat or Maharashtra to work in stone quarries during non-rainy season leaving behind their families.

When lift irrigation was being planned in her village, it was women like Indra and others from SHGs who were the force behind this change. In a short period, this technological intervention has brought about significant changes. Poor farmers like Indra are now growing three crops a year. Her eyes sparkle as she shows the off-season vegetables to visitors in her village. These families are now food sufficient and Indra has been able to increase her annual income from INR 7,000 (US\$ 108) to INR 46,000 (US\$ 707) from vegetable cultivation, a seven fold jump.





Photo: Rampal Dabi

*“Mujhe ab ek kilometer paidal nahi chalna padhta hai pani lane ke liye.”*

The other changes are distinctly visible. As Rekha slowly unfurls her face hidden by the loose end of her sari, she emanates a radiating smile.

“I don’t have to go a kilometer to fetch drinking water now.” Outlets were provided to households from the pipes fitted for irrigation at their doorsteps. These ensure both drinking water and water for household chores. Twenty-six families in this village and a total of 401 families have benefited from this intervention.

PRADAN has been a co-traveler in this transformative journey of women in this village. As the women of the SHG sit for their weekly meeting, they appear a confident bunch, aspiring for a better life for themselves and their families. Ready to tackle any issue!

#### ADDRESSING WATER SCARCITY ACROSS PRADAN LOCATIONS

Keeping water availability as the focus, PRADAN engaged with communities to help them access government schemes to create irrigation infrastructure and domestic water supply systems in their villages. Most of the resources were mobilized

from MGNREGS and other schemes of the state departments. These efforts helped create 20,359 irrigation infrastructures and 9,524 hectare irrigated command area. It also helped 43,552 families avail water at their doorstep.





# Kolhan and North Odisha Development Cluster (KNODC)

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**K**olhan and North Odisha Development Cluster covers five districts in two states - West Singhbhum, East Singhbhum, and Saraikella-Kharsawan (in Jharkhand) and Mayurbhanj and Keonjhar (in Odisha). Around 45 percent population in this region is tribal. The major tribes are Ho, Santhal, Bathudi, Gond, Oraon, Munda, Kolha, Kharia, Mahali, Bhumij and Particularly Vulnerable Tribal Groups (PVTGs) – Hill Kharia, Makidia, Juang and Lodha. Ho tribe is unique to this region.

The DC has 40 percent forest cover. Two forest reserves – Saranda and Simlipal - have ecological and political significance for the DC. The DC is rich in mineral resources. Chiria mine in Saranda is the largest deposit of iron ore in Asia. Around 50 percent of India's high-grade iron ore reserves are in the four districts of the DC (Keonjhar, Mayurbhanj, Sundargarh and Singhbhum).

## OVERVIEW OF PRADAN'S OPERATIONS IN KNODC

Particulars	DC Total	PRADAN Outreach
Districts	5	3
Population	6 million	407,675
Percent of Rural Population	84	100
Percent of ST and SC Population	57	74
Households	1.62 million	81,535

Particulars	Scale
Number of SHGs	6,443
Number of VOs	590
Households covered under Livelihoods	55,627
PRADAN teams	5

Themes	Community Collectives
Health and Nutrition	351 SHGs
Education	5 VOs
Water Sanitation & Hygiene (WASH)	1,010 Households
Gender and Governance	1,863 SHGs

PRADAN's engagement in this area began in the year 1992. Over the years our interventions have evolved and currently our major focus areas are:

- Mobilizing women into strong collectives of SHGs and associated tiers
- Enhancing livelihoods to facilitate women's sense of ownership, food security and control over income and expenditure
- Collective approach to mobilize resources for the development of infrastructure and livelihoods
- Collective approach to initiate discourse around gender-caste-class justice and equality within family, village and larger society



- Women's rights as an agenda for equal distribution of power and to trigger change in the norms on land rights

### Providing Livestock Healthcare

Communities residing in the remote hilly terrains of this region have remained intrinsically linked with animal husbandry since times immemorial. However, the region lacked access to livestock healthcare. Frequent disease outbreaks led to loss of animal wealth. This had been a matter of concern as livestock not only provides nutrition for the family but is often traded to raise money for financial exigencies. PRADAN thus facilitated the communities to take up vaccination and preventive health-care program for animals through Integrated Livestock Rearing (ILR) activity.

Women farmers are trained in scientific methods in livestock rearing. Our efforts have led to capacity building of more than 125 Community Animal Health Workers (CAHWs) for the last mile service delivery system. The DC has benefitted significantly in the last

two years through the services of women CAHWs. Some of the key interventions during the year were:

- Identification of villages and selection of potential candidates for CAHW training
- Modules and materials designing for community awareness programs
- Selection of Master Trainers for handholding CAHWs and conducting village level training as well as vaccination camps
- Vaccine supply chain establishment in each block
- Baseline data collection of goat and back yard poultry stock
- End to end support in goat and poultry activity
- Linkage with veterinary department for handholding CAHWs

#### KNODC Livelihood Families vis-à-vis Livestock Families

Particulars	Total Livelihood Families	Total Livestock Families	Percentage
As on March'17	35,463	6,915	19.5
As on Sept'17	55,627	16,793	30.2
As on March'18	55,627	22,051	39.7

## Goat for Greater Good



Amidst a bout of incessant coughing, as she loaded the iron-ore in the mine, a frail Tulashi kept reflecting on the SHG discussion on livestock. Can goat-rearing be a reality for someone so poor like her? As she unloaded, she had decided. These tribal women would change the fate of an entire village.

Photo: Dibakara Mahapatra



As the PRADAN professional shared the potential of goat rearing in this interior village, the women of the SHGs were skeptical. Many of them had no experience of goat rearing. A few families had tried this activity some years back. However, outbreak of diseases due to poor management practices had led to high mortality. Was it worth the risk?

Jamudiha in the Keonjhar district of Odisha is archetypical representation of deprived villages in this area: rocky landscape, little cultivable land, rain-fed agriculture, high distress migration and desperate labor work at the mines. Thirty-five year old Tulashi from the Bhuyan tribe had resigned to this fate of sustenance survival until that meeting on the potential of goat rearing. She wanted to have a better life for herself, her husband and her adopted child.

*“Mu jemiti gariba hei jibana kateili, mu chahunahi mo pua,  
Sarata, semiti gariba hei Jibana katu.”*

“My son Sarat should not grow up amidst the poverty I grew up.” And as she was unloading the iron-ore in the mine, the evening after the village meeting, she made up her mind.

Vegetation and shrubs in the rocky landscape provided an ideal space for goats. The only issue was the high mortality rate of goats due to outbreak of diseases. After discussions with the SHG a full-fledged model for goat-rearing was developed and orientation workshops on de-worming, vaccination and other management services were organized. The transition from idea to implementation was seamless. Tulashi went out of the district for the very first time in her life for an exposure to experience advanced goat-rearing practices to Balliguda. Later, a trip to Gumla district of Jharkhand where PRADAN promoted goat-rearing was at a matured stage sparked her desire to scale up. And while she was away her husband Sitei took good care of her herd.

Hard work paid off. She now has a steady source of earning after a couple of gestation years.

Year	Income from goat sale
2013	INR 16,000 (US\$ 246)
2014	INR 24,000 (US\$ 369)
2015	INR 36,000 (US\$ 553)
2016	INR 45,000 (US\$ 691)
2017	INR 60,000 (US\$ 922)

Tulashi now has a stock of 40 goats. The total asset value of the herd is INR 0.2 million (US\$ 3,073), a significant sum in these parts. Thirty-three other families in this village are also intensively engaged in goat-rearing. The initial investment of INR 14,000 (US\$ 215) was from Agricultural Technology Management Agency (ATMA). Distress migration from this village to cities like Bangalore to work at construction sites has dramatically reduced.

Tulashi is today an inspiration for thousands of marginalized women in Keonjhar who come to her seeking guidance. She also welcomes a myriad of visitors – including state-level Secretaries and the District Collector. Her journey from penury to prosperity amazes all her guests.

### LIVESTOCK AS A DEPENDABLE SOURCE OF LIVELIHOOD ACROSS PRADAN LOCATIONS

Like KNODC, many DCs this year intensified their livestock work concentrating on backyard poultry and small ruminants such as goat and sheep. The CAHW model has evolved into entrepreneurship, with CAHWs establishing cold chains for vaccines in remote areas and providing doorstep services

for preventive measures like vaccination and curative measures such as medication. On the whole, 29 teams intensively engaged in livestock rearing program. The activity witnessed a growth of 128 percent in this year, with the participation of about 81,500 families.





Photo: Dibakara Mahapatra



### Ensuring Nutritional Diet

PRADAN has been working with the farming communities for the past three decades for better productivity and food security. While our approach has brought about food security, focus on carbohydrate-rich crops did not lead to desired nutritional gains for the primary producers. Therefore, we have now prioritized integration of nutritional component to address concerns of the high level of anemia and low Body Mass Index among women. In KNODC this intervention includes home visits, counseling, and training and orientation on nutrition. This year we designed a framework on nutrition constituting the following six themes: Adequate Nutritious Food Production, Diet Diversity, Infant and Young Child Feeding and Mother's Care, Sanitation and

Hygiene, Rights- Entitlements, and Women Empowerment. In Sonua block of Chakradharpur, Jharkhand, we are working on nutrition in 32 villages across eight Gram Panchayats. Communities were involved in organizing specific one-day events on nutrition called "Poshan Mela" (Nutrition Fair). In these fairs, women from different Panchayats came together to share their knowledge about the contributing factors in malnutrition and ways to fight them.

Nutrition and children's immunization are now regularly discussed in the community meetings. Community is now aware of the importance of diversified diet intake for pregnant and lactating women, delivery at hospitals, and need for regular interaction with ASHA and Anganwadi workers.



Photo: Kishori Soren

In her own words, Arati Diggi, an SHG member of Chakradharpur, thus articulated the change scenario

*"Aajkal bachhe sab ek sabji se khana khate hi nahin. Aur school se aakar bina sabon se hath dhokar khana khane wala aadat to chhoot hi gaya. Isliye bimari kam ho gaya."*

"Nowadays our children refuse to have rice with one curry. They have also stopped having food without washing their hands with soap after school. This has controlled outbreak of diseases." Arati's words echo observations made in other households.

### BEYOND FOOD SECURITY – ENSURING NUTRITION – ACROSS PRADAN LOCATIONS

PRADAN's nutrition program has covered 3,750 SHGs across its areas of operation. Eleven pilot teams have till date trained and deployed 1,402 change vectors along with 65 mentors. These community resource persons form the backbone of community facilitated action towards better

nutrition outcomes. Their efforts have resulted in discernible health and nutrition benefits. The concept of kitchen garden and nutrition sensitive agriculture was well received by all stakeholders and 19,106 women have initiated kitchen gardens with the guidance of our professionals.



# VI

## Santhal Pargana Development Cluster (SPDC)



**B**anka and Jamui districts in Bihar and Godda and Dumka districts in Jharkhand together form Santhal Pargana Development Cluster. The region has about 40 percent tribal and Dalit population, with Santhal being the predominant tribe. Santhals are distinct in their beliefs, social customs and rich culture that has given rise to a separate tribal identity. This cluster has an intermingled cultural landscape. The hills are inhabited by Mal or Sauria Paharias and the areas bordering the hills are usually occupied by Santhals and Ghatwals. More than 60 percent of the population in the DC directly depends on agriculture and allied activities to earn their livelihood. However, for Santhals and Ghatwals, mostly living in the remote areas, agriculture is fragile with abysmally low productivity. For most part of the year, nearly 32 percent of the total population migrates in search of daily wage jobs. The women's literacy rates are as low as 49 percent, and more than 50 percent of the households live below poverty line.

### OVERVIEW OF PRADAN'S OPERATIONS IN SPDC

Particulars	DC Total	PRADAN Outreach
Districts	8	4
Population	10.8 million	593,585
Percent of Rural Population	88	100
Percent of ST and SC Population	40	56
Households	1.99 million	118,717

Particulars	Scale
Number of SHGs	9,526
Number of VOs	621
Households covered under Livelihoods	67,869
PRADAN teams	7

Themes	Community Collectives
Health and Nutrition	806 SHGs
Education	47 VOs
WASH	1,641 Households
Gender and Governance	3,494 SHGs

PRADAN initiated work in Santhal Pargana in the year 1987. This is one of our first direct intervention areas. We have done significant work here under institution building, livelihood enhancement in agriculture, allied sector, enterprise development and forest-based livelihoods. This DC has successfully pioneered scientific Tasar sericulture as a livelihood option for the village women. Of late, the DC has invested significantly in gender, nutrition, WASH and governance issues.



### Breaking the Barriers:

#### Addressing Gender Inequality

Over the last three years, women collectives in SPDC have made considerable progress in addressing issues of domestic violence, maternal mortality, child marriage, social taboos on menstruation, and health and nutrition status of women. Further, significant efforts have been made in establishing women as farmers by empowering them with the rights of decision making, control on income and expenditure, ownership of assets, participation in public forums and leisure period for themselves.

In the whole process, women federations have played a major role. The ideas were discussed at the federation level and the whole program was rolled out under the supervision of federation leaders. PRADAN trained the federation leaders on gender perspective.

Further, gender was made a core theme of the cluster and annual federation get-togethers. Skits were prepared and songs were composed to highlight gender issues, and enhance women's perspective on gender. Federations also organized Mahila Kisan Mela (Women Farmers' Fair) and registered women as farmers with the block administration. In some areas, the collectives unanimously nominated women in Gram Panchayat elections. They have routinely raised voice against the flawed public service delivery system. They have formed forums like Mahila Adhikar Manch (Platform for Women's Rights) and Nari Sahayata Kendra (Women Help Centre) to resolve cases of gender-based violence and discrimination.

## Will Kajol and Preeti Ever Go To School?

She was very clear. She did not see a point of sending her two young daughters to school. She had never been to school. Her eldest two daughters had never sat in a class. Why should there be an exception?

She combed Umid's hair and tucked his shirt. She kept looking at her son (youngest of all her children) longingly as he ran to join his friend who was waiting impatiently outside the bamboo fencing surrounding their hut. They were going to the nearby mission school. Her two younger daughters kept staring at their mother. They were already nine years and ten years old and would perhaps never go to school in their lives.

Meena Murmu of the Gharchappa village in Banka district of Bihar was a mother of five children. This Santhal tribal family was, in many ways, a microcosm of other families in this area. Grindingly poor with small landholding leading to high food security, their survival depended on many external factors: timely rain, Public Distribution System, labor work, usurer and forest. A girl child was only an added burden to the household. The elder daughters were married even before they were 18 years old.

When she joined the SHG, Meena had only one motive. The SHG would be a source of easy loan for her. The family's dependency on the money-lender, who charged exorbitant interest rates, would lessen. Fast forward two years and Meena has completely stopped taking loans from him. Other momentous changes have also taken place in her life. Agriculture intervention by PRADAN in the village now ensures food security throughout the year for many families. Talk on gender equality and equality of opportunity in SHG and VO meetings has also significantly altered Meena's views on inequality and domestic violence. Yet she was still unsure if it was worth sending her daughters to even a government school in the village.

One evening, as she was weeding her farm, there was a commotion at a distance. Children were all running towards the large Mahua tree in the middle of the village. A group of women from the women's federation, the larger umbrella of SHGs which Meena was a part of, was performing a skit, "Roshni Ki Kahani" (The Story of Roshni). It portrayed the injustice that Roshni was subjected to and how her life changed when elements of gender sensitivity and equality were introduced. Meena was stunned. It was her story. It was also the story of her daughters. After the skit, she silently went back to the farm and continued working.





Photo: Rajendra Mahato

In the next SHG meeting, Meena took a loan of INR 2,000 (US\$31). The next day she went to the same mission school where her son Umid studies.

“Bhai jaldi, Bhai Jaldi” (Quick brother, quick) cry out the girls in unison. Kajol and Preeti eagerly wait for Umid as he finishes his food. As all three of them run to the same school, Meena looks on. There is never a wrong time to do the right thing, she thinks.

Kajol and Preeti never miss their classes. Umid has also started helping in household chores. The baby steps of change being driven by the SHGs in these remote pockets of Bihar may someday bring about significant societal transformation.

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### GENDER JUSTICE ACROSS PRADAN LOCATIONS

Our gender integration efforts have evolved to gender mainstreaming across geographies and themes. At the core of our development perspective, gender integration has now moved to community action through capacity building at both staff and community level. This year our focus was the primary group and thematic integration of gender.

The number of internal resource pool from PRADAN has now increased to 57, each team comprising of one. The total trainee days spent on gender integration crossed more than 100,000. A total of 6,957 SHGs are discussing and/or taking actions around issues of caste/class/gender discrimination.

As a result, there is increased access to entitlements by women, the improved leadership of women in public spaces, access to public services and

participation in governance processes. Further, primary groups were seen discussing or taking action around alcoholism, domestic violence, dowry, child marriage and education of girl child. Federations are also building capacities of more than 100 women as Paralegals within the community to address cases of violence.

In addition, significant progress is made in women's access and control of resources, assets, financial services like Kisan Credit Card and linkages with national forums like Mahila Kisan Adhikar Manch (Forum for Women Farmers' Rights). The initiation of Agriculture Production Clusters to connect women producers to the market through a common platform also picked considerable pace across teams and geographies.



# VII

## South Odisha Development Cluster (SODC)

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South Odisha Development Cluster comprises of eight districts - Malkangiri, Koraput, Nabarangpur, Rayagada, Gajapati, Kalahandi, Kandhamal, and Nuapada in the southern Odisha.

Almost half of SODC's landmass is under forest cover. Seventy percent of the DC population lives below the poverty line and 68 percent women are illiterate. Except Kalahandi and Nuapada, other six districts are among the poorest in India<sup>2</sup>. More than 60 percent people belong to SC and ST. The region has large diversity of tribal groups. The major tribes are Kandha, Gond, Paroja, Saura and Gadaba. The region is also home to PVTG like Kutia, Dongaria Kondha, Bonda, Hill Khariya, Bihor and Mankiria.

The region is resource rich with large deposits of bauxite, chromites, graphite and manganese. Displacement due to mining has caused havoc for the local inhabitants. The massive mobilization of Dongaria Kondhs to preserve Niyamgiri hills exemplifies their desire to assert their tribal identity against all odds.

### OVERVIEW OF PRADAN'S OPERATIONS IN SODC

Particulars	DC Total	PRADAN Outreach
Districts	8	4
Population	7.6 million	275,055
Percent of Rural Population	97	100
Percent of ST and SC Population	67	78
Households	1.7 million	55,011

Particulars	Scale
Number of SHGs	4,871
Number of VOs	433
Households covered under Livelihoods	36,725
PRADAN teams	6

Themes	Community Collectives
Health and Nutrition	800 SHGs
Education	2 VOs
WASH	1,712 Households
Gender and Governance	1,817 SHGs

In SODC, PRADAN is currently working in four districts, i.e., Kandhamal, Kalahandi, Koraput and Rayagada. We started engaging with the community in South Odisha in 2000 on irrigation. Later the engagement expanded to other themes such as community institution building, livelihood improvement, gender, land rights, WASH, nutrition and grassroots governance.

<sup>2</sup> With reference to HDI of Human development report 2004



### Bringing Market to Doorstep: The Agriculture Production Cluster Way

Given the context of endemic poverty and hunger in South Odisha, one of our core areas of engagement has been intensifying agriculture interventions. However, agriculture as a livelihood from small land holdings is not sustainable. Therefore, this year, SODC strengthened the concept of Agriculture Production Cluster (APC). The core of APC promotion is that the farmers in a contiguous geography coordinate production among themselves to attract market players to their villages. Critical to this is crop selection based on a tripod of small holder suitability, agro-ecological suitability and market attractiveness. We prioritized the following specific elements for APC:

- Focusing on one or two vegetables each season, based on regional market demand, yield, farmers know-how /confidence, competitiveness, and agro-climatic suitability
- Covering most of the farmers in an area to intensify vegetable cash crop cultivation on 0.1 hectare of land per family
- Synchronized cropping and production based on time and market and ecological suitability

- Using mechanized equipment like power weeder, sprayer, etc., to help members manage practices at scale
- Developing entrepreneurs at village or APC level to support and aggregate small farmers
- Building linkages of traders with entrepreneurs and realizing better price through market exposure and study

This year, SODC promoted 28 APCs. Through these interventions, the income level of families increased substantially from INR 20,000 (US\$ 307) to INR 70,000 (US\$ 1076) in one crop season. Centralized production of vegetables like tomato, brinjal, cauliflower and cabbage and direct market linkage to cities like Vizag (Andhra Pradesh), Barhampur (Odisha), Raipur and Jagdalpur (Chhattisgarh) has shortened the value chain and helped better price realization for farmers.

Women farmers are now better aware of the market dynamics. The drudgery involved in carrying headloads of vegetables to nearby markets has also reduced substantially.



Photo: Debendra Negi



## A Vibrant Lifeline for Small Landholders

More than 80 percent farmers in India are small landholders and they account for 70 percent of food supply in the country. Yet they are the most vulnerable.

The landscape of Koraput district in South Odisha is dotted with small landholders. The diversity of contexts and high fragmentation has often been the barrier for modernization of their farms and processing technologies. The adoption of an appropriate package of practices (knowledge, inputs, technology etc.) can help farmers break the cycle of poverty and bring them prosperity through better price realization for their produce. However, without a channel that collectivizes smallholder farmers and creates marketable surplus at the farm-level, the business case for such packages of practices cannot be created. As a result, for farmers in Nandapur block of Koraput district, there was low price realization.

To address these concerns, PRADAN professionals introduced the Agriculture Production Cluster (APC) concept in the area and women farmers were facilitated to:

- Identify crops such as tomato, ginger and pigeon pea for large-scale cultivation
- Generate indent at SHG level for inputs like seeds, fertilizers and services
- Select entrepreneurs for backward (input related) and forward (market related) linkages
- Collect money at SHG level for procuring inputs
- Fix a time period for synchronizing nursery bed preparation

Ninety-seven families from three villages came together for collective farming. Women farmers, once collectivized, began negotiating with various market players for better pricing.

During the process, 200 packets of tomato and cabbage seeds and 50 kg of pigeon-pea seeds were procured. It covered 50 acres of land for tomato and cabbage crops and another 50 acres of land for ginger intercropping with pigeon-pea. Introduction of electronic weighing machines, receipt system and uniform crates ensured transparency and developed trust among the farmers and traders. On an average, the incremental income from this intervention was about INR 50,000 (US\$ 690) per family for the 2017 Kharif season. Moreover, increased incomes and enhanced access to markets have given women farmers a new sense of confidence and a desire to bring change in other spheres of their lives.

### SMALL-HOLDERS' JOURNEY TOWARDS PROSPERITY ACROSS PRADAN LOCATIONS

APC model that has been developed for commodities like tomato, mango, cauliflower, brinjal and chilli in the states of Jharkhand and Odisha showed per acre productivity growth of 173 percent during the monsoon and 137 percent during winter harvest in this year. PRADAN partnered with Intellectap to develop approaches and steps to improve farm productivity for farmers with small landholdings. Riding on this success, we are planning 400 APCs in Odisha in the next three years in collaboration with the government and several other CSOs.

On the whole, across our locations, we launched a number of livelihood improvement interventions for communities that perennially suffered from

food insecurity, distress migration, low access to irrigation, and unproductive farming. All our endeavors are primarily focused on creating an environment of remunerative livelihoods in villages to check distress migration. The effectiveness of our innovative practices has supported small landholders with sustainable incomes giving them new hope from farming. There has been a gradual build-up to achieve scale and momentum in agriculture with focus on building an eco-system of linkages that support market-led farming.

This year, we supported 385,765 families for enhanced livelihoods. This is a jump of 37 percent compared to farmer engagement in the previous year.





Photo: Md. Meraj Uddin

### Right to Inherit - Asserting Land Rights in South Odisha

Women constitute 43 percent of farmers worldwide. In India more than 60 percent women are engaged in agriculture. They play a critical role in producing food, but the prevailing laws and customs in most parts of India undermine women's ability to own, manage, and inherit the land they cultivate. Assured land rights provide women with the necessary incentive to improve their land leading to better agricultural production that improves their lives. Without land rights, they often cannot access formal credit, agricultural training, and other programs. Women work in the fields as agricultural laborers rather than as owners or managers who would invest in tools and other inputs to maximize output over the long-term.

We did a situational analysis of land rights in Odisha, Bihar and Jharkhand. Pilot studies were taken up in Kolnara block of Rayagada, Balliguda block of Kandhamal, and Karanjia and Jashipur blocks of Mayurbhanj district. We concentrated our efforts on demonstrating a step by step collective led facilitation

process to enhance women's access to revenue-land and forest-land. To secure women's land rights, we worked with communities:

- On forest-land under the Forest Rights Act
- Homestead land allocation (with special focus on single women)
- Title transfer (name as joint holders)

The other priority was to enhance women's participation, understanding, decision making and ownership in the process of securing land rights.

As an outcome of the intervention:

- About 3,000 Individual Forest Right plots were recorded and distributed
- Seventeen claims were submitted with all required documents for Community Forest Resource Rights (CFRR). Work is in progress in 60 more villages; on an average per village area under CFRR will be 200 hectares benefitting 60 households
- Around 1,800 families have submitted claims for availing homestead land, out of which 662 have received their land-title



## Golden Harvest

Every morning Sua walks up to her paddy farm; she pinches herself wondering if this is all a dream. This landless widow from the Kandha tribe is now a land owner!

The only worthy possession she had was a single silver bangle that her mother gifted her many years ago. To actually own a piece of land in her own name, was beyond her wildest dreams.

Sua Mallick, from the far flung Balakia village of Kandhamal district in south Odisha, survived on wage labor and by collecting forest products to provide for herself and her two children. Survival for her meant many half or skipped meals. Situation had worsened over the past seven years after her husband passed away. She still flinches remembering the last few years.

*“Mu kana karibi? Mu jane gariba bidhaba.  
Dina Majuria mu, kemiti moro samasta jarurata pura karibi?  
Mu bhabili ehahi moro bhagya”*

(“What could I do? I am a poor widow. How could I meet both ends on my own working as a wage laborer? I thought this was my fate.”)

Sua is a part of the SHG promoted by PRADAN in this village. She smiles as she talks about her group.

*“Mo dalara bhauni mane mo sangare achhanti. Mu kamare jangalaku gale,  
semane mo chhua manaka dekharekha karanti”*

(“The sisters of my group have stood by me all these years. If I was away for work in the forest, they would even look after my children.”)

However, it was the land literacy training conducted by PRADAN that truly changed her life and the lives of many like her. She learnt that any single, widowed or deserted woman could reclaim her legitimate rights on the land from encroachers who had taken advantage of her condition and occupied it.

Sua never knew where the lands possessed by her in-laws were located. It was difficult indeed. The plots of the family were all scattered and it was difficult to identify hers. Cadastral map and Record of Rights (RoR) were used. The plot was eventually identified. To everybody's astonishment, it was found that the land was being cultivated by another farmer from a neighboring village. He was unwilling to return it to Sua. A collective struggle began as other women of Sua's SHG joined hands with her. Relentless negotiation and pressure by the SHG worked. The man gave in.

During this monsoon, Sua was busy transplanting paddy using SRI method. Not on someone else's land as labor but on her own land.

*“Eei barasaru mote chhua manaku adha petare suibaku padibani”  
she proudly remarks.*

(“From this year onwards I don't have to put my children to sleep half-fed”)

Silver is no longer her most prized possession. It will be the golden harvest from her own land.







# VIII

## South Chhotanagpur Development Cluster (SCDC)

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Chhotanagpur Plateau is one of the oldest landforms (Archean Period) in the world and also the oldest living human habitat. It is inhabited by several Adivasi groups like Munda, Oraon, Khariya, Chik Baraik, Lohra, and Mahli and PVTGs like Asur, Birhor, Kharwa and Birjia. The area comprises of Gumla, Khunti, Lohardaga, Ranchi and Simdega districts. Of the total land available, 17 percent is demarcated as forest area. The major sources of livelihood are farming, livestock, and forest based products. Seasonal distress migration is common in this region. The area is mineral rich but this has not translated into much job generation for the marginalized population here.

### OVERVIEW OF PRADAN'S OPERATIONS IN SCDC

Particulars	DC Total	PRADAN Outreach
Districts	5	5
Population	5.3 million	661,105
Percent of Rural Population	80	100
Percent of ST and SC Population	61	79
Households	801,078	132,221

Particulars	Scale
Number of SHGs	9,904
Number of VOs	699
Households covered under Livelihoods	85,513
PRADAN teams	6

Themes	Community Collectives
Health and Nutrition	237 SHGs
Education	104 VOs
WASH	1,925 Households
Gender and Governance	4,596 SHGs

PRADAN is working with communities in the SCDC for close to two decades now. We mobilize women into strong collectives, work with their groups, facilitate their participation in grassroots governance and demonstrate livelihood prototypes.

Our major engagements in the DC is developing the Adivasi women's collectives, planning and executing village level integrated natural resource management, facilitating women to lead various social and economic interventions. We also provide strategic support to different stakeholders. In addition to this, in the last few years, we have also made significant progress in other themes such as gender, health and nutrition, education and WASH.



### WASH for a Healthy and Dignified Life

Most rural communities in the central-eastern India lack access to clean water and sanitation, and are therefore more prone to diseases which push them into a perpetual debt trap. PRADAN's water and sanitation program links common health concerns to poor sanitation, and empowers communities to construct, manage and maintain their own sanitation facilities and launch development initiatives that improve community health and quality of life.

In SCDC, WASH program is being implemented in Palkot, Gumla and Ghagara blocks of Gumla district. In technical collaboration with Gram Vikas we are developing comprehensive WASH facilities for each

family in the targeted habitations. Our partnership has restructured toilets. It has introduced the 'two-room' concept - one part is used as the lavatory, the other for bathing. The WASH program is being developed keeping in mind the correlation between hygiene and livelihood, so as to build synergy in interventions for gains in productivity, income, health and nutrition. In this process, we focused on providing water, sanitation and hygiene facilities for rural households, which would be owned and managed by women in the villages. It aims to empower rural women in taking leadership roles in planning, implementation, operations and maintenance of the infrastructure and systems. More than 3,000 toilets have been constructed in this process.



Photo: Souparno Chatterjee



## The Swachh Bharat Abhiyan (Clean India Campaign) Warriors

The women only needed a small trigger to change. Unheard of before women from Santoshi SHG began talking about construction of toilets in the village.

In the village of Kurmidih in the Chandwara block of Jharkhand, there were no toilets. Open defecation disproportionately impacted women as it was difficult to get a reclusive spot in broad daylight. The health impact of open defecation was also largely unknown.

We had been working in this village on issues of food security, income enhancement and grassroots governance through SHGs. In one of the group meetings, the issue of poor health in the community came up. In a follow-up meeting, we prompted a discussion on open defecation, linking it to the adverse impact on health. The related everyday challenge and health issues were enough to trigger an intense discussion. Unheard of before women from Santoshi SHG began talking about construction of toilets in the village.

But open defecation is more than just lack of toilets; it is about certain deep-seated community behavior and thus requires conscious and persistent effort to change.

PRADAN professionals engaged in this village on sanitation issues by working on different aspects of behavioural change through training and information dissemination. Training on 'Community Led Total Sanitation' was attended by SHG leaders from several villages. We also organized a series of awareness camps, skits and wall paintings in the entire block.

The Santhosi SHG declared their intent to turn Kurmidih into an Open Defecation Free (ODF) village. Fifteen women started work on soak-pit layout for construction of toilets. Women of Santhosi SHG also engaged with the district administration for toilet construction for other families in the village.



Photo: Payel Chakraborty





Photo: Kumar Saurabh

Seventy toilets have been constructed so far. There was a major transformation due to this community-led intervention – 90 percent of toilets are in use after a year of construction, a complete normative behavioural change. Men, in the village, who were indifferent to the effort, have also started using it.

The women are now trying to install a water lifting device along with overhead tank from a well, adjacent to their homes so that running water can be made available in toilets.

Other SHGs, in nearby villages, also took a cue. Similar community-led processes were facilitated and two adjacent villages have toilets in every household now. The block level federation, of which, Santhosi SHG is a part, is now actively pursuing the agenda of sanitation in the entire area.

The women of Santhosi SHG, who ignited this grassroots change, are the true Clean India Warriors!

### WASH INTERVENTIONS ACROSS PRADAN LOCATIONS

Over the last four years, we have been engaged in WASH interventions in Mayurbhanj, Keonjhar, Kandhamal, and Rayagada districts in Odisha, apart from Gumla and Ramgarh districts in Jharkhand.

- Thirty-eight villages in Odisha and 17 villages in Jharkhand were declared Open Defecation Free (ODF) by the respective administrations
- Forty more villages are moving steadily towards attaining ODF in Odisha and Jharkhand
- Toilets and bathrooms in about 1,300 households

in 24 villages of Odisha and Jharkhand are connected with piped water supply

- Second generation sanitation related interventions such as storage and safe handling of drinking water, hand wash and solid-liquid disposal are undertaken in ODF villages
- In total, INR 168 million (US\$ 2.6 million) was mobilized from the community, government sources and private donors to help communities improve their health and sanitation conditions



# IX

## North Chhotanagpur Development Cluster (NCDC)



North Chhotanagpur region comprises of Hazaribagh, Koderma, Bokaro, Dhanbad, Giridih, and Chatra districts of Jharkhand bordering mainly Bihar and West Bengal. The region is characterized by rolling topography with large stretches of tablelands seen without much of vegetation. A major part of the region comes in the Damodar-Barakar river basin. Hazaribagh (southern part) and Dhanbad are well known for rich coal reserves. Giridih and Koderma are known for their mica mines. Bokaro and Dhanbad form the major industrial enclave in the region with steel, mining, heavy manufacturing and power industries.

Tribals constitute about eight to nine percent of the population and include Santhals, Munda and Oraons and PVTGs like Birhors. SCs constitute around 15 percent of the total population. OBCs constitute about 35 percent of the population in this area.

### OVERVIEW OF PRADAN'S OPERATIONS IN NCDC

Particulars	DC Total	PRADAN Outreach
Districts	6	4
Population	11 million	278,990
Percent of Rural Population	69	100
Percent of ST and SC Population	20	37
Households	2 million	55,798

Particulars	Scale
Number of SHGs	4,319
Number of VOs	347
Households covered under Livelihoods	31,099
PRADAN teams	4

Themes	Community Collectives
Health and Nutrition	80 SHGs
Education	70 VOs
WASH	177 Households
Gender and Governance	1,507 SHGs

PRADAN works in districts of Hazaribagh, Koderma, Ramgarh and Bokaro in NCDC.

The major focus areas of the DC are community institution building, generating awareness among women SHG members about gender, patriarchy, and its manifestation in the family, village and society. Women's active participation in grassroots governance is also a priority.



### Civic Literacy and Engagement Program (CLEP) Improves Women's Say in Local Governance

We partnered with “We the People” (WTP), a trust, to enhance the communities' understanding of civic duties and functions, and develop institutions that can foster their civic engagements to become responsible and aware citizens. PRADAN along with WTP developed civic awareness and action programs in 10 model Gram Panchayats across three blocks of Koderma and Hazaribagh districts.

In the past two decades, we have mobilized women into Community-Based Organizations (CBOs). Each woman goes through a process of learning to trigger

aspirations of a better life and increase her awareness about the roles and responsibilities as a citizen.

Women then identify cross-cutting issues and attempt to start a “collective civic action” on issues like proper functioning of local government and working of health and educational institutions at the village level.

We also raise the awareness level of the elected representatives about their roles and responsibilities as envisaged in the constitution and impart training to local level officials in technical and managerial skills to address civic concerns. In order to sustain these initiatives, we are developing a mechanism to increase the collaborative efforts between the CBOs and the local government.

### Song of a New Day!



Photo: Surjodoy Nandy

Basanti Devi, aged 35, is one of the few women in her community who has completed schooling. She is a resident of village Puto of Koderma district. She has participated in training on gender, patriarchy, and violence and developed an understanding on women's deprivation. Basanti's association with civic literacy program reinforced her understanding about the values of justice, equality, freedom, and fraternity enshrined in our constitution. She is now versed with various articles, acts and government orders which dictate the funds, functions, and functionaries of the governance system.

Basanti aspires for a vibrant grassroots democracy and end to gender-based discrimination. She is a role model for many women in the block. She has facilitated women's participation in Gram Sabhas in her village and helped women to get their entitlements under Public Distribution System. She also supports women in the area in cases of domestic violence by giving much needed solidarity in distress and provides counselling to families.





## Mahakaushal Development Cluster (MKDC)

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**M**ahakaushal Development Cluster covers Maikal Hills region (Mandla, Dindori) and Chhattisgarh Plains (Balaghat) in the state of Madhya Pradesh. In MKDC, Gond and Baiga are the main tribes and about 41 percent of households in this area live below the poverty line. Balaghat district occupies a significant place on the mineral map of India. About 80 percent of India's manganese production comes from here. The recent discovery of copper deposits in Malajkhand is regarded as the largest in the country. Besides manganese and copper, the region has major deposits of bauxite, kyanite and limestone.

People inhabiting the area do not have access to quality health and education services. Moreover, lack of sustainable livelihood opportunities leads to mass migration, especially among the youth.

### OVERVIEW OF PRADAN'S OPERATIONS IN MKDC

Particulars	DC Total	PRADAN Outreach
Districts	3	3
Population	3 million	206,210
Percent of Rural Population	89	100
Percent of ST and SC Population	57	76
Households	743,314	41,242

Particulars	Scale
Number of SHGs	3,468
Number of VOs	441
Households covered under Livelihoods	22,426
PRADAN teams	6

Themes	Community Collectives
Health and Nutrition	344 SHGs
Education	1 VO
Gender and Governance	1,190 SHGs

PRADAN started working in this DC in 2005. At present, we are engaged in the districts of Balaghat, Dindori and Mandla. We are directly working in 505 villages. We are also engaged in a partnership model with other CSOs to work with 4,000 households in Mawai and Bichhia block of Mandla district. Apart from significant work on livelihoods, we are working on gender, governance, health and nutrition issues in this region.

### Engagement with Village Youth

The question often asked by the members of SHGs is 'what would our children become and what kind of life would they have?' It is evident that they are concerned about securing a bright future for the next generation. Youth has thus been identified as a key segment for



Mobilization & Registration



Mentoring



Re-imagining  
future

Choice  
making



Entrepreneurship



#### Youth Engagement Model: Yuwashastra

engagement. The intervention includes exploration of their aspirations and insecurities, and ways to a secure future for them and their families.

The program is currently spread across Dindori and Mandla districts involving 1,306 youth.

#### Program Key Outputs

- About 800 youth selected a vocation, and 162 youth participated in a recently initiated detailed mentorship program
- 27 mentors selected
- 300 youth successfully completed skill enhancement program

- 148 youth placed in jobs outside their villages
- More than 50 youth started self-enterprises in their area using their enhanced skills.

#### Program Impact

- Enhanced skills and confidence helped youth find employment
- Additional income of at least 6,000 (US\$ 92) per month
- Youth placed in the formal jobs covered under social security benefits
- They help their families invest in homes
- They make regular investments in farm inputs, land purchase, sibling education and other contributions

## Stitching a New Future

Parwati was bright in her studies. But after class 10, she had to drop out. The nearest college was far away; not that her poor parents could afford her higher education. Yet the dream of a better life stayed close to her heart.

Parwati distinctly remembers the day when she knew her educational journey was over. Being the daughter of marginal tribal farmers, there was no way she could continue. The college was 62 kms away from the village of Chubhawal in Mohgaon block of Madhya Pradesh. She was bitter with life.

*“Mai kyun desh ki baki sari ladkiyon ki tarha padhai nahi kar sakti? Mai bhi koi ek company mein kaam karna chahti hun and mata-pita ka sahara banna chahti hun.”*

“Why can't I continue my studies like so many girls all over the country? I too want to work in a company and support my parents.”

Years later, a friend introduced her to the Yuwashastra program, designed and organized by PRADAN. The key features of the program - counselling, training support, knowledge and linkages for jobs seemed promising to her. But she was still skeptical. Her dream as a young person had been dashed once. She gave it a good thought and decided to give herself another chance.

Parwati registered with Yuwashastra. She underwent a ten-day career orientation program where she got an opportunity to reflect on her strengths and areas of improvement. She came to know about multiple types of employment opportunities, several of which she had never heard of before. This was the first time she was





Photo: Balbeer Dhurve

seriously focusing on her future and felt ready to take up opportunities that lay ahead. She opted for a course on tailoring. Unknown to her, multiple avenues to employment opened up. An Indore based company called Pratibha Syntex offered her a job. Parwati joined as an operator of automatic sewing and embroidery machine at one of the Pratibha Syntex's sewing unit.

It was much more than a mere job. It was an opportunity that was offering on the job training, bearing living costs of the trainees and was inducting the trainees after successful completion of the program. Above all, it changed her life. And the lives around her!

It has been four years now that Parwati joined the formal employment sector. And the remarkable changes are visible. Her parents beam with pride whenever she comes home. Neighbors urge their daughters to study hard and she is surrounded by young girls eager to listen to her stories at work whenever she is home. The company has a policy of one month holiday every year; villagers are pleasantly surprised when she visits home on paid leave!

She has supported her parents repay an agriculture loan of INR 36,000 (US\$ 553), provided financial support for her elder brother's wedding and also bought him a motor-bike. During a visit home, she gifted her mother gold ornaments. There were tears of joy in her mother's eyes. And Parwati can't help blushing as she shows her gold earrings that she purchased with her hard earned money.



# XI

## North and South Chhattisgarh Development Cluster (NSCDC)



North and South Chhattisgarh Development Cluster comprises of 13 districts of Chhattisgarh. In PRADAN's work area, at least 50 percent population is tribal. This is the largest concentration of STs in any state in India outside the North East. Gond is the major tribe of the region. According to the Socio-Economic Caste Census 2011, more than 80 percent households in this DC face multidimensional deprivations. The Maoist movement has had a significant presence in the southern districts of Chhattisgarh since the 1980s. Wide disparity persists in the literacy rates of males (79.27 percent) and females (60.07 percent).

### OVERVIEW OF PRADAN'S OPERATIONS IN NSCDC

Particulars	DC Total	PRADAN Outreach
Districts	13	4
Population	10 million	300,210
Percent of Rural Population	82	100
Percent of ST and SC Population	60	73
Households	1.9 million	60,042

Particulars	Scale
Number of SHGs	4,983
Number of VOs	359
Households covered under Livelihoods	24,471
PRADAN teams	6

Themes	Community Collectives
Health and Nutrition	55 SHGs
Gender and Governance	2,006 SHGs

PRADAN started working in Bilaspur district (then a part of Madhya Pradesh) in the year 1991 as a development consulting organization. The current approach of direct engagement was initiated in 1999 with the setting up of a team in Raigarh district. Gradually the operations spread to three more districts namely Dhamtari, Kanker and Bastar. Over these years, we have worked intensively in NSCDC, promoting and strengthening women's institutions, livelihood options, access to assets and services, and facilitated women's participation in local governance. We have also partnered with the State and 12 CSOs to accelerate the change process.

### Strengthening Local Governance through Capacity Building

In NSCDC, PRADAN has developed capacities of women's collectives, especially of VOs, to facilitate women's participation in Gram Sabhas. This includes developing the Gram Panchayat Development Plan and MGNREGS plan, in addition to strengthening the social security programs such as PDS.



### Implementing MGNREGS

As we facilitated implementation of MGNREGS in the DC, we faced multiple challenges. Sensitizing women's collectives for assertive development action, and helping the line departments to effectively implement the program were two of the key challenges.

We mobilized thousands of women to participate in Gram Sabhas. This was achieved through numerous meetings and trainings to develop women's awareness of their rights and entitlements under Mahatma Gandhi National Rural Employment Guarantee Act

(MGNREGA). The collectives demanded employment on Rozgar Diwas (Employment Day), discussed issues of delayed payment and organized meetings for linking Aadhaar number with job card and bank account number for smooth payment process.

A total of INR 107 million (US\$ 1.64 million) was mobilized from MGNREGS, out of this INR 103 million (US\$ 1.6 million) was invested in creating individual assets like irrigation infrastructure and land development.



Photo: Ashutosh Nanda



## United We Stand, United We Can

Organized poor women with a united voice are always a force to reckon with. They can bring about many societal changes including ensuring rightful payment of MGNREGS dues.



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*“Kyun aaye ho sab milke? Chahti kya ho aap log?”*

“Why have you gathered here? What do you want?” said the Police Officer to members of Ekta Mahila Sangh, the block level federation of women SHGs promoted by Chhattisgarh SRLM and facilitated by PRADAN. Ekta Mahila Sangh is an association of 515 SHGs with more than 5,000 memberships in Kanker district of Chhattisgarh. Eighty percent of the members are from the tribal group.

*“Humare paas ekattha jama hone ka permission hai aur hum kanoon ke hisaab se hi kaam kar rahe hain”*

“We have permission for the gathering and we are acting as per the law”, replied the women who had gathered to demand their rightful dues.

About a thousand persistent women members had gathered in front of the block office, with a common purpose. Their wage payment and unemployment compensation under MGNREGS had not been cleared. It was close to a year for some without any payment for past work. Despite constitutional guarantees for work, there seem to be little headway. But this strong grassroots institution of the poor which is a platform for collective action, as envisioned by SRLM, was not ready to give up.



The women had come with placards that read

*“Hum humara haq mangte  
Nahi kisi se bheek mangte”*

“We are demanding our rights, not begging from anyone.”

A thousand unorganized poor women is just a mass but a united voice of strong collective is always a force to reckon with. Raising their voice and singing songs, they were in the block office to highlight their grievances, with all necessary documents in tow.

It was not the first time that the women were raising this issue. Repetitive demands at various levels had failed to generate affirmative action.

Several meetings were conducted at hamlets and villages to concretise evidence-based documentation and creating awareness. Initially officials paid no heed. However, after the initial phases of 'prayers and petitions' from the women, when it turned into a collective action involving a thousand of them, the administration was bound to take notice.

At the block office, a high-level meeting was called by senior officials, including the CEO of the MGNREGS cell and police officials. The administration also understood the gravity of the situation and was supportive of their rightful demand.

The news of more than a thousand women demanding their rightful dues made it to local newspapers. Photographs, quotes and news covering this initiative of largely poor and illiterate but united tribal women got adequate media attention.

All grievance applications were accepted and the women got their rightful dues under MGNREGS.

### STRENGTHENING LOCAL GOVERNANCE ACROSS PRADAN LOCATIONS

The objectives of our governance interventions are better implementation of the government programs like MGNREGS and improved access to government services like PDS by the community. For doing this, we engaged with the state representatives and government functionaries to sensitize them about women collectives and helped CBOs in identifying and addressing community needs.

We made efforts to ensure that poor farmers got maximum specified work under MGNREGS and received payments as per the MGNREGS provisions.

Our initiatives have resulted in collectives raising issues of service delivery and access to social service schemes, and have ensured enhanced participation of women in the Gram Sabha and local elections. Across our locations, a total of 1,890 VOs are involved in Gram Sabha and INR 400 million (US\$ 6.14 million) was mobilized under MGNREGS for facilitating land and water development activities.



# 3

## Partnerships with CSOs

This year, PRADAN organized a workshop titled “Strengthening Partnerships” for all existing and earlier partners to understand the tenets of partnership.

Representatives from the partner organizations in Jharkhand, Odisha, Chhattisgarh, Madhya Pradesh and West Bengal attended the event at Bhubaneswar. We incorporated the learnings from this event to strengthen our partnership approach with CSOs.

### JHARKHAND

Vikas Bazar.Net

In the year 2005, PRADAN had set up Vikas Bazar.Net (VBN) with the support of 15 NGOs to intensify the participation of small and marginal producers in the market. This year, VBN was incorporated as a separate legal entity called 'VB Net Foundation' under Section 8 of the Companies Act.

VBN develops institutional capacities of program management, governance, communication and leadership among the partner organizations. During 2017-18, VBN undertook various activities for organizational development and better services outreach. It developed capacity among the staff and community cadre for better services to small and marginal farmers. A significant initiative was the launch of the Agriculture Entrepreneurship (AE) program in collaboration with Syngenta Foundation India (SFI). It trained 16 agriculture entrepreneurs, of which eight have already taken the licenses for selling seeds, fertilizers and farm equipments. Most of them have established businesses around nursery raising, seedling supply and aggregation of farm produce with linkages to distant markets.

VBN also conducted 11 training and 15 exposure visits for the staff of partners, community resource persons and master trainers. These initiatives helped the field functionaries provide better services in crop planning, adoption of new crops and improved farming



practices. Besides stabilizing paddy crop production through System of Root Intensification (SRI) and Direct Seeded Rice (DSR), the training and exposure visits emphasized the promotion of vegetable cash crops such as tomato, pointed gourd, cucumber, ridge gourd, peas, chili and cucurbit.

In order to strengthen the extension services and capacity of the field functionaries, VBN initiated a WhatsApp group bringing together regional agriculture experts, the field staff, expert farmers and agriculture entrepreneurs to quickly detect, diagnose and address problems faced by the field functionaries. During the reporting period, this WhatsApp group resolved a total of 1,636 cases of farmer queries or concerns, creating high appreciation among the farmers. During the year, VBN supported 25,985 families through its partners and networks of Agriculture Entrepreneurs.

## ODISHA

Koraput CSO forum

PRADAN is engaged with the district level network of partners called Koraput Learning Forum (KLF) composed of eight CSO partners. The group pursues the following aspects:

- Identify models / interventions with proven efficacy in the local context
- Discuss it with farmers, conduct exposure visits, and training
- Scale up the model under the leadership of one organization
- Mobilize resources for the identified models
- Review, reflect and undertake policy advocacy with the government

The following presents an overview of the activities of KLF this year:

### Millet revival and intensification

Considering the rampant malnutrition in Koraput, the group promoted millet in the project areas and built linkages with Odisha Millet Mission project. A total of 2,850 farmers were facilitated by the group to take part in the millet program. The farmers have reported between 30 percent to 65 percent increase in productivity.

### Irrigation promotion

During the year, PRADAN worked with six partner agencies to avail government irrigation schemes by simplifying procedures, training of NGO staff and Community Resource Persons (CRPs). So far, it has installed 30 schemes on river lift and 50 schemes are sanctioned under deep bore well in partner organization areas. This will ensure irrigation in 600 hectare of additional land to benefit 1,800 farmers. Further, farmers at all sites were trained on appropriate crop combinations to utilize the irrigation potential.

### Introducing drought and flood-tolerant paddy seed

PRADAN played the lead role in introducing a number of drought and flood-tolerant varieties of paddy with technical support from International Rice Research Institute (IRRI). The forum worked on taking these varieties to small farmers in all 14 blocks of Koraput district. Over 40 field trainings and exposure visits were conducted to facilitate the uptake of these varieties. A total of 3,200 farmers adopted the varieties and followed improved practices. The harvest data showed that these varieties gave farmers, an average of 1.7 times the yield of earlier varieties.

KLF has impacted 5,300 households this year.



Photo: Srihari Chity



## BIHAR

PRAN (Preservation and Proliferation of Rural Resources and Nature)

PRAN is a non-profit organization that primarily works in Gaya and Nalanda districts of Bihar. The SRI paddy project initiated by PRADAN in the project areas of Jeevika (Bihar Rural Livelihood Promotion Society) led to the establishment of PRAN in 2011. PRAN promotes SRI practices among small and marginal farmers. Over the years, it has worked on expanding the concept of root intensification to cover a number of crops such as wheat, sugarcane, mustard, cabbage, cauliflower, brinjal and chili.

We support PRAN with the management information system that includes sample (farmer household) selection, instruments for data gathering, periodic interpretation to track progress and regular field visits and monitor trends. We also support PRAN in building linkages with major stakeholders in the sector. This year, PRAN reached out to 21,500 farming households to support them in multiple cropping.

PRAN supports our agriculture interventions in the districts of Araria, Kishanganj, Katihar and Saharsa. The expert farmers from the project areas of PRAN regularly support our teams in their work with small landholders.

Overall we have impacted 52,785 families in Bihar in partnership with other CSOs.

## CHHATTISGARH

SRI-Manch

PRADAN and 12 partner NGOs have formed a state level forum called SRI-Manch for the large-scale promotion of SRI paddy to meet the food sufficiency need of the poor tribal households in Chhattisgarh. The Manch's objectives are:

- Year-round food sufficiency and cash income for the poor households through women-centric farming system
- Involvement with the partners on institution building
- Create a knowledge platform to raise awareness and sharing of learning among the partners and stakeholders

The Manch came into existence in 2011 with the initiation of Sir Dorabji Tata Trust (SDTT) supported SRI project.

Manch's major achievements:

- Crop diversification (millets and vegetable) through SRI technique
- Inclusion of rain-fed SRI in the State Agriculture Budget
- Creating a knowledge sharing and peer learning forum
- Convergence with Department of Agriculture
- Convergence with MGNREGS – CFT program in seven blocks and six districts with intensive collaboration from NRLM and MGNREGS
- Nutrition sensitive agriculture as a progressive practice

At present, SRI-Manch is present in 12 districts and engaged with more than 30,000 families cultivating paddy and other crops using SRI technique.

### Reviving Tasar Sericulture

Over the past 30 years of our engagement in Tasar sericulture, we have revived the Tasar sub-sector and helped Tasar silkworm rearing emerge as a profitable income generation intervention for thousands of tribal poor people. Tasar rearing had been an integral part of their lives for generations. However, the rearers had gradually stopped growing Tasar due to continuous pest attacks, lack of quality seed material, high worm mortality and also unfair market linkages. They lacked the required knowledge and techno-managerial expertise of improved rearing practices and building market linkages.

In 2013, PRADAN promoted Tasar Development Foundation (TDF) to support the growth of the Tasar sub-sector. During 2017-18, TDF was recognized by the Ministry of Rural Development (MoRD), Government of India as a National Support Organization (NSO) under Deendayal Antyodaya Yojana – National Rural Livelihoods Mission (DAY-NRLM) for the promotion of Tasar based livelihoods. TDF is directly working with 20,000 households and collaborating with the State Rural Livelihood Missions of Jharkhand, Bihar, Odisha, and Chhattisgarh to reach out to an additional 31,000 households.

This year, TDF ensured supply of over 1.5 million high-quality seeds (disease free layings) and supported large-scale cocoon production and spurred growth in Tasar yarn production, weaving and product development. It helped communities raise host tree plantations in 1,385 hectares of wastelands owned by poorer households. This helped the silkworm rearers produce 64 million cocoons resulting in an average income of Rs. 21,500 from around 65 days' of engagement in Tasar rearing.



# 4

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## Building Human Resources

During the last few years, PRADAN's efforts have been to strengthen its human resource in alignment with its development approach and philosophy. We empower collectives of women to own and lead the process of change, to address societal structures that contribute to poverty and inequality. Our staff development and Development Apprenticeship programs have been adapted to address this need. We ensure diversity among new entrants, and take measures to make PRADAN a better place for women to work in.

### ● TOTAL STAFF STRENGTH AS ON MARCH 31, 2018 ●

Particulars	Male	Female	Total
Executives	272	108	380
Assistants	86	22	108
Staff on contract	80	9	89
DA (on board)	41	37	78

### Recruitment and Selection

The goal of our recruitment process is to improve the quality and increase the diversity of new entrants (sex, region and discipline). We identified campuses accordingly, involved the alumni to communicate with the students, continued our interaction with the selected candidates until their joining to help them decide on their career choice and to deal with the parental and peer pressures. This has increased the joining ratio vis-a-vis offers made. The proportion of women recruits has increased from less than 35 percent earlier to 50 percent in the last couple of years.

### Development Apprenticeship (DA-ship)

PRADAN has a unique, one-year 'Development Apprenticeship' program to induct, groom and deploy university graduates to work with marginalized communities in remote rural areas. This year, besides





Photo: Rashmita Sethy

aligning the DA-ship components with the renewed development approach and philosophy, we strengthened the mentorship of newcomers; and bolstered the gender module to effectively contribute towards making PRADAN a better place for women to work in.

To build a perspective on the existing societal structure, its history and its contribution towards existing inequalities and discriminations, we included a module on 'Development Perspective and Practice'. The focus of the village study was shifted from 'understanding the village situation and identifying intervention' to 'joint exploration, shared understanding and co-creation'.

We recruited 191 post-graduates and graduates with technical degrees. Of this, 114 were groomed as development professionals, and are working in villages.

### Staff Development Program

PRADAN's Staff Development program facilitates the process of continuous learning and development among professionals. It strengthens stakeholder engagement around our development approach and develops competency for the recruitment and selection process. It also enhances the language and communication skills.

To strengthen the engagement around our renewed philosophy and approach, a three-week program on Development and Change in India: A Critical and Constructive Perspective was conducted for our experienced colleagues. The curriculum was designed and delivered in collaboration with Azim Premji University (APU). More than 70 Executives participated in this. Internal resource persons were trained to conduct 'Theatre of the Oppressed' (skits), which was identified as an important engagement methodology with the community to highlight and address existing inequalities and discrimination.

### Making PRADAN a Better Place for Women to Work in

To make PRADAN a better place for women to work in, we prioritized the following three interdependent activities:

First, a women caucus, a voluntary forum for all women in PRADAN, has been initiated and nurtured to be the:

- Platform for women to come together and connect with each other both personally and professionally for building shared understanding around gender issues, and solidarity and confidence to highlight the same
- Space to acknowledge issues of women in different age groups, support and strengthen their negotiation power with the environment





- Body for proactively influencing organizational culture, systems and processes; e.g. highlighting gender discrimination issues and ensuring that organization takes corrective actions as required
- Ombudsman to redress the grievance from gender equal lens

Second, a formal gender audit process has been initiated. Required tools and methodologies have been developed through a participatory process. A group of 43 PRADANites is trained to conduct the audit process. The first round of the audit process is nearing completion. It has helped in identifying the areas that need to be addressed in terms of policies, systems, and infrastructure.

Third, a new gender module has been conceptualized and is being implemented during DA-ship period.

### Report on Internal Compliance Committee

We are committed to making PRADAN a better place for women to work in. Our Internal Compliance Committee (ICC) is empowered to record complaints of sexual harassment and take necessary action. Also, wherever required, the ICC is reconstituted; new members are introduced and orientation is provided to update them about the provisions and procedures for handling these complaints. This year 10 sexual harassment complaints were received across the organization. Of this, nine cases were disposed within the stipulated time period of 90 days and one case was withdrawn.



# 5

## Research and Advocacy

The research and advocacy function seeks to address the issue of poverty and development in partnership with relevant institutions and stakeholders. The unit leverages flagship programs of the government, mainly Deendayal Antyodaya Yojana – National Rural Livelihood Mission (DAY-NRLM) and MGNREGS, to scale up relevant livelihood options in the poverty-stricken regions, and establishes development practice as a profession in partnership with Ambedkar University, Delhi (AUD). In addition, it is engaged in knowledge generation through research and documentation of experience for advocacy.

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### A. National Resource Centre on Livelihoods (NRCL)

In the last five years, PRADAN's National Resource Centre on Livelihoods has influenced the government's flagship program DAY-NRLM. The unit has created support and service networks to influence relevant stakeholders for wider replication of PRADAN's learnings from direct action. The following table shows the outreach as of 31st March 2018:

No. of Districts	No. of Blocks	Families under pilot support	No. of CRPs groomed	No. of staff /Master Trainers trained
33	84	121,132	3,128	442

### Key engagements of NRCL

- Supporting the State Rural Livelihood Missions (SRLM) to pilot strategies, approaches and prototypes for livelihood programs, contextualized to local conditions and implemented on scale
- Training key staff/local government functionaries for identifying, planning and executing appropriate livelihood programs
- Training Master Trainers to groom CRPs





- Developing a repository of learning materials like concept notes, manuals and toolkits for wider dissemination.

### Key Highlights

- There is a growing demand for us to intensify and expand our support role. Our MoU with the National Rural Livelihoods Promotion Society (NRLPS) is renewed for another three years, and formal MoUs have been signed with State Rural Livelihoods Promotion Societies of Odisha, Bihar, Jharkhand, Chhattisgarh and Nagaland
- NRCL's impact on DAY-NRLM's approach is clearly visible. It has helped develop interventions in line with community needs and aspirations for sustainable livelihoods.

### Research Work

Two pieces of research were also undertaken in collaboration with the Australian Centre for International Agricultural Research and the London School of Economics. The first research focused on women farmers in rain-fed, rice-based cropping systems on the medium uplands of the East India Plateau. Engaging farmers as partners in the research has ensured the research is relevant to local needs and project outputs are being widely adopted and have helped strategize initiatives for the empowerment of

farmers, facilitating learning for all project actors, and increasing project impacts. This research that was initiated in 2007 came to an end this year.

The second research explored the idea of gender justice as a critical aspect of social justice plays out among the Gonds, an Adivasi or tribal community in the state of Chhattisgarh in India. The research investigated the tensions between individual rights and collective rights from the perspectives of men and women from the Gond community. It further explored whether the efforts of government and civil society to promote SHGs among women within these communities have brought about change in the lives of women and their families and how these changes are viewed by different sections of the community.

### B. PRADAN's Education Initiative in Development Practice

We believe that theoreticians and practitioners need to come together to create an education program (from the undergraduate to the doctoral levels) that trains young people to bring a change for good in society. Such an initiative would necessarily entail a body of knowledge and would create societal legitimacy for social change as a profession. In this context, PRADAN collaborated with AUD to launch the praxis-based M.Phil. program in development practice.





Photo: Kuntal Mukherjee

During the year, we initiated multiple action-research projects for the Post Graduate Diploma in Development Practice for experienced practitioners. M.Phil. program in development practice has attained a level of standardization, enabling the students to pursue a career in rural development. Ten PRADAN field faculties have been closely engaged with the students, guiding them in tandem with the academic supervisors. About 90 students of the first four cohorts have completed the course with final submission of their dissertation. This year 11 students have presented academic papers at various national and international conferences like 4th World Conference on Women Studies, Colombo and 6th Deleuze and Guattari Studies in Asia International conference organized by Philosophical Association of Philippines.

M.Phil. students have also joined relevant work in reputed development sector organizations. The overall placement is as follows:

	Area of placement	Students %
1	Pursuing doctoral work (in rural development or gender)	17
2	NGOs (PRADAN, SEWA, RGMVP, PRIA, SAANJHA, Azad Foundation, SeSTA, TSRDS, PRIA, MAMTA, Khemka Foundation, Vikasanwesh Foundation)	71
3	Others (Lecturers, Counselors, SRLM Arunachal Pradesh, Research projects)	12

A new program at PRADAN this year gave graduates an opportunity to establish their own initiatives either as Fellows in the Centre for Development Practice (CDP) or as Development Associates in PRADAN. Two graduates were supported closely to continue their new initiatives – 'Ekal Nari Sangathan' in Odisha, and 'Kinare', working with the displaced farmers along the banks of Yamuna in Delhi. Three graduates joined in Gumla, Jharkhand and Jamui, Bihar to establish an agriculture development program, a youth program, and an education program, respectively.



During 2017-18, 24 of our professionals initiated an action research in their work areas following orientation programs at CDP. The course has an online component and regular action research webinars.

An action-research Ph.D. is conceptualized, and placed before the research advisory committees of the University, for approval.

The Ford Foundation supported collaborative research on Tasar and Lac was undertaken by practitioners in PRADAN and Tasar Development Foundation and researchers from CDP and University of Delhi.

## C. Newsreach

A Bi-Monthly Development Journal

NewsReach is our livelihoods and development bimonthly. It gives the development practitioners a peer-to-peer outreach platform. Started as an internal newsletter, NewsReach now reaches out to grassroots professionals, policymakers and academicians. More than 1,200 copies are circulated in print and digital format. NewsReach underwent a design make-over this year and an online version is being developed.







# Resource Mobilization, Communication and Partnerships

PRADAN has developed a portfolio of effective programs for improving livelihoods and transforming lives of the communities at the grassroots. Going forward, there will be demand for us to expand our outreach, to bring sustainability solutions at a scale, influence policies, and support like-minded civil society organizations. This year we reached out to a larger group of external stakeholders to communicate our work and to mobilize greater financial and professional resources.

## A. Bolstered Communication Efforts

To strengthen our communication efforts, we engaged on the following:

- Organized three workshops on 'Effective Communication' to develop writing capacity of 50 field professionals to share reports and stories of our grassroots work
- The Transformers' series was launched on our digital platforms to raise awareness about the development sector, and position it as a challenging and fulfilling career option
- Celebrated days of global relevance on social media showcasing grassroots development work
- Initiated quizzes on Facebook and Twitter on developmental issues, especially rural
- Sent out e-mailers
  - on New Year's Day and PRADAN Foundation Day
  - announcing Publications (Annual Report, NewsReach, and Brochures)
  - fortnightly to individual donors documenting success stories and relevant case studies
- Conceived a sectoral event – "SAMAGAM" that envisages bringing together CSOs, State, Corporates, Academic and Research institutions and the voices of the community to address multi-dimensional development issues.

## Re-strategized our engagement with PRADAN Alumni

We have started to reach out to our alumni more pro-actively and are engaging with them to help spread the





Snapshots from Effective Communications Workshop



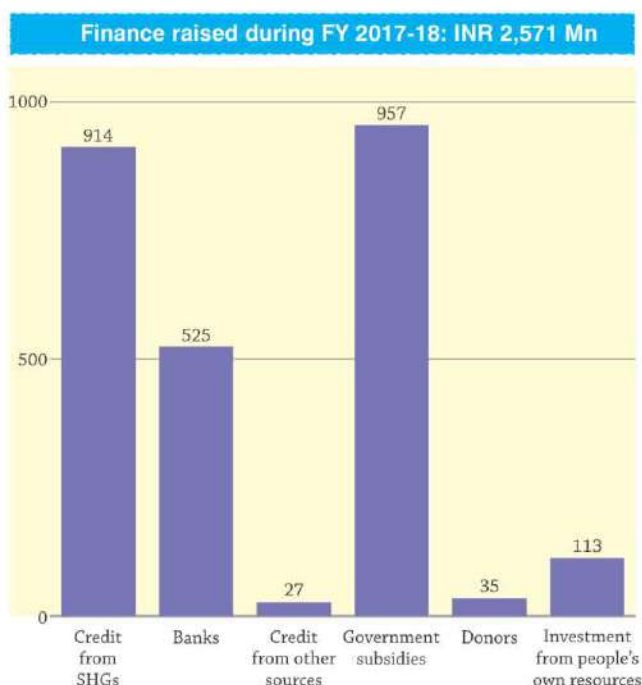
word about PRADAN's work. In 2018 Annual Retreat, we propose to have a get-together of alumni and launch an Alumni Network. We share our Annual Report and NewsReach with the alumni on an on-going basis to keep them updated on PRADAN's work.

## B. Youth Engagement

Throughout the year, we had an on-going engagement with youth at institutes such as Indian Institute of Technology Delhi, Xaviers Institute of Management Bhubaneswar, Indian Institute of Forest Management, Indian Institute of Management Indore, Indian Institute of Management Kashipur and Blue Bells School, New Delhi. Our engagement included:

- Using theatre to create sensitivity and interest around rural and social issues
- Attending conventions at the campuses and orienting first-year students about the development sector
- Designing curriculum around development issues and conducting classes
- Holding workshops to create a deeper engagement with the students

During the year, 29 interns from 16 campuses across India pursued development internships at PRADAN. We added institutes such as Delhi School of Social Work, St. Stephen's College Delhi, Indian Institute of Technology Bombay, Development Management Institute Patna and KIIT School of Rural Management Bhubaneswar to our previous list of prestigious institutes for internship program.



## C. Resource Mobilization

This year INR 2,571 million (US\$ 39.5 million) was leveraged from various sources to invest in community development. This is an increase of INR 492 million (US\$ 7.56 million) over last year. Communities were successful in leveraging INR 957 million (US\$14.7 million) from various government schemes.

We initiated a partnership this year with Mahindra & Mahindra to introduce gender friendly farm equipments for women farmers under project 'Prerna'. We engaged with all partners to strengthen our relationship with them.



This year we continued to leverage more funds per rupee donated to PRADAN. We worked to mobilize four times investment from the government, banks and communities' own resources against every rupee we received as Development Support Cost (DSC). During 2017-18 while the DSC increased by INR 108 million (US\$ 1.7 million) over the last financial year, investments at community level increased by a significant INR 389 million (US\$ 6 million).



## PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

BALANCE SHEET AS AT MARCH 31,		2018	2017		₹
		Sch.			
SOURCES OF FUNDS					
Corpus Fund	1	382,763,217		377,543,394	
Other Funds	2				
Capital Assets Fund		33,264,757		35,321,804	
Community Projects Fund (WIP)		10,885,872		18,896,973	
Un-restricted Fund		127,916,621	172,067,250	109,003,963	163,222,740
Revolving Fund	3	2,539,565			4,979,533
LIABILITIES					
Restricted Project Fund	24	694,918,503			641,946,397
Secured Loan	4	18,266,916			28,519,357
CURRENT LIABILITIES AND PROVISIONS					
Current Liabilities	5	41,214,416		25,827,625	
Provisions	6	25,369,166	66,583,582	10,776,419	36,604,044
Total		1,337,139,033		1,252,815,465	
APPLICATION OF FUNDS					
FIXED ASSETS	7				
Owned Assets		31,977,809		33,245,684	
Community Assets		1,286,948	33,264,757	2,076,120	35,321,804
CORPUS FUND INVESTMENTS	8	379,918,768			381,038,342
CURRENT ASSETS, LOANS AND ADVANCES					
Stock of Material in hand (at Cost)		771,570		1,026,539	
Cash & Bank Balances	9	846,958,962		743,236,420	
Loans and Advances	10	65,339,104		73,295,387	
Work-in-Progress on Community Projects to be transferred to Beneficiaries	11	10,885,872	923,955,508	18,896,973	836,455,319
Total		1,337,139,033		1,252,815,465	
Natural Head based Income and Expenditure Account	22				
Accounting Policies and Notes on Accounts	26				

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

*(Signature)*

(M. S. BALACHANDRAN)  
Partner

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

*(Signature)*  
Chairperson

*(Signature)*  
Executive Director

*(Signature)*  
Members of Governing Board



New Delhi,  
Date: July 21, 2018





# PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN)

₹

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

		2018	2017
	Sch.		
<b>INCOME</b>			
Donations	12	120,000	-
Income from Investments/ Deposits	13	54,728,957	45,970,225
Other Receipts	14	3,494,891	2,682,012
<b>Total</b>		<b>58,343,848</b>	<b>48,652,237</b>
<b>EXPENDITURE</b>			
Rural Livelihood Promotion Programme	15	765,590,589	698,134,600
Livelihood Programme Support	16	170,097,139	132,252,326
Human Resource Development	17	50,779,272	35,033,701
Research & Documentation	18	28,076,423	23,865,674
Administration	19	64,181,083	48,507,911
<b>Total</b>		<b>1,078,724,506</b>	<b>937,794,212</b>
<b>Non-Cash Charges</b>			
Depreciation for the year (See note no.2.5 & 3.1 of Sch-26)		9,685,649	8,345,708
Less: Met out of Capital Assets Fund		(9,685,649)	(8,345,708)
Unrecoverable Advances/ Unusable Stock	20	220,160	374,615
<b>Total</b>		<b>1,078,944,666</b>	<b>938,168,827</b>
<b>Less: Met out of and deducted from Restricted Grants</b>	23	<b>(1,042,952,813)</b>	<b>(910,381,902)</b>
Excess of Income over Expenditure for the year		<b>22,351,995</b>	<b>20,865,312</b>
		<b>58,343,848</b>	<b>48,652,237</b>
Surplus/(Deficit) brought forward		22,351,995	20,865,312
Appropriated to/ (from)			
Corpus Fund		4,486,998	4,612,439
Capital Assets Fund		192,832	940,488
Transferred to/(from) Restricted Fund		(1,240,499)	(1,867,772)
Unrestricted Fund		18,912,664	17,180,157

Natural Head -Wise-Income and Expenditure Account 22

Accounting Policies and Notes on Accounts 26

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

  
**(M. S. BALACHANDRAN)**  
Partner

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

  
Chairperson

  
Executive Director

  
Members of Governing Board



New Delhi,  
Date: July 21, 2018





## Institutional Donors for Corpus

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

## Indian Donors

### Philanthropies

Axis Bank Foundation  
 Azim Premji Philanthropic  
 Initiatives Pvt. Ltd.  
 Centre for microFinance (CmF)  
 Collectives for Integrated  
 Livelihood Initiatives (CInI)  
 Ernst & Young (E&Y) Foundation  
 Give India  
 HT Parekh Foundation  
 Jamsetji Tata Trust  
 Navajbai Ratan Tata Trust  
 Sir Dorabji Tata Trust  
 Sir Ratan Tata Trust

### Departments of Government of India

Bharat Rural Livelihoods  
 Foundation (BRLF)  
 Central Silk Board, Ministry of  
 Textiles

### Departments of State Governments

Department of Agriculture and  
 Food Production, Government of  
 Odisha  
 Mitigating Poverty in Western  
 Rajasthan (MPOWER),  
 Government of Rajasthan  
 Panchayati Raj Department,  
 Government of West Bengal  
 Pradhan Mantri Krishi Sinchayee  
 Yojana (PMKSY), Government of  
 Jharkhand  
 Rajasthan Grameen Aajeevika Vikas  
 Parishad, Government of Rajasthan  
 The Rural Development  
 Department, Government of  
 Jharkhand

## District Level Agencies

Small Farmers Agribusiness  
 Consortium (SFAC)  
 Watershed Cell cum Data Centre  
 (WCDC), Government of West  
 Bengal  
 Zila Panchayats

### Externally Aided Projects

Bihar Rural Livelihood Promotion  
 Society (BRLPS)  
 Chhattisgarh Grameen Aajeevika  
 Samvardhan Samiti (CGSRLM)  
 Jharkhand State Livelihoods  
 Promotion Society (JSLPS)  
 Madhya Pradesh Mahila Vitta Evam  
 Vikas Nigam, Bhopal  
 Odisha State Rural Livelihood  
 Mission (OLM)  
 Odisha Tribal Empowerment and  
 Livelihood Project (OTELP)  
 West Bengal State Rural Livelihood  
 Mission (WBSRLM)

### Development Finance Institutions

National Bank for Agriculture and  
 Rural Development (NABARD)

### Corporate Donors

InterGlobe Aviation Limited  
 (IndiGo)  
 L&T Finance Limited  
 Mahindra & Mahindra Ltd.  
 NSDL e-Governance Infrastructure  
 Ltd.



## International Donors

### Philanthropies

Bank of America  
Bill & Melinda Gates Foundation (BMGF)  
Catholic Relief Services  
Give Foundation  
Hindustan Unilever Foundation (HUF)  
IKEA Foundation  
L2O - Learn for Life  
Lutheran World Relief (LWR)  
Paul Hamlyn Foundation (PHF)  
RBS Foundation  
Share and Care Foundation  
Syngenta Foundation  
The Ford Foundation

## Multilateral Agencies

European Union

### Research and Academic Institutions

Ambedkar University, Delhi (AUD)  
Australian Centre for International Agricultural Research (ACIAR)  
International Center for Research on Women (ICRW)  
London School of Economics and Political Science  
The Institute for Fiscal Studies (IFS)

## Individual Donation towards Corpus Fund

Asutosh Satpathy  
Bitu Sinojia  
Chandan Sarma  
David Kiel  
Deep Joshi  
Manish Khanna  
Manoj Pandey  
Mayank Singhal  
Prava Rai  
Pravin Kumar  
Sameer Kumar  
Sudhir Sahni



Photo: Souparno Chatterjee





# DC Office Addresses

## **North Chhotta Nagpur Development Cluster**

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Contact No.: 0651-2244116,  
2241117, 7004741990

## **South Chhotta Nagpur Development Cluster**

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2241117, 7004741990

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## **South Odisha Development Cluster**

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9123680826

## **Baghelkhand and Satpuda Development Cluster**

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Dist: Jabalpur  
Madhya Pradesh  
Contact No.: 09893506365

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## **Santhal Pargana Development Cluster**

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Flat No. 1, Chetna Apartments  
Opposite DC's Residence  
P.O. B. Deoghar – 814 112  
Dist: B. Deoghar  
Jharkhand  
Contact No.: 06432-231355

## **South Rajasthan Development Cluster**

PRADAN, Abu Road  
Plot No.25-26, New Ambika Colony  
Near Railway Lane  
Tartoli Road  
Abu Road – 307 026  
Dist: Sirohi  
Rajasthan  
Contact No.: 02974 - 220048,  
09905373537

PRADAN, Swaroopganj  
1st Floor, State Bank of India  
Near Bharat Petrol Pump  
Meena Vas  
Swaroopganj – 307 023  
Pindwara  
Dist: Sirohi  
Rajasthan  
Contact No.: 02971-242070

## **Delhi Office**

*Registered Office*  
PRADAN  
#3, Community Shopping Centre  
Niti Bagh, New Delhi - 110049

## *Mailing Address*

PRADAN  
A-22, Second Floor, Sector 3  
NOIDA - 201301  
Uttar Pradesh  
Contact No.: 0120-4800800







## PRADAN




Professional Assistance for  
Development Action

### *Registered Address*

3, Community Shopping Centre  
Niti Bagh, New Delhi - 110019

### *Mailing Address*

A-22, second floor, Sector 3  
NOIDA - 201301, Uttar Pradesh  
T: 0120 - 4800800

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