

# **Annual Report**

## **2012-13**



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# **SRIJAN**

## **What and How...**

**Man becomes great exactly in the degree in which he works for the welfare of his fellow men.**

~Mahatma Gandhi

## Introduction

As the calendar revealed a new year, SRIJAN successfully completed another 12 months of creating **opportunity, self-belief, and hope**. Through our humble attempts at making our world a better one, while constantly learning about it, SRIJAN continues its journey into 2013-14.

The last year was a tumultuous one indeed. While on the one hand, the country dealt with an economic downturn: our GDP grew by 5% in 2012-13 which was the lowest in a decade; on the other, there was a significant political and social churn that took hold of the country. With increasing corruption and price rise, the common man was forced to voice his concerns vehemently.

While urban India fought against the demons facing it, rural India continued to grapple with its own problems. SRIJAN endeavoured to facilitate finding solutions to some of these burning issues.

## How we do it

SRIJAN's belief in the potential of communities is the common thread through all its work. We strongly believe that communities have immense wisdom, experience and will to do new things to move towards progress. It is our dream, as a group of professionally trained persons, to accelerate this movement and address gaps where they exist by

bringing in appropriate technology and helping communities access government services through a purposeful establishment of linkages with it. Our young, motivated and qualified teams, placed in 14 locations across five states, materialise this dream on a daily basis.

SRIJAN's way to help communities explore their hidden potential is to aggregate them and link these collectives to livelihood opportunities, and in turn, to a better tomorrow. We honour a strict policy of working with only the poorest of the poor. Our first intention is to make that section of society our focus that has conventionally been a victim of neglect. Working with these communities is a challenge unto itself, encountering centuries of exploitative practices and established mindsets. Experience and research have established that in such cases, collectivisation is the most effective method of empowerment. Larger groups make the seemingly weak, strong! And hence, there is tremendous focus on the formation of groups of people that are subsequently federated at higher levels.

Our work in the villages of India is a constant cycle of learning and doing. Arriving at a set of possible livelihood options for a particular village is therefore based on a substantial amount of ground work. Factoring in constraints, limitations and available resources, we propose livelihood options to the community. Sometimes, this process is demand driven: we receive a demand from the community to find solutions to a particular livelihoods related problem. Through this process, SRIJAN has distilled livelihood possibilities over the years and has chosen to engage in the following broad themes:

*agriculture*, because it is the most fundamental economic activity carried out in rural India;

*livestock*, because besides being another one of the core economic activities, it is a mechanism to offset risk for the poor;

*water resource management*, because agriculture and the quality of life of rural India is intertwined with the availability of water;

and *horticulture*, because it has the potential of being a constant source of income for the farmer bringing him/her high returns

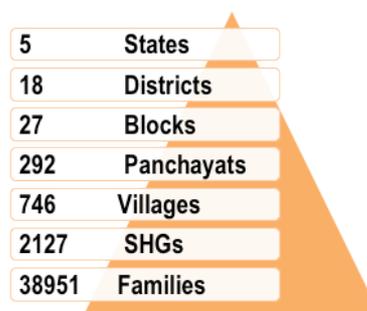
In doing all of this, our focus has remained on women. Women form the very bottom of the social pyramid. Even within families, women are relegated to doing house work and are often denied basic freedoms. Being sensitive to their needs and understanding the latent potential they represent, SRIJAN has decided to directly work with women since 2004. We engage with women through SHGs and encourage them to develop a savings habit; but more importantly, to help them find social and emotional support with women in similar conditions. Over time, these SHGs are networked and clusters of 10 – 15 SHGs are formed. When a critical number of clusters have been formed in an area, they are federated and larger women's organisation come into existence.

Livelihoods support is provided to SHG members and their families. Our staff works with these families by motivating them, educating them about latest techniques and best practices, helping them

procure inputs, assisting them through the production lifecycle, and finally, providing them with support to find the best price for their produce.

## Outreach

Choosing to work in some of the poorest areas of the country, SRIJAN is presently engaged in implementing programmes in Rajasthan, Madhya Pradesh, Orissa, Chhattisgarh, and Karnataka. During the year 2012-13, we worked with a gross 38,951 families on various programmes, across 18 districts of five Indian states.



As a strategic decision, SRIJAN has resolved to expand its presence in tribal districts. The scheduled tribes, constituting 8.2% of the country's population and occupying 15% of its geographical area, have remained relatively under serviced over the years. The 12<sup>th</sup> Five Year Plan acknowledges that "...poor implementation of existing schemes in the tribal regions has meant that not only poverty continues at exceptionally high levels in these regions, but the decline in poverty has been much slower here than in the entire country...". This may be attributed to the fact that most of the ST populations reside in remote locations, making it challenging for traditional channels of development services (government schemes and programmes) to reach them effectively. This represents a unique

space for NGOs to contribute to. SRIJAN having sensed this need has decided to act upon it.

In the last one year we have started work in the tribal districts of Korea and Pratapgarh in the states of Chhattisgarh and Rajasthan respectively. We have also expanded our territory in Tonk district to include Niwai and Uniara blocks. Having begun work in 27 villages in Korea, we are promoting horticulture, water resource management, and improved agriculture practices in paddy, wheat and mustard. In fact this is the first time that the SRI methodology is being promoted in tribal regions of Chhattisgarh.

### **Major achievements**

The year 2012-13 has been significant from the point of view of building institutions of the poor. SRIJAN facilitated the formation of four new federations: Ghoomar Mahila Mahasangh in Pali district of Rajasthan, Narishakti Mahila Mahasangh, Purna Tejaswini Mahila Mahasangh, and Rani Durgawati Mahila Mahasangh in Raisen, Tikamgarh and Damoh districts of Madhya Pradesh respectively.

A significant achievement, but in another stage of the institution lifecycle, has been the maturation of our federation, Mahabodhi Mahila Sangh in Sanchi, Madhya Pradesh. Over the last year, SRIJAN has slowly been reducing its involvement in the administration of the federation. We will, however, continue to provide specialised need based assistance to the federation.

We also experienced a significant increase in the outreach of our agriculture programmes. Last year we worked with nearly 22,221 farming families.



# Community Institutions

***The revolution is not an apple that falls when it is ripe. You have to make it fall***

**~Che Guevara**

## Introduction

SRIJAN senses the tremendous untapped potential within the poor and deprived of our society on a daily basis. What is essential to unleash that potential is nothing more than an opportunity. SRIJAN tirelessly works in this pursuit. Creating collectives of the poor is a powerful way to help them explore the potential they possess. The unfurling of this self realisation is what includes the poor and 'powerless' in the vibrancy of our democracy. We therefore view collectivisation of the poor as one of the chief activities to be performed if one were to think of catalysing change in the rural landscape.

SRIJAN also acknowledges that women are among the most neglected sections of our society. Their quintessence in the development of a people is nevertheless, extremely relevant. It therefore became an easy choice for us to focus our work on women, and since 2004, this focus has only intensified.

## Building Institutions of the Poor

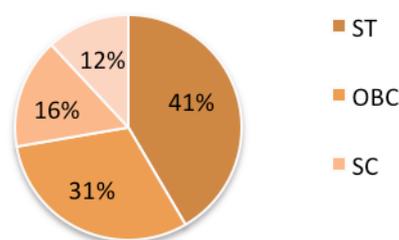
As an action model, an overwhelming majority of our contemporary work sprouts from within the basic structure of the Self Help Group. Women, belonging to similar socio-economic conditions are organised into SHGs. These SHGs meet frequently in which all members contribute a small sum of

money to the group kitty. Some of them may also place a request for a loan: Rs.500 for medicine for an ill family member or Rs.1000 for purposes of travel to a nearby town. Our field teams encourage SHGs to devise rules and regulations for their groups, bringing them into active participation in decision making at the societal level. SHGs are linked with banks allowing members access to banking facilities, thereby promoting financial inclusion. In the year 2012-13 there was an increased emphasis on establishing such bank linkages.

Once a certain time has elapsed and the functioning of the SHGs is deemed satisfactory, they are clustered into village level bodies. Being a village level body allows this collective to experience greater say in the activities of their

No. of SHGs as of March 2012-13	2,127
No. of groups linked to banks in 2012-13	127
Total No. of groups linked to banks	361
No. of groups with bank accounts	1,301
Credit Mobilized through banks/MFIs	Rs.3,84,87,852
Total SHG savings	Rs. 2,88,87,969

**Demographic Profile of SHGs**



community. During the previous year, SHG clusters successfully ensured better delivery of the Mid-day Meal scheme in Kharad and Sagonikala villages of Sagar district, Madhya Pradesh. Similarly, in Kankarkooiyan village of the same district, the cluster demanded and was able to obtain work

under MGNREGA, subsequently constructing a road in their village. Other instances of collective village level work include dealing with issues such as alcoholism in the village, domestic violence, low attendance of women in the *gram sabha* etc.

After completion of the incubation period, clusters are further coalesced into federations. These federations, along with giving members a stronger voice, also serve as platforms for conducting economic activity. Some of these federations graduate to becoming producer companies. The companies then carry out business activities.

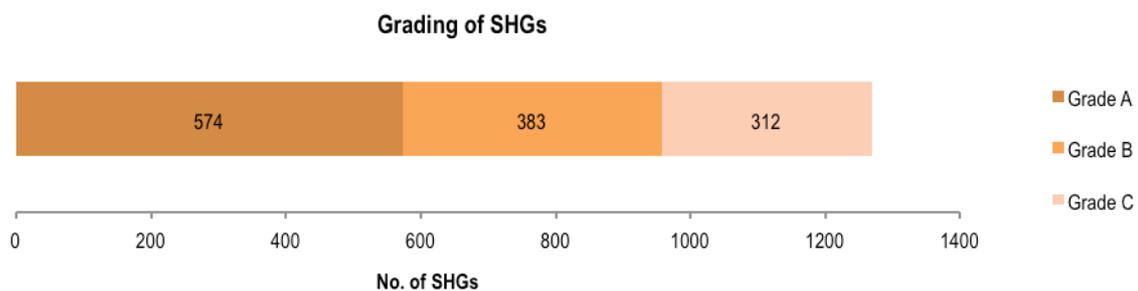
### Training and Capacity Building

In order to augment the capacities of the community, formation of groups has to be followed by trainings of various kinds. Building and nurturing leadership at the grassroots is a job that can only be accomplished by conducting frequent capacity building exercises. Approximately 7000 community

members were trained in a total of 380 training events of various kinds last year.

### SHG Grading and Audit

SRIJAN is in the process of standardizing an SHG grading system across its operations. A total of 1269 SHGs were graded during the reporting period. The grading system is based on parameters such as age of the SHG, regularity of meeting, attendance in meeting, amount of inter-lending, amount of cash in box, opening of bank account and establishment of credit linkage. This grading is done on a monthly basis. Plans are in place to establish a more comprehensive annual quality grading mechanism. Similarly, financial audits of SHGs are also conducted from time to time. During 2012-13, 585 SHGs were audited. The challenge as mentioned earlier, is to internalise these processes and ensure its periodic conduct.



Name of Community Institution	Location	No. of Members	No. of Groups	Coverage (No. of blocks)	No. of Clusters	Registration Status	Livelihood Activity Supported	Corpus Generated	Funds Mobilized
Ghoomar Mahila Maha Sangh	Pali	2567	224	1	10	N	Agriculture, Horticulture	0	0
Sagarshree Mahila Producer Company. Ltd.	Sagar	500	2	2	11	Y	Dairy	(284000)	
Sagarshree Mahila Mahasangh	Sagar	721	72	1	15	N	Dairy, Agriculture, MGNREGA	168433	400000
Narishakti Mahila Mahasangh	Begamgunj	331	31	1	7	N	Dairy, Agriculture, MGNREGA	9370	0
Maitree Mahila Mandal, Samiti	Tonk	3716	314	1	29	Y	Agriculture	0	128914
Maitree Mahila dairy	Tonk	3500	32	3	6	N	Dairy	1603319	5207557
Mahabodhi Mahila Sangh Sanchi	Vidisha	2345	218	2	17	Y	Agriculture	1080247	3047000
Samridhi Mahila Crop Producer Company Ltd.,Bundi	Bundi	910	-	3	32	Y	Agriculture	0	1000000
Samridhi Mahila Sangh,Bundi	Bundi	3578	345	3	32	N	Agriculture	0	2294350
Jeevika Tejaswini Mahila Mahasangh	Tikamgarh	2253	190	1	20	N	Agriculture, Horticulture	1463534	343267
Prerna Tejaswini Mahila Mahasangh	Tikamgarh	2014	175	1	20	N	Agriculture, Horticulture		
Gram Samporna Vikas Samiti	Angul	200	5	1	1	N	Agriculture, WRM	0	0
Rani Durgawati Mahila Mahasangh	Damoh	894	83	1	10	N	Vegetable Cultivation	400395	0

## Federations and Producer Companies

Last year SRIJAN helped form three new federations namely, *Ghoomar Mahila Mahasangh* in Pali district of Rajasthan, *Narishakti Mahila Mahasangh* and *Prerna Tejaswini Mahila Mahasangh* in Raisen and Tikamgarh districts of Madhya Pradesh. This was the first federation formed at our Pali and Raisen field locations.

Another first for SRIJAN was the maturation of *Mahabodhi Mahila Sangh*, a registered co-operative SHG federation in Sanchi district of Madhya Pradesh. The federation, with a total membership of

2,345 women belonging to 218 SHGs, has achieved a degree of self reliance in activities such as establishing SHG-bank linkages, ensuring access to livelihood finance, and working on issues pertaining to rights and entitlements of the women associated with it. To ensure financial sustainability, the federation mobilizes funds firstly, by charging SHGs for services provided by it and secondly, by trading agricultural inputs, cattle feed etc. The federation has a total corpus of Rs. 10,80,247 and has mobilised Rs. 30,47,000 from banks, MFIs and other sources. Confident of the capacities of the federation, SRIJAN began a conscious retreat from the management of daily activities of the federation

during 2012-13. We however, will continue to provide support as and when required.

The audit report 2012-13 of our registered community institutions revealed that they together

generated a net revenue of Rs. 7,23,21,413 through various business and microfinance activities. The total excess of income over expenditure for the institutions was Rs. 6,39,77,952.



## Ushering in a new leader

You wouldn't expect Meera Devi, a 26 year old petite woman, to pack such a punch. Her story is equal parts inspiration and aspiration. SRJAN has been working in Dooni, Tonk for many years now. In this period, we have promoted several Self Help Groups and subsequently federated those SHGs into Maitree Mahila Mandal, a federation of nearly 4000 women. While this work progressed in the villages of Dooni, Meera Devi quietly observed from the side lines, never being part of it.

Meera Devi, a resident of Rampura, is a Kashida craftswoman and through this activity earns Rs.200 a day. Unlike other extremely poor women who became members of SHGs, she didn't understand how saving small sums of money could help her in any way. Yet, she was coaxed into joining an SHG by a family member. She became interested in the way SHGs were managed and began taking initiative. Though Meera Devi had studied up to class five, she had forgotten how to even sign her name as she wasn't expected to partake in activities outside of her household.

"My father didn't think it was important to invest in my studies. We were raised to lead a domestic life", she says. But, joining the SHG required her to relearn how to sign and do simple arithmetic.

Meera Devi was excited, she saw opportunity. And there was no looking back from then on. She motivated her husband, a matriculate, to continue his studies. Meera Devi took a loan from her SHG. Pooling the loan money together with savings from her Kashida business, she funded her husband's study. He subsequently went on to pursue a course in nursing, an outcome of her determination.

Her interest in and commitment to her SHG made her a popular figure. She was elected to represent her SHG in the cluster. Soon she was elected by the cluster to represent it in the federation meetings. This was not the end of it and Meera Devi is now the elected secretary of the federation. Hailing from a family that didn't encourage its women to go out into the world, Meera Devi has flowered into a committed representative of her people. She is a trained Pashu Sakhi and provides veterinary care to the local cattle population. She has also assisted other women venture into the Kashida business. With minimal support from SRIJAN, she organized a Kashida training camp, trained 23 women and connected them to the local trader who helps them market their product. Ask her what is in it for her, and she reverts "It is not about money. It feels nice to be able to help my people and be respected in society".



# Agriculture

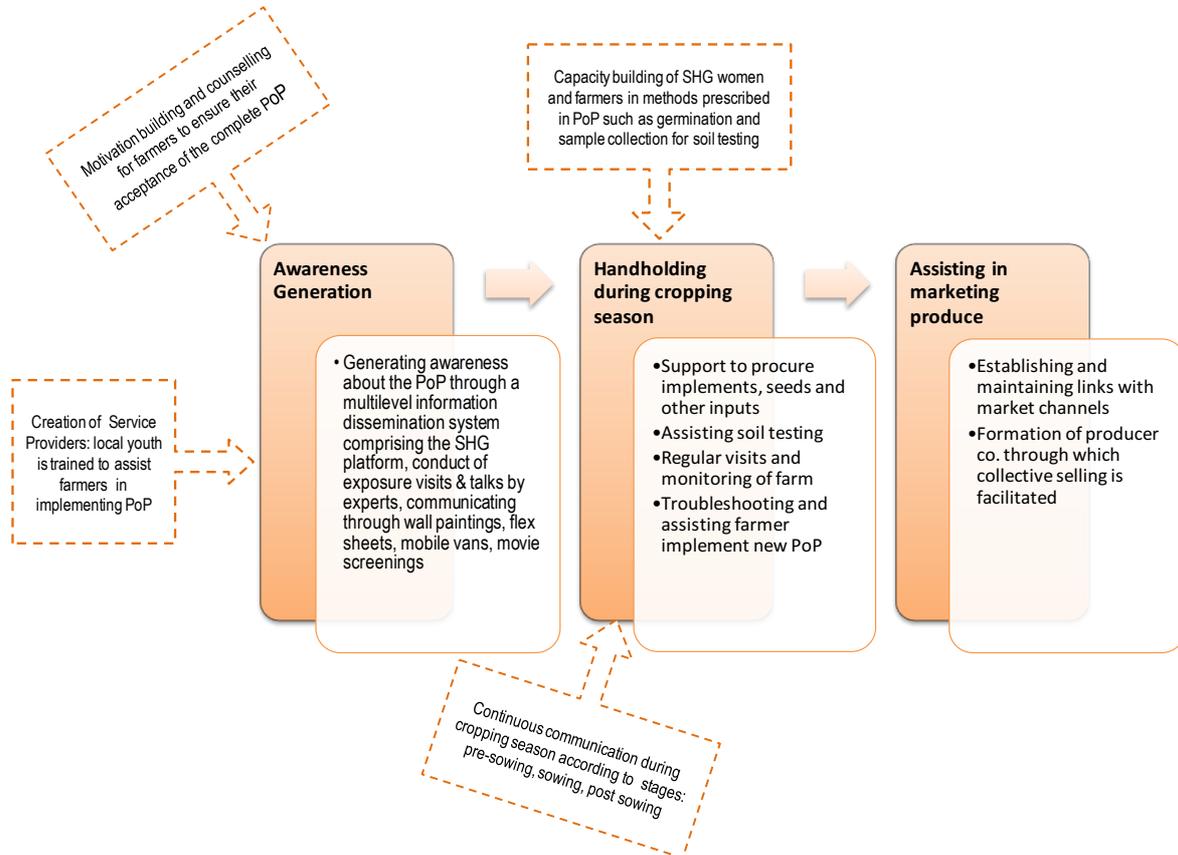
## Introduction

Nearly 50% of employment in India is generated within the agriculture and allied sectors. At the same time, the sector's share in the GDP of the country has declined by more than 4.5% in the last seven years. Cost of inputs is rising while soil productivity is declining. Indian agriculture needs a serious intervention if it is to support a population estimated to stabilise at a count of 1.5 billion people.

Another related concern is that of food security. India has the inglorious distinction of being home to the second largest number of malnourished

children in the world. The Global Hunger Index, 2012 ranked India 65<sup>th</sup> among 79 countries. It then becomes paradoxical that more than 40% of food, valued at Rs.58,000 crore, goes to waste each year within the country.

SRIJAN has committed itself to working in this sector firstly, to establish food and nutritional security, and secondly, to help increase land productivity and incomes. Nearly 80% of the farming households of India have small or marginal land holdings. The second reason for our engagement in the sector becomes underscored with that statistic. With ever shrinking landholdings, it becomes essential to increase productivity and bring latest farm techniques to those in need.



## How we do it

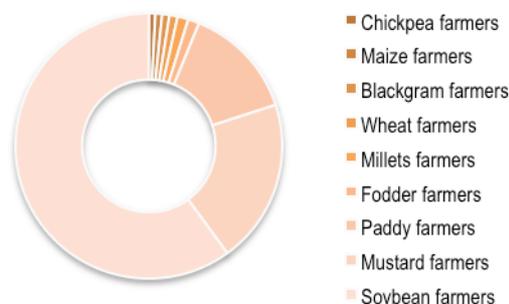
SRIJAN supports rural agriculture through promotion of crop based Productivity Enhancement Programmes, conducting extension activities and generating awareness about best practices. We have a twin approach to selecting crops: those that ensure food and nutritional security and those that increase cash flows. To see this vision through, we have slowly extended the ambit of our activities and currently work on eight different crops; on crops such as paddy, wheat, millets and maize for food security, black gram and chickpea for nutritional sufficiency alongside soybean, mustard and fodder crops that directly or indirectly add to household cash flows.

The Package of Practices (PoP) for these crops is developed in association with KVK and ICAR scientists, successful agriculturists, and development practitioners (including team members who weave in components of traditional knowledge). SRIJAN's field teams thereafter work to ensure acceptance, adoption and implementation of this PoP. We also assist farmers in getting the best price possible for their produce through supporting formation of market linkages. SRIJAN deems this last link crucial to ensure appropriate

Crop	Total Crop Area (acre)	Avg. Yield (quintal/farmer)	Avg. increment/farmer (Rs.)
Wheat	127.76	15.5	19150
Maize	98.00	0.34	-
Paddy	7500.72	23.4	7800
Soybean	30816.54	15.8	9338-15000
Millets	87.72	8.9	800
Mustard	96.99	14.3	9500-24480
Black Gram	198.99	2	-
Chickpea	106.59	-	-
Fodder	2810.00	37.2	-
<b>TOTAL</b>	<b>41843.30</b>		

monetisation of farm produce, without which, any livelihoods intervention is incomplete.

Outreach in Agriculture 2012-13

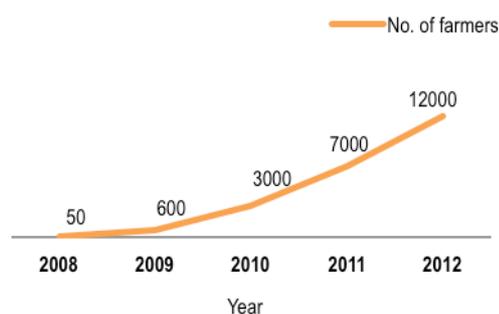


## Soya Samridhi

Our largest programme in agriculture is the Soya Samridhi programme in operation in Bundi district of Rajasthan. The programme aims to increase the productivity of the farms of small and marginal farmers in an environmentally sustainable way while reducing input costs. It promotes the role of women in farming and has established women led institutions that provide credit and aid collective procurement and marketing. In 2012-13, the Soya Samridhi programme worked with 12,010 farmers in 248 villages promoting 7 best practices.

The programme employs multiple promotional strategies to target the same set of farmers to ensure dissemination and internalization of the PoP and related information. Methods of information

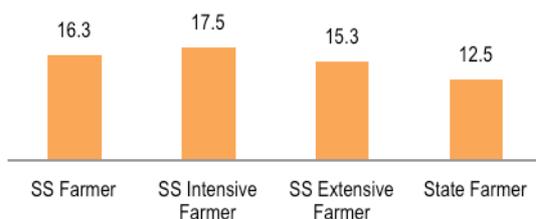
Soya Samridhi Outreach



dissemination include: wall paintings that display the PoP at appropriate places; movie shows that discuss the benefits of following improved practices; mobile vans with flex sheets attached to the sides, and carrying master farmers who help spread awareness in villages; pamphlet distribution; discussions in SHG meetings; and organisation of *kisan mela*.

Method of Promotion	Extent (2012-13)
Movie show	235 shows screened
Mobile van	213 villages covered
Kisan mela	6 events organised
Mahila kisan mela	1 event organised

**Soya Samridhi Average Yield (Quintal/Ha)**



These promotional activities in addition to frequent engagement with farmers and monitoring of soybean fields by our staff have led to high adoption rates of the PoP. The programme categorizes farmers into two groups: intensive and extensive farmers. Though we educate all farmers about the entire PoP, with extensive farmers we stress on adoption of three introductory practices, whereas with intensive farmers we lay equal emphasis on the adoption of all seven practices.

During 2012-13, the Soya Samridhi farmer (SS farmers) recorded an average yield of 16.3 quintal/Ha, 3.8 quintal/Ha more than the state average.

### System of Rice Intensification

SRIJAN promotes the system of rice intensification (SRI) as a method to increase productivity of the paddy crop to ensure food security as well as to



increase incomes. We are currently promoting the SRI methodology in two districts of North West Karnataka, Anuppur district of Madhya Pradesh and Korea district of Chhattisgarh and are working with a total of 3,145 farmers across the four districts.

We started experimenting with SRI in Karnataka with 10 farmers in 2007-08, expanding to more than 3000 farmers by 2012-13. Throughout, our approach has been three pronged: one, to ensure sustainability through building strong community institutions, two, to ensure service provision to agriculturists by developing resource persons through continual capacity building of local youth, and three, to ensure adoption of the SRI methodology by introducing mechanization. Our experience of practicing SRI has also led us to developing area specific PoPs which have yielded substantial results. A yield impact analysis conducted with a random sample of 177 farmers revealed that 60% of the farmers experienced 20% to 40% increase in grain yields. Practicing SRI also helped farmers save upto 80% cost incurred in purchase of seed and reduced the consumption of water by 40% besides reducing labour requirement and costs of other input.

## Other Agricultural Interventions

SRIJAN is working with farmers on a number of other crops including legumes such as black gram and chickpea. After years of engagement with farmers, we have been able to achieve high rates of adoption for the chickpea PoP, leading to a reduction in quantity of seed used from 50 kg to 33 kg per acre. The yield has gone up from a mere 4 quintals to 10 quintals per acre. To improve

acceptance, we have established a number of Farmer Field Schools through which progressive farmers demonstrate advanced practices of farming in order to motivate others.

Last year, we also experimented with Zero Budget Natural Farming in Bundi, Rajasthan. We motivated 55 wheat farmers to cultivate their crop without the application of fertilizers using chemical free seeds. We trained them in methods of preparing cow urine and dung based seed treatments, growth promoters and fertilizers.

This method of farming has helped us bring costs down by Rs.3,000 per hectare, reduce dependence on market, and increase soil health. We marketed the harvest by processing and packaging the wheat. The farmers sold soy-wheat flour mix, wheat flour and broken wheat in the Bundi *Mahotsav* and fetched premium prices for their chemical free produce.

## Exploring new avenues

Chaparda is a small village located in Bundi district of Rajasthan. It is characterized by kuchcha mud houses and parched lands. The village being at the tail end of the command area doesn't receive canal water for irrigation like other influential villages in its vicinity do. The residents of Chaparda have traditionally harvested the *Urad*, Sorghum and Maize crops even though Soybean has become a popular choice in the region. As Chaparda receives very little water and there was a lack of awareness in the village about good farming practices associated with Soybean, the village kept to its custom of harvesting traditional crops.

SRIJAN's work on soybean productivity enhancement was initiated in the year 2008. Along with spreading awareness among farmers and persuading them to adopt new and improved farming practices, SRIJAN has aided soybean cultivation in the area by way of building both backward and forward linkages. We help farmers procure quality seed and other farm inputs as well as help them collectively sell their produce at competitive prices. This work is done through the Samridhi



Mahila Crop Producer Company Ltd., a producer company SRIJAN helped establish by federating local women's SHGs. We are currently working with 12,000 farmers scaling up this model.

Last year, SRIJAN motivated 21 women farmers in Chaparda to adopt a package of practices (PoP) developed and promoted by us for cultivation of Soybean. The women ensured that the soybean PoP was meticulously implemented in their farmlands. They conducted germination tests, used prescribed seeds that consumed less water, set up pheromone and built bird perches as a biological protection of the crop from pests etc. Following which, the 21 new farmers harvested a very successful crop. Badribai was one such woman. Her 5 acres of land, on which she has traditionally been cultivating Urad, yielded 1 quintal of produce per acre which would sell at Rs.3000 per quintal. However, when Badribai chose to sow soybean on half her total land last year, following the PoP, she obtained nearly 9 quintal of produce sold at Rs.3,200 per quintal. Other women in the village had similar experiences. Inspired by the success of these farmers, all of Chaparda has decided to cultivate soybean using the prescribed PoP this season hoping for some Soya Samridhi to come visit their fields too!

# Horticulture

## Introduction

Rapid economic prosperity over the last decade has led to a shift in consumption patterns. The demand for fresh fruits and vegetables has increased along with the demand for poultry and dairy products. There has also been an increase in global demands for horticultural products with the food processing industry forming an important market segment. Niche markets for organic produce have grown significantly not only abroad but also here at home. With these developments in progress, horticulture has become a lucrative enterprise. The government having recognised the opportunity, constituted the National Horticulture Mission in 2005 to give this sector the required boost. With the efforts of the mission, India's horticultural yield has considerably increased over the years and today we are the second largest producers of fruit and vegetables in the world.

SRIJAN identified a huge potential in horticulture, especially for poor small and marginal farmers, and therefore decided to promote it in the communities it works with.

Fruit tree combinations	No. of families in 2012-13	Total area under cultivation (acre)
Pomegranate	105	76
Mango, Pomegranate	71	168
Mango, Guava, Bamboo	516	478
<b>TOTAL</b>	<b>692</b>	<b>722</b>

## How we do it

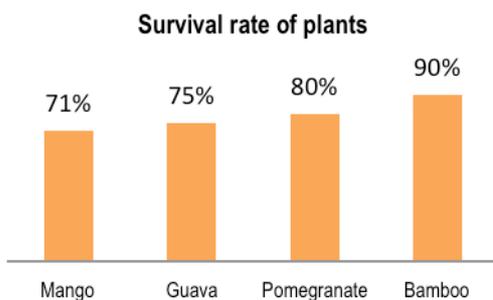
Our primary focus has been on promoting pomegranate and mango cultivation. Currently we are promoting the establishment of fruit orchards in three districts of Madhya Pradesh and one district of Chhattisgarh following different models depending on local conditions. For example in



Chhindwada district, we practice the organic wadi model. The model entails growing fruit trees intercropped with vegetables in half or one acre of land with a border crop comprising a forest tree species. We promote planting mango, guava and pomegranate trees alongside tomato, brinjal, chilli, green peas etc. with a border crop of either bamboo or lemon trees.

Acceptance for growing horticultural species, especially fruit trees which have a relatively long gestation period, is low among small and marginalised farmers. The trees provide no cash inflow for the first few years and demand care. We therefore developed a model of pro-poor horticulture that ensures regular income from the first year of implementation itself. For example in Tikamgarh district, we promote horticulture on half an acre of land on which 100 pomegranate plants, a

few papaya plants and 2000 chilli plants are grown. While pomegranate is the main crop, the papaya and chilli are short term filler crops. For the first two years, when the pomegranate trees are not fruiting, farmers earn between Rs. 6000 and Rs. 15000 in a period of 6 to 8 months from the filler crop. The first pomegranate fruiting is harvested in the third year. The average income for the farmer from this crop amounts Rs. 15000. Village resource persons called *Vriksha Mitras* have also been developed to help farmers with their orchards.



Without timely irrigation, a horticulture crop becomes susceptible to damage. Therefore, in areas where there is scarcity of water, we help farmers develop water resources by engaging in watershed management, widening and deepening of wells etc. For example, in Chchindwada, the team has planned to build a 1600 ltr cemented water tank in each wadi plot, having already completed the exercise in 290 plots. Similarly, 40 plastic drums mounted on bullock carts have been distributed to service 425 farmers. These water



carts are used to fetch water from common reservoirs to replenish storage tanks at the plots.

We also help farmers market their produce, though we do so informally. Our teams conduct research and collate market related information. This is then shared with farmers at a collective and an individual level to help them make more informed choices. Last year our teams facilitated marketing of chilli worth Rs. 9.75 lakh in three districts, namely Tikamgarh, Anuppur and Sehore by exploring local markets together with groups of producers. Pomegranate worth Rs. 1.28 lakh was marketed in Tikamgarh in the first year of fruiting.

Promoting horticulture is full of challenges. Farmers take more than usual time to adopt the PoP, often do not follow the recommended method of harvesting the crop and are only now taking to the benefits of collectively selling their produce. Farmers become restless to pluck fruit for fear of damage by birds, squirrels, fungus and rats, and sometimes end up doing so prematurely. This coupled with the tendency to quickly sell their produce in the market have yield farmers lower prices. Further awareness generation on issues pertaining to optimised household consumption, methods of pest and disease control and the benefits of collective marketing may help us aid farmers fetch higher prices for their produce in future.

SRIJAN also promotes vegetable cultivation for helping secure the nutritional needs of a family as well as for enhancing household income. Promotion of kitchen gardens helps us meet the first objective while to meet the second, cultivation of vegetables is promoted as an intercrop option at a larger scale.

Crop	No. of families involved in 2012-13	Total area under cultivation (acre)	Average production per farmer (kg)	Quantity of produce marketed (kg)
Tomato	272	15.07	177	7339
Chilli	261	34.8	122	15312
Brinjal	162	10	145	5892
Others	93	15.6	399	13500
<b>TOTAL</b>	<b>788</b>	<b>75.47</b>	<b>-</b>	<b>42043</b>

## The sweet fruit of opportunity

Realising the potential of horticulture in helping increase incomes of poor marginalised farmers, SRIJAN has intensified focus on generating awareness about best practices in horticulture in some of the poorest villages across India.

Balchand Rajak and Lakshman Kuswaha belong to Tikamgarh district in Madhya Pradesh. Tikamgarh falls in the Bundelkhand region, considered a difficult area. Scanty rains make the land prone to droughts and social encumbrances have suppressed human spirit. The possibility of cultivating pomegranate on a commercial scale had never been explored in the region and farmers were averse to the idea when SRIJAN first began promoting pomegranate as a crop of opportunity. Yet, Balchand and Lashman exhibited great enthusiasm towards the concept.

Initially, each of them was given 80 pomegranate plants and 1000 seeds of hybrid chilli plants. The chilli was to be used as an intercrop to ensure cash inflow from the first year itself. The motivated farmers realised that having a successful crop meant sweat and toil. They were quick to build small huts on their orchards and ensured that a close watch was kept on the crop at all times. Their commitment yielded rich dividends and in a matter of a mere two years, they harvested a crop of 90 kg and 110 kg of quality pomegranate fruit from half an acre of land respectively. Balchand retailed his produce in the local market and earned a total of Rs. 5250. Both of them have set up small, 200 plant nurseries, and have transplanted a few plants doubling the size of their orchards. In fact Balchand's nursery has a capacity of producing 5000 plants semi-annually.

Meanwhile, our teams have been promoting horticulture as a viable livelihood option in other areas too. SRIJAN has been assisting tribal farmers in Anuppur district of Madhya Pradesh set up *wadis* and has been successful at generating excitement in and around local villages. However, quite removed from all this excitement was a small village called Reula. It was so, not by choice, but by default.

Though the regions around Reula were electrified, the village itself remained without access to electricity. The village is spread over a large area and is characterized by small isolated hamlets. It seemed impractical to pull the electricity line over such vast distances only to connect a few additional households to the grid.

Two years ago, with help from the Norwegian government, a community solar power plant was set up in the village. The plant comprises six grids keeping in mind their proximity to the hamlets, eliminating the need for pulling electric cables over long distances. SRIJAN mobilised the community to prepare them for the project and sensitized them to the importance of making timely payments for the electricity they would consume. The team also helped train the community to operate the plant and manage the billing system. Today, the sustainability of the plant is ensured as a result of these efforts.

Access to electricity has opened many new avenues for the people of Reula. Ensuring timely irrigation, essential to a successful pomegranate crop, was a hassle earlier. But now farmers have installed electric pump sets to lift water from wells and are irrigating their *wadis*. In fact, Reula has become a model village with nearly all farmers adopting the idea of owning a *wadi*.

From creating opportunities to channelling them, horticulture for the poor farmer is sure to yield a sweet fruit.

# Livestock

## Introduction

Livestock rearing has remained an essential part of the Indian village life, both economically and culturally. With strong roots in tradition and Indian religious belief systems, rearing cattle is looked upon as more than just an economic activity. Cow's milk forms a critical source of nutrition for otherwise impoverished rural families. Excess milk is sold to the local merchant to bring in additional earnings for the household. Poor farmers, who do not have access to tractors, still use draught animals to work their fields and transport man and material. Maintaining a few heads of cattle also functions as a safety net in times of distress; selling a cow can often bail families out of medical or other emergencies.

Even though we have the largest cattle population, productivity levels of Indian cattle, especially the indigenous varieties, are among the lowest in the world. Poor nutrition and rearing practices have resulted in this. Add to this, exploitative middle men, and there remains hardly any economic sense for small and marginal farmers (owning on an average two cattle head a family) to continue this activity.

Along its journey, SRIJAN has sensed an opportunity and a strong need to work on improving cattle rearing systems in Indian villages. Our understanding of enhancing livelihoods as being an end-to-end exercise encourages us to work on improving the entire value chain. Therefore, we have worked to ensure breed improvement, to

promote best practices in rearing, and to ensure that farmers are linked to markets and get the right price for their produce.

## How we do it

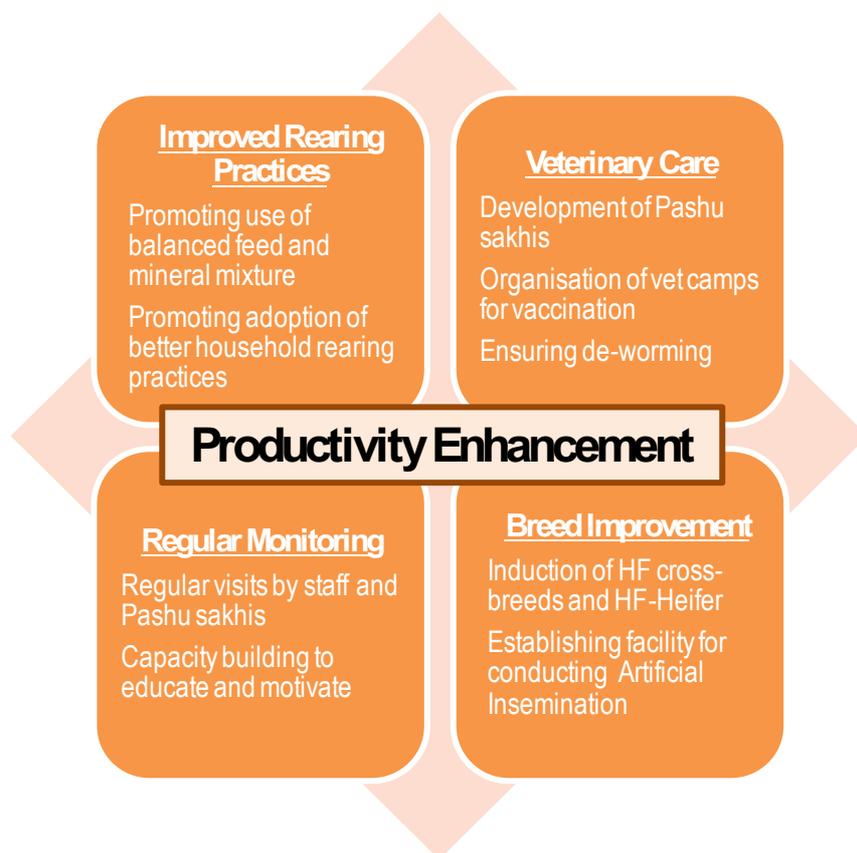
SRIJAN's work in dairy improvement began with the government's District Poverty Initiatives Programme (DPIP) in Rajasthan and Madhya Pradesh. The DPIP provided grants to common interest groups (CIG) for asset building. SRIJAN, who at the time was implementing the DPIP in Tonk of Rajasthan and Sagar of Madhya Pradesh, inducted a large number of cross-bred buffaloes in the project area. Having created this asset, SRIJAN began linking milk producers with the market. This included setting up of milk routes and Milk Collection Centres (MCC), and establishing necessary infrastructure such as Bulk Chilling Units (BCU), lactoscans, and other dairy equipment. We subsequently formed two producer companies, namely *Maitree Mahila Dairy* in Tonk and *Sagarshree Mahila Producer Co. Ltd.* in Sagar. Our producer companies have tie ups with D S Milk Products Co. Ltd. and Sanchi dairy respectively.

Particulars	Quantity
No. of families	3308
No. of villages	112
No. of cattle	4803
No. of producer groups	34
No. of producers involved in dairy	3,870
No. of milk routes	8
No. of MCCs	103
No. of BCUs	4
Average Fat and SNF	6.0-6.5 Fat % 7.5-8.0 SNF
Total milk sold	18,54,858 litres
Total revenue generated	Rs. 5,71,39,135
Total amount transferred to producers	Rs. 4,76,68,477

## Innovations

Over the last few years, SRIJAN has realised that increasing cattle productivity is the only way to

increase per-family profits. Therefore, off late, we have been especially emphasising on carrying out productivity enhancement of local cattle.



One of the major challenges faced by cattle owners has been the unavailability of veterinary services at the village. In case cattle fell ill, owners would have to part with prohibitory sums of money to get it treated. This led to unnecessary disease (and death in extreme cases), ultimately meaning lower cattle productivity and fewer profits for the family. SRIJAN has been able to tackle this problem to a certain degree by creating a cadre of village level, women para-veterinarians or *Pashu Sakhis*.

*Pashu Sakhis* are promoted following a rigorous process involving an entrance test and subsequent trainings and exposures. Once trained, the *Pashu Sakhi* makes weekly rounds of the villages she is assigned. Besides treating ill animals, she also counsels women and motivates them to adopt scientific rearing practices. The *Pashu Sakhi* is paid for the services she provides and on an average earns Rs.600 per month.

Besides the *Pashu Shakhi* initiative, last year we organised a number of vet-camps to ensure large scale vaccination of cattle and collaborated with

Particulars	Quantity
No. of families using concentrate	1434
No. of families using mineral mixture	1609
No. of families using calcium supplement	817

BAIF to create a facility for artificial insemination. Towards improving local breed, we introduced Holstein Friesian crossbreeds and helped seven families acquire Holstein Friesian heifers last year. Though the cows are not yet mature, they have already generated ample curiosity in nearby villages about their yield capacities.

Another intervention that has helped us increase the productivity of cattle has been the promotion of improved sources of nutrition. Poor families are unable to afford and often unwilling to provide quality feed to cattle in dry period. During summer months, due to scarcity of water and lack of fodder, the animal starves. This has a detrimental effect on the long term productivity of the animal, thus forming a vicious circle. SRIJAN had therefore decided to address this challenge by promoting cultivation of fodder crops such as sorghum, pearl millet and berseem. Last year in Tonk, we worked with 157 farmers on sorghum, 142 on pearl millet and with 100 farmers on pilot basis to promote berseem. Similarly in Sagar, we promoted hybrid

Particulars	Quantity
No. of Pashu Sakhi	47
No. of villages covered by Pashu Sakhi	41
No. of cattle treated/served by Pashu Sakhi	2830
No. of artificial inseminations conducted	392
No. of vet-camps	68
No. of village covered in vaccination camp	68
No. of cattle covered in vaccination	7420

napier as an alternative to green fodder, distributing slips to 42 households. As for cattle feed, we promote balanced feed, mineral mixture and calcium supplements, which are sold through our Dairy Service Centres located within the villages. As a result of our productivity enhancement programme, an average increase of 1.5 ltr of milk per cattle per day was registered in 2012-13.

Last year we strengthened our milk collection system by opening 25 new MCCs and 1 new BCU. We also started a new milk collection route in Uniara, Tonk to cover more villages. We introduced electronic lactoscans at MCCs handling large numbers of milk pourers and established model milk collection centres called Master MCC.

## Pashu Sakhi: Narbada Devi

A Pashu Sakhi is a woman from the community who is trained to provide basic veterinary care to the local cattle population. One would expect her to have some basic education at the very least. But the story of Narbada Devi, a resident of Joshipura in Tonk, Rajasthan seems to indicate otherwise.

Narbada Devi's father, like many others in the male dominated society of Rajasthan, didn't think it was essential to educate the girl child. And so, she remained illiterate. She was married at the tender age of eleven and at fifteen, was packed off to her husband's. They were poor, and her in-laws were troublesome. For lack of an opportunity, she had to reconcile with her fate.

But that was not forever. SRIJAN began working in Tonk in 2003. At the time, it helped create asset at the family level in partnership with the District Poverty Initiatives Programme of the government of Rajasthan. Given her impoverished condition, Narbada Devi benefitted from the scheme and bought two buffaloes. She subsequently took a loan of Rs. 10,000 from her SHG for investing in agriculture. With her growing participation in adding to the household income, she began having a greater say in family matters. Having yearned for an education herself, she did not want her daughter to go through the same. Today, two of her children, including her daughter, are studying at Jaipur.

However, her journey of becoming a Pashu Sakhi is truly inspirational. Having a lifetime of experience in animal care and a will to pursue new challenges, she was an ideal candidate for receiving the Pashu Sakhi training. Today, Narbada Devi can identify more than 60 different medicines to be administered for treating various symptoms of disease in cows, buffaloes and goats. Since she cannot read or write, she has memorized the names of the medicines. She proudly proclaims, "Being illiterate is not an issue at all. I have good relations with medicine vendors in the local market and all of them recognize me. They help me obtain the latest medicines and tell me about new ones too."

Each week, Narbada Devi roams her village with her Pashu Sakhi kit. She may not know how to



read or write but can educate others about vet care providing cheap and reliable treatment to sick animals; all the while proudly living her dream.

# Water Resource Management

## Introduction

Water is essential to life: for drinking, cooking, irrigating fields, for rearing livestock, and to our very existence. It is now also a precious resource. The demand for water is exceeding supply. This is true partly because the resource is unevenly distributed, with some areas experiencing droughts while others reeling under floods; partly because of the sheer growth in demand generated by the ever bulging populations; and also, partly due to mismanagement of the resource that is, in fact, available to us. It is this third problem that SRIJAN makes contributions to address.

About 35% of the total agricultural land in India is irrigated. Large chunks of this irrigated land are controlled by influential sections of society and the agrarian elite, leaving an overwhelming majority of small and marginal farmers excluded. These farmers, already in the clutches of poverty, find it extremely difficult to make ends meet. Because our focus as an organisation is to work with such families, it becomes imperative for SRIJAN to work on managing water resources.

Water	Total quantity
No. of Wells	256
No. of Farm Ponds	479
No. of Irrigation cum Percolation tanks	134
Field Bunding (running meters)	4,32,132
No of Check Dams	7
No. of Stop Dams	107
No. of Water User Groups	547
Command Area (acres)	6,688.5
<b>No. of Families Impacted</b>	<b>6,439</b>

## How we do it

Even though SRIJAN as an organisation is extremely sensitive to water issues, Water Resource Management now comprises a smaller slice in the organisational pie when compared with the prominence it enjoyed in the formative period; our interests having diversified over the years. Currently, there are two locations where WRM is in full swing: Ichchawar in Sehore district and Jatara in Tikamgarh district of Madhya Pradesh. Teams situated at Pali and Tonk of Rajasthan will begin WRM in a big way over the next few years. However, all of our teams engage in building water structures and carrying out other activities associated with WRM, when an opportunity presents itself. SRIJAN has been able to bring in 6,689 acres of land in the command area of water structures over the years impacting a total of 6,429 families.

SRIJAN's objective for undertaking WRM is to achieve *"Improved rural livelihoods at the household level through sustainable management of natural resources by enlisting participation of communities contributing to reduction of poverty by devising strategies that promote equitable access, use and management of water resources."*

WRM is viewed and implemented at SRIJAN with a multi faceted approach to achieve multiple objectives. The main focus is on reduction of poverty through sustainable management of natural resources as well as strengthening capacities of local governance. Objectives are further defined below:

- reducing poverty and livelihood vulnerability, enhancing food security, and

improving water resource management systems specially in drought-prone and marginalised districts and communities

- promoting increased individual and collective responsibility for water resource management
- contributing to local social capital and decision-making capacity
- raising the productivity of rain-fed agriculture and non-arable land
- developing forest resources
- developing individual assets which will help in enhancing productivity in agriculture and also conserve soil and water
- tapping surface water and recharging underground water resources for irrigation

SRIJAN typically/distinctively focuses on individual farmers in WRM by implementing the “farm pond & field bunding” model in patch and series. To distinguish from regular farm ponds, which usually turn out to be percolation tanks that do not serve their actual purpose, SRIJAN strives to achieve the original purpose of a farm pond by building safe inlets and outlets and by using black cotton soil to reduce percolation.

The Indian agriculturist is heavily dependent on monsoonal rains for irrigating his/her fields. Given the effects of climate change and the erratic pattern of rainfall, it becomes difficult to depend on the monsoon for small farmers unable to cushion risks. Better management of water resources can help hedge this risk. We therefore also view WRM as an approach to adapt to climate change. The Draft National Water Policy 2012 states “the adaptation strategies could, inter alia, include increasing water

storage in its various forms, namely, soil moisture, ponds, ground water, small and large reservoirs, and their combination, which provides a mechanism for dealing with increased variability because of climate change”. In agreement with this idea, SRIJAN builds and maintains small water storage structures in and around farmlands and engages in soil and moisture conservation by working common lands as well as promoting agricultural practices that aid in this.

## Major Achievements

To achieve the greater vision of the organisation, we view our WRM work through a special lens. Instead of building large and expensive structures such as dams (which tend to benefit a smaller number of people for the same cost), SRIJAN works with individual farmers undertaking smaller works. The strategy allows us to hand pick our beneficiary group, selecting only the ultra poor. Our interest has consequently shifted towards activities such as construction of farm ponds and field bunds. Another strategic decision regarding the WRM theme has been reducing costs by bundling earth works. An example of this would be utilising soil dug out from a farm pond to construct field bunds along the same farm, aiding further the conservation of soil and water. We address the issue of soil and moisture conservation maintaining a family-focus by ensuring that multiple interventions are made on the same farmland: a farm pond to provide water for life saving irrigation to crops, field bunds to minimise run-off and a percolation tank or a recharge pit to maintain adequate reservoirs of ground water.

SRIJAN is helping communities mobilise government funds through IWMP, a central

government scheme. A total of Rs. 20 crore will be spent over a period of five years developing more than 15000 Ha of land in Pali and Tonk districts of Rajasthan and Tikamgarh district of Madhya

Pradesh. ITC Ltd. has partnered with SRIJAN over the last decade and provided funds to undertake work in Ichchawar of Sehore, Madhya Pradesh.

### Where there is a will, there is a way!

Dharmendra Kushwaha, 25 belongs to Chandera, a small village in Tikamgarh district of Madhya Pradesh. He lives there with his wife, a young son and parents. Having studied up till class five, he is a farmer and owns a little more than 0.75 acres of land, on which he cultivates vegetables, wheat, *urad*, *moong* and peanut. His mother and wife are part of an SHG supported by SRIJAN. They recollect, “the *did*i from SRIJAN told us about the benefits of building a farm pond. We came back and told our family about it, and they agreed to it”.

Dharmendra, a hard working young man, selected a site for building the farm pond with assistance from SRIJAN and funding from Sir Dorabjee Tata Trust. He and his paternal uncle began work on the farm pond. Within one month, the two dug a farm pond so deep, they struck water! But it was not all easy going for Dharmendra. After he began work, his brothers, who shared the land with him, objected to the construction of the farm pond. They deemed it a waste of effort and didn't want precious farm land to be used for this purpose. But Dharmendra understood the importance of water in parched Bundelkhand. He stuck to his decision and argued with his brothers. This ultimately led to the division of the family land and his separation from his brothers. But Dharmendra remains unperturbed. He is now looking forward to undertaking further land improvement work on his field. What's more, his entrepreneurial streak surfaced through all this and Dharmendra utilized the money he received as labour cost from the SDTT to start a small *papad* business, which he seeks to expand with loan money from the SHG his wife and mother are a part of.

# Rights and Entitlements

## Rights and Entitlements

International development discourse is slowly moving towards the rights based approach which necessitates that certain basic rights be ascribed to a person by virtue of being a human being. India too, is increasingly looking towards ensuring that basic human requirements to lead a dignified existence are guaranteed by law, hence, the much debated rights to food, education and employment.

The government has been running many a scheme to deliver essential services to ensure a basic yet dignified life for its citizens. Their success however, can be called to question. With the 73<sup>rd</sup> constitutional amendment in 1992 and the devolution of powers, PRIs became an essential cog in the governance wheel. Today, the rural

citizen has to approach the PRI to gain access to a large number of government schemes; to their rightful entitlements. Unfortunately though, the creation of PRIs has not guaranteed good governance and local socio-cultural dynamics have rendered the poor as helpless as ever.

SRIJAN could no longer afford to remain silent on this issue. Over the last year, we have intensified our focus on ensuring that the poor are empowered to demand for what is rightfully theirs: preparing them for the fight ahead by arming them with information and helping them organize.

Though in its nascence, some of our teams have been able to achieve results provide in the table that follows.

Scheme	Benefit	Amount
Registration in BPL lists	Access to subsidy	158 persons registered
Old age Pension	Income for old persons	32 persons connected
Construction of toilets	Sanitation	162 units
Indira Awas Yojana	Housing	31 families
Widow pension	Income for widows	27 persons connected
Construction of NADEP tanks	Improved agriculture	13 units
Nirmal Neer Yojana	Access to potable water	10 villages
Nal Jal Yojana	Easy access to potable water	3 villages
Concrete Roads	Improved connectivity	6 villages
Construction of school boundary walls	Safety for children	2 villages
Construction of culverts	Improved connectivity	1 village
MGNREGA	Employment	45 persons connected
Individual Beneficiary Scheme	Access to schemes like widow, old age pensions etc.	150 persons connected

## A Fight for our Right

Last year the villages of Karhad and Ghogri in Jaisinagar block of Sagar, Madhya Pradesh began a battle for their rights. They are fighting to obtain work under the MGNREGA scheme: a right guaranteed to all rural unemployed citizens under the National Rural Employment Guarantee Act, 2005.

Towards the second half of 2012, our team came up with the concept of organizing community members seeking employment under MGNREGA into labour groups. Individual requests for work were not being heeded to. Therefore it was felt that workers needed to be grouped to help them place their demands more vociferously before the local authorities. These were primarily to be Women's Labour Groups (WLG) but given that men suffered the same fate, they too were involved. The following is the story of Karhad.

When our team began investigating the state of affairs in Karhad, it was surprising to see that there was very little awareness about MGNREGA despite more than seven years of its implementation. Villagers scarcely knew what that *safed card* was for. What little MGNREGA work got registered in the village did so under the 'guidance' of the sarpanch and sachiv. Corruption in government schemes is not new to Karhad. Ghulabbai, a member of an SHG promoted by SRIJAN, recalls paying Rs. 80,000 two years ago to a local official for the construction of her well under the *Kapildhara Yojana*. The well remains unfinished to date. On further research, it was clear that the fate of MGNREGA was quite similar: local officials were having a field day, entering bogus names and works



completed in the MGNREGA database.

Thus came into existence the 20 member Karhad Mazdoor Sangh. Our team pulled out all MGNREGA related details for the members of the labour group from the government database and shared the findings with the village folk. The findings were greatly aggravating to the residents of the village especially when they realized that the fraud was taking place using their identities.

Members of the labour group decided to demand work under MGNREGA from the panchayat functionary. But, they were not allotted any project. Not losing hope, they placed another demand, this time in the gram sabha. But to their chagrin, work was denied to them again. Instead, the sarpanch offered work to only a few of the members of the labour group. But none from the group accepted his proposition and said that he must allocate work to everyone or else no one will work, thus maintaining the unity of the group. Meanwhile, the members learnt of the fraud in detail by way of accessing the NREGA website using their job card numbers. They learnt that lakhs of rupees had been siphoned off by making fraudulent entries in the system, agitating them even more. After fifteen days of non allocation of work, the group decided to approach the block CEO where they were given forms to fill in order to file a complaint. The form asked for information regarding the wage seeker's post office account. They were unaware that any such account had been opened in their names. They became determined to go to the post office to get their passbooks. Twelve of the group members were able to receive their passbooks. In them, they saw numerous transactions made under forged signatures. They didn't give up and repeatedly demanded for work until one day, the local authorities had no other choice but to assign them 14 days of work.

But this was not the end of the struggle. After completion of the work, they waited for more than a month for the payments, making several visits to the post office. But the payments were nowhere in sight. So the group went to the district collector's office and logged a complaint. Since then, the group has received payment for seven days out of the fourteen they worked for.

And the battle rages on...

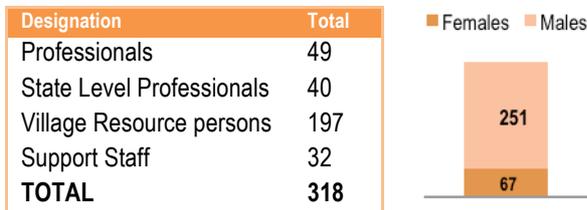
# Management & Advocacy

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interns from XIMB, IIFM, XIDAS, TISS, IRMA and several other institutes.

## Human Resources

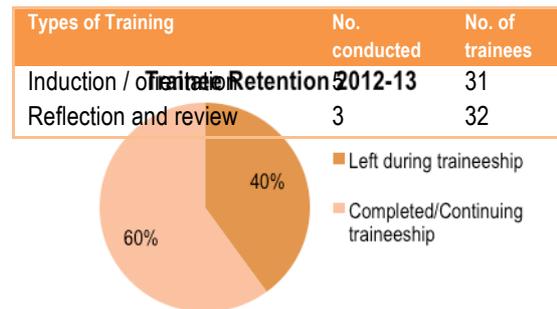
SRIJAN is a coming together of like minded people who believe they can influence change. Though we belong to diverse cultural and academic backgrounds, our outlook towards the developmental challenges that face our world and a keen desire to meet them, strings us together. During 2012-13, the SRIJAN family grew to a total of 318 members.



In order to meet our standards of quality and to ensure the ethical behaviour warranted of our employees, we have developed a rigorous, multilevel selection process. Last year, out of a total of 119 candidates who were interviewed through various lateral entry camps, only 14 were offered joining letters.

SRIJAN also strongly believes in mentoring the youth, inspiring them to actively engage in the development dialogue at the national level. For this, we have consciously maintained a policy of recruiting bright graduates and young professionals. As an initiative, during 2012-13 we conducted outreach programmes in premier academic institutions of the country such as TISS and IIFM. As a further collaboration, we invited summer

Building capacities of our employees becomes even more essential given our focus on inducting young people into the organization. In SRIJAN, an employee's journey begins with an induction/ orientation course followed by a review and reflection after a stipulated period of time spent in the organization. During this time, the employee is expected to maximize his/her learning. While in traineeship, they are assigned learning tasks, based on the completion of which their performance is evaluated. Throughout the first year, the trainee is offered intensive mentoring to ease him/her into the transition phase.



However, given the unconventional nature of the job, SRIJAN experiences a high attrition rate. To overcome this challenge facing many organizations working in the sector, we have augmented our recruitment strategy by increasing focus on local colleges and universities. We intensified our search in 2012-13 and contacted 40 colleges across several states, ranging from national level to district level academic institutes, to recruit from for the coming financial year.

## Advocacy

During the reporting period, SRIJAN developed a video film documenting human resource strategies applied in various national and international rural development programmes. The World bank funded project aimed at creation of awareness at the project staff level to promote better management practices, thereby giving impetus to better programme delivery.

We also developed a manual describing the 30 additional works that can be undertaken as part of projects taken up in MGNREGA as recommended in the 12<sup>th</sup> five year plan. The manual supported by

UNDP and the Ministry of Rural Development, Government of India will be utilized to spread awareness about this expanded list of works as well as help in implementation of those.

SRIJAN, by way of its CEO being part of a working group of the National Advisory Council, was also involved in advocating better Human Resource and Institutional Development strategies in the flagship programmes of the government. This was viewed as a method to enhance efficiency of the said programmes and improve delivery.

## Governance

SRIJAN's board met four times during 2012-13 and remained unchanged through the period.

Name of Board Member	Designation
Prof. Tushaar Shah	Chairperson
Mr. T.K. Mathew	Trustee
Mr. Ajay Mehta	Trustee
Prof. Govind Sharma	Trustee
Ms. Madhu Sarin	Trustee
Mr. S. Loganathan	Trustee
Ms. Rekha Masilamani	Trustee
Ms. Bharti Ramola	Trustee
Mr. Shankar Venkateswaran	Trustee

