

Annual Report

Year 2009-10



Self-Reliant Initiatives through Joint Action (SRIJAN)
New Delhi

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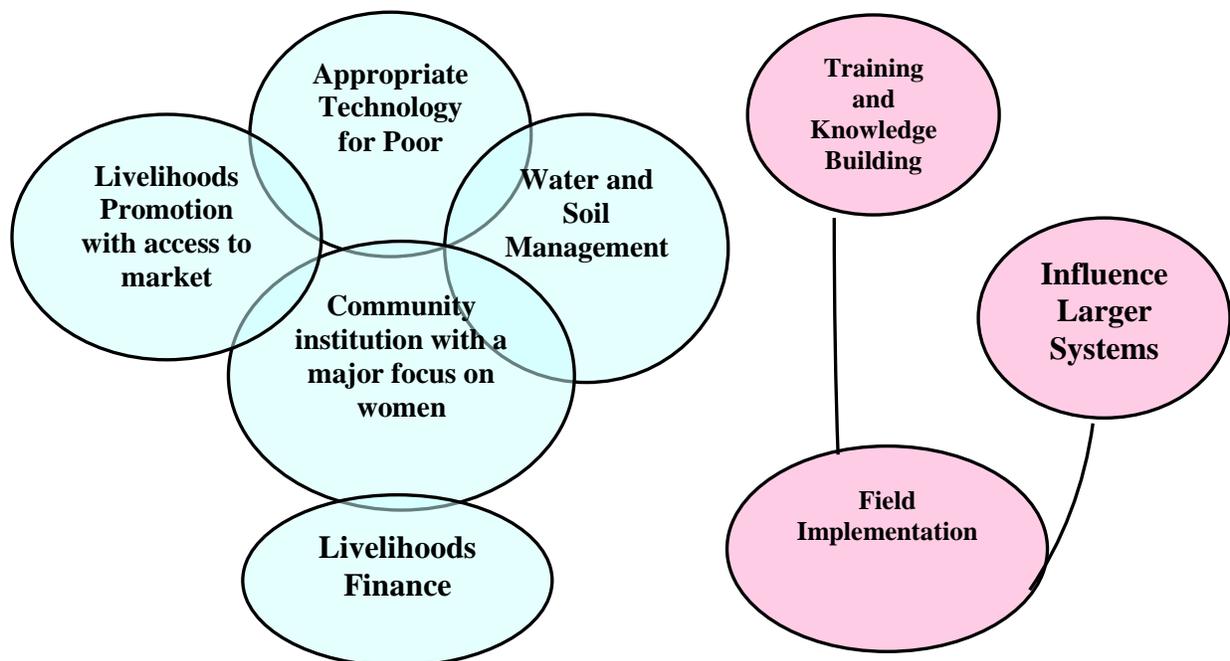
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1. Our Livelihood Promotion Model

There are five essential components in SRIJAN's field programmes, namely,

- To improve access to water and its management, and to improve soil health;
- To bring appropriate technology for the poor;
- To improve access to markets and consumers;
- To improve access to finance; and
- To build a community institution with a special focus on women, that has management capacity.



2. Major Thematic Interventions

Eventually a cluster emerges at a geographic location around specific livelihood theme and the local institution's capacity is built to manage it on a sustainable basis. Broadly the major themes on which we work are:

- a) Water Resource Management
- b) Horticulture
- c) Crop Productivity Enhancement
- d) Dairy
- e) Promotion of Self Help Group and Livelihood Finance

We promote community institutions with a focus on women.

2.1 Water Resource Management

Traditionally, India has been an agricultural based economy. Hence, development of irrigation to increase agricultural production is necessary for livelihood and food security. While government has made large investments in augmentation of water supply, there have been no commensurate efforts in the management of demand and in the promotion of efficient and economic water use and its distribution.

Two watershed based livelihood projects are supported by ITC limited under the “Sunehra Kal” project. This year community mobilization around water has resulted in formation of 64 water user groups. The table below presents the details of the watershed activities:

S. No.	Particulars	Units	Locations				Total		
			Ichhawar		Chhindwara		2009-10	Cumulative	
			2009-10	Cumulative	2009-10	Cumulative			
1	Structures Created	Stop Dams	No.	1	49	1	35	2	84
		Earthen Dams	No.	8	25	1	6	9	31
		Community Wells	No.	17	125	36	70	53	195
		Farm Pond	No.	19	77	0	10	19	87
2	Field Bunding								
	Implementation	Running mtr	5,156	Not	2,607	36,734	7,763		
	Area Treated	Acre	130	Available	172	896	302		
3	Storage Created	Ha-m	15.125	189	0.847	48	16	238	
4	Command Area	Acre	348.3	7538	211	2389	559	9927	
5	Employment Days Generated	No.	7,868	36,666	8,982	51,030	16,850	87,696	
6	Household Reached	No.	251	3,080	218	992	469	4,072	
7	Villages Covered	No.	33	49	19		52	0	
8	Programme Contribution	‘000Rs.	25,643	20,193	1,563	11,148	4,127	31,340	
9	Community Contribution	‘000Rs.	1,192	12,908	768	4,082	1,960	16,990	
10	Total Contribution	‘000Rs.	3,756	33,101	2,331	15,229	6,087	48,331	

Ichhawar, District Sehore, Madhya Pradesh

Since 2003, a community led renovation and construction of water harvesting structures and soil and water conservation work is being carried out in Ichhawar. During the year 2009-10, we reached 251 families across 33 villages by helping the community to build 19 farm ponds, 17

community wells, 8 earthen dams, 1 stop dam and treated 130 acres under field bunding. The activities also helped in generating 7,868 days of employment.

Chhindwara, Madhya Pradesh

With the aim to enhance livelihood of poor people in a sustainable manner through development and management of water resources the WRM programme began in 2005. Last year, we worked in 19 villages and helped the community build 1 stop and earthen dam each, 36 community wells and treated 172 acres under the field bunding. The activities benefited 218 families and generated 8982 employment days.

In both the locations, after assured irrigation has allowed cultivation of Rabi crops efforts were made to facilitate crop diversification (Watershed-plus Intervention) into fruit and vegetable cultivation. In Ichhawar, Village Managing Committees around horticulture have been promoted whereas in Chhindwara also efforts have been started for the promotion of horticulture.

2.2 Horticulture Programme

With the aim to establish a value chain and viable market linkages for the poor SRIJAN initiated the horticulture programme in three locations- Ichhawar, Tikamgarh and Anuppur in 2007.

We implement a nano-orchard model of multi-species fruit plants (mango and pomegranate) with

Studies show that farmers engaged in the production of fruits and vegetables often earn higher farm incomes than farmers that are engaged in the production of cereal crops only. Also, cultivation of these crops is labour intensive and hence, generates lot of employment opportunities for the rural population.

intercropping of chilli. The 'nano' or small size orchard model is of half or less than half acre so that resource-poor farmers can easily opt for it without any threat to their food-security. Taking into consideration the scarcity of water during peak summer months we promote drip-based irrigation.

This year we reached 222 farmers across 14 villages. Total area under plantation is 58 acres in their orchard they have 2100 mango plants with survival percentage of 77% and 6000 pomegranate plants with survival percentage of 65%. We also took forward the learning from the past and focused on promoting single fruit crop specie or compartmental-plantation in a plot rather than mix varieties species. This helped in laying out drip lines, in following a specific pesticide spray schedule, which facilitates easy monitoring of plant growth.

Short-term incomes have come from chilli and efforts were made to sell produce collectively in the market. Total green chilli sold this year is 476 quintals and red chilli- 7.56 quintals that generated the total revenue worth six lakh rupees.

The table below depicts the overall progress of the programme:

S. No.	Particulars	Units	Locations						Total		
			Ichhawar		Tikamgarh		Anuppur		2009-10	Cum	
			2009-10	Cum	2009-10	Cum	2009-10	Cum			
1	Villages Covered	No.	4	18	5	7	5	13	14	38	
2	Farmers Covered	No.	107	200	60	81	55	118	222	399	
3	Village Managing Committee Formation	No.	4	17	3	4	4	6	11	27	
4	Plant Survival	Mango Planted	No.	3090	6100					3090	6100
		Mango Survival	No.	2163	3965					2163	3965
		Mango Survival %	%	70%	65%					70%	65%
		Pomegranate	No.	4120	16441			1787	3246	5907	19687
		Pomegranate Survival	No.	3255	10522			1685	3019	4940	13541
		Pomegranate Survival %	%	79%	64%	85%	75%	94.30%	93%	86%	77%
5	Area under Plantation	Acre	50	100			8	17	58	117	
6	Area under Chilli	Acre	30		23	30	10	22	63	52	
7	Green Chilli Sold	Qtl	137.4	250.21	258	336.7	80.74	195	476.14	781.91	
8	Red Chilli Sold	Qtl		62.67	5	15	2.56	8.25	7.56	85.92	
9	Total Revenue Generated	Rs.	113,886	618,000	284,381	383,581	277,646	409,646	675,913	1,411,227	

2.3 Crop Productivity Enhancement

Despite 70 per cent of the population being engaged in agriculture and allied activities, declining foodgrains production and lack of food security remain the two biggest problems confronting our country.

At present this programme is carried out at various locations with the support of donors such as Deshpande Foundation, Sir Ratan Tata Trust and Bunge, and Government under the banner of ATMA scheme promoted by Directorate Farmers' Welfare and Agriculture Development. Description of various programmes under the Crop Productivity Enhancement theme are enumerate below:

Soy Samriddhi Initiative

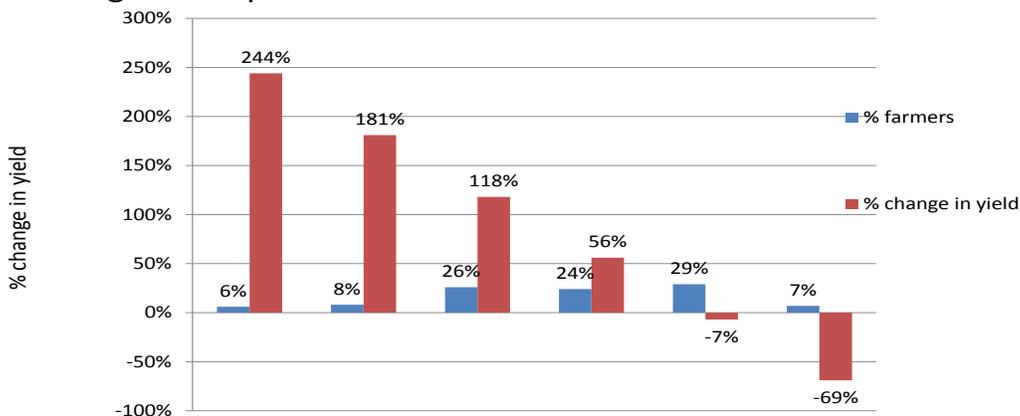
The project began in 2008 with 55 farmers in the villages around Lakheri town of Bundi district with the aim to meet out the socio-economic challenges that poor and small farmers are facing.

SRIJAN is working on productivity and profitability enhancement through Soybean. On the other hand, we are also promoting community institutions and linkages with institutional credit to meet the credit needs of these farmers.

In the year 2009-10, Soy Samridhi reached 678 farmers covering 36 villages. Cost benefit and yield analysis was done for 673 was done to assess the effectiveness of our strategies.

Impact of Improved Package of Practices

- Soya Samridhi farmers got **47% (13 qtl/ha. over 8 qtl/ha. average) higher average yield and 144% (Rs. 7,500/Ha.) higher net profit** than other farmers



Despite delayed monsoon and poor rainfall in the project region (53% less than normal), Soy Samridhi farmers got 47% higher average yield than other farmers. Average yield per hectare was 1.3 ton/ha in comparison to 0.84 ton/ha in the district. Total acreage was 392 hectare and total production was 495.7 tons.

Women Collect Soil Samples

In a fairly large village of Khediya Durjan, we had spent the better part of the morning roaming fields and collecting soil samples from farmers. When we came to the SHG meetings, the word had spread that we were collecting soil. When asked whether their soil had been collected, most of the SHG members responded negatively. They said that their husbands were busy enjoying the off-season (playing cards) during the month of May and wouldn't go into the fields to collect soil. After us explaining the benefits of having the soil tested, the women realized that their soil should be tested as well. One old woman, Bhuli Bai, declared, "If the men don't go, I'll go and get soil from my field myself." Her motivation sparked others in the group to go get soil from their fields. They all walked two kilometers, in the scorching sun, and dug five holes in their fields to obtain a soil sample. That day a total of 15 women collected their own soil samples. That day we realized the importance of targeting and educating men and women. It was also a step towards empowerment for these SHG members.

Our farmers realized 144% higher average net profit than other farmers. Average net profit for Soy Samridhi farmers was 14,913 (INR) as against 6,100 of other farmers.

There are 97 self help groups covering 985 women members, which are now federated into ‘Samriddhi Mahila Sangh’. These women have already taken the responsibility of collective marketing and asset management. In total, 345 quintals of soyabean sold collectively by 4 clusters across 6 villages.

At every stage, efforts are made to bring the womenfolk to the forefront and the case below illustrates the same:

System of Rice Intensification

The SRI programme started in 2007 Shiggoan block of Haveri district with 10 demos plots. The financial support for SRI programme is extended by Deshpande Foundation. In the second year 2008-09 the programme expanded to Hanagal block of Haveri district and Mundgod block of Uttara Kanada district with 158 farmers.

In 2009-10, we have reached 446 farmers across 12 villages. The comparison between the traditional practices of Rice cultivation and the improved practices that we had asked the farmers to follow is depicted in the table below:

S. No.	Parameters	Traditional Practice	Improved Practice
1	Seed treatment	No	Treatment of seeds with fungicides
2	Seed rate	20 to 25 kg for transplanted and 30 to 40 kg in case of Sowing by using seed drill.	2 to 5 kg for transplantaion and 12 to 15 kg in case of rain fed sowing.
3	Age of the seedlings	25 to 30 days old seedling for transplantation. Usually 4 to 6 seedling per hill.	12 to 15 days old. 1to 2 seedlings per hill.
4	Spacing	4 to 5 inch randomly in transplanted condition and in case of sowing 6 inches row to row, no space in between seed to seed, thick plant population.	10 to 12 inches by using marker and rope for marking field. In case of sowing using 12 inches row-to-row seed drill, lees seed rate and thin plant population.
5	Inter-cultivation or weeding	Manually 1 or 2 times	Using mechanical weeder 2 to 3 times
6	Water management	2 to 4 inches of standing water in crop duration.	No standing water but maintaining sufficient moisture in the field is necessary.
7	Fertilizer usage	More chemical fertilizers	Balanced fertilizers
8	Yield per hectare	Normal yield in the area is 4500 kg to 5500 kg/ha. In case of sowing normal yield is 3000kg to 3500kg/ha.	In irrigated transplanted condition the yield was 6250 kg to 8000 kg/ha. In some cases up to 10000 kg/ha. In rain fed sowing SRI 3500kg to 4500 kg/ha.
9.	% Of yield variance		52%

In the beginning the team was facing difficulties to convince the farmers about SRI adoption. Because SRI is a new concept in this area. The team tried to motivate the farmers by using strategies such as external exposures, trainings, regular village meetings, etc to adopt SRI in larger area, we succeeded to motivate some of the farmers; one of them is Devappa in Bachinaki Village who adopted SRI in 3 acres in (summer 2009-10). With the investment about Rs.15000 he harvested 90 quintals of Paddy by SRI method.

In another village one farmer called Kariyappa in Koppa village, has two acres of land and he cultivated one acre by following SRI practices and one acre by following traditional paddy cultivation methods. The age of the seedlings (variety 1010) were same in both the plots i.e 22 days old. The impact was visible after the crop was harvested- 24 bags (80kg) in one acre of SRI and 13 bags (44kgs) from one acre in traditional plot.

The overall the impact from all the 446 plots seem quite promising this year and now the biggest challenge in front of us is to design low-cost SRI model for rain-fed small and marginal farmers and reach 10,000 families through SRI.

Promoting Ragi Cultivation

SRIJAN has been working in Malur taluk since 2004 in collaboration with Govt. of Karnataka for participatory restoration of traditional tanks, formation and strengthening of tank management institutions (TMI) for sustainable management of community water resources at the village level. To bridge the gaps around livelihood security and capacity building of women in small and marginal families a new initiative was started with support from SRTT in 2007 namely, “Strengthening Community Institutions for Water-Livelihoods Management in Malur Taluka of Kolar District, Karnataka” was initiated.

This project has been promoting improved package of practices of ragi (finger millet) for livelihood and food security of the small and marginal farmers under rain-fed condition apart from formation and strengthening the community institutions in the tank command villages.

During the year we reached 191 farmers covering 27 villages. We promoted four varieties- Indaf – 9, Indaf – 5, L – 5 and MR – 6.

It will be useful to share some of the main challenges faced by the team:

1. In the beginning of the kharif season, the team planned the programme with high yielding varieties MR-6 and L-5 (long duration 130 to 140 days), but due to delayed on set of monsoon, the team had to change the varieties to short and medium duration such as Indaf-9 and Indaf-5 (110 to 120 days).
2. The value chain for the buyback arrangement for Ragi seed was set up to help the farmers to get at least 20% premium if the produce will be sold as seed, where SRIJAN will develop the linkage and ensure the function of all the players from end to end. An agreement was made with the Breeder Scientist Mr. Ravi Shankar to supply quality seeds (Foundation and Certified only) to the producers in both the cluster and ZARS will facilitate the process of quality seed production through capacity building of the farmers and regular monitoring at field. Unfortunately, due to dry spell in the month of September and November the grain quality was not up to the mark for seed use and buy back arrangement with ZARS could not be processed further.

- It was agreed by the farmers to sell at least 4 tons of seed to ZARS which was the minimum quantity as per the terms of the institute and transportation will be subsidized apart from the premium in price. Due to low rain and dry spell as the production went down, many farmers did not agree to sell the produce as they needed it for home consumption (food security issue).

Crop Productivity Enhancement (under the ATMA scheme)

In June 2009 ATMA project supported by was started to support the poor and marginal farmers for increasing their crop production through effective extension of agriculture technology. It also aimed at identifying improved practices and its dissemination among the farmers especially focusing on women by forming SHGs.

The basic model was developed based on the guidelines by ATMA centering around Farmer Field School which is based on group approach, where a demo of 2.5 will be demonstrated (master trainer/farmer) to 25 student farmer (from different villages) who will learn the same practices and will apply in their own field and filter down to their own villages. The member/student farmers have to practically demonstrate their learning at their respective 1 Acre demo plot.

Thus, through farm field school, field demonstration and capacity building activities on improved package of practices at the village level, farmers learnt new practices to improve crop productivity. In the first year of the programme we worked in 6 blocks of Madhya Pradesh region and helped the community to form 13 Farmer Field schools with an outreach of over 700 farmers.

Block	FFS	Crop	Demo plots	Trainings (No.)	Exposures (No.)	CB Outreach	Remark
Sanchi (Raisen)	2	Soy, Gram, Lucern	82	3	4	168	Exposure to NRCS, Highest Yield Gram 8.5 Q/ Ac
Begamganj (Raisen)	1	Barseem	30	1	2	43	
Jaisinagar (Sagar)	3	Sorghum, Wheat, Barseem	50	2	3	98	Exposure to IGFR
Chhindwara (Chhindwara)	2	Soy, Gram	49	3	2	87	Soil testing of all the plots
Ichhawar (Sehore)	3	Soy, Gram	35	3	3	96	Exposure to Maa Seed Cooperative,
Palera (Tikamgarh)	3	Gram	31	4	1	263	25-75% incremental yield
Total	14		277	16	15	755	

Some of the strategies used for improving the productivity include:

- New varieties of seeds were introduced in soy crop (varieties like Pusa-16), in gram (JG-130) that are drought and pest resistant. In Ichhawar 50 quintals F1 seed of soy was procured by the members collectively in the Kharif season that had 90% germination.
- Locally available technologies were used for pest management like pheromone trap, farmers were also motivated to develop bird perches, etc.

- In order to monitor progress at regular intervals farmers were motivated to fill the “Marga Darshika” (Farmer’s Diary)
- Efforts has been laid on mainstreaming women by imparting them trainings, conducting exposures, etc. The case below highlights one of the success stories.

Beginning of a new life...

Anita bai (name has been changed) of at Sukha Karar village is one of the success models for SRIJAN’s Vidisha location as she has changed her way of living from a sex worker to an innovative farmer who has adopted improved agriculture practices.

In her village she is one of the exceptions as prostitution is a traditional practice over there. Adolescent girls are initiated into the family 'tradition', while their family members become 'agents'.

She is a member of **Jay Shree Ram Swayam Sahayata Samuh** since 24.04.2007. She came out of her own community and stayed out side to start agriculture activities. She took loan of Rs.25 thousand from SHG MF programme and dug tube well. With the support of Crop Productivity Enhancement programme, she was able to give her best inputs and adopted the improved practices for Gram cultivation.

Last year she had sown 50kg seeds of Gram in her one-acre plot but the yield was around 2.5 qtl. But this year, she had sown only 30kg seeds of Gram and the yield was around 5.5 qtl. Now, she is able to explain the PoP to all the other farmers and trying her own community to follow some those so that they can get more yield too. She ecstatically says, “ *I will update my knowledge each time and will adopt new practices to get more crops and I will also try those for other crops like Soy, brinjal, chilli, onion, potato, tomato, and other vegetables with the drip irrigation through my tube well.*”



2.4 Dairy Promotion for Poor women

Dairy promotion efforts of State Governments have failed to reach rural poor. They prefer milk collection from districts that are traditional pockets for animal husbandry. They do not reach out to the poor (marginal landholders and landless). There is a huge potential for dairy as a livelihoods for the poor by creating clusters of milk producers in a bottom up, pro-poor, demand driven strategy, which could also have economies of scale.

Since 2006, SRIJAN has promoted a dairy program in Jaisinagar (Madhya Pradesh) and Duni (Rajasthan), benefiting around 3000 poor women. The overall objective of the program is to promote a self-reliant women’s collective business venture to enhance their incomes through dairy and livelihood finance. Our role is to set in place an end-to-end model of service delivery from induction of buffaloes, improvement in animal rearing practices, organising women into small groups aggregating these groups in to clusters and then federating them to linking the rural producers to remunerative milk markets.

Dairy in Duni (Tonk, Rajasthan)

SRIJAN had started working in Duni in the year 2003. The dairy programme has progressed on the foundation laid during the implementation of World Bank funded District Poverty Initiative Project (DPIP). With the grant funding for value chain investment from private foundations, milk marketing began in September 2006. In the same year, the women’s organization, named Maitree,

of cluster of 60 villages around Duni was also formed considering the need to market surplus milk and providing accessible credit linkages.

Establishing reliable and remunerative markets continues to be a major challenge. Can we add something more here? Yet, the team and Maitree Mahila Mandal sold 433,289 litres of milk and revenue worth `7.5 million.

This year breed improvement strategies included organising Animal Health/Vet Camps and Artificial Insemination (AI) Facilities. In total 9 vet camps were organised and 50 AI(s) were done.

Dairy in Jaisinagar (Sagar, Madhya Pradesh)

In Jaisinagar, sedation of SHGs has led to registration of a producer company by the name Sagar Shree Mahila Producer Company that started marketing milk in June 2006 in open market in Sagar town. During the financial year 2009-10 they have sold [REDACTED] litres of milk worth `4.8 million, out of this more than 3.8 million rupees has been transferred to the women members.

Summary of both locations

We sold more than [REDACTED] of milk and the total revenue amounted to nearly `12.3 million. Out of this more than `10 million was transferred as income to the rural poor women members. Average market price for both locations was `15.25 per litre.

The gross results are depicted in the table below:

S. No.	Particulars	Unit	Cumulative (All Locations)		Locations			
			2009-10	Cum	Duni		Jaisinagar	
					2009-10	Cum	2009-10	Cum
1	Physical							
1.1	SHGs Linked to dairy	No.	69	118	45	67	24	51
1.2	Dairy Groups	No.	9	9	1	1	8	8
1.3	Households Reached	No.	951	3901	499	2400	452	1501
1.4	Villages	No.	57	95	41	46	16	49
1.5	Buffaloes Inducted	No.	47	3497	47	2597	0	900
1.6	Investment in Buffaloes by Govt	Rs.	0	45,563,013	0	30,563,013	0	15,000,000
1.7	Investment in Buffaloes by Community	Rs.	657,000	11,461,875	657,000	11,311,875	0	150,000
1.8	Total Milk Sold	Litre	2,968,550	1843241	433,289	12,53,241	2535261	590,000
2	Financial Income							
2.1	Total Revenue From Milk	Rs.	12,291,829	32835647	7,462,041	19,235,647	4,829,788	13,600,000
3	Expenditure							
3.1	Total Overheads	Rs.	2,012,459	5042020	895,236	2,363,197	1,117,223	2,678,823
3.2	Payment to Producers	Rs.	10,707,000	25973093	6,826,171	16,879,838	3,880,829	9,093,255
4	Price realized by Producer/Litre	Rs.	15.525	14.33	15.75	13.46	15.30	15.20
5	Net Profit/Loss	Rs.	-427,630	1,820,534	-259,366	-7,388	-168,264	1,827,922

With initial success in dairy in two locations, SRIJAN is planning to expand its work to new clusters within the existing districts and neighboring districts. A new dairy cluster is being planned in Tonk; and in Vidisha, MP, we are planning to take up Micro Finance-led dairy business.

2.5 Self Help Groups and Livelihood Finance

A recent World Bank survey on rural access to finance indicates that 87% have no access to credit from formal source. Inadequacies in rural access to formal finance render ample space for innovative strategies to serve financial needs of the rural poor.

Formation of Self Help Groups provides the basis of our interventions as it enable women to grow their savings and to access credit on easier terms. Further linkage and integration with livelihoods and/or water resources can make these groups and federations a very powerful self-reliant institution having greater strength to negotiate better terms with markets, banks, and government.

SRIJAN has promoted over 1,200 SHGs in its 10 locations encompassing more than 14,000 women members, out of these nearly 33% (4,350) of the women members are benefiting from linkage with livelihood finance or other livelihood programmes.

Total savings of these SHGs amounts to `14.69 million while inter-loaning is over `28.42 million.

See the table below for further details:

S. No.	Locations	SHGs	Total Members	Villages Covered	Total Savings	Inter-Loaning	Interest	Penalty
1	Vidisha	164	1,767	44	4,060,000	6,598,700	24,123	14,948
2	Ichhawar	25	269	12	143,662	110,500	589	-
3	Chhindwara	53	575	11	376,330	726,950	41,497	3,335
4	Jaisinagar	81	932	23	456,149	258,960	31,466	80
5	Anuppur	76	899	14	364,940	516,834	23,642	-
6	Tikamgarh	447	5,607	52	5,294,333	8,017,985	401,318	25,540
7	Duni	196	2,328	69	2,600,015	8,966,394	892,679	27,909
8	Lakheri	97	985	39	437,352	2,006,460	42,821	10,182
9	Pali	16	150	3	20,270	20,650	557	431
10	Malur	62	744	32	941,093	1,206,002	342,657	28,981
Total		1,217	14,256	299	14,694,144	28,429,435	1,801,349	111,406

Promoting Collective Action through SHGs

Apart from regular saving and credit linkages in SHG meetings SRIJAN also puts efforts for holistic development of these groups by means of discussing various issues related to health, agriculture, government schemes, etc.

Also, we believe that these groups can also be community platforms from which women can become active in village affairs or take action to address social or community issues. The case from Jatara location below validates our conviction.

Case of Rajkumari Bai- An Emerging Leader

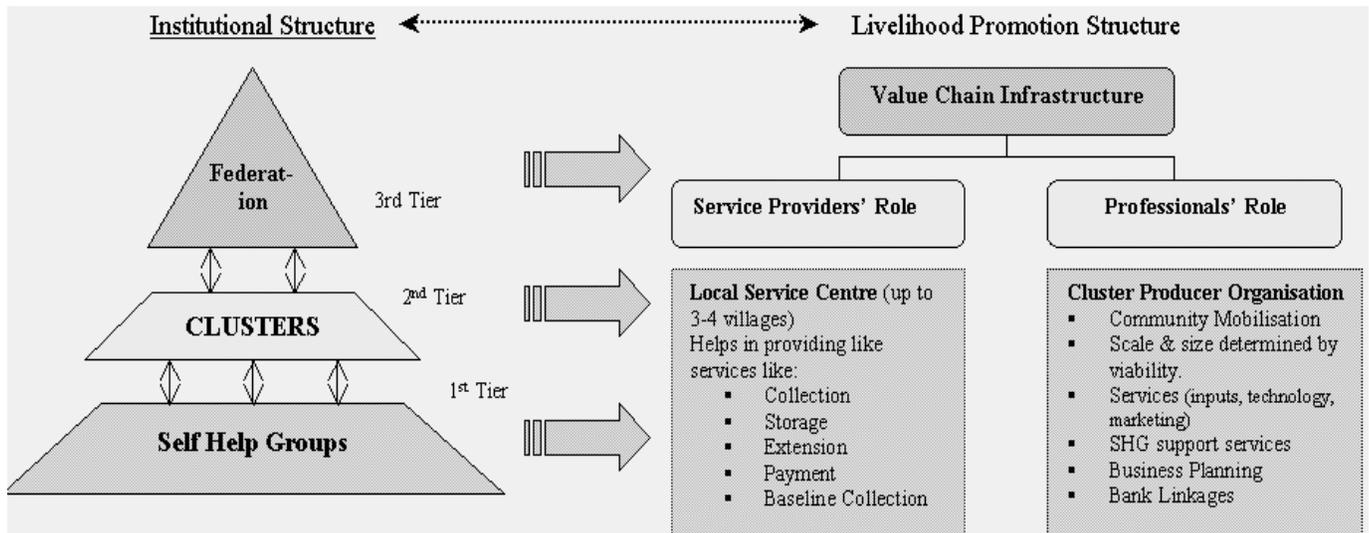
One of the regular meetings of the SHG proved to be beneficial for ‘Ram Lalla Mahila Samuh’ as they gained familiarity with the MGNREG Scheme (that was shared by one of the community mobilisers). The SHG members decided to go to the village Sarpanch and enquire about their job cards that the Sarpanch declined instantaneously on the pretext that jobs were not available at all!

This incident provided an impetus to the President of the group, Rajkumari Bai, to take forward this matter at the cluster level wherein she garnered support of more than 90 women from different groups who collectively submitted an application of their demand to the Sarpanch. By this action the women were able to get some employment in the road construction work in the village.

2.6 Promotion of Community Institutions with Focus on Women

Building community institution is the most critical step towards enhancing people’s power to have better control over their resources. It is a critical component of “sustainable development.”

The figure below illustrates the basic model that helps us to devise our intervention in these lines. We train local youth (men and women) as service providers, and employ them as staff in the Producer Company or Cooperative whatever model is followed at that particular location. All our interventions aim toward promoting self-reliant development institutions of the poor, therefore from beginning itself create base for primary village level institution surrounding a particular livelihood programme(s) (in form of SHGs, Dairy groups, Water User group, etc) that are linked to a cluster and later on at the federation level. At every stage, the community members are involved gradually so that they get the experience in terms of managing the institution.



Three-Tier Institution Model for the Poor for Cluster-Based Livelihood Promotion to ensure- Sustainability, Replicability & Scalability

Till now SRIJAN has facilitated the formation of:

▪ *Maitree Mahila Mandal, Tonk (Rajasthan)*

Maitree was formed to address the need by dairy farmers for both a market to sell surplus milk as well as access to cheaper credit. In 2002, SRIJAN began its work in the Tonk district of Rajasthan by aiding local communities form Common Interest Groups (CIGs). Over the next couple of years, these CIGs evolved into SHGs to offer internal savings and loans. By 2005, there were approximately 10 clusters of SHGs, all of which were involved in dairy production. Each cluster contained six to twelve groups and the cluster meetings created an opportunity for leaders to discuss issues and share ideas. In 2006, the clusters came together to form a “Federation,” an informal association organized to deal with common social issues and manage group activities, such as the dairy program.

At present, SRIJAN has facilitated the formation of 196 SHGs covering sixty-nine villages and encompassing over two thousand poor and marginalized women of socially backward communities such as Bairwas, Gujjar, Meena and Raigars. These SHGs were encouraged to save and inter-lend which in inculcating trust among one another. As result the cumulative savings and interests account to nearly Rs.3.5 million. Today, Maitree as a “conglomeration SHGs” continue (and is evolving) reach its members by offering its (a) Dairy and (b) Mandal finance services.



World Bank President, Mr. Robert Zoellick (right) with Mr. Ved Arya (Founder, SRIJAN) (centre) meeting around 100 members from the Maitree Dairy Federation at Gulabpura village in the Tonk District of Rajasthan

It is a sign of their confidence in the dairy business that women have begun investing in dairy on their own. They are borrowing from banks to add more buffaloes or to build an animal shed. In some of the new groups, women have come forward to start Dairy – with a loan.

In addition, the services started up by Maitree has brought major changes in the manner in which the member’s utilize the money- more focus is laid on educating children, building up or renovating their houses, procurement of agricultural equipments and other inputs, etc- all this has some what helped in raising the standard of living.

- *Sagar Shree Mahila Producer Company, Sagar (Madhya Pradesh)*

In Jaisinagar, federation of SHGs has led to registration of a producer company of Sagar Shree Producer Company under the Companies Act. This is the first legally registered people’s institution set up by SRIJAN.

- *Jeevika, Tikamgarh (Madhya Pradesh)*

Formation of Jeevika in Jatara block was conceived as an organisation that can help economise the cost of purchase of inputs and sale of output while also providing extension inputs. Now with close to over 5,000 members in the SHGs, it is planned that Jeevika slowly is managed by SHG leadership and becomes the base also for market linkage for horticulture produce.

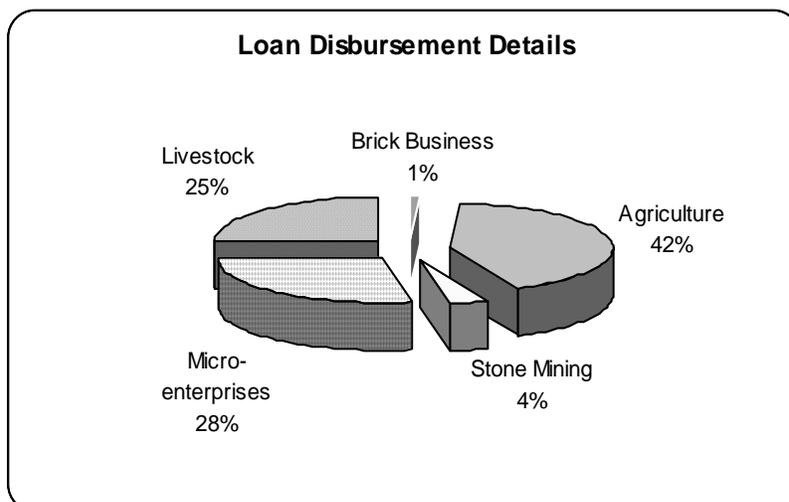
- *Samriddhi Mahila Sangh, Lakheri (Rajasthan)*

In 2008, SRIJAN began working in Bundi district of Lakheri on soybean productivity enhancement with 4 villages covering 50 farmers. One of the main challenges was addressing the ‘equity’ issue. To elucidate further, women have always been the central part of any family activity including crop cultivation in India, but they never come into the decision-making roles. Main reasons for that is their lack of knowledge, which can be associated with their not being literate. A closer study, however, associates this to monetary terms. Every production activity needs inputs, hence involves cost. Women, typically earn but are not considered as earners.

Keeping this in mind, we gradually started forming SHGs of women and started involving them in the activities including marketing of the produce. Gradually, we have federated these groups under the banner of “Samriddhi Mahila Sangh”. This year, the 673 members collectively marketed 34 tones of Soybean. In the coming year, we plan to reach 3,000 farmers and planning to register it as a Producer Company.

- *Mahabodhi Mahila Sangh, Vidisha (Madhya Pradesh)*

Mahabodhi Mahila Sangh (MMS) is emerging as a community-based organization across two districts i.e. Raisen and Vidisha districts with the professional support from Self-Reliant Initiatives through Joint Action (SRIJAN). After the Participatory Irrigation Management (PIM) project is over, SRIJAN started forming Self-help groups (SHGs) in the project areas from April 2007. Now, MMS has reached among 1,767 families consisting of 164 SHGs in 44 villages.



It is great achievement for MMS to accelerate livelihood finance activities in SRIJAN working areas for promoting agriculture, micro-enterprises and livestock activities. MMS has disbursed cumulative amount of `257.7 lakh in 2,884 cumulative loans where as cumulative principal amount `203.12

Lakh has been received. Total income generated from the interest of MF SHG programme `9, 42,915.00 where as total expenditure is `5, 83,413. MMS takes lead role for mobilizing social capital for the development of the rural poor women.

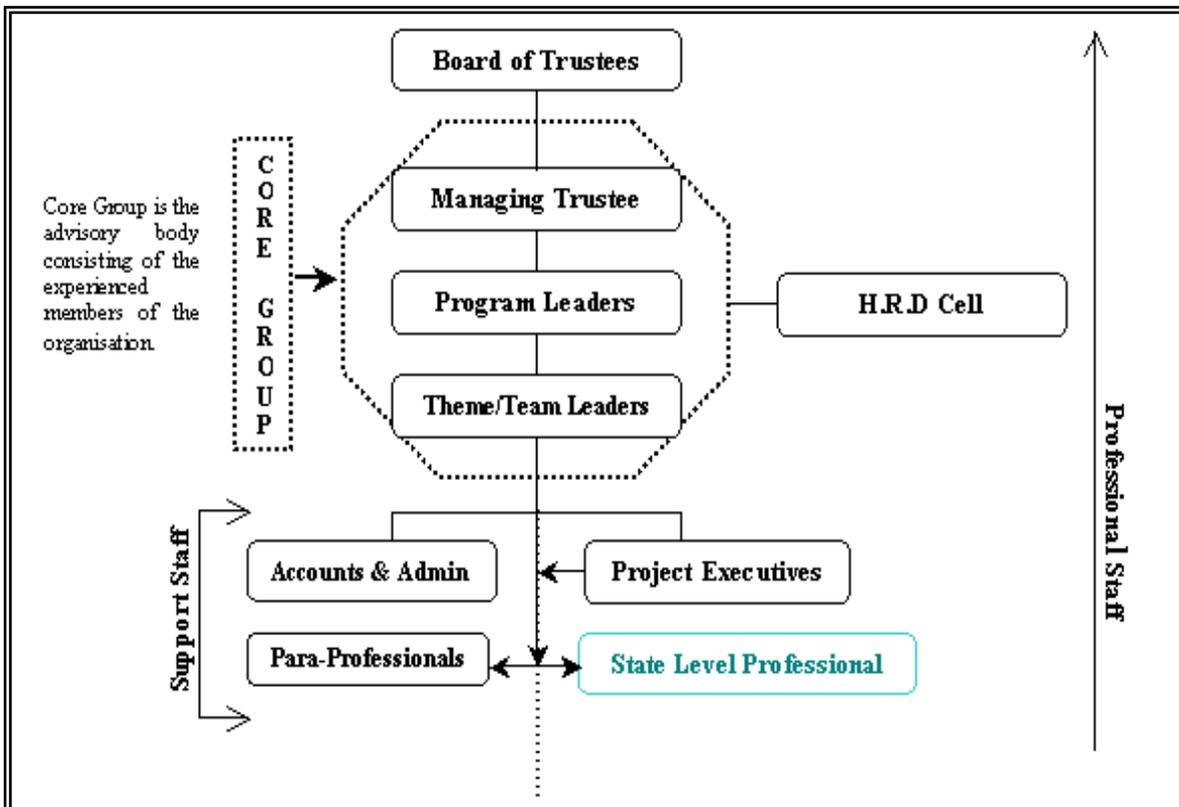
MMS has taken initiative for starting the dairy intervention in the working areas through the funding support of American India Foundation. At initial phase, it will work in eleven villages for collection of milk as well as productivity enhancement of the milch animals through proper vet-care practices in the locality.

3. Building Rural Development Professionals

SRIJAN has 13 field teams in as many districts across three states of India. These are the teams an individual SRIJANites joins. In sum, we have 150 people working out of which 60 are professionals; and the rest are accountants and service providers (Para-Professionals). Each field team is working on the challenge of establishing a livelihood promotion cluster so that there are large number of livelihoods created (1000 to 2000 families) around a single commodity or program, say horticulture.

Teams need to find solutions to range of problems that have got to do with farmers' adoption of new practices (for a specific crop or animal breed), to do with mobilizing them to collectively operate a value chain from backward to forward linkages, and so on. Equally important the team has to learn to function together for a common purpose.

HRD cell has reviewed the process of performance appraisal where the and now all the team members on how much his/her team acknowledges his/her role also assess the professional along with the process of self evaluation is assessed.



Also, another tier of professional cadre (see the figure above) was added this year that was- State level Professionals and that of a Management Trainee (those fresher who are from Management Institute). This cadre has been created after thorough assessment during the Recruitment and Selection Process as well as during individual performance appraisal.

Core group was set up in SRIJAN as an internal governance mechanism for strategic decision-making. Core group has eleven members including the Managing Trustee. In order to groom new leaders in the organisation and develop a culture of transparency, core group process allows dissent and differences of opinion.

In terms of capacity building of senior members in the organisation are also supported in pursuing courses both in India as well as abroad. Last year, 2 SRIJANites were supported to pursue courses in COADY International Institute, Canada for a period of one month.

4. Governance

The core group members decided to elect Mr. Mohiuddin Ahmed as the new Managing Trustee with effect from 27th January 2010 taking over from Mr. Ved Arya (Founder, SRIJAN). The Board members gave their assent to this decision and asked Mr. Ved Arya to continue on the board as a Founder Member. It was also decided that each Trustee would have tenure of five years, including the Managing Trustee.

The Board could invite two eminent persons as honorary trustees as and when necessary. The board also has the option of inviting government officers as special invitees to its meetings.

Some of SRIJAN Board members constitute people who have given their life for the poor and still connect with the grassroots. Their perspective helps SRIJAN to question its own interventions – whether we are reaching the poorer, what impact are we making.

S. No.	Name	Designation	Present Engagement/Occupation
1.	Prof. Tushar Shah	Chairperson	IWMI and IRMA
2.	Mohiuddin Ahmed	Managing Trustee	SRIJAN
3.	Mr. Ved Arya	Founder Member	SRIJAN
4.	Madhu Sarin	Member	Activist on Tribal Rights
5.	Rekha Masilamani	Member	Secretary, Agragami
6.	T.K. Mathew	Member	Deepalaya
7.	Ajay Mehta	Member	National Foundation for India
8.	Govind Sharma	Member	Professor, IIT- Kanpur
9.	S. Loganathan	Member	ASSEFA
10.	Ms.Gauri Singh	Special invitee	Ministry of New and Renewable Energy, GoI

5. Our Partners

SRIJAN actively seeks to promote meaningful collaboration with government, international foundations, private sector, and philanthropist in its mission to alleviate poverty.

Collaboration with...	
Government	<ul style="list-style-type: none"> ▪ Madhya Pradesh Rural Livelihoods Programme (MPRLP) ▪ Tejaswini Project, M.P (Mahila Vitta Evam Vikas Nigam) ▪ Rajasthan Mission of Livelihoods (Rmol) ▪ Agriculture Technology Management Agency (ATMA) ▪ National Bank for Agriculture and Rural Development (NABARD) ▪ Ministry of New and Renewable Energy, Government of India ▪ Mitigation of Poverty in Western Rajasthan (MPOWER)
Private Sector	<ul style="list-style-type: none"> ▪ ITC ▪ Bunge ▪ SCATEC
Domestic and International Foundations	<ul style="list-style-type: none"> ▪ The World Bank ▪ Sir Ratan Tata Trust (SRTT) ▪ Sir Dorabji Tata Trust (SDTT) ▪ American India Foundation ▪ Deshpande Foundation
Philanthropists	<ul style="list-style-type: none"> ▪ Sharad Gupta ▪ Ramesh Dewan

6. Our Colleagues: SRIJANites

S. No.	Professional	Designation
	<u>Anuppur</u>	
1	Rupendra Kumar Sharma	Location In charge
2	Sunil Kr Dash	Project Executive
3	Shailesh Chandra	Project Executive (T)
4	Swati Pandey	SLPP
5	Vivek Kumar	Accounts Assistant
	<u>Chhindwara</u>	
1	Arvind Kumar	Project Executive
2	Kusum	Project Executive (T)
3	Mangesh Rangari	Management Trainee
4	Virender Kachhwaha	Accounts Assistant
	<u>Duni and Deoli</u>	
1	Manoj Agrawal	Team leader

S. No.	Professional	Designation
7	Jay Dayal Yadav	CBO staff
8	Manish	CBO staff
9	Pradeep Chourasia	Account Assistant
	<u>Malur</u>	
1	Shantha Murthy	Project Executive
2	Kotresh.H.B	Project Executive (T)
3	Vinuta M. B.	Project Executive (T)
	<u>Pali</u>	
1	Asiani Marki	Location Incharge
2	Nishant Ojha	Project Executive (T)
	<u>Shiggaon and Panchanahalli</u>	
1	Manjunatha	Team Leader
2	Beebi P.S.	Project Executive

2	Anil Agarwal	Project Executive	3	Siddilingeshwar Hiremath	Project Executive
3	Vandana Prasad	Project Executive	4	Vinay.G.Aparanji	Project Executive
4	Priti Sudha Hembrom	Project Executive (T)		<u>Tikamgarh</u>	
5	Jitendra Kumar	Project Executive (T)	1	Shams Tarique	Location In charge
6	Naresh Agarwal	Accountant	2	Prajwalit Jain	Project Executive
	<u>Ichhawar</u>		3	Prerna Verma	Project Executive (T)
1	Suresh Kumawat	Theme leader- Horticulture	4	Shailendra	Field Executive (T)
2	Devidas Z. Narnaware	Senior Project Executive	5	Ram Mohan	Accountant
3	Manoj Sen	Project Executive		<u>Vidisha</u>	
4	Dolly Sharma	SLPP	1	Rajesh Kr Tripathy	Programme Leader
	<u>Jaisinagar</u>		2	Bijaya Kumar Nayak	Field Executive (T)
1	Ramdhan Jat	Location In charge	3	Munawwer Ali	Accountant
2	Rajesh Gupta	Project Executive		<u>Delhi</u>	
3	Stutilina Pal	Project Executive	1	Ved Arya	Programme Leader
4	Sarvesh Kumar	Project Executive	2	Mohiuddin Ahmed	Managing Trustee
5	Ravi Kant Singh	Accounts Assistant	3	Namita Pandey	Theme leader- HRD
	<u>Lakheri</u>		4	Mansi Dewan	HR-Manager
1	Padam Jain	Theme leader-Soya	5	Rakesh Kr Gupta	Theme leader- Dairy
2	Himanshu Bais	Project Executive	6	Priyanka Parmar	Project Executive
3	Neha Kuber	Project Executive	7	Kalyan Das	Finance Officer
4	Tara Chand	Project Executive	8	Poonam Singhal	Office Assistant
5	Renuka Saroha	Management Trainee	9	Chandrakant Singh	Office Assistant
6	Prem Nath Yogi	CBO staff	10	Shreekant Singh	Accountant